SEVENTH MEETING OF THE TECHNICAL COMMITTEE OF ILPES
Havana, Cuba, 24 March 1987

Distr.
RESTRICTED

LC/IP/R.62
27 February, 1987

ENGLISH
ORIGINAL: SPANISH

GUIDELINES FOR ACTIVITIES IN 1987
AND 1988-1990

ILPES - 25 YEARS - 1962 / 1987

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PRESENTATION

In the FIRST PART of this document there is an innovation which consists in presenting a short reflection on new features of the planning and co-ordination of public policies, both thought from a regional outlook. The text deals briefly with the possible roles of planning, of the government as a whole and, more directly, of the NPA; next, it stresses the need for new perceptions with respect to present day phenomena which are essential for a major renewal of planning, in terms of concepts, methods and procedures. This Part will not be a matter of discussion in this Forum (Seventh Technical Committee), however, the different comments made on it by the member governments will also serve as a guideline for those activities which the Institute will undertake by consensus.

The SECOND PART contains the Proposed Programme of Work for 1987, which is the first agenda item of this Forum. Its final recommendations will be embodied in the final Programme for 1987. This year, for several reasons, marks another major hallmark in the Institute's life: its 25th anniversary, the beginning of an unprecedented stage of joint work with the UNDP, a new internal technical organization and a strengthening of the decentralization policy. Nevertheless, there is another aspect: while the quadriennium which ended in 1986 marked to some extent the consolidation of ILPES as a multilateral institutional project, the one beginning in 1987 may mark the implementation of its new intellectual and technical project. The professional contact with ECLAC will continue to be an inalienable factor of success, while the other inter-agency links of ILPES will also gain in significance. On the other hand, the force of this latter project, stems from the systematic retrieval of the experience, the instrumental creativity and the knowledge directly developed in the member governments and in centres of excellence of their countries --public or private-- which cannot be replaced by what a --trained but small-- group of professionals from an international agency such as the Institute might carry out. Together with its more traditional activities, the Institute will be able to assemble these experience and knowledges, to disseminate them at a regional scale and, where possible, to comment on them with an additional reflection barely perfected by the consensual interests of Latin America and the Caribbean. That is why there are few guidelines submitted for 1988-1990: they shall be reviewed and supplemented on the basis of discussions and recommendations arising from this Forum, and from the consensus which might be reached within the framework of the Sixth Conference gathered on this same occasion.
NOTES

a) In order to facilitate drafting, this text frequently uses the acronym NPA. Please, refer to endnote 1 for a better understanding of the meaning which is adopted here.

b) Ideally, this document should be assessed together with other two: the ILPES document for the Sixth Conference (NTI/G.3), which contains concepts on planning, development and NPAs which have not been repeated here, and the Progress Report 1985–1986 (NTI/F.VII.3), which enumerates the activities to be continued in 1987.

c) Between the reflections which do not constitute a formal voting matter (text of the Sixth Conference and the FIRST PART of this document) and the official Agenda items of this Forum (Report 85/86, Proposal 87 and the Institutional Project NTI/G.4, restricted), there is a natural imbalance: the former aim rather towards guidelines for the future, while the latter contain a significant share of the Institute's regular activities, together with others which are precisely in the process of review.

d) As in the other documents already distributed, the set of words highlighted in bold face --paragraph by paragraph-- offer an informal (but not systematic) synthesis of the present document.

e) A limited edition of its FIRST PART has been printed to be circulated as "an abstract"; the SECOND PART will only have a more wider distribution once the critique and suggestions arising from this Forum have been incorporated into it. In the domestic jargon of the United Nations, the former is an "information paper" and the latter a "working paper".

f) Since both of them will be reviewed in their next versions, the Institute welcomes in advance any suggestions which might be made in regard to the matter.
FIRST PART

ILPES: ITS ROLE IN THE SECOND HALF OF THE 1980s

I. PLANNING FOR A NEW ECONOMIC AND SOCIAL DYNAMIC

1. This document, reduced to its simplest form, is based on three propositions. The first, that planning may fulfill an outstanding role in the consolidation of the State, it being considered as a political expression of each Nation. The second, that this role is usually distributed within the organizational or administrative structure of each State, and that its articulation by a high ranking institutional body, which will be generically named here as NPA or National Planning Agency is desirable.\(^1\) The third, that the role of ILPES in the near future—as a United Nations agency and as an intergovernmental agency—will involve, as a general framework, the priorities detected in the region with respect to the subjects of the two previous propositions. Along these lines, it might be desirable to begin by contrasting two groups of roles: on the one hand, that of planning as a process of rationalization of decisions which affect the development of each society as a whole, and that of the public management body, mainly in charge

\(^1\) Traditionally, this procedure has been adopted in the Institute's official documents: the acronym indicates the highest ranking public body mainly responsible for planning activities, or co-ordinating public policies—economic and social—regardless from its official designation (Ministry, Council, Secretariat, Office, etc.).
of promoting it (that is the NAP); and, on the other, the responsibilities which the member governments might entrust the Institute, as their main multilateral agency specialized in the planning and co-ordination of public policies.

A. "Planning" versus "indifference before the future"?

2. The first proposition implies admitting that the real course which each society adopts results from a complex of impulses—many of them internal, others external; some of them "rational", others not—which stem from a multivarious net of social agents. The role of planning becomes relevant if the State, in representation of the society as a whole, attempts to privilege any of the infinite number of possible courses. In other words, if the State wishes to affect—using different rationality criteria—the final resultant of the countless forces which interact within each society, sometimes opposing, other times neutralizing themselves, in other instances potentiating one another.

3. The "net effect" of government activity on specific social change is only fully understandable when considered within this heterogeneous and shifting field of forces. In this sense, planning—from the government—is to exert some control over this "net effect". 2 Although in market

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2 See "Capacidad de gobernar y complejidad del desarrollo" (paragraph 50) in Document NTI/G.3, submitted to the Sixth Conference.
economies the price system is a major element behind that field of forces, along the line of reasoning stated here "planning" is not the opposite of "market". In this discussion, planning is rather the antithesis of negligence regarding the future: if a national society remains equally indifferent to all fates, then planning might well have no place among its concerns.

4. However, that global "net effect" of government activity cannot be the responsibility of one or some of its institutional bodies. Thus, "planning"—in the broad sense used before—would not be the exclusive concern of a single agency. An evident corollary is that a new planning approach involves rethinking the NPA and, above all, redefining its interrelations with the other protogenic social entities, regardless of whether they are inside or outside the government system. In fact, planning in the region is also carried out outside the NPA and, sometimes, there are NPA activities which are not strictly planning.³

³ A differentiation should be made between "planning" (paragraphs 2 and 3) and the "output" of the NPS's global activity. Thus, ILPES believes that those governments who lack a clearly identifiable and institutionalized planning agency, may also benefit from its experience in the field of planning. It is as if the support which ILPES may provide to its member countries would have two aspects: to a government as a whole, when the broader concept of planning is adopted and, to the NPA, when the point is to co-operate in order to expand its domestic productivity level. With respect to the articulation between NPAs and regional co-operation (see Document NT1/G.3, Sections II.B, III.A and III.B.).
5. When the broader conception of planning (paragraph 1; first proposition) is retrieved, at least three major arguments support the idea that it may fulfill a relevant role in a modern state.

