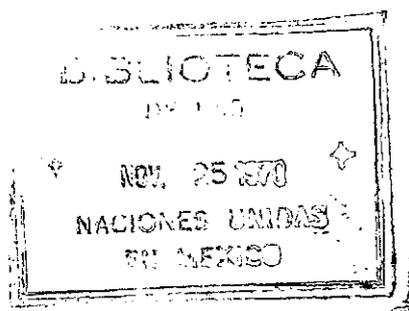


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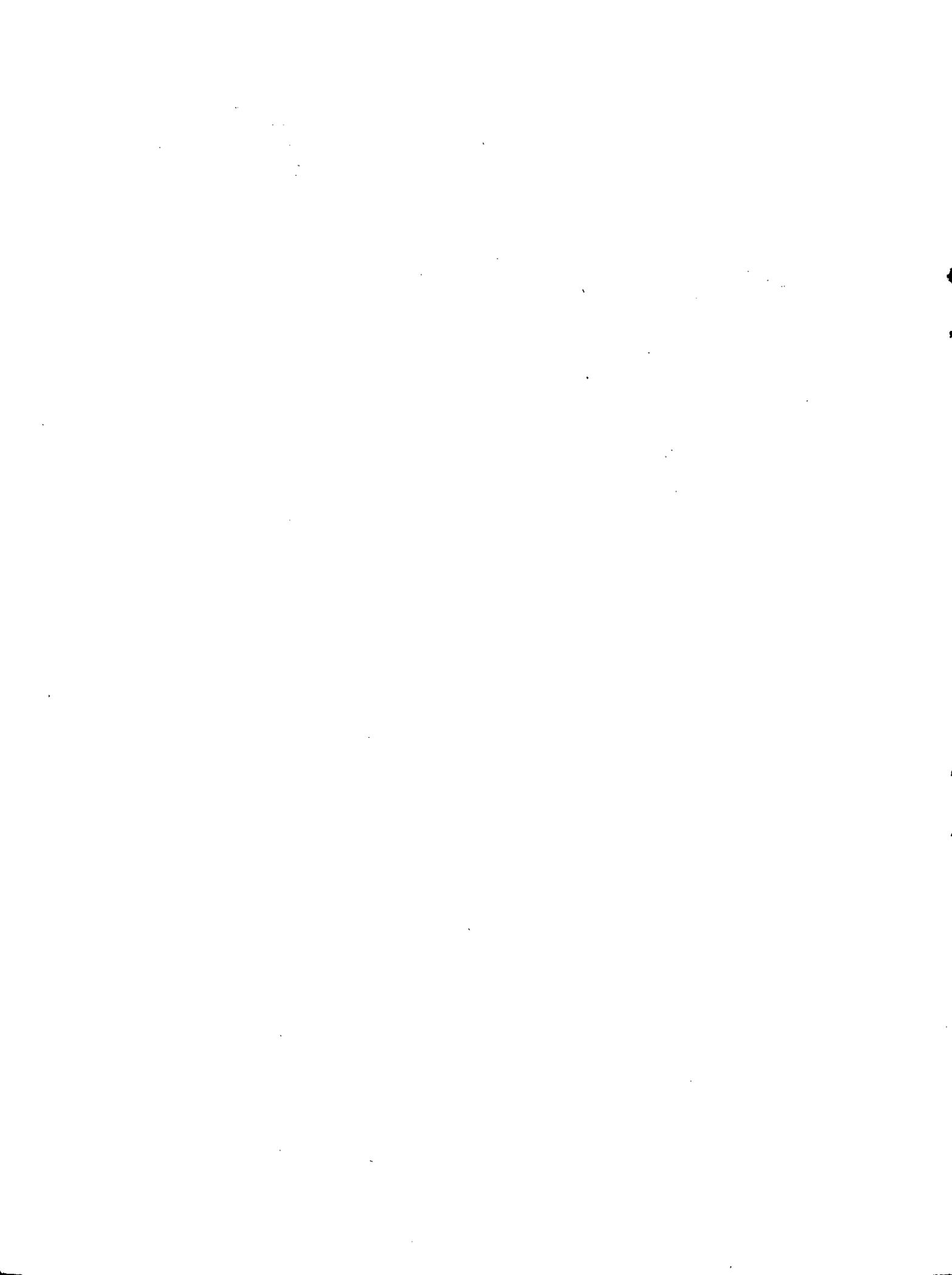
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REPORT OF THE DIRECTOR GENERAL
TO THE GOVERNING COUNCIL

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INTRODUCTION

When it meets again in November 1967, the Governing Council will make its first review of the work carried out by the Institute during the second phase of its activities, after five years of accumulating experience. During the first phase of its activities, it made intensive efforts to mould and strengthen the newly-created organization and to find the ways in which it could best fulfil the hopes placed by the different countries in planning while at the same time, meeting the emerging demands for services which spread to nearly all the countries of the region.

These demands were originally for planning machinery with which to prepare the first master plans, usually for the medium term. Later, the needs created by the process of planning itself were intensified and diversified, in particular after 1965, and became increasingly concerned with problems of plan implementation, project promotion and preparation, the establishment of operational machinery and procedures, the co-ordination of short-term policies and other objectives of a practical nature.

The Institute was compelled by these developments to make quantitative and qualitative changes, broadening its knowledge and introducing new programmes which were often handicapped by lack of sufficient experience and backing. The rationale of the Institute's work is thus to be found mainly in the course of the planning process itself or in the reactions to changes in that process, and this review of its activities, which constitutes the tenth progress report, has accordingly been undertaken in that wider context.

Since before the Second World War, various Governments have been engaged in partial planning experiments in the form of sectoral programmes, projects for basic industries or plans for the expansion of the economic infrastructure. During the fifties, professionals and specialists in various fields and experts from various international organizations studied the technical aspects of planning, particularly, economic conditions in

/Latin America

Latin America, methods of long-term global and sectoral projection, and the formulation and preparation of specific projects. But it was not until seven or eight years ago—and particularly since the Charter of Punta del Este—the Latin American Governments made planning at once the fulcrum and frame of reference of their economic and social development policies.

The capacity of the planning offices and planners to discharge that tremendous responsibility has naturally been limited by the circumstances in which they assumed their new functions. To begin with, they were faced by a number of technical problems. The institutional structure of the State and the economic policy-making machinery were not suited to the new activities and methods of framing and applying economic and social policy. The statistical and other services needed to provide background information as a guide to rational decision-making were either non-existent, unable to provide complete information or not sufficiently well-organized to furnish accurate data when needed. Even when a real effort was made to train specialists, the training proved glaringly inadequate as soon as planning became more ambitious in scope and range. Experience was lacking, and that of the developed economies could not always be adapted to Latin American conditions. This was particularly true in organizing planning so as to ensure co-ordination of central planning offices with sectoral and regional activities and with short-term economic policy organs and instruments (fiscal, monetary, exchange, wage, etc.). Moreover, little was known about how to set up machinery to establish useful relations with the different social sectors, particularly private enterprise and wage-earners.

The difficulties of planning in the last few years have not been merely a matter of techniques, methods, manpower or the institutional structure. The functions and activities of planning are carried out in the context of economic and social conditions at both the national and international levels. Although for a short while after the Second World War the effect of these conditions was to transfer the responsibility for framing development policy to the planners, this trend has recently lost ground.

/Despite the

Despite the adoption of new forms and procedures of international technical and financial co-operation, the fluctuations in the world markets for Latin America's exports, the low growth rate of its export trade and the failure to stabilize or increase the net inflow of external resources for regional development financing represent formidable obstacles to the formulation and implementation of development policy. Because of the strategic importance of the external sector, they have created serious short-term problems for the Latin American economies.

Now that in the more advanced Latin American countries have completed the first stages of industrialization, new problems have arisen to hamper the continuation of this process and, hence, economic development as a whole. The growth rate has shown signs of flagging in the last few years, and, with its decline, concern is again being felt for the structure of production in the Latin American countries, which had been a problem for many years, while additional problems that were not dealt with properly at the right time have reappeared.

One of the long-standing concerns is the need for structural changes to enable agriculture to take an active part in supplying the towns with industrial inputs and food, to step up exports or bring about import substitution in agricultural commodities, and to transform the rural population into a broad market for the products of industrial expansion. It has also long been recognized that taxation, education and the public administration should be reformed and that other changes must be made to enable those sectors to play their part in the process of development.

The problems that are only now claiming attention in Latin America are the obvious failure of national economies to provide, on a continuing basis, the reasonably remunerative job opportunities demanded by a rapidly-growing active population, and the persistence of poor living conditions in large and possibly growing population groups, despite the allocation of huge sums in recent years to the so-called social sectors. This has the twofold effect of maintaining inequitable income distribution, and of creating economic and social marginality—a problem that has lately been arousing great concern.

/The recent

The recent trend of planning in Latin America, its successes and reverses, its modus operandi and its effects should be judged bearing in mind, inter alia, the factors summarized above. Since its establishment in 1962, the Institute has pursued its activities during this critical period for planning in Latin America, and its work should also be evaluated against that background. The work of the Institute is an intrinsic factor in the situation, not only by virtue of the advisory services, it provides to the various countries in close and permanent contact with national planning officials, and the numerous courses offered under the Training Programme, but because of the close and deepening association of the Institute experts with national public and private bodies, with virtually all the international agencies concerned with planning in Latin America and with the regional and outside experts engaged in studying Latin America's development process.

The orientation of the Institute's work has been determined by the close ties between its activities and national planning. The Institute has succeeded in adapting its functions to the changes that have occurred in planning as it progresses and of the modifications in the economic, social and institutional factors, both national and international, that shape its course. It has also embarked on several lines of research in the hope of evolving a creative approach to the factors that determine the course of planning.

In gearing its activities to the specific requirements of national planning, the Institute has been particularly concerned with certain aspects which acquire greater importance as the planning offices become more deeply involved in shaping development policy. Those aspects are individual project preparation, the formulation of annual operational plans, the preparation and implementation of public sector plans, and, as a consequence, financial and budget programming.

The Institute has reacted to these new requirements by revising its work programme and overhauling its internal organization and methods of work. For example; it has created a Projects Division and in a short space of time endowed it with the resources necessary to undertake research

/work and

work, and to provide practical advisory services in a number of countries. Its research work mainly consists in examining priority criteria for the allocation of funds to multinational projects, with a view to co-ordinating planning with economic integration, an area of study long neglected.

Special attention has also been paid to the methodology and practice of co-ordinating short-term policies with medium and long-term targets. The techniques used in Latin America and other regions have been thoroughly investigated and evaluated and the findings are being increasingly included in the syllabus for the Institute's courses. At the same time, they are being conveyed to the different countries through the medium of the advisory services, and will eventually be published so as to reach the widest public.

The practical purpose of all these services, which are also being used in sectoral planning, including education, health and housing, is to increase the operational efficiency of planning in Latin America and help to supplement it with the different types of procedures required for a well-integrated planning system.

However, the effectiveness of planning is also contingent on other factors connected with the structure and functioning of the Latin American economies and their social and institutional aspects. It has been noted that planning has been tending in the last few years to concentrate on short-term and operational functions and to revive the piecemeal approach. This reorientation, which has been duly reflected in the Institute's work, should not, however, be permitted to impair one of the basic functions of every planning process: the over-all formulation of the major guidelines for long-term development policy.

The Institute met this need some years ago by making diagnoses and long-term over-all projections. But the emergence of new and basic problems of the kind mentioned above and the establishment of more comprehensive and ambitious economic and social development targets make it imperative to re-examine and revise existing interpretations and to assess the prospects, possibilities and strategies for long-term action. This is no longer a purely economic matter. The economic, institutional and administrative difficulties of implementing the policy of structural reform and the

/trends of

trends of planning itself require an interpretation of the development process that will embrace all these variables.

Such an interpretation of events would not be motivated simply by an academic interest in understanding their past and present course. By throwing more light on the process of structural change in the Latin American countries, research of this kind would provide a basis for developing a strategy for the future, i.e., for politically and technically feasible action programmes designed to solve present-day problems and to achieve current development targets. Examples of this type of long-term research are the studies that have already been made on economic integration and the external bottleneck, those under way on social questions, economic development analysis and activities in relation to human resources, employment and social marginality.

Lastly, the Institute is confronted by the taxing problem of how to distribute its resources among its different fields of activity. On the one hand, there is an extraordinarily intense and growing demand by Governments and international institutions for the Institute to deploy its resources to the maximum to raise the internal efficiency of the planning system in terms of operational capacity. On the other hand, it is becoming increasingly apparent that there is a legitimate need for a clearer concept of development policy, of which planning is the chief instrument. A glance at Latin America's situation in the last few years shows at once that the definitions of development policy which were regarded as clear and precise in the fifties are no longer valid. Consequently, one of the ways in which the Institute might make a major contribution to planning in Latin America is precisely by directing its research towards the establishment of new, clear-cut guidelines, for development policy.

Within the possibilities afforded by these conditions and alternatives, the Institute has been attacking planning problems from many angles. By 1967 its work had advanced sufficiently for it to lay greater stress on the co-ordination of the principal development targets with short-term economic policy decisions. This is one of its thorniest problems and is

/particularly hard

particularly hard to solve. It calls for a more comprehensive preliminary examination of longer-term development possibilities and prospects with due regard to variables that have not been given sufficient weight in the past, and this is the area which it is proposed to investigate.

This largely general and theoretical research was complemented in 1967 by systematic advice and assistance to Governments in the framing of national development strategies through a more specific and detailed exploration of development possibilities on which to base the major planning objectives and targets. The methods used by advisory services of this kind are very different from those adopted for the first plans. Advisory services are not given to purely technical bodies, since they are intended to meet the needs of policy-makers, entrepreneurs and wage-earners. The two lines of action--the efforts to work out a longer-term interpretation and the advisory services at the country level based on other approaches--are now converging for the first time.

These lines of action should be interwoven and should eventually lead to a deeper understanding of the limitations and possibilities of economic growth and make it easier to identify the sectors and programmes that are best able to give strength and point to planning.

The research on development described in this report will shortly be completed. In 1967, advisory services in relation to the framing of national development strategy were provided to Central America, the Dominican Republic and Paraguay, and, in relation to specific areas to northern Chile and the Venezuelan region of the Andes and the Andean zone of influence in that country.

In that same year, the first steps were taken by the countries themselves to explore possible avenues of development, with due regard for their particular circumstances and with special attention to the foreseeable effects of the economic integration of Latin America. At its last session, the Governing Council had before it the study on that subject for the region as a whole. It would be advisable if the whole question could now be re-examined in more detail, including the policies that offer the greatest possibilities of development.

/This is

This is a task which exceeds the Institute's competence and, by its nature, should be dealt with mainly by national research centres of established reputation. Arrangements have therefore been made with the Economic Research Centre of the Torcuato Di Tella Institute in Buenos Aires and with the Centre for Mathematical Statistics of the University of Chile, and the Institute plans to collaborate with other similar institutions in accordance with the policy of developing closer relationships with universities and research institutions advocated by the Council on earlier occasions. It is hoped in this way to add to the possibilities for research by broadening its sphere of action through co-operation between research centres in the different countries. Apart from encouraging this kind of co-ordinated research, the Institute will supply information on the region in general and work for the adoption of a standard methodology to provide a comparable basis on which to assess the findings in each country (see Annex I).

Useful contacts have also been established with the organizers of the Council for the Social Sciences (Consejo Superior de Ciencias Sociales) which is in the process of being established.

The counterpart, so to speak, of this long-term research consists in the assessment of experiences, problems, procedures and methodologies with a view to co-ordinating short-term policies with the countries' principal targets. The examination of these aspects has the highest priority in the Institute's work. In 1967, in preparation for the seminar on the modalities of annual operational plans in Latin America, the advisory services extended their sphere of activities—albeit on a very small scale—to include the formulation of this type of plan. More intensive collaboration is also being given in the form of advisory services at the operational level (systems of budget implementation, accounting and costs, control and evaluation of programme results, etc.).

More specifically, as part of the attempt to pull together the many aspects of its research, priority has been given in 1967 to the co-ordination of monetary policies with the broad objectives indicated in the plans. A document entitled Algunas consideraciones sobre la programación monetario-financiera de corto plazo has been prepared, and a seminar is to be held at the headquarters of the Institute in November 1967, at which central bank

/authorities general

authorities, general economists and planners and monetary experts are expected to study the problem. This is the Institute's first attempt to establish a broad platform for discussion covering various approaches and to seek a clearer interpretation of the phenomena that have been worrying Latin America for some time. An attempt will be made in the light of the seminar's results to define new relationships with a view to broadening the scope of future research.

A glance at the training activities of the Institute during its first five years will show that the evolution of planning in Latin America has strongly influenced the aims and subject-matter of those activities as well as the nature of the courses and the problems considered.

After the first series of courses, which were given under ECLA auspices and dealt chiefly with economic analysis and the formulation of over-all and sectoral plans, the emphasis gradually shifted to new functional aspects of the economy, courses on social questions were added and a course was given in 1966 for trade union leaders. The syllabus of the courses on economic integration, techniques of project promotion and evaluation, international trade and monetary policy instruments has also been broadened considerably.

These advances, which were mainly in problems of plan implementation, were accompanied by another development which affected the programme in various ways, that is, the attempt to make the Basic Course increasingly interdisciplinary in nature. It is hoped by this means to remove the study of planning from the realm of pure economics and place it in a broader perspective, and to reinterpret the process of development in terms of social and institutional changes as well. This fresh approach, which should be strengthened and deepened in the next few years, embodies the findings of the social research programme—which have been particularly significant in 1967—and of the studies on development which were brought to the attention of the Council at earlier sessions.

At the sectoral level, the first intensive course devoted entirely to industrial planning was given at Rio de Janeiro in 1967. This was also the sequel to a study completed and published in the previous years.

/Since its

Since its establishment the Institute has trained 2,909 professionals in Latin America including the graduates of the eight courses held in 1967. There is still a high demand for training, as indicated by the large number of successive courses requested, and the special requests:

- a) longer intensive courses (the Government of Mexico, for instance, would like them to be progressively lengthened until they cover a full year);
- b) the extension of the intensive courses to the states or provinces in the interior of the countries (requests have been received for 1968 from Brazil, where they are already being held, and from Mexico); and
- c) courses for particular organizations, i.e., those requested by development banks, and the special course on annual operational plans and short-term policy to be given in 1968 to the staff of central banks and other institutions.

The growth and specialization of demand has confronted the Institute with a problem in allocating resources and fixing priorities, particularly since such subjects as employment, natural resources and other key factors are not yet being studied systematically. The problem is aggravated by the fact that the growing influx of requests is not confined to the training programme but is a feature common to all the major areas of activity of the Institute.

In order to provide a means of solving this problem, the system of programme budgeting was introduced on 1 January 1967 and is being used by the Institute as its frame of reference in planning its work programme. The annex to the present report ^{1/} indicates the targets initially established, those actually achieved and the unforeseen needs that arose in the course of the year and were important enough to warrant a reallocation of the funds originally assigned to other programmes. Irrespective of any lack of foresight that this may imply, it demonstrates the rapid changes in planning requirements to which the Institute must adjust.

^{1/} Page 79.

The Institute's flexibility is demonstrated in its advisory services programme, for instance. The efforts to assist in the formulation of development planning strategy, and the increasing although limited attention being paid to annual operational plans and their instruments have been described. While these two lines of action are being emphasized, less advice and assistance is being given in relation to medium-term general plans, and increasing importance is being attached to the preparation of national plans in relation to the region as a whole.

Industrial development has been studied from a number of different points of view, which have tended, particularly in 1967, to complement one another. A document entitled Notes on Industrial Development Strategy in Latin America has been prepared for the International Symposium on Industrial Development to be held at Athens at the end of the year. This study draws attention to the signs of saturation in the import substitution process and sets forth the bases on which industry can develop along other lines in the future with particular reference to the exportation of manufactures to markets outside the region, the growth of intra-regional trade and the opening of internal markets. In 1967, the ECLA/Institute/IDB Joint Programme on the Integration of Industrial Development has also been working on the promotion of export trade in manufactures. Studies have been made in Brazil, Chile, Colombia and Venezuela, and another is being prepared on Central America. In response to a request from the Government of Brazil, a programme relating to exports of manufactures is also being drawn up in collaboration with the authorities and private enterprise in Sao Paulo.

The Joint Programme, which has made substantial progress in 1967, is undertaking more detailed comparative study of the economy of various branches of industry and exploring their possibilities of development on the basis of greater specialization and regional trade. Since 1966 the fund of experience built up in this field has been available to the public in a study published by the Institute on industrial planning.

/There is

There is a notorious lack of agricultural programmers in Latin America. Consequently the Institute's work in agriculture has been largely confined to two areas. First, it has made a sustained effort to train personnel, and has prepared a manual on agricultural planning which is scheduled for completion in 1967. It has also intensified its advisory activities by providing continuing and practical collaboration in framing policy measures and implementing plans and reforms in Chile. Secondly, it has extended its normal field of activity by considering the natural resources of the various countries in planning. It also worked jointly with IDB in 1966 in formulating projects for the integrated development of agricultural areas. From that experience it hopes to develop a methodology for the preparation and implementation of this type of joint project.

Although much still remains to be done by the Institute in relation to human resources, it has continued in 1967 to train planners and to advise countries on the inclusion of specific occupation and employment targets in their plans. It is hoped to expand the Institute's activities in this field through collaboration with the ILO and ECLA in a project which is now being formulated for joint consideration by the three bodies.

Mention should also be made of the Institute's research on natural resources. This was begun, as will be remembered, several years ago, in co-operation with Resources for the Future, Inc. The initial results of the programme, which is drawn up annually by agreement between both organizations, are a study published in English on the economics of water utilization and its possible effects on the location of economic activities and the structure of production.

At the end of 1966 the Institute began to publish its studies, and has continued to do so throughout 1967 at a very satisfactory rate. Three books have been printed in the course of the year, and various Institute Textbook series have also begun to be published to make the provisional findings of its research, lecture notes and practical handbooks available to the general public. As indicated in the corresponding section of this report, a publications programme has been drawn up and its purpose and scope defined. A number of studies have already been issued under this programme, thereby introducing the Institute texts to the Latin American public.

/In December

In December 1965, the Governing Council adopted a resolution recommending that the necessary steps be taken to continue and intensify the work of the Institute. The Council's recommendations were fully and unanimously supported by the ECLA Committee of the Whole in May 1966. The Council has been kept informed of the progress of the work up to February 1967. Subsequently, both the United Nations Development Programme (Special Fund) and the Inter-American Development Bank (IDB) agreed to contribute the necessary funds for a further four-year period beginning in July 1967.

These arrangements and the work of the Institute were unanimously approved at ECLA'S twelfth session at Caracas in May 1967. (See the account of the relevant discussion in annex II.)

