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**ILPES**

**Instituto Latinoamericano y del Caribe de Planificación Económica y Social**  
NACIONES UNIDAS - CEPAL - PNUD - GOBIERNOS DE AMERICA LATINA Y EL CARIBE

**Latin American and Caribbean Institute for Economic and Social Planning**  
UNITED NATIONS - ECLAC - UNDP - LATIN AMERICAN AND CARIBBEAN GOVERNMENTS

**Institut Latino-Américain et des Caraïbes de Planification Economique et Sociale**  
NATIONS UNIES - CEPALC - PNUD - GOUVERNEMENTS DE L'AMERIQUE LATINE ET DES CARAIBES

**SEVENTH MEETING OF THE TECHNICAL COMMITTEE OF ILPES**

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Annex

**ILPES: REPORT ON ACTIVITIES 1985-1986**

ILPES - 25 YEARS - 1962 / 1987



- President: MEXICO
- First Vice-president: BRAZIL
- Second Vice-president: COSTA RICA
- Rapporteur: GUATEMALA
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1988

WFP-VII.3A

ANNEX

WFP: REPORT ON ACTIVITIES 1987-1988

WFP - 25 YEARS - 1962 - 1987

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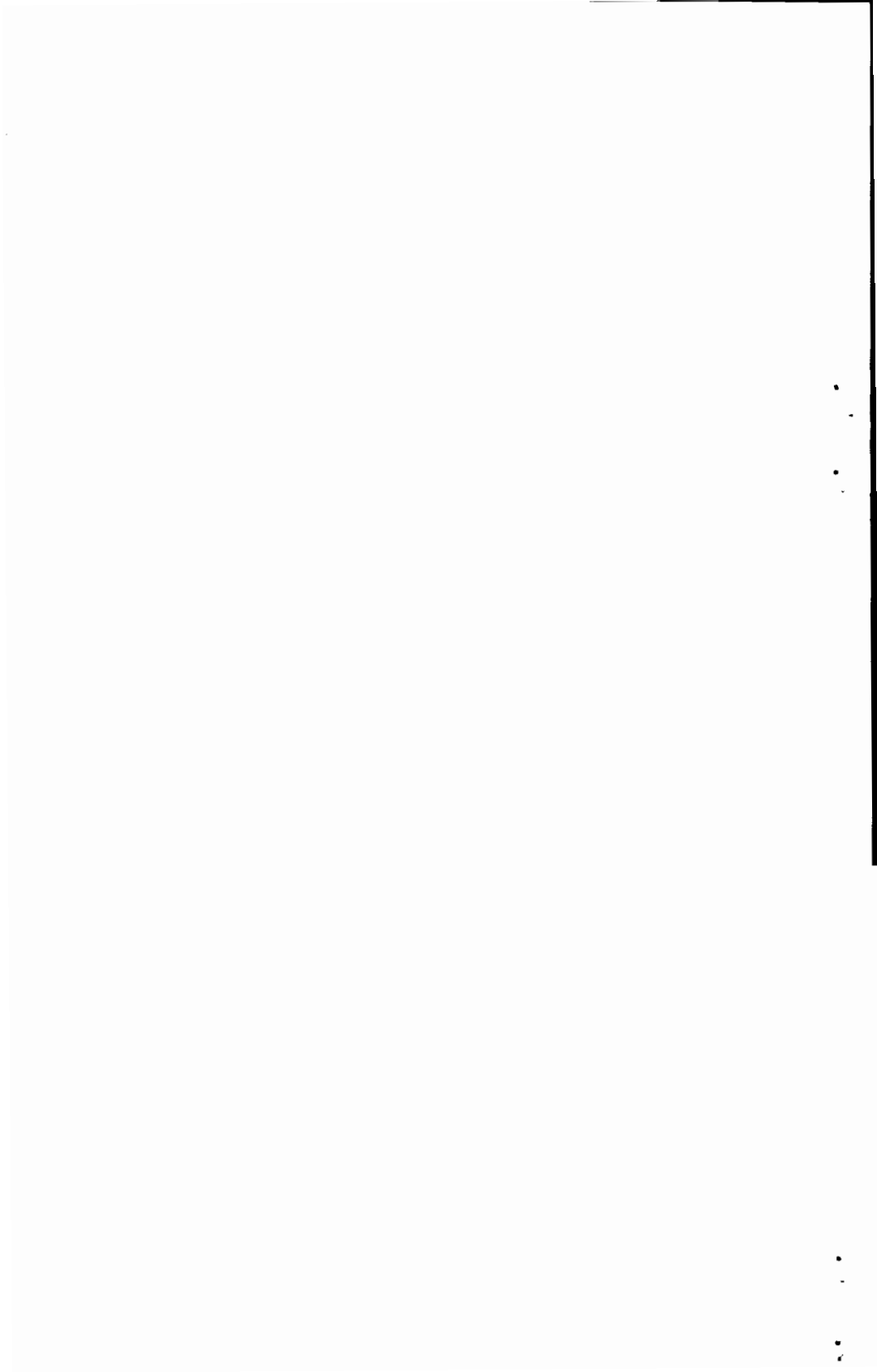


## **PRESENTATION**

The present document **is the compilation of two others whose preliminary versions were unanimously** approved at the Eighth and Ninth Meetings of the Technical Sub-Committees (see, respectively, Documents S.T.VIII.3, Bogotá, January 1986 and NTI/E.IX.3, Lima, December 1986). The present version has attempted to summarize them and avoid the repetition of the description of activities carried out in 1985 and 1986.

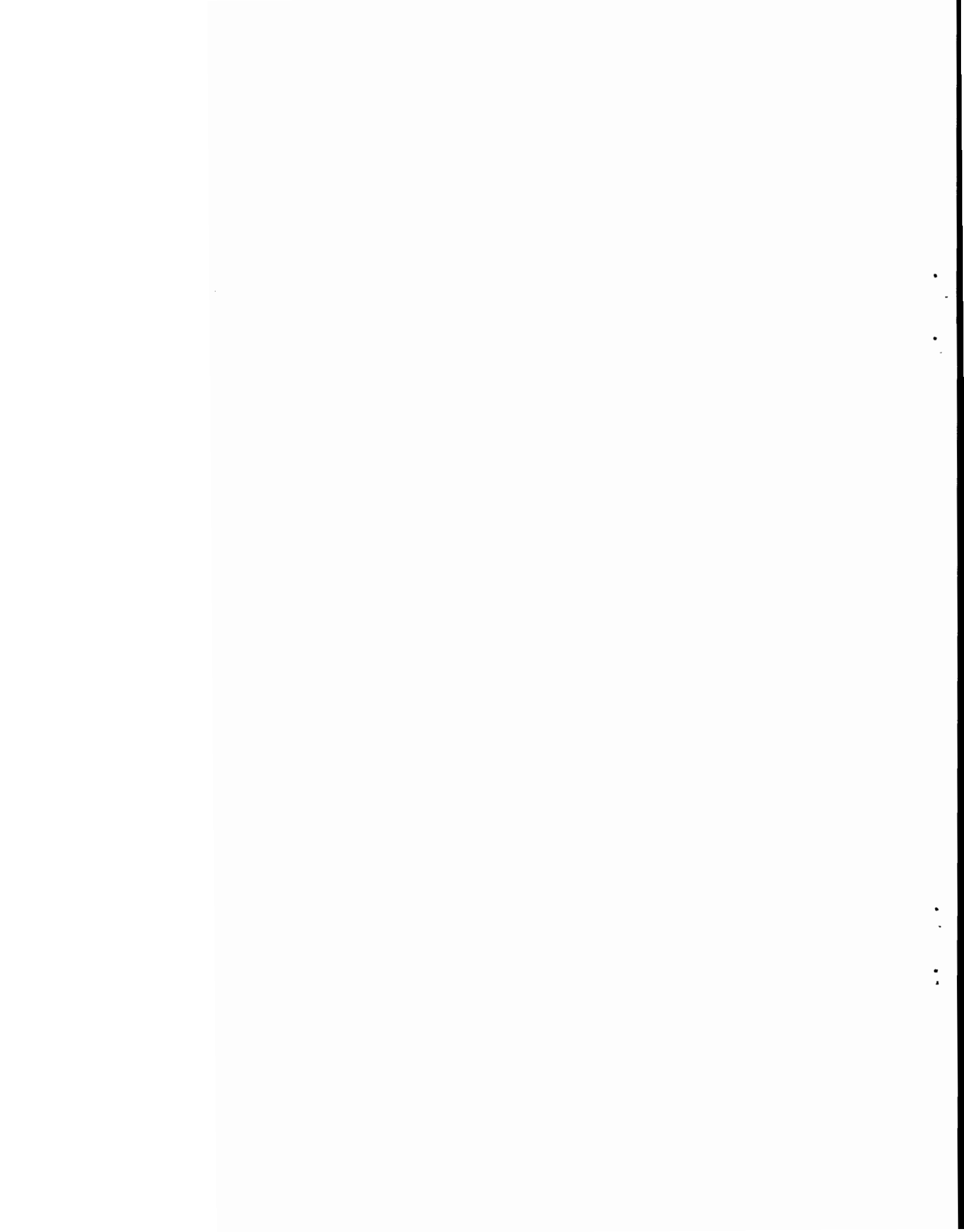
To begin with, **Chapter I** focusses on the more global features of the ILPES activities, its main inter-institutional articulations and the tasks directly related to the Office of the General Director. Next, **Chapter II** presents the work carried out by the three programmes of the Institute in this period: Advisory Services, Training and Research. Finally, **Chapter III** describes the activities carried out in the social and regional spheres, in a special joint project with UNDP on strategic planning and also a progress report on the two decentralized Units of the Institute: the Caribbean Unit (already in operation) and the Central American Isthmus Unit (at present in its phase of final discussion).

