



ILPES - INSTITUTO LATINOAMERICANO DE
PLANIFICACION ECONOMICA Y SOCIAL
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ILPES: TWENTY-ONE YEARS OF ACTIVITY
1962-1983

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ILPES: TWENTY-ONE YEARS OF ACTIVITY AND
PRESENT POSITION
1962-1983

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FOREWARD

1. The objective of this document is to provide succinct information on the activities conducted by the Latin American Institute of Economic and Social Planning (ILPES) in its twenty-one years of existence and on the substantive areas on which it now works guided by the resolutions which gave rise to it and the mandates issued subsequently in the Meetings of the Technical Sub-Committee, the Technical Committee, Conferences of Ministers and Heads of Planning Bodies and ECLA. The main service types it provides the Member Governments and the ways in which they can obtain such services are also described. Finally, a table is provided illustrating the way in which it is now organized, its technical capacity and financing.

I. BACKGROUND

2. THE 1950s: A TURNING POINT IN THEORY

The twenty-one years in the life of ILPES are closely linked with the economic performance of Latin America and the Caribbean, particularly as regards its experiences with developing planning. In the early 1950s, ECLA began to draw up and systematize a sizable body of theoretical and practical elements pertaining to development in the region, and to introduce innovations with respect to certain concepts prevailing at the time according to which the export of a single commodity was viewed as almost the only option for our economies. Thus, ECLA established substantial theoretical elements in support of industrialization and expanded its technical support for some experiences that were already underway in South America and Mexico. During this period, ECLA conceived and disseminated development programming techniques through research, directed advisory services to countries and training of technical cadres. A significant part of the future growth of the region, translated into a growth of the product and of employment in manufactures and a vigorous urbanization process, took place under the inspiration of these theoretical reformulations of ECLA.

3. THE 1960s: A STEP FORWARD IN PLANS

In the early 1960s, planning received strong support at Punta del Este. The Alliance for Progress encouraged the formulation of development plans and programmes, with a view to enabling the region to make more rational use of the external resources that would be made available to it. The region experienced some high growth rates, a high degree of technification and an improvement in public

policies; planning agencies were created which gave impetus to large-scale productive and infrastructure projects and encouraged the technical and economic appraisal of investments. In 1962, with the creation of ILPES, the United Nations made an effective contribution to the strengthening of development planning throughout the region.

4.
THE INITIAL
IMPACT OF THE
INSTITUTE

The introduction of budgeting techniques, the systematization of national accounts, the projections of the external sector, the dissemination of input-output techniques, the programming of social sectors and self-evaluation of projects are some of the instances in which the recently created Institute produced different kinds of impact that were recognized as beneficial for the region. Thus, this work made it possible to generate constant improvements in statistical information systems, in administrative mechanisms for co-ordinating and programming government activities and indeed in its own capacity for economic analysis and evaluation of the economic policies being implemented at the time. Naturally, in reviewing and analysing their experiences in economic policy, the countries of the region found in ILPES an appropriate and timely forum in which to exchange views and seek to update the diagnoses of their economies and discuss alternative development strategies. This task was enriched precisely because of the diversity of approaches and national experiences that have characterized the Institute, from its beginning, as the specific forum for Latin America and the Caribbean to carry out a pluralistic exchange of knowledge as regards development planning and policies.

II. THE FIRST TWO DECADES: 1962-1982

5. ECLA AND THE CREATION OF ILPES

The Latin American Institute for Economic and Social Planning was created to assume the duties and expand the activities being carried out by ECLA in the field of development planning; it was to concentrate its action on training, advisory services and research. It was formally established by ECLA resolutions 199/IX of 30 May 1961; 219/AC.50, approved by the Committee of the Whole in February 1962; and 220/AC.52 of June. In the latter resolution, the Committee of the Whole of the Economic Commission for Latin America charged ILPES with the responsibility of providing, "at the request of the Governments concerned, training and advisory services to the countries and areas within the geographical scope of the Commission, and for undertaking research on planning techniques".^{1/}

6. THE INTENTION OF THE MEMBER COUNTRIES

In creating the Institute, the intention of the member countries was to set up a permanent and independent agency within the ECLA system that would be closely linked with its governments in order to provide them with support through the three types of activities mentioned above. This decision was reiterated on several occasions during the 1960s. At the end of the 1960s, the member countries stressed the need to provide the Institute with the necessary support to convert it into a permanent body and to ensure its financing over the long term (resolution 286/XIII of April 1969).

^{1/} This resolution also established the basic organizational structure of ILPES, setting up a Governing Council and creating the post of Director-General of ILPES.

Later on (resolution 340/AC.66), it was decided that ILPES should become a permanent institution of the Commission, with its own identity.2/

7.
THE 1970s:
NEW DUTIES

In May 1975, the governments, meeting at a session of ECLA, decided to add to the duties of the Institute those of co-operating in the exchange of experience and research results on global, sectoral and regional (area) planning between the planning bodies of member countries. Subsequently, the Caribbean Co-operation and Development Committee (CDCC) 3/ established a mechanism for bringing together the planning officials in the Caribbean countries and entrusted ECLA with the responsibility for acting as the Technical Secretariat, with the assistance of ILPES. Immediately after that,4/ the Governments of Latin America and the Caribbean decided to create the System of Co-ordination and Co-operation among Planning Bodies of Latin America and recommended that ILPES should become the Technical Secretariat. ECLA supported this decision because it represented a significant step forward in regional co-operation and integration and assigned to ILPES the responsibility of assisting governments with the operation of the new System.5/

2/ Under this resolution, the Governing Council was replaced by a Technical Committee consisting of the persons responsible for planning in the Latin American and Caribbean countries.

3/ Second session, Santo Domingo, March 1977.

4/ First Conference of Ministers and Heads of Planning of Latin America, Caracas, April 1977.

5/ CEPAL Resolution 371 (XVII) of 5 May 1977.

8.
UNDP MAKES
THE INTENTION
A REALITY

The Governments' wishes with respect to this specialized planning agency were made a reality thanks to the technical and financial contributions of the United Nations. The Special Fund -now the United Nations Development Programme (UNDP)- supported the first project, putting the Institute underway. During these early years, the contribution of the Inter-American Development Bank (IDB) was also important. But it was UNDP that provided the main support for ILPES from its inception and classified it as a regional co-operation project which recently began its phase VII. In 1977, the United Nations General Assembly approved a contribution to ILPES, which later was formerly instituted as a permanent resource.6/ In addition, mention should be made of the fact that individual contributions were also made by governments within and outside the region and by bilateral co-operation agencies.

