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REPORT OF THE DIRECTOR GENERAL OF THE
INSTITUTE TO THE GOVERNING COUNCIL
REPORT OF THE DIRECTOR GENERAL TO THE THIRD SESSION
OF THE GOVERNING COUNCIL

Under the terms of resolution 220 (XV.52), which established the Latin American Institute for Economic and Social Planning, the Director General of the Institute is required to report to the Governing Council on its activities and on the execution of its work programme. Accordingly, the Director General is pleased to submit the present report to the Governing Council on the occasion of its third session. This report covers the activities of the Institute from its inauguration in July 1962 to March 1963; those undertaken during its initial period of operation are not reviewed in detail, since an account of them was given in the report submitted to the second session of the Governing Council, held at Santiago, Chile, in December 1962.

The three main functions of the Institute - training, advisory services and research - are dealt with in separate sections in the text which follows. The report concludes with a section on the valuable co-operation of various international agencies in the work of the Institute.

During the initial phase of the Institute's activities, the bases for its organization were established, almost its full complement of professional staff was recruited, and it co-operated in the setting-up of six advisory groups at present serving in ten Latin American countries, including the five countries of Central America. The Training Programme has been notably strengthened, and this constitutes one of the Institute's most immediate achievements. The creation of the Institute and the establishment of a permanent teaching staff has made it possible to expedite one of the undertakings most urgently needed to enlarge the sphere of influence of the Training Programme, namely, the writing of practical textbooks to serve as guides in the work of planning. The revision of textbooks prepared several years ago has already been begun, and the preliminary drafts of two new manuals on industrial programming...
and programme budgeting have been completed. To this end, the Institute's potential publications programme for the next few years will have to be prepared. It is planned to issue the first textbooks in 1964, through a Latin American publishing house which has a reputation in the field of economics.

The Institute, which was created by an ECLA resolution, with financial resources provided by the UN Special Fund and the Inter-American Development Bank, has made arrangements to co-operate with the ECLA secretariat in specific aspects of their work programme which are of concern to both bodies. ECLA seconded seven economists to lecture in the Training Course, and has collaborated in the activities of the Advisory Group in Uruguay. Moreover, the Institute assigned two of its economists to ECLA for the purposes of research on income distribution and the progress of planning in Latin America, in which the Institute is interested. Both studies have been completed.

Co-operation in the study of various aspects of social development has also been established.

I

TRAINING PROGRAMME

Of the three most important functions of the Institute - training, advisory services and research -, it is on the first that the greatest emphasis has been laid hitherto. The scope of the various courses and specialties is described in the document relating to the Work Programme for 1962-63.

The Training Programme of the Institute was based on that carried out since 1952 by ECLA and the United Nations Bureau of Technical Assistance Operations. With the Institute's assumption of the responsibility for this work, it has been possible to expand and perfect the Training Programme. For the first time, the 1962 Basic Course was attended by trainees from almost all the Latin American countries, and new subjects were taught in which training had not previously been given; intensive courses were held in six Latin American countries, and in 1962
the so-called specialized courses — in educational planning and health planning — were first introduced, as part of a joint effort by the Institute, UNESCO, the Pan American Sanitary Bureau and the ILO.

The extension of the Institute's training activities has been possible thanks to the steadfast support in respect of fellowships and teaching staff received from the Inter-American Development Bank, OAS, the organizations listed above, the Agency for International Development and various universities. The co-operation given by these various bodies is reviewed in a separate section.

**Basic Planning Course**

The fundamental aim of the Basic Planning Course is to provide technical training for officials playing a direct and active part in planning operations in the Latin American countries. A necessary requisite is that every candidate shall have an adequate university background to enable him to assimilate the subject-matter of the course. Furthermore, an attempt is made to see that the participants in each course include a group of young professional men who, even if they take no direct part in the work of planning, may come to discharge important functions in public administration or university life in their respective countries.

The 1962-63 Basic Planning Course was divided into two clearly-defined phases, each covering a period of four months. The first of these extended from July to October 1962, 62 trainees participating. The following background subjects were covered: economic analysis, economic development, national accounts, programming techniques, formulation and evaluation of projects, economic policy and financing, preparation of programme budgets and organization for development. On each of these subjects thirty or forty lectures were given, with the corresponding discussion periods and practical work. During the second phase, this basic material was supplemented by short courses of five to ten lectures each, on social aspects of development, demography, natural resources, human resources and regional planning.
The fact that these lectures were given during the second four months, devoted to training in various specialized fields of planning, considerably shortened the time available for this training. Thus, instead of the course becoming more specific and concrete, substantial emphasis was given to rather more general subjects. Moreover, failure to make these subjects an integral part of the common training period leads to some waste of time and effort. In order to remedy these shortcomings, in the course beginning on 15 April 1963 an effort will be made to include the general information that a planner should possess on such subjects as the sociology of development, natural resources, human resources, regional planning, economic integration, and so forth, with the background material covered in the first four-month period. It is hoped in this way to secure greater cohesion between these and the basic subjects, and, at the same time, to devote the second phase entirely to the specializations, thus intensifying the concrete and practical character of the Course as a whole. Clearly, such a procedure enables only incomplete coverage to be given to some topics that are important for the training of planners. Cases in point are those of economic integration among the Latin American countries, regional planning and some other domains in which it is expected that training activities will have to be stepped up in the future. These are, however, new fields, in which the Institute will have to make a substantial research effort before they can be included as one of the specializations of the Basic Course or dealt with in a separate special course. Some of this research is already programmed as part of the Institute's plans of work, and it is hoped that the findings can be incorporated in future training courses. With respect to the sociology of development, the activities of the Institute—in the fields of training, research and advisory services—will probably be carried out with the assistance of a specialized unit, as indicated in section IV of the present report.

The second phase of the 1962-63 Basic Planning Course extended from November to February. The 62 trainees that had participated in the first phase, plus 12 more who joined them at the beginning of the second, were distributed among the following six specializations: General Programming, Transport Programming,

The classification of participants by specialties was largely determined by the functions which each discharged in his own country and by his professional background. In an increasing number of instances, national planning agencies nominate as candidates officials working in the sectors mentioned above, whose task it will be, on their return, to apply the knowledge they have acquired in the specific fields in question. In the last course, it proved impossible to secure a balanced distribution of the participants among the various specialties. This circumstance was taken into account when the trainees for the 1963 course were selected, so that a fairly satisfactory balance - about 15 participants per specialization - was aimed at and attained. To achieve this result, a steady effort was made in all countries for several months to encourage the presentation of the largest possible number of candidates. Thus, for the first time in the history of the Course, about 130 applicants came forward on this occasion, of whom 73 were selected (see appendix I).