The steps taken by the Council in 1965 and the unwavering support of the Latin American Governments led to the conclusion of an agreement between IDB and the Institute, which was signed by Mr. Felipe Herrera, the President of the Bank, and Mr. Raúl Prebisch, Director-General of the Institute, on 1 June 1967.

operations for its second phase of activity at a ceremony held on 2 June at United Nations Headquarters. The plan was signed by U Thant, Secretary-General, the representatives of eight Latin American countries, Mr. Roberto Heurtematte for the Special Fund and Mr. Raúl Prebisch for the Institute. (The statements made on that occasion by the Secretary-General of the United Nations are given in Annex III.)

These introductory remarks cannot be concluded without a final reference to the Institute's increasing co-operation with other United Nations bodies, organizations of the inter-American system and public and private institutions, especially at the university level. In this connexion, the Institute wishes once again to express appreciation for the collaboration and assistance received from ECLA, the United Nations Development Programme, IDB, UNESCO, UNICEF--which has made an important contribution to the development of activities in the social sector--the ILO, FAO, IMF, the Organization of

American States, the Pan American Sanitary Bureau, Resources for the Future, Inc., the Ford Foundation and the Centre for the Economic and Social Development of Latin America (DESAL), from AID in relation to the fellowship programme for the Institute courses, and from the Governments of the Federal Republic of Germany, France and the Netherlands in various fields of activity.

The Institute is, as always, grateful to the Government of Chile for its whole-hearted and unwavering support and for the facilities it has generously made available for the financing of the Institute's work.

I. TRAINING PROGRAMME

1. Development of the Programme

As more experience was gained in planning, the scope of the planning process was gradually extended to cover more detailed aspects of the functioning of the economic system and to include the problems of sectoral planning, and more refined and complex instruments were introduced into planning practices for making projections, co-ordinating complementary activities, defining investment projects, etc. Particular progress was made, first of all, in industrial, agricultural and transport planning, and, inter alia, in input-output, performance budgeting and project evaluation techniques. Subsequently, a start was made on aspects of planning relating to the social sectors, and it has recently become clear that the planning process must be extended to deal with short-term aspects, which require special techniques connected with the management of economic policy instruments.

This process affected the structure and scope of the Training Programme and was, to a certain extent, encouraged by the participants in the various courses and by the advisory services which had originally been the responsibility of ECLA and which the Institute had subsequently enlarged in a number of specific problems and fields, studying new aspects and pointing to the need to embark upon new spheres of activity. Thus, from 1961 a number of special subjects were created within the Basic Development Planning Course and the number of participants was considerably increased.

The number of intensive courses carried out in the countries was also increased from 1959 onwards to an average of six to eight a year, and recently these courses have been better adapted to the specific needs of each country and have included subjects relating to sectoral planning and laid particular stress on specific techniques, such as performance budgeting, project evaluation and social accounting.

/Since 1962

Since 1962 regular courses on health and educational planning have been given, in co-operation with the Pan American Sanitary Bureau and UNESCO. A number of intensive courses have been enlarged to include the subject of human resources planning.

Important changes have been made in the Basic Planning Course itself to widen its scope and cover a greater variety of topics. Economic development and planning techniques, for example, which were originally taught as one subject, have been separated, and the treatment of planning techniques has been extended to include analyses of administrative and institutional aspects of planning.

The treatment of economic policy has also been modified in the sense that policy instruments are now analysed within the more general context of policy formulation; and the course on projects now includes, in addition to preparation and evaluation techniques, the problems of project promotion and its institutional aspects.

The basic theoretical subjects taught at the beginning of the course—economic analysis, social accounting and statistics—have to a great extent been adapted to prepare the participants for the remaining courses and to train them in the use of the most common planning techniques. In addition, three short courses have recently been added to the curriculum, dealing with integration, international trade and monetary policy instruments, the latter subject being the responsibility of the International Monetary Fund.

These expansions and modifications were designed to bring the Training Programme and its courses more into line with the development of planning in Latin America, both as regards the variety and level of the subjects taught and as regards the number of professionals trained.

However, the most important qualitative changes that have occurred in the Training Programme are related more to an increasingly broader concept of development and to the identification and analysis of problems of plan implementation.

The inter-disciplinary research being done in Latin America and the Institute on the basis of planning experience has considerably broadened the economic, social and institutional aspects of the development concept.

/It has

It has helped to situate the most serious problems besetting large sectors of the population in Latin America in their historical perspective and to arrive at an increasingly more complex definition of the problems involved in development and social change.

This in itself puts planning on a different plane from the purely economic, which was once predominant. However, the social sciences as a whole do not provide the planner with the theoretical elements and instruments needed to tackle this complex set of problems fully. In some cases efforts are limited to defining the problems, and in others an attempt is being made to study their interrelationships or to devise techniques to deal with some of the aspects involved.

It would appear that progress in many aspects of economic and social development planning is contingent upon a number of factors, particularly the amount of information supplied by the basic disciplines essential to planning and the methods and techniques of analysis and quantification available in the economic and social fields. This kind of problem is particularly acute where there is under-development, with the result that it is even more difficult to come up with realistic solutions. The very condition of under-development implies a relative lack of information on the factual situation, the existence of widely disparate conditions within one country and a lack of operational mechanisms for producing changes, and this makes it extremely difficult to devise suitable guidelines for planning.

These problems are to some extent dealt with in the courses on economic development and sociology in particular, as well as in those on economic policy and planning, with the result that the Basic Course in general is oriented towards the definition and exploration of this type of concern, and the techniques and methods considered are presented as instruments of analysis for the development process in this context.

Moreover, the difficulties encountered in practically all the countries with regard to plan implementation and the co-ordination of short-term economic policy with long and medium-term objectives and strategy suggest that this is another field which has not been sufficiently studied from

/either the

either the theoretical or practical standpoint. The Institute has been increasingly concerned with systematizing the results of the first experiences in this field and research has been done on methods, procedures and instruments of short-term planning. Positive results have been increasingly incorporated in different courses --e.g. planning and economic policy-- and special subjects, mainly over-all planning.

Finally, reference should be made in this summary of the development of the Training Programme to a trend which has become increasingly important recently, i.e. the increasing amount of teaching being done by officials engaged in advisory services or research. Similarly, the Training Programme's permanent teaching staff is playing an increasingly important role in the Institute's other activities. This means that the subject-matter, the basic approach to the subjects and the presentation of problems can be given a more realistic and practical emphasis, and that, where necessary, changes can be introduced to keep the programme of studies abreast with the key issues in planning in Latin America.

It should also be mentioned that many professional planners in the countries are acting as teachers in the courses, since this has made it possible to increase the present size of the Programme--particularly as regards the intensive courses--and has had effects similar to those indicated above.

2. The 1967 Programme

Before considering in detail the different activities of the Training Programme in 1967, it would be useful to take an over-all view of its scope as regards the countries in which these activities took place, the subjects taught, the duration of the subjects and of the courses themselves, and the teachers responsible. This information is summarized in annex IV to this report. In addition, annex V shows the number of participants in the Programme as a whole from 1952 to the present.

(a) Basic Planning Course

The 1967 Basic Course began on 27 February and will end on 7 December, covering a period of forty-one weeks.

/The order

The order in which the subjects belonging to the common training phase were taught and their duration are given in the chart in annex VI, and it can be seen that the sequence was so arranged that no more than three subjects were taught at one time, in contrast with 1966 when as many as five subjects were taught at one time. This helped to prevent the attention of the participants from being too widely spread, to improve the distribution of the reading load and the synchronization of practical work and seminars with the progress of the theoretical studies.

The changes introduced in most of the subjects followed the trends of previous years, utilizing the results of research studies and the experience gained in the advisory services. However, a number of facts indicative of the dynamic nature of the Course should be mentioned. For example, approximately 20 per cent of the lectures on planning were exclusively devoted to the subject of short-term planning and its place within the general planning process. In addition, the course on planning began by examining the evolution of planning processes in Latin America, identifying the different stages and the economic and social conditions which gave rise to them, and evaluating the present situation in different countries. The teaching of economic policy, on the other hand, relied more in case studies and attempted to get the participants to contribute their own experiences and contrast them with the theoretical approaches being studied.

The course on projects included--in addition to the theoretical and methodological elements proper to such a course--an analysis of the administrative and institutional problems related to project promotion in accordance with the experience gained by the Institute in this field, and examined in detail the so-called "critical-path" techniques, which are extremely useful in planning the execution of investment projects.

The special subjects taught in 1967 were over-all planning, industrial planning, agricultural planning and public sector planning. In all these the participants had much more research to undertake, either on theoretical aspects, instruments or analyses of situations, in most cases closely linked to the type of work they have to carry out in their respective countries.

/In this

In this stage of the Basic Course, emphasis was also laid on short-term planning and operational problems. It should be pointed out in this respect that, within the special subject of over-all planning, a short course on financing was prepared, which included a more detailed analysis of the use of monetary and fiscal instruments by central banks and Ministries of Finance, particularly for the purposes of controlling inflation.

In the course on industrial planning, more emphasis was placed on the analysis and programming of industrial branches, using a large number of specific cases, and the course on public sector planning included for the first time the problems of over-all infrastructure planning. The course on agricultural planning, too, devoted greater attention to the analysis and formulation of plans for specific aspects of the sector, such as annual crops, livestock, agricultural extension, etc.

The 1967 Basic Course was attended by sixty-two trainees from nineteen Latin American countries. Annex VII contains a series beginning in 1952, showing the country of origin of the participants. Their profession, age, special subjects, the institutions for which they work their functions and the origin of their fellowships are listed in annexes VIII, IX and X.

Of all the teachers and assistants teaching in the Basic Course, 33 belong to the Institute, 8 to ECLA and 3 to other international organizations; the remaining 17 are professionals working in public administration in Latin American countries and in universities.

(b) Intensive courses

Annex XI describes the development of this part of the Programme up to 1967. Five courses were given in 1967: three in Brazil—Curitiba (47 trainees), Fortaleza (50 trainees) and Rio de Janeiro (24 trainees)—one in Mexico (49 trainees) and one in the Dominican Republic (20 trainees).

In general, the programmes of these courses are made up of an introductory part, which includes statistics, social accounting and economic analysis, a description of development problems in Latin America and in the country in question, and topics directly related to the formulation of over-all plans. There has, in addition, been a continuation of the general tendency to make each of these courses more specific and to adapt them to

/the requirements

the requirements of the countries and regions. Thus, 20 per cent of the Fortaleza course was devoted to topics related to public sector planning and agricultural planning; a similar proportion of the Curitiba course was devoted to human resources and industrial planning, and in Mexico, the last month of the course was spent on industrial planning and performance budgeting, with particular emphasis on budgeting for infrastructure works. In all cases the participants were divided into two groups, each of which studied one of the special subjects mentioned.

For the first time a special subject was taught in one of the countries on an intensive a scale as the Basic Course. In the Rio de Janeiro Intensive Course the main emphasis was on planning for the industrial sector. It was attended by approximately twenty-four Brazilian professionals, most of whom had already attended some course of the Training Programme and were directly concerned in their official functions with various aspects of industrial planning.

The results obtained were very satisfactory and it is felt that this type of course--on other special subjects--should be given again in the future, since it provides an opportunity for large-scale training within a country in specific subjects and supplements and broadens the activities undertaken in Santiago, Chile, with a small number of participants from each of the countries represented in the Basic Course.

As on previous occasions, the Institute co-operated with the Paraguayan Centre for Economic and Social Development Studies (CEPADES) in the drawing up of programmes, the provision of teaching materials and in the selection of teachers for its annual planning course.

The teaching staff for these intensive courses was made up of 14 teachers from the Institute, three from ECLA, 1 from other international organization, 11 whose contracts were financed by BTAO funds and 19 from the respective countries.

/(c) Special

(c) Special courses

In 1967 the Course on Health Planning, in co-operation with the Pan American Sanitary Bureau, and the Course on Educational Planning, in co-operation with UNESCO and with AID contributions for the financing of fellowships, were given at Institute headquarters. (See annex XII.)

The subject-matter of the Course on Health Planning, which was the sixth given by the Institute, was similar to that in previous years, with the emphasis on the analysis of specific techniques for health planning and the study of problems of strategy in the organization of health planning mechanisms. In 1967 greater stress was laid on topics such as the linking of health with the development process, the co-ordination of health plans with over-all plans and the economic effects of health measures.

This course was attended by thirty professionals from seventeen Latin American countries, and the teaching staff was made up of teachers from the Institute, ECLA and the Pan American Health Bureau.

The Course on Educational Planning began with a brief analysis of the nature of economic and social development and development planning, an examination of aspects related to educational planning and its instruments and organization, and a comparative analysis of the present situation, problems and future trends of education in Latin America. A substantial proportion of the lectures and seminars were devoted to the methodology for diagnosis, over-all planning and the drawing up of specific plans for different educational levels, and, finally, to an analysis of experience in this field in Latin America. The course was thus similar in content to previous courses given in Santiago, but greater emphasis was laid on education statistics and budgeting and financing. The course was three months long and was attended by twenty-two specialists in education from Latin American countries.

The teaching staff for both courses was made up of 9 teachers from the Institute, 3 from ECLA and 9 from other international organizations.

/(d) Co-operation

(d) Co-operation with other institutions

For several years Institute officials have taken part in the teaching activities of national and international institutions, and in 1967 this activity was continued on a more intensive scale. The most outstanding examples are the following:

(i) Centre for Development Studies (CENDES) (Venezuela). The courses on educational planning and economic policy, which form part of the regular course given annually in Caracas by CENDES, were taught by Institute officials.

(ii) The Colegio de México organized a series of fifteen lectures on integration, which were given by an Institute official. This same official also lectured at the Instituto Tecnológico and the Universidad de Nuevo León in Monterrey, Mexico.

(iii) The Mexican Federal Electricity Commission organized a series of lectures on planning, which were given by Institute officials teaching in the intensive course in Mexico.

(iv) The Inter-American Centre for Training in Public Administration (CICAP) of OAS began its annual course on planning and budgetary problems with a short course on over-all planning and the public sector given by two Institute officials.

(v) An Institute official was responsible for the teaching on budgeting and financing in two courses on educational planning organized by the Government of the Province of Buenos Aires and the Government of Argentina.

(vi) An Institute official gave a course on social history in the International Institute for Advanced Studies in Public Relations in Asunción, Paraguay.

(vii) An Institute official gave a short course on performance budgeting to officials of the social security institutions of Chile.

(viii) An Institute official gave two lectures on economic development in Latin America and on human resources, in a course organized by the Inter-Governmental Committee for European Migration (CIME).

(ix) Two Institute officials co-operated in the organization and holding of a seminar on telecommunications in Santiago, Chile, under the auspices of the Regional Telecommunications Group for Latin America (GRETAL).

/(x) The

(x) The Institute co-operated with the Empresa Nacional de Minería of Chile in a series of talks on project preparation and evaluation, in which three Institute officials took part.

(xi) An Institute official took part in a series of lectures on housing policy, organized by the Inter-disciplinary Committee on Urban Development of the Universidad Católica de Chile as part of a post-graduate course.

II. ADVISORY SERVICES FOR PLANNING

1. Past and present trends

The most significant feature of the development of the Latin American countries over the last decade—and one which is reflected in the Institute's advisory activities—is the creation of a real awareness of the need for economic interdependence as a means of overcoming the limitations imposed by relatively small markets, and of the prospects for assimilating up-to-date production techniques. This awareness has become increasingly widespread in technical and political circles and was the central topic of the recent Meeting of American Chiefs of State at Punta del Este, at which a deadline was established for attaining the target of Latin American economic integration, which is intended to forge close links between the different economies.

Another important feature is the progress achieved at the national level in mastering the technique of medium-term planning. Most of the countries now have development plans containing objectives for a term of three to five years. However, the most important objectives of planning remain unfulfilled, which leads to a third aspect: the dissatisfaction arising from the non-implementation of many of the practical measures proposed.

These three basic features—growing interdependence in the economic development of the countries, the gradual assimilation of medium-term planning techniques, and the dissatisfaction arising from non-implementation of the plans—have helped to introduce certain changes in the concept of the basic contents of planning.

The concept of interdependence, which is continually gaining ground in the countries, makes it essential for planning methods to envisage even closer links between the respective national plans, and to bear in mind, when establishing specific targets, that they would perhaps be unattainable separately if all the countries tried to achieve them at the same time in fields where they would be competing against each other.

/Secondly, planning

Secondly, planning should be regarded as an integrated system and should have practical force; i.e. that in addition to being a technical method of formulating coherent objectives, it should be an administrative method rooted in the public administration, operating on political level as a basic mechanism for decision-making. Its formal or institutional existence is not enough in itself: it should operate on all levels.

The third aspect of the evolution of thinking on planning is its growing concern with more far-reaching and substantive measures for achieving economic development. This leads to the formulation of strategies which have a very clear conception of the road to be covered and which link the planning process with the political levels at which decisions are taken. These strategies should cover all the necessary stages, linking the short, medium and long term in sequence, since a break in any of those periods distorts the unified image which the process should have.

In response to these features, the Institute's advisory services have been undergoing a process of transformation, in order (a) to provide the countries with flexible and dynamic advice with a view to correcting any weaknesses in the planning systems, so that they can adequately fulfil their responsibilities and clearly define an economic and social development strategy based on medium-term plans and annual operational plans, and (b) to be able to take a broad over-all view of development problems and planning in Latin American and accumulate a store of experience that will be useful to the countries for co-ordinating their plans in order, inter alia, to ensure that individual foreign trade targets are compatible with each other and that the implementation of infrastructure works designed to link the countries together for integration purposes is properly co-ordinated.

The specific programme to which this gives rise is being carried out within the following framework:

/(i) Co-operation

(i) Co-operation with the Latin American countries in the formulation of national development strategies. In this programme, the intention is to start from the strategies containing the national aspirations and weld them together to form a rational integrated whole. The Institute's role in the formulation of strategies is to co-operate in exploring basic development options, in order to determine which is the most advantageous and most feasible for the country. Once that has been done, an attempt is made to ensure that the plan contains all the technical and quantitative details of the measures required to achieve the objectives within a specific period of time. The strategies are intended to define the basic targets and objectives to be included in the plan, outside the mechanistic framework sometimes applied to growth rates, investment rates and projections of the main variables.

Viewed in this light, the strategies can help to improve the implementation of the plans to which they give rise, since in their formulation account is taken of social and political factors which raise planning beyond the purely technical level and bring it closer to the political decision-making centres.

(ii) Less emphasis on advisory services for medium-term planning. For the reasons set out above—the improvement in the technical formulation of national medium-term plans, which at one time absorbed the bulk of technical assistance—less emphasis has been placed on this type of plan in order to deal with more urgent requests related to annual operational plans. The reduction in assistance to medium-term planning is, of course, only relative, since where a country particularly requires assistance in this field, it is provided by the Institute.

(iii) Greater emphasis on the formulation of annual plans. The development of planning in the countries and the changes in attitude towards it have led to a deliberate intensification of assistance to annual operational planning. It is hoped to establish certain basic mechanisms needed to complete the planning systems, and at the same time fill the gap which often remains between the macro-economic

bases of the plans and their translation into economic policy measures and practical activities. Only by filling this gap will it be possible to give practical expression to the concept of development set forth in the strategies and incorporated in the medium and long-term plans.

Annual operational planning will be useful in two senses. It will give the technical experts with executive responsibility a more specific framework for the activities to be undertaken and at the same time help them to supervise plan implementation, and it will give the politicians a coherent picture of the decisions to be taken in the following year and of their impact on the economy.

(iv) Operational advisory services.

This type of assistance covers a number of fundamental aspects related to certain functions of the public sector and State enterprises and directly connected with the correct application of the plans, mainly budget implementation, costing and accounting, the evaluation and supervision of programmes and the establishment of cost and productivity indexes.

The Institute also co-operates with the countries in aspects related to the administration of the development process and is placing particular emphasis on the structure and operation of agencies responsible for carrying out the basic programmes included in the development plans.

2. Advisory services in 1967

(a) Development planning strategy

The advisory services concentrated most of their efforts in this field. This fact, together with the progress made in the Institute's different research activities, should help to create a Latin American frame of reference for strategies at the country and area levels, and lead in time to the formulation of a development strategy for Latin America as a whole. These first attempts are preliminary explorations in preparation for tackling the problem on a much wider scale.

/(i) Strategy

(i) Strategy for Central America. In close co-operation with the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA), an attempt is being made to explore the fundamental problems of the area in order to arrive at specific objectives for the five economies. On the one hand, emphasis is laid on the primary importance of the agricultural sector, because of the need to extend the populated area by the settlement of land in undeveloped areas, and the need to maintain a high rate of exports to countries outside Central America as a means of financing inward-directed development and achieving steady rates of growth. On the other hand, the strategy is based on the need to intensify the process of integration as a means of balancing the Central American development model. The attainment of this objective falls basically on the industrial and transport sectors.

To complete this study, a group of eight experts (in agriculture, over-all planning, industry, transport, natural resources, foreign trade and human resources) visited Guatemala in May 1967 and subsequently completed a preliminary version of the strategy initially discussed with SIECA. The text will be revised later, expanded in certain sectors and submitted to the Governments concerned for their consideration.

(ii) Strategy for Paraguay. In co-operation with the Technical Planning Department of the Office of the President, this work is a continuation of studies that have been under way in Paraguay for several years. The proposed objectives are designed to stimulate economic development in the period 1967-73, through the rehabilitation of the crowded central zone, the consolidation of land settlement projects and a stock-farming drive in the Concepción and Bajo Chaco areas. This whole process is to be accompanied by measures to promote the industrial development of agricultural, stock-farming and forest products.

The strategy lays particular emphasis on further development of the road infrastructure in order to secure access to the sea by linking Asunción with Antofagasta (Chile) to the west, and with Paranaguá (Brazil) to the east. The link to the north would be with the Carretera Marginal

de la Selva by the Transchaco highway, and to the south with the Argentine highway network. This would bring Paraguay closer to foreign markets and place it at the hub of important communication routes.

In order to complete the development strategy study and advise on the formulation of a five-year plan, a mission of five experts (in agriculture, transport, human resources, information systems and over-all planning) visited Asunción in September/October 1967.

(iii) Strategy for the Andean region and zone of influence (Venezuela).

In co-operation with the regional development corporation (CORPOANDES), the Institute prepared a development strategy designed to reduce the present economic disparity between the Andean region and other regions of the country and improve its contribution to the national economy.

Consideration was given to the possibility of increasing the economic utilization of space by settling the llanos, thus reducing congestion in the over-populated Andean areas. This would entail speeding up the process of land reform in priority areas. At the same time, a study was made of the possibility of switching to lines of production better suited to the types of soil and of greater economic benefit to the country. Great importance was attached to a series of measures that should be taken to promote the integration of the Colombia-Venezuela border area.

The strategy for the region was formulated in consultation with the national agency, the Central Office for Planning and Co-ordination (CORDIPLAN), and will serve as a basis for a regional development plan. A mission of six experts (in agriculture, natural resources, mining, industry, the public sector and over-all planning) visited Caracas and Mérida in mid-June 1967. The work on the strategy for the development of the Andean region was completed in July and discussed with CORDIPLAN.