9.
ECLA AND
THE DIRECTORS
OF ILPES

The last four Executive Secretaries of ECLA have played a distinguished role in supporting ILPES, beginning with Mr. Raúl Prebisch, who created it at the end of his 13-year mandate at the head of ECLA. The Institute was supported by José Antonio Mayobre, who was Secretary of the Commission from 1963 to 1967; Carlos Quintana, who led the Commission from 1967 to 1972, and Enrique Iglesias the current Executive Secretary. During its first 10 years of existence, the Institute was under the general direction of Prebisch, except for a few years during the 1960, when he served as Secretary General of UNCTAD and

6/ Six technical posts and ten administrative posts.

was replaced by the Deputy Director, Cristóbal Lara Beautell, Mr. Iglesias took over the leadership of ILPES from February 1973 to November 1974 and between March and November of 1978. During the intervening four-year period, ILPES was directed by Luis Eduardo Rosas. From November 1978 to May 1982, it was directed by Jorge Méndez, and since July 1982 it has been under the leadership of Alfredo Costa-Filho. Two higher bodies orient the Institute and approve its programme of work, namely, the Technical Subcommittee, whose membership currently includes six countries (plus the last country when it is not represented in the Subcommittee); and the Technical Committee, composed of all the member countries in Latin America and the Caribbean. In both bodies, the individual countries are represented by the Minister or Head of Planning.

10.
GIVING
CONTINUITY TO
TRAINING

Training activities began in 1952, when ECLA initiated a lengthy series of courses on economic development for professionals of the region. From the beginning, this effort, already a pioneering undertaking in itself, had great impact on Latin America and the Caribbean. Through this training, a body of theory on development and on planning techniques was disseminated which was to make a place for itself in the history of economic thinking as the first systematic contribution from Latin America. This work also influenced the universities of the region, which included in their curricula in more explicit ways certain subject matters drawn from the training provided by CEPAL with regard to development problems. In 1962, with the benefit of this experience, ILPES took responsibility for pursuing and continuing to enrich the training programme, its Basic Planning Course (later the Central Planning Course) became, from that time on, a key part of this effort.

11.
210 COURSES:
8 200 ALUMNI

At the end of 1982, 8 200 professionals had attended the 210 courses given as part of this training effort: 1 500 in nearly 30 ECLA courses, up to 1961, and 6 700 in the 180 ILPES courses, from 1962 to 1982. In addition to the aforementioned Basic Course, courses were also taught on sectoral planning (agricultural, industrial, commercial, etc.), short-term programming and budgets, preinvestment and projects, various aspects of regional planning, problems of economic integration, and social planning (health, housing, education, etc.), in addition to others on specific subjects with which the United Nations has been concerned (human resources, environment, technology, etc.). Technical personnel in a wide variety of higher level positions (in a few cases, middle level), from the governments of almost all the countries of the region, have participated in these courses. More than 100 of them have held or are currently holding high positions in public administration or in universities, which means that the training effort of the Institute is multiplied. The above figures do not include the more than 1 000 occasions on which ILPES has provided its own technical staff to teach in training activities promoted directly by the member countries. These results are particularly impressive, especially considering that ILPES has always had a small technical staff, with a maximum number of 54 professionals during its best times.^{7/} To a large extent, these results were only possible because of the Institutes' capacity to mobilize consultants from the region whom it called in to collaborate,

^{7/} During the last ten years, ILPES has never had more than 30 professionals on the permanent staff at any given time, a number which is at least equalled by the number of advisors.

and of the support it has received from other United Nations agencies, particularly within the CEPAL system.

12.
A MUTATION
IN THE
CENTRES OF
EXCELLENCE

Throughout its 21 years of existence, the quality of the training provided by ILPES has of course been closely linked with the centres of excellence -some of them of a pioneering nature- which the Institute has generated within itself. The dynamics of these centres was heterogeneous. Some were permanently assimilated into permanent divisions of ECLA, thus disappearing as specific planning nuclei in the Institute: such is the case with the agricultural, the industrial, the economic projections and the social planning centres. Others have become independent United Nations programmes, specializing in subjects in which the Institute has been a leader: the environment, critical poverty, and, in part, technology. Some changed their orientation after having helped the member countries to build up their own capacity, as in the case of certain aspects of budget programming and public sector planning. In a few cases, the Institute has worked in areas more closely related to other international agencies, withdrawing after having fulfilled a more specific and limited, although timely and irreplaceable, task; a typical example is that of the former programme on projects. Finally, throughout the years, the Institute has maintained its centres of excellence in two areas: regional planning (in respect of which it has programmes of academic integration with European institutions offering the Master's and the Doctor's degrees) and (and more important) planning at the national level, in respect of which it is fully committed to keeping its work in line -in theory and in technique- with the

specific needs of the member countries and to adjusting it to their individual institutional characteristics. This twofold approach explains the dual direction given to ILPES training in the last few years: an open central course is offered with the option of specializing in regional planning or in global planning and economic policy. However, it is important to point out that some of the changes in these centres of excellence have been the result of the inadequacy of the financial support received by the Institute, which has impoverished this common technical resource of the countries of the region.

13.
WORK WITH
THE
GOVERNMENTS

The dynamics of the installed technical capacity of the Institute, mentioned above, has also determined the conditions under which ILPES has provided direct advisory services to the governments in each phase. This is, however, another of the areas of the Institute's action in which it has shown a decidedly positive balance over the two decades. Indeed, up until the 1960s, direct advisory services in the area of planning had been provided by groups of advisers from CEPAL, the OAS and the IDB. In 1962, the Institute began to perform the advisory duties entrusted to it, providing support to the aforementioned advisory groups and co-operating directly with the member countries. The demand for these services grew rapidly,^{8/} as awareness increased regarding the need for techniques in the preparation and implementation of economic and social development plans. In this regard, the Institute is still the most highly specialized and experienced intergovernmental agency in the region.

^{8/} In response to this demand, the Division of Advisory Services (now the Directorate of Advisory Programmes - DPA) was established in 1965 to co-ordinate these activities.

14.
THE BROAD
SPECTRUM OF
ADVISORY
SERVICES

Whereas in regard to training ILPES has always sought to be sensitive to the aspirations of the region, interpreting its basic problems and offering a more or less uniform type of training, its advisory services have been much more diversified, as it has responded to specific requests from individual governments. There are many subject-matter areas in which it has had to develop its own capacity, working together with the governments, or to act as a catalyst for the technical activity of consultants and specialized personnel from other international agencies, specially the regional United Nations agencies serving Latin America and the Caribbean. It has provided advisory services in connection with the interpretation of the economic and social situation and development strategies; global sectoral and regional planning techniques; national accounts and basic statistics for planning; techniques for public sector programming and programme budgets, and preinvestment, identification, formulation and evaluation of projects. It has provided advisory services in public sector organization and legislation for strengthening national planning systems and processes in close collaboration with the planning ministries and bodies. This had made it possible to apply more effective techniques and procedures in the public sector.

15.
DIRECT WORK
IN 19
COUNTRIES

The Institute has worked directly with 19 of the member countries in connection with its training and advisory activities. Many other countries have also benefited by sending their professionals to receive training at Institute headquarters or regional courses (in Mexico, Brasilia, San José, Costa Rica, etc.).