As it would not be desirable, for pedagogical reasons and even on the score of physical limitations, to raise the total number of participants above the figure quoted, it was thought expedient that the number of specializations to be offered each year in the second part of the Basic Course should be reduced to five, some of them alternating in successive years. In this way it will be possible to release the staff responsible for a particular specialty from their teaching commitments, so that they can devote all their energies to the advisory services, to the revision of the existing textbooks or to the preparation of new teaching material. Consequently, in 1962 five specializations will be offered. Two of these given in the last Course - Budget Programming and Transport Programming - have been deferred, and a new one - Human Resources Programming - is included (see appendix II).

A characteristic feature of the 1962-63 Course has been the significant increase in the amount of time devoted to seminars and practical work. For this purpose a number of ad hoc assistants have
had to be called in for short periods. It is planned to move still further in this direction in the current year, with the twofold aim of strengthening the practical side of the Basic Course and gradually building up a post-graduate programme for the best students of previous Courses. To this end, the short-term assistants would have to be replaced by others who would hold more permanent posts on the teaching staff of the Institute. A start has already been made on this activity, and outstanding participants in the preceding Course are being selected to assist in the leading of seminars and of the practical work of the participants, in preparing classes and also to conduct research under the guidance of the lecturers and chiefs of specialties. The whole of this project involves a substantial programme of fellowships.

Up to the present, six post-graduate fellowships are available, offered by UNICEF and already awarded. There is also an agreement with OAS for the extension of in-service training contracts to post-graduates so that they may work as junior experts in advisory groups, after a short period of training at the headquarters of the Institute when necessary.

All the trainees attending the Basic Planning Course are fellowship-holders. Some of the fellowships are provided under the United Nations Expanded Programme of Technical Assistance, and significant contributions have also been made by the Organization of American States and the Inter-American Development Bank, as well as by the United States Agency for International Development. In 1963, UNICEF for the first time financed a considerable number of fellowships. Lastly, some participants hold fellowships granted by their own Governments.

The Training Programme is faced with problems as regards the distribution of fellowships by countries. The fellowships awarded under the United Nations Expanded Programme of Technical Assistance, for example, are established as part of the Technical Assistance Programmes for individual countries, which are biennial. In preparing them, it is important that the country's degree of interest in sending trainees to take part in the Programme should be estimated well in advance. At all events, each country, in drawing up its future technical assistance programmes, should include a minimum number of fellowships for this purpose. In
purpose. In addition, the Institute itself should formulate a policy with regard to the distribution of participants by countries, so that it may be in a position to take advantage of the Course as a means of supplementing the activities of the advisory groups in certain countries, or the national efforts in the field of planning or, again, of stimulating these efforts in countries that have not yet made sufficient progress.

**Intensive courses**

The fundamental aim of the intensive courses is to afford a larger number of officials than the few that can attend the eight months' Course in Santiago an opportunity of acquiring basic notions of planning in their own countries. Furthermore, the short duration of the intensive courses—usually from three to four months—means that they can be attended by high-ranking officials who might perhaps be unable to participate for a longer period. Thus, the intensive courses spread knowledge of the objectives, methods and requirements of planning in public administration circles in the countries where they are held.

In 1962, six intensive courses were given, in the following countries: Bolivia, Brazil, Mexico, Paraguay, Peru and Uruguay. In Paraguay and Peru they were held in that year for the first time, but in Bolivia, Brazil and Mexico they had been repeated for several years in succession. It is hoped that this trend towards the repetition of courses will be maintained in the future, as well as the tendency to include new countries. In the Programme for 1963, in fact, while the courses in Bolivia, Brazil, Mexico, Peru and Uruguay are scheduled for repetition, consideration is also being given to the possibility of holding, for the first time, an intensive course for the five Central American countries as a whole, and another for the Dominican Republic. In the case of Brazil, moreover, a move is being made to carry these courses to different parts of the country. For example, close

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1/ The intensive courses in Paraguay and Peru were held during the first half of 1962, before the Institute had been officially established.
co-operation with SUDENE in its programme for the training of personnel has been maintained for several years now. In 1962 this co-operation was extended to the Universities of Belém and of Brasilia; and the 1963 programme will include, in addition, intensive collaboration in the holding of a course at Curitiba, in the State of Paraná, to serve the whole of the southern part of the country.

Another new principle which was introduced last year is that of securing the more active participation of national economists and specialists as lecturers in the intensive courses. In some countries monographs on specific problems and aspects of the national economy were prepared prior to the course for the purposes of discussion and reference by the participants, and in others some of the basic subjects were taught by nationals of the country concerned.

Needless to say, these new characteristics which are being imparted to the intensive courses necessitate more preparatory work, and imply that in each country a permanent group or agency must be available to undertake the task of organization. Consequently, steps have been taken to establish close liaison between the intensive courses and the national planning agencies, in the hope that by this means local organizations may gradually be able to assume the main responsibility for organizing the courses. This will enable Training Programme activities to be extended to new countries.

Lastly, it should be pointed out that the curriculum of basic subjects taught in the intensive courses—similar to that of the first phase of the Basic Planning Course—is gradually being supplemented in some countries by short courses on some of the fields of specialization. In this connexion, it would be desirable for the intensive courses to pick out some particular sector of public administration every year, so as to offer the corresponding specialty conjointly with the basic subjects. This would be a means of securing a more direct impact on certain key sectors of public administration.

/Special courses
Special courses

During the past few years a great deal of concern has been aroused in Latin America by the extent to which some social sectors, such as education, housing and health, are lagging behind in the development process. Furthermore, the practical planning activities undertaken in some countries have made it clear that all planning must include, first and foremost, programmes for the above-mentioned sectors, not only because of their importance in relation to the attainment of economic and social objectives, but also on account of the considerable quantity of resources they absorb. What is more, in recent international gatherings targets have been set for Latin America in respect of education, housing and health. The foregoing considerations induced the Institute and the authorities of various international agencies – in particular, UNESCO, the Pan American Sanitary Bureau and the International Labour Organization – to organize training courses in educational planning and health planning. These courses were held simultaneously, between September and December 1962, and each was attended by more than twenty participants. Their primary purpose was to familiarize a group of high-ranking Latin American officials with the techniques of educational and health planning, and with the nature of the economic development process and programming methods. In both courses a concentrated effort was made to present current knowledge in the field of planning in a concise and integrated form. This led to progress in respect of the application of planning techniques for the sectors concerned in Latin America. In separate reports on each of the courses detailed accounts of their curricula are given. 2/

As a result of this first experiment, consideration is being given to the establishment of a permanent group of educational specialists and economists within the Institute, who would devote themselves mainly to continuing the training work begun last year, and also to research with

2/ See the report of the Training Course in Educational Planning (INST/17 (Cap/6)), and the report by the Co-Directors of the Training Course in Health Planning (INST/16 (Cap/5).
a view to the improvement of educational planning techniques. It is hoped that the staff members engaged in these activities may also play some part in the advisory services rendered to countries. In the field of public health, too, possible ways and means of taking action on a more permanent basis are under study.

