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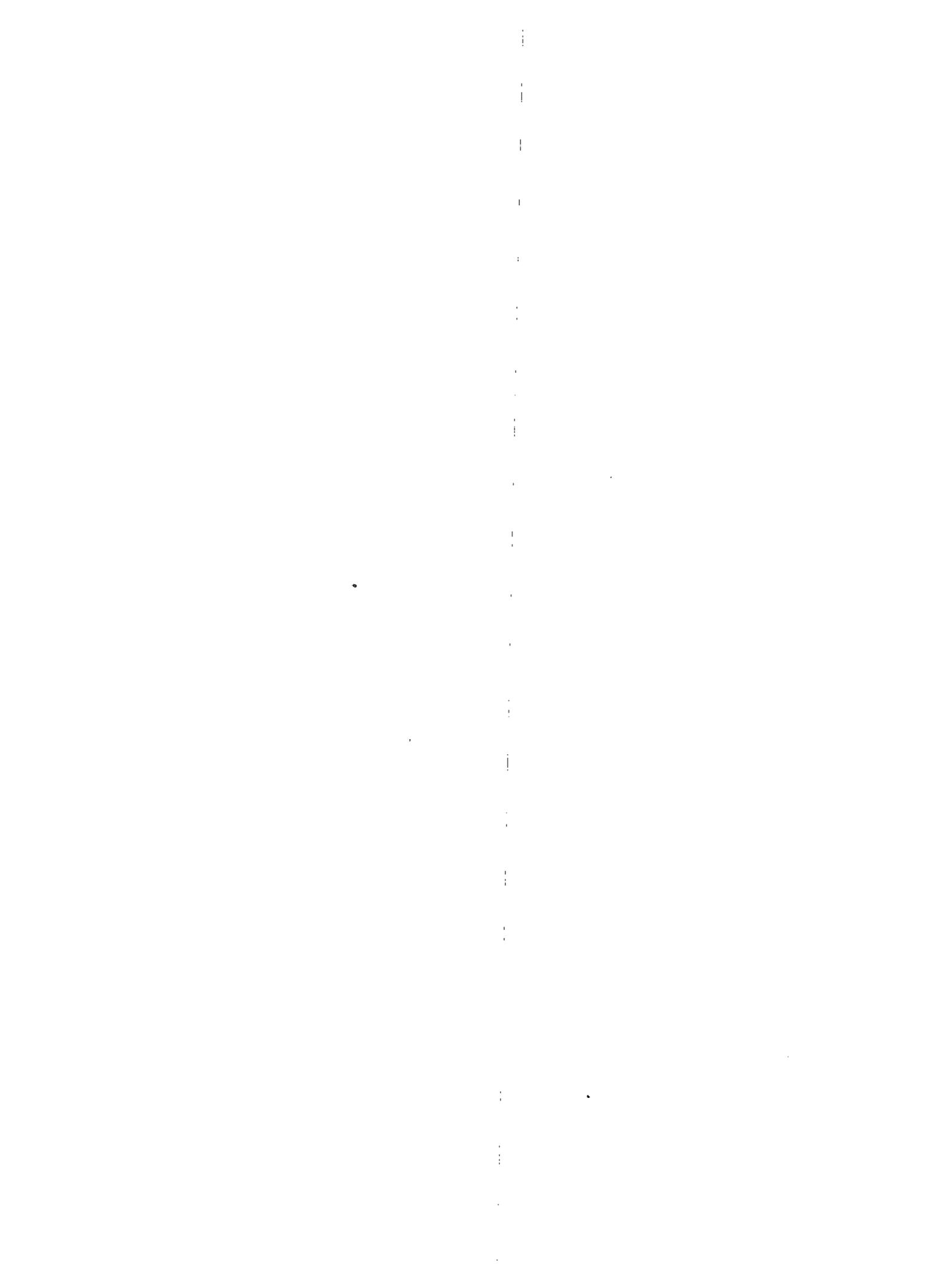
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ILPES: ITS ROLE IN THE REGION AND  
PROGRAMME OF WORK FOR 1983

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## INTRODUCTION

1. ILPES was conceived as an "autonomous institute for planning economic development" (ECLA resolution 199(IX) of 13 May 1961) and was created the following year to support countries and areas "within the geographic scope of the Commission" in connection with "the programming of their economic and social development" (ECLA resolution 220(AC.52) of 6 June 1962). It received support, initially from the United Nations Special Fund and the Inter-American Development Bank and, subsequently, from the United Nations Development Programme (UNDP), through a regional project (ECLA resolution 260(AC.58) of 11 May 1966). From the beginning, it was conceived as an autonomous permanent institute (1961) and was created as such.