- One, that each national society has a right to know—in broad terms—the most likely future settings in which it may happen to live. To supply this information is a public responsibility, both because the government is its top representative, and also because government activity may change the game of probabilities, within the scope of possible settings.

- Two, that there are minima of "necessary articulation" within each country, regarding the totality of public decisions. The challenges of everyday life tend to confuse the government exercise, depriving it of the necessary acuity or calm to insert its present decisions in a medium to long-term perspective. The continuity of a planning effort—bearing in mind the peculiarities of each national case—may be an adequate resource to perfect this decision-making process directing it towards the main development objectives.

- Now then, neither the framework of possible future settings nor the criteria for decision-making are invariant; and thus, government responses to society—in one case or the other—do not necessarily enjoy an automatic and stable legitimacy. Therefore, a third argument overlaps here with the two previous ones: the agreement among social agents—regarding the design and execution of public policies—is a constant requisite for government exercise. A sustained planning process may be a significant technical support in granting fluidity and efficiency to this irreplaceable social dialogue.
6. At the same time, going back to the second proposition (see again paragraph 1), there are sound arguments to affirm that, within the government, a specific body --collegiate or not in nature-- should promote the coordination of planning activities. This is essential since, as stated above, planning activities are usually shared with various other institutions. Following the same order of the above reasoning (paragraph 5), such a body --where in short the NPA would be placed-- would have at least three responsibilities.

- **One, to specialize so as to help reducing the uncertainty regarding the future.** This implies the proper use of the available theoretical bases in order to understand the present course of economic and social development; to selectively glimpse "axes" which appear reasonable as guides for future development (since uncertainty is not distributed in a uniform way); to conjecture more complete settings around these "axes"; to establish alternative strategies; and to innovate in the relevant instrumentation with a view to an economic and social movement directed towards the preferred settings.

- **Two, join the oscillations of the conjuncture, to provide consistency to the set of short-term policies and to assess their cumulative effect, helping to improve government decision-making.** Obviously, the interdependence between the domestic and the external context implies carrying out some similar tasks referred to the international framework.

- **Three, to provide a technical basis for the practice of social negotiation, with respect to the conception and implementation of development policies.** This will certainly be a doubly differentiated task: on the one hand, there is a need to support the communication between the government and the many social organizations surrounding it; on the other, to provide more specific bases for granting those scarcely organized or non-organized population sectors more influence over the formulation of public policies.
7. In order to fulfill these responsibilities the NPA would need to consolidate itself as a stable and permanently updated "centre of excellence" within the national civil service. This is a background set forth the new role of ILPES as from 1987, precisely when it completes 25 years' experience in assisting Latin America and the Caribbean. In brief, following the same order of reasoning stated above (paragraphs 5 and 6), ILPES may assist them, in:

- rethinking the future,
- improving the process of immediate decision-making, and
- expanding social consensus on development policies.

8. A new economic and social dynamics is already active, especially in the main nerve centres of the international system. Only when some excessive technicality implies reducing the real complexity of the development process --dealing with it through the simplistic choreography of a few macroeconomic or macrofinancial indicators-- it will be natural to insist, within the region, that "its basic problems are still the same". The Institute tries to avoid joining the heroic juggling of comparative static, which leads to establish a parallelism between the present crisis and one or more previous crises. If the intention to correct certain indicators --similar in themselves to those of negative cycles in the past-- demands today different solutions, it is because problems have changed. In this
outlook, each major economic problem will be more manageable only if it is captured with its most significant articulations within the framework of this new dynamics; especially, to promote a better insertion of Latin America and the Caribbean in the world economy.

9. As far as planning is concerned, these concepts demand vast changes in perception, in methodology and in instrumental design. Its great challenge has already changed: from the 1950s to the 1970s perhaps it amounted to helping the region to speed its growth, in order to draw it nearer to the living standards in the developed world; now, in another phase of accelerated transition in history, the challenge is rather to probing the core of economic dynamics in the near future and helping the region to prepare to live it, without falling in a new situation of greater relative backwardness and of a greater dependency.¹⁴

10. The responsibilities which have been considered regarding the planning activities of governments, of NPAs and of ILPES (paragraphs 1 to 7) may be simply related to: prevision and strategy, improvement in decision-making and social agreement. This trilogy is a mere sketch to represent a whole range of broader and more complex tasks; however, it will continue to be

¹⁴ In the main document of this Sixth Conference (Document NTI/G.3), the Institute stated some of its ideas regarding the new role of planning (see especially Sections III.D and III.E), and therefore they will not be repeated here. In respect of the region's international insertion, see in the same Document Sections I.B, III.A and III.B (specifically paragraphs 44f, and 45a).
adopted for the following considerations, which insist in the change in perceptions and in procedures which are essential for a renewed planning.

ll. It is imperative to introduce a much more discriminative perception of "time". With respect to prevision and strategy problems, it should be distinguished to what extent the heritage of the past will condition phenomena in the coming years, and "how much" differentiation will they experience resulting from the present or future structural transformations of the development process. In order to improve decision-making, it is important to recognize a certain dissolution of conventional borders among short, medium and long-terms; in many conjunctural phenomena cumulative effects are observed for which this separation may result artificial and inadequate. In relation to the social agreement topic --besides the difference in pace between technical and economic development and social and political development-- it should be understood that the various social agents have their own and different time perceptions.

12. To understand that past projections lose weight in the conformation of the future,⁵ implies distinguishing --in the accumulation of scientific and technological knowledge-- between its component of slowly increasing sedimentation and its component of sudden innovations. By tightening the link between this accumulation of knowledge and the world productive system,

⁵ Which also demands adapting the available techniques, methods and models for forecasting. See, the papers submitted to the "Coloquio Internacional sobre Nuevas Orientaciones para la Planificación en Economías de Mercado", Santiago, Chile, August 1986. (Documents from the series "Nuevos Textos ILPES", references NTI/D.2 to D.16).
innovations jump more quickly from the laboratory to the gear wheels of technology. Consequently the avalanche of new products and new processes has already stifled many development opportunities which the region had until very recently. A new, long-term oriented planning, would have to pay attention in increasing the amount of development (growth) but even more attention, in improving its quality (progress), preparing the region for the coming millenium.