In addition, preliminary work is also being undertaken, with the co-operation of the Inter-American Development Bank, to pave the way for a special course in the programming of housing, probably to be held in 1964.

In the present year's programme a six weeks' course will be offered, with the co-operation of the ILO, for specialists in manpower and vocational training services. Its basic objective is, on the one hand, to provide Latin American officials with practical training in methods of manpower evaluation and organization of programmes and services, and, on the other, to equip them with knowledge of programming techniques in respect of human resources and the integration of such programming with over-all economic development programmes.

II

ADVISORY GROUPS

Since March 1961, requests from Governments for advisory services in the formulation of plans have been referred to the OAS/IDE/ECLA Tripartite Committee. The Tripartite Committee is responsible for decisions relating to the policy, the composition of the groups and the general orientation of their work. The responsibility for carrying out these decisions and for the immediate direction of advisory groups is delegated to the Executive President of the Committee, who is also the Director General of the Institute. Four such tripartite advisory groups have been set up so far, and are at present working in Central America, Paraguay, Peru and Uruguay. The Dominican Republic recently requested the services of an advisory group, which it is hoped to establish shortly.
Members of the Institute staff are expected to devote part of their time to advisory services, principally in orientating the work of experts and general supervision in their own special fields. This work should gradually become one of the most important ways in which the Institute co-operates with the tripartite advisory groups, and it is hoped that such activities can be intensified in the future.

The advisory groups collaborate with Governments primarily in the preparation of development programmes and in the creation of a mechanism for the formulation and execution of plans. The experience acquired in this field to date suggests that the hardest task with which Governments are faced is that of establishing a satisfactory planning mechanism. One of the factors contributing to this situation is the lack of an efficient public administration capable of preventing waste of effort and duplication of activities by means of co-ordination within the public sector. In these circumstances, the Institute proposes to devote increasing attention to this aspect of the advisory groups’ work, as well as to methods that may be applied more easily to implementing an economic and social development policy based on planning. Similarly, the intention is to intensify the activities of the advisory groups with regard to the preparation and evaluation of projects under medium and short-term plans, since this is another sector in which the planning effort is still very incomplete.

The main problem with respect to the establishment of advisory groups is still the shortage of qualified experts. It has not yet been possible to staff completely any one of the advisory groups currently in operation. Recently, recourse has been had to economists graduating from the training courses, and in some fields—such as agriculture, transport and the trade sector—European economists have been contracted. Clearly, however, more Latin American experts will be needed than have hitherto been available, and the work of the Training Programme is directed towards this goal.

The activities of the advisory groups in various Latin American countries are briefly reviewed below.
Uruguay

In 1961 the Government of Uruguay established a Commission for Investment and Economic Development (Comisión de Inversiones y Desarrollo Económico - CIDE), which is responsible for the preparation of plans. The Tripartite Group has been collaborating in its work since March 1962. This Group at present comprises eleven experts (see appendix III).

The advisory services of the group have been focussed mainly on the collection of basic data; the diagnosis of economic and social problems; and an inventory and evaluation of specific projects connected with the short-term plan.

A preliminary diagnosis - based on a detailed analysis of the main sectors of the economy - has been completed for presentation by CIDE to the Government of Uruguay. The final version should be ready by the middle of the current year. On the basis of this diagnosis, CIDE will prepare economic projections and establish long-term targets for a development programme. The diagnosis will also be used in the preparation of the short and medium-term plans. An inventory of existing projects has been prepared and work has begun on their evaluation. Once this survey has been completed, it will be possible to prepare a short-term plan and establish priorities in accordance with the diagnosis and with viability studies. Subsequently, the Group will be able to provide advisory assistance in the preparation of medium and long-term plans.

Peru

In October 1962, the Government of Peru decided to create a national economic and social development planning system, constituted by three principal organs:

(1) The National Economic and Social Development Council (Consejo Nacional de Desarrollo Económico y Social), mainly composed of the members of the Cabinet responsible for the formulation and execution of plans;

(2) The National Planning Institute (Instituto Nacional de Planificación), which, as a technical agency, is to undertake the /preparation of
preparation of short, medium and long-term plans; and

(3) A Consultative Council (Consejo Consultivo), formed by twenty
members of the private sector, representing entrepreneurs,
labour and the professions.

In November 1962, the Government of Peru applied to the Tripartite
Committee for technical assistance in the establishment of the national
planning system and in the preparation of an economic development plan.

An exploratory mission, composed of representatives of the three
agencies of the Tripartite Committee, made a careful study of the
situation and recommended that an advisory group should be sent to Peru,
putting forward suggestions for its composition and for work priorities.
At present the Group consists of nine experts in different specialties,
who are co-operating with the Government in Peru (see appendix III).
The first members of the Group began their work in Peru in February
1963, and are co-operating with the planning agencies in the following
fields:

(a) Preparation of a short-term investment plan, comprising an
inventory of existing projects, as well as an evaluation and analysis
of their viability. For this work the Exploratory Mission recommended
that a special group of five experts be set up;

(b) Preparation of bases for a reform of public administration.
This study was begun in April, and comprises an inventory and
classification of all the existing public institutions. Once this
first phase of the work has been completed, the Government will be
offered technical assistance with respect to a possible reorganization
of public administration;

(c) A diagnosis of the economy, which should be completed by
mid-1963; and,

(d) Continuation of the studies on programme budgeting which were
begun by ECIA in February 1962.

In conformity with the recommendations of the Exploratory Mission,
OAS, IDB and ECIA will send two experts on fiscal problems to study the
tax system and make appropriate recommendations. An intensive course
is also under way, the 70 participants including representatives from
almost all the Ministries and government offices.
The programme of the National Planning Institute includes completing the formulation of the plan for 1964 and 1965 in the course of the present year and drawing up the global Development Plan in 1964. Sectoral diagnoses and plans are being prepared in the various government offices, with the help of the Institute and the Advisory Group.

Paraguay

In March 1962 the Government of Paraguay established a Technical Planning Secretariat directly responsible to the President of the Republic. At the same time it requested the OAS/IDB/ECLA Tripartite Committee to send an advisory group to collaborate in the work of planning. Although in June the Tripartite Committee decided to accede to this request, it has not so far been possible to establish the group as such completely. The Chief of the group was appointed in February 1963 and the expert on industrial programming in March. Previously, during the second half of 1962, the specialists in social problems, promotion of foreign trade and programme budgeting had joined the group, which at present comprises five experts (see appendix III). An expert on transport had made a preliminary visit. As soon as the experts on agricultural programming, public investment, transport, fiscal policy and general programming have been recruited, it will be possible to organize the work of the group as a whole with a view to giving the Government technical assistance in the preparation of the diagnosis and in an inventory and evaluation of projects. Steps are being taken to ensure that the group will be complete by the end of May 1963.