2. At the beginning of its second decade, its permanent character was expressly reiterated as ILPES was described as permanent agency of ECLA to stimulate planning in Latin America and advise Governments on it (ECLA resolution 319(XV), of 29 March 1973), a decision which was reiterated the following year (ECLA resolution 340(AC.66), of 25 January 1974). Subsequently, the System of Co-ordination and Co-operation among Planning Bodies of Latin America and the Caribbean was established and the Conference of Ministers and Heads of Planning of Latin America was set up, it being decided that the Institute should serve as the technical secretariat for the System (ECLA resolution 371(XVII), of 5 May 1977). Subsequently, the member countries expressed their satisfaction at the initiative taken by ILPES "to co-operate actively with the member Governments of the Caribbean Development and Co-operation Committee (CDCC)" (ECLA resolution 397(XVIII), of 26 April 1979).

3. From the standpoint of the successive projects through which UNDP has provided its decisive support to ILPES, the history of the Institute is divided into seven phases, the last of which began in January 1983 and ends in 1985. In a separate report, a summary is given of these

phase, of the areas in which the Institute currently works and of the services which it now makes available to its 35 member countries (see: ILPES: "Twenty-one years of activity, 1962-1983", ILPES/CEPAL, Santiago, Chile, April 1983). The present document describes the role that is envisaged for ILPES during the 1980s, the functions of the national planning ministries and agencies in the region and the Institute's Programme of Work for 1983.

4. The history of the last two decades in Latin America and the Caribbean shows several successful planning experiences. Nevertheless, planning at the national level has been somewhat orthodox as far as procedures are concerned, and fundamentally this has conditioned the process to the existence of a comprehensive and detailed plan (book-plan) for which there are certain requirements and standards. Because this procedure is based on the methods initially used in planning, it had certain characteristics of planning in the centralized economies and of the indicative planning developed in certain Western European countries after the Second World War. These methods did not always produce the desired results in several of the member countries.

5. History itself shows that in some cases, the planning process does not call for global, detailed plans. The definition of strategies for achieving the objectives chosen has often provided an adequate basis for the planning process. There have been cases when national projects have been implemented through relatively coherent economic policy processes without being supported by highly detailed formal plans. Thus, in its new role in Latin America and the Caribbean, the Institute does not insist that planning should be carried out in the same way it was practiced or preached in the past. On the contrary, in view of the different experiences tested in the region and its pressing short-term problems, any effort to strengthen the national planning agencies must include a restatement of the conceptual framework and a reformulation of the procedures of planning per se.

6. Given the diversity of political systems, levels of development and socioeconomic structures prevailing in the region, it is impossible to establish a single conceptual framework for planning which might be universally valid. The Institute's programme of work must therefore be designed in such a way that it will --in general terms-- be suited to those market economies in which the State exercises a considerable degree of economic regulation and, in a more limited way, acts as a producer of goods and services. Although the programme of activities is based on this "modal situation", all the services provided are available to all member countries alike, inasmuch as the Institute belongs to all of them.

7. It is a well-known fact that the recession currently affecting the region has brought its economic and social indicators to levels without precedent in the last fifty years. Consequently, the Governments have an increased responsibility in both the economic and the social spheres; the solutions to the crisis --regardless of ideology-- will make it necessary, as in the 1930s, to adopt well-thought-out public policies that must be efficiently implemented. The design and application of those policies are two elements of the new type of planning that must be put into practice throughout the region during the next few years of this decade. ILPES can once again play a major role in programming these public policies and is in a position to do so responsibly.

8. Consequently, the programme of activities which is proposed concentrates on certain priority subject areas for the region; it incorporates suggestions approved at the Fifth Meeting of the Technical Sub-Committee of ILPES by the representatives of eight countries who met in San José, Costa Rica, in November 1982, and takes into account the recommendations made in the Final Report of the mission which evaluated the Sixth Phase of ILPES (project UNDP/RLA/81/013), submitted to UNDP on 14 February

1983. The new institutional project, covering the triennium 1984-1986, which envisages a closer relationship between the Institute and the member Governments, is presented in a separate document which will be discussed at the Fifth Meeting of the Technical Committee, to be held in Buenos Aires on 9 and 10 May 1983.

I. ILPES IN LATIN AMERICA AND THE CARIBBEAN  
DURING THE 1980s

9. Throughout the "twenty-one years" of its existence, ILPES has been the main regional and interregional agency for co-operation with the member countries of CEPAL in matters pertaining to the planning and co-ordination of economic policy. It has played a decisive role in the conception or consolidation of agencies and systems of planning and economic co-ordination in Latin America and the Caribbean. It has also become the main forum in which the national planning ministries and agencies are able to meet at the multilateral level to discuss the common problems they face in their efforts to achieve economic and social development.

10. As it begins its third decade, [the Institute must be sensitive to the most pressing needs of the member countries as regards the planning and national co-ordination of their economic and social policies and must support them pragmatically, both by promoting exchanges of experiences and by proposing new technical alternatives ]for solving or mitigating the fundamental problems of development. In this regard, the long-term needs --a high and sustained rate of growth, technological progress, generation of sufficient job opportunities, more equitable social and regional distribution of income, guaranteed supply of foods and basic inputs, autonomy in making fundamental decisions on economic policy, and improved regional integration-- constitute a frame of reference for all the activities of the Institute. At the same time, the major short-term restrictions --the need to maintain minimum levels of real activity and productive employment, the presence of strong inflationary pressures and the increasing burden of external indebtedness-- must be borne in mind and orient the most urgent work carried out by the Institute in co-operation with the member countries.