In terms of the volume of advisory services provided in each of the six phases of the Institute, by subject-matter area (economic policies, global, sectoral and regional planning and projects) and by country, 180 major tasks have been carried out, a little over 30% in Central America, 15% in the Caribbean and the remainder in Mexico and South America. Clearly, the geographical distribution of the advisory services has been largely determined by their financing. During the last 10 years, a significant part of the technical staff of the Institute has been demobilized; this has reduced its capacity to provide services to the relatively less developed countries, despite the fact that this was the orientation set for the Institution's programme of work from the beginning. Nevertheless, the entire region has also benefited from its research work.

16.
RESEARCH
 ORIENTED
 TOWARDS
 THE REGION

Since its establishment, the Institute has carried out many research studies, all of which have been oriented towards the basic problems of the member countries. In brief, studies have been carried out in fields such as economic and social development; global planning and the techniques thereof; management of the external sector and economic integration; public sector, preinvestment and project planning; social sector programming; certain areas of economic policy, and both sectoral and regional planning. The results of the research studies made it possible to develop planning methodologies, to expand and improve techniques used in advisory services and to prepare textbooks for professional training in the area of development and planning. The research studies have been carried out in close contact with ECLA, and in

several cases, with the collaboration of academic centres, planning agencies and international or bilateral co-operation bodies.

17.
OVER 20
PUBLICATIONS
PER YEAR

During the 21 years of its existence, the Institute has brought together in numerous publications a large part of the results of its work. Through books, notebooks, research progress reports and other documents, it has made available to the planners of the region, the universities and the research and training centres its theoretical and technical contribution, some of which have represented a pioneering effort in the region. To these publications must be added the training notes, which already total over 300 titles.

18.
SECRETARIAT
OF THE FORUM
OF MINISTERS

As has been noted in paragraph 7 above, the member Governments deemed it necessary to establish a forum for the planning bodies of Latin America and the Caribbean to discuss their accomplishments and problems; to improve contacts with each other; to promote the exchange of national experiences in economic and social planning, and to establish, through planning, appropriate mechanisms for strengthening regional co-operation. Over the last five years, ILPES has performed several tasks in its capacity as Technical Secretariat of this System. Thus, it has organized three Conferences of Ministers and Heads of Planning (and is currently preparing the Fourth Conference); it has helped CEPAL with the organization of the First and Second Meetings of Planning Officials of the Caribbean; it has established, together with CEPAL and CLADES, the Information System for Planning in Latin America (INFOPLAN); it has put underway

activities involving horizontal co-operation among national planning agencies and it has published the Planning Bulletin as an element to provide links within the System (in Spanish and English).

19.
ARTICULATING
HORIZONTAL
CO-OPERATION

With respect to horizontal co-operation, the opportunities for exchange among member countries make it possible to enlarge the frameworks of action of their planning agencies. Experience has shown the advisability of formulating and implementing such action within this broader context. Nevertheless, in view of the importance of this co-operation within the region, it must be recognized that the volume of operations in this area has been lower than desired. During this period, the number of specialties the Institute has been able to assign to promote and administer horizontal co-operation has been very small considering that there are already nearly 40 countries within its area of action.

20.
REGIONAL
TECHNICAL
CAPABILITY

Evidently, during the 21 years of the Institute's existence, there have been variations in the intensity, quality and orientation of its basic activities: training, advisory services, research and, more recently, promotion of co-operation among planning agencies. In each of these areas, ILPES has accumulated specific technical experience which now counts as an asset belonging to the region when stock is taken of the different contributions of the United Nations agencies to Latin America and the Caribbean. Although it is considered a permanent intergovernmental agency, the Institute has always been supported by temporary resources, with the exception, during the last

five years, of the six technical posts created by the General Assembly (see paragraph 8). This had affected its work in such a way that it has often worked with governments that were able to finance the advisory services requested but it has not been able to meet the needs of relatively less developed countries. With the exception, however, of direct work with the governments, the overall activities of the Institute have benefited most of the region. In any event, on an international scale, ILPES is a successful regional undertaking which would not have been possible without the backing of UNDP and the close support of the Economic Commission for Latin America. As it turns the corner to begin its seventh phase and its third decade, the Institute is in a position to meet the new requirements of member Governments and to support them in the areas of planning and development, in which it has accumulated experience and specialized knowledge.

III. ILPES IN 1983: FUNCTIONS AND SERVICES RENDERED

21. BASIC AREAS OF OPERATION

The Institute's areas of specialization are derived from its basic function of supporting Planning Offices and Ministries in Latin America and the Caribbean. In its twenty-one years of existence, ILPES has concentrated its cooperative efforts with member governments on activities which can, in synthesis, be classified into four areas: Economic Policy and Planning, Public Sector Programming, Regional and Sectoral Planning, and Pre-investment and Projects.

22. ECONOMIC POLICY AND PLANNING

ILPES' ongoing activities in the area of Economic Policy and Planning is one of its fundamental raison d'etre. As has been noted, ILPES has been the only permanent intergovernmental agency designed to support member countries in the programming of economic and social policies. Within the Organization, national agencies and ministries concerned within the Organization, national agencies and ministries concerned with economic policy and planning have created their own arena for a technical dialogue and for the multilateral development of similar solutions for common problems. ILPES offers support to the member countries in relation to the various aspects of "finalistic" policies - policies defined by their objectives - i.e. development, stability, income distribution, employment and external balance, etc. In like manner, it supports them as regards the major instrumental economic policies: fiscal, monetary, public prices and charges, foreign trade, etc. In both areas

it seeks to articulate both the objectives and the instruments of these policies, within a planning framework in keeping with the institutional characteristics of each individual country.

23.
PUBLIC
SECTOR
PROGRAMMING

As regards Public Sector Planning, the work of ILPES - although primarily directed toward planning offices and ministries - encompasses the entire range of governmental activities. Insofar as direct administration, the Institute has worked and plans to continue working in the areas of institutional design, organization, financing, programming and control, etc. Taking into account the increase and diversification of public activities, ILPES is prepared to support member countries emphatically as regards the management of the broad and heterogeneous sphere of decentralized administration. Depending on the institutional characteristics of each country, this will include some public agencies closely linked to direct administration, entities associated with mixed economies, autarchies, foundations, trusteeships, autonomous institutions, corporations with a majority of public capital, and State companies in general. The co-operation extended to countries includes the design and implementation of unified accounts systems; the integration of those accounts with the principal macroeconomic aggregates (public spending, use of foreign exchange, etc.); financial and material follow-up systems for public projects and the formulation of specific economic policies for central and decentralized governments.