13. Likewise, it should take care not to confuse progress with any false modernization. In other words, the scarce resources available to introduce changes in the regional productive system would have to aim more at its structure and less at its cosmetics. Long-term orientation in the allotment of these resources demands a new planning logic. In a few cases this logic arises only, or almost only, from the government; in most instances it will imply releasing the country's entrepreneurship potential. An improved access to technological development, more resources to refurbish the productive system and increased productivity levels will certainly be three objectives in both rationalization efforts: that arising from the government and that signaled by the market.

14. Under no circumstances, however, the market alone will be enough to distribute technological progress among the different productive branches in such a way to: i) achieve a satisfactory employment level; ii) guarantee sufficiently high and homogeneous productivity work levels by branch; and iii) ensure, therefore, that the income of the population, functionally
linked to each branch, shows a trend towards equitable distribution. The above-mentioned logic of allotment of resources would require to be supplemented with an intelligent "management" of structural heterogeneity. Given the differentials in productivity observed between the region and the more developed countries and within the region itself, this other challenge faced by planning has very different peculiarities to those in the last decades.6

15. The above subject strikes the social problem in its nerve. Backwardness and technological heterogeneity produce large numbers of deprived and excluded groups; critical poverty programmes take care of only a few of them. In addition, the traditional welfare social policies are untenable within the framework of fiscal austerity which will persist in the region. In fact, social development depends less on a philanthropic orientation of the government and much more on the establishment, throughout the productive system, of innovative cores in harmony with the pace of technological progress boosted from the central countries. Only an authentic entrepreneurship force (private and public) can lead the transplants which will modernize the regional productive system; only a Statesman with long-term acuity can discriminate the risks involved in technological dependence and reduce them through a development policy legitimated by society. A new planning needs to confront the association between both —national corporations and the government— as a subtle challenge to its social

6 Reference should also be made to the heterogeneity by regions (at the subnational level) prevailing in many countries of Latin America and the Caribbean. (The Institute has produced significant literature on this matter).
agreement task, which can only be programmed in this case within the framework of an intertemporal horizon.

16. On the other hand, the phenomena of innovation and transfer of technology should be considered under a double view: productive capital formation and manpower training. According to the former, it is clear that there will be little or no progress as long as real interest rates remain high and the region continues to export domestic savings on account of debt servicing. In this view, economic and social progress now depends on solutions proposed to the problem of external indebtedness. In the latter, it may be argued that a skilled and productive labour force is unlikely to arise from an illiterate population which is unprepared for the modern world. In this outlook, economic and social progress demands an immediate reformulation of formal education, at all levels. In some cases, when those views meet, it makes sense insisting in that the present crisis has led to losing a decade, when the regional history is measured with per capita income rule; when it is measured with the rule of human knowledge, in many cases a whole century has been lost. In all outlooks, regional progress depends on national political projects, technically feasible and socially legitimate: to support the conception and implementation of these projects is, in brief, the role of new planning. And this requires, presently, something different

7 In both, the role of worker’s organizations and unions is not negligible. In the first aspect, it has an indirect role in making feasible the reinvestment capacity (due to the significance of differences between productivity and salary rates); in the second one, as a directly affected social group.

8 See, Chapter I of the ILPES Document for this Sixth Conference, NTI/G.3.
to the mere preparation of an exhaustive book-plan; this is a last perception both necessary and timely.
II. IMPLICATIONS FOR THE POSSIBLE FUNCTIONS OF ILPES

17. If a mutation in the planning approach is envisaged in the region and, consequently, a rearrangement in the organization and responsibilities of the NPA's, it would be inconsistent to suppose that the pattern of activities which ILPES may assume over the rest of the decade, would freeze now. The Institute's work proposal reflects the challenges of this process of changes in planning. In this First Part some new perceptions have been stressed which the present regional reality demands; such renovation was presented as essential for projecting the economic and social development of the region in a more long-term outlook. In the Second Part of this document, the main activities envisaged for 1987 are enumerated, whose implementation depends on the approval by this Forum (Seventh Technical Committee) and on the Institute's real resource possibilities (dealt with in another document: NTI/F.VII.4).

18. The different reactions of the member governments to this First Part will also allow to guide the Institute's work throughout the next biennium; on the basis of their criticisms and suggestions to the Second Part it will be possible to immediately adjust the proposal of activities for 1987, some of which are already in progress due to mandates or requests received previously. In both Parts there is the implicit idea that it is imperative to eliminate some excesses in formalism and withdrawal from reality in planning and to expand its effective support for action and specific measures in public policies.
SECOND PART 

/* The contents of this part, which depend on formal approval by the Seventh Technical Committee, will be incorporated as guidelines for the Institute's activities. The corresponding agenda appears on page 5 of the Document ILPES NTI/F.VII.2, Santiago, Chile 6 January, 1987. The decision taken in this respect will be set out in the Document NTI/F.VII.5. */
SECOND PART


III. PROPOSED PROGRAMME OF WORK FOR 1987

19. In December 1986 the first phase of the "New Strategy for the Institutional Development of ILPES" came to an end. This phase marked the beginning of a different orientation in the activities of the Institute and adopted a new system for inter-governmental financial backing, linked to the support received from UNDP. The implementation of a new phase is to begin in the course of 1987 and will comprise the 4-year period ending in 1990. In fact, both because of the reformulation of the conceptual framework for planning activities and because of a significant internal technical re-organization, 1987 should be considered as a point of inflexion for the Institute.

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A. General Direction and Institutional Management

20. The main task of the General Director's Office for 1987 will be, once again, to make the Programme of Work reflect the priorities expressed by the member-governments as well as to steer the necessary activities along the course of conceptual, methodological and procedural renewal which the Institute has been following in the last years. This task should be understood in three senses: first, there is the task carried out by the General Director together with the other directors, coordinators and senior professionals of the Institute; next, there is the task that gets defined through the permanent contact with the Executive Secretary of ECLAC and through regular relations with the UNDP, especially with the Director of the Latin American Bureau and its Regional Projects Director (in the case of UNDP/ILPES joint projects); and finally, there is the task involved in the multiple inter-institutional relations at the level of executive authorities, which represent an indispensable support to preserve the Institute's work capacity (see Doc. NTI/F.VII.3.A, paragraphs 2 to 5).
21. The "Administrative Modernization" Programme, which will be continued in its computing-related aspect will be positively affected by the internal technical re-organization. The future progress envisaged aims at:

- speeding up responses to the requests made by the Member-Governments,
- going on raising the levels of technical efficiency,
- keeping a rigourous accounting of costs,
- facilitating the policy of austerity in expenditure, and
- perfecting the production of work reports.\(^{10}\)

Similarly, the Programme envisages the permanent in-service training of the administrative staff of the Institute in new techniques and, at the same time the transfer of management functions from the technical sector to senior members of the administrative staff and to the permanent staff.