11. Because there are so many institutional options in these countries and because the Governments apply so many different principles of economic policy, the Institute must of necessity carry out its work with a pluralistic approach. Its original, permanent commitments --to strengthen the national planning ministries and agencies-- require it to work within a broad spectrum of co-operation. It must help governments which choose centralized economic decision-making systems to improve their working procedures and must help Governments which prefer decision-making systems based on market mechanisms to improve the co-ordination of economic policies. At the same time, the Institute must use its experience and its sensitivity to international problems to help identify matters of common interest to the member countries and promote the search for agreed solutions that will enhance their collective capacity to deal with the adverse world economic situation.

12. All Governments have to take immediate policy decisions which have cumulative or delayed effects over the medium or long-term. In this regard, it is worth recalling the following conclusion reached by the Committee of High-Level Government Experts (CEGAN) at its recent meeting in New York. It states: "In view of the structural nature of the problems, a long-term view must be taken to the solution of the crisis, since the application of short-term criteria has led to a succession of conjunctural crises ... The industrialized economies have been undergoing structural transformations that will significantly alter the international scene by the end of this period (the 1980s). Events seem to indicate that a third industrial revolution is underway ... and the region must foresee the consequences of these changes and take them into account in its long-term strategies for transforming production.<sup>1/</sup>

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<sup>1/</sup> See, CEGAN: Draft Report (E/CEPAL/CEGAN 6/L.3), ECLA, Santiago, Chile, 11 March 1983, 16 pp.

13. Each country's development prospects are now more intricately interwoven than ever with the world economy as a whole, the future of which is confusing and uncertain. The adverse dynamics of the service of the external debt throttles opportunities for growth and is reflected in the internal disequilibria expressed as inflation and the stagnation of levels of activity and employment, often accompanied by some destruction of the national productive capacity. At the same time, because of the fast pace at which contemporary history is moving, under the impetus of unprecedented technological changes, a systematic effort must be made to identify trends and outline alternatives so that each country can decide on the best way to reorient its economy in the new international picture that will emerge from the unsettled 1980s. Every country has strong reasons to strengthen its planning system, although, as has been mentioned before, its requirements will indeed be different from those of the past. There is a greater need for adequate articulation of the most diverse economic and social policy tools; there is unanimous recognition of the fact that government intervention in the economy affects all the interdependent bodies involved in the social development process, sometimes promoting greater well-being, other times hindering it. In these years of crisis, the Governments will be urged to take compensatory measures to reduce the disparities of income and employment which are aggravated by the recessive trend. At the same time, it is essential to achieve greater intertemporal consistency in decisions associated with such measures.

14. All of this calls for a new rationalization of public activity. As a permanent intergovernmental Institute for Latin America and the Caribbean, the specific task of which is to assist in the planning and programming of economic and social policies, ILPES must study these new rationales, channel them towards practical advisory services to member Governments and transmit them in a systematic effort to retrain, update and promote their human resources. Its three main programmes --research, advisory services and training-- must be guided by these three purposes.

The Institute must consolidate its position as an asset of the countries which is capable of efficiently exercising this threefold function: it must be a "laboratory" for joint research with member countries, a "workshop" for performing specific tasks as a counterpart to each Government, and as a "forum" for the exchange of knowledge which is of regional interest. The Institute must collaborate with the countries of the region in these different ways, providing the support they need to deal with the problems which now challenge them as a result of the international crisis. ILPES must channel this co-operation, giving priority to the relatively less developed countries, particularly those of Central America and the Caribbean, and to the less privileged regions and sectors within the other countries.

15. At the same time, the Institute's activities must be guided by the principles of multilateral technical co-operation which are most suited to the region. Its assistance to the countries must help them strengthen their technical and economic complementarity; help them stand more firmly on their own installed capacity and catalyze the exchange of knowledge and experience among them; consider the institutional strengthening of each country as a prerequisite for fruitful co-operation and, when necessary, generate a receptive capacity so that the country concerned may better assimilate the fruits of technical or economic co-operation from other international agencies; contemplate the overall economic and social activity of each country, seeking to make use, whenever necessary, of the potential of private enterprise; consider the role of non-governmental organizations in promoting economic and social development; open up opportunities for bilateral co-operation when it does not mean weakening the possibilities for regional integration; channel co-operation in a pragmatic direction, strengthening economic relations within the region and between the region and the rest of the world; provide for close articulation with the other regional and subregional agencies of Latin America and the Caribbean, and integrate its activities with those of the rest of the United Nations

system, thus avoiding duplication with other agencies and programmes. To this end, it is also advisable to discourage any new regional or subregional initiatives which might overlap with the areas of specialization of the Institute, thus scattering the increasingly scarce resources of international co-operation in the area. In any event, the Institute must collaborate with the countries in the region in accordance with the consensus mandates it receives from the planning ministries and agencies, bearing in mind the external policy features of each member country.