In general, **the restrictions that affected the execution** of the Programme of Work envisages for this period have not been fully emphasized in this document as they have presented in detail in another one (see reference NTI/F.VII.4).



## NOTES

- a) For the sake of brevity, we have avoided repeating in 1987 the description of activities which are similar to those carried out in 1985 or 1986. Thus, this 2-Year Report is **an indispensable reference for the better understanding of the central document** (Doc. NTI/F.VII.3).
- b) Both **indices presented at the end** (by country and institutions) are aids to facilitate the reading of this Report. The Governments and Bodies present at the Sixth Conference will be able to have easy access to the more direct references made by using these indices.
- c) Following standard ILPES procedures, almost all the paragraphs have a series of words in bold type which do not necessarily form a complete sentence. **This provides a kind of summarized outline of the main points of the documents.**
- d) For the evaluation of the work carried out in the 2-Year period, it is important to consider **the permanent human resources associated with each type of activity.** It is necessary to state that there were very few senior level experts exclusively engaged in the activities described in Chapter III; that there were two professionals working in the social sphere, and only one in the regional sphere, one in the strategic planning sphere and one in the Caribbean Unit (parts III.B to III.D); and that the Institute still does not have the technical staff for the Central American Isthmus Unit (part III.E).
- e) It is essential that the Member-Governments and guest institutions should inform the Institute on **eventual errors and/or omissions in the joint activities described here.** The Institute also asks for comments on possible faulty information received by the NAP and the Ministry of Foreign Affairs on the activities carried out in each country.
- f) **Any comment or criticism made will be greatly appreciated,** since this will permit to improve its future version. This document is still to receive comments from within the ECLAC System.





## Chapter I

## INSTITUTIONAL MANAGEMENT

1. The activities of ILPES in 1985 and 1986 were centred on **continuing with the launching of the "New Institutional Project, 1984-1986"** unanimously adopted by the Fifth Meeting of the Technical Committee (Buenos Aires, May 1983) and endorsed and updated at the intergovernmental forums convened by ILPES and ECLAC during this period. **Their execution was based on the installed capacity of the Institute, on the mobilization of consultants and on its power to convene - and act as a catalyst for - other international and regional bodies.**
  
2. To develop these activities, the Institute had the full support of **UNDP** and of its network of Resident Representatives. Also, joint activities with the Department for Technical Co-operation and Development of the United Nations (DTCO) were continued. Within the United Nations System, important links were established with several agencies such as **UNCTAD, ILO** (through PREALC), **UNEP AND WHO**. Another achievement was the significant connection with the IDB to carry out several technical co-operation operations and with the **World Bank** - particularly through EDI - with which joint training activities were undertaken in the English-speaking Caribbean. It is necessary to mention that there were closer relations with **CLAD** (which covered a wide range of public sector management issues); with the **PHO**, together with which a vast programme of joint activities was launched; with **JUNAC** (models for

macroeconomic forecasting, information and co-ordination); with **SELA** (above all, CTI); and, to a lesser extent with the OAS - including CIENES and CIDES, Buenos Aires - and ALADI and ALIDE.

3. Within the framework of the **ECLAC System** there were closer and more intense joint activities with different levels and units: The Office of the Executive Secretary, Operations Division, Technical Divisions, **CLADES**, (INFOPLAN Project), **CELADE**, and also with different specific projects carried out within the Commission. Similarly, the close work relationship with the UNDP Liaison Office for ECLAC/ILPES (Santiago, Chile) was continued. ILPES went on setting up inter-institutional relations with the Organization for Economic Co-operation and Development (**OECD**) and with the Commission for European Communities (**CEE**) in Brussels. There were important contacts with the Asociación Interamericana e Ibérica de Presupuesto Público (**ASIP**), with the United Nations University and, more recently, with **INSTRAW** and **CEMLA**.
4. With reference to agreements with non-member governments, it is necessary to mention that the agreements signed with **IIAP** (France), **SIR** (the Netherlands), **ICI** (Spain) and **CERUR** (Israel) were consolidated. Similarly, there were initial contacts orientated to setting up new co-operation agreements with **West Germany, Canada, Italy and Japan**. With the organization of the International Colloquium on "New Direction for Planning in Market Economies" (UNDP/ILPES, Santiago, Chile, August 1986) new prospects for joint activities with academic institutions of **the United**

in Market Economies" (UNDP/ILPES, Santiago, Chile, August 1986) new prospects for joint activities with academic institutions of **the United States, Great Britain, Japan, Israel and Sweden were opened.**

5. The Office of the General Director continued extending the **inter-institutional communications front of ILPES**, by developing its catalyst capability and taking part in new events directly carried out by entities from the member-countries IUNICAMPO/Brazil, MIDEPLAN/Costa Rica, INP/Perú) or by other international institutions (IPAN-CECT/Lima, CLAD/Madrid, and UNDP/New York). Similarly, in order to ensure the continuity of the activities of the Institute in the Region, ILPES held official meetings at the level of chief executive officers (IDB/Washington, ICAP/San José, JUNAC/Lima and DTCD/New York).
6. In the internal front, it must be said that **in its dual role of permanent body of the United Nations and intergovernmental services agency ILPES carried out a large volume of work in 1985 and 1986**, despite the limitations of its financial resources. In fact, the serious imbalance between the work requested from ILPES and the actual resources that it has been allocated was once again evident.
7. Apart from extending and renewing the lines of inter-institutional and inter-governmental co-operation of the Institute, the General Director's Office continued working on the three main programmes being promoted since 1982 in the "New Strategy for Institutional Development. As is known, these

three programmes correspond to "Modernization of the Operation", "Improvement of the Technical Work" and the "New Institutional Project 1983/1986" (see Document NTI/F.VII.4 on this third project).

8. With reference to the **Programme for the Modernization of the Operation**, ILPES concluded the implementation of the computerized system for budgetary execution and control thus reaching its objective of reducing administration costs, improving the support to the feedback on the execution, improving the availability of accounting balances and creating suitable conditions to set up a rigorous cost accounting and a better financial programming of the new activities. Moreover, the training and grading of the human resources of the administrative area was carried on and progress was made in the process of decentralization responsibilities by assigning them to senior members of the permanent staff.
  
9. The **Programme to Improve Technical Services** advanced in a gradual way towards the expected targets despite the fact that progress was not uniform. The theoretical and technical updating in issues related to the Institute's specialized field of work was continued, particularly, in the areas of planning and co-ordination of economic and social policies, development of global models and specific techniques to steer the Region's development within the context of the crisis. However, it was not possible to fully bridge the gap between the services supply capacity of the Institute and specific demand by the member governments. The restriction of funds has prevented the conformation of the technical team that the governments had

unanimously acknowledged to be the bare minimum. It was this reason that affected the launching of some of the activities envisaged by the Programme of work for the period.

10. ILPES **continued acting as the Technical Secretariat for SCCOPALC**, the System for Co-operation and Co-ordination between Planning Bodies of Latin America and the Caribbean, within whose framework of activities it is necessary to lay emphasis on the organization of the Fifth Conference of Ministers and Heads of Planning of Latin America and the Caribbean (Mexico, April 1985) and the preparatory work for the present Sixth Conference (La Habana, March 1987). Within the same framework, there was reinforced action in the field of Technical Co-operation between Developing Countries (TCDC) in joint activities carried out with ECLAC, SELA, UNDP and IDB. <sup>1</sup>
  
11. Most of the Member-Governments of ILPES took part in the Fifth Conference (Mexico, April 1985), as well as representatives from Spain, the United States, Portugal, the Democratic Republic of Germany and Yugoslavia. It is also interesting to say that this Conference was attended by numerous observers from the main international and regional co-operation bodies. After the Conference was inaugurated by President Miguel de la Madrid, Licenciado Carlos Salinas de Gortari, the Secretary of Programming and Budget of Mexico who was elected **President of SCCOPALC took over the direction of the work of the Conference**. This centred on the following

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<sup>1</sup> It is necessary to mention that the elimination of the Horizontal Co-operation Office of ILPES - which took place in this two-year period - reduced the Institute's internal capacity for this type of collaboration.

topics. "External Crisis and Reactivation Programmes" and "The Role of the State in Economic and Social Policies." Besides, one of the groups worked on the issues of "Centralization-Decentralization in the Public Sector's Decision Making Process" and "Employment, Income and Social Programmes in the Second Half of the Decade".