22. The Programme for "Improvement of Technical Work" was from the very first moment the key move in the "New Strategy" for the future development of ILPES.\(^{11}\) However, its success was to be later much conditioned by the evolution of the "New Institutional Project". Its implementation has continued, marked by a combination of progress and obstacles. Some of the

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10 Routine or special reports to the Member Governments, to the ECLAC System and others required by other United Nations entities (especially UNDP, OPE and DTCD), apart from reports derived from bilateral agreements inter-institutionally signed (IIAP/France, ICI/Spain, etc.).

11 From its initial formulation it was explicitly stated that the Programme was supported by the existing technical team and did not exclude "... the experiences amassed by the Institute, but that the purpose was to apply them in a more streamlined way to the new framework of needs of Latin America and the Caribbean" (see Doc. V-ST-7, Fifth Meeting of the Technical Sub-Committee, San Jose, Costa Rica, November 1982, item b, page 4).
progress indicators appear in different parts of this report. The worsening of the financial crisis of the United Nations should be pointed out as a constraining factor for the smoother implementation of this Programme in 1987 and —probably— in the next few years. The crisis has affected the Programme on different counts: there are now more rigid norms that make it difficult to select and hire highly qualified staff which is not included within the Institute's current organization chart; it has frozen (since one and a half years ago) one of the six permanent posts of the Institute; it has created similar problems in the rest of the ECLAC System and has, therefore, reduced its possibilities for co-operation with the ILPES Programme of Work (both in terms of volume and frequency); and has likewise hindered the technically enriching articulation established with other (regional or non-regional) entities of the United Nations System.

23. Within the framework of the System for Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean, it is necessary to stress the organization and materialization of this VI Conference (La Habana, Cuba, March 1987). Moreover during 1987 there will be a continued emphasis on the exchange of experiences in new planning methods and in the selection of the most relevant national experiences; all of this will be strengthened with the launching of the new ILPES/UNDP project (see Part II.D, especially Module II).
B. Area of Operative Head Offices: DPA and DPC

B.1 DPA: DIRECTION OF ADVISORY SERVICES PROGRAMME

24. The technical co-operation services offered by ILPES will once again in 1987 centre on the improvement of macroeconomic management and also of the handling of economic and social policies. Many of the tasks to be carried out will continue or consolidate what was begun in 1986 (Belize; Brazil, State of Bahia; Colombia; Costa Rica; Paraguay; Dominican Republic and Uruguay). Others will be new activities (Guatemala and Bolivia). What follows is a brief breakdown by country.12

a) In Belize, co-operation with the Office of Economic Development will continue in co-ordination with the ILPES Unit for the Caribbean. The purpose of this is to set up a "bank" of investment projects linked to the programme of investments of the public sector envisaged by the 5-year Development Plan, 1985–1989. To carry out this activity, ILPES will co-ordinate with UNDP and the World Bank.

b) In Brazil (State of Bahia), the Technical Co-operation Agreement signed by ILPES and the Planning, Science and Technology Office (SEPLANTEC) of the State of Bahia was renewed. During 1987 both institutions will continue strengthening the regional accounts system, improving the information retrieval system and expanding the existing base. Similarly, the calculation of the State's Public Sector Accounts for 1975–1985 will be completed; the value of the Gross Formation of Fixed Capital in the State will be estimated by sector of economic activity; and the conjunctural indicators being prepared will be perfected.

c) In Bolivia there will be collaboration with the Ministry of Planning and Co-ordination and with the Direction of the Emergency Social Fund of the Presidency of the Republic in the organization

12 ILPES has received other requests for co-operation, which may materialize in 1987. Some examples of this are possible activities in Guyana in connection with strengthening the National Planning System and in Haiti, thus renewing a collaboration of many years.
of the Fund and in the formulation and execution of the Emergency Social Programme for 1987. The objective of the latter is to launch a massive employment (100,000 jobs/month at 31 December 1987) and income support (US$50 million) programme, as well as projects for the direct assistance to the most vulnerable groups, which will favour homes with a severe income insufficiency.13

d) In Colombia there will be a more ample collaboration with the Rio Negro-Nare Autonomous Regional Corporation (CORNARE) in the consolidation of its technical and institutional reinforcement. The assistance in regional development methodology and selection of specific technical co-operation projects will be of crucial importance.

e) In Costa Rica, ILPES has collaborated in the formulation of the project for "Economic democratization and social consolidation", which was presented by the Government, to be financed by UNDP. In its execution, ILPES and DTCD will collaborate with the Ministry of Planning and Economic Policy in the strengthening of the economic-social planning system. Within the social aspects, emphasis will be given to the search for instruments that may permit advances in the process of economic democratization. This activity will be the responsibility of the new Co-ordination of Social Programmes and Policies of ILPES.

f) In Ecuador, collaboration with the National Development Council will continue for the execution of technical co-operation activities with IDU and DTCD support. On the one hand, the planning and local development studies will be perfected within the context of an integral approach to the municipal problematic. On the other hand, and with regard to rural development, it is expected to consolidate such mechanisms as will allow for a more rationalized use of the public and private resources allocated to the rural sector. In particular, there will be improvements in management capacity, works contracts, financial execution and management of the central and regional institutions operating in the sector with a view to speeding up their development. At the same time, ILPES will continue with its support to the execution of Project DRI Sur de Loja.

13 Recently the Government of Bolivia has formally expressed to UNDP its interest in receiving the advisory services of a small UNPD/ILPES project which—with direct ECLAC support—would focus on the viability of economic policies in countries of a smaller dimension. When this document was being completed, the aforementioned project was still being negotiated.
g) In Guatemala, the SEGEPLAN/ILPES Technical Co-operation Project will be launched with IDB funding according to Agreement ATN/SF/2562-GU. This Project is directed to the technical and institutional strengthening of the national planning and project systems. More specifically, co-operation aims at the operative and methodological reinforcement of the process of identification, formulation, and evaluation of public investment projects, with a view to having complete studies to facilitate the allocation of investment funds and their subsequent materialization. Thus, it is envisaged to collaborate in the preparation and updating of short and medium-term public investment projects by setting up a computerized system.

h) In Paraguay, collaboration will continue with the Technical Planning Secretariat (STP) in the execution of sub-programme III of the IDB Technical Co-operation (ATN/SF/2525/PAR) in the areas of quantitative models for global, sectoral, and compatibilization projections, and for fiscal-budget programming. The aim will be to strengthen the links between budget and planning, and the formulation and execution of the consolidated budget of the public sector, as one of the basic instruments for the Annual Operative Planning. In addition, efforts will be made to improve the existing information system for technical co-operation and an inventory of projects will be prepared and kept updated.