## II. CURRENT BASIS FOR THE WORK OF THE INSTITUTE

16. In 1983, the Institute's activities will be going through a transition: those which are currently underway will be continued and the new programme presented in this document will be put underway. This chapter discusses the functional framework of the planning ministries and agencies and the medium-term priorities of ILPES and is followed by a description of the activities envisaged for 1983.

### II.A. The functional framework of the planning ministries and agencies

17. The diversification and greater complexity of government functions in the region extends to the responsibilities of the planning ministries and agencies. The multiplicity of functions has not always meant a real strengthening of such agencies; on the contrary, in some countries, in recent years, the aggravation of the economic crisis has meant that priority had to be given to short-term monetary and exchange policies formulated by the public finance ministries and agencies or the central bank authorities. In many cases, however, the change of direction has not meant that planning has been left aside but rather has involved a sharing of responsibilities with the planning agencies. With a knowledge of how the planning ministries and agencies of Latin America and the Caribbean work, it is possible to identify a good number of the functions assigned to them, although they are not distributed evenly from one country to another. For the purpose of this chapter, these functions are regrouped into eight categories.

18. (a) Formulation of plans and policies. This category of function would appear to be the leit motif in the creation of these agencies. It includes responsibilities pertaining to the conception and implementations of development strategies, the design and preparation of descriptive and prospective models for essential macroeconomic variables, the actual formulation of global economic policies and the establishment of guidelines for detailed sectoral policies. In many cases, these national

agencies are directly responsible for preparing and implementing the investment budget; in others, they share with the ministry of finance the responsibility of formulating all fiscal policies or preparing the fiscal budget for current expenditures. Sometimes the planning agency is actually responsible for the regionalization of public expenditure, at the same time influencing transfers of national resources to states, departments or provinces and to municipalities, cantons or other subdivisions. The task of formulating plans and policies performed by the planning agencies has led them from the beginning to play a substantive role in the establishment and work of bodies responsible for producing basic statistics in the field of demography, national accounts and other economic and social indicators.

19. (b) Programming activities of the public sector. Traditionally, the national planning agencies have played a significant role in the intersectoral articulation of the other ministries; this has often included the formulation of general sectoral guidelines for each one, particularly as regards productive activities (agriculture, mining, industry, etc.), physical infrastructure (transport, communications, energy, water resources or public works) and social services (education, health, housing, labour, etc.). Some planning agencies have helped the Central Governments co-ordinate the sectoral ministries; others have also assumed direct responsibility for studying and implementing administrative reforms of national scope. More recently, several national planning ministries and agencies have begun to perform more explicit duties in connection with surveying, preparing cadastres and monitoring decentralized agencies and enterprises, a task which is particularly important for a mixed economy. During the current decade, some of them are beginning to set up articulated accounts systems which take into consideration this decentralized sector and make it possible to expand the coverage of conventional public accounts.

20. (c) Direct advisory services to the Central Government. Although the national planning agencies occupy different positions within the administrative structures of the member Governments, they frequently perform an important role in providing advisory services to the Executive branch beyond those mentioned in the two preceding paragraphs. These responsibilities include the preparation of special economic and social studies, the preparation or supervision of strategic economic projects of national interest, membership of public bodies responsible for collective deliberations (interministerial councils, fiscal councils of public agencies, decision-making boards concerned with specific public policies, etc.). In some cases --as has often been the case with the Planning Commissariat in France-- the national planning agency acts as an intermediary for the Government in the formulation of social agreements, playing a role of great political significance in matters pertaining to the claims of professional and producer classes and associations. In addition, the national planning agency often takes part in delegations representing member countries in different international fora.

21. (d) Macroeconomic planning and conjunctural analysis. From the beginning, the national planning agencies have been responsible for following up on plans and policies and monitoring their conformity with economic and social development objectives. Little by little, some of them have also been given responsibility for following up on and monitoring certain nationwide programmes and regional plans and for articulating plans with sectoral projects. More recently, some agencies have assumed responsibility for preparing conjunctural analyses which provide the Governments with up-to-date information on the behaviour of the main aggregates of the national economy. In certain cases, to this task is added the actual formulation and implementation of conjunctural policies pertaining to price and rate controls and monetary and exchange controls; in such cases, they work in co-ordination with the ministry of finance. During the current decade, some planning agencies have assumed an important role in the preparation of basic information and direct

negotiations with international financial institutions and agencies in connection with the handling of the current external accounts crisis.

22. (e) Support to regional development agencies. Some national planning agencies have developed internal units to co-ordinate their regional or local development activities and their support to previously created autonomous or decentralized agencies. These tasks have included rationalization of requests made to the central government, representation of regional interests, and, in general, the preparation of strategies, plans and projects for regional development, both at the national level and at specific political-administrative levels. In certain cases, specific regional development funds have been created which are also administered by the planning ministry or agency.