24.
SECTORAL
AND
REGIONAL
PLANNING

In regard to activities of Regional and Sectoral Planning, the tasks of ILPES are divided into two parts. Sectoral planning in general goes beyond its field of specialization, although the Institute can support the governments insofar as the co-ordination of sectors with the development process

and the integration of sectoral policies with other economic policies. As regards regional planning, ILPES has developed a noteworthy capacity. In Sectoral Planning, countries are supported in the articulation of economic policies in three areas: natural resources and the sectors of production (agriculture, industry, services, etc.); physical infrastructure (transport, communications, etc.); and social services(education, health, housing, etc.). As a complementary effort, it is prepared to provide limited services in some specific areas: energy, technology, environment, etc., in conjunction with other United Nations programmes and agencies which co-operate with it. With regard to Regional Planning, ILPES collaborates with interested governments in the various stages of this planning (analysis, strategy formulation, intra-regional programming, etc.) and in its different settings (intra-regional, provincial, microregional, etc.) In particular, it is fully equipped to co-operate with governments in the identification of the spatial impact of other economic and social policies.

25.
PRE-
INVESTMENT
AND PROJECTS

Lastly, the fourth area of functional concentration of the Institute regards the various specializations associated with Pre-investment and Projects. ILPES has carried out significant work in both fields and is ready to provide continuity in this area for the benefit of member countries; in this regard, attention should be drawn to the significant co-operation which the Institute receives from other United Nations agencies and programmes. It maintains its own capacity in some spheres, especially with regard to certain types of social projects, the role of such projects in the allocation of public resources over a number of years and the physical and financial follow-up of government projects.

26.
SERVICE
TYPES

The services which the Institute offers in each of its three major areas are summarized below: Advisory Services, Training and Research. Before, emphasis should be given to the broad possibilities open to each Government to request one of the above services or a combination of them, according to its needs, from the Institute. This possibility is also present in respect of combining services of different programmes (advisory services, training and research) or of requesting direct co-operation from the Institute's senior administration (Administration and Technical Council).

27.
ADVISORY
SERVICES

[Ref: I/DPA] */

This group includes almost the entire range of technical assistance provided by ILPES, most of which is carried out directly in the member countries. The Institute also provides solid and ongoing support for these tasks from its Headquarters as well. At the same time, ILPES is always exploring new concepts regarding the provision of services within which horizontal co-operation is becoming increasingly relevant.

28.
Ref: I/DPA/a

Identification of assistance needs. Frequently a country needs to arrive at a more precise identification of the type, content, duration and scope of the technical assistance it requires from the United Nations in the areas of economic policy and planning and of the entity providing such assistance. Throughout the years ILPES has been called upon to provide co-operation in this sense. and has the capacity to carry out exploratory missions to allow the countries to improve their utilization of international co-operation. When appropriate, ILPES assumes direct responsibility for the support requested, joins with another international agency or programme to

*/ The references make it easier for Governments to convey their requests to the Institute.

accomplish it, or informs the government concerned of the advisability of approaching another sources international cooperation. Taking into account the current difficulties facing technical assistance agencies, including those of the United Nations System, the Institute is re-examing the practice of aid contribution used by horizontal cooperation between countries of the region, reorienting it and making it more flexible.

29.

Ref: I/DPA/b

Direct Analysis Support. The Institute has frequently been requested to support countries in the interpretation of problems connected with development, planning and economic policy. It continues to be ready to provide this type of service in the various spheres of its specialization. Work in this regard may be confined to analytical elements or it may, on the judgement of the country concerned, extend to the formulation of alternative proposals regarding development strategy and to the design and preparation of practical programmes to help governments implement the strategy it prefers.

30.

Ref: I/DPA/c

Adjustment of methods and techniques. In many cases a request for assistance is in reference to problems of adapting methodologies and techniques of economic policy and planning to the specific needs of the member country. The Institute has gained enough experience in this field to remain in it at the service of the countries concerned. The exceptional suggestion of methodologies can be an alternative form of cooperation in areas of planning or economic policy in which the member country prefers to maintain some socio-economic information in reserve or not divulge to technical assistance missions certain data or certain of its own courses of action in economic policy.

31. Assistance in planning and economic policy. This service has become the backbone of the Institute's advisory services because through joint projects with national counterparts, member governments are supported in the direct production of development programme and plans, or in the formulation of certain economic policies. In various cases, this service involves the maintenance of technical teams, provided by the Institute either directly or in association with another United Nations programme or body in a member country for periods of months or even years. This work encompasses the most diverse aspects of economic and social development; in particular ILPES has amassed much experience in social sector programmes and in the overall allocation of public resources.

32. Institutional organization. In some cases the Institute has been required to formulate or prepare proposals on the organization of reestructuring of institutional instruments associated with planning. ILPES thus continues to work with the countries on the organizational re-design of the sections of public administration responsible for formulating or implementing development plans, programmes and projects; however, exclusively administrative aspects go beyond its field of specialization and in such cases the Institute can help to mobilize specific support from other United Nations agencies.

33. Improving follow-up systems. The Institute has assisted and will continue to assist countries in the conceptual development, implementation and operation of follow-up or complementary systems for plans and projects; in the past this service was very closely

associated with direct technical assistance to the countries. The Institute has currently broadened its activities in this regard, and also works on physical and financial follow-up methodologies of State enterprises and government projects and programmes. In each specific case this means supporting the implementation of the follow-up system best suited to the economic and social policy practised by the Government concerned.

34.

Ref: I/DPA/g

In-service training. As part of its technical assistance efforts - and in some cases as the main objective - the Institute has a clear orientation toward the training of human resources for the national systems of economic policy planning or coordination. The services provided to countries in this regard include on-the-job training of national counterparts as they work side by side with Institute experts, as well as specific training activities (seminars, panels, etc.) carried out concurrently with the technical assistance or through specific programmes. Some of the civil servants who receive this training may, if they wish, continue it in other programmes of the Institute in the field of Training (see Service type I/DPC).

35.

Ref: I/DPA/h

Preparation for financial assistance. Lastly, another form of collaboration provided by ILPES relates to preparatory work for overall and regional planning, sectoral programming and projects designed to increase the ability and flexibility of the member country as regards reaching agreements on and receiving financial assistance from the international agencies involved in economic cooperation. It is currently reviewing its activities in this field, intensifying them and adapting

them to the new requirements of financial agencies and to the most urgent needs of the member governments. The Institute is ready to co-ordinate its activities in this connection with other international programmes and bodies in an attempt to come closer to the point and be more efficient in serving the interests of the member country applying to it.

36.

TRAINING

Ref: I/DPC

During the first two decades of its existence, the training offered by ILPES has been programmed and carried out in accordance with the needs of the member countries, and the results have been recognized as being highly beneficial. This work is carried out in the Institute's Headquarters and in the member countries themselves by means of national or regional seminars and courses. In many cases the work is done in co-operation with national training centres or other international agencies (UNICEF, UNESCO, WHO, ILO, FAO, etc., to name some of the agencies which have already co-operated very effectively). In other cases the Institute helps to mobilize assistance offered to the region by governments of other regions or government bodies in the field of Technical Co-operation (The Federal Republic of Germany, Belgium, Canada, Japan and especially The Netherlands have recently made notable contributions). In all cases, the activities of ILPES are strongly identified with, and are always of a complementary or supplementary nature to, the technical and university instruction in the region. At present the Institute plans to change the venue of some courses from one country to another and to bring about a greater homogeneization of its training groups in order to offer them instruction which is more closely adapted to their technical needs and their real experiences in the

professional field. At the same time it seeks to try even harder to provide training which although pragmatic has a high theoretical and technical level.