i) In the Dominican Republic the work carried out in 1986 within the context of the ONAPLAN/ILPES Project financed by the IDB according to Agreement ATN/SF-2585-DR will continue. This work is centred on the technical and institutional reinforcement of the national planning and project systems and will aim at strengthening pre-investment processes and the programming of investments via setting up a computerized projects system to centralize and rationalize public investment. Similarly, this process will be made compatible with the different reformulations that the new authorities are preparing vis-a-vis the sectoral and global performance of the Dominican economy.

j) In Uruguay, collaboration with the Planning and Budget Office of the Presidency of the Republic (OPP) will continue to reinforce the National Planning and Project System and, in particular, to participate in the field of Regional Planning.
B.2 DPC: DIRECTION OF TRAINING PROGRAMMES

25. Once again in 1987 the Programme of Work of the DPC will include the 28th International Course on Development, Planning and Public Policies as its central concern. The orientation and content of this Course has undergone periodical revisions with the purpose of incorporating or improving the treatment of some subjects, on the basis of the suggestions received from the governments or from the people who themselves participated in the previous courses. As a consequence of its permanent updating, there has been a growing demand for this activity. As a complement to this, the DPC Programme of Work includes numerous other courses and seminars; collaboration with different academic centres in formal post-graduate activities, as well as establishing agreements for inter-institutional cooperation, whose details are similar to those presented in the Programme of Work, 1985-1986 (see Doc. NTI/F.VII.3/A). The updating effort carried out by the DPC has been reflected by the curricula of its courses, the incorporation of new topics and the orientation and content of their subjects.

26. The final definition of this Training Programme still depends on three factors: the conclusion of the process of reception of requests for courses on the part of the Member-Governments; the definition of internal cooperation within the ECLAC System (whose respective programme of work is in its final phase) and, above all, the viabilization of specific funding schemes without which a significant part of the activities envisaged may be
affected. Having said this, the list that follows may serve to give a
general and preliminary idea of training in 1987.\textsuperscript{14}

27. The international activities to be carried out are the following—excluding
such expert-level seminars as the ones to be jointly carried out with CERUR
(Rural Development); IIAP (Public Administration); CLAD (Public
Administration and Political Development, apart from others that will form
part of the Programme for the Commemoration of the 25th Anniversary of
ILPES,

a) Twenty-eighth International Course on Development, Planning and
Public Policies (Santiago, Chile, 22 weeks).

b) Fifth Workshop-Course on Problems and Policies in Latin America
(Location to be defined, 12 weeks).

c) Course on Regional Development Planning, with CENDEC (Brasilia, 12
weeks).

d) Second and Third Seminar-Course on Science and Technology
Planning, with UNESCO (the Caribbean and Quito or Brasilia).

e) Fourth Course on Planning and the Environment in the Andean Area,
with CAF (La Paz, Bolivia, 3 weeks).

f) Workshop-Course on Women, Development and Planning, with INSTRAW
(Buenos Aires, Guatemala, Quito, Sao Paulo and/or the Caribbean, 2
weeks).\textsuperscript{15}

g) Course on Social Planning for Non-Governmental Organizations, with
ASONG (Santiago, Chile, 3 weeks).

h) Course on Investment Programming and Financing, with BCIE
(Tegucigalpa, Honduras).

\textsuperscript{14} For the description of its orientation and basic contents see the

\textsuperscript{15} The requests exceed the Institute's response capacity. The location
will be decided by mutual agreement of INSTRAW and the local government.
28. With the aforementioned reservations, the following national activities have been programmed. The list does not include some courses or seminars which are still in the phase of initial negotiation with the requesting national bodies. At all events the location of the courses is still preliminary.

a) Argentina: Course on Regional Planning (Mendoza, Seminar on Regional Planning (Río Cuarto); and Seminar on Alternative Strategies (Rosario).

b) Brazil: Course on Regional Planning, with the Universidad Federal de Uberlandia (Minas Gerais); and collaboration with ILAM in a Latin American Co-operation event.

c) Bolivia: Course on Regional Planning (Oruro and/or Tarija); Seminar on the Evaluation of Regional Policies (Cochabamba); and Seminar on Alternative Strategies, with the Universidad Mayor de San Andres, FLACSO and ILDIS (La Paz).

d) Costa Rica: Course on Development Planning (San Jose).

e) El Salvador: Course on International Technical Co-operation Projects, in collaboration with UNDP (San Salvador).

f) Spain: Course on The Process and Problems of Development in Latin America, with ICI (Madrid, Barcelona and Seville).

g) Guatemala: Course on Regional Planning, with the Ministry of Planning.

h) Honduras: Course on Public Sector Planning, with CONSUPLANE, (Tegucigalpa).

i) Peru: Course on negotiation, with ESAP (Lima).
j) Uruguay: Seminar-Course on Foreign Trade Policies, with the Universidad de la Republica (Montevideo); and Regional Planning Course with the Universidad de la Republica (Salto).

k) Venezuela: Seminar-Course on Foreign Trade Policies, with ICE (Caracas); and Seminar on Industrialization and the role of the State, with ILDIS, Caracas.

C. Technical co-ordination area: PPR, PPS and PSP

29. The conformation of this area—which has involved no pressure on the regular budget of the Institute—is part of the programme for technical improvement being implemented with the "New Strategy for Institutional Development" (see paragraph 20). As observed, its implementation has restored an internal technical organization procedure based on "specialized fields"—which had been formerly used by the Institute for over ten years—complementing the previous form of organization based on "type of activity" (Advisory Services, Training and Research). Among the purposes that have prompted this re-organization are to strengthen each of the specialized fields considered here; to decentralize technical activities; and, at the same time, to permit each co-ordination to have a larger space to create specific projects and engage in the initial negotiation of the respective funding. Within this context, the Co-ordination for Public Sector Programming (for whose implementation there is specific UNDP support), represents an innovation of particular importance since, although it is
considered to be among the four central specializations of the Institute, this issue did not up to now have any professional staff specifically appointed to it.\textsuperscript{16}

C.1 PLANNING AND REGIONAL POLICIES CO-ORDINATION - PPR

30. In 1987, the work on the already established central issues will continue (see Doc. NTI/F.VII.3/A, part III.B, page 39). The main activity envisaged within the topic of Territorial impact of the economic policy is an International Workshop on Industrial Development Policies to be probably held in Buenos Aires, in collaboration with the ECLAC Office and the Federal Investments Council. It is expected to include the presentation and analysis of the experience of regional industrial development by Argentina, Brazil, Chile, Colombia, Mexico, Peru and Venezuela. Similarly, during the year efforts will be made to promote the specific study in some countries of the problems related to the development of frontier regions, so as to give some continuity to the work which was prepared for this Sixth Conference. Within the same context, there have been conversations with the Universidad

\textsuperscript{16} Public Sector Programming as an area for the concentration of ILPES activities has been formally and unanimously recognised by the Member-Governments since May 1983 (Fifth Meeting of the Technical Committee, see Doc. E/CEPAL/ILPES/Conf.4/L3, Buenos Aires, May 1983) until 1986 (Clause 2.A, Resolution VIII, Technical Sub-committee, Eighth Meeting of the Technical Sub-committee, Bogota, Colombia), with no permanent solution at any of the intervening executive Forums.
Nacional de la Republica (Uruguay) and with INTAL, with a view to offering a course on Regional Planning with a stress on the development of frontier regions, in co-ordination with the DPC.