The experts already in the field have begun their work in their various specialties. The most important undertaking carried out so far has been the technical assistance given to the Government by the expert on programme budgeting in connexion with the preparation of a fiscal reform bill. This bill, which will become law in 1963, classifies public expenditure by functions, activities and programmes.

Colombia

The advisory group in Colombia does not operate under the tripartite agreement. It was sent by ECLA, at the request of the President of the
Republic, in May 1959. The group gave the Government technical assistance in the preparation of a global development plan and a four-year public investment plan. These plans were evaluated by the Panel of Nine and are currently in course of execution. The only experts at present in the country are those working in the fields of budget execution and control, promotion of foreign trade, transport and agriculture. Two of these experts will complete their work by mid-1963. Since this mission discharged its principal function with the preparation and entry into operation of the development programme, it is expected that the Institute's cooperation during the rest of the current year may be confined to that of any experts whose services may be requested on an ad hoc basis, and that the maintenance or reconstruction of the advisory group is unlikely.

Bolivia

Bolivia was the second country to request ECLA to send an advisory group. The group entered into operation in April 1960. Its first activity was to assist in the preparation of the Ten-Year Plan, which was presented to the Conference at Punta del Este in August 1961, and of a budget reform plan to introduce the programming and performance budgeting system. The Ten-Year Plan was also studied by the Panel of Nine, but has not been put into execution, mainly for want of specific projects that could be undertaken immediately. It is hoped to remedy this situation through the preparation of a final version of the existing Two-Year Plan.

At present time, the group consists of the following members: a general programming expert, who is also the interim Chief of the group; and specialists in agriculture, colonization, industry, transport, communications, mining and financing. It is expected that the post of Chief of the group will shortly be filled, as well as the other posts requested by the Government (see appendix III). The experts now in the field are at present co-operating in the revision of the Two-Year Plan, with special reference to the presentation of a public investment plan based on specific projects covering all sectors of the economy. When this work has been completed, the group will co-operate with the National Planning Board in revising the Ten-Year Plan.

/Central America
Central America

The activities of the Mission are under the direction of an Advisory Committee formed by representatives of OAS, IDB, and ECLA, and, in addition, by the Secretary-General of the Permanent Secretariat of the General Treaty on Central American Economic Integration (SIECA) and by the President of the Central American Bank for Economic Integration (BCIE). The Chief of Mission has been appointed and the Committee has approved the Mission's plan of operations. In the early months of 1963 the initial nucleus of the group was established, and comprised two experts in general programming, two in industrial programming, one in public investment, and one in budget programming. Active steps are being taken to recruit the remainder of the experts required to form the advisory group (see appendix III).

The inventory of specific investment projects, which the Advisory Committee at its first meeting singled out as one of the tasks that should be undertaken immediately, is approaching completion. The survey was divided into two parts, one relating to public works projects and the other to private investment projects. With regard to basic statistical and census data, the Mission's current activities will enable a more complete picture to be formed of short and long-term statistical requirements in the fields of economic and social planning in the Central American countries. The inventory of existing studies and projects relating to natural resources is being prepared with the co-operation of two officials from the Secretariat of the General Treaty, and will shortly be completed. The group has co-operated with national planning agencies in respect of the timing and organization of their work, with a view to the co-ordinated establishment of deadlines and schedules for activities in the various countries. In accordance with these, the formulation of medium-term plans should be completed in the five countries during the first half of 1964.

The approach adopted by the Advisory Group aims at promoting general and sectoral planning activities, without neglecting the preparation and evaluation of specific projects, and at strengthening, as far as possible, the technical cadres of the national agencies. Pursuant to a decision of the Central American Governments, meetings of officials from the national planning agencies
planning agencies were held in order to lay the necessary foundations for proper co-ordination of the above-mentioned plans at the regional level.

III

RESEARCH

The aim of the Institute's research work is to improve the programming techniques already in use and introduce others that can be applied in the analysis of development and programming problems in Latin American countries. At the second session of the Governing Council of the Institute, the adoption of specific decisions on a research plan was deemed to be premature at that date, but it was agreed that in the formulation of such a plan consideration should be given to the desirability of including regional programming within a country, and development policy. Two basic fields – the social and the economic – will be covered.

In relation to the social aspects of the question, a general outline of the research considered necessary is presented separately. Within this framework, the projects to be carried out by the Institute can be selected.

As regards economic matters, it seemed advisable for practical reasons to collaborate with ECLA in two studies, one relating to progress in the field of planning in Latin America and the other a preliminary analysis of income distribution in Latin America. The former was considered to be important inasmuch as an assessment of the current status of planning in the region constitutes a basic prerequisite for the satisfactory orientation of the Institute's operational policy. The second was felt to be necessary because the subject with which it deals should be taken into account in any future research that the Institute may conduct with respect to the formulation of plans and of an economic policy consistent with them; in this connexion, the study carried out represents a first step in the Institute's research work, and may serve as a starting-point for others of broader scope.

This joint undertaking has been completed, and consideration of
general plans for future work has just begun. The over-all research plan should contain the fundamental criteria for orientating the Institute's activities in this field. In the light of these basic principles and of the importance and degree of urgency attaching to each topic, decisions can be reached on the specific research projects to be tackled. In laying down these general guidelines, the Institute can draw upon the valuable experience acquired in the course of the advisory groups' activities, and can take advantage of the progressive improvements in the training courses deriving from the same source.

Furthermore, both the theoretical and the empirical aspects of research will be developed, to which end statistical studies will be included with a view to testing the practical applicability of techniques and preparing the minimum data required to initiate, exemplify and extend their use. It is considered important that in this research due account should be taken of requirements linked to programming in individual countries and to the new situations created by the Latin American Free-Trade Area and the Central American common market.

Even though sufficient progress has not yet been made in the formulation of an over-all work programme, the preliminary study carried out makes it possible to demarcate certain fields which in any event might be included in the initial stages of research. Outstanding among these are regional programming techniques and the linking-up of long-term programming and economic policy, already recommended by the Governing Council; other possible topics which suggest themselves are the interaction of projects and programmes, and the techniques and problems of programming for the industrial sector.

Regional economics within a country

The technique of analysing the structures of national economies and inter-sectoral relationships has been studied and applied in Latin America, and experience in this field already exists. On the other hand, little attention has so far been devoted to the analysis of inter-relationships among the different areas of a country.

An over-all approach obscures important problems relating to regional /deficiencies within
deficiencies within a country that are conducive to low yields or inefficient utilization of resources. In several of the Latin American countries such local difficulties are very marked, because of the extensive geographical areas involved, or because one part of the country differs from others in respect of development possibilities or the extent to which they are currently used; in some countries, plans for special regions were prepared even before a national plan existed, and their integration in the country's over-all plans is now a matter of concern.