12. Important activities were carried out in this two-year period, such as: i) orientation forums conducted by ILPES (Technical Committee and Sub-Committee); ii) a top-level forum for the exchange of experiences (Conference of Ministers and Heads of Planning); and iii) the Period of Sessions of ECLAC where the main directions for the Institute must be ratified.
  
13. The **Sixth Meeting of the Technical Committee of ILPES** (Mexico, April 1986) endorsed the updating of the New Institutional Project 1984-1986 and gave its support to start the Institute's decentralization policy, with the setting up of a Unit in the Caribbean. At the same Meeting it was unanimously approved to change the Institute's name and call it "Latin American and Caribbean Institute for Economic and Social Planning" and to leave the acronym ILPES unchanged in all the languages. It was also recommended that the Member-Governments and the co-operation agencies should strengthen the financial support given to ILPES for the development of its activities.



14. The **Eighth Meeting of the Technical Sub-Committee** (Bogotá, January 1986) on approving the Report of Activities for 1985 and the bases of the programme for 1986 gave its support to concentrating the activities of ILPES on its basic fields of Planning and Co-ordination of Economic Policies; Public Sector Programming; Social Programmes and Policies; and Regional Planning and Policies. Emphasis was laid on the importance of the topic "Implications for Planning of the New International Insertion of the Economies of the Region" and on the development of techniques and experiences related to macro-economic models. It was recommended to stress such aspects as the institutional organization of planning; public enterprises and their role within the State; and social and regional policies. The execution and updating of the new institutional projects, 1984-1986, were approved as well as the bases for the 1987-1990 phase. There were favourable views expressed on the policies for the decentralization of ILPES and on the first results of the ILPES Unit for the Caribbean (Trinidad and Tobago).
15. The Meeting of the **Ninth Technical Sub-Committee** approved the bases of the Programme of Work for 1987 (see document NTI/F.VII.3); was favourably impressed by the Organization of the International Colloquium on "New Directions for Planning in Market Economies"; and also unanimously approved the new main project involving ILPES/UNDP and the Governments of the Region.<sup>2</sup> As for the "Institutional Project, 1987-1990" (see Document NTI/F.VII.4),

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<sup>2</sup> See in this connection Document NTI/E.IX.5, Lima, December 1986 entitled "Preparation and Dissemination of New Techniques for the Planning and Programming of Public Policies".

its bases and the corresponding global allocation of the resources required from the Governments were approved and this proposal should be considered in detail by the VII Meeting of the Technical Committee (La Habana, March 1987). Next, this Meeting expressed its satisfaction at the work carried out by the ILPES Unit for the Caribbean and gave its unanimous support to the offer of the Government of Costa Rica to house the ILPES Unit for the Central American Isthmus in that country. This Meeting also approved the ILPES Silver-Jubilee programme for 1987, and finally showed its satisfaction at the preliminary work undertaken for this Sixth Meeting and approved the final proposal for its agenda.

16. It is necessary to state that at both meetings the Sub-Committee expressed their gratitude for the support received from UNDP, the presence of representatives from the Ministries of Foreign Affairs and of the Governments that participated as special guests. Similarly, **the valuable direct exchange of governmental experiences** in public policy planning and co-ordination - which has become standard procedure at these meetings since November 1984 - was also underscored.
17. As for the **Official Meetings of the Member Governments of ECLAC**, important aspects related to the institutional life of ILPES were dealt with there. Thus, a Resolution of the XVIII Plenary Committee (Buenos Aires, August 1985) approved the change of name of the Institute (see paragraph 13). The Twenty-First Period of Sessions (Mexico, April 1986) gave its full support to the New Institutional Project and to the Institute's Programme of Work

and emphasized some activity guidelines for 1988-1989, as well as the need to obtain regular funding for the activities of ILPES.

18. The aforementioned **International Colloquium on "New Directions for Planning in Market Economies"** was also note-worthy. This event gathered outstanding specialists from seven developed countries, Ministers and other governmental and academic authorities, representatives from the private sector and members of the staff of UNDP, ILPES and ECLAC. It formed part of the preparatory activities for the work that UNDP and ILPES agreed to carry out in a joint way in 1987-1990 and was structured around four topics: evaluation of the available theoretical framework for planning and the development process; a balance of planning techniques and methods; governability and participation of the main social agents involved in the planning process; and, finally, analysis of the impact of the three mentioned above on the formulation of short-term policies.
  
19. As regards **decentralization of the activities of ILPES**, the launching of the ECLAC/ILPES Unit for the Caribbean, in September 1985 has already been mentioned. Along the same lines, different negotiations were carried out in order to set up the ILPES Unit for the Central American Isthmus in San Jose, Costa Rica, (see Chapter III). A UNDP-supported special project was launched in 1986 related to the topic of strategic planning (see Project RLA/86/013/A/01/52 and also Chapter III, part C of this document). This activity favoured different countries and was carried outside the Institute's headquarters.

20. Moreover, in collaboration with CLADES, ILPES continued reinforcing the Planning Data System through the **INFOPLAN** Project. Also, closer links were set up with the **ECLAC/UNEP Development and Environment Programme**.
  
21. Finally, the **Publications Programme** of the Institute began to be re-activated associated with the world network of the United Nations. Unfortunately, in the last two years this activity was affected by financial constraints.

## Chapter II

## PROGRAMMES HEAD OFFICES

A. DPA: Advisory Programmes Head Office

22. During this two-year period, the Advisory Programmes Head Office continued offering **special services through agreements** to the Governments of the Region which, in general, require the financial contribution of the countries concerned or of other international agencies. As is traditional, these services were offered in close collaboration with ECLAC, with the frequent participation of DTCD and the full support of UNDP. Another valuable and recurrent association has been that with the IDB, an agency that has become one of the most important sources of resources to finance the activities of the DPA.
23. The **Advisory services aim at strengthening the national institutional capacity** so as to improve the possibility of technical and methodological transfer and make its effects last longer. In a parallel way, these services have the purpose of improving the institutional and administrative level receiving co-operation in order to give an effective support to the economic policy decision-makers. During 1985 and 1986 ILPES took an intensive part in the reinforcement of the national planning systems and projects of the countries of the Region, undertaking such wide-ranging activities as the formulation of national development strategies,

projections, preparation of public investment programmes and the formulation of regional and sectoral strategies (see the Table appearing at the end of this part II.A).

24. Within the sphere of **Planning and Co-ordination of Economic Policies**, activities were related to the formulation or adjustment of development plans and economic programmes; the handling of some key macro-economic policies (fiscal and budgetary financing, monetary, tariffs and public prices, foreign trade and other policies); the construction and use of econometric models, the preparation of the projections required by those models and the identification of policy instruments and modalities suitable for the type of economy and its socio-political conditions. Among other countries, ILPES has collaborated with the government of **Belize** in the formulation of the Development Plan for 1985-1989; with the Ministry of Planning and Economic Policy of **Costa Rica** in the formulation and definition of medium and long-term development strategies; with the government of **Paraguay** in the improvement of mechanisms and instruments to strengthen the planning agency and with the government of **Peru** in the reinforcement of the National Planning System.
  
25. As for **Public Sector Programming**, ILPES has collaborated with the planning agencies in institutional design, organization, financing, management programming and control; and in the formulation of public investment national programmes, through the preparation and systematic updating of national inventories of projects in their phases of pre-investment, investment and operation. Technical assistance has aimed at implementing



national inventories of projects in their phases of pre-investment, investment and operation. Technical assistance has aimed at implementing the operation of a computerized project system, by means of which public investment may be centralized and rationalized, making it possible to get both physical and financial feed-back to facilitate the macro-economic observation of its effects. In this area, the most important work done was collaboration with the National Planning Office of the **Dominican Republic** with the purpose of strengthening the national planning and projects systems; with the government of **Guyana** in institutional aspects of the national planning and projects system; and the early phase of collaboration with the National Council for Economic Planning of **Guatemala**.

26. In the field of **Social Programme and Policies**, the Institute has tried to collaborate with the governments in activities related to the preparation of social development projects and alternative methodologies for the assessment of their impact and of the advantages that their implementation would involve, within the context of the social consequences of the crisis. It is necessary to mention in particular collaboration with the governments of **Costa Rica, Ecuador, Honduras, Paraguay and Uruguay**.
  
27. Finally, ILPES has also collaborated in supporting activities involving different **Regional and Local Planning** bodies, and autonomous or decentralized bodies with a view to programming their insertion within the National Planning System. Among others, it may be of interest to mention the collaboration offered to the Government of the Province of Mendoza, **Argentina**, in the preparation of the long-term development strategy for the

province; with the National Planning Department of **Colombia** in the formulation of the National Plan for Frontier Development and Municipal Management and Integral Planning of Local Development, and with the National Development Commission of **Ecuador** in the strengthening of links between the local and the national level of planning.