31. Work on the issue of Territorial decentralization will continue, in order to collect information on the progress and problems of the decentralization process in several Latin American countries; concrete studies will continue on the problem of the legal, administrative, political and economic relations between the National State and the regions; and there exists the possibility --still subject to its final definition-- of a visit to France (ILPES/IIAP Agreement) to study the new forms of decentralized planning.

32. With regard to Regional planning methodologies, the reinforcement of PPR will permit to tackle in 1987 some systematic work whose purpose is to propose and apply a methodology for the evaluation of long-term regional development, with empirical data initially based on the Chilean case. Also, as delegated by the DPC, the Regional Planning component of the Twenty-eighth International Course on Development, Planning and Public Policies-- in which methodological advances are permanently being tried out-- will also form part of the responsibilities of PPR. It is intended this time to explore in full the issue of the scientific revolution in relation with regional development.
C.2 CO-ORDINATION OF SOCIAL PROGRAMMES AND POLICIES - PPS

33. The activities envisaged will provide the continuity for two main lines of work (see Doc. NTI/F.3/A, part III.A, page 36). With regard to the *Analysis of Sectoral Social Programmes and Policies*, the idea is --within the context of the collaboration project with the PAHO-- to conclude the study on Inter-sectorality in the Health Sector. Within the same sphere, negotiations will continue with the Government of Canada and with the International Institute for Educational Planning (IIPE) of UNESCO, to carry out a joint study on the Financing of Education, with a technical meeting to take place in the second half of the year whose location is still to be decided. Similarly, and in co-ordination with the DPA, collaboration with the Universidad de Cuyo (Argentina) in the MA Course on Social Policy will begin.

34. As regards the second line of PPS work, *Articulation Modalities of Social and Participation Policies*, it has been programmed to present the results of completed or ongoing research at the technical encounters and working meetings of a regional or national nature listed below:

a) **State Administration and De-bureaucratization.** Regional encounter jointly organized with the Civil Service Office of the Presidency of the Republic or Uruguay, CLAD and UNDP, to take place in Montevideo in the first half of the year.

b) **The Co-operative Sector in Colombia.** A national meeting organized with DANCOOP and the Confederation of Co-operatives of Colombia, to be held in the first half of the year.

c) **The Co-operative Sector in Costa Rica.** A national meeting co-organized with the Government of Costa Rica and the Co-operative Movement of Costa Rica, to be held in San Jose in the second half of the year.

e) New trends in Social Participation. Regional encounter with the sponsorship of the Government of the State of Parana, Brazil, second half of 1987, Curitiba, Brazil.

f) ILPES/IPAL Working-Meeting on the Role of Communications in the Planning and Co-ordination of Long-Term Public Policies, first quarter, Santiago, Chile

g) Colloquium on Demography and Planning, with the Weisman Institute of Israel on Aging and Dynamics of the Ages Structure; its long-term influence, second half of 1987, Santiago, Chile.

C.3 CO-ORDINATION OF PUBLIC SECTOR PROGRAMMING – PSP

35. This Co-ordination began to operate in 1987 and will be supported in its initial stage (9187-1988) by the ILPES/UNDP Main Project. A senior expert from the Institute has been recently (February 1987) assigned responsibility for this Co-ordination. The Unit will initially centre its activities on three substantive issues: i) Public sector planning and programming, articulation with budget and management; ii) Mobilization of resources and their allocation; and iii) public enterprises and decentralized governmental sector (save for its territorial dimension, which is the responsibility of the Planning and Regional Policies Co-ordination, PPR).
36. With regard to **Public Sector Planning and Programming**, a workshop for experts in the application of the strategic planning approach to public programming will be held in co-ordination with both UNDP/ILPES projects (see Section III.D and Doc. NTI/F.VII.3/A, Section III.C). This workshop will take place in Sao Paulo, Brazil, in the second half of the year, with ILPES/UNDP joint collaboration, under the auspices of FIPE/USP and with the support of the existing project. Similarly, it has been planned to organize an Encounter on "Democracy vs. the challenge of the efficient State", together with CLAD, UNDP, the University of Buenos Aires and the Government of Argentina. Similarly, there will be collaboration with AISP in the organization of the International Seminar on Budget, organized by that institution.

37. As regards **Mobilization of Resources and their Allocation**, there will be responsibility for co-directing the Governmental Experts Seminar on "Enhancing Financial Self-reliance", to be held in Bridgetown, Barbados, at the end of April 1987, within the framework of the ILPES/EDI-World Bank/CDB joint programme, in co-ordination with the DPC. This seminar will be a gathering of the Planning and Finance Permanent Secretaries of several English-speaking Caribbean countries. Along the same lines, the Unit will develop a methodological study on the macro-economic impact of the pluriannual programming of investments, with special reference to the case of small-sized countries, within the ILPES/UNDP Main Project (see Section III.D).
38. As for Public Enterprises, activities will focus on their relations with the central government. It is hoped that it will be possible to undertake a balance of the regional experience in this matter, on the basis of the monographs of national cases presented at the ILPES/CLAD joint seminar held in Montevideo at the end of 1986 (see Doc. NTI/F.VII.3/A, paragraph 34, item c). Similarly, the organization of the Government Experts Seminar on "Crisis, State intervention and Operation of the Public Enterprises sector in Latin America" was started. This seminar will be jointly developed with CLAD and the Government of Mexico in the first half of 1987. There will also be collaboration activities with FINEP/Brazil for an International Encounter on "Science and Technology in the 21st Century", Rio de Janeiro, Barzil, which will centre on the long-term approach to programming in public enterprises.

D. Specific Projects Area: UNDP/ILPES and INFOPLAN

39. This designation refers to the Project for the "Design of New Techniques for the Planning and Programming of Public Policies" launched in January 1987. The Project has been allocated UNDP funds, contributions in kind to be made by ILPES and ECLAC and, for the first time, financial resources contributed with by ILPES in a Shared Costs system (see Doc. NTI/E.IX.6, Lima, December 1986).
40. In the design of the Project and in the programming of its activities concrete and mutually inter-linked projects pointing at three directions have been established: The first one has an operative approach aiming at the linkage of alternative strategies for long-term development and the possibility of building up dynamic comparative advantages; and also at examining the pluriannual programming of public policies with an emphasis on governmental spending. The second one, by means of progressive stages to be completed in the next four years, aims at setting up a more effective regional mechanism for the exchange of planning and (economic and social) public policies among high-level government officers. The third one has the objective of disseminating the results of the Project and of the new methodologies and techniques for public policy planning and programming throughout the Region, on the basis of different modes of direct communication between the project and the technical staff of the member-governments. Within the project these three lines of work have been specified in three different yet inter-linked Modules.