(iv) Strategy for Northern Chile. The work, which is being carried out in co-operation with the Planning Office (ODEPLAN) of the Government of Chile, covers the Norte Grande (provinces of Tarapacá and Antofagasta) and the Norte Chico (provinces of Atacama and Coquimbo) and is designed to lead eventually to the formulation of an economic development plan.

/The preliminary

The preliminary results suggest that the region's development objectives should include further improvement of its export capacity in order to fulfil the targets of the national plan, within the framework of a new development pattern. This new pattern will differ from the previous one in that it envisages—in accordance with the new conditions recently laid down by the Government—increased processing of raw materials for export, in order to establish mining-related industries, and greater control of the ownership of resources.

It is also recommended that trade with bordering countries and the countries of the River Plate Basin should be increased and the transport system expanded.

To deal with these tasks, a mission of eight experts (in agriculture, mining, industry, transport, natural resources, the public sector and over-all planning) visited the provinces of Tarapacá and Antofagasta in March 1967. After gathering background information in the region, the mission prepared a diagnosis and strategy in co-operation with experts from ODEPLAN and the development corporation for Northern Chile (CONORTE), and the preliminary version was completed at the end of June. In the second half of the year, a diagnosis and strategy were prepared for the Norte Chico.

(v) Plan for the agricultural sector - Ecuador. An exploratory attempt was made to establish the conditions under which this study should be carried out, but no agreement was reached on the terms.

(vi) Strategy for the Dominican Republic. The Institute continued to provide advice on the formulation of a three-year public investment plan by the National Planning Office of the Technical Secretariat of the Office of the President. This work involved combining and updating the diagnosis and strategy to provide a framework for the investment plan.

Accordingly, a mission of five experts (in agriculture, industry, administration, statistical reports and over-all planning) visited Santo Domingo for the purpose of co-operating in the revision of the development strategy prepared in 1966. It also co-operated in the preparation of the Three-Year Investment Plan.

/(vii) Master

(vii) Master Plan of the Department for the Development of the Nordeste (SUDENE) - Brazil. At the request of SUDENE, a group of experts will co-operate in November 1967 in an analysis of the Master Plan now being prepared by this agency and a study of the past development of the Nordeste, and will take part in a series of round-table discussions on future strategy and prospects. The group will consist of five experts in agricultural planning, industrial planning, the public sector, over-all financing and human resources.

(viii) Plan for Bolivia. Contacts have been established with the Government of Bolivia to establish the bases for new advisory services on planning.

(b) Operational advisory services

These activities concentrated on the propagation of operational planning techniques and the implementation of a number of specific projects. The main activities undertaken are listed below:

(i) Annual operational plans. The records of the discussions which took place at the Seminar on Annual Operational Plans were revised in April and published in two volumes, and then distributed to planning offices in Latin America.

(ii) Budget - Central America. The mission sent to Central America studied the key projects - i.e. those projects which were essential for attaining the principal targets established for the public sector - and analysed the problems of co-ordinating them with the annual budgets.

(iii) Budget - Chile. In view of the Government of Chile's decision to extend the application of performance budgeting to the whole of the central government and most of the decentralized institutions and State enterprises, two experts were provided to advise in this field. Advice was given on the design of a new classification by item of expenditure, the design of forms to be used in the preparation of the 1968 budget estimates, the preparation of performance budgets in the social security institutions and the establishment of bases for a reform of the accounting system.

/(iv) Budget

(iv) Budget - Dominican Republic. Advisory services were provided on the preparation of the public sector budget for 1968 and on the methodology for co-ordinating it with the Three-Year Investment Plan.

(v) Budget - Uruguay. Two experts were sent to Montevideo for the purpose of advising the Planning and Budget Office of the Office of the President, the Ministry of Finance and other Ministries and enterprises, on the preparation of performance budgets. A training course was organized for municipal budget officials and the mission co-operated in the design of a new classification by item of expenditure, the preparation of forms and instructions and the introduction of performance and programme budgeting in the Ministries and State enterprises.

(vi) Annual Plan - Uruguay. A group of six experts (indicative planning models, economic policy, budgeting and over-all planning) was sent to advise the Planning and Budget Office, the Ministry of Finance and the Central Bank on the preparation of the Annual Plan for 1968.

(vii) Administration - Dominican Corporation of State Enterprises (CORDE), Dominican Republic. The Institute co-operated in completing the plan for rehabilitating the State enterprises.

(c) Studies on progress in planning in Latin America

The Institute co-operated with ECLA in the preparation of documents for the Seminar on Administrative Aspects of Plan Implementation. In addition, a document was prepared on the evaluation of the budgetary reforms carried out over the last ten years in Latin America.

III. RESEARCH

A. ECONOMIC RESEARCH

1. Integration and planning

The Latin American countries are fast leaving behind them the stage in their economic development represented by import substitution for the home market. This process enabled them, among other important things, to achieve considerable progress in industrialization, a minimum structure of manufacturing activities operating with evidently higher quality standards than when they started only a few decades ago, and training of skilled manpower at all levels (skilled workers, technicians and entrepreneurial personnel).

The headway already made has paved the way for more advanced stages of growth in the Latin American countries. There are also clear indications that the process based on domestic markets is meeting with increasing difficulties. Each country's severe isolation from others—including in the region itself—has been accentuated. For the additional reduction in the import coefficient that would be required to give new impetus to that means of development would mean that even countries with the largest markets would have to install capital-intensive industries with considerable economies of scale and increasingly complex techniques, under unfavourable conditions compared with world market standards. Some of the smaller Latin American countries, while still having room for progress in import substitution in view of their more backward stage of development, face the early exhaustion of this model's dynamic possibilities, precisely because of the small volume of total domestic demand.

There are other facets of development problems for which the evolution of import substitution does not provide the best answer. The slow growth of manufacturing employment prevents broad sectors of the economy—and of society—from forming part of an efficient production system.

/The Latin

The Latin American countries are accordingly seeking lines of action that will serve as a fresh spur to development and will gradually remedy some of the major limitations of the existing situation. Economic integration has emerged as a possible answer. The expansion of markets, greater competition which would necessitate due attention to cost and quality, and better utilization of scarce production resources with a view to operating on the regional market are the means being used to prolong and broaden the dynamic possibilities of import substitution and gradually bring production conditions in existing economic activities more into line with international standards.

In spite of their well-defined objectives, integration processes are not closely linked with the charting of development policies through planning. Each plan assumes that the country's market is limited by its national frontiers and consequently deals one by one with the great majority of goods that are still imported and reduces the possibilities of a specialization policy within a regional integration scheme. This of course hampers real progress in integration and gives rise to situations which may curb it still further in the future.

The Institute has therefore chosen the relationship between economic integration and national development policies and plans as one of its main fields of research.

In two studies presented at the previous meeting of the Governing Council under the titles of Integración, sector externo y desarrollo económico de América Latina and Centroamérica. Análisis del sector externo y de su relación con el desarrollo económico, consideration is given to the growth prospects for the region as a whole (in the former) and for the five Central American Common Market countries (in the latter) if no further substantial progress is made in integration or no important changes take place in basic development policy. The possible effects of a regional import substitution policy on the overall prospects for Latin America are also evaluated. The two studies were revised during 1967 and the first has been published under the title of La brecha comercial y la integración de América Latina.

/The analysis

The analysis has shown how a regional import substitution policy based on integration can help to alleviate the external bottleneck at present hindering Latin America's development. It has also shown the need for other policies to supplement integration measures, so that they can play a more important part in development. At the regional level, if market limitations can be overcome, it would be possible to enter a new stage of import substitution and, therefore, of industrial development. A strong impetus could be given to such industries as metal-transforming, which would do much towards solving balance-of payment problems and would give industrial development a new and more vigorous cast because of the nature of the goods produced.

But there are still unknown quantities in this analysis of Latin America as a whole, since obviously the problem is not merely one of transferring national substitution policy to the regional sphere. How dynamic a role would the external sector be able to play in the new circumstances and how could it contribute towards a lasting growth of exports in which manufactures would figure increasingly? What would be the role of the structural reforms envisaged and what effects would they have on agriculture and the traditional industries, within a framework of integration which had appreciable repercussions on the dynamic industries and the balance of payments? What, finally, would be the prospects for each country or group of countries within the alternative possibilities of the process? These are only a few of the questions which require investigation.

Briefly, economic development policy should be re-examined, taking into account the particular features of each country. Policies that have been forged by events reveal limitations in the light of the new prospects. It seems necessary to consider new conditions at the regional level, against the background of new world problems, thereby making the national development systems more viable. This would entail exploring, presenting and discussing fresh possibilities for Latin America's development, and within this context, examining the role of development at the country level.

/On this

On this basis, an attempt has been made to begin working at the level of some countries of the region. Arrangements for co-operation with national research centres are being concluded. This also fulfils in some measure the programme of collaboration with universities which was considered at previous meetings of the Governing Council. Co-operation with those centres would not only be useful in itself but would be a means whereby the Institute could substantially extend its radius of action, partially overcoming the shortage of resources. This co-operation would also help to establish more clear-cut guidelines for research, linking it explicitly with important aspects of national development and through a system of agreements—opening up better technical prospects of achieving far-reaching results, because of the undoubted advantages of tacking the work on the basis of co-operation between centres in different countries.

Integration seems a particularly suitable subject for such co-operation. The analysis of regional integration policy would be given a realistic bias founded on detailed consideration of each country's own characteristics, through the work of national centres, while on the other hand each centre would be able to obtain data concerning the possible economy of Latin America as a whole. In this respect, the Institute plays a co-ordinating role in standardizing the countries' methods so that results can be compared, and at the same time prepared a regional analysis incorporating the national results.

This study is not an attempt to elaborate a Latin American development plan or to lay down guidelines for the development of each country. Rather it focuses on systematically determining the integration options open to each country and their effects on economic development, capital formation, employment, foreign trade and other important aspects of the economy. It is therefore hoped that the study will help to achieve sounder bases for involving each country's economic policy, by providing the necessary information on the integration process.

/In 1967

In 1967 agreements were concluded with the Economic Research Centre of the Torcuato Di Tella Institute in Buenos Aires and the Mathematical Statistics Centre of the Universidad de Chile. Each of these institutions has organized a research unit, in conjunction with which some Institute officials examined the development problems affecting the country concerned on the assumption that integration would not be intensified. This part of the work--intended to provide a point of reference with which to compare possible situations within the framework of integration--should be completed in a relatively short time, and will be followed by the elaboration of alternative development policies on the assumption of greater integration.

Concomitantly with these efforts to clarify development policy problems deriving from the incorporation of integration in national growth strategies, other studies have been carried out on conceptual and methodological aspects of incorporating integration in the work of national planning bodies. The Advisory Committee on Industrial Development of the ALALC Standing Executive Committee requested the Institute to prepare a document jointly with the Executive Secretariat of ALALC, which would serve as a basis for convening a meeting of directors of planning agencies. Two other papers were prepared as background material for this study, on which work has gone ahead steadily during the year: the first was presented at the Meeting of the Committee for Development Planning which took place at Santiago, Chile, in April 1967, and the second was prepared at the request of the Institute for Latin American Integration (INTAL) as part of a report on the state and progress of integration in Latin America, and will be published shortly by that institution.

In this same field of research, material was prepared for the Institute's Basic Course, which included subjects relating to external sector and integration problems. Institute officials dealt with the same subjects in the Course on Trade Policy organized by ECLA and in those held by the Planning Institute of the Universidad de Chile, the Colegio de México, and the Instituto de Tecnología and the Universidad de Nuevo León at Monterrey, Mexico.

2. Monetary-financial programming

The last few years have shown more and more clearly the urgent need to establish a link between medium-term plans and the actual formulation of policies. Consequently, a need has also been felt for technical instruments of analysis which would make it possible to relate economic development objectives with the framing of policies for attaining them. In the latter—owing no doubt to the pressing nature of day-to-day problems—the emphasis has been on the short-term approach. Moreover, not enough importance has been given in planning to the treatment of economic policies which are required year by year in order to implement medium or long-term plans.

Technical instruments of analysis which can be used for that purpose include national economic budgets and operational plans, the latter being more detailed and immediately applicable. These instruments are logically intended to establish links between short-term policies and the objectives that must be attained annually as part of the medium-term targets.

This lack of co-ordination between development aims and short-term economic policy is also reflected in the absence of a sufficiently close relationship between planning bodies and the authorities concerned with economic policy. It is particularly important to establish such a relationship in monetary-financial policy. It was therefore considered an essential measure to analyse the interrelationships that may exist between the monetary-financial field and the real economic situation. If up to now emphasis has been placed on the need to establish this type of relationship in an over-all sense, it is clear that, by the very nature of that need, great attention should also be paid to this point in even the barest analysis of certain branches of production. Planning undoubtedly involves giving priority or preferential attention to specific sectors, and it would be useful if the monetary-financial policy instruments were directed along the same lines.

/As part

As part of this work, a seminar is planned for the end of November 1967, at which an attempt will be made to establish bases for an approach consistent with the needs of both planners and officials concerned with monetary-financial policy. Besides consolidating the progress already made in this connexion, it is hoped that the discussions will result in useful connexions for larger-scale research aimed precisely at linking the real economic situation with monetary-financial issues.

Invitations have been sent to a group of noted monetary experts and planners mainly concerned with research and having executive responsibilities in these matters. The Institute has prepared the study Algunas consideraciones sobre la programación monetario-financiera de corto plazo, for presentation at the tenth meeting of the Governing Council, which reviews the present state of research in this field and touches briefly on experience gained in some Latin American countries, and also in others which have advanced further in short-term planning and in the preparation of national economic budgets.

3. Economic development research

The Division for Research on Economic Development was established in June 1965 to undertake long-term theoretical research on the economic and social development of Latin America. It was intended to satisfy the recognized need to know how far conventional economic theory was applicable in explaining Latin America's development process. Another of its purposes was to review and amplify the ideas that had gradually taken shape in the region--particularly in ECLA--regarding development in this part of the world.

Moreover, a review of the progress made in the post-war period revealed that development efforts did not always yield the results expected. A study of events during the past decade showed a declining trend in the rate of growth and industrialization; a marked persistence, in general, of inequitable income distribution in Latin America; the economic system's growing incapacity to absorb the active population in productive employment; serious difficulty in raising the rate of domestic saving; and increasing dependence upon foreign economic and financial aid.

/It became

It became more evident, too, that the development situation and conditions differed considerably from country to country. Thus, the formulation of development policy in each country called for a more detailed examination of the structure and functioning of each country's economy.

Likewise, the conviction grew that in the traditional economic analysis—based exclusively on the study of strictly economic variables—social and institutional factors tended to be overlooked, a fact which was less and less justified since these variables were widely recognized as playing a central role in guiding the economic process, in the formulation of development policy, and in planning.

In response to these new ideas, the research initiated was intended to formulate an analysis model that would make it possible to incorporate those non-economic variables explicitly in the analysis of development. That should yield an explanation of the structure and functioning of the Latin American economies and their evolution, which would serve as a basis for devising specific development policies for various types of economies at different stages of development.

To build up that approach, three research projects were launched simultaneously on: the concept of development, the historical background of the under-developed economies, and the approach adopted to the development problem in economic theory.

The research on the concept of development was based on an analysis of what this terminology has represented for politicians, intellectuals, government officials, statisticians and representative persons from developing countries. What they had in mind in speaking of development was economic and political instability, poverty, unemployment, lack of social opportunities for the broad masses, the lag behind industrial countries, the undiversified structure of production, technical and social backwardness in agriculture, the concentration of exports on a few primary products, the extreme inequality between social sectors, regional imbalances, the small representation and participation of large population sectors in social and political affairs, etc. However, existing literature on the subject is less inclined to identify development with the
/growth of

growth of per capita income, or under-development with a low per capita income level. This identification enables the economist to apply the post-Keynesian or neo-conventional economic theory, attributing the slow growth to the low rate of saving, and the low level of income to a deficient allocation of resources. Another school of thought isolates some of the characteristics of under-development—plentiful manpower, dependence on the external sector, lack of economic infrastructure, etc.—and explains under-development in terms of the obstacle represented by those characteristics from the standpoint of the rate of saving and/or the allocation of resources.

There would seem to be here a forced equivalence of concepts (explanation of under-development = low per capita income) which apparently justifies using conventional economic theory in analysing development. However, although under-development is also manifest at a low per capita income level and is therefore measured by that indicator, its essential characteristics are the group of factors mentioned above, and it is those factors which an under-development theory ought to explain. The study of conceptual aspects and of different approaches to the whole subject of development has led to the following hypothesis: The combination of typical features of developing countries is the normal expression of a given socio-economic and institutional structure whose existence can be explained only in terms of the historical process of formation of dependent export economies. In other words, the historical and structural causes of dependence, inequitable income, unemployment, regional imbalances, undiversified production and other factors are simultaneous and interdependent, and would have to be explained by a development theory which is to serve as a basis for suitable policies.

The second avenue of research dealt with the historical process whereby the typical structure of an under-developed economy was formed. The starting-point was the commonly recognized fact that one of the fundamental features of developing economies is the nature and determining role of the export sector. In other words, the export sector

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has been a basic element in shaping the typical structures of under-developed economies. To explain the nature and expansion of the characteristic export sectors of the region, a study was made of the origin and formation of the world economy, and of its spread from some European countries—especially the United Kingdom—to the peripheral regions during the second half of the nineteenth century. The establishment of modern export sectors in the peripheral countries had a series of repercussions on the rest of the economy and on society in the countries concerned. An analysis of the transforming capacity of export activities shows interesting results. Apparently, this internal transforming capacity is determined not only by the nature of the export sector's production function, its type of organization and whether export enterprises are national or foreign-owned, but also by internal conditions in the labour market, the food-producing agricultural sector and the State organization. That is to say, the impact of export activities as a dynamic factor of growth and transformation depends not only on the nature of export activities themselves but also on the particular features of the economy and the society in question. By adopting this approach, it was possible to make a fruitful comparison differentiating between various types of Latin American economies in terms of levels and dynamics of growth, the form taken by the process of saving and its use, the regional structure of economic activity, income distribution, level and types of employment, and, therefore, the variables determining growth capacity. This approach also explains the pattern followed by industrialization in the more advanced Latin American economies and the lack or weakness of that process in others, as well as the tendency towards stagnation observable among the former group. Lastly, the approach adopted seems to have been successful in integrating social and institutional variables with strictly economic factors.

Since the purpose of this research is to pave the way for the formulation of a development theory for export economies, the third line adopted was a critical study of the principal schools of economic thought, their theoretical capacity to explain under-development phenomena, and their usefulness in devising development policies. To that end, the

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analysis ranged from the conventional to the post-Keynesian approach. In the first place, it centred on the historical characteristics and conditions of the time when the principal schools of thought came into being and, secondly, on theoretical examination of the models which are representative of those schools. This study was intended partly to serve as teaching material for the courses on economic development. Its basic purpose was to make a critical analysis of the conventional economic theory. This required a balanced assessment of what those theories could offer in the way of suitable instruments of analysis for a study of development, and of their gaps and deficiencies in that connexion. The ensuing critical examination has revealed, for example, the absence of a proper approach to the importance for a country's development of linking its own economy with the world economy, and the lack of a well-defined theory concerning the State's role in the development process. There is, therefore, theoretical work of vital importance to be done as a basis for the formulation of suitable development policies.

The Institute, considering that the above approach might be a useful instrument in analysing the nature of under-development, as a method of historical analysis and as a point of reference for a critical analysis of economic theory, embarked on a fourth line of investigation in 1967. The structural analysis method was applied experimentally in interpreting the socio-economic evolution of the Latin American countries. The systematic application of this method in analysing successive changes in the relations between regional and extra-regional economies and their repercussions on the internal economic, social and political structure has made it possible to reconstruct the economic and social history of these countries, and correlate the internal and external variables, as well as those of an economic, social and institutional nature. It was also possible to build up a model of the typical structure and operation of an export economy, and interpret its process of formation. Moreover, different types of export economies were identified, which in turn determine different development processes and different possibilities

/of action

of action for development policies. It is hoped that the study will be completed this year; although in its present form it is merely a first attempt to apply a method, it is demonstrating a capacity to explain the phenomena that are of current concern in the development of the Latin American countries, which is encouraging and may well open up new avenues of future research.

The work done thus far is no more than a preliminary stage and needs to be carefully revised and supplemented by various specific types of research. It consists not only of studying some countries which exemplify the different types of economies but also of applying the method to economies and societies at different stages of development. It will also be necessary to regroup some of the traditional analytical categories in order to study such problems as the imbalance between agriculture and industry, dependence on the external sector, regional maladjustments and, in particular, marginality. Similarly, the results of this specific type of research would be designed to crystallize and improve the actual approach adopted, and above all to fulfil the vital task of increasing the set of analytical instruments used in formulating development strategies and policies for specifically orienting planning activities.

B. SOCIAL RESEARCH

The Institute's research on social development and planning has gradually assumed the form of an analysis of development in its economic dimensions as a social process, with new fields of inquiry which may eventually entail more complex advisory and planning activities. At the same time, the purely sociological analysis of groups and classes which make up the social structure, and of those of their features conditioning development, was replaced by a more dynamic view which consisted in identifying the social groups that act as economic and political agents of the development process: entrepreneurs, the labour sectors, the State, etc.

Within this broader context, the Institute attempted to describe the patterns of development in Latin American societies, sought to determine the limits and favourable conditions for development according to the different types of social and institutional structure in the various countries, analysed the major sectors' reaction to economic and social changes, and gradually defined the social factors affecting planning. At the same time, the essential problem emerging from those studies relates to the slow growth of employment and therefore, the apparently "excessive" population growth, with the all too familiar result that broad population sectors remain outside the economic and social system. This research, which the Institute initiated has had intended to broaden in scope, was subsequently tailored to a more modest plan which is being implemented in collaboration with UNICEF.

In line with the considerations outlined above, the Institute defined the following research projects and studies some of which are already completed and others are in the final stages of analysis.

1. Socio-Economic study of Latin America's Development

Typical stages of the development process were described here, with due regard for the different way in which links were forged, under varying circumstances, between the peripheral countries and the more developed central economies. In this context, the latter concept relates not only to an economic dimension—the stage of development of the production system—but principally to the degree of independence of the decision-making system.

Thus a preliminary typology was prepared of the links between peripheral societies and the world structure, identifying the characteristic relationships between the various social groups and institutions at the most significant times in the development process known as the "outward-directed" and the "inward-directed" periods of growth. It has been shown that in order to understand the changes that Latin America is undergoing, the minimum requirement is to break down this scheme still further, so that at least two phases may be distinguished during the period of inward-directed expansion: first, the well-known process of import substitution and, secondly, the new development conditions brought about by the creation of a dynamic internal industrial sector, the reorganization of the financial system and, in particular, the growing association between national and foreign-owned companies and the strengthening of the State role in extractive and basic industries.