However, experiments have been conducted in Latin America to provide criteria for the demarcation of economic regions within a given country, to study their structure and inter-relationships and to analyse the development problems of each. Studies have also been carried out in other parts of the world which serve as valuable background material for an approach to similar problems in Latin America; an outstanding case in point is afforded by Italy, where the analysis of a particular area served as a basis for the formulation of a development plan in respect of Southern Italy, for supervisory control of the results of this programme and for the determination of relations between the development of the area in question and that of the rest of the country. This experiment has been in progress for ten years, so that its results can by now be critically appraised. Other experiments in this same field will also be analysed to determine their degree of applicability to Latin American problems.

Some of the main topics with which the Institute proposes to deal at the regional level (within a country) are those of criteria for demarcating regions, transfers of goods among areas and sectors, technological and geographical interdependence as revealed by the application of input-output models for specific areas, and problems relating to the computation and use of data on gross geographical product by regions and sectors.

Techniques of analysis and programming by regions may also prove of use in the consideration of planning problems connected with efforts to promote the economic integration of two or more countries. Although
this latter case differs from that of regions within a country in several significant respects, the application of some of the techniques in question to the problems of economic integration is already being tried out in the European Common Market. The Institute's research will therefore include from the outset attempts to make partial applications of such techniques - developed at the national level - to areas comprising several countries.

Irrespective of the results of such endeavours, the Institute is planning to assign major importance to the study of the problems presented, from the standpoint of planning, by economic integration between two or more countries. Such research might comprise the analysis of methods and procedures for the co-ordination of national plans as between countries which are aiming at the establishment of a free-trade area, and which, broadly speaking, maintain independent economic policies, as well as to formulating a common development plan in terms of a fully-integrated economic policy adopted by several countries.

**Long-term development plans and economic policy**

Significant progress has already been made in Latin America in establishing planning bodies and using them as a means of unifying government action. Certain aspects of economic policy have been studied in relation to national plans, and very useful practical steps have been taken in such fields as budget programming, the formulation of medium-term plans for public works and their relation to the budget, etc.

As regards fiscal, monetary and foreign trade policies, although there are studies dealing with these subjects from the standpoint of their role in the development process, little progress has been made for their integration in long-term programmes.

This failure to take specific account of the instruments of economic policy in the process of development programming makes it difficult to apply the plans, in particular because they do not provide clear directives for their implementation in relation to day-to-day problems. Consequently the Institute intends to analyse how the instruments of economic policy can be introduced into the programming process with a
view to producing more specific directives relating to short-term policy so that day-to-day action can be consistent with the long-term goals established in the plans.

Other fields of research

In addition to carrying out long-term research projects, the Institute should meet more immediate requirements, and for this purposes to undertake shorter studies. There appear to be two such studies whose immediate usefulness makes it advisable to consider undertaking them at an early stage. One is to carry further the study on the progress of planning in Latin America, a first outline of which has already been drawn up, as mentioned previously; the reasons for continuing this study are based on its importance for the planning work now going forward in the various countries, and also for the value it would have in providing guidelines for the Institute's work. The second study consists in drawing up of a list of experts available in the various planning sectors, together with a body of information to illustrate what services they could provide. The list would be supplemented by continuing contacts maintained through the Institute to enable it to serve the countries more effectively. The need for this study derives from the fact that the Institute cannot count either directly or indirectly on a number of experts sufficient to meet all the planning requirements of the countries.

In addition to the problems listed, the Institute proposes, in accordance with the recommendations made at the second meeting of the Governing Council, to undertake a study analysing ECIA's economic thought as it emerged over the years and the critical reactions to it.

Need for additional resources

If a basic research plan is to be undertaken, there must be a permanent team devoted exclusively to this work, since only thus can promising projects be undertaken with the prospect of obtaining specific and well grounded results.

The scope of the subjects indicated points to the need not only to use the Institute's present research facilities to the maxima, but also to extend them, since they are insufficient. Moreover, the need to avoid /duplication and
duplication and to co-ordinate activities makes it advisable to cooperate with the other bodies concerned in these activities.

In addition to establishing this permanent team, it is important to make use of the experience of the professional teaching staff of the Institute and of the members of the Advisory Groups, in carrying out research in fields of concern to the Institute. This can be done by maintaining close contact between the research division and other divisions and also, as a basic measure, by encouraging within the possibilities the teaching staff and experts to undertake research work for the periods required by this work.

IV

SOCIAL ASPECTS OF DEVELOPMENT PLANNING

From the outset of its activities the Institute has taken care not to overlook the social aspects of economic development and the present requirements of social planning. Some of these have been dealt with in certain short general courses, but the main emphasis on them has been in the special courses on the planning of education and public health.

In view of the importance of the social structure in economic planning, the Institute has taken steps to establish a section on the sociology of development, responsible for extending the activities already being carried out, in both scope and depth. This section will perform its tasks in the three basic fields of the Institute, namely, training, research and advisory services. At the outset it will consist of a nucleus of sociologists, plus a few students selected under the general fellowship system, and its aim will be to achieve an increase, within the next few years, in both the numbers and the level of training of the very small group of experts in the social field now available for the planning of economic and social development.

The basic subject of the studies will be the whole complex of the Latin American social structure, with a view to supplementing the few aspects that have been explored thus far with an analysis of others that
are no less important and decisive. The specific details of the curriculum will have to be worked out year by year according to the requirements of the courses and the staff available. In the training field, moreover, the section will co-operate in both basic and special courses, and intensive courses as may be deemed appropriate.

In the next few years the most important work of this section is likely to be in the research field. Here co-operation with ECLA must be particularly close, because of the scarcity of staff available in relation to the extremely broad field to be covered. For this purpose the Institute has already worked out, in cooperation with ECLA's Division of Social Affairs, a preliminary research programme that will have to represent several years of work, and that will be carried out, as appropriate, either separately or jointly by these two bodies, or by other bodies or individuals working under their guidance or auspices. This programme is presented in an addendum to the present report.

Lastly, the section will co-operate with the Advisory Groups. This activity, which has already begun, cannot become fully effective until such time as the Institute's work is beginning to bear fruit, both in practical research and in the theoretical work.

V

PARTICIPATION OF THE INSTITUTE IN SEMINARS

Natural Resources Seminar

A seminar on Natural Resources and National Planning was held at the headquarters of the Institute in Santiago, Chile, from 19 to 23 November 1962. It was attended by representatives from Resources for the Future and various universities, as well as members of the Institute staff and OAS officials. The purpose of the Seminar was to clarify the role played by natural resources in economic development and ways and means of introducing this element into the planning process.

/From the
From the standpoint of the Institute's work, the most pressing need is for research and the selection of teaching materials in the field of natural resources planning. In a course on natural resources, attention should be focused on analysis of basic data problems and on the possibilities of devising new planning uses for the findings of research on the resources in question.

It was pointed out at the Seminar that central planning agencies and the technical advisory groups sent to Latin American countries should have a professional team of specialists in natural resource development problems, so that such questions might be duly taken into account in the formulation of over-all and sectoral plans. The complete findings of the Seminar are outlined in document INST/13(Cap/4), of which the Governing Council took note at its second session.