41. Module I focusses on two priorities: firstly, on the definition of criteria for the selection of dynamic comparative advantages; and secondly, on the efforts to be made to increase the output level of governmental services on the basis of a better technical approach to the programming of their resources and expenditure. In connection with this aspect, three tasks have been programmed: the first one has to do with short and medium-term programming methodology (on the basis of the experience previously developed by ILPES); the second one, with the development of an updated information
system for short-term analysis and forecasting; and the third one, with new techniques for the pluriannual programming of the public sector, compatibilized at the macro-economic level.

42. Module II aims at increasing the joint action of NAPs and other entities linked to the planning and co-ordination of public policies in the resolution of problems that are common to all of them (especially the ones listed in Module I) and, at the same time, at enriching the exchange of experiences in priority areas. This Module includes dissemination tasks (publications) and, above all, the promotion of (regular or occasional) meetings of top-rank authorities and members of the technical staff of the NAPs.

43. Three activities have already received support from this Module. The first one was a consultation meeting held in January with representatives of the Special Unit of Technical Co-operation for Development of UNDP, SELA, ECLAC and the UNDP/ECLAC/ILPES Liaison Office, with the purpose of promoting inter-institutional co-operation among NAPs and setting up a programme of work that will reinforce the focal points of Technical Co-operation for Development, suggest financing mechanisms and identify concrete co-operation projects. The second one was a meeting held between 2-5 March, with the participation of CELADE and CIDA/Canada to discuss "Methods to incorporate demographic variables in planning through the use of computers," ILPES prepared a document on "The role of demographic variables in development planning," which was included as a part of its presentation (which centred
on Module I). The third one was the work connected with the present Forums (Sixth Conference and Seventh Meeting of the Technical Committee), which had the support of Module II, with the direct collaboration of the new Public Sector Programming Co-ordination (see Section III.C.3).

44. **Module III** aims at improving the management capability of the public sector in two senses: by producing significant changes in the approach to the Region's common problems; and, also, by training its staff in the best suited technical procedures to tackle the problems arising in this decade. This Module will also apply and disseminate the technical results of the other two Modules.

45. Therefore, this Module will support the materialization of international and national courses; the production of textbooks and training material; and the initial work involved in the creation of a unit for the production of audiovisual material to give training on a larger scale. Two important studies on training aspects, which correspond to this Module were concluded in the first two months of the year: the **first** one was a balance of the teaching of Science and Technology in the Institute, from 1976 on; and the **other**, an analysis of training in planning and budgeting, in collaboration with ABOP and ASIP.
D.2 INFOPLAN PROJECT

46. With regard to the INFOPLAN project—a CLADES/ILPES joint activity with
financement from IDRC of Canada and a unique case of internal collaboration
with the ECLAC system—it has been considered to enlarge the technical and
co-financement support given by ILPES (co-financement being restricted to
absorbing in the last years the cost of a local full-time expert). The main
lines of work envisaged for 1987 are:

a) Intensification and improvement of the information services of the
System by means of a more rapid access to the information stored
in the data-base (over 8 000 files); offering decentralized
INFOPLAN services in two or three centres of excellence (libraries
with a good level of development) strategically located in the
Region; micro-filming of the basic collection of the data base to
permit the rapid reproduction and distribution of the required
information; introduction of micro-computers into the system; and
acquiring other data bases specific to planning in order to extend
the present coverage of the system.

b) Technical assistance and training. The courses and basic seminars
offered by INFOPLAN will be continued with the course in Mexico
(March-April) and, possibly, in Bolivia and Central America
(second half of the year). In addition, two sub-regional seminars
—possibly in Ecuador and Argentina—directed at the Heads of
information units have been considered.

c) Distribution of methodological and teaching material. As a
complementary activity to the decentralization of the System, a
selective distribution of the Basic Course prepared by INFOPLAN
has been envisaged. The prospective beneficiaries would be the
national institutions interested in offering their own seminars
either to incorporate new institutions into their local networks
or to improve data processing techniques. The basic course—which
has been organized as a training kit—also includes all the
methodological material prepared by the project in the last years.
It is also expected to collaborate with and contribute to the
implementation of Programme ISIS for the handling of bibliographic
information through micro-computers in the national institutions
interested in doing so by means of the dissemination and transfer
of experiences and working methodologies that have been developed.
d) Publications. The regular publication of PLANINDEX (over 800 copies distributed throughout the Region) will continue with two new volumes. Besides, the publication of the "PLANINDEX Especiales" series and of "INFOPLAN: Temas especiales del desarrollo" will also go on presenting special features such as Horizontal Co-operation, Water Resources and Environment and Regional Integration.

E. Decentralized Units: the Caribbean and the Central American Isthmus

E.1 ILPES Unit for the Caribbean

47. The first year of operation of this Unit has been fruitful in terms of the direct services offered to several countries of the Region and of the more accurate identification of priority areas for future action (see Doc. NTI/F.VII.3/A Section III.D). However, from 1987 on, its activities will be conditioned by the possibility of increasing its sources of funding. To do so, the Unit has been engaged in the preparation of new projects to be presented to the co-operation agencies (with regard to the financial aspects, see Doc. NTI/F.VII.4).

48. With the existing resources and such additional resources as might be allocated by ILPES and ECLAC, the Unit would be able to carry out a series of tasks in the areas of Training, Advisory Services, Research and Co-operation among Planning Bodies. The following activities envisaged for 1987 are briefly described below:
a) Implementing, in collaboration with the DPA, a projects bank for the Economic Development Office of the Government of Belize, and to carry out in-service training activities for the cycle of projects.

b) Offering technical co-operation to the Government of Guyana in connection with management of projects, analysis of sectoral policies, economic and social information systems and budget preparation. These activities would run parallel to the in-service training of public officers.

c) Collaborating with the UNDP Office in Barbados in the co-ordination of technical co-operation for the OECS region through activities still at the stage of final definition.

d) Preparation of an ESCAP/UNCTAD/ILPES/ECLAC join proposal to offer an Inter-regional Seminar for the Islands of the Pacific and the Islands of the Caribbean on "Planning and Economic Management in Island Countries".

e) Participation in co-ordination with the DPC in the organization of the "First Workshop-Seminar on Science and Technology Planning for the Caribbean", in collaboration with ROSTLAC/UNESCO, Montevideo and the OAS.

f) Co-operating with the DPC in the organization of the first seminar for English-speaking countries on "The Incorporation of Women to the Process of Economic Development" to be held in the second half of 1987, in collaboration with INSTRAW and ECLAC.