Needless to say, the main purpose of this research was to describe the structure of the development process at the different stages in terms not so much of the above-mentioned economic dimensions as of the nature of the social group which was responsible for channelling economic growth and endeavoured to organize the State and the administration. The point of departure adopted for the study was the predominance of the traditional groups of farmer-exporters; it dealt with the pressure and participation of the middle classes in the social development process, highlighted the role of the broad urban masses, and redefined that of the entrepreneurial groups—both public and private—in the light of their performance during the last stage of development.

/The study

The study also showed that the formation of nuclei of modernization and growth is a process which does not cut across the social pyramid but extends to every social level. In other words, there is a vertical scission through the peak of the pyramid, with a dynamic social sector on one side and a more backward sector on the other; the same kind of division occurs at the intermediate and even the lowest levels.

This pattern of socio-economic change with its limited effects makes it necessary to give more careful consideration to the important question of incorporating the new generations in the development process. The problem is no longer one of creating more jobs, rather of considering that broad sectors of young people are born and live in societies which are neither able nor adequately prepared to absorb them. Moreover this has convinced planners, in considering the targets and plans for allocating resources, of the imperative need to seek techniques for the creation of new foci of social and economic growth in order to counteract the trend whereby modernization is helping to create a new type of structural duality.

2. Research on the Latin American Entrepreneur

The purpose of this programme is to determine how the entrepreneurial sectors define their economic goals and what is their understanding of development, planning and economic integration problems; how the development process is translated into practical action through the entrepreneur; what types of entrepreneurs exist in some Latin American countries according to two main dimensions: their concern and relationship with the whole of society and the State, and their degree of modernization or traditionalism in the enterprise. Data have already been compiled in field studies on Argentina, Brasil and Chile. The results of the surveys were analysed by the first two countries. In Argentina, where the survey was conducted in co-operation with the National Development Council (CONADE), the preliminary analysis were published in statistical form in the provisional document El sector empresarial industrial en la Argentina (análisis preliminar). The information obtained in Brasil, in collaboration with the Universidade do Brasil, is embodied in a preliminary report on the characteristic enterprises and entrepreneurs.

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Efforts are now being concentrated on determining areas of comparison between the Argentine and Brazilian groups. Thus, categories have been defined which facilitate the selection of homogeneous groups for more accurate comparison. Other important areas selected for comparison are: (a) closeness of external relationships of national enterprises; (b) kind of link with credit systems; (c) technological features of the various enterprises; and (d) types of entrepreneurial policy.

The comparative analysis will be based on established variables and it is hoped that it will also include the data gathered by the Institute on entrepreneurial groups in Chile.

3. Labour sectors and Development

The aim here is to consider the manner in which the social behaviour patterns of the broad masses are altering with economic change--in particular the industrialization process--and to determine whether labour institutions such as trade unions are being reorganized to play an increasing role in the adoption of development decisions.

A survey covering a sample of 900 cases was conducted in co-operation with the Universidad de Chile and the Université de Paris in order to analyse the changes in behaviour patterns of the Chilean rural worker, and to obtain information about the difficulties and the methods used by rural migrants in securing urban industrial employment. A typology of the stages and forms of integration of the rural migrant in urban-industrial society and the labour market is in course of preparation. In addition, a preliminary report on the characteristics which the organization of Chile's trade unions assumed during the process was prepared on the basis of available statistics and past bibliographical information.

The central theme of this programme is also to determine how the modernization process evolved at the level of the labour sector concurrently with limited employment opportunities. The second aim is to interpret the organized reactions which this situation produces among the affected groups. Thirdly, it is hoped that the results obtained will help planners and advisory missions to frame adequate policies to facilitate /the migrant's

the migrant's integration in the labour market and to incorporate the labour sectors in planning.

4. Population and development problems

As part of the general aims pursued in its social studies, the Institute has co-operated with ECLA and IDB in drawing up a programme of work on population and development. This is an attempt to prevent the problem from being reduced to a single dimension—the population explosion—and to study it from the standpoint of the relationship between population policies in a broad sense—internal population shifts, the relationship between birth rates and death rates, employment policy, etc—and development problems.

A study on the subject, presented by the Director of the Social Development Programming Division, was discussed at a first meeting with representatives of the above-mentioned agencies and other interested institutions. On the basis of this report, ECLA initiated a group of special studies on population and development, in which the Institute is co-operating.

IV. PROJECTS

1. Evolution and policy

Over ten years ago it became necessary to provide a clear-cut technical basis for adopting the investment decisions needed to implement a development policy, bringing the private cost-benefit approach into line with the social cost-benefit approach. In response to that need, ECLA prepared the Manual of Economic Development Projects, in which is set forth clearly and systematically a method for preparing and evaluating investment projects. The practical usefulness and theoretical soundness of this publication are amply demonstrated by the wide use that has been made of it both in Latin America and other regions, not only for operational purposes but also for teaching in national and international institutions.

Subsequently, certain factors have gradually come to be recognized as increasingly influencing thought and practical action. Those factors are gradually altering the substantive subjects and methods applied in the various disciplines which make up the vast field of economic and social policy and, therefore, are also altering the approach to decisions concerning the allocation of resources, which assume the form of projects.

The Institute's basic concern in this connexion is to help forge a suitable process for identifying, preparing and analysing projects that will facilitate the implementation of economic development policies and objectives within the framework of planning. Therefore, the project is considered from the standpoint of its value as an important instrument of development and of plan and policy implementation.

In line with this concept, the planning process itself provides guidelines for activities of this kind. Thus, at the beginning of the sixties when practically all the Latin American countries adopted planning as a development instrument, preparing over-all plans and putting them into practice, it became apparent that the shortage of projects was

/fundamentally jeopardizing

fundamentally jeopardizing the practical viability of planning. This situation still continues, even though various national and international agencies are taking vigorous action to streamline the generation and preparation of projects.

The existing lack of projects for implementing planned development policy and the urgent need to remedy the situation has prompted the Institute to follow three main lines of approach. Firstly, the need to create or strengthen suitable institutional machinery for the timely generation and preparation of projects that will enable policies to be implemented and help to achieve the investment and production targets established in the plans. In this respect, the Institute has collaborated with one country in formulating a proposal that national machinery should be established for programming and preparing projects which would help to make the actual planning process more effective at different levels of the public and private sector. The second sphere of activity is agriculture, where the shortage of projects is perhaps more critical than in any other sector. The Institute, jointly with IDB and FAO, has been developing a method of formulating projects for the integrated development of extensive areas which are basically agricultural, which has already been tried out in three countries of the region.

Thirdly, in connexion with policy changes which might do most to influence Latin America's future development, the Institute has studied criteria for identifying and evaluating multinational integration projects, and is now preparing a document for presentation at the round table discussions scheduled for the next meeting of Governors of IDB.

These policies in connexion with projects - national machinery, sectoral problems, policy issues - are guiding the Institute's direct action in the countries themselves, and its research and training activities.

2. Activities in 1967

(a) Direct action

(i) Paraguay. Regional project for the consolidation of the eastern land settlement nucleus. The preliminary version of this project was submitted, jointly with IDB, to the Government of Paraguay. The Rural Welfare Institute - executing agency of the project - welcomed the proposals set forth in the document and decided to adopt the new organization suggested. Subsequently, it requested advisory assistance from the Institute in reorganizing and, in general, launching the project. Although the first consideration was co-operation with Paraguay, these services yielded valuable first-hand experience in the execution of this type of project.

The Government is now reviewing the project, mainly from the standpoint of internal financing.

(ii) Argentina. Co-operation in projects for the development of Tucumán. At the request of the Ministry of Economic Affairs and Labour, a brief mission was carried out with the purpose of advising the inter-ministerial committee which was required to propose measures for the diversification of production in the Tucumán province, and its development. This advisory assistance consisted mainly in providing information on experience in the preparation of projects for the integrated development of areas that were basically agricultural, and examining the possibilities of adapting the resulting method to the particular conditions in Tucumán. The mission also helped to prepare a programme of work for pre-investment surveys and the formulation and evaluation of investment projects for that province.

(iii) Brazil. Collaboration in a programme for the integrated development of Recôncavo Bahiano. In response to a request from the Government of Bahia, the Institute took part in a mission organized by IDB and composed of experts from several international agencies, which assisted the State Government to define the bases and terms of reference for an operational study designed to promote the integrated development of the area known as Recôncavo Bahiano, comprising the city of Salvador and its immediate zone of influence.

/In its

In its report, the mission presented a preliminary analysis of the nature of the region's socio-economic problems, and recommended the formulation of a plan envisaging an integrated strategy for the development of Recóncavo. This plan would take the form of essentially pragmatic action based on a number of major projects and activities which might be carried out in the Recóncavo area, and on the supporting services that would make it possible to develop those activities as efficiently as possible. The Government of Bahia agreed with the suggestions in the report and unofficially expressed its desire that the Institute should continue to be associated with the integrated development project in question.

This work has definite possibilities. The experience that would be gained in implementing this integrated economic and social development project might be extremely valuable for action of this kind in areas which a national plan converts into nuclei of growth, and for evolving a set of methods that would be applicable in other parts of Latin America. The Recóncavo Bahiano area presents, on the one hand, an interesting combination of resources and locational advantages which seem to indicate that it might become an import centre of national development, and, on the other hand, critical and complex social problems - a high level of unemployment, for example - which are also typical of other parts of the region.

(iv) Venezuela. Collaboration with CORPOANDES. At the request of the Government of Venezuela and the Development Corporation of the Andean area (Corporación de Fomento de los Andes - CORPOANDES), advisory assistance was given to this Corporation in evaluating the present state of the projects under study, in order to determine which might be initiated in 1968 and which might only be studied and formulated that year.

The Institute also provided advisory assistance in defining the decisions required to complete the preparation of each project, and their links with the over-all development strategy for the area. Lastly, he helped to prepare a guide for the presentation of summaries of projects to be included in the CORPOANDES budget application for 1968.

/The Institute

The Institute has also collaborated in Venezuela in the integrated development project for the Paez-Pedraza area. The construction of certain basic road infrastructure - in particular the Barinas - La Pedrera and La Pedrera-Guasdalito highways - incorporated in the Venezuelan economy an extensive area with a high development potential based on its rich forest resources and agricultural land. (This area, situated in the southwest of Venezuela, is about 2 million hectares.)

The result has been considerable migration and a rapid process of land occupation. The national development institutions and CORPOANDES - concerned as they are to achieve the accelerated and systematic development of this area, which would lead to a quicker return on the investments already made there, a better use of natural resources, efficient services for the population, the establishment of a suitable scheme for land occupation and use, and, in general, the best possible process for raising production and improving living conditions - decided to initiate studies as a basis for the preparation and launching of an integrated development project for that area. The Government requested the Institute's co-operation in this work and appointed a working group composed of officials from CORPOANDES and other national institutions.

This group started work in September 1967 on the basis of reports by Venezuelan institutions and the Natural Resources Unit of the Organization of American States (OAS), taking as a frame of reference the national plan and the guiding principles of the development strategy for the Andean area.

Up to the time this report was drafted, several stages of the work plan had already been completed. The priorities, objectives and policies established by national and regional agencies in connexion with the project have been analysed and defined, teams have been appointed, areas have been surveyed, and programmes, work plans, and the experience and expectations of technical services and producers in the area have been established; the project area and priorities have been demarcated; and the programme of work for completing the compilation, analysis and systematization of data and allocation of responsibilities has been prepared.

/It is

It is hoped that by the end of 1967 it will be possible to complete the compilation and systematization of data and the preparation of a draft project which would serve as a basis for co-ordinating the action of the public sector and the community in the area, so that certain socio-economic development objectives - quantified in terms of specific production and services goals - are attained within given periods of time. The project is expected to include the following programmes: agricultural and forest production, industrial and artisan production, agricultural production services (credit, extension and research), community development, social infrastructure (education and health), systematic distribution of the rural and urban population, building and upkeep of secondary and local roads, water supply and sanitary services, electric power, rural and urban housing, and irrigation and drainage.

The Government of Venezuela has given the project high priority and declared its firm decision to put it into effect as soon as possible.

(b) Research on projects

(i) Approach adopted in integration project research and evaluation.

In 1967, significant progress was made in this research, which was initiated at the end of 1966 with the purpose of determining the best approach to follow in identifying and evaluating investment projects that were designed to accelerate or take advantage of the Latin American integration process. Guidelines for the research were set forth in a preliminary document which was prepared in the middle of 1966. The document focused mainly on factors that would constitute a guide in singling out multinational projects likely to facilitate the implementation of policy decisions adopted in the process of integration, and in defining objective criteria that would help decision-makers in assigning priorities regarding the use of available resources in projects of this kind.

The document in question was submitted to the Institute, ECLA and IDB officials concerned with multinational projects, for criticism and comment.

/It was

It was then suggested that the Institute should prepare a paper on this research for the IDB round table discussions to be held at the ninth meeting of Governors (Bogotá, Colombia, April 1968); its theme would be multinational investment in the development and integration of Latin America. Since the preparation of such a paper represented a special effort by the Institute, IDB agreed to finance the collaboration of two high-level specialists, who were contracted as consultants to work on the project. A number of meetings were held at Santiago, Chile, in August 1967, with a view to exchanging ideas on the studies being prepared for the above-mentioned round table discussions. They were attended by Professor Rosenstein-Rodan (who will introduce the subject of theoretical aspects of investment in economic integration) and officials from INTAL (which is to deal with the legal and institutional aspects of such investment), IDB, ECLA and the Institute. These meetings helped to clarify certain basic criteria and were most useful for preparation of the Institute's studies in this connexion.

(ii) Guide to the preparation of projects for the integrated development of areas which are essentially agricultural. Work on the preparation of this document proceeded in 1967 on the basis of the Institute's experience in Ecuador, Paraguay and Venezuela, and of other studies in various parts of the world. The idea is to prepare a guide that will be helpful to national institutions, international technical and financial assistance agencies and private consultants in preparing this type of agricultural project with a view to gradually solving the critical problem of the shortage of projects in this sector. The preparation of this methodological guide is well under way and it is hoped that a provisional version will be ready in the first half of 1968.

(iii) Supplements to the Manual of Economic Development Projects. In 1967 work began on the preparation of supplements to this Manual, amplifying its content or adding new subjects. Although this work is essentially for teaching purposes, it also fills operational needs. Preliminary documents covering two subjects were completed in 1967.

/The first

The first relates to the supervision of project implementation by the critical-path method. It systematically presents the basic concepts set forth in the plentiful technical literature existing on the subject and suggests certain methods of calculation that would not only reduce the duration of a project but above all would minimize its total cost in terms of the period of implementation variable.

The other study - also prepared mainly for teaching purposes - is a review of economic policy instruments and promotion machinery and measures for the execution of industrial projects within the framework of economic planning. The project is considered part of the planning process and a necessary element for attaining the objectives and targets of the plan in so far as the manufacturing sector is concerned. To that effect, it analyses the interrelationships between projects, economic policy measures, the bodies concerned with their implementation, and the promotion machinery involved in identifying, preparing and evaluating industrial projects.

As regards the relationship between the project and economic policy measures, consideration is given to the effect on the implementation of industrial projects of tax, credit, monetary, exchange, labour, price control and foreign trade policy, all of which makes up economic development policy.

Likewise, the institutions concerned with singling out, evaluating and promoting projects, in both public and private sector, are identified and an attempt is made to determine how best to co-ordinate action for the execution of projects and how far such co-ordination can help to fill the existing gap. In the public sector, reference is made to economic planning, development and promotion, financing and operational bodies; and in the private sector, to firms of consultants which prepare industrial projects, private financing firms, and industrial construction and assembly enterprises.

Lastly, it pinpoints some instruments which might streamline the promotion and execution of industrial projects, emphasizing the potential role of project inventories and the building up of industrial stock, in conjunction with indirect measures such as the application of incentives deriving from economic policy measures, the spread of know-how and the creation of new opportunities.

V. AGRICULTURAL PLANNING

The Institute's work in this connection has been focused on the training of specialists through the basic course held in Santiago (Chile) and the intensive courses given in various countries of the region; on the preparation of a manual dealing with agricultural planning problems; and on the advisory assistance activities which are reviewed separately. During 1967, progress has been made in the preparation of the agricultural manual, a first draft of which should be completed in the course of the year, and advisory assistance activities have been stepped up, especially in the field of agricultural development strategies and their relation to the different countries' natural resources and ways of utilizing these.

In view of the complexity and the high degree of technical specialization of the programming of production and services as part of an agricultural development plan, in the drafting of the manual resources has been had to the experience of agencies specializing in this field. Thus, the Institute has enjoyed the co-operation of the Food and Agriculture Organization of the United Nations (FAO), the Inter-American Institute of Agricultural Sciences (IIAS), the Chilean Development Corporation (Corporación Chilena de Fomento de la Producción - CORFO), and the institutes concerned with the marketing of agricultural products. The preliminary findings of this research have been gradually incorporated into the teaching of special subjects both in the basic course and in the intensive courses.

In its work on projects, the Institute has been attaching importance to the study of development problems in agricultural areas through collaboration with national authorities in the formulation and organization of projects relating to the integrated development of agricultural areas or to land settlement. As mentioned in the relevant section of the present report, in 1966-67, in co-operation with IDB and other agencies, projects of this type were prepared in Ecuador and Paraguay, and others were launched in specific areas in Brazil and Venezuela whose economy is based primarily on agriculture.

VI. INDUSTRIAL

VI. INDUSTRIAL PLANNING

Since the manual on industrial development planning entitled Planificación del Desarrollo Industrial was completed and published in 1966, further headway has been made in research undertaken in order to supplement and expand the topics covered in the text. Special mention may be made of such research items as sampling methods for use in industrial surveys; the relation between industrial planning and economic integration; and the study of specific experiences in the field of industrial planning and policy.

Some of the findings of the research and studies carried out in this sector provided the basis for a report to be presented, under the title Notes on Industrial Development Strategy in Latin America, at the International Symposium on Industrial Development which will be held in Athens at the end of the year. This paper is presented to the Council as a reference document, and is one of the new series of pamphlets being published by the Institute. Its purpose is to promote discussion on some of the essential features that might characterize a new phase of industrial development in Latin America. This is a topic which will perhaps claim increasing attention in the next few years.

The report assembles some of the ideas concerning industrial problems which have been growing up in Latin America, and which are scattered throughout numerous studies prepared by ECLA, by the Institute itself, and by other national and international agencies, or carried out in several different countries. An attempt is made to outline the main obstacles confronting industrial development in Latin America, prior to the undertaking of further ad hoc research.

In the case of a number of Latin American countries it is clear that import substitution at the national level, precisely because it has been carried so far, will become increasingly inadequate as a mainspring of economic development, as long as it continues to operate within the narrow confines of individual country markets. These symptoms of the exhaustion of its possibilities may mean that Latin America--broadly speaking--is approaching the close of one phase of its economic growth, and must therefore seek other paths along which its industrial and over-all development can continue to

/forge ahead.

forge ahead. The study suggests three possible ways of meeting this new challenge: (a) regionalization of the import substitution process through economic integration; (b) energetic promotion of exports of manufactured goods; and (c) expansion of the internal market through the incorporation of social sectors and geographical areas at present relatively cut off from the market and from that part of the economy which operates on up-to-date and efficient lines. These three approaches are considered one by one so that their characteristics and repercussions can be clearly indicated and assessed, but, as the document itself points out, they are not alternative solutions, but procedures that should perhaps be appropriately combined in a strategy adapted to the situation of each individual Latin American country. The study also discusses some of the possible implications of this new phase in relation to the need for building up more advanced structures of production, redoubling efforts in the sphere of technology, increasing productive efficiency, etc.

The subject of a regional import substitution programme and its effects on the external sector is dealt within less detail than the others in the document under review, since an earlier study is available in this connexion (see La brecha comercial y la integración de América Latina).

The aim of this outline is to promote discussion inside and outside the Institute which may shed light on problems of great importance for Latin America's development policy in the next decade or two.

In addition to the foregoing research, intensive use has been made of this Programme's resources in connexion with teaching activities under the Training Programme, in which strong emphasis has been placed in 1967 on the specialities related to industrial development, both in the Basic Course and in the intensive courses. As shown in the relevant section, for the first time one of the latter was devoted to the topic of industrial planning.

Mention must also be made of the Programme's participation in many of the advisory assistance missions, thanks to which it has been possible to acquire first-hand experience on the spot that will give food for further research in relation to industrial development.

/VII. JOINT

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

During 1967, the Joint Programme has pursued its activities in respect of various sectors of industry, with a view to defining their development prospects within the framework of the economic integration of Latin America. In line with this approach, two studies have been prepared on economies of scale in the steel-making industry, to supplement a document published in 1966 under the title of La economía siderúrgica de América Latina. A project for the study of the steel industry's development possibilities in the relatively less developed countries is about to be initiated.

A document dealing with economies of scale in the copper and copper-alloy transforming industry has been completed, and, as a further step in the study of this industry, the supply and demand situation in respect of primary copper has been analysed, together with the market problems encountered. In a second phase of the research, attention will be focused on copper manufactures, and on alternative possibilities for the integration of the industry at the regional level.

With regard to the metal-transforming industries, progress has been made in the preparation of the regional study on the manufacture of basic equipment, with the co-operation of national institutions in Argentina, Brazil and Chile.

A start has been made on a study of the motor-vehicle industry in Latin America, which will analyse the following aspects of the subject: markets and demand projections; the existing industry; investment; current projects or programmes for the installation of the industry in the various countries; and the influence of economies of scale in relation to the manufacture of parts and the assembly of vehicles. It is hoped that this background information will subsequently afford a basis for considering possible regional integration procedures.

As regards the chemical industry, the studies on fertilizers and sodium alkalis are being revised and brought up to date. A document on trends in demand for rubber has been prepared to pave the way for research in depth on the rubber manufacturing industry, which, although it has

/attained a

attained a measure of self-sufficiency, is still dependent upon imports of basic raw materials. Work on the chemical industry also includes an overall and up-dated analysis of the development of the sector.

Where the pulp and paper industry is concerned, attention has been mainly concentrated on the provision of technical assistance in the various countries. The Programme has worked in still closer co-operation with ALAC, and new studies have been carried out on industry in the relatively less developed countries and on small-scale industry in Latin America.

Among the most important of the Joint Programme activities have been the preparations for the International Symposium on Industrial Development, at which the Institute will present a revised and expanded version of the study entitled The main sectors of industry in Latin America: problems and prospects. The Programme has co-operated with the Latin Governments in the revision of the country monographs that will be submitted to the Athens meeting, and a provisional study has been prepared, under the title of América Latina y el Simposio Internacional sobre Desarrollo Industrial, for discussion by a meeting of experts at ECLA headquarters in October 1967.