23. (f) Pre-investment and project activities. The national planning agency has frequently included project offices having responsibilities both for the drawing up of national parameters to evaluate investments in the area of partial analysis and for the preparation of pre-investment plans and the formulation of projects. Later on, the projects offices and other offices in the planning agencies have assumed responsibility for certain project analyses and for the preparation of reports or opinion --from the point of view of planning-- on projects prepared by other ministries. The planning agencies still frequently advise the government in this area. A broader but similar responsibility of the planning agencies is that of establishing scales of priorities for projects which are heterogeneous in nature and which cover several different sectors. Also, responsibilities in the area of pre-investment have led certain agencies to establish national pre-investment policies and to administer specific funds or programmes for the financing of pre-investment projects. In other more limited cases, this responsibility has extended to the setting up of development banks specializing in long-term credits for public and private projects.

24. (g) Science and technology, human resources and technical co-operation. There are planning agencies in Latin America and the Caribbean whose functions include the promotion and creation of institutional capacity in the areas of science and technology and articulating the links between the scientific community, productive enterprises and government. Some also provide training of human resources for the public sector, with emphasis on planning. Finally, partly as an extension of one or both of these subgroups of functions, some planning ministries and agencies are expanding their role by providing orientation and co-ordination of international technical and economic co-operation programmes, as a complement to the role of the ministries for foreign affairs. Some members countries have created a specific institutional capacity in the area of technical co-operation to co-ordinate these tasks.

25. (h) Social development and emergency programmes. The planning ministries and agencies have often organized offices or made technical personnel available specifically for social development programmes. The interdependency of the social and economic spheres, on the one hand, and the multiple interrelations of the social sectors and programmes, on the other, have made these agencies an appropriate area of public administration for exercising this role of integral articulation of government activities in the social field. Partly as a result of this and partly because of the role which naturally falls to planning in the co-ordination of public policies, many of the planning agencies have been given responsibility for articulating emergency programmes when some natural disaster causes a breakdown of productive activity and employment, with the resulting direct impact on the living conditions of the population.

26. This brief outline of the current functions of the planning agencies and ministries of Latin America and the Caribbean should make it possible better to appreciate the scope and orientation of the activities of ILPES, which are aimed at the technical and institutional strengthening of these agencies. Obviously, this does not mean that all the functions mentioned are always concentrated in the national planning agency or that it is some

kind of super-ministry. In actual fact, the functions described must be viewed in relative terms and it must be understood that there are modifications both in space and in time: there are differences between countries and profound changes take place over the years within the same country.

27. In any event, the above description shows the complexity of the activities which must be carried out by an intergovernmental institute such as ILPES if it is to support all the functions of the planning agencies in the region. ILPES does not have the installed capacity to deal with all the areas mentioned. Consequently, it must concentrate on those functions which are most in line with its own past experience, adding only those new activities which are most directly relevant to the co-ordination of economic and social policies. It is worthwhile describing some of the terms of reference which enable the Institute to ensure that its research, training and advisory activities are co-ordinated in the most effective way possible to enhance its collaboration with member Governments.

#### II.B. Priority subject-matter nuclei

28. In the years to come, the Institute must avoid scattering its technical resources and must concentrate on those activities which are most important to the region. The various services it provides the member countries 1/, within each of its main functional areas (economic policy and planning, public sector planning, sectoral and regional planning, and pre-investment and projects) and through each of its basic programmes (advisory services, research and training) must converge on a set of priority activities. The overall outcome of this effort must be to enhance the efficiency of ILPES' co-operation with member countries.

29. Following is a description of the four central subjects around which the Institute develops its work in those areas considered most important in

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1/ See ILPES, "Twenty one years of activity", 1962-1983, op. cit.

the light of the economic and social development problems with which the region must deal in the 1980s. This frame of reference is not a rigid one but must be adjusted according to the way these problems evolve and the challenges they pose to economic policy and planning. Different emphases must be given to the working priorities depending on the particular circumstances of each country with which the Institute co-operates.

30. (a) Planning and articulation of economic policies. Taking into account the most urgent responsibilities of the national planning systems, ILPES must emphasize those activities pertaining to the co-ordination of public policies which are oriented towards economic and social development. From the temporal standpoint, this means that the Institute must continue to strive for compatibility between short, medium and long-term policies. It also means that it must develop a more global and integrated approach to the allocation of public resources. In this regard, considerable effort must be made to articulate monetary and balance-of-payments policies with fiscal policies and to demonstrate the interdependency among these three policy areas and all other instrumental policies (regarding public rates and prices, wages, etc.). It is essential, therefore, to expand the approach to the allocation of resources to include decentralized administration; the Institute must concentrate more on the different categories of public enterprises and on the formulation of specific policies pertaining to them. At the same time, ILPES must support the member countries with respect to the immediate challenge facing them and with respect to alternative designs and short-term policies, either by using its own technical resources, by mobilizing specialized consultants or working in association with ECLA and other United Nations agencies, or by promoting horizontal co-operation. In this regard, the Institute must pay special attention to the short-term problems of the relatively less developed countries, particularly those of Central America and the Caribbean. This will include devising measures to bring about a recovery of production levels and sustained rates of growth of economic activity and employment and studying viable alternatives for facing

development which do not increase internal inflationary pressures and do not aggravate situation with respect to external indebtedness either. This subject matter nucleus refers basically to the first two functional areas of ILPES: planning and economic policy, and public sector planning.