4.2 ILPES UNIT IN THE CENTRAL AMERICAN Isthmus

49. The Ninth Meeting of the Technical Sub-committee (Lima, Peru, December 1986), in connection with the activities of ILPES in the Central American Isthmus, expressed its satisfaction and supported the offer of the Government of Costa Rica vis-a-vis housing the ILPES Unit for the Central American Isthmus (see Doc. NTL./F.VII.3/A, Section III.E). Similarly, it invited all the international and co-operation agencies operating in that
zone to give their support to this initiative. **This Seventh Meeting of the Technical Committee will now have to consider this Resolution of the Ninth Meeting of the Technical Sub-Committee and approve the operation modalities for this Unit**, determining its size and magnitude.

F. **Commemorative Programme for the Twenty-Fifth Anniversary of ILPES**

50. **On 6 June 1987, ILPES will be 25 years old.** Under its new designation, Latin American and Caribbean Institute for Economic and Social Planning, it expects to gather the 37 Member Governments in different activities related to this anniversary. The Meeting of the Ninth Technical Sub-Committee (Lima, Peru, December 1986) approved the preparation of a commemorative programme by the Institute, taking into account the general guidelines presented below.

51. **The central commemoration will be based on some functions envisaged for the week of 1 to 6 June 1987, to take place at the ILPES Headquarters in Santiago, Chile.** The most transcendental event will be a Special Meeting to discuss the state of progress and prospects of planning both from the theoretical point of view and in relation to its techniques and practical applications. Representatives of countries in the Region and of other countries will take part in it.
52. Parallel to this and as a complement to the main event, the Institute will include a series of technical meetings (seminars, panels, etc.) within a broader programme that will have a double purpose: the first one will be to give the chance to hold high technical level meetings of ILPES and some of the specialized entities with which the Institute has regular working relations; and the second one, to explore specific aspects of the existing relation between planning and public policies and other related issues. This series of events includes the special meetings listed below, that have been or are being defined. These will take place in 1987 except when expressly scheduled for the next year. ILPES expects to count on the participation of the National Planning Agencies at these events.

- Seminar on Education and Planning, with EDI/World Bank, location to be defined, mid-1987.

- Panel on Strategic Approach to Planning Methodology Renewal, with ILPES/UNDP and FIPES/USP, Sao Paulo, Brazil, third quarter.


- Encounter on "Democracy vs. the challenge of the efficient State", ILPES, CLAD, University of Buenos Aires and Government of Argentina through the Secretaría de la Función Pública, Buenos Aires, second half of 1987.
Locations, some of the co-organizing institutions and, above all, dates, are subject to ratification. It should be pointed out that most of the events already have partial or total funding and that in almost all the cases, the location has been proposed by the participant national entities. Once these guidelines are approved, the Institute will prepare a detailed programme and the specific budget for each event. Therefore, approval by the Seventh Meeting of the Technical Committee does not imply accepting additional financial commitments on the part of the Member-Governments, save for such cases in which they have shown interest in taking part in some of the activities. It is important to point out that at several of these events it will be possible to go into some of the specific points discussed in the First Part of this document.

Other activities such as special publications or awards to the best monographs have been suggested for the Twenty-fifth Anniversary Commemoration. Consequently, it is proposed that the next stage of the Commemoration Programme should include more precise details of the envisaged activities, on the basis of the recommendations of this Forum (Seventh Meeting of the Technical Committee). All the events will most certainly have the indispensable support of the other two United Nations institutions which have the closest links with ILPES: ECLAC, to whose system the Institute belongs and UNDP, with which the Institute has shared a common history of co-operation lasting for over two decades and already formally projected until 1990.
G. Directives for the Period: 1988-1990

55. As has already been pointed out (paragraph 18) the different reactions of the Member-Governments to the documents presented by ILPES at these two forums are the indispensable inputs to enrich and specify the directives that will orientate the Institute's activities during the period comprised between 1988 and 1990 (based on the official versions of documents NTI/G.4 and NTI/F.VII.5). The revision of the directives will be one of the main tasks to be carried out as from April 1987. In that same month another report will also be prepared, which will contain other guidelines for future ILPES activities: we refer to the Executive Programme for the Main UNDP/ILPES Project (envisioned by clause 13 of the respective agreement. See Doc. NTI/E.IX.5), Lima, December 1986.

56. In addition, there are two categories of previously assumed inter-institutional commitments that offer additional guidelines for future action. The first one has to do with that part of the activities to be carried out with UNDP, whose maturity periods are longer and the other, with the main guidelines agreed with by the Region for the Programme of Work of ECLAC System as a whole.

57. Criteria for the Selection of Dynamic Comparative Advantages. In Module I of the UNDP/ILPES Main Project (see Section III.D.1) preparatory work will begin in 1987 to develop and test the criteria that may permit the selection of the sectors and productive activities by means of which a country may
build up dynamic comparative advantages. This work will support the improvement of long-term development policies and should, therefore, consider in particular the present and future trends of productivity in the industrialized countries; effective protection studies and domestic cost of imports substitutions incorporating social efficiency criteria in the use of resources and dynamic effects on productivity and production costs. These techniques will be applied to national case studies within the context of a wider-ranging research project. The Project Agreement has envisaged the application of these criteria to a minimum of four concrete cases in the period ending in 1990 (see Matrix of Main Elements, Module I, Results 1.2.1, besides clauses 19 and 20 also in Doc. NTI/E.IX.5, Lima, Peru, December 1986).

In addition, the Programme of Work of the ECLAC System contains some long-term directives. With regard to ILPES, the activities envisaged for 1988-1989 are described below.

a) **Advisory Planning Services** (Programme Element 2.5.1). Technical co-operation is envisaged in the field of "planning on the request of the governments to strengthen their planning and co-ordination of public policies processes and systems. Also, special priority will be given to the lesser developed countries and to some areas of countries presenting imbalances in their regional development, and particular attention to the Caribbean and Central American countries". In-service training will be provided for the bodies of the countries being advised and it is expected to produce technical publications with the advisory collaboration of the governments.

b) **Training in Planning** (Programme Element 2.5.2). This includes the organization of courses such as the International Course on Development, Planning and Public Policies and the Course on Alternative Development Strategies, besides special courses on the following topics: planning and the environment; external sector planning; planning, science and technology; regional planning;
public sector management; university planning. It is also intended to carry out intensive courses as requested by the governments and to collaborate with the national training centres.

c) **Planning Research** (Programme Element 2.5.3). This element has assigned priority to activities in the following areas: quantitative planning methods; economic and social planning modalities; social policies and regional and decentralization policies and, also, support to the Seventh Conference (1989).

d) **Co-operation among NAPs** (Programme Element 2.5.4). It establishes the publication of the Revista de Planificación and of a series of other publications on planning matters; support to the special meetings of planners and also to horizontal co-operation activities related to economic and social planning.