37.

Ref: I/DPC/a

Basic training in planning. The central activity of ILPES in the area of training has been its Basic Course, which is intended for governmental professionals of Latin America and the Caribbean. This course has been held on a yearly basis for the last twenty years although it has been frequently up-dated. Some of its major features are the following: to offer a multidisciplinary and pragmatic view of the development problems associated with a management imbued with the Techniques of planning and economic policy; to promote an intensive dialogue and an effective exchange of experiences among the participating professionals; and to foster as a unique result, the creation of a regional consciousness regarding common development problems, without prejudice to the pluralistic concepts observed throughout the member countries. In the last five years, the Basic Course has been structured on the basis of introductory instruction as a group with subsequent specialization in specific optional subject areas within the fields of planning and economic policy, with special importance attached to regional planning and new topics of concern to the member Governments (environment, human settlements, social development, etc.).9/

38.

Ref: I/DPC/b

Advanced training. At a second level, the Institute provides more advanced training on a cyclical, extended and specialized basis. These efforts are directed at

9/ Even when it has not been its major task, the Institute has carried out training of mid-level technicians in the fields of economic policy and planning and rural, municipal and other types of planning for member governments. The Institute is prepared to develop this line of service in the future, depending on the specific needs brought to its attention and on the conditions created for this purpose.

permitting the professionals to deepen their knowledge regarding subjects which are of current or priority interest to their respective governments. In this case, the training is normally intended for professionals at a higher level in the decision-making process or for those whose functions can have a greater multiplier effect for the instruction provided (university faculty, researchers, etc.). At the same level, advanced seminars are held which are promoted by the Institute itself or in conjunction with CEPAL or other national or international bodies. Because services of this type are very flexible and the specialized courses and seminars associated with them tend to be shorter, they are financially accessible to member Governments in meeting their specific requirements and provide valuable opportunities for integrated efforts by the Institute's experts together with specialists from the countries.

39.

Ref: I/DPC/c

Formal post-graduate training. The Institute has gradually promoted the interest of the countries in training at a level higher than that of the basic and advanced courses; as far as possible this instruction has been integrated into traditional post-graduate systems. In this regard, there are agreements which allow some of its courses to be accepted for credit for post-graduate work done in other institutions. To the degree that it is required by the member countries, and in accordance with the installed technical capacity, the Institute will intensify its activities at this level of training. To this end, it has diversified its contacts with other highly-respected centres in the region with a view to arranging for joint action in the field of training, the Institute being open to the idea of regional co-operation in this regard.

40.

Ref: I/DPC/d

Extension training. The Institute is studying the reorganization of its teaching methods, including the possibility of incorporating modern communication techniques. In certain areas of training, this will allow it to expand its services to member countries significantly, particularly as regards basic training (vocational and possibly secondary levels). This innovation will promote a homogeneous dissemination of basic elements of planning and economic policy in all interested countries, thereby promoting the opportunities for a regional exchange of experiences. At the same time it will open the way for the initiation of Training in new areas of Latin America and the Caribbean countries which are still not covered by the conventionally courses. It will also disseminate some Training experiences to certain branches of government activity (rural, municipal and other centres) and non-governmental activity (private firms, professional associations, etc.) which are hard to reach through Traditional Training.

41.

Ref: I/DPC/e

Training of professionals instructors. On various occasions the Institute has cooperated in the advanced training of human resources in the field of instruction itself. In its current programme of work, this aspect is considered to be one of the most effective activities for many of the member countries in that it makes it possible to provide the extensive Training in new approaches which enhance Manpower Training within each government and also allow for less expensive financing. Future advances in extension training could also require an intensification of this line of service if Training monitors and supervisors at national level are to be prepared.

42.

Ref: I/DPC/f

Specialization for former students. The Institute has gained vast experience in providing special training programmes for former participants in its own courses. These professionals remain for varied amounts of time with the Institute's technical group, participating in regular tasks or developing projects of direct interest of their country of origin. Some of them continue their specialized Training in other renamed centres such as those with which the Institute maintains exchange agreements.

43.

Ref: I/DPC/g

Co-operation with training centres. The Institute has experience in providing technical assistance - within its area of specialization - in the organization and institutional consolidation of national training centres. In addition to such direct assistance, this cooperation may include such elements as curricular information and analysis, the supply of publication and teaching material, exchange of teaching personnel, transfer of experiences in practical exercises, etc. In particular, the Institute enters into bilateral co-operation agreements with national Training Centres, Mexico (CECADE) and Brazil (CENDEC) being cases in point.

44.

Ref: I/DPC/h

Co-operation with universities and research centres. Along a line similar to the above, the Institute can co-operate with universities or research centres in training related to development planning and economic policy. In this case as well, collaboration can extend to the design of common courses, curricular analysis, the exchange of teaching materials, preparation of sabbatical programmes, etc. This also paves the way for opportunities for co-operation with research units of the national planning agencies.

45. Development of training methodologies. As another permanent function the Institute develops and defines methodologies for training itself. In this regard, particular importance is accorded to the design, preparation, verification and application of practical exercises. This effort is aimed at collecting the experiences accumulated by the Institute in its other two main Co-operation Programmes (advisory services and research) sifting through it, rephrasing it and improving on it from the technical point of view with the idea of incorporating it in the regular training component.
- Ref: I/DPC/i
46. Teaching Materials for Training. The results of various Institute activities related to training are brought to bear in this line of service. These include curricular development, teaching methodology, the preparation of notes, the formulation and implementation of practical exercises, etc. Based on the experience gained by the Institute in this way, this now includes highly diverse areas of training related to planning and economic policy (see specially the list of publications of the Institute).
- Ref: I/DPC/f
47. Analysis of curricular organization. With twenty-one years experience in training for development (to which must be added another 10 years in which Training was provided directly by ECLA), the Institute has developed a significant ability to analyze, evaluate, and prepare curricula for planning and economic policy. On many occasions the Institute has been called upon to present an opinion on curricular organization for training at country level, and it is in a position to continue supporting member Governments in this regard. Bibliographic training is provided under this service on request.
- Ref: I/DPC/k

48. In-house training of human resources. The courses offered by the Institute have, in many instances, been followed-up by professionals working in other United Nations institutions or programmes or in other international agencies. This training effort indirectly benefits the member countries, and the Institute has been encouraged to repeat this activity in the future in an even more systematic manner.