Workshop on Budgetary Classification and Management in South America

This Workshop was attended by budget experts from all the Latin American countries, mainly officials responsible for the preparation of budgets. It was sponsored by the Fiscal and Finance Branch of the United Nations Headquarters and by the Economic Commission for Latin America. The Institute was not one of the sponsors, but took an active part both in the preparatory work and in the discussions and final proceedings. A member of the Institute staff acted as Deputy Director of the Workshop.

Seminar on Industrial Programming

The Institute also co-operated in the Seminar on Industrial Programming held, under the joint sponsorship of ECIA, ETISO and the United Nations Centre for Industrial Development, at Sao Paulo, Brazil, from 14 to 15 March 1963.

The Institute presented a paper on "Industrial Analysis and Programming", which was distributed as a reference document for the Seminar, and collaborated in the preparation of a note presented as a

topic for discussion in relation to industrial programming in the context of over-all economic programming.

An industrial expert, working in one of the Advisory Groups, participated in this Seminar, and acted as leader of the discussions on the following subjects: "Selection of techniques and utilization of manpower and economies of scale"; and "The sectoral programming of dynamic industries".

VI

CO-OPERATION WITH OTHER AGENCIES

One of the most encouraging aspects of the work of the Institute has been the steadfast and effective co-operation of other agencies.

Reference has already been made to the co-operation of the Institute and the OAS/IDE/ECLA Tripartite Committee, principally in the activities of the Advisory Groups. It should be noted that OAS and IDB participate in the programme of fellowships for the Basic Course in Santiago. In addition, OAS has offered to finance contracts for post-graduates, who would begin by spending short periods in the Institute and would work as junior experts in the Advisory Groups.

FAO staff members have lectured in the specialized course on agricultural programming, and this agency will finance an expert on agricultural programming for the same purpose in 1963.

Similarly, mention has already been made of the course on educational planning, jointly sponsored by UNESCO and the Institute. Discussions are now under way with UNESCO with a view to the creation of an educational planning section in the Institute, under the sponsorship of the two organizations. It is anticipated that this section will deal with those aspects of educational planning that relate to training and research.

The ILO has seconded an expert on human resources to the Institute and has co-operated in the work of the Advisory Groups. It will continue
to collaborate with the Institute in 1963, by assigning to it experts on manpower programming, social security and wage policy. These three experts will devote most of their time to advisory services.

It is also planned to organize a joint ILO/Institute course of six weeks' duration, on manpower planning, which will begin in June 1963. The course will be designed mainly for senior officials responsible for manpower planning and organization, with special reference to such fields as employment services and vocational training.

In 1963, UNICEF will finance six fellowships for the Basic Training Course in Santiago, and six post-graduate fellowships for well-qualified specialists who will work on the same terms as the post-graduates to be financed by OAS, as described above. UNICEF will also provide the services of a sociologist or economist specializing in human resources.

The Pan American Health Organization, which also acts for WHO in Latin America, will sponsor, jointly with the Institute, a second course on health planning, which will take place in 1963. Consideration is being given to the possibility of establishing some more permanent form of co-operation with the Pan American Health Organization.

Resources for the Future, an independent organization with its headquarters in Washington, D.C., which is concerned with natural resources research and development problems, has shown interest in collaborating with the Institute, especially in research and in the preparation of teaching material. The precise form to be taken by such co-operation will be decided upon in the course of the next few months.

The co-operation of other agencies has also been very valuable in respect of fellowships. The Organizations concerned and the number of fellowships financed by each are listed below.

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<th>Basic Training Course (Santiago, Chile)</th>
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The Governing Council of the Institute, at its second session, pointed out that it was desirable to create a closer relationship between the Advisory Groups which co-operate with Governments in the preparation of development plans and the Panel of Nine which evaluates the plans. As a result of this recommendation, contact was established with the Panel of Nine, and the foundations were laid for an arrangement whereby it will be possible for members of the Institute itself to collaborate in the work of the Panel on the basis of short-term assignments. The Institute proposes to establish these arrangements at an early date.
ADDENDUM

LIST OF SOCIAL RESEARCH PROJECTS

The appended list of subjects for research is strictly provisional as regards both content and form. No priorities have been assigned, nor has it been decided which of the studies could be carried out by the Institute, on its own account or in co-operation with ECLA. The central topic of the research is social change as it is manifested in the development process. The discussion of such processes of change may be approached in various ways: when the advantages and disadvantages of some of the alternatives were weighed up, preference was given to those whereby such changes can be related to specific groups, sectors, social nuclei and regions within a country. It is thought that in this way a complete picture can be formed of the key influences affecting development.

1. Study of the industrial enterprise as a social institution in Latin America. Different types; their inclusion and adjustment within traditional living patterns; organization and effects

Consideration of theoretical studies, statistical surveys and monographs on industrial enterprises. Significance of the various types of enterprise in the processes of social change. Compilation of available data on types of enterprise and their adjustment to the changing conditions created by development in Latin America.

Preparation of a guide for intensive studies of the problem of the enterprise as a social institution, to include areas of research such as the following: formulation of an empirical typology for enterprises; their origin and evolution; their internal structure; their inclusion in specific social structures, and the reciprocal influences deriving therefrom; relations between the enterprise and power structures; the regional location of types of enterprise; and the lines along which they will probably evolve.

The commitment of sectors of society to industrial institutions and values seems to be very directly related to the characteristics of the industrial enterprise. The adaptation and participation of the main body of industrial operatives would seem to depend largely upon the organization of production; similarly, the orientation of the middle and
upper sectors within the enterprise is bound to depend upon the nature of these organizational patterns. For the purposes of development plans, which assume that industrial institutions must produce a certain number of dynamic effects upon the environment of the enterprise, precise information on this problem is needed.

Exploratory studies of various types of enterprise selected in the light of different criteria would enable a first approximation to be made to the definition and evaluation of specific problems; in addition, some specialized monographs on particular enterprises might provide supplementary qualitative material.

2. Studies on the agricultural enterprise as a social institution

The peculiar circumstances attaching to the various forms assumed by the agricultural enterprise in Latin America necessitate a specialized approach to the specific problems of this type of entrepreneurial action. To follow the line suggested for the analysis of the industrial enterprise, the organizational patterns of production in the agricultural sector seem to aggravate the problems connected with land ownership, the marketing of the commodities produced, and the integration of the agricultural enterprise in the institutions of the national system.

The size of farms as a partial determinant of the stagnation of the rural sector in Latin America calls for specialized studies to show the characteristics of the organizational patterns of production in relation to types of production and systems of land ownership and tenure.

The incorporation of the rural masses in the market seems to be not merely a problem of income and consumption, but one which bears on the types of entrepreneurial action characterizing the organization of production in each region within a country. The same might hold good for the social and political participation of these rural population sectors.