## ILPES: SUMMARY OF DPA ACTIVITIES

Years 1985 and 1986

COUNTRY	SUBJECT	BODY	JOINT SUPPORT
1. Argentina	- Regional-local planning	Provincial Government	
	- Proposal of bases for planning and training actions at a local level	Region	UNDP
	- Global Planning	Planning Office	
2. Belize	- Final revision of 5-Year Development Plan	Office of Economic Development	UNDP
3. Bolivia	- Development and Social Communication Strategy	Planning Ministry	UNDP
4. Brazil	- Information for planning at the level of state (State of Bahia)	SEPLANTEC	GOVERNMENT
	- Regional and Local Planning		
5. Colombia	- Formulation of a Programme for Municipal Development and Frontier Development	National Planning Department	UNDP
	- Global Planning and Economic Policy		

6. Costa Rica	- Implementation of the Medium-term Projections Model and of Short-term sub-models	Ministry of National Planning and Economic Policy	UNDP/GOV.
7. Chile	- Regional and Local Planning	Municipalities of Las Condes and Quinta Normal	
	- Municipal Development Planning		
8. Ecuador	- Municipal Planning Project	CONADE	UNDP
	- Planning of Integrated Rural Development	SEDRI	IDB
9. Guatemala	- Updated study of the economic-financial situation and training of public sector human resources	SEGEPLAN	UNDP
	- Promotion of Public Investments	SEGEPLAN	IDB
10. Guyana	- Public Projects	State Planning Secretariat (SPS)	IDB
	- Global Planning		
	- Evaluation of the execution of the first phase of the IDB/GU Project		
11. Honduras	- Formulation of development strategies	CONSUPLANE	UNDP
	- Methodological support for conjunctural analysis		
	- Global and Public Sector Planning		

12. Paraguay	- Medium-term projections, consolidated budget and statistics for planning	STP	IDB
	- Planning and Short-term Economic Policy		
13. Peru	- Medium-term strategy and plan	INP	UNDP
	- Public Sector Planning		
14. Dominican Republic	- Public Investment Programming	ONAPLAN	IDB
	- Formulation of a Municipal Development and Planning Programme	ONAPLAN	UNDP
15. Uruguay	- Medium-term projections, social and political planning	OPP	UNDP
16. Venezuela	- Consultations and preparation of bases for consultancy and training lines in local planning	CORDIPLAN	UNDP

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## B. DPC: Training Programme Head Office

28. The Training Programmes Head Office, in an effort to achieve a greater **updating in the orientation and content of its courses and seminars** has continued incorporating new themes and assigning new priorities to the activities of the programme of work carried out in the 2-year period corresponding to 1985-1986. To a large extent, this has been the direct response to requests from the governments of the Region. In the 25 years of the Institute, a total of approximately 10 000 professionals have been trained by means of these post-graduate programmes.

### B.1 Advanced and special courses

29. During this 2 year-period, 17 **international courses** were offered, some of which provided continuity for permanent activities and some which responded to new issues or specific requests.

- a) International Course on Development, Planning and Public Policies - Santiago, (24 weeks, 1985: 42 participants and 1986: 44 participants). Versions XXVI and XXVII of this course provided the continuity for an activity that was originally initiated by ECLAC and, at a later stage, carried out by ILPES since its creation in 1962. The participants were professionals coming from practically all the countries of Latin America and the Caribbean, Spain and Africa (Equatorial Guinea), selected from 362 candidates (160 for 1985 and 202 for 1986). The course programme for 1986 was the result of a deep re-structuring of previous courses. Its main objective was to carry out the systematic analysis and stimulate reflexion and discussion on the problems that incide in the present situation and the development possibilities of the countries of Latin America and the Caribbean. The course offered two fields of specialization: one, which had to do with Global Planning and Public Sector Programming and the other with Regional Planning.



- b) Workshop-Course on Current Problems and Development Strategies-CIDES/ILPES/CEPAL, Mexico (12 weeks, 1985 and 1986: 25 participants each year). In these two years, versions III and IV of this course took place, which were intended for participants from Mexico, Central America and the Spanish-speaking Caribbean. As in former versions this course was orientated to the analysis and discussion of the alternative strategies being formulated at present in order to confront the international economic crisis.
- c) Workshop-Seminar on Current Problems and Development Strategies, CENDEC/ECLAC/ILPES - Brasilia, Brazil, (10 weeks, 1986, 21 participants). The second version of this activity which first took place in Santiago, Chile in 1983 was intended for local participants and for people from other South American countries. The course became an event to analyse and think about the current problems affecting our countries and the approach and content of the proposals for action to tackle them. This course incorporated in an intensive way the participation of local lecturers, especially from the Universidad Federal of Rio de Janeiro, of the Universidad Estadual of Campinas and the Universidad Nacional of Brasilia.
- d) Course on Social Planning for Non-Governmental Bodies, ILPES/ASONG/ECLAC - Santiago, Chile, (3 weeks, 1985: 21 participants and 1986: 24 participants). Versions II and III of this course were offered in this period with the purpose of analysing the main social planning modalities and techniques, as well as reviewing the criteria and procedures for the evaluation of social projects, which are used by non-governmental institutions. The 1986 version was an international course, with the participation of six countries of the Region. Also in 1986 there was an Evaluation Seminar dealing with the three courses held so far.
- e) Course on Planning and the Environment in the Andean Area, ECLAC/ILPES/CAF/UNEP - Medellin, Colombia y Cuzco, Peru - (1985: 4 weeks, 31 participants; and 1986: 3 weeks, 33 participants), Versions II and III of this course had the objective of promoting discussion on environmental problems and planning, with emphasis on the experiences of the countries of the Andean Sub-Region.
- f) Programme on National Economic Management Issues in the Caribbean, EDI/World Bank/ILPES/Caribbean Development Bank - Bridgetown, Barbados (1985: 3 weeks, 24 participants; and 1986: 2 weeks, 28 participants). Within the framework of the Joint Training Programme of ILPES, the Caribbean Development Bank, and the Institute of Economic Development of the World Bank, three activities were carried out during this 2-year period, which were directed to governmental officers of the English-speaking Caribbean. The first of these was a High-Level Seminar (see paragraph 34, item a). The other activities were courses aimed at medium and senior-level government officers. The 1985 course centred on the analysis and discussion of macroeconomic policies and

how to make them compatible with emphasis on external sector policies. The 1986 course was orientated to the analysis of the macroeconomic management of the public sector, laying particular emphasis on investment programming.

- g) Seminar-Course on Foreign Trade Policies, ILPES/ECLAC - **Asunción**, Paraguay, (1985: 3 weeks, 29 participants). The III version of this course which started in 1984 in Santiago, Chile and in Tegucigalpa has the objective of analysing the situation vis-a-vis foreign trade policies, in the light of the experience amassed from the governmental practical experience of the last few years and, within this context, to analyse the real options that the South American countries have. This version was aimed at professionals from Mexico and South America.
- h) First Workshop-Seminar on Science and Technology Planning in Latin America, ILPES/UNESCO/ROSTLAC/CONICIT - **Caracas**, Venezuela - (1986: 2 weeks, 28 participants). This activity aimed at reviewing the instrumental, practical and operative aspects related to scientific and technological planning, on the basis of the analysis of the concrete experiences of the countries of the Region in this field. It was attended by participants from 14 countries of Latin America and Spanish-speaking Caribbean.
- i) Workshop-Course on the Woman, Development and Planning, ECLAC/ILPES/CELADE/INSTRAW/UNIFEM - **Santiago**, Chile, (1986: 3 weeks, 35 participants). This course had the purpose of discussing a series of problems related with the issue of integration of women to the processes of planning and co-ordination of public policies. 18 countries of Latin America and the Caribbean attended this course and applications were submitted by roughly 140 official candidates.
- j) Inter-American Workshop Course on Construction of Foreign Trade Indices, ECLAC/ILPES/CIENES - **Santiago**, Chile, (1985: 9 weeks, 23 participants). This course was orientated to the production and utilization of foreign trade indices and economic indicators. Its approach was pragmatic and it contributed to improve the regional knowledge on this matter of high current priority.
- k) Course on Environmental Management in Development Planning, CDG/ECLAC/ILPES/UNEP - **Santiago**, Chile, (1986: 6 weeks, 32 participants). This course had the sponsorship of the Carl Duisberg Foundation of the Federal Republic of Germany and aimed at promoting discussion on the advances in the sphere of environmental management. The course finished with a practical application exercise. 18 countries of the Region took part in it.

30. During this period **8 national courses were offered**, as listed below, which were designed and developed with the purpose of giving a suitable answer to the specific demands of the countries of the Region.