Ref: I/DPC/1

49. The Institute's research work is principally devoted to supporting its advisory and training services on the basis of an examination of the most urgent problems and needs of the countries of the region. In most cases, the research results are made available in the Institute's publications, often in advance of correlations. Indeed, the urgent nature of the problems posed by the governments does not allow for - nor does it require - the long-term focus, of research projects which require two or more years to be completed.

RESEARCH
SERVICES

Ref: I/DPI

50. Communications of planning experiences. The Institute surveys and evaluates planning experiences in Latin America and the Caribbean on a permanent and regular basis. The results of this work are furnished to member government in a report which is issued, for now, biennially. The Institute has been apprised of many member countries' interest in the extension of this survey to the other areas of economic policy and the communication of the results, to the governments, when possible, annually. This new facility is partially covered by the document on this subject to be submitted by the Institute to the Third Session of the Conference of Ministers and Heads of Planning in Latin America and the Caribbean (Buenos Aires, May 1983).

Ref: I/DPI/a

51. Applied research in planning. Ongoing research regarding planning and economic policy problems in the region is also a mainstay activity of the Institute. In this case, research which is already completed, being implemented or scheduled essentially concerns the challenges which economic and social development problems pose to planners and persons responsible for the formulation of economic and social policies. As in the past, the Institute frequently is called upon to explore newly-emerging subject areas, opening up essentially new perspectives insofar as the management of development policy and planning problems.

52. Development of methodologies in planning. Since its inception, the Institute has made a continual effort to develop methodologies which are appropriate to the needs of member countries regarding aspects of the orientation of economic and social development. In each stage of the Institute's history, greater or lesser emphasis has been placed on each one of the four functional areas of its specialization. In general, ILPES has amassed greater experience in programming models and projection techniques for development -of an econometric stochastic-based nature as well as numerical experimentation -and adapting them to the needs of the countries concerned. At the same time it has accumulated sound experience in techniques used in regional planning and programming the social sector.

53. Specific research on request. In addition to the regular research performed by the Institute, it can promote other research projects upon the specific request of member countries; many times this line of operation is directly associated with technical assistance tasks.

The involvement of governmental technicians in the work of the Institute (associated for the fixed period or on sabbatical) opens up new and valuable opportunities in this line of service.

54.

Ref: I/DPI/e

Specialized bibliographical assistance. In other cases, a country's request is confined to a request for information on technical bibliographies regarding subject areas of direct interest. In this regard and when necessary, ILPES often avails itself of the complementary advisory services of INFOPLAN, a specific programme on technical documentation maintained by ILPES in co-operation with CEPAL and CLADES. The fact that the library of the ECLA system has become one of the best sources of books and documents in the region helps the Institute to perform this task when asked to do so by a member country.

55.

Ref: I/DPI/f

Human resources research. For several years the Institute has received visits from governmental professionals who join in its research activities for limited periods of time in order to gain training in this field. In such cases there are two possibilities: training in the regular research projects of the Institute or the development of a special research project of direct interest to a given member country under the guidance of Institute experts. Although it bears a resemblance to another line of services mentioned above (see "d"), in this case the emphasis is placed on the upgrading of human resources, and the final result of the work depends more on the trainee himself.

56.

Ref: I/DPI/g

Co-operation with national research centres. The Institute maintains a variety of lines of co-operation

with other research centres in member countries and is prepared to strengthen these relationships in the future. In particular, as from 1983 it intends to develop a more extensive research programme which would be partially supported by its own installed technical capacity and, to a large extent, by national research centres under specific agreements. Since a basic aim of the Institute is to work within the countries strengthening the systems they each adopt to co-ordinate their economic and social policies, preference will be given to centres associated with national planning agencies and those which deal with specific aspects of such policies.

57.

Ref: I/DPI/h

Extra-regional exchanges. The quality of the research performed by the Institute has allowed it to consolidate its position as a highly respected centre in certain spheres of economic policy and planning. In this way, the Institute has become an important centre for receiving research funding from sources outside the region. Canada, the Netherlands, the Federal Republic of Germany, Belgium and Spain are some of the countries which have contributed resources to the research efforts of ILPES, thereby indirectly benefitting all of Latin America and the Caribbean. The Institute is now stepping up its efforts to diversifying and strengthen co-operation of this kind which is in some respects also essential in putting the service referred to in paragraph 55 (see I/DPI/f) into operation.

58.

Ref: I/DPI/i

Information activities regarding technical projects. Lastly, ILPES research serves as the principal basis for the publication it produces, including its series of periodical bulletins in Spanish and English. As regards

the publication of technical studies, the current agreement with UNICEF is of particular relevance. Through this agreement, ILPES has been publishing important studies which have been prepared jointly by the two institutions on topics related to social development. Many of the 400 publications already issued may be obtained free of cost for use by national planning and economic policy agencies.

59.
 AVAILABILITY
 AND
 PROVISION
 OF
 SERVICES

Reference has been made (para. 26 Pf.) to the major types of services which are provided to governments in the form of advisory services, training and research have been summarized. The main forms of access by member countries to these services are presented below. It is appropriate to distinguish among three types of services which are provided. The first two can be freely accessed by member countries, without additional charge, and are based on the Institute's regular activities. The third type, of interest to a member country or a group of member countries, is dependent upon specific agreements and requires its own financing procedures.

60.
 GENERIC
 SERVICES
 TO
 COUNTRIES
 [Ref: I/DGE]

This heading refers to a group of activities which the Institute performs on a regular and continuous basis and which, by various means, is spontaneously transmitted to the member countries. The current viewpoint of the Institute is that these services should be part of its routine contact with the governments, despite the fact that the frequency with which they are provided varies from one service to another. Indeed, those services should be the natural and permanent counterpart of the collaboration which the member countries provide for the regular maintenance of the Institute.

61.

Up-to-date information on the programme of work.

Ref: I/DGE/a

The Institute should always supply member governments with up-to-date information on the content and implementation of its programme of work. This allows each country to be aware of ILPES's work in the rest of the region while at the same time making it easier for each government to make requests of the Institute which concern its own interests. Moreover, it makes it possible for the governments to offer suggestions regarding the programme of work during its implementation, without any need to wait for the collective co-administrative meetings of the Institute to be held (Subcommittee and Technical Committee).

62.

Technical secretariat of the co-operation system.

Ref: I/DGE/b

For the past five years ILPES has maintained contact with all member countries in its capacity as Technical Secretariat of the System of Co-operation among agencies and ministries concerned with planning and economic co-ordination in the region. In each country, the Institute seeks to direct its activities from the basis of the local office of the United Nations Development Programme (UNDP), except in those countries where ECLA maintains offices of its own which then assume this liaison function (Trinidad and Tobago, Argentina, Mexico, Colombia, Brazil and Uruguay). Currently, in addition to its direct contact with planning ministries and agencies, ILPES is attempting to keep the Ministries of Foreign Affairs better informed about its activities, using the same UNDP or ECLA means of contact. The Institute's functions, by their very nature, make it increasingly necessary for it also to diversify its contacts with national agencies normally under the aegis of the finance ministries.