The Joint Programme has continued to collaborate with UNCTAD and UNIDO in the project for developing exports of manufactured goods. The studies relating to Argentina, Brazil, Chile, Colombia and Venezuela were presented at the second session of the UNCTAD Committee on Manufactures in July 1967; and the Programme is taking part in similar research in respect of the countries members of the Central American Common Market. On the basis of the export potential identified in these studies, the formulation of a programme of technical assistance to Governments has been initiated. As a first step in this direction, and in response to a request from the Government of Brazil, a programme is being prepared, in conjunction with the authorities of the State of Sao Paulo and private-sector institutions, in which the appropriate international agencies--ECLA, UNIDO AND UNCTAD-- and possibly IDB would co-operate. It is hoped that by the end of 1967 similar programmes will be launched in other Latin American countries.

/Special attention

Special attention has been devoted to industrial technology, and a note on machinery for its transfer to the developing countries has been prepared. The aim of this note is to facilitate the formulation of terms of reference for the research that is being undertaken by the United Nations Department of Economic and Social Affairs on the transfer of technical know-how from developed to developing countries through inter-enterprise agreements.

VIII. HUMAN RESOURCES

Activities during 1967 have been concentrated in the fields of advisory assistance, research and training.

At the request of Brazil's Superintendência de Desenvolvimento Econômico do Nordeste (SUDENE), the Programme co-operated with that agency in the evaluation of its activities in connexion with a Fourth Master Plan for the economic and social development of the area, and in the discussion of future plans of action in the field of human resources. Some alternative possibilities were suggested on the basis of a readjustment of the development strategy hitherto pursued, and the work is to be continued in collaboration with United Nations experts.

In Central America, the Programme took part in the Institute mission which co-operated with SIECA in drawing up a development strategy for the area. As the outcome of the mission, a report was completed in which some of the major problems in this sector were defined, and guidelines were laid down for the formulation of a human resources policy as an integral part of the said development strategy.

Further activities were undertaken in Paraguay in relation to the over-all development strategy prepared in 1966 by the Technical Planning Office (Secretaría Técnica de Planificación) with the co-operation of the Institute. The section concerning human resources was revised, and Paraguay's situation and future prospects in this respect were evaluated on an over-all basis.

Research proceeded on the formulation of a general model for over-all planning with an explicit definition of its content as regards employment and manpower policy.

Human resources problems continued to form part of the curriculum under the Institute's Training Programme. Special mention may be made of an introductory course on human resources planning which was given in Brazil.

IX. NATURAL RESOURCES

1. Research (Joint Project with Resources for the Future, Inc.)

The essential purpose of this work is to forge a closer link between research on the surveying and utilization of natural resources, and development planning. During 1967 the two studies outlined below were carried out under the Project.

(a) Analysis of the productivity of irrigation farming

The object of this research is to study the productivity of agriculture in major irrigated areas. An attempt is made to determine differences in productivity among various groups of farms with a view to obtaining--once the scale of these disparities and the institutional and technological conditions responsible for them have been ascertained--some indication of the factors affecting returns on investment in irrigation. Research was begun on the basis of data for the Province of O'Higgins, in Chile, relating to the farm year 1958-59. The part of the study dealing with the measurement of differences in productivity is approaching completion. Analyses of the supply situation in the Province with respect to water resources, fertilizers and agricultural machinery have already been prepared, and a provisional report on the findings will be ready by the end of October. Data for the farm year 1962-63 in the Provinces of Santiago, Valparaíso and Aconcagua are also under study, with a view to the comparison of respective rates of productivity and the analysis of variations through time and of the changes brought about in input markets. This section of the study, relating to Chile, is scheduled for completion in March 1968.

(b) Research on investment and policy planning for land development in humid tropical zones in Latin America

The humid tropical zones of Latin America represent an area of approximately 1,140 million hectares, and constitute 55 per cent of the region's mainland territory. Most of the land is undeveloped.

/Many countries

Many countries wish to promote the development of virgin land of this description, and some have invested in highways, flood control dams, deforestation and land settlement. But in most cases their Planning Offices, generally speaking, have no systematized information at their disposal on the efficiency with which the resources allocated to the expansion of farmland in such areas are being utilized. If this problem were tackled, it would be possible to determine the relative efficiency, in terms of economic development, of allocating resources to the incorporation of new land and of using them to establish intensive methods of farming on land already developed. Such a comparison would unquestionably afford sounder criteria on which to base development policies. Research on this subject has been initiated with case studies undertaken in Bolivia and Central America, in co-operation with IDB, IBRD and FAO teams that are evaluating selected land settlement projects, and should be completed by the end of 1968. The first study carried out under the whole programme related to the economic use of water resources and its possible influence on the development and structure of production in different parts of one and the same country. The survey was made in Chile, and the primary aim pursued was to establish a methodology that could be applied in similar research in other countries. An English translation of this study will shortly be published by Resources for the Future, Inc.

2. Advisory assistance

In 1967, a share was taken in the formulation of development strategies for the north of Chile, Central America and the Andean area and its zones of influence in Venezuela. Through direct advisory assistance given to the countries by interdisciplinary teams, gradual headway was made in the inculcation of basic ideas and of the method of work whereby the natural resources concept can be incorporated in development strategies and in planning.

In Central America, where data collected by SIECA were available, it was possible to introduce a new methodology for evaluating the relative potential of forest and agricultural resources in various natural regions in the five countries.

The yardstick adopted was the manpower employment potential of the development of resources on the basis of the average level of technology in farming and forestry in the area concerned. The application of this methodology in field work gave a clearer insight into the inter-relationships between natural resources and current land use and development possibilities.

In the Andean regions of Venezuela and in the north of Chile, the same methodology was applied on an experimental basis, with certain improvements necessitated by the differences between the data available there and in Central America. Mineral, energy and water resources will have to be evaluated by current methods, but information on the resources in question can be added to the basic map in which the relative potential of agricultural and forest resources is expressed as the potential density of population employed in the sector. The next stage in this methodological research will be directed towards determining the influence of basic investment, technology and demand on land use, together with the changes it will involve in employment and the potential product in the various areas.

Advisory assistance activities have also comprised an analysis of national systems of research on natural resources. In co-operation with SIECA, for example, the system applied in Guatemala is being studied, and it is proposed to extend this work to the other Central American countries.

X. PUBLICATIONS

Since the end of 1966, when its first printed publications were issued, the Institute has been energetically promoting this activity, which was becoming urgently necessary as a means of making its studies and research more widely known. In January 1966, a Publications Department was set up, and, so far as limited resources permit, work in this field has begun to forge ahead.

Efforts have been made in two main directions: (a) the continuing publication of printed works; and (b) the initiation of the series to be known as the Cuadernos del Instituto.

The first two books to be published (Discusiones sobre planificación, and a study by Héctor Soza entitle Planificación del desarrollo industrial) were followed by another two at the beginning of 1967: Filosofía, educación y desarrollo, by José Medina Echavarría, and Planificación y presupuesto por programas, by Gonzalo Martner. These were distributed to the members of the Governing Council at its ninth session. In the course of the year a study drafted by a group of economists under the direction of Norberto González was prepared for the printers, and has just appeared in book form under the title of La brecha comercial y la integración de América Latina.

This makes five publications that have been issued under the general title of Textos del Instituto Latinoamericano de Planificación Económica y Social, as part of the series which two well-known firms at the northern and southern extremes of Latin America are publishing jointly in Spanish. With a view to giving the Institute's texts a wider circulation in other languages, preliminary negotiations are under way in Brazil for their publication in Portuguese, and in France for French translations of some of them to be printed. Similarly, the possibilities of publishing them in English in the United States are to be explored very shortly. The Santiago representative of a German cultural institution which is studying Latin American problems has held talks--unofficial as yet--with the Institute in which the idea of publishing some of the texts in

/question in

question in the Federal Republic of Germany has been considered with interest.

The series with the general title of Cuadernos, the first numbers of which are being presented to the Governing Council at its tenth session, has so far been divided into three sub-series, the nature of whose content is apparent their deliberately simple designation as lecture notes (Apuntes de clase); preliminary research findings (Anticipos de investigación); and practical handbooks (Manuales operativos).

The Institute's purpose in publishing these texts is to keep a wider public informed of some aspects of its research work and teaching that are bound to undergo continual modification, either in the light of new scientific concepts or owing to the emergence of problems previously unknown. The aim is to present this information in such a way that it will constitute an invitation to a dialogue which will really provide a basis for genuine intellectual co-operation. The best means of attaining these objectives is unquestionably to spread knowledge of some of the Institute's activities in their formative stages. Accordingly, the studies or fragments of studies in question make no pretence whatever to full maturity of form or content, and in due course, therefore, will have to be revised and brought into line as far as possible—this being the ideal pursued by the Cuadernos—with the consensus of expert opinion deriving from dialogue and discussion.

The title of the series called Apuntes de clase speaks for itself. These publications embody teaching which may be useful not only to fellowship-holders attending the Institute's training courses and to students at other educational centres, but also to anyone interested in specific questions, notwithstanding the drawbacks inherent in academic methods of presentation. In the series entitled Anticipos de investigación, an attempt is made to report on the status of research that is in its initial stages yet already affords glimpses of the goal of knowledge pursued. The Manuales operativos are envisaged as tools to facilitate

/the action

the action of Government agencies and of planning specialists in general, in respect of practical planning activities which are often of a pressing nature.

Thus, the Institute offers the public these Cuadernos in full critical awareness of all their limitations, precisely because it sees in them the strongest incentive to the work that lies ahead.

The Apuntes de clase series will gradually incorporate the texts used in the Institute's training courses. Jorge Ahumada's Teoría y programación del desarrollo económico, a text book prepared by this Chilean economist for the ECLA courses of which he was the founder-director, is No. 1 in the series. Because of its lasting value as a contribution to the Latin American school of contemporary economic thought, it still serves as a guide to Institute trainees, and heads the list of educational publications in the Cuadernos series as a matter of course, and by way of tribute to the memory of Jorge Ahumada. A study by José Ibarra on Asignación de recursos, programación lineal y teoría económica has been issued as No. 2 in the series.

Two volumes in the series Anticipos de investigación have been published so far. The first of these, El marco histórico del proceso de desarrollo y de subdesarrollo, by Osvaldo Sunkel, represents a chapter of the Institute's current research on the economic development of Latin America, the findings of which will appear in book form in 1968. The second, Consideraciones sobre la estrategia de industrialización de América Latina (reproduced in English in a mimeographed version under the title of Notes on industrial development strategy in Latin America), is a paper specially prepared for the International Symposium on Industrial Development to be held at Athens in November 1967.

The third series, Manuales operativos, has been inaugurated with a Manual de medición de costos por programa, which is in the press at the time of writing the present report. Several texts are in course of preparation for this series, which will undoubtedly constitute a practical instrument for planning officials in the various Latin American countries.

/The room

The room for manoeuvre afforded by such publications as the Cuadernos—which, up to a point, partake of the nature of a review or periodical—leaves the way open for the initiation of further series, comprising other types of studies carried out by the Institute, or presenting the immediate results of the discussion of economic and social problems which constantly goes on within its walls. In the latter connexion, plans are afoot for launching a fourth series in the very near future, in which, under the title of Crítica y polémica interna, memoranda and notes on discussions held by the Institute's economists and sociologists will be published. Their dissemination by means of the Cuadernos will represent a contribution to that Latin American and international dialogue which needs the leaven and stimulus provided by the formulation of the Institute's own ideas and those of the interested scientific circles.

Modest as is this initial effort in the field of publications, in pursuing its aim of reporting on the work it has under way the Institute is applying a strictly selective criterion in every case—and especially where printed publications are concerned—which is not incompatible, however, with the pressingly necessary endeavour to disseminate research findings that are still provisional but of some immediate value. The Cuadernos constitute a more flexible means to this end.

The Institute cannot but feel concern as to the financial problem implied by the maintenance and expansion of the publications programme, for which insufficient budgetary provision has been made. The cost of the Cuadernos is higher, needless to say, than that of mimeographed documents. Although the printed texts will have a wide sale among fellowship-holders and in other institutions, the process is necessarily slow, and, consequently, the revolving fund of 30,000 dollars agreed upon—although this amount is recoverable and may even be augmented, since there is a possibility that direct sales abroad will considerably increase—may be exhausted long before income suffices to renew it. Moreover, if the plans for publishing in English, French and Portuguese materialize—as seems desirable and indeed essential from every point

/of view—

of view--additional expenditure on translation will be entailed, especially in the case of French and Portuguese, for which no translators are available in the language services shared in common with ECLA. These services are no longer adequate, in view of the expansion of both ECLA and the Institute.

All this leads to the conclusion that provision will have to be made and authorization granted for additional budget expenditure under the head of publications as from 1968. A pronouncement in this connexion on the part of the Governing Council would seem to be an urgent necessity.

Appendix

IMPLEMENTATION OF PERFORMANCE BUDGET IN THE FIRST HALF OF 1967

During the first half of 1967 the Institute carried out its activities in accordance with the performance budget prepared for that period and presented at the ninth meeting of the Governing Council. This appendix attempts to determine in quantitative terms how far the resources envisaged for programme and sub-programmes were actually used during the period concerned.

To that end, five tables are attached to this appendix, the first three in terms of percentages and the last two in absolute figures for man-months. In all these tables, the measurement unit is the number of man-months estimated for the various programmes. These figures include the activities of both the Institute's own staff the experts assigned to it by other agencies on a permanent or temporary basis.

Table 1 shows that the proportion of resources taken up by each programme varies only slightly from the budget estimates. Their percentage distribution reflects the overriding importance of the Training Programme (23 per cent of the total) and Research Programme (24.2 per cent). The Advisory and Projects programmes together absorbed 18 per cent of the total resources used by the Institute, and sectoral activities 16 per cent. The latter do not include training and advisory activities in the various sectors, which are recorded under the two programmes concerned.

Table 2 presents a more detailed analysis. It shows the relative importance of the different sub-programmes within each individual programme. The Basic Course continues to be the nucleus of the training activities and uses 45.3 per cent of the resources used for that purpose. A high proportion (22.4 per cent) was also allocated to research for teaching purposes.

/The low

The low percentage recorded for Special Courses may be ascribed to the fact that although the education and health courses were budgeted for to take place in the first half of 1967, they only started in the second half. (The resources allocated to this sub-programme strengthened research for teaching purposes, as explained above.)

The sub-programme of co-operation with universities could not be implemented since its structure was altered to meet more clear-cut and feasible targets, as stated in the relevant part of this Report. Activities will begin with a meeting of university economic development and planning professors, which is being organized for the second half of the year. Therefore, the time set aside for this item during the first six months was also devoted to research for teaching purposes.

The advisory programmes on Planning and Projects were, generally speaking, implemented in accordance with the budget; likewise, only minor differences are noted in the resources assigned to Economic Development Research and Research on General Programming.

The study on Public Administration in Latin America under the Social Development Research Programme, for which 25.9 per cent of the Programme budget had been earmarked, was postponed because the arrival of the expert who was to supervise it was delayed. Hence the low index for this item and also the corresponding increase in the sub-programme Interpretation of Social Development, which was not programmed for the first half of 1967.

The sub-programmes which formed part of Sectoral and Special Activities showed two important changes in the number of expert-months intended for each. For Human Resources it proved impossible to obtain the personnel provided for in the budget; thus only 5.9 per cent of the total sub-programme was used for that sector. On the other hand, the resources assigned to Educational Planning were considerably increased, and this item absorbed 27.3 per cent of the total in view of the fact that postponement of the course made it possible to allocate more resources to the research needed for a document on the subject, the first draft of which is already completed. Additional resources were also assigned to the Educational Planning section, as explained in the tables.

/Independently of

Independently of those factors were the constantly changing and unforeseen needs in the planning activities of countries and the Institute itself. There were also marked divergencies in the supervision of each programme for the same reason and because of the subjective assignment by each director of essentially supervisory tasks in the various programmes. Nor can it be denied that the relative shortage of resources in terms of experts and technicians has, in general contributed to reducing the time directly devoted to supervising the various activities.

The part played by other agencies in the Institute's programmes has also been analysed. Table 3 contains the relevant figures, which show that in the first half of 1966 those agencies played a more important part than originally expected, either through experts assigned permanently to the Institute, or through technicians and teachers on a part-time basis. Their participation represented 25.2 per cent of the total Institute resources used and was particularly significant in carrying on with research on Social Development (73 per cent of the total), and in sectoral and special activities (56.7 per cent), in which the Human Resources and Educational Planning sub-programmes were executed served by experts from other agencies.

As distinct from the first three tables, which are presented in terms of relative percentages, tables 4 and 5 indicate the man-months envisaged in the budget and those actually used in the first half of 1967 in absolute terms.

A slight difference of 6 per cent is noted between the resources envisaged and those actually used. This reduction and others at the programme level are attributable to the same factors explained in connexion with the previous tables.

Also as in tables 1 to 3, the differences observable between budgeted and utilized resources in each sub-programme are substantially greater than at the programme level. The same explanations given in the percentage analysis are applicable here.

Further details in this as in other cases will be found in the foot-notes to the tables.

Table 1

PERCENTAGE DISTRIBUTION OF RESOURCES AMONG THE INSTITUTE PROGRAMMES,
IN MAN/MONTHS a/

(First half of 1967)

Programme	Budgeted	Actual outlay
Office of the Director-General	3.7	4.0
Training	26.5	22.6
Advisory services for planning	12.3	14.3
Project promotion	3.5	3.7
Research and general programming	7.4	9.0
Economic development research	3.2	2.9
Social development research	9.7	10.8
Sectoral and special activities ^{b/}	16.5	15.8
Joint industrial development programme	1.0	1.1
Administration and finance	3.1	3.4
Miscellaneous activities, general services, etc.	13.1	12.4
	<u>100.0%</u>	<u>100.0%</u>

a/ Comprises the Institute's own resources and funds deriving from collaboration with other organizations, with the exception of the Joint ECLA/Institute/IDB Programme for the Integration of Industrial Development, for which only the Institute's share has been considered here.

b/ Not including courses or advisory services.

Table 2

PERCENTAGE DISTRIBUTION OF RESOURCES AMONG THE SUB-PROGRAMMES
OF THE INSTITUTE, IN MAN/MONTHS ^{a/}
(First half of 1967)

Sub-programme	Budgeted	Actual outlay
TRAINING		
Office of the Director	10.8	13.3
Basic course	41.2	45.3
Intensive courses	26.7	18.2 ^{b/}
Special courses	8.0	0.8 ^{g/}
Teaching research	11.7	22.4 ^{d/}
Collaboration with universities	1.6	0 ^{e/}
Total	100.0	100.0
ADVISORY SERVICES FOR PLANNING		
Office of the Director	8.6	7.7
Advisory services for economic strategy	61.2	60.2
Operational advisory services	23.2	21.9
Studies of planning in Latin America	0	1.2
Supplementary activities	7.0	9.0
Total	100.0	100.0
PROJECTS		
Office of the Director	23.8	15.2
Promotion	25.4	25.2
Research	50.8	59.6
Total	100.0	100.0
ECONOMIC DEVELOPMENT RESEARCH		
Office of the Director	15.3	9.3
Preparation of studies	84.7	90.7
Total	100.0	100.0
RESEARCH AND GENERAL PROGRAMMING		
Office of the Director	10.2	8.0
Economic integration	56.4	57.7
Financial programming	20.2	22.7
Short-term financing and policy	13.2	11.6
Total	100.0	100.0
SOCIAL DEVELOPMENT RESEARCH		
Office of the Director	11.3	10.8
Social marginality	11.3	14.6
Public administration in Latin America	25.9	11.6 ^{f/}
Industrial entrepreneurship	20.3	17.8
Social mobility	13.5	18.4
Wage-earning sectors	17.7	21.9
Interpretation of social development	0	12.9
Total	100.0	100.0
SECTORAL AND SPECIAL ACTIVITIES ^{g/}		
Agricultural planning	18.7	22.1
Industrial planning	22.7	15.2
Natural resources	28.6	26.6
Human resources	13.3	5.9 ^{h/}
Educational planning	16.7	30.2 ^{i/}
Total	100.0	100.0

^{a/} Comprising the Institute's own resources and funds from other sources.

^{b/} The Recife course on Projects was transferred to 1968; those in Colombia and Peru did not take place and are to be reorganized; the bulk of the Mexico course was postponed to the second half of the year as was the whole of the course in the Dominican Republic.

^{c/} The courses on health and educational planning were transferred to the second half of the year, and are being held at the present time.

^{d/} Some of the funds lying idle under other sub-programmes were used for the preparation of teaching material and for research.

^{e/} An explanation is given in the introductory note to the annex.

^{f/} The Government of France was unable to contract the proposed expert.

^{g/} Not including courses or advisory services.

^{h/} Provision was made for the engagement of temporary staff against the Institute's own funds, but none were actually taken on.

^{i/} Including eighteen months for three post-graduate fellowships for research assistants as part of the sub-programme.

Table 3

DIRECT PARTICIPATION OF OTHER ORGANIZATIONS IN THE INSTITUTE PROGRAMMES
DURING THE FIRST HALF OF 1967

(Percentages based on man/months)^{a/}

	Budgeted	Actual outlay
<u>Total Institute activities</u>	<u>20.5 %</u>	<u>25.2 %</u>
Training	29.2 b/	19.0
Advisory services for planning	0	1.9
Projects	0	0
Research and general programming	21.4	19.1
Economic development research	0	0
Social development research	45.6 c/	72.9
Joint industrial development programmes	0	0
Sectoral and special activities	31.3	56.7 d/
Administration and finance	0	0
General services	0	0

a/ Within the total number of expert/months budgeted for or used in each programme, the figures show the percentage of expert/months provided by other organizations collaborating with the Institute.

b/ Including the special courses on educational and health planning transferred to the second half of the year.

c/ The figure is low because other organizations contributed to a greater extent than was expected.

d/ Although not programmed, three fellowships were provided for research assistants in educational planning.

/Table 4

Table 4

ABSOLUTE DISTRIBUTION OF MAN/MONTHS AMONG
THE INSTITUTE PROGRAMMES ^{a/}
(First half of 1967)

Programme	Budgeted	Actual outlay
Office of the Director-General	21.0	21.0
Training	150.1	120.5
Advisory services for planning	69.8	74.7
Project promotion	19.7	19.4
Research and general programming	42.0	47.1
Economic development research	18.3	15.1
Social development research	54.8	57.5
Sectoral and special activities ^{b/}	93.4	82.7
Joint industrial development programme	6.0	6.0
Administration and finance	18.0	18.0
Miscellaneous activities, general services, vacations, etc.	73.6	69.6
TOTAL	<u>566.7</u>	<u>531.6</u>

^{a/} Comprising the Institute's own resources and funds deriving from the collaboration of other organizations, with the exception of the Joint ECLA/Institute/IDB Programme for the Integration of Industrial Development, for which only the Institute's share has been considered here.

^{b/} Nor including courses or advisory services.