31. (b) The region within the world economy of the near future. The Institute must take into account the changes that are taking place with respect to the insertion of Latin America and the Caribbean into the world economy, the alternatives that are available to the region for redefining its position in this context over the next few years, and the new responsibilities which these changes will involve for the national agencies and ministries responsible for planning and economic policy. ILPES will soon be putting underway the necessary supplementary activities to provide member countries with up-to-date and systematic information on the forecasts that are being made of the evolution of the world economy in the near future. On a more continuous basis, it will work together with ECLA on the interpretation of this aspect of the development of the region, using the results of this effort in the services it provides to member countries and, insofar as possible, complementing them with its own regular activity. In this regard, it will pay special attention to the role of sectoral development in the future development of the region. It will also help the member countries identify those activities which can enhance their recovery and provide orientation and support for their internal economic and social development processes, as a supplement to the efforts of ECLA.

32. (c) Economic, global and territorial policies. ILPES must continue its work in the area of regional planning and, in particular, improve its knowledge of the interaction between economic policies of national scope and regional development within the member countries. Within this subject matter nucleus, special attention will be paid to the centralization or decentralization of decisions regarding the allocation of public resources to different regions of each country, the linkage between this process and internal political-administrative organization (provinces and states, municipalities and other

subdivisions, etc.); an integrated vision of the spatial projections of rural and industrial development; and ecological and environmental matters. As regards the spatial dimension of the development process, ILPES must maintain its position as a leading centre in the region: it has certain relative advantages which enable it to continue collaborating in this regard with the member countries.

33. (d) Promotion of social development and social development policies.

ILPES must continue with its activities pertaining to social development planning and policies, an area in which it has traditionally made significant contributions. It must continue its research on the interdependency between economic and social development and collaborate pragmatically with the member countries in programming public expenditure for the social sectors and for specific activities aimed at reducing critical poverty and improving the level or distribution of well-being. The Institute must also concentrate its attention on five points: the role of the State in the region; the financing of social programmes; the incorporation of the social sectors (education, health, housing, etc.) and other social programmes (employment, community organization, etc.) within the programming of public expenditure; the adjustment of new techniques for formulating and establishing priorities for projects in the social sphere; and the achievement of a "fuller" understanding of the phenomenon of social well-being, with integration of its components of employment, income and consumption. It is quite clear that the Institute's activity in the promotion, formulation and implementation of social development policies is even more relevant and timely at this particular juncture, considering the economic crisis affecting the region. The prolongation and aggravation of the current recession have increased the responsibility of each government for taking compensatory measures; this means that they must explicitly take into account the objective of social equity in every economic policy action, whether it is aimed at stabilizing the current economy, reactivating it, or restoring the dynamics of growth over the medium-term. The Institute's expertise in the social field makes it one of the few agencies fitted for providing multilateral aid in this respect within the United Nations system in Latin America and the Caribbean.



### III. PROGRAMME OF WORK FOR 1983

34. The new role of ILPES in the region, the functional area of the national planning bodies and the thematic focal points established by the Institute are all elements which influence the activities planned for 1983. Evidently these still reflect the great variety of requests which have been made of the Institute recently, part of which led to the studies which are now in progress. This third chapter is based on a list of the concrete services which ILPES is providing or could provide this year to the member countries; it proceeds to describe a framework of activities according to geographic centre, considered country by country, whether member or non-member, and concludes with a reference to the principal relations maintained by the Institute with other international organizations or programmes, within and outside the United Nations system, or with other non-government members.

35. It seems appropriate to note the existence of a certain heterogeneity among the various activities. Some of them refer to studies in progress, while others refer to collaborations still to be specified or negotiated; of the latter, some are confirmed, while others depend on specific financing. Some activities are promoted directly by the Institute, as a result of express interest by member countries; others are punctual collaborations with other international technical or economic co-operation agencies. In broad outlines, the group of activities mentioned offers an idea of the complexity of the tasks dealt with by the Institute upon the completion of its twenty-one years of existence, and points out its importance today in the context of the regional organizations of Latin America and the Caribbean.