- a) Course on Regional Planning - Fortaleza, Ceará, Brazil (1985: 7 weeks, 22 participants). In its tenth version this Course gave continuity to the co-operation programme that ILPES carries out with CENDEC, with support from ECLAC/Brasilia. Its objective was to analyse the social and economic problems linked to regional development, with an emphasis on the evaluation of policies and projects in the farming sector.
- b) Course on the Planning of Services for Rural-Regional Development - Asunción, Paraguay, (1985: 5 weeks, 50 participants). This Course, which was held on the request of the Technical Secretariat for Planning of Paraguay, and which had financial support from UNDP, had the objective of analyzing the role and characteristics of planning the support systems for an integral rural development. The end-of-course practical exercise was prepared and conducted by the Centre for Regional Urban-Rural Studies (CERUR) of Rehovot, Israel.
- c) Course on Public Sector Planning - Asunción, Paraguay, (1986: 10 weeks, 42 participants). It was organized with financial support from UNDP, on the request of the Technical Secretariat for Planning of Paraguay with the objective of analysing the role and characteristics of public sector planning, with an emphasis on planning techniques and budgetary programming.
- d) Workshop-Course on Development, Planning and Public Policies - Montevideo, Uruguay, (1986: 10 weeks, 35 participants). This Course, was organized with UNDP support and was requested by the Planning and Budget Office of Uruguay. Its main objective was to present a general overview of the current problems of the Latin American development and, within this context, to revise the central aspects of the current debate on alternative strategies, a planning and coordination of public policies.
- e) Workshop-Course on Social Development Planning - Montevideo, Uruguay, (1986: 6 weeks, 32 participants). The Planning and Budget Office and other institutions of Uruguay took part in the organization of this course, with which UNICEF and CIDES-OAS collaborated. Its main objective was the analysis of the main problems encountered in the design and execution of social policies, with special reference to the case of Uruguay.

- f) Course on Regional Development Planning - La Paz, **Bolivia**, (1986: 4 weeks, 35 participants). It was jointly organized with CIDES, of the Universidad Mayor de San Andres, Bolivia, and had UNDP support. Its aim was to promote the analysis and discussion of the different theoretical, conceptual and methodological aspects of planning and regional development.
- g) Seminar-Course on Foreign Trade Policies - Brasilia, **Brazil**, (1983: 3 weeks, 25 participants). This Seminar-Course was jointly organized by CENDEC, ILPES and ECLAC/Brasilia with the purpose of analysing experiences in foreign trade policies, with special emphasis on the case of Brazil.
- h) Course on Development Processes and Problems in Latin America - **Spain**, (1985: 6 weeks, 39 participants; and 1986: 7 weeks, 42 participants). In this 2-year period, versions VI and VII of this course took place in **Madrid**, which was jointly organized by the Ibero-American Co-operation Institute and ECLAC/ILPES. This course aims at the analysis of the current problems of Latin American development and at the discussion of the main policies applied in the Region. It has constituted the nucleus of a series of activities jointly organized with ICI, with the support of other institutions in Spain which aim to sensitize the Spanish public officers, researchers and academics on the situation and problems of the Latin American countries. In the same context are the Seminar-Courses carried out in 1985 and 1986 in **Barcelona**, with the collaboration of the Centre for International Information and Documentation of Barcelona (CIBOO) and in 1986 in **Seville**, with the collaboration of the School of Hispano-American Studies. 40 professionals took part in the Barcelona courses and 25 in the other one. All these activities have specific funding from ICI.

## B.2 Collaboration with other post-graduated activities

31. During this 2-year period, the Institute continued collaborating with post-graduate activities (**in several cases, in courses leading to an M.A. or Ph.D**) in areas related to development planning. This collaboration varied in modality and intensity, as listed below:

- a) MA. Course on Economic Planning - Universidad de Buenos Aires, Argentina, 1985. ILPES formed part of the special Commission appointed by the Dean of Faculty of Economic Studies to prepare the project for this M.A. Course.
- b) Post-Graduate Course on the Planning of Integrated Regional Development - Rejovot, Israel, 1985. This activity, which is regularly organized by the Centre for Regional Urban-Rural Studies (CERUR), had the collaboration of ILPES in the subject "Development and Regional Planning in Latin America".
- c) Basic Course on Planning and Economic Policy, - CECADE, Mexico D.F., 1985. This post-graduate activity organized by the Centre for Development Training of the Programming and Budget Secretariat had ILPES collaboration in two of its component courses: "Regional Framework for the Economic Policy" and "Public Investment Programming". This activity formed part of the Institute's collaboration with the Government of Mexico, stretches for 15 uninterrupted years.
- d) Post-Graduate Course on Development Sciences - La Paz, Bolivia, 1985. In this activity, carried out by the **University Mayor de San Andres, Bolivia**, ILPES collaborated with presentation on the "External Framework and Development Options"
- e) M.A. Course on Social Population Studies, Santiago, Chile, 1986. This activity, which is regularly organized by the Latin American Demographic Centre (CELADE), had the collaboration of ILPES lecturers on "Regional Planning", "Development Planning" and "The Latin American Foreign Debt".
- f) Post-Graduate Course on the Planning of Rural-Regional Development Rejovot, Israel, 1986. In this activity of the Centre for Regional Urban-Rural Studies (CERUR), ILPES took over the lecturing on "Regional Development in Latin America. Experiences and prospects".
- g) Post-graduate Course on Development Sciences - La Paz, Bolivia, 1986. ILPES collaborated with the **Universidad Mayor de San Andrés** by lecturing on Regional Planning.
- h) Ph. D. Course on Problems and Prospects on National Integration in Latin America - Madrid, Spain, 1986. In this course, which was organized by the Ibero-American Co-operation Institute and the **Universidad Complutense de Madrid**, ILPES collaborated with one lecture on "Unequal Growth in Latin America".

### B.3 Training Seminars and Workshops

32. In a parallel way to its activities in the field of formal teaching, the Institute's action in training seminars and workshops has acquired an increasing importance. During the 1985-1986 period, **ILPES organized the activities listed below:**

- a) Seminar-Workshop on Regional Planning and Public Policies - Mendoza, **Argentina**, (1985: 1 week, 50 participants and organized in collaboration with the Universidad Nacional de Cuyo (UNC). Academic and professionals of the public and private sectors of the Cuyo region took part in it.
- b) Seminar on Economic Reactivation and the External Sector - La Paz, **Bolivia**, (1985: 1 week, 25 participants). Organized by ILPES, ECLAC and CACIPEX, with the support of UNDP and the participation of public and private sector professionals engaged in activities related to the Bolivian foreign trade policy.
- c) Seminar on Regional Development and Policy Formulation - San Juan, **Argentina**, (1986: 1 week, 100 participants). It was jointly carried out with the Universidad Nacional de San Juan, with the purpose of analysing the regional development problems in this country and discussing development strategies and policies. Post-graduate professionals and undergraduates in the last year of their university courses took part in this seminar.

33. In addition, **ILPES officers have taken part in seminars and workshops organized by other institutions**, as listed below:

- a) Seminar on Regional Development Policies - Rionegro, **Colombia** (1986: 1 week). Organized by CORNARE, ILPES/ECLAC and UNDP.
- b) Seminar-Course on the Insertion of Latin America in the World Economy- La Paz, **Bolivia**, 1986. Seminar organized by FLACSO, with JUNAC funding. ILPES lectured on "the world economic situation: international trade prospects" and "External framework for the Latin American Development".

- c) Seminar-Course on Human Settlements and the Environment - Santiago, Chile, 1986. This Seminar was organized by the Chilean Planning Association (SOCHIPLAN). ILPES gave one lecture on "Environmental Impact of Investment Projects".
- d) Workshop-Course on Economic Analysis and Projections of Foreign Trade and External Financement - Santiago, Chile, 1986. Workshop-Course organized by CIENES (OAS). ILPES lectured on the "World Economic Conjuncture and Recent Evolution of International Trade".

#### B.4. Specialist Seminars

34. In a parallel way to the aforementioned activities, **it is important to mention other activities carried out by the Institute in connexion with seminars, panels synposia and round-table discussions.** During this 2-year period, the following activities were organized by ILPES.

- a) High-level Seminar on Coordination of National Economic Policies- Bridgetown, Barbados, (1985: 1 week, 20 participants). It was organized by EDI/WB, ILPES, IARM and CDB, with the participation of professionals and authorities of Caribbean international bodies and of the Finance and Planning Offices of 12 English-speaking Caribbean countries. This activity launched an important joint collaboration between IDE/World Bank, CDB and ILPES, which continued in 1986 and will go on in the next years.
- b) Seminar on Current Problems and Challenges of Education in Latin America - Santiago, Chile, (1985: 4 days, 45 participants). This Seminar was organized by OREALC/UNESCO and ILPES, with the participation of high-level officers from 10 countries of the Region and from France and the Federal Republic of Germany.
- c) Seminar on the Central Government-Public Enterprises Relation in Latin America - Montevideo, Uruguay, (1986: 1 week, 25 participants). This seminar was jointly organized by ILPES, CLAD, ILO and DNSC of Uruguay. Experts and authorities connected with the public enterprises of the countries of the Region took part in it.

35. In addition, the Institute responded to requests for direct participation in specialist seminars **organized by other institutions**. It is interesting to note the Institute's participation in the events listed below. In several cases, the invitation included funding by the promoting institution.