/Table 5

Table 5

DISTRIBUTION OF MAN/MONTHS AMONG THE SUB-PROGRAMMES
OF THE INSTITUTE ^{a/}
(First half of 1967)

Sub-programme	Budgeted	Actual outlay
TRAINING		
Office of the Director	16.3	16.0
Basic courses	61.8	54.6
Intensive courses	40.1	21.9 ^{b/}
Special courses	12.0	0.9 ^{g/}
Teaching research	17.5	27.1 ^{d/}
Collaboration with universities	<u>2.4</u>	<u>0</u> ^{e/}
Total	150.1	120.5
ADVISORY SERVICES FOR PLANNING		
Office of the Director	6.0	2.8
Advisory services for economic strategy	42.7	47.9
Operational advisory services	16.2	16.4
Studies of planning in Latin America	0	0.9
Supplementary activities	<u>4.9</u>	<u>6.7</u>
Total	69.8	74.7
PROJECTS		
Office of the Director	4.7	2.9 ^{f/}
Promotion	5.0	4.9
Research	<u>10.0</u>	<u>11.6</u> ^{f/}
Total	19.7	19.4
ECONOMIC DEVELOPMENT RESEARCH		
Office of the Director	2.8	1.4
Preparation of studies	<u>15.5</u>	<u>13.7</u>
Total	18.3	15.1
RESEARCH AND GENERAL PROGRAMMING		
Office of the Director	4.3	3.8
Economic integration	23.7	27.1
Financial programming	8.5	10.7
Short-term financing and policy	<u>5.5</u>	<u>5.5</u>
Total	42.0	47.1
SOCIAL DEVELOPMENT RESEARCH		
Office of the Director	6.2	6.2
Social marginality	6.2	10.7
Public administration in Latin America	14.2	5.5 ^{g/}
Industrial entrepreneurship	11.1	6.8
Social mobility	7.4	6.0
Wage-earning sectors	9.7	12.6
Interpretation of social development	<u>0</u>	<u>9.7</u>
Total	54.8	57.5
SECTORAL AND SPECIAL ACTIVITIES ^{h/}		
Agricultural planning	17.5	18.3
Industrial planning	21.2	12.5
Natural resources	26.7	22.0
Human resources	12.4	4.9 ^{i/}
Educational planning	<u>15.6</u>	<u>25.0</u> ^{j/}
Total	93.4	82.7

^{a/} Comprising the Institute's own resources and funds from other sources.

^{b/} The Recife course on Projects was transferred to 1968; those in Colombia and Peru did not take place and are to be reorganized; the bulk of the Mexico course was postponed to the second half of the year, as was the whole of the course in the Dominican Republic.

^{g/} The courses on health and educational planning were transferred to the second half of the year, and are being held at the present time.

^{d/} Some of the funds lying idle under other sub-programmes were used for the preparation of teaching material and for research.

^{e/} An explanation is given in the introductory note to the annex.

^{f/} The figures have been rounded or adjusted to counterbalance statistical errors and omissions.

^{g/} The Government of France was unable to contract the proposed expert.

^{h/} Not including courses or advisory services.

^{i/} Provision was made for the engagement of temporary staff, but none were actually taken on.

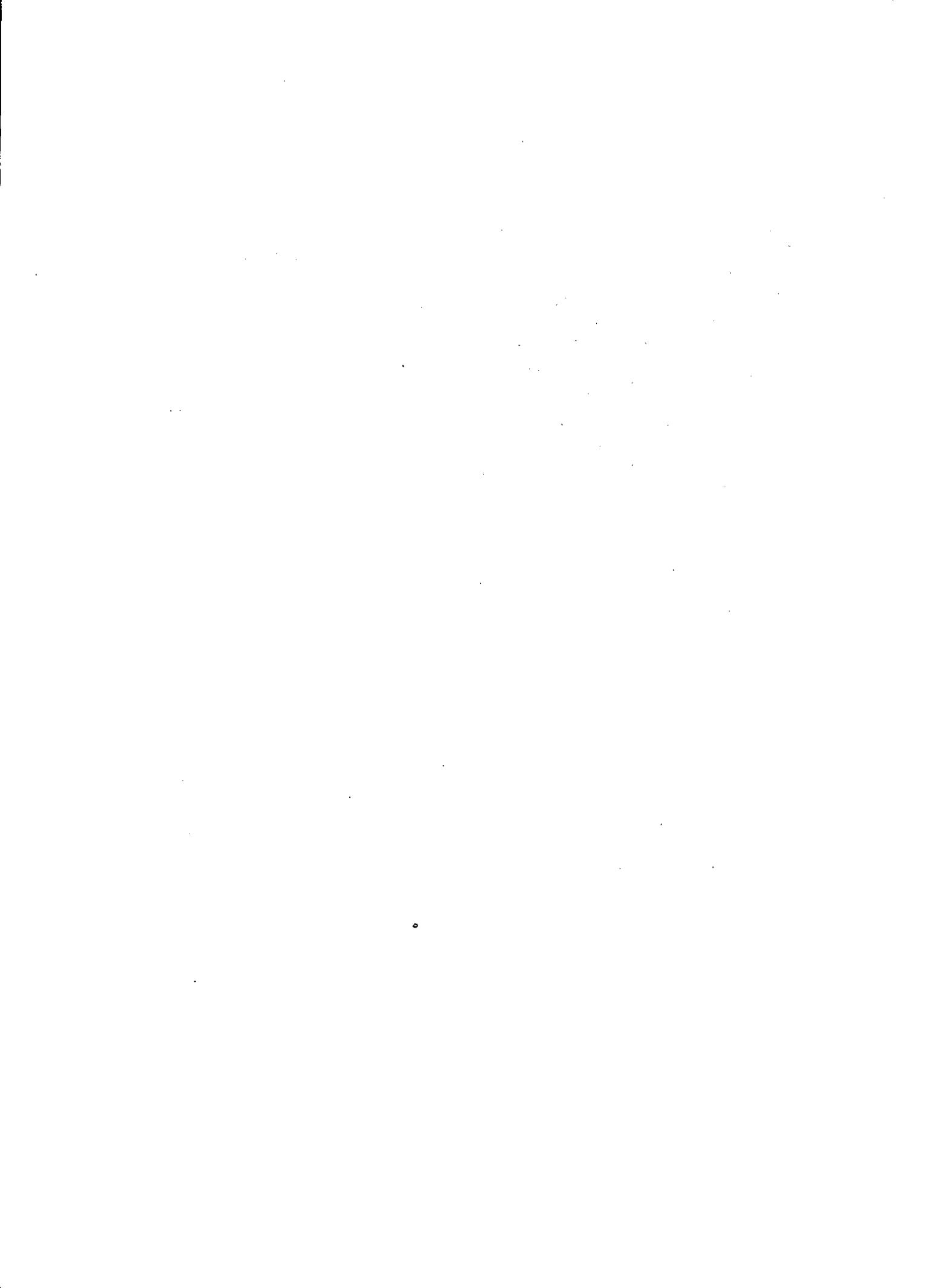
^{j/} Including eighteen months for three post-graduate fellowships for research assistants as part of the sub-programme.

ANNEXES



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ANNEX I*

* Only spanish version presently available.



Antecedentes

Las economías latinoamericanas, a pesar que pueden diferenciarse en tipos bastante diversos, presentan algunos rasgos y experiencias comunes.

Dos grandes vías se han empleado como bases para el desarrollo a lo largo de este siglo: la exportación de bienes primarios y la industrialización por sustitución de importaciones en el marco nacional. Ambas están vinculadas genéricamente, y se superponen en el tiempo, aunque en algunos países tiene mayor vigencia una que la otra.

Ambas vías, sin embargo, presentan limitaciones para continuar siendo bases de un crecimiento de ritmo adecuado y suficiente. La débil posición de las exportaciones de bienes primarios en el mercado mundial y el agotamiento dinámico de la sustitución nacional de importaciones son ya bastante conocidas.

Junto con otros aspectos fundamentales, tales como las reformas estructurales, el examen de las grandes tareas del desarrollo latinoamericano se ha centrado en la integración económica regional, como una nueva vía complementaria también, pero de mucha trascendencia - hacia el desarrollo económico, con lo cual se podrían superar muchos obstáculos que se oponen a éste.

Las posibilidades de la integración se han considerado por los gobiernos y por diversos organismos internacionales y nacionales, más que nada desde el punto de vista del conjunto de la región. Ha podido apreciarse la necesidad de complementar las medidas de integración de carácter nominal con otras políticas para que su aporte al desarrollo tenga mayor gravitación. Al nivel regional, la superación de las limitaciones de mercado permitiría emprender una nueva etapa en la sustitución de importaciones y por lo tanto en la industrialización. A la escala regional sería posible

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dar un impulso fuerte a industrias como las metal-mecánicas^{1/} y otras, con lo cual podrían resolverse en medida apreciable problemas de la balanza de pagos y por la naturaleza de los bienes producidos - se conferiría una fisonomía nueva y más vigorosa al desarrollo industrial. Pero, en este análisis a nivel del conjunto de América Latina quedan incógnitas por aclarar, ya que no se trataría de trasladar simplemente la política nacional de sustitución al ámbito regional. ¿Cuál sería el papel dinámico del sector externo en la nueva situación y cómo podría éste contribuir al crecimiento duradero de las exportaciones, para lo cual se precisa seguramente conferirle una estructura cada vez más abundante en bienes manufacturados? ¿Qué papel cabría desempeñar a las reformas estructurales previstas y a sus efectos sobre el sector agrícola y las industrias tradicionales en un marco de integración que tenga repercusiones importantes sobre las industrias dinámicas y la balanza de pagos? Y por cierto ¿cuáles serían las perspectivas para cada país o grupo de países dentro de las alternativas de este proceso? Estos son sólo algunos de los problemas que es preciso investigar.

Se trata, en resumen, de reexaminar las orientaciones latinoamericanas de desarrollo económico. Las que han venido configurándose por los hechos adolecen de limitaciones que pueden juzgarse como tales a la luz de las nuevas perspectivas. Se precisaría ubicarlas en las nuevas condiciones que se crean al nivel de la región y dentro de la nueva problemática internacional, persiguiendo así una mayor viabilidad a los esquemas nacionales de desarrollo. De esta manera será preciso presentar, discutir, y definir nuevas posibles alternativas del desarrollo latinoamericano y dentro de éste, examinar el rol de desarrollo nacional.

Con estos antecedentes, surge con claridad la labor que podrían desempeñar grupos nacionales de estudio. Debe esclarecerse el propósito de que no se intenta elaborar un estudio del tipo de un plan de desarrollo latinoamericano, o de esbozar las líneas maestras para el desarrollo de cada país. No se trata tampoco de elaborar un ejercicio sin trascendencia

^{1/} Algunas de estas afirmaciones se encuentran desarrolladas y fundamentadas en INSTITUTO: "Integración, sector externo y desarrollo económico de América Latina", Santiago, octubre de 1966.

alguna. La intención debe centrarse en discernir técnicamente las opciones que se abrirían al desarrollo de cada país en el marco de la integración, en cuanto al posible papel y efectos sobre su desarrollo económico, la formación de capital, el empleo y el comercio exterior y otros aspectos económicos de importancia. De este modo se espera contribuir a una mejor base para informar la elaboración de la política económica de cada país, que en cuanto al proceso de integración, plantea exigencias de conocimiento las que se intenta satisfacer mediante el estudio que aquí se sugiere.

Presentación del temario

En este documento, no se pretende señalar la metodología completa, sino más bien la orientación general del estudio, para permitir llevar a cabo su examen en los centros nacionales de investigación. Más adelante pueden considerarse los problemas metodológicos con mayor detalle. El objetivo de dejar cierta flexibilidad metodológica es el de poder adaptarse mejor a las peculiaridades de cada caso. El conocimiento más profundo de cada economía, permitirá al grupo nacional que participe en estos estudios, un planteamiento metodológico más específico y apropiado, que tome en cuenta los puntos de vista de los organismos nacionales y los respectivos antecedentes. Sin embargo, está claro que se requiere un cierto acuerdo sobre un mínimo de homogeneidad en cuanto a metodología y propósitos del estudio.

La amplitud del tema y su novedad, hacen pensar sobre la conveniencia de estudiarlo en etapas de precisión creciente. A través de esas etapas podrán identificarse los problemas de mayor importancia que requieren un estudio más detallado, y proceder con una creciente selectividad en el análisis.

En base a los diversos aspectos recién señalados, la orientación general del estudio puede describirse como sigue.

El estudio se iniciaría simultáneamente al nivel regional y al de los países. El propósito de este procedimiento consiste en satisfacer a la vez la necesidad de elementos de juicio y resultados regionales y nacionales, los que pueden compararse y servir para los ulteriores procesos de ajuste sucesivo.

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Desde el punto de vista de las economías nacionales, parece pertinente delinear el trabajo en dos fases; una fase previa, que no debería requerir mucho tiempo, (por ejemplo, no más de dos o tres meses) y que consistiría en un examen y evaluación de la estrategia económica seguida en el pasado, con particular referencia al sector externo y a la industrialización ligada a la sustitución de importaciones. Este estudio se orientará de tal modo que sirva para la segunda fase, en la cual se tomarán en cuenta los posibles efectos de un mayor grado de integración. El examen de la estrategia de desarrollo seguida y de la consecuente evolución de la economía debe intentar identificar claramente las principales fuerzas que actuaron en ese proceso y establecer las posibilidades y limitaciones de su actuación futura. Un resultado adicional que puede obtenerse en esta etapa consiste en establecer una base informativa uniforme.

Esta primera fase no debe ser demasiado amplia, y por lo tanto, la magnitud del estudio debería limitarse en función de la segunda etapa. Su duración dependerá de los antecedentes y estudios previos con que se cuente en cada país, y para algunos países es posible que casi no se necesite hacer estudios nuevos, sino coordinar y actualizar los estudios realizados para mostrar el desarrollo de la economía en una perspectiva de conjunto.

Una lista de los posibles temas a estudiar, con la limitación señalada de tiempo, podría referirse a:

- Bases y principales características de las orientaciones de desarrollo seguidas (explícitas o implícitas) y con énfasis especial en el rol del sector externo y de la industria.
- Principales objetivos perseguidos con esa estrategia. Los objetivos logrados.
- Las políticas adoptadas (y el empleo de sus instrumentos) y una evaluación de sus consecuencias.
- Dificultades y nuevas problemáticas surgidas en el transcurso de este proceso.

Una comprensión cabal del proceso de desarrollo será puesta a prueba en la elaboración de proyecciones gruesas en las cuales pueda juzgarse la

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posibilidad y problemas que surgirían de prolongar hacia el futuro la estrategia del pasado. Estas proyecciones, sin integración, además de mostrar las consecuencias de seguir utilizando la estrategia anterior, aportarían una base de comparación, para poder juzgar, respecto a ella, el valor de los resultados que ofrece la integración. Es decir, son un elemento que contribuye a delimitar el campo de los posibles resultados de la estrategia nueva. Es en ese campo de resultados en el que deben realizarse los análisis comparativos de una y otra política de desarrollo.

La segunda fase del trabajo, desde el punto de vista de la economía nacional, consistiría en ampliar ese campo de resultados. Para esto, se intentaría incorporar al análisis de desarrollo la concepción de la integración, y junto con ella, la de otras vías complementarias que puedan reforzar sus efectos. En esta etapa sería preciso explorar nuevas concepciones para el desarrollo económico, comprendería un examen de sus diversos elementos positivos, y debería aportar un conocimiento flexible de distintas alternativas de desarrollo nacional y de sus perspectivas y dificultades.

Un aspecto central de estas proyecciones, "con integración", consiste en determinar en base a la comprensión del pasado, y de las potencialidades de la economía nacional, cómo se concibe el papel de la integración para ésta. Es decir, se trataría de establecer una visión nacional de las perspectivas y posibilidades de integración.

Para este propósito también se cuenta con algunos antecedentes. Los gobiernos han venido estudiando ciertos sectores y políticas, y en el temario de los acuerdos y negociaciones al nivel regional o al sub-regional, figuran diversas orientaciones útiles para prever perspectivas adicionales de desarrollo nacional. Posiblemente existe una gama de alternativas aún más amplia que la que se ha ido configurando y que convendría estudiar.

En la medida en que el desarrollo económico se apoye crecientemente en la integración, la viabilidad de estas nuevas estrategias nacionales dependerá de su coordinación al nivel regional.

Así surgiría la necesidad de realizar una tarea a nivel regional

/orientada a

orientada a prever la coordinación de las estrategias nacionales, ya desde el ángulo del total de la región surgen aspectos diferentes de los anteriores. También se prevé, según los casos, la necesidad de analizar y comparar las alternativas nacionales y examinarlas de conjunto.

También se ha considerado que en estos estudios se incluya el problema del equilibrio entre países, definido éste en un sentido amplio y dinámico. Por ejemplo, una forma de concebirlo sería como una tendencia hacia un comercio intraregional estructuralmente equilibrado, que conduzca a un crecimiento adecuado en los países, y abra posibilidades de utilizar una gama más amplia de tecnologías industriales en todos ellos, dentro de un contexto de especialización.

El examen al nivel regional de las alternativas nacionales es útil para considerar formas de superar posibles incompatibilidades y, además, enriquecer la concepción nacional de la integración. De este modo se abre la posibilidad de examinar en profundidad las alternativas nacionales de desarrollo en el caso de integración económica, y considerar en ellas algunos objetivos de carácter regional, que tal vez al nivel nacional no resulten tan claros. Un caso así podría ser la exportación de manufacturas, que obviamente parece ser una necesidad regional, aunque puede no parecer un objetivo alcanzable para cada país.

Las posibilidades de trabajo descritas podrán ser mejor atendidas si el estudio se inicia simultáneamente, tanto a nivel nacional como al regional.

Ahora se cuenta con un enfoque especial, expresado por algunas proyecciones regionales de integración.^{3/} Sin embargo, todavía tienen carácter parcial, pues aún no consideran algunos aspectos de importancia. Las proyecciones regionales permitirán ir logrando una visión más concreta de la integración y de la menor o mayor importancia que en ella pueden tener algunos sectores. De esta manera se podrá ir enfocando selectivamente otras etapas del estudio en las que sea preciso un mayor detalle, sectorial y nacional, con lo cual sería posible ahorrar esfuerzos.

3/ Véase el documento ya citado de ILPES.

Otro motivo por el cual parece necesario empezar simultáneamente los trabajos al nivel nacional y regional, es por la necesidad de tener un sistema de intercambio central de informaciones y de normalización metodológica, que facilite el avance de ulteriores etapas.

El trabajo del Instituto Latinoamericano de Planificación Económica y Social (ILPES) se centraría precisamente en relación con el carácter regional del estudio y en la necesidad de un sistema de intercambio central de información. Podría tener a su cargo la elaboración del marco regional del estudio, y participaría también en la etapa posterior de contrastación y ajuste entre el marco regional y las visiones nacionales de la integración. De esta necesidad de contrastar y reajustar los resultados es que se plantea el requisito de cierta uniformidad metodológica que puede ser también función del Instituto.

El ILPES estará en condiciones de prestar colaboración a las entidades nacionales que participen en el estudio, sobre todo en la fase inicial del diseño y en distintos períodos del avance de los trabajos en los que se requiera una colaboración más estrecha.

La tarea de las entidades nacionales consistiría en el estudio detallado de las opciones que se abren al desarrollo de la economía nacional en el marco de la integración, para lo cual contarán con la colaboración del ILPES. con este fin se seguirían las etapas que se indican en estas notas, es decir, establecer una proyección de referencia del tipo de prognosis, sin mayor intensificación en el proceso de integración. Y en el estudio de las alternativas que abre la integración, se examinarán los posibles aportes al desarrollo y de la economía nacional, para lo cual se intentará el empleo de los criterios que aquí se mencionan.

La necesidad de colaboración estrecha, sobre todo en la segunda fase del estudio no precisa ser recalcada.

Estudios en curso

Actualmente están empeñados en estudios económicos sobre la integración diversas instituciones.

Por ejemplo, la Brookings Institution, en coordinación con centros de estudio en países de América Latina ha estudiado alrededor de una decena de industrias específicas. Para ello se estudió la demanda en cada uno de los países, y se estudiaron las posibilidades y perspectivas de la oferta y de la localización. Actualmente esta misma institución coordina trabajos sobre poder administrativo de monedas de diversos países de América Latina y sobre consumo.

La División Agrícola CEPAL/FAO también ha iniciado un estudio sobre las perspectivas para la sustitución de importaciones extraregionales que con la integración surgieron para algunos productos agrícolas de importancia.

El Programa conjunto CEPAL/INSTITUTO/BID de Integración del Desarrollo Industrial, realiza estudios sobre el papel de diversos sectores industriales de importancia en relación con la integración económica.

Igualmente, en el seno de la Comisión Asesora de Desarrollo Industrial (CADI) de ALALC, se han realizado estudios sobre la perspectiva de la integración en algunos sectores industriales.

El Instituto Latinoamericano de Planificación Económica y Social ha prestado colaboración a organismos oficiales de países del Mercado Común Centroamericano, Paraguay y República Dominicana, en forma de asesoramiento para elaborar estrategias nacionales de desarrollo que tengan en cuenta la integración. También, y con particular referencia al presente proyecto completó un estudio sobre las perspectivas que la integración abrirá al proceso de desarrollo industrial y a una nueva fase de sustitución de importaciones al nivel regional.

Todos estos estudios constituyen antecedentes útiles para emprender proyecciones más ambiciosas tanto al nivel regional como al nacional, en las que se destaque el papel de ciertos sectores de importancia.

/EL ILPES

El ILPES, continuando sus estudios sobre la integración económica de América Latina, ha estado en contacto con diversas entidades nacionales de investigación con el fin de organizar estudios coordinados de la naturaleza señalada más arriba. Las conversaciones más adelantadas se han realizado con instituciones de Argentina y de Chile. También se han sostenido conversaciones preliminares con instituciones de Perú, Uruguay y Venezuela. En el caso de Argentina y Chile se han iniciado ya los trabajos.

De las discusiones realizadas se han obtenido algunas experiencias que permitirán un enfoque más expedito al tratar de otros casos nacionales. Por ejemplo, en el caso de Argentina, se apreció el volumen de estudios ya realizados sobre la estrategia de desarrollo seguida en el pasado, y en especial sobre el proceso de industrialización y su vinculación con el curso del proceso sustitutivo de importaciones. Todos estos trabajos contribuirán a simplificar la primera etapa de este estudio. Además, en Argentina ya se han realizado algunos estudios sobre las perspectivas para la exportación de productos manufacturados, con lo cual se dispone incluso de antecedentes valiosos para nuevos aspectos, más integrales, de la estrategia de desarrollo.

Un calendario deseable y algunos comentarios finales

Parece quedar bastante claro que en la segunda fase del estudio es en la que debe centrarse el principal esfuerzo, es decir en relación con los estudios en que se analice la integración económica. La fase inicial en la que se debe reconstruir e interpretar la evolución económica del pasado, no debiera durar más de unos tres meses.