#### III.A. Generic services for the region as a whole

36. This section is divided into three parts: services referring to the Institute as a whole (Paragraphs 37 to 42); some principal advisory, training and research activities (paragraphs 43 to 52), and those which include new forms

of co-operation with universities and national research and training centres (paragraph 53). This co-operation results from the principle practiced by the Institute of more fully using and mobilizing the technical training available in each member country. To avoid repetition, some activities at the regional level also --although carried on outside the Institute-- are presented below according to their country headquarters, either actual or potential (see III.B in this document and in ILPES: "Twenty-one years of activity", op. cit.-- referred to hereinafter as "twenty-one years" --paragraphs 59 and following).

37. The ADMINISTRATION OF THE INSTITUTE will continue its policy of publishing --in more up-to-date and detailed form-- the programme of work, providing each member country with the opportunity to specify its requests for further collaboration. Although this information is primarily directed to the national planning bodies, it is of course accessible to other governmental agencies in the economic and social field in each country, particularly those which co-ordinate international technical co-operation activities, in many cases from within the ministries of foreign affairs. (See "Twenty-one years", service I/DGE/a, paragraph 61; when appropriate, the reference to the service-type mentioned in "Twenty-one years" will always be noted in parentheses at the end of each text.)

38. As is well known, in 1977 the ministries and planning bodies of the region established their own system of co-operation, centered on the conference of ministers and heads of planning of Latin America and the Caribbean. The Institute will pursue its work as Technical Secretariat of this system, preparing the Fourth Conference in 1983 which will be held on 9-10 May in Buenos Aires, sponsored by the Planning Secretariat of the Presidency of the Argentine Republic. During this Conference the Fifth Technical Committee of the Institute, its highest body for collective debate, will meet. Together with the CEPAL/Caribbean Office, support will be given also to the holding of the Third Meeting of Planning Experts of the Caribbean ("Twenty-one years", paragraph 18, I/DGE/b and c, paragraphs 62 and 63).

39. The Institute is also setting up a new publications programme, which will make it possible to offer the member countries better information on its activities and will reflect the results of its work; these publications will also be more appropriate vehicles for exchanging national experiences in the fields of planning and economic policy. At the same time, this reprogramming is being promoted under highly regulated austerity conditions, taking into account the budgetary restrictions of the member countries, and in particular those of the Institute itself. ("Twenty-one years", paragraph 17 and I/DPI/i, paragraph 58.)

40. In 1983 the Administration of the Institute will go on with its current policy of modernizing procedures, which includes: integrating all internal technical work, strengthening headquarters' support for work being done in member countries, reorganizing administrative and accounting services; establishing new criteria for contracting technical personnel and consultants; improving planning and follow-up of projects in progress; financing inter-agency relations within the United Nations (within and outside the ECLA system); intensifying the internal technical discussion by establishing working groups and holding more frequent meetings of the Technical Council, as well as consolidating the restructuring of the administrative body of the Institute. The strengthening or implementing of some new internal information systems will also continue in respect of sources of horizontal co-operation; registry of specialized consultants and organization of national planning bodies and training and research centres operating in areas similar to the functional areas of the Institute. Part of this work will be carried out jointly with the Information System for Planning in Latin America (INFOPLAN), a joint project of CLADES and the Caribbean Documentation Centre. All the progress made in this direction will be made available to the member countries ("Twenty-one years", chapter IV).

41. Also in 1983, particular attention will be paid to the work on re-establishing and promoting horizontal co-operation. In its role as multi-lateral organization the Institute can undoubtedly promote South-South

co-operation more pragmatically and effectively, both within its own region and through the inter-agency co-ordination necessary to extend it to the African and Asian continents. The considerable technical capacity accumulated in the countries of the region makes the possibility of strengthening this co-operation through triangular relations particularly hopeful, where the Institute would especially participate by playing a stimulating and catalyzing role. In particular, the strengthening of this relationship could be a contributing factor in the policy of recovering the levels of production and employment adversely affected by the current crisis. ("Twenty-one years", paragraphs 19 and 20 and I/DGE/d, paragraph 64. See also paragraph 15 of this document.)

42. Finally, the Institute hopes to continue its new project of supplying systematic and regular information on the principal parameters of the world economy, necessary to the macro-economic projections of each member country, particularly for the annual estimates of the fiscal, monetary and foreign currency budgets. This is certainly a very timely study, which the Institute can put into practice with considerable economies of scale, since the findings of a small technical team can be distributed to all of the member countries. This project proposes to avoid duplications with respect to analogous studies by other international organizations, being composed instead of a systematization of anticipated trends --from the point of view of regional interest-- and of their prompt dissemination, which would aid in making up the schedules of budgetary preparation and macro-economic projections in the member countries ("Twenty-one years", I/DGE/f, paragraph 66 and 30 of this document.)