Hence it seems essential to study the relations between the market for agricultural produce and the agricultural enterprise, especially if it is taken into account that market repercussions on productive activity in rural areas may be to some extent a function of the nature of the enterprise, or of institutional factors directly linked to the maintenance of traditional structures.
From various points of view, the agricultural enterprise emerges as a strategic area of analysis in relation to the complex processes of the modernization of rural areas and their assimilation into national life.

Monographs on types of enterprises, variations in production and different regions within a country would shed light on some key dimensions of entrepreneurial action, and if the findings of such studies were subsequently related to social, demographic and production statistics, it would be possible to outline a picture of far-reaching significance for rural development programmes.

3. The social significance of income distribution in Latin America

Analysis of certain theoretical implications, statistical studies and specialized monographs relating to income distribution problems within a complex society, and compilation of available material relevant to the region.

Preparation of a guide for the conduct of intensive research in close relation to economic studies on income distribution. For example, attention might be devoted to the relationships existing between income distribution and the stratification of the population in the light of various criteria, by which means the institutional bases of income distribution could be investigated and the significance of changes could thus be evaluated. The problem should be considered not only from the national but also from the regional, urban and rural angles.

These analyses would entail the use of social surveys and monographic studies relating to specific sectors of the population.

4. Studies on marginal rural and urban social groups and their assimilation

The expansion of social and economic institutions which the modernization process implies raises some difficult development problems that affect the marginality and assimilation of various social sectors. For example, the difficulty of incorporating some types of rural population groups into the new institutions, and the creation of marginal urban populations, are factors which would seem to militate against dynamic development. Investigation of the institutional bases of marginality
phenomena and of their effects on the rest of the economic and social structure would enable the significance and scope of certain processes of social change to be evaluated.

Furthermore the political, social and economic repercussions of the processes of assimilation of the population into the new living patterns usually associated with the expansion of the urban sectors should be carefully measured and analyzed.

A national picture, by social sectors, regions and areas, of the processes and the dynamics of populations assimilation and marginality constitutes an instrument of considerable practical value for the planning of development.

These studies entail the use of surveys, testing of scales, and intensive monographic research.

5. **Functions of urban centres in relation to size and location**

Examination of theoretical works, statistical studies and monographs relating to the function of cities and towns. Assessment of the information now available in Latin America for the study of urban functions and relationships.

Preparation of a guide for intensive studies of urban centres, including such questions as identification of the region or regions served by the centre; reasons for the growth or absence of specific industries and other forms of specialization; influences of social structure and political life; relevance of the concept of marginal population, and characteristics of such population.

Selection of urban centres for study, representing different sizes, rates of growth, types of specialization, levels of income and geographical locations. Exploratory studies in a few centres, to determine the extent to which needed information can be gained directly from published reports, municipal and business records, interviews with local informants, etc. (The Development Decade research proposals of the United Nations Bureau of Social Affairs include two - B.2 and 3 - that could be co-ordinated with the above approach.)

The study should attempt to find evidence other than demographic for conclusions on optimum distribution and relationships of large urban centres as a basis for policies concerning industrial location, decentralization of administration, etc.
6. **Rural settlement patterns and community organization**

This study should seek to obtain, from geographical, agricultural, economic, sociological, anthropological and other sources, a composite picture of rural settlement and of the community, covering the following questions:

- Distribution of rural population nuclei by size;
- Physical patterns of settlement in relation to landholdings;
- Social and cultural factors influencing the adaptability of rural groups to community life or to wider forms of co-operation;
- Relationships of land tenure systems to size and functions of rural nuclei; characteristics of populations nuclei on large holdings and among small cultivators;
- Location of educational and health services, commercial facilities, etc., and their accessibility to rural groups;
- Relationships of small towns and lowest echelons of administrative centres to the rural population.

Studies of rural settlement patterns and of the planning of rural settlement in other parts of the world should also be examined.

Methods suited to Latin American conditions should be sought for obtaining information on the following points: (a) physical patterns of rural settlement reconciling agricultural efficiency with community cohesion and accessibility; (b) administrative systems calculated to promote more effective community organization; (c) planning and location of educational, health and agricultural services for maximum accessibility to country-dwellers; (d) satisfactory relationships between the rural population and administrative marketing centres.

The study should devote particular attention to the opportunities for improving settlement patterns and community organization presented by agrarian reform and land settlement programmes.

7. **Studies on power structures, with special reference to groups in authority and leaders, and to the adoption of decisions at both the local and the national level**

Power structures may be studied as the social mechanism on which the adoption of decisions is incumbent; and at the same time the various levels at which decisions are taken usually depend upon the different /forms of
forms of leadership. The orientation of leaders and the institutional context within which they are found are vitally important aspects of the question, on which information must be available if a democratic planning process is to be successful.

Not only would the proposed research comprise the analysis of a few specific power structures, but also, on the basis of the studies in question, an attempt would be made to devise an analytical guide and practical instruments of evaluation of which planners could make general use.

8. Studies on consumption
   (a) Regional distribution of consumption and its social significance
   (b) Social stratification and consumption

Studies on consumption are the counterpart of income studies. A guide to intensive research on consumption should be prepared, with due consideration of such matters as the extension of participation in consumption by areas, social groups and regions.

If the modern market is regarded as constituting one of the social agencies which make a vitally important contribution to assimilation of the values and standards of modern economic structures, the study of consumption enables a country's economically mobilized population to be quantitatively and qualitatively evaluated. Furthermore, the dynamics of the expansion of consumption, and its impact on development, call for specialized studies in relation to social groups, with a view to the subsequent construction of certain indices whereby the dynamics of the participation of various social groups and categories in the market can be evaluated in social terms.

9. Studies on national integration

These studies should comprise specialized monographs prepared from the historical angle, together with research bearing on the structural aspects of the national integration process and the attitudes associated therewith. These studies would necessarily be of a national character, even though an attempt would be made to establish some objective and subjective indicators of the degree of integration. For example, the monographs might analyse the following questions:

/(a) Identification
10. Definition and study of regions within countries, for planning purposes

Examination of regional theories, studies and planning experience in other parts of the world in relation to Latin American realities and needs.

Examination of regional studies and plans in Latin America.

Differing criteria: the "region" as a problem area requiring special assistance (North-East Brazil); as the location of a resource particularly promising for development (river basins); as a network of economic and social relationships.

The study should attempt to assess the advantages of differing conceptions of the "region" for planning purposes, and to set forth statistical, administrative and other prerequisites for effective regional planning.

11. Studies on the vision of society, attitudes, orientations and values of young people in urban areas in Latin America, including the university, employee and manual-worker sectors

Studies on young people in Latin America would provide a means of evaluating the impact of change on the younger generations and the probable orientations of the latter in the ensuing phase of the development process, i.e., the subsequent influence of young people on the process of change.