En cuanto al grueso del estudio, sería deseable que pueda disponerse de sus resultados más avanzados, coordinables, en el plazo de un año después de terminada la fase inicial. El motivo de este plazo se encuentra en la urgencia con que es preciso contar con orientaciones útiles sobre el rumbo del proceso de integración, pues de ese modo, las decisiones que se tomen tendrán un contenido analítico más firme. No quiere decir todo esto

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que el estudio sea concebido para ser empleado en forma directa para las decisiones, pero es indudable, dada la magnitud y novedad del tema, que puede ser de utilidad para prestar a dichas decisiones una base adicional.

Otro motivo para fijar un plazo definido, es que dada la naturaleza de estudio, este podría extenderse sin, al mismo tiempo, lograrse obtener algunas conclusiones significativas. Mientras tanto, obtener algunos resultados en un plazo determinado, aunque obligue a simplificar el problema, puede aportar algunas conclusiones que faciliten un enfoque más fructífero en ulteriores etapas de investigación.

Por cierto que los recursos necesarios para realizar los estudios quedarán determinados por el plazo y por la profundidad con que se emprendan. Como ya se ha explicado, sin perjuicio de lograr un conjunto común de ideas y metodología, no sólo es posible sino también deseable, que al nivel nacional el estudio profundice más y que encuentre incluso temas con cierto grado de divergencia de uno a otro país, respondiendo a las peculiaridades de cada caso. No solamente de esta manera se pueden sembrar las bases de otros estudios para ser adelantados independientemente por las entidades nacionales, sino también se hará un aporte para analizar la posible especialización de cada país, ya sea inter o intrasectorial, en el ámbito latinoamericano.

También se comprenderá que el esquema metodológico debe diseñarse con intensa colaboración de cada grupo nacional, tal como ya se ha venido realizando en el caso de Argentina y en el de Chile.

Como el trabajo se ha iniciado ya en algunos países y en otros todavía no se ha puesto en marcha, podría fijarse tentativamente el primer trimestre de 1968 para realizar una reunión de discusión y coordinación sobre el avance del mismo. En ella se presentarían los resultados de la primera fase del estudio realizado a nivel nacional, y también en algunos casos se contaría ya con algunos resultados de proyecciones y análisis en que se diera cabida a la integración. El Instituto Latinoamericano de Planificación Económica y Social aportaría proyecciones sin integración al nivel regional con un examen de sus implicaciones, y algunas consideraciones

/metodológicas y

metodológicas y sugerencias para discutir un diseño más preciso de la segunda fase del trabajo. También se contaría para esa oportunidad con algunos resultados y análisis de una primera consideración de la integración, a nivel regional. Esta probablemente consistirá del examen de varias alternativas en su estrategia de desarrollo con el objeto de contribuir a su clarificación a través de un examen más amplio - y también para establecer bases que orienten la fase más importante del estudio.

El próximo paso, después de intercambiar opiniones y de contrastar resultados consistiría en realizar o complementar proyecciones de integración, por parte de cada país, pero con nuevas consideraciones y reajustes que tomen en cuenta tanto los requisitos y criterios de orden regional previamente discutidos, como algunas otras consideraciones orientadoras que pudieran surgir de la reunión.

De este modo, parece razonable esperar que entre julio y agosto de 1968 se contaría, para un primer grupo de países con algunas proyecciones de integración, conciliables, al nivel nacional, y con su correspondiente respaldo analítico sobre el significado y perspectivas para una estrategia de desarrollo integrado.

Annex II

SUMMARY OF THE PROCEEDINGS OF THE XII SESSION OF ECLA ON THE LATIN
AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING
10 May 1967

The Commission discussed the activities of the Latin American Institute for Economic and Social Planning, in the light of the report of the Director General of the Institute to the Governing Council (E/CN.12/778) and the programme of work for 1967 (E/CN.12/778/Add.1) and took note of the report (see Annex III below) submitted to it by the Chairman of the Governing Council in pursuance of resolution 220 (AC.52).^{1/}

The Commission took note with satisfaction of the results of the action taken to give effect to the recommendations made by the Committee of the Whole to the Executive Secretary of ECLA and the Director General of the Institute (see resolution 260 (AC.58) ^{2/} with a view to ensuring the continuity and development of the Institute's activities. That action had led to approval by the United Nations Development Programme (Special Fund) and the Inter-American Development Bank of the funds required for the maintenance and development of the Institute for four years with effect from July 1967.

The Institute had concentrated on major Latin American problems, to which it had applied the fruits of national and international planning experience, and had strongly supported planning in individual countries in the formulation and the implementation phases. It was agreed, in that connexion, that the Institute's study of a close link between planning and economic integration was in line with the current movement towards integration in Latin America.

It was pointed out that the Institute had, in its first five years of operation, trained 3,984 professionals throughout Latin America: the Commission also took note of the changes in the basic course, held

1/ Official Records of the Economic and Social Council, Thirty-fourth Session, Supplement N° 4 A, part II

2/ Ibid., Forty-first Session, Supplement N° 4, para. 446.

at Santiago, in order to keep pace with planning developments in Latin America and to take into account the results of the Institute's economic and social research and the practical and direct experience acquired in advising countries. In the intensive courses, increasing emphasis is being placed on specific projects in agriculture, infra-structure and other areas. Prominent among the special courses given in 1966, which included the usual courses on health, educational and housing planning, was a new course for trade union leaders in Latin America, organized with the co-operation of ECLA and the ILO. The Commission considered that this course, together with those scheduled by the Institute for other private sector groups, would increase the active participation of that sector in planning.

Advisory activities had been spurred on in 1966 by a supplementary project of the Special Fund component of the UNDP to set up a special advisory division in the Institute. It was therefore possible for advisory services to be provided to fourteen Latin American countries during 1966 and for advisory work to be concentrated on two aspects. The first of these is the formulation of development strategies through which the links between planning agencies and those responsible for policy-making and administration, or in other words for adopting and implementing decisions, can be strengthened; the second is the development of methods for making plans more operational and for establishing annual operational planning systems in each country. Moreover, with the help of IDB and FAO strategic projects for plan development and execution in various countries and various economic sectors are being prepared.

The Institute is conducting research on Latin American economic development, with a view to gaining a deeper understanding of that process, on external sector problems as a handicap to development and on the possible contribution that a regional import substitution programme might make in eliminating the external bottle-neck.

The appearance of the first printed publications of the Institute at the end of 1966 was the subject of favourable comment and it was

/observed that

observed that the satisfactory manner in which they were being distributed would publicize the Institute's work and research.

The Commission agreed that the work of the Institute was characterized by the scientific and technical skill shown in its three major fields of activity. A number of delegations expressed the hope that the Institute would be strengthened by the provision of the funds necessary for its continued operation.

Two Latin American delegations announced that their Governments had instructed their representatives at United Nations Headquarters to sign the Plan of Operations for the Institute's second phase and the Plan of Operations for the Advisory Services Division.

One delegation stressed the fact that the Institute's co-operation had made it possible to develop and organize his country's present planning system. Another representative said that the Institute's assistance in several national projects had been most valuable, particularly in the case of one project recently started in one of the most backward regions of his country.

One delegation, speaking on behalf of the States members of the Central American common market, thanked the Institute for co-operating with SIECA and other Central American integration bodies and said that the four intensive courses that had been organized at the regional level had provided technical training for a large number of government officials of the five countries concerned.

The representative of a European State member of the Commission observed that the Institute had not only intensified and extended the scope of the activities in its fields of competence but had achieved a soundly balanced work programme, so that its training, research and advisory services were not provided as separate activities, because research and training were the basis of the advisory services and they, in turn, provided new subjects for research and training. He also expressed its appreciation of the Institute's policy of availing itself wherever possible of external co-operation and of increasing the volume of research and projects undertaken in conjunction with other national

/and international

and international bodies. The Institute was, in the best ECLA tradition, a body for action and co-operation, and an intellectual centre in which ideas were born and disseminated.

The same representative announced that, as part of his country's many-sided co-operation with the Institute, it would make available a sociologist to carry out a long-term programme of research into the administrative aspects of development.

The delegation of another European country stressed the great interest it was taking in the work of the Institute and described the financial and technical resources it had contributed, and would continue to contribute for its operations.

One delegation referred to the report of the mission sent by IDB to the Institute when the financing arrangements for the Institute's second phase were being discussed. The mission had expressed full support for the Institute and had made certain recommendations for strengthening it. It had recommended that the Institute's research should be compared with that done by other institutions and more widely publicized; that more attention should be paid in the training programmes to subjects which were of practical interest to Latin American countries, rather than basing them on a macro-economic approach; that the Institute's staff should be more fully representative; that advisory services should lay stronger emphasis on structural changes; and that more financial co-operation should be obtained from the Latin American Governments. It congratulated the Institute on its work during its first five years of operation and on its excellent Governing Council, and expressed the hope that the members of the Governing Council would do their utmost to guide the Institute's activities.

In accordance with the provisions of resolution 220 (AC.52), the Commission elected eight members of the Governing Council of the Institute. The new Council will remain in office until the next session of the Commission.

As a result of this election, which was held on 10 May 1967, in addition to the members appointed by ECLA, IDB and OAS, the members of the Governing Council in alphabetical order are as follows: Mr. Helio Beltrao (Brazil); Mr. Alberto Fuentes Mohr (Guatemala); Mr. Plácido García Reynoso (Mexico); Mr. Gustavo Guerrero (Nicaragua); Mr. Enrique Iglesias (Uruguay); Mr. José Antonio Mayobre (Venezuela); Mr. Sergio Molina (Chile); Mr. Manuel San Miguel (Argentina).

Annex III

STATEMENT BY SECRETARY-GENERAL ON SIGNING PLAN OF OPERATION
FOR LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING

Following is the text of a statement made today by the Secretary-General, U Thant, at a ceremony at Headquarters on the signing of a Plan of Operation for the Latin American Institute for Economic and Social Planning:

"You may recall that some time ago, I had the opportunity to discuss with the members of the Governing Body of the Latin American Institute for Economic and Social Planning, here in New York, its activities and plans for the future. At that time, I stressed the importance I attach to its three-fold mission of research, training and advisory services.

"I am pleased now that the continuing support of the Governments as reflected in resolutions of the Economic Commission for Latin America, as well as in their concrete financial support, allows us now to hold this ceremony of signature of the Plan of Operation for the second phase of the Institute.

"This opportunity serves also to highlight the efforts of the United Nations in the struggle for development, which is a basic prerequisite for the world of peace, justice and welfare which we are committed to build.

"Thus, international co-operation is responding to the initiative and efforts which we all recognize have to originate in the developing countries, but which require for their success--not only in the case of Latin America, but also in the other developing regions--the continuing understanding and support of the world community. In this sense, the Latin American Institute has been a forerunner of similar institutions established in Asia and Africa.

/"The Institute

"The Institute serves a very practical purpose in advising Governments in the formulation and implementation of their plans. The research undertaken is the indispensable basis for this advice, as well as for the training of an increasing number of Latin American officials who are bringing new concepts and attitudes to the management of their country's economy. We expect the role of the Institute to develop further, as we hope to relate international assistance more closely to the plans and performance of individual countries. In this perspective, an institution such as the Latin American Institute for Economic and Social Planning, with its accumulated experience and continued independence, will become more and more valuable. Indeed, it should be viewed not just as one project among others, but as an integral part of the machinery for constructive international action. It is therefore very desirable that its existence and growth should be assured and, as far as possible, made immune from financial vicissitudes.

"In this spirit, I welcome the continued interest shown in the Institute by the United Nations Development Programme and the Inter-American Development Bank, and I would like to express my gratitude to these two institutions for having again committed resources for such a valuable purpose."

Annex IV

ILPES

TRAINING PROGRAMME 1967

September 1967

A. First phase of the Basic Planning Course and Intensive Training Courses	B R A Z I L			M E X I C O	D O M I N I C A N R E P U B L I C *	S A N T I A G O
	Fortaleza 1 May - 26 August	Curitiba 27 February - 24 June	Rio de Janeiro 10 April - 15 July			
1. STATISTICS	1 - 13 May A. Núñez del Prado	6 - 25 March A. Spíndola		22 May - 10 June A. Núñez del Prado	16 October - 15 December	27 February - 1 April A. Núñez del Prado <u>Assistants:</u> J.M. Vildósola, S. Chaigneau, L. Navarro
2. ECONOMIC ANALYSIS	8 - 27 May C. Marinho	27 February - 11 March G. Vassalo		12 June - 1 July C. Tello	16 October - 3 November To be hired	28 February - 22 April J. Itarra <u>Assistants:</u> N. Vieiro, F. Mezzadri, F. Fajnzylber
3. SOCIAL ACCOUNTING	15 May - 3 June F.O. Figueiredo	13 March - 1 April F.O. Figueiredo		3 - 29 July E. Avondoglio	16 October - 3 November G. del Rosario	13 March - 29 April P. Sainz <u>Assistants:</u> E. Robles, P. Radó, I. Greber
4. ECONOMIC DEVELOPMENT	29 May - 10 June O. Dávila	27 March - 15 April A. Castro		4 - 15 July A. Bianchi	6 - 24 November O. Altimir	29 March - 19 May O. Sunkel y P. Paz <u>Assistants:</u> J. Bertini, G. Salm, J. Serra
5. PLANNING	12 June - 1 July O. Altimir	10 - 29 April M. La Fuente	17 - 22 April M. C. Tavares	31 July - 19 August J. Ibarra	6 November - 1 December O. Altimir	5 June - 5 August Ricardo Cibotti, P. Sainz y E. Sierra <u>Assistant:</u> A. Aguirre
6. INSTRUMENTS AND ANALYSIS OF POLITICAL ECONOMY	19 June - 8 July F. Tami	17 April - 6 May S. Lichtensztejn		31 July - 19 August G. Martner	27 November - 15 December R. Jaques	12 June - 18 August C. Lessa y E. Sierra <u>Assistants:</u> C. Salm, S. Benavente

* Held under the auspices of the Institute and the Interamerican Development Bank and with the cooperation of the Advisory Services Division of the Institute.

/A. First phase

A. First phase of the Basic Planning Course and Intensive Training Courses	B R A Z I L			M E X I C O	D O M I N I C A N R E P U B L I C	S A N T I A G O
	Fortaleza 1 May = 26 August	Curitiba 27 February = 24 June	Rio de Janeiro 10 April = 15 July			
7. PREPARATION AND EVALUATION OF PROJECTS	10 July - 5 August A. Sánchez y W. Cano 24 July - 5 A. Holanda	8 May - 3 June J. Lima y J. Guillerme 8 - 20 May A. Sánchez	19 June - 1 July H. Fernández	21 August - 16 Sept. A. Holanda	4 - 15 December. To be hired	26 June - 19 August A. Baltar Assistants: B. Roitman, M. Buxedas, M. Campillo
8. ECONOMIC INTEGRATION						29 May - 10 June B. Evers, G. Fichet y G. Pavez
9. SOCIOLOGY	5 - 17 June A. Gurrieri	3 - 15 April E. Torres	22 May - 3 June E. Faletto	21 August - 2 Sept. E. Faletto		24 April - 20 May F. Cardoso, F. Weffort, E. Faletto, A. Gurrieri
10. INTERNATIONAL COMMERCE						4 May - 13 May P. Paz
11. INSTRUMENTS OF MONETARY POLICY						29 May - 8 June E. Lasc (F.M.I.)
12. BUDGET PROGRAMMING				19 Sept. - 14 October Jorge Israel	13 November - 1 December J. Israel y J. V. Rodríguez	
13. MATHEMATICS				22 May - 10 June E. Sáenz		
14. BRAZILIAN EXPOSEE	3 - 8 July M.C. Tavares	1 - 6 May M.C. Tavares				

/A. First phase

A. First phase of the Basic Planning Course and Intensive Training Courses	B R A Z I L			M E X I C O 22 May - 14 October	D O M I N I C A N R E P U B L I C 16 October - 15 December	S A N T I A G O 28 February - 7 December
	Fortaleza 1 May - 26 August	Curitiba 27 February - 24 June	Rio de Janeiro 10 April - 15 July			
15. HUMAN RESOURCES		5 - 24 June E. Lederman				
16. INDUSTRIAL PLANNING	5 - 24 June E. Troncoso	24 April - 20 May 26 June - 15 July H. Soza y A. Sánchez	19 Sept. - 14 October H. Soza			
17. DEVELOPMENT OF BRAZIL	12 - 17 June A. Castro		10 - 15 April A. Castro			
18. LATIN AMERICAN INDUSTRIAL POLICY			10 - 22 April A. Pinto			
19. INDUSTRIAL STATISTICS			24 April - 13 May R. Fretes			
20. MATHEMATICAL PLANNING			8 May - 3 June J. Ibarra			
21. TEXTILE INDUSTRY			5 - 10 June Local			
22. IRON AND STEEL INDUSTRY			12 - 17 June Falgao			
23. MECHANICS			5 - 17 June J.A. Bello			
24. CHEMICAL INDUSTRY PLANNING			19 - 24 June Z. Szabó			

/A. First phase

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A. First phase of the Basic Planning Course and Intensive Training Courses	B R A Z I L			M E X I C O	D O M I N I C A N R E P U B L I C	S A N T I A G O
	Fortaleza 1 May - 26 August	Curitiba 27 February - 24 June	Rio de Janeiro 10 April - 15 July			
25. ECONOMIC INTEGRATION AND INDUSTRIALIZATION			26 June = 1 July Z. Szabó			
26. INTEGRATION AND REGIONAL ECONOMICS			4 = 8 July Local			
27. PUBLIC SECTOR PLANNING	7 = 26 August H. Benardi					
28. AGRICULTURAL PLANNING	7 = 26 August M. Figueroa					
29. OPERATIONAL RESEARCH				12 June = 1 July E. Lúis		
30. DOMINICAN DEVELOPMENT					M. Massina	

B. SPECIALTIES OF THE BASIC PLANNING COURSE

I. General planning

Head professor

Professors

Basic subjects

Linear algebra

Finite differences

Economic accounting:

- Balance of payments

- Capital and over-all accounting

- Constant prices

- Regional accounting

Linear programming

Statistics II

Economic models

Instruments of political economy

Financing

Central course of planning

Professor

Dates

Manuel Balboa

28 August - 7 December

Pedro Sainz

28 August 7 December

Arturo Núñez del Prado

Carlos de Mattos

Arturo Núñez del Prado

28 August - 8 September

Pedro Sainz

4 September - 15 September

28 August - 22 September

Pedro Sainz

Carlos de Mattos

Arturo Núñez del Prado

Carlos de Mattos

Eligio Alves

25 September - 6 October

Arturo Núñez del Prado

25 September - 20 October

Pedro Sainz

2 October - 1 November

Enrique Sierra

2 - 13 October

Angel Monti

16 October - 27 October

Manuel Balboa, Ricardo

Gibotti, Pedro Sainz,

Arturo Núñez del Prado,

Carlos de Mattos

25 September - 1 December

/I. General

I. General planning (cont.)

	<u>Professor</u>	<u>Dates</u>
Special work on monographs	Carlos de Mattos, Pedro Sainz, Arturo Núñez del Prado	20 September - 7 December
Special courses on programming:		27 November - 7 December
- of the public sector	Ricardo Cibotti	
- of the industrial sector	Héctor Soza	
- of the agricultural sector	Jorge Alcázar	

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/II. Industrial

II. Industrial planning

	<u>Professor</u>	<u>Dates</u>
Head professor	Héctor Soza	28 August - 7 December
Professors	Retórico Fretes, Zoltán Szabó, Hernán Calderón	28 August - 7 December
<u>Basic subjects</u>		
Central course	Héctor Soza	28 August - 15 December 23 October - 24 November
Industrial statistics	Retórico Fretes	28 August - 1 September 20 September - 29 September
Planning of the chemical industry	Zoltán Szabó	4 - 15 September
Mathematical planning	José Ibarra, Antonio Antunes	20 September - 20 October
Industrial sociology	Fernando Henrique Cardoso	2 - 13 October
Paper and cellulose	Sergio Salcedo	2 - 6 October
Projects	Antonio Baltar	16 October - 3 November
Models for sugar and cement in Chile	Eduardo Troncoso	9 October - 27 October
Siderurgy (or Steel and Iron)	Hernán Calderón	6 - 17 November
Textile industry	Luigi Spreafico	30 October - 10 November
Small-scale industry and Venezuela	Max Nolff	13 November - 1 December
Integration	Zoltán Szabó	20 November - 1 December

/III. Agricultural

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III. Agricultural planning

Head professor

Professors

Basic subjects

	<u>Professor</u>	<u>Dates</u>
Head professor	Jorge Alcázar	28 August - 7 December
Professors	Romeu Fagundes, Manuel Figueroa, Gerson Gomes	28 August - 7 December
<u>Basic subjects</u>		
1. Introduction to agricultural planning	Jorge Alcázar	28 - 29 August
2. Pre-diagnosis: administrative points in planning; problems linked with the production and use of statistical information; analysis and projections of the supply and demand of qualified human resources.	Jorge Alcázar	30 August - 1 September
3. Lineal programming applied to agriculture	Norman Gillmore	4 - 12 September
4. Analysis of the socio-economic conditions of the agricultural sector; analysis and projections of demand	Romeu Fagundes	4 - 22 September
5. The nutritional aspects of demand	Fabián Pescalde	13 September
6. Preparation of the strategy of sectoral demand	Manuel Figueroa	25 September - 9 October
7. Preparation of an agricultural plan at the macro-economic level	Manuel Figueroa	10 - 13 October
8. The work of planning at the zone level	Romeu Fagundes	16 - 31 October
9. Survey techniques for the agricultural sector	Carlos Clavel	23 - 27 October
10. Consolidation, compatibility and reformulation of the plan	Gerson Gomes	1 - 7 November
11. The formulation of programmer within the development plan	Jorge Alcázar, José Cañón, Fernando Barrientos	9 - 17 November
12. Agrarian reform programme	Under direction of ICIRA professors	20 - 24 November
13. Operative policy	Jorge Alcázar, Manuel Figueroa, Gerson Gomes, John Strasma	27 November - 5 December

/IV. Public

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IV. Public sector planning

Head professor

Professors

Professor

Dates

Ricardo Cibotti 28 August - 7 December

Jayne Santiago, Mauricio Campillo 28 August - 7 December

Basic subjects

1. The planning of public sector activities
2. Discussion and presentations of monographies
3. Budget programming
4. Economic models of the public sector
5. The problems of infra-structure planning
6. Public sector financing
7. Social aspects of public sector planning
8. Synthesis of the educational planning course
9. Synthesis of the industrial planning specialty
10. Synthesis of the health planning course
11. Natural resources planning
12. Planning of the housing sector
13. Synthesis of the agricultural planning specialty

Ricardo Cibotti 28 August - 13 October
Ricardo Cibotti 28 August - 8 September
Antonio Amado 20 September - 27 October
Arturo Nómez del Prado 20 September - 6 October
Ricardo Cibotti 16 - 27 October
Enrique Sierra 9 - 27 October
Francisco Welfort 30 October - 3 November
Simón Romero Lozano 30 October - 17 November
Héctor Soza 6 - 17 November
Hernán Durán 30 October - 17 November
Estevan Strauss 20 - 24 November
Rubén Utría 20 - 24 November
Jorge Alcázar 27 November - 1 December

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/C. COURSES

C. COURSES WITH THE COOPERATION OF SPECIALIZED AGENCIES

I. Health planning course

Head professor

<u>Professor</u>	<u>Dates</u>
Hernán Durán	11 September - 15 December
Eduardo Sarués, M. Cohen, H. Ramírez	11 September - 15 December

Professors

Subjects

1. The health problem
2. Education
3. Development planning
4. Population
5. Sociology of development
6. Housing
7. Health planning
8. Analysis of the situation in Latin America

Hernán Durán	11 September - 6 October
Simón Romero Lozano	18 - 22 September
Ricardo Cibotti, Pedro Paz	11 September - 13 October
Alberto Volpi	2 - 6 October
Fernando Cardoso, Francisco Waffort, Enzo Falatto	25 September - 13 October
Rubén Utría	9 - 13 October
Hernán Durán, M. Cohen, H. Ramírez, Eduardo Sarués	16 October - 15 December
	4 - 15 December

Held with the cooperation of the Panamerican Sanitary Bureau.