### III.A.1 Advisory assistance, training and research

43. The ADVISORY ASSISTANCE PROGRAMME, the Institute's most direct connection with the activities of the countries, will continue to collaborate with the governments of the region by providing generic services without direct cost to the countries, regular services upon request, and special services through agreements which include a financial contribution by the countries themselves or other international agencies. Modifications are gradually being introduced

in the forms of operation of the Institute's advisory assistance, so as to ensure full technical support of the Institute headquarters to outstanding experts and consultants in each project. At the same time, the task of advising is more oriented towards the establishment or strengthening of a national institutional capacity to improve the possibilities of technology and methodology transfer as well as their effects over time. An attempt is also being made to raise the institutional and administrative level to which technical co-operation is given in order to provide effective support to those who are responsible for making decisions on economic policy. The specific advisory projects of the Institute are being conceived to include --as far as possible-- collateral in-service training (or direct training) and research activities, so that the counterpart organization can make the most possible use of the Institute in its various areas of work. In turn, the activities in the field allow for feedback to the Institute in relation to its most reflective activities, such as training and research, as a result of which permanent process of improvement and refinement of methodologies applied to the advisory assistance programmes is established.

44. In these respects, the member countries will continue to be provided with methodological information and technical support missions on the different functional areas of the Institute, especially in the fields of planning and economic policy and the programming of the public sector, in both the direct administration and the decentralized sector. The support through technical missions will certainly depend on the specific availability of funds. In any case, the principal activities of this Programme are carried on outside the headquarters, and for this reason especially they are described by country (see III.B).

45. The TRAINING PROGRAMME in 1983 will concentrate its activities on the basic and most current economic and social concerns of the member countries. Thus, it has been decided to replace the Central Planning Course this year by a Course-Workshop on reflection, discussion and training with respect to

the basic problems being faced today by the economies of the region and the strategies proposed to solve them. This Course-Workshop on Current Problems and Alternative Development Strategies will be held at ILPES headquarters in Santiago, Chile, and will last 10 weeks, starting on 26 September of this year, and it will have the full support of the Government of the Netherlands.

46. With a Course on Long-term Planning and Environment, the line of training begun in 1982 will continue, concentrating on the incorporation of environmental variables into planning tasks and processes. The interdependence between development and the environment will be analysed, and the relations between resources and well-being will be brought out. The course, which is designed for public officials involved in national planning systems, will be held in Santiago, Chile, and will last three weeks (4.22 July) and will be jointly organized by the International Centre for Training in the Environmental Sciences (CIFCA) and the ECLA Environment Programme.

47. The regional concern to develop exports and improve the management of the external accounts crisis has led the Institute to programme a Course on Trade and Development Strategies, which will be held for eight weeks in conjunction with the International Trade Division of ECLA and perhaps UNCTAD. It should offer the opportunity to publish, in the area of training, the important findings accumulated recently by ECLA and UNCTAD in foreign trade. The financing which would allow this activity to be carried out is being negotiated, and UNCTAD has indicated some preliminary favourable acceptance, in view of the considerable interest expressed by member countries in this activity.

48. Finally, the RESEARCH PROGRAMME proposes to pursue or set up various studies, generally related to the priority thematic focal points (see paragraphs 28 to 33 of this document). Although it is true that these focal points are also used to guide advisory assistance and training activities, providing them with some cohesion, they are an especially significant frame of reference

for the research activities. In this case, some of these studies will be finished quickly, while others will only be concluded in two or more years. Despite the overwhelming importance of these activities in themselves --because they produce knowledge of great value to the region--, or as elements of support to the other activities of the Institute, that is, advisory assistance and research, their implementation will depend upon ensuring their financing, which will require special and continued efforts in the next few years.

49. (a) With respect to planning and co-ordination of economic policies (see paragraph 30), there are at least three lines of investigation. First, it is important to keep developing theoretical and empirical studies, partially already in progress, which will lead to a synthesis of the development experiences of the region with respect to real planning exercises on the medium and long terms; in this light, the findings should indicate the role of planning with regard to alternative development strategies, compatible with the choices of the member countries. With respect to compatibilization of short-, medium- and long-term decisions, the part of this research done jointly with several countries --of which Costa Rica, Mexico and Venezuela have completed monographs describing and analysing their national experiences in this area-- will be finished in 1983. ILPES prepared a methodological document which presents the problem and offers some alternatives on how to solve it. In the future, it would be helpful to perfect an operative methodology for collaborating with the governments in the co-ordination of concrete, short-term economic policies. This methodology should contain an integrated system of public sector accounts, including the State enterprises, and should make it possible to identify its real and financial operations with the rest of economy and with the external sector. Finally, more information should be made available on public enterprises, their control, planning and policies. This study will centre on the current role of public enterprises in view of the concrete experience of the member countries and will be oriented according to the sector where they have developed and the functions assigned to them.

These topics are of increasing timeliness in that the decentralized public sector is projecting itself in most of the region, to a greater real extent than the central governments. In a more advanced stage, the study will develop a series of economic policy criteria in various areas: tariffs, financing, investment criteria, employment and wages, etc., with an emphasis on the control of external indebtedness and on the domestic inflationary pressures in the countries. At the same time, it will take into consideration the priority objectives of recovery and raising of levels of productive activity and employment.

50. (b) In respect of the insertion of the region in the world economy (see paragraph 31