63. Flexible forum for multilateral technical discussions.

Ref: I/DGE/c

The Institute is completely at the service of member countries in order to attend to their requests -from one or more countries- in regard to the promotion of special meetings of member governments to consider specific topics of immediate interest. In this connection, opportunities can be created for an exchange of opinions among officials or technicians at different levels within the governmental hierarchy regarding subjects of a multilateral scope. In addition to organizing and meetings, the Institute provides them with special technical support.

64. Promotion of horizontal co-operation. The Institute

Ref: I/DGE/d

stands ready to expand its efforts in the field of horizontal co-operation, considering it to be a timely and valuable factor in the creation of closer inter-governmental relations in the region. In particular, it recently began to study the possibilities for expanding this co-operation to include other continents, especially Africa and Asia, by means of adequate co-ordination with other governments and United Nations agencies. It is believed that this last aspect may be of great benefit both for the governments of the region and for State and private enterprises which are capable of providing technical assistance within the framework of such co-operation.

65. Access to training and research. The courses offered

Ref: I/DGE/e

by the Institute are available to member countries, and the results of its research are also provided to these countries on a regular basis. In this regard, the training and research activities are clearly regular services to which there is free access. A particularly important

element in this area is the dissemination among member countries of the annual survey on the state of planning and economic policy; this regularly-prepared study is destined to become an important instrument for the real exchange of experiences within the region. With respect to training, the Institute often makes it possible for professionals from one country to access to training provided directly by other countries.

66.

Ref: I/DGE/f

External planning parameters. In response to the great interest in this regard expressed by various member countries, the Institute has embarked on the establishment of a systematic follow-up service regarding the world situation and to provide the results to member governments. The focus of this work would exclusively be matter of regional interest. In this case, the actions taken within the governmental sphere in the major developed countries, in the European Economic Community and in other international agencies (the International Monetary Fund, the World Bank, etc.) should be taken into consideration. In addition, this information should be integrated with the results of work being done in this area by the various permanent divisions of ECLA. In such a case, and with relatively little additional effort, the Institute would be able to supply member countries with the indispensable frame of reference relating to the future trends in the major parameters of the world economy which most directly affect the region and which each government needs to consider in the formulation of its development plans or policies.

67.

REGULAR
SERVICES
UPON
REQUEST

This heading includes a variety of services which the Institute can provide without charge to member countries upon request, and also as a part of its regular activities. Taking into account the limitations of its technical unit, the Institute will give priority in these cases to the relatively less developed countries, especially those of

Latin America and the Caribbean. In each of its basic activities (Advisory Services, Training and Research), there is in fact some margin for such requests. In this connection, the Institute can provide countries with methodologies and techniques for economic policy co-ordination and planning; preparation of special training programmes; promotion of a specific study for a given member country; missions in order to identify needs for technical assistance and international co-operation; and various horizontal co-operation activities. In particular, the Institute can give support to countries as regards the development of terms of reference so that they may arrange for technical assistance from other international programmes or agencies or even from specialized enterprises in the private sector.

68.
SPECIAL
SERVICES
BY
AGREEMENT

A number of the remaining types of services are available to member countries, although specific agreements with each government concerned are required. Specific financing is necessary only when the studies requested involve travel expenses and the use of man-months in an amount which the Institute cannot absorb in its normal activity. In most cases the procedures agreed upon can be relatively simple, permitting the expeditious performance of the work requested. The Institute may be responsible for all or part of the co-operation requested by a member country. If responsible for only part of the work, it may join with other bodies with which it maintains a relationship of exchange and co-operation. Thus the Institute can continue to fulfill the important role of creating or broadening the capacity of a given country to receive other technical co-operation services or other benefits of international economic and financial co-operation.

IV. ILPES IN 1983: ORGANIZATION AND TECHNICAL STAFF

69.
THE NEW
ADMINISTRATION
IN 1982

The object of the organizational structure of ILPES, which was renewed in 1982, is to perfect Institute's technical work and to make its administrative and operational functions more dynamic. To this end, all professional Institute personnel, including those who perform administrative functions, also assume technical duties in which they should develop projects in their fields of specialization within advisory services or training, or even research. With the object of more precisely defining the responsibilities of administration, co-ordination and implementation, however, functional positions have been established which are in addition to the strictly technical functions of the personnel. The executive administration and the orientation of the Institute are the responsibility of the Director General, who is assisted by two professionals in the fields of programming and operations, one of whom is also the Deputy Director.

70.
AT THE TOP,
A TECHNICAL
COUNCIL

The Technical Council of ILPES (CTI) has been established for the purpose of reinforcing and expanding advisory functions provided to the General Directorate as regards the conceptual development, programming and execution of technical projects. The Council meets at least once a month, and within it those matters of greatest importance for the operation of the Institute are discussed. This Council has eight members as shown in the chart below. As dictated by the nature of the subjects dealt with, other experts from ILPES or other bodies in the ECLA system are included.

<u>Name/Function</u>	<u>Area in which most highly specialized</u>
- COSTA-FILHO, Alfredo Director-General	- Development and investment programmes
- BAJRAJ, Reynaldo Director, DPA	- Economic policy
- BOISIER, Sergio Deputy Director, DPA	- Regional planning
- DE MATTOS, Carlos Director, DPC	- Economic planning
- GARCIA, Eduardo Director, DPI	- Planning techniques
- GURRIERI, Adolfo <u>10/</u> Advisor	- Social development
- ISRAEL, Jorge Technical assistant <u>11/</u>	- Public sector planning
- SANCHEZ, Rolando Deputy Director	- Social planning

71.
THE THREE
PROGRAMMES
DIRECTORATES

The regular activities of the Institute are carried out by three technical units, each one of which has a Director.12/ The DPA - Administration of Advisory Programmes is responsible for assistance and support activities for governmental institutions in those areas of economic policy and planning in which direct or indirect collaboration is appropriate. In addition, it should promote and put into effect some of the horizontal

10/ A member of the technical staff of ECLIA, where he is Secretary of the CEPAL Review and Editorial Adviser of Pensamiento Iberoamericano.

11/ Belongs to that part of the ILPES Directorate which is responsible for the technical secretariat of the System of Co-operation among the Planning Bodies of the Region.

12/ In the references to the three types of service (see paras. 26 to 58), it is easy to see how the functions are distributed among these programmes since they are identified by their acronyms - DPA, DPC and DPI.

cooperation activities.^{13/} The DPC - Administration of Training Programmes is in charge of the preparation, organization and implementation of courses and seminars, the preparation of texts and documents for instruction in economic policy and planning, and the support of academic institutions and training centres. The DPI - Administration of Research Programmes is responsible for undertaking research and studies on current topics and problems related to economic policy and planning, as well as for formulating techniques and methodologies for use in the countries and in the Advisory Services and Training Programmes.