- a) Regional Seminar on the Environmental Dimension in Development Planning Buenos Aires, **Argentina**, 1985. Organized by ECLAC/UNEP and the Government of Argentina. ILPES contributed with a paper on a concrete case study based on its experience in the Region.
- b) Meeting to discuss New Approaches to the Teaching of Health Administration - Rio de Janeiro, **Brasil**, 1985. This was organized by the School of Public Administration and PHO.
- c) Technical Meeting to discuss Regional Development - Buenos Aires, **Argentina**, 1985. Organized by OAS/CEPCIES.
- d) Workshop on the Contribution of Non-Governmental Organizations to the Design and Implementation of Social Policies for the Child in Chile-Santiago, **Chile**, 1985. Organized by UNICEF and the University of Columbia.
- e) Seminar for Development Bank Trainers - Fortaleza, **Brazil**, 1986. Organized by EDI/World Bank, ALIDE and the Banco del Nordeste del Brasil.
- f) Regional Seminar on Evaluation and Methodology - Sao Paulo, **Brazil**, 1986. Organized by FIPE/USP, IPEA/SEPLAN and IDB. ILPES presented the analysis of a research project on the evaluation of spatial dynamics in Colombia.
- g) Fourth IICA-PROPLAN Exchange Seminar on Directing the Farming Development Process within the context of the present crisis - San Jose, **Costa Rica**, 1986. This was organized by IICA and PROPLAN and ILPES took part in it with a presentation on "Planning and Coordination of Public Policies in Latin America".
- h) International Seminar on the State and Planning - Brasilia, **Brazil**, 1986. This Seminar was organized by CENDEC/SEPLAN. ILPES took part in it with a paper on "The State, decision-making processes and planning in Latin America".



- i) Seminar on Adjustment Policies and External Finance - Washington, United States of America, 1986. This Seminar was organized by EDI/World Bank. One of the members of the ILPES staff participated in it by collaborating with the National Management Division of the Economic Development Institute throughout the Seminar.
- j) Seminar on Design Issues in Policy Seminars - Washington, United States of America, 1986. Organized by the World Bank.
- k) Workshop-Seminar on the Integration of Science and Technology to Development Planning in Uruguay - Montevideo, Uruguay, 1986. This Seminar was jointly organized by OPP and UNESCO/ROSTLAC. ILPES participated by lecturing on the topics "Economic and social development: problems and prospects" and "The State, Planning and Development Strategies".

#### B.5. Inter-institutional Co-operation

36. Finally, it is necessary to mention that during this 2-year period contact was continued with different national and international entities in order to **set up, maintain or expand programmes for inter-institutional co-operation in training activities.** This has resulted in the following actions:

- a) World Bank - Inter-institutional collaboration between the World Bank and ILPES, which was begun in 1985, was continued. This collaboration includes training activities for the English-speaking Caribbean.
- b) Centro de Treinamento para Desenvolvimento Económico (CENDE) - Brazil. The collaboration programme with CENDEC, which forms part of the Planning Office of the President of the Republic, begun at the end of the sixties, has continued operating without interruptions until the present.
- c) Centre for Regional Urban-Rural Studies (CERUR) - Israel. Co-operation in the field of training activities was renewed and included the exchange of lecturers and the joint organization of training activities. The President of CERUR visited the ILPES Headquarters in 1986, thus consolidating then the collaboration programme.

- d) Centro de Investigación y Docencia Económica (CIDE) - Mexico. Besides carrying out the third and fourth versions of the joint Workshop-Course, both institutions continued their preliminary conversations orientated to define the collaboration of ILPES to the MA Course on Development and Planning that CIDE began in 1987. This collaboration is conditioned by the series of links between ILPES and SPP on training matters, which date from 1974.
- e) Corporación Andina de Fomento - During this period, the collaboration between CAF and ILPES materialized into two Courses on Planning and the Environment in the Andean Area and it is expected that this collaboration date from 1974.
- f) Carl Duisberg Foundation (GCDG) - Federal Republic of Germany. Besides the joint organization of the course on Environmental Management in Development Planning, the bases for future collaboration have been revised.
- g) Intitute International D'Administration Publique (IIAP) - France. The execution of the joint programme with IIAP, which was begun in 1984 continued within the framework of a Technical Co-operation Agreement with the Government of France. The following activities were carried out: a) visit of the Deputy Director of IIAP to the ILPES Heasquarters in 1986 with a view to reviewing the course of the Programme's activities and define its future activities; b) specialization studies at IIAP by a group of graduates from ILPES International Course; c) teaching support from IIAP to the 26th and 27th International Courses offered by ILPES, which materialized with the participation of lecturers; d) study stages for ILPES experts which were carried out at IIAP; and e) participation of ILPES in the technical events commemorating the XX Anniversary of IIAP.
- h) Institute of Social Studies (ISS) - The Netherlands. Conversations continued with a view to preparing a new project for an inter-institutional agreement, which will be submitted for the consideration of the Government of the Netherlands in 1987. At the end of 1986 an agreement was reached on details to renew this collaboration.
- i) Ibero-American Co-operation Institute (ICI) - Spain. The joint programme for training activities was continued, as well as the participation of Spanish professionals in the 26th and 27th International Courses. Spanish lecturers also participated in other courses offered by ILPES.
- j) International Training and Research Institute for the Advancement of Women (INSTRAW) - At the time of the Workshop-Course on Women, Development and Planning in 1986, the Director of INSTRAW visited ILPES. On this occasion, there were conversations on future co-operation modalities between ILPES and INSTRAW.

- k) Higher Institute of Public Administration (ISAP) - Bolivia. In 1986, ILPES was visited by a delegation headed by the Executive Director of ISAP, with whom a letter of intent was signed aiming at the launching of an extensive training programme in Bolivia during 1987.
- l) Organization of American States (OAS) - OAS participated in the joint organization of different activities during this 2-year period and in 1986, this organization collaborated with the Workshop Course on Science and Thechnology Planning. It also collaborated with the Regional Planning component of the 26th and 27th International Courses of ILPES.
- m) UNESCO/ROSTLAC - This institution participated in 1986 in the organization of the 1st Seminar on Science and Technology Planning in Latin America and agreed to participate in similar future events, including the English-speaking Caribbean.
- n) UNICEF - Inter-institutional collaboration continued for the organization of courses on social planning. However, after a long tradition of collaboration in this field, the joint training activities experienced a significant reduction.
- o) Other institutions - Conversations continued with the Ibero-American Social Security Organization (OISS), the World Health Organization (WHO), the Pan-American Health Organization (PAHO), the Inter-American Planning Association (SIAP), UNTACD and the Banco Centroamericano de Integración Económica (BCIE) to study the possibility of future joint actions. There was also a series of contacts with ALADI, CIDES/OAS, CLAD, FLACSO, JUNAC, ASONG, CECADE, IVEPLAN and several Latin American universities for the same reason.

C. DPI: Research Programmes Head Office

37. **In 1985 and 1986** the work carried out by DPI was based on two orders of **priorities** in view of the changes in the economic and social scenario of the Region, as a result of the crisis and the specific demands on the part of the governments for instrumental support to orientate the policies for reactivation. Thus, research was undertaken in the field of macro-economic policy and the development of the topic "Repercussions on planning of the new international insertation of the economies of the Region". The DPI also prepared a part of the supporting documents for the SCCOPALC Conferences.
38. In view of the agenda approved for the Fifth Conference (Mexico, April 1985), the DPI undertook the preparation of different studies on the **impact of the crisis on the development of the countries and on the effects that the crisis has had on planning** and execution of public policies in the Region in the period comprised between 1982 and 1984. In connection with this, a series of national monographs (with the assistance of the NPAs, which included the cases of Argentina, Brazil, Colombia, Chile, Perú and Ecuador; Central America and Panamá; and the English-speaking Caribbean).

39. In 1986, the preparatory work for this Sixth Conference was begun. In this connection, several **analyses of the co-operation and integration experience in the Region** were carried out and some proposals were explored for the future intensification of these processes, in order to meet the challenge of creating productive employment and raising the level of the per capita income.
40. Research on planning aimed at **assisting the countries' capacity to formulate alternative development programmes** to reactivate their economies, increase productive employment, reduce the levels of critical poverty and beat inflation, bearing in mind the external constraints. In the first stage work was carried out on the basis of national cases. With this purpose, co-operation activities with the National Planning Agencies of Brazil, Paraguay, Uruguay and Venezuela were established.
- a) The formulation of a macro-economic model for the compatibilization of targets and policies was begun in **Brazil** in 1986. With this purpose, the different studies carried out in the country were revised, a preliminary structure of equations was prepared - which was discussed with IPEA/IPLAN specialists - an adequate data-base was compiled and parameter estimation work was completed. This study will be completed in the first half of 1987.
- b) During 1985 in **Paraguay**, it was possible to complete the prepararion of the macro-economic projections requested by the Technical Planning Secretariat of Paraguay (STP) as a support for the National Development Plan within the context of the activites of ILPES'DPA. With this in view, a medium-term model was formulated and estimated, which later became available within the computing system,of the STP. Also in 1986 the preparation of a short-term model was begun, including a more finally specified monetary and financial sector.