Research should comprise monographs on the attitudes of specific categories of young people, with a view to carrying out representative surveys whereby the vision of society of the 14-to-21 age groups could be assessed.
A picture of the attitudes and orientations of young people would constitute background information of great value for planners, politicians and, in general, all those responsible for guiding development. Similar studies have recently been undertaken in France and Germany.

12. Vision of society of the working class in urban areas. Adaptation to modern industrial patterns and active participation therein

The subject of "social images" is one of those that currently arouse most interest in the field of sociology. Studies in this connexion are being or have been carried out in such countries as France, Germany, Switzerland and the United Kingdom. The worker's vision of society may have a direct influence on the problem of his adaptation or "adjustment" to modern industry. Nor can the importance of such studies as a contribution to development questions be overlooked. A new undertaking, of equal significance, is research on the forms of active or "creative" participation of worker groups in society and in the development process itself.

The methodology used covers a wide range, recourse being had to such techniques as questionnaires, depth, interviews, study of historical material, etc.

13. Studies on groups of key importance in the development process, their recruitment, orientation, participation, commitment to development and contribution to the formation of national images

One possible analytical approach to research on processes of social change and to assessment of the participation of different social sectors is the study of the élites which take the lead in the development process. It is common knowledge that particular importance attaches to the creative participation of certain groups in the processes of change and reform, which helps to explain the direction and form taken by the modifications in question. Such groups often play a fundamental role in the integration of a national structure, and in the adoption of specific modernization policies. The following might be provisionally suggested as groups for study:

(a) Entrepreneurs (continuation of research already begun, in greater depth);

/(b) Leaders
(b) Leaders at different levels, and in different sectors and regions;
(c) University-trained professionals;
(d) Teachers;
(e) Intellectuals;
(f) Administrators, in the different nuclei of bureaucratic structures.

14. Specialized studies on occupations and professions. Social origins, evolution of employment, methods of recruitment, aspirations, training, orientation, participation, and adjustment

The development process implies radical changes in the structure of employment. These changes primarily affect the world of labour, and through it the family, education, and patterns of social inequality, but it is no less true that the rest of the social structure directly influences the evolution of occupations and professions.

The assumption of the existence of a "labour market" often requires careful revision, especially in situations where development is taking place and the institutional bases of a labour market cannot properly be said to exist as such.

The study of occupations and professions constitutes one line of approach to the analysis of change, and may ultimately provide more realistic criteria for human resources projections and lead to subsequent research on social mobility. The opposite approach might have the disadvantage of producing results that would be difficult to evaluate in terms of planning policies.

15. Studies on the integration of the Latin American region
   (a) Historical background
   (b) Political action and commitment of the various parties
   (c) Images of integration formed by the various social sectors and groups in each country

The efforts of ALALC to further the economic integration of the Latin American countries need a propitious climate in each country if they are to be fully successful. Specialized studies on the non-economic difficulties which this undertaking encounters, as well as of those traditions and groups which operate in its favour, would be very useful for the promoters of regional integration. /Appendix I
### Appendix I

**LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING**

**Basic Course at Santiago**

**Chile**

**April 1969**

### I. General programming

**Classification of participants by specialties**

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<th>Profession</th>
<th>Office</th>
<th>Post</th>
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<td>Argentina</td>
<td>Economist</td>
<td>Centro de Planificación Económica</td>
<td>Research worker - Assistant Professor</td>
<td>UN</td>
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<td>Santamaría, Horacio</td>
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<td>Grupo con JUNTA CEPAL/Consejo</td>
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<td>Chief, Department of Education</td>
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<td>General Accountant</td>
<td>Junta Nacional de Planeamiento</td>
<td>Technical Expert Private Investment Department</td>
<td>UN</td>
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<td>Economist</td>
<td>Junta Nacional de Planificación y Coordinación Económica</td>
<td>Collaborator in the activities of the General Programming Section</td>
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<td>Inventory-taker</td>
<td>UN</td>
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<td>Estoy siguiendo el Curso ESOLATINA</td>
<td>Technical expert, Industrial Programming Section</td>
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### IV. Agricultural Planning

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V. Human resources programming

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Appendix II
CURRICULUM OF THE BASIC COURSE AT
SANTIAGO, CHILE, 1963

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<td>1. Economic analysis</td>
<td>José Iberra</td>
<td>15 April - 24 May</td>
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<td>2. Social accounting</td>
<td>Daniel Escuén</td>
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<td>Osvaldo Sunkel</td>
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<td>Roberto González</td>
<td>20 May - 23 June</td>
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<td>5. Preparation and evaluation of projects</td>
<td>Julio Molnick</td>
<td>17 June - 26 July</td>
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<td>6. Programme budgeting</td>
<td>Gonzalo Martín</td>
<td>1 - 12 July</td>
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<td>7. Economic and financial policy</td>
<td>Carlos Haux</td>
<td>15 July - 16 August</td>
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<td>8. Organization for development</td>
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B. Second phase - 26 August to 13 December

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<td>3. Human resources programming</td>
<td>Héctor Correa and John Shearer</td>
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<td>4. Agricultural programming</td>
<td>Jorge Alcázar</td>
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<td>5. Public sector programming</td>
<td>Ricardo Cibotti</td>
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* All the lecturers are staff members of the Institute staff, with the exception of Mr. Manuel Balboa and Mr. Daniel Bitrán of ECLA.
### Appendix III

**ADVISORY GROUPS**

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<td>Chief of Group in Montevideo</td>
<td>12 12</td>
<td>A. Norita</td>
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<td>General economist</td>
<td>12 12</td>
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<td>Agricultural programming</td>
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**Note:** In these lists the names of the experts who are actually working in the various countries at the date of the present report are underlined. The services of the other experts have been contracted, but they have not yet joined the corresponding advisory groups.
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<tr>
<th>Post requested by the government</th>
<th>Requested duration (partials)</th>
<th>Name of expert</th>
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### Appendix III (continued)

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<th>Post requested by the government</th>
<th>Requested duration (months)</th>
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*a/ This expert will shortly be leaving the Mission. A replacement is being sought.*

*b/ Post vacant since March 1963; a candidate is being sought.*
### Appendix III (concluded)

<table>
<thead>
<tr>
<th>Posts requested by the government</th>
<th>Requested duration (months)</th>
<th>Name of expert</th>
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CONSEJO DIRECTIVO
Tercera Reunión
Mar del Plata, Argentina, 15 y 16 de mayo de 1963

Temario Provisional

1. Examen y aprobación del temario.
2. Informe del Director General del Instituto al Consejo Directivo.
3. Programa de capacitación en desarrollo económico.
5. Investigación.
6. Cooperación con otros organismos y posible establecimiento de nuevas secciones dentro del Instituto.
7. Administración y finanzas.
   a) Planilla de personal
   b) Plan de gastos 1963-67
   c) Estado de cuentas al 31 de diciembre de 1962.
8. Lugar y fecha de la próxima reunión del Consejo Directivo.