/II. Educational

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II. Educational planning course

Head professor

Professors

Subjects

1. General planning of development
2. Human resources planning
3. Problems of formulating a general plan for education
4. Formulation of strategic projects
5. The planning of higher education
6. Basic course on statistics
7. Primary education
8. Secondary education
9. Education for adults
10. The nature of educational planning
11. Analysis of the administration and policy of education
12. Analysis of the school population
13. Analysis of the resources of the educational system
14. The budget for education
15. Social aspects of development
16. Population variables in education planning
17. National development and the quality of education
18. Conditioning factors of the development of education
19. Evaluation of the school system
20. The structure and contents of education

Professor

Dates

Simón Romero Lozano	2 October - 7 December
Dino Carelli, F. Escandrillas	2 October - 7 December
Ricardo Cibotti Mauricio Campillo	3 October - 13 October
Esteban Lederman	16-20 October; 30 October-10 November
Simón Romero, Dino Carelli, Fernando Escandrillas	6 November - 17 November
S. Lourie	20 - 28 November
Aldo Solari	29 November - 6 December
S. Ferrer	3 October - 10 November
L. Vieira Méndez	13 - 17 November
Dino Carelli	20 - 28 November
Simón Romero	29 November - 6 December
Simón Romero	3 October - 13 October
Simón Romero	16 - 27 October
Fernando Escandrillas	30 October - 3 November
Fernando Escandrillas	6 - 24 November
Fernando Escandrillas	27 November - 6 December
Aldo Solari	3 - 13 October
Carmen Miró	16 - 20 October
(Informal table)	23 October - 3 November
Dino Carelli	3 - 13 October
Dino Carelli	16 - 20 October
Dino Carelli	23 October - 3 November

Held under the auspices of the Institute and UNESCO and with the cooperation of USAID.

/Annex V

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Annex V
 TRAINING PROGRAMME
Number of participants
 (1952-1967)

Items	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	Total
I. <u>Basic Course</u> a/	10	12	17	8	14	14	19	18	-	61	74	75	68	51	67	62	570
II. <u>Intensive Training Courses</u> b/																	
a) Number of participants	-	-	-	80	48	143	136	300	345	258	308	527	269 ^{b/}	392 ^{b/}	343	190*	3 339*
b) Number of courses	-	-	-	(1)	(1)	(2)	(2)	(3)	(5)	(5)	(6)	(9)	(5)	(8)	(7)	(5)	(59)
III. <u>Special Courses</u>																	
(Health planning)																	
(Educational planning)																	
(Planning of the housing sector)																	
(Labour leaders)																	
a) Number of participants											47	73	77	108	126	52**	483**
b) Number of courses											(2)	(2)	(2)	(2)	(4)	(2)	(14)
<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>429</u>	<u>675</u>	<u>414</u>	<u>551</u>	<u>536</u>	<u>304</u>	<u>4 392</u>

a/ The Basic Course is held annually in Santiago, Chile.

b/ This does not include intensive training courses organized by the Institute and afterwards run by national organizations, with the help of the Institute.

* It is estimated that 20 students will participate in the training course in the Dominican Republic.

** It is estimated that 22 students will participate in the Educational Planning Course.

/Annex VI

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TRAINING PROGRAMME
 Schedule for the 1967 basic course

Annex VI

	WEEKS																																																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41								
A. Basic training phase																																																	
1. Statistics (50 hours)	■	■	■	■	■																																												
2. Social accounting (62 hours)			■	■	■	■	■	■	■	■																																							
3. Economic analysis (66 hours)	■	■	■	■	■	■	■	■	■	■																																							
4. Economic development (71 hours)				■	■	■	■	■	■	■	■	■	■	■	■																																		
5. Sociology (24 hours)									■	■	■	■	■																																				
6. International economic (14 hours)										■	■	■	■	■																																			
7. Theory and practice of planning (74 hours)																■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
8. Monetary and financial policy instruments (10 hours)																■	■	■	■	■	■																												
9. Analysis and instrument on economic policy (70 hours)																■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
10. Project preparation and evaluation (75 hours)																																																	
11. Economic integration (26 hours)																■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
B. Specialties (Average: 215 hours per specialty)																																																	
1. General planning																																																	
2. Industrial planning																																																	
3. Public sector planning																																																	
4. Agricultural planning																																																	

- XXVII -

TRAINING PROGRAMME

Number of participants in the Basic Course

(1952-1967)

Annex VII

Country	1952	1953	1954	1955	1956	1957	1958- 59	1959- 60	1961- 62	1962- 63	1963	1964	1965	1966	1967	Total
Argentina	-	2	2	2	1	1	-	1	11	5	5	7	7	5	4	53
Bolivia	-	1	1	1	-	2	-	-	10	5	6	5	3	2	2	38
Brazil	3	2	1	-	-	3	1	1	9	9	11	7	7	6	7	67
Chile	2	2	2	4	3	2	4	2	5	9	10	4	5	6	7	67
Colombia	-	-	1	-	-	-	1	1	6	5	3	2	1	3	1	24
Costa Rica	-	1	1	-	2	1	1	-	1	4	3	3	1	2	1	21
Cuba	1	-	-	-	-	-	1	3	-	-	-	-	2	2	2	11
Dominican Republic	-	-	-	-	-	-	-	-	1	-	4	1	1	5	2	14
Ecuador	1	1	1	-	-	1	-	1	4	5	3	6	5	3	1	32
El Salvador	1	-	-	-	-	1	1	1	-	2	1	3	1	1	-	12
Guatemala	-	1	2	-	-	-	-	1	1	2	2	4	1	1	5	20
Haiti	-	-	1	-	2	1	-	-	3	3	2	1	-	2	1	16
Honduras	-	-	1	-	-	-	2	-	-	6	2	2	1	3	2	19
Mexico	1	1	-	-	3	1	1	1	-	3	5	5	3	7	8	39
Nicaragua	-	1	1	-	-	-	-	-	-	2	1	3	1	2	2	13
Panama	-	-	-	-	1	-	-	-	2	1	2	1	-	-	1	8
Paraguay	1	-	-	-	-	-	1	-	2	4	3	4	2	4	3	24
Peru	-	-	-	-	-	1	1	-	2	3	6	5	4	4	4	30
Uruguay	-	-	-	-	1	-	-	-	2	2	2	3	4	4	4	22
Venezuela	-	-	1	1	1	-	4	5	2	4	4	2	2	5	4	35
<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>61</u>	<u>565</u>
Other countries			2				1	1						-	1	5
<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>62</u>	<u>570</u>

ANNEX VII

Annex VIII
TRAINING PROGRAMME

Distribution of the participants in the Basic Course according to professions
(1961-1967)

	Economists	Civil Engineers	Agriculture Engineers	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
1967	43	5	2	1	11	62
<u>Total</u>	<u>307</u>	<u>73</u>	<u>19</u>	<u>15</u>	<u>44</u>	<u>458</u>

Annex IX

TRAINING PROGRAMME

Distribution of the participants in the Basic Course according to specialties
(1961-1967)

Specialties	1961-62	1962-63	1963	1964	1965	1966	1967	Total
1. General Programming	16	23	14	13	16	22	17	121
2. Agricultural Programming	-	9	14	13	12	-	16	64
3. Industrial Programming	9	15	18	13	-	25	16	96
4. Budgetary Programming	15	14	-	16	-	20	-	65
5. Public Sector Programming	12	8	16	-	13	-	13	62
6. Transport Planning	9	5	-	13	10	-	-	37
7. Human Resources Planning	-	-	13	-	-	-	-	13
	<u>61</u>	<u>74</u>	<u>75</u>	<u>68</u>	<u>51</u>	<u>67</u>	<u>62</u>	<u>458</u>

Annex X

ILPES

Distribution of the participants of the 1967 basic p. course according to specialties

Rev. 2

Training programme

Santiago, September of 1967

GENERAL PLANNING

Name	Age	Country	Profession	Works at:	Position held	Fellowship
1. ADRGHER PARRA, Juan Carlos	32	Uruguay	Economist	Banco de la República-Departamento de investigaciones económicas	National Accounts work group	Gvmt.
2. ARROYO, Sara Bell de	33	Nicaragua	Economist	Oficina de Planificación Económica y Social	Economist in Global Programming	U.N.
3. BALTAR, Abelardo José de Andrade	24	Brasil	Engineer	Superintendencia de Desenvolvimento do Nordeste	Technician in economic development	U.N.
4. BENZANO SERE, Agustín	34	Uruguay	Accountant	Banco de Seguro del Estado	Accountant	Gob. Alan
5. BERGALLI CAMPOMAR, Olga Isabel	32	Uruguay	Accountant	Comisión de Inversiones y Desarrollo Económico	Investigator, (sector) General Programming	U.N.
6. BRAVO BARJA, Rosa	26	Chile	Commercial Engineer	Oficina de Planificación Nacional	Head Division of Regional quantitative analysis	U.N.
7. FARIAS CUELLO, Teresa del Carmen	32	Argentina	Accountant	Facultad de Economía, Universidad de Córdoba	Assistant researcher	U.N.
8. HERNANDEZ GALLOTA, Jorge Walter	26	Uruguay	Civil engineer	Comisión de Inversiones y Desarrollo Económico	Assistant researcher	IDB
9. MONDRAGON ALVARADO, Juan	29	Honduras	Economist	Consejo Superior de Planificación Económica	Assistant programmer	AID
10. PITTA LIMA, Edson	26	Brasil	Economist	Secretaría de Industria e Comercio, Estado da Bahia	Consultant on planning and budgets	IDB

/I. GENERAL PROGRAMMING (cont.)

I. GENERAL PLANNING (cont.)

Name	Age	Country	Profession	Works at:	Position held	Fellowship
11. RAMIREZ SANCHEZ, Armando Horacio	44	Guatemala	Economist	Consejo Nacional de Planificación Económica	Analyst, Financial Section	Gvnt.
12. SANCHEZ LARRAURI, Victor Manuel	28	Mexico	Economist	Facultad de Economía, Universidad de Guadalajara	Professor	U.N
13. SCHEEL OCHOA, Guillermo	33	Guatemala	Economist	Banco de Guatemala	Head Credit Section	Gvnt.
14. SEMINARIO RODRIGUEZ, Eduardo	24	Peru	Economist	Universidad Nacional de Trujillo	Professor of Economic Development	U.N
15. SUPELANO SEMIDEY, Luis Armande	28	Venezuela	Economist	CORDIPLAN	Planning analyst	U.N
16. UGALDE ILARREGUI, Alberto Joaquín	26	Argentina	Economist	CONADE	Consultant Public Sector	IDB
17. VERA VASSALLO, Alejandro	27	Perú	Civil engineer	Instituto Nacional de Planificación	Technician in Public Sector planning	U.N

II. INDUSTRIAL PLANNING

Name	Age	Country	Profession	Works at:	Position held	Fellow-ship
1. ANDRADE, Henrique Oswaldo de	31	Brazil	Economist	Banco do Desenvolvimento de Minas Gerais	Head, Cabinet of the Presidency	UN
2. BARRERA RIOS, Macedonio	23	Mexico	Economist	Dirección General de Industrias, Secretaría de Industria y Comercio	Consultant	IDB
3. BONTA, Oscar Horacio	27	Argentina	Economist	CONADE	Consultant, Mining and Industry Sector	UN
4. CARREÑO LLAMOZAS, Eduardo	28	Venezuela	Economist	CORDIPLAN	Planning Analyst	UN
5. EYZAGUIRRE ZEVALLOS, Arnaldo	38	Peru	Chemical engineer	Ministerio de Fomento y Obras Públicas	Engineer, Department of Sectoral Studies	AID
6. GONZALEZ, Alfredo Joaquín	38	Argentina	Market expert	Banco Industrial de la República Argentina	Appointed to the Management for development Credit	IDB
7. GONZALEZ MARTINEZ, Silvio	38	Paraguay	Economist	Ministerio de Industria y Comercio	Economic consultant	UN
8. LOPEZ, Jaime	29	Bolivia	Commercial engineer	CEPAL	Statistics Division	ECLA
9. MALAGON LONDOÑO, Fabio	33	Colombia	Economist lawyer	Gobernación de Boyacá	Director, Planning Department	UN
10. MENDEZ VILLARREAL, Sofia	22	Mexico	Economist	Subsede CEPAL - Mexico	Researcher in economics	Gvnt.
11. MOLINA HERMOSILLA, Raúl	31	Chile	Commercial engineer	Oficina de Planificación Nacional	Head, Industrial Division	UN

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II. INDUSTRIAL PLANNING (concluded)

Name	Age	Country	Profession	Works at:	Position held	Fellow-ship
12. ORTEGA ORTEGA, Juan	37	Mexico	Economist	Nacional Financiera, S.A.	Analyst	UN
13. PACHANO VITERI, Juan Abel	27	Ecuador	Economist	Junta Nacional de Planificación	Industrial economist	UN
14. PEREIRA RIOS, Jacob Charcot	29	Brazil	Economist	Superintendencia do Desenvolvimento do Nordeste	Head, Section for the Analysis of Industrial Projects	UN
15. VARGAS ESCATE, Adalberto	27	Peru	Chemical engineer	Dirección General de Industrias, Ministerio de Fomento y Obras Públicas	Engineer, Department of Sectoral Studies	
16. VINDEL CRUZ, Juan Alberto	36	Nicaragua	Economist	Oficina de Planificación Económica y Social	Coordinator Industrial Sector	AID

III. AGRICULTURAL PLANNING

Name	Age	Country	Profession	Works at:	Position held	Fellowship
1. ANGELES SUAREZ, José Rafael	26	Dominican Republic	Accountant	Ministerio de Agricultura	Economist of the National Planning Office	U.N
2. ARANA CASTILLO, Manuel	24	Bolivia	Economist	Ministerio de Hacienda	Programming coordinator, Budget office	IDB
3. BREVIS AZOCAR, Omar Patricio	27	Chile	Agronomist	ICIRA	Assistant in the Dept. of Rural Administration and project preparation	U.N
4. CALICCHIO, Manuel Fernando Ruiz *	25	Brazil	Sociologist	Instituto Brasileiro de Reforma Agraria	Head, tax division	Hearer
5. CASTRO BARRIOS, Néstor *	29	Venezuela	Economist	Escuela de Economía, Universidad del Zulia	Professor	Gvnt.
6. DAVID GALEANO, Víctor Manuel	28	Honduras	Economist	Ministerio de Recursos Naturales	Agricultural Programmer	U.N
7. DOMINGUEZ FERNANDEZ, Manuel	25	Dominican Republic	Economist	Ministerio de Agricultura	In charge of the Commercial Section for Coffee and Cocoa	OEA
8. GONZALEZ JAUREGUI, Juan Ignacio	25	Mexico	Civil engineer	Secretaría de Comunicaciones y Transporte	Assistant, Project Preparations office	U.N
9. LINKER PLITT, Francisco	25	Chile	Agronomist	Ministerio de Agricultura	Programmer, head office for agriculture and fishing	U.N
10. MARISCAL OROZCO, Jaime *	28	Mexico	Agronomist	Banco Agropecuario del Sureste, S.A.	In charge of project and credit studies	FAO

* Second stage participants.

III. AGRICULTURAL PLANNING (concluded)

Name	Age	Country	Profession	Works at:	Position held	Fellowship
11. NAVA HERNANDEZ, Luis Arturo	24	Mexico	Economist	Nacional Financiera, S.A.	Project analyst	U.N.
12. ORRO MARTINEZ, Roberto	33	Cuba	Public accountant	Dirección de Transportes y Comunicación, Junta Central de Planificación	Head, Economic Analysis Department	U.N.
13. RAMIREZ RUIZ, Héctor	26	Guatemala	Account	Consejo Nacional de Planificación Económica	Analyst, Industrial Section	AID
14. RODRIGUEZ BENITEZ, Ceferino	28	Paraguay	Economist	Secretaría Técnica de Planificación del Desarrollo Económico y Social	Analyst, Agricultural Planning Division	IDB
15. SALAS RIVAS, Hugo	31	Venezuela	Economist	CORDIPLAN	Planning Analyst	IDB
16. SANTIAGO ERRASTI, Armando Graciano	26	Cuba	Student 4 ^o grade economic	Centro de Investigaciones Económicas	Economic researcher	U.N.

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/IV. PUBLIC

IV. PUBLIC SECTOR PLANIFICACION (cont.)

Name	Age	Country	Profession	Works at:	Position held:	Fellowships
13. TERRON CALDERON, José Luis	26	Guatemala	Civil engineer	Instituto Nacional de Electrificación	Department for Planning and Basic Studies	U.N.
14. ZUNINO ZUNINO, Hugo	35	Chile	Commercial engineer	Facultad de Ciencias Económicas, Universidad de Chile	Director, School of Economics	Gvnt.

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IV. PUBLIC SECTOR PLANIFICATION

Name	Age	Country	Profession	Works at:	Position held:	Fellowships
1. BLANCO GOMEZ, José Antonio	33	Guatemala	Professor	Dirección Técnica de Presupuesto	Budget analyst and programmer	AID
2. CASTO LEITE, Luiz	29	Brazil	Economist	Conselho Estadual de Desenvolvimento	Economist	U.N.
3. DE HOYOS SALAZAR, Luis	27	Panama	Economist	Departamento de Presupuesto, Oficina de Planificación de la Presidencia	Budget analyst	U.N.
4. HOYOIS, Alain	24	France	Economist	Universidad de París	Researcher	Gvnt.
5. JEAN-CHARLES, Prosper	38	Haiti	Accountant	Institut Haitien de Statistique	Deputy chief of statistics economic section	U.N.
6. LEITE, Celso de Paiva*	39	Brazil	Lawyer	Universidad Federal de Paraíba	Professor	IDB
7. LLANAS SANCHEZ, Ricardo	30	Mexico	Economist	Secretaría de Comunicaciones y Transporte	Cooperates in global planning	U.N.
8. PAEZ, José Enrique	32	Paraguay	Economist	Secretaría Técnica de Planificación	Public sector programmer	U.N.
9. PRUDENTE, Gilman Menezes*	31	Brazil	Economist	Centro de Desenvolvimento Economico CEPAL/BNDE	Economist/professor	IDB
10. SAINZ AGUILAR, Renato*	31	Bolivia	Economist	Dirección General de Presupuestos, Ministerio de Hacienda	Auditor/programmer	Observer
11. SANCHEZ MIRANDA, Héctor	37	Costa Rica	Economist	Ministerio de Gobernación	Budget official	U.N.
12. SILVA TERAN, Carlos	27	Chile	Engineer	Dirección General de Obras Públicas	Head, External Credit Office	U.N.

* Participant in second phase.

/IV. PUBLIC

Annex XI
 TRAINING PROGRAMME
 Intensive training courses
 (1955-1967)

1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	Number of participants
<u>Colombia</u>				Colombia	Colombia						Colombia		278
	<u>Brazil</u>	Brazil	Brazil	Brazil	Brazil	Brazil	Brazil	Brazil b/	Brazil b/	Brazil b/	Brazil b/	Brazil b/	1 072
		<u>Venezuela</u>				Venezuela							148
			<u>Argentina</u>	Argentina									141
			<u>Cuba</u>										62
					<u>Bolivia</u>	Bolivia	Bolivia			Bolivia			263
					<u>Mexico</u>	Mexico	Mexico	Mexico		Mexico	Mexico	Mexico	317
					<u>Uruguay</u>		Uruguay	Uruguay					230
						<u>Ecuador</u>		Ecuador		Ecuador			149
							<u>Paraguay</u>						36
							<u>Peru</u>	Peru	Peru	Peru			272
								<u>Central America</u>	Central America	Central America	Central America		201
								<u>Dominican Republic</u>			Dominican Republic	Dominican Republic	170
													3 339

a/ Does not include intensive training courses offered at a national level, under the exclusive responsibility of the governments.

b/ As from 1963, three intensive courses per year have been organized in Brazil.

/Annex XII

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1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and analysis, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that the data remains reliable and secure.

5. The fifth part of the document discusses the importance of data governance and the role of a data governance committee. It outlines the key principles of data governance and the responsibilities of the committee in ensuring compliance with relevant regulations and standards.

6. The sixth part of the document focuses on the integration of data across different departments and systems. It discusses the benefits of a unified data ecosystem and the challenges of data integration, such as data silos and interoperability issues.

7. The seventh part of the document discusses the role of data in decision-making and performance improvement. It highlights how data-driven insights can inform strategic decisions and optimize organizational performance.

8. The eighth part of the document discusses the importance of data literacy and the need for training and development programs. It emphasizes that all employees should have a basic understanding of data and its applications in their work.

9. The ninth part of the document discusses the future of data management and the emerging trends in the field. It highlights the growing importance of artificial intelligence, machine learning, and big data in data management and analysis.

10. The tenth part of the document provides a conclusion and summarizes the key findings of the report. It reiterates the importance of data management and the need for a comprehensive data management strategy to support the organization's long-term success.

Annex XII

TRAINING PROGRAMME

Number of participants in the special courses

(1962-1967)

	1962	1963	1964	1965	1966	1967	Total
Health planning	20	35	34	37	37	30	193
Educational planning	27	38	43	72 ^{a/}	34 ^{b/}	22 ^{c/}	236
Planning of the housing sector	-	-	-	-	31	-	31
Economic Development and Planning Course for Labour Leaders	-	-	-	-	24	-	24
	<u>47</u>	<u>73</u>	<u>77</u>	<u>109</u>	<u>126</u>	-	<u>484</u>

^{a/} This course was held in Buenos Aires, for 72 students of 18 Latinamerican countries, out of which 46 were argentinian.

^{b/} Held in San Jose, Costa Rica, in which 34 students of the five Central American countries, Panama and the Dominican Republic participated.

^{c/} Estimated number.