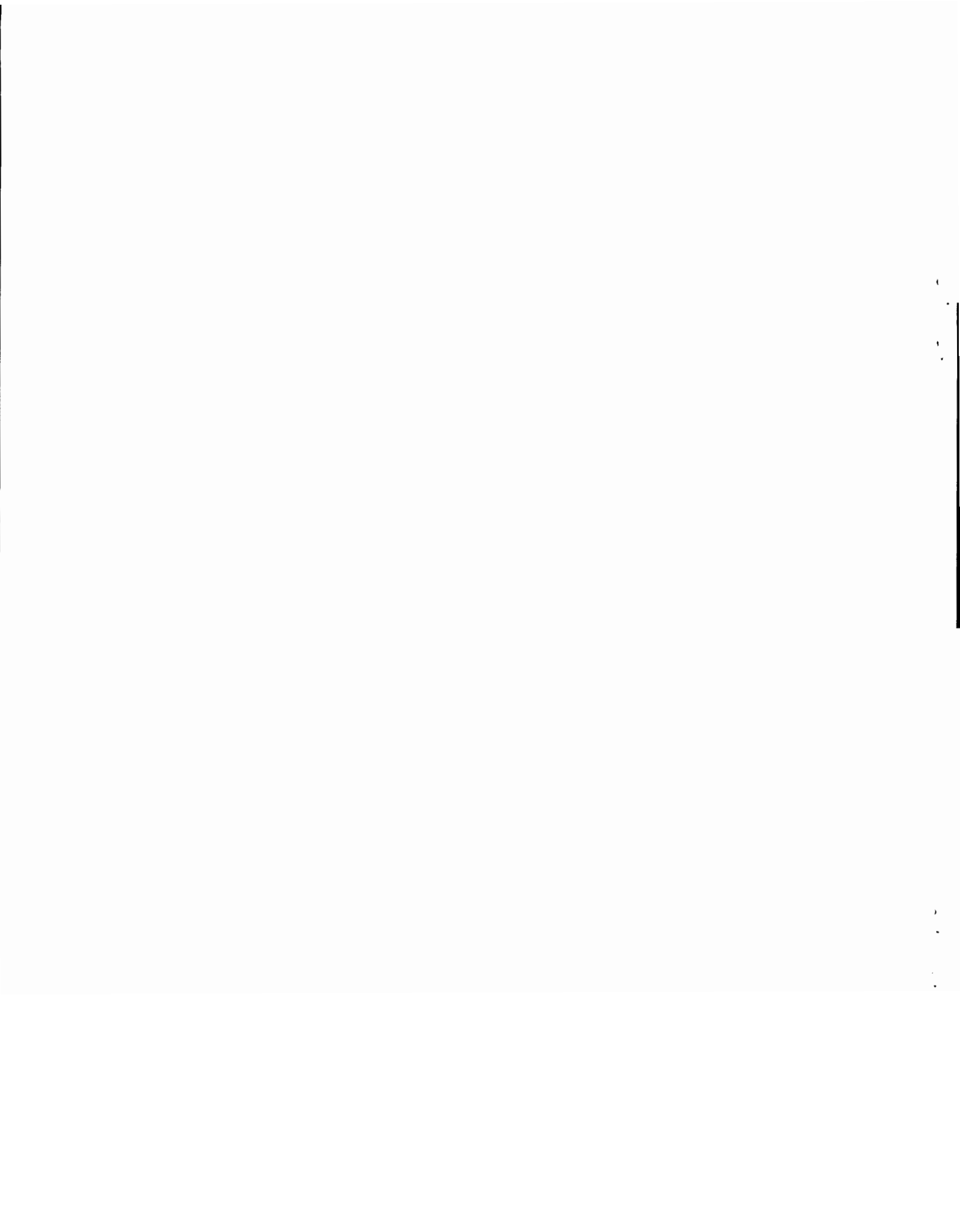
- c) During 1985 in **Uruguay** it was possible to prepare a macro-economic compatibilization model, within the context of the ILPES co-operation programme with the Planning and Budget Office (OPP) of that country. The model was formulated and estimated and alternative medium-term scenario projections were prepared to be used in the Governmental Plan of Action, 1986-1989. The model, which was incorporated into the computing system of the OPP for its future local refining, also has incorporated variables from the monetary sector.
- d) Finally, 1986 the preparation of a macro-economic model was begun in Venezuela as part of the work jointly carried out with the Central Office for co-ordination and Planning (CORDIPLAN). The necessary missions were carried out to discuss the basic structure of the model, prepare the data base and submit the preliminary results. The final study will be completed by the first quarter 1987.

41. In connection with the issue of **forecasts of the international economy relevant to planning**, in 1986 a minimal data-base was prepared, incorporating the forecasts prepared by other international bodies, and some preliminary reports were prepared on the forecasts for 1987. This line of work was particularly affected by the restriction of resources.
42. In 1986 ILPES - through its DPI - organized a seminar on **"Macro-Economic Models applied to Planning"**, with the participation of the Centre for Economic Projections of ECLAC, the Programming Department of JUNAC, PREALC, all of which contributed with their experience in this field. This event was attended by specialists working in national research institutions.

ILPES presented the models prepared for Uruguay and Venezuela. Similarly the DPI collaborated with the Office of the General Director in the preparation of the International Colloquium of "New Directions for Planning in Market Economies".<sup>3</sup>

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<sup>3</sup> The DPI also took part in teaching activities and was particularly responsible for the Global Planning and Public Sector Programming components of the Twenty-Seventh International Course of ILPES. Apart from the programming and actual teaching tasks connected with the main subject, this Office designed and supervised the case studies on Argentina, Brazil, Costa Rica, Mexico, Perú and Uruguay on which the course participants had to work.





## Chapter III

**TECHNICAL UNITS, SPECIAL PROJECTS AND DECENTRALIZED UNITS**A. Social Programmes and Policies

43. The **activities of this Unit during 1985 and 1986 have centred on the social impact of the crisis** and on the concern to attain a more satisfactory rate of social development. Within this context, two lines of work have been developed aiming at the integration of complementary approaches. The **first one** has been the analysis of the social programmes and policies at the level of the sectors (health, education, etc.), which have to do with the institutional mechanisms for their formulation and execution;<sup>4</sup> and the **second one** has been the analysis of the articulation modalities between the different sectoral policies, with an emphasis on their effectiveness to attend to the needs of the majority social groups and on the mechanisms for social participation.

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<sup>4</sup> Thus, we have contributed to the better knowledge of the experiences being carried out in the Region and to their evaluation and dissemination. The support to the authorities of the new Special Office for Community Action of the Presidency of the Republic of Brazil is inscribed within this line of intra-regional co-operation because of missions carried out in several countries. Similarly, the International Seminar held in Curitiba (Paraná, Brazil) on "New Modalities for Social Organization in the Region" is also inserted within this line of work.

44. In relation with sectoral social policies, ILPES and the Pan American Health Organization launched a project to analyze **the planning of health and its inter-sectoral articulation** in 1985. As part of this project, national research teams have been formed, which have prepared studies on problem-situations in each country (Brazil, Perú and Venezuela). The work carried out has made it possible to get to know, systematize, disseminate and evaluate the national experiences.
45. The Unit has collaborated, within its specialized area, in the preparation of the Fifth and the Sixth Conferences of SCCOPALC. It may be of interest to mention other activities which were carried out.<sup>5</sup>
- a) In 1986 initial contacts were made with specialized agencies of the Government of Canada, which centred on a project for the analysis of **educational spending and financing**; and also with the International Institute for Education Planning (IIEP) of UNESCO, in connection with recent trends of educational funding.
  - b) As regards the second line of research - **articulation of social policies and participation** - it is necessary to point out the support given to the national planning agencies (**Costa Rica and Uruguay**) vis-a-vis planning and social policies, with a stress on their inter-sectoral articulation. The issue of the social policy within the sub-national sphere has also been the object of attention as a response to specific demands made by some countries (**Ecuador and Chile**).
  - c) There were also initial contacts with the Centre for Social Policies in Developing Countries of the University of Columbia (New York, USA), to prepare a project on **regional differences in the application of social policies**. In addition to this, negotiations are under way with two European countries (**Italy and the Netherlands**) in connection with the joint projects for the evaluation of social policies and the identification of actions to increase their effectiveness.

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<sup>5</sup> In 1985 the Unit was jointly responsible for the organization of the Seminar on "Current Problems and Challenges of Education in Latin America" together with OREALC/UNESCO (see part II B.4).

- d) Finally, the Unit prepared several documents on **social policy, education policy and youth**, which were presented at meetings of experts held in Mexico, Chile and Colombia. Also in 1986 actions were initiated to publish new editions of some of the ILPES books on the ~~social issue~~ which are currently out of print. tly

#### B. Planning and Regional Policies

46. In accordance with the recommendations of the member countries of ILPES, **this Unit foccussed its activities on three substantive issues:** i) Territorial impact of the economic policy; ii) Territorial decentralization; and iii) Regional planning methodology. The activities carried out during this 2-year period have been listed below.
47. The following activities have been carried out in connection with the **Territorial Impact of the Economic Policy:**
- a) A research project on "Commercial policy and regional development: the impact of the external opening of Chile on the regional industrial structure". This research covers the period comprised between 1974 and 1980.
  - b) During the same period another piece of research was developed entitled "Region of the Bio-Bio: Twenty years of Regional Policies", which developed a model for the evaluation of regional policies applied to this region of Chile.
  - c) Work on the preparation of an International Workshop (1987) on regional policies for industrial development was begun. This Workshop is to be jointly undertaken with the Buenos Aires Office of ECLAC and would be directed to analysing the sub-national industrialization experiences in Argentina, Brazil, Chile, Colombia, Mexico, Perú and Venezuela. The Unit will be in charge of the study on Chile.