72.
 INSTALLED
 AND
 MOBILIZED
 CAPACITIES

The activities of ILPES are carried out by a small core group of permanent professional personnel and by a sizeable number of consultants who are contracted especially for specific work. This procedure allows a higher level of output to be obtained from the Institute's limited financial resources. Some data related to 1982 provides a comprehensive idea of the staff of the Institute as such and of the technical capacity it mobilizes from outside. There are currently 36 professionals, 18 of whom are local employees, as well as in the core group and enjoy greater job security than the rest. The total staff includes associated experts and project personnel based in the countries. In addition to this team, in 1982 there were close to 50 consultants which provided ILPES with 756 weeks of work, which is equivalent to some 15 experts/year.

73.
 THE
 UNITED NATIONS:
 A VALUABLE
 RESERVE

In addition, the collaboration of 34 professionals from the United Nations system was provided, for a total of 84 work-weeks, as well as from 9 other institutions, with 10 work-weeks; in sum the work done has been equivalent to roughly 2 experts/year. In terms of expert/ year, then,

^{13/} This is the only Programme which has a Deputy Director; this serves to prevent any discontinuity of supervision when the Director has to travel.

the team mobilized by ILPES in 1982 approaches 60 professionals; this does not include the substantial work performed by dozens of national counterparts in the countries receiving advisory services.

74.

A HIGHLY
LIQUID
ASSET

It is worth noting that the figures shown do not include the number of man/days which, as a matter of course and throughout the year, the Institute draws from the technical staff of ECLA and CELADE. Such staff, which is available at its own headquarters, co-operates in fields such as economic development, international trade, natural resources, agricultural and industrial development, transport and communications, economic projections, economic statistics, quantitative analysis and social aspects of development. In addition, CELADE, which is also part of the ECLA system, co-operates in connection with subjects such as population-related planning and population policies.

75.

ASSEMBLING
A TRULY
REGIONAL
TEAM

It is the present policy of the Institute to increase the utilization of outside consultants, diversifying the nationalities of origin represented and enlarging the scope of the subjects covered by professionals representing the widest variety of countries of Latin America and the Caribbean. The diversification of nationalities will be equally rigorous with respect to future contracting of new experts; and in connection with both types of contract, member countries have been invited to send curricula vitae of specialists with outstanding technical qualifications who can take on technical tasks in the Institute, either as short-term consultants or for more lengthy periods. As another way of strengthening the technical team, emphasis will be placed on securing the

secondment of experts from outside the region and also on the possibility of bringing in technical staff from other international bodies.

76.
PERMANENT
INSTITUTE,
TRANSITORY
RESOURCES

The financing of ILPES has gone through a number of stages. In its first nine years, its financial resources were derived exclusively from the United Nations Development Programme (UNDP) and the Inter-American Development Bank (IDB). After 1971 the financing received from UNDP remained at close to 70% and that of IDB fell to 8%, the Institute having to obtain the remaining 22% from other sources, in particular from governmental agencies providing support to development from outside the region. In 1974 the contribution from IDB was terminated, and in 1977 the UNDP contribution fell to 49%, which was still its share in 1982. However, in 1977 the United Nations began to support the Institute with contributions from its regular budget, which today amount to about 24% of the Institute's resources. ILPES obtains the remaining 27% as overhead from the services it provides and from contributions made by member governments and governments from outside the region. Thus ILPES has come into circumstances in which it is increasingly dependent on its own non-regular resources, a situation in which it finds itself today.

77.
THE MODAL
ADJUSTMENT:
TO CUT
EXPENSES

The Institute's income and expenditure have been balanced by seeking additional funds but primarily by decreasing its manning table. The former method has led it to a large number of sources -over 30 in 1982-, whose average contribution has been very low when measured against the contributions of UNDP and the funds received from the United Nations regular budget. On the other hand, the second method is no longer useful since the Institute has reached the point where the number of people

on its team is lower than the minimum needed to perform work of significance in Latin America and the Caribbean. Therefore the only possible way of regaining a level of activities compatible with the region's demand is to increase the Institute's regular funds which should even be used to compensate for the programmed decrease in UNDP resources already envisaged in the present project for the seventh phase.

78.

ANOTHER
PROBLEM:
HIGH-LEVEL
STAFF

The restrictions of resources to finance the technical team look more formidable when we consider the fact that the Institute needs to recruit highly qualified staff. Thus, in 1982, 35 specialists at PhD level, 34 specialists with a Master's degree and over 47 specialists with other post-graduate degrees took part in the activities of ILPES. Within these three categories, the staff on the Institute's own manning table, which should enjoy greater job security, has been subjected to a spate of short-term contracts. The difficulties in obtaining resources has in some cases meant that highly qualified specialists with long experience in the United Nations held contracts with an average duration of less than two months -a situation which has arisen recurrently in recent years.

79.

1983:
HALF OF THE
RESOURCES
IN HAND

For 1983 it is envisaged that the posts financed out of the United Nations permanent budget will come to about US\$ 652 000 and that the UNDP contribution approved for the seventh phase will amount to US\$ 943 000. If the 1983 expenditure were calculated as being the same as the expenditure for the preceding year (i.e., about US\$ 3 390 000), these two items on the budget, which are actually guaranteed, would represent 47% of the Institute's needs. The rest of the resources will be provided to it in the form of

reimbursements on the country projects implemented and out of the Institute's own resources. A basic source for the latter funds consist in the overhead costs, which are set at the standard United Nations rate of 13% of the cost of bilateral projects. The fraction of this amount which remains for the Institute is, however, frequently less than what headquarters actually pays for the backstopping it provides for such projects. Another important source of the Institute's own resources, and the only one which is sufficiently flexible to allow the Institute to turn its co-operation activities towards the relatively least developed countries, is voluntary contributions.

80.
RESTRICTIONS
ON USES AND
OPERATION
ON REQUEST

In connection with the Institute's financial activities it should be pointed out that its own resources are the only ones which may be used fluidly to mobilize the human resources made available through the leading sources (regular United Nations budget and UNDP). In actual fact, some of the travel of the ILPES professionals associated with those two sources and all the hiring of advisers who provide technical assistance for the countries is made possible only by using the Institute's own resources since the other two sources make no provision in their budgets for these purposes. The financial restrictions on the Institute in recent years have meant that in responding to requests of great urgency, the Institute operates by providing services on request with financing arranged by the country itself. Those of its services which are free of charge to the countries and which should be offered as a routine activity of ILPES have been very much prejudiced on this account.*/

*/ Final remark - For information concerning the Institute's views regarding the present role of planning in economic and social policy in the region and the priorities adopted for its activities in 1983 and those which are underway or scheduled for the next few months, see the document entitled: "ILPES: PROGRAMME OF WORK 1983-1985".