48. With regard to the issue of **Territorial Decentralization**, a revision was made of the prevailing situation in Latin America vis-a-vis decentralization (Fifth Conference, Mexico, April 1985). This revision was the source of the document "Territorial centralization and decentralization in the decision-making process of the public sector". Besides, studies were continued on the topic of the relations between the national State and the regions. Two documents were produced in connection with this: "The State-Region articulation: the key to regional development" and "The processes of decentralization and regional development: implications and constraints in the present scenario in Latin America".
49. As regards **Regional Planning Methodology** the Unit concluded the preparation of "The Economic Policy and Political Economy of Regional Development", a book aiming at updating the field of information on the planning of regional development, which is one of the subjects that the ILPES courses deal with.
50. Finally, it is necessary to mention the preparation of the support document for this Sixth Conference on the development of frontier regions in Latin America and its effects on territorial integration (see Document NTI/G.3, Annex II).<sup>6</sup>

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<sup>6</sup> The Unit was also responsible for the direction of the Specialization course on Regional Development Planning forming part of the Twenty-Sixth and Twenty-Seventh versions of the International Course of ILPES. Also, in 1987 the Unit co-ordinated a special issue of the Revista Pensamiento Iberoamericano devoted to the regional issue. This publication included papers by experts from ILPES and other Latin American specialists.

C. Special Project on Strategic Planning

51. In 1986, ILPES launched a special project with UNDP, for which a senior-level expert was hired to participate in several activities related to Strategic Planning in Venezuela, Mexico, El Salvador, the United States and the Institute's Headquarters. The following activities connected with this aspect should be emphasized:<sup>7</sup>

- a) Collaboration with UNDP/New York, in the evaluation of Technical Cooperation Programmes in the Central American Isthmus.
- b) Support to CORDIPLAN and the Ministry of Transport and Communications of Venezuela in areas related to situational planning.
- c) Collaboration with the PAHO in courses and seminars on strategic planning.
- d) Preparation of text-books on Situational Planning.

52. Within the context of the project, a detailed proposal was prepared for the launching of an **Advanced Programme of Higher Studies**, orientated to training in government sciences and techniques with the purpose of forming cadres with a high level of knowledge on planning and a complete view of the social and political development processes. The Programme (which goes under the tentative name of ESCOLAG) is based on the conviction that the modernization of the public sector and the government management methods require staff

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<sup>7</sup> Similarly, the expert collaborated in the training activities of the International Course of ILPES in Chile and the ILPES/CIDES Workshop-Course in Mexico.

with a highly specialized background and training. Its basic structure has been prepared to carry out teaching processes of this kind based on recent advances in governmental techniques. Four levels have been envisaged: preparatory, basic training, specialization and integral synthesis.<sup>8</sup>

D. ILPES Unit for the Caribbean

53. In accordance with the recommendations of the member countries of the Committee for Caribbean Development and Co-operation (CDCC) and with the mandate of the bodies that determine the orientation of ILPES, **a Caribbean Unit was set up in September 1985**, together with the ECLAC Office in Port of Spain.<sup>9</sup> Its activities were envisaged to be carried out in two stages: the first stage would be devoted to acquiring a deeper knowledge of the region and to offer some concrete services; the second - which would have a larger allocation of funds - would be a more ample treatment of tasks such as consultancies, training, research and co-operation between the planning bodies of the sub-region. The Institute made the necessary efforts to meet the targets of the first stage despite the limited resources available.

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<sup>8</sup> The Special Project referred to in this Part III.C, lacks funding as from April 1987 and may therefore be discontinued. Neither has it been possible to define eventual sponsorship (on a regional scale) of Programme ESCOLAG, despite the fact that some countries have made requests related to it.

<sup>9</sup> The guidelines for its action were approved at the Eighth Meeting of the Technical Sub-Committee of ILPES, (Bogotá, January 1986) and endorsed at the Twenty-First Period of Sessions of ECLAC (Mexico, April 1986).

54. It was in fact possible **to be more actively present and to improve the knowledge of the sub-region** by means of direct contacts with its governments and institutions. In this connection, it is necessary to acknowledge the support received from the Regional Office of ECLAC for the Caribbean as well as the backing of the Offices of the Resident Representatives of UNDP. Among the activities carried out, the following should be pointed out:

- a) A three-expert mission to nine countries of the English-speaking Caribbean, with the aim of identifying - in consultation with the national authorities, international agencies and subregional bodies- the priority problems in those countries, related to the plan of work of the Unit. Thus, the mission interviewed 98 outstanding personalities from the public, private and academic sectors and from sub-regional organizations.
- b) In Belize the Unit collaborated with the Office for Economic Development to set up a National Projects-Bank, with the support of UNDP and the World Bank.
- c) In Barbados, the Finance and Planning Ministry received assistance for the development of a macro-economic model.
- d) In Guyana the Unit participated in the definition of a Technical Assistance Project which includes consultancies and training activities.
- e) As regards training, it is necessary to mention the Unit's participation in the "International Workshop on Island Economies, North-South Relations and Transfer of Technologies", Fort-de-France, Martinique, at which the Unit read a paper. It also took part in a Workshop-Seminar on "System for agricultural planning in the Caribbean countries", Port of Spain, Trinidad and Tobago.
- f) As regards research, the Unit prepared a study entitled "Towards a New Approach to Planning in the Caribbean" and another one on "Current Aspects of International Investment, with special reference to the Caribbean".
- g) As for horizontal co-operation, we must mention the preparation of a project on "Development and co-operation between Latin America and the Caribbean", with the assistance of the Institute of International Studies of the University of the West Indies.

h) Finally, background material was compiled for the first issue of the new phase of the Boletín de Planificación para el Caribe.

55. Finally the Unit carried out different activities of **coordination with other international and sub-regional bodies**. Thus, there were meetings with officers and authorities of the World Bank, IDB and OAS, UNESCO and UNDP; and with IAEM, CARICOM and CDB. In this connection, it is necessary to mention in particular the discussion of a possible joint project involving ILPES, UNDP and CARICOM.<sup>10</sup>

E. ILPES Unit for the Central American Isthmus

56. In accordance with the specific mandates received, ILPES presented at the Ninth Meeting of the Technical Sub-Committee (Lima, December 1986) the latest background information vis-a-vis decentralization of activities in the Central American Isthmus and reported on the official statement of the Government of Costa Rica with respect to their interest in offering San Jose to be the seat of the new Unit. On that occasion all the governments that were represented approved this initiative, which is **to be ratified by the Seventh Meeting of the Technical Committee** (La Habana, March 1987). At later meetings it has been possible to made progress in the clarification of some fields of action, the financing scheme and the institutional positioning of the new Unit. The governments of the Isthmus, which were

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<sup>10</sup> Negotiations were also begun for the organization of a Workshop-Seminar on Science and Technology Planning in the Caribbean, together with UNESCO and OAS. The Unit also assisted in the joint training activities of EDI-World Bank/CDB/ILPES carried out during this 2-year period.



present at the Extraordinary Conference of ECLAC (Mexico, January 1987) discussed this issue and advanced towards a common position.

57. There is a certain degree of consensus in the **fields of action of this Unit should comprise** the permanent analysis - from the viewpoint of the NPAs - of the economic, political and social situations of the area; the support, on the request of the governments to strengthening their processes and system for the planning and coordination of public policies; offering advisory services in the preparation of strategies, plans and projects and in the design of policies in areas considered to be critical; the organization of training and horizontal co-operation development and planning programmes, and the promotion of the co-operation of ILPES with other Central American bodies, particularly, SIECA, ICAP and BCIE.
58. Progress has also been made in reaching the common understanding that the activities of the Unit would be developed on the basis of a **financing scheme supported by four sources:** i) resources from the regular budget of ILPES; ii) new and specific funding (both in cash and kind) from the host country; iii) maximum possible re-allocation to the Isthmus of the governmental contributions that ILPES receives from the countries of that Sub-region; and iv) resources originating in specific projects with international agencies for technical, financial, bilateral and multilateral cooperation.<sup>11</sup>

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<sup>11</sup> The setting up of the new Unit should not, however, involve demanding any increase in the previously envisaged governmental contributions (see in this connection Document NTI/F.VII.4).

59. As a complementary support, the need has been acknowledged for the Unit to carry out its activities in adequate **coordination with the public bodies linked to the planning and administration of the national economies, with the non-governmental and private bodies** of the Sub-region and with the Regional Offices of ECLAC in Mexico and Trinidad and Tobago. Finally, there would also be an agreement on the institutional insertion of this Unit, which would be responsible to the Headquarters Office of the General Director of ILPES. The Director's Office would delegate responsibility for the local coordination and supervision on the Coordinator of the new Unit to guarantee a greater efficiency and coherence of activities within the ECLAC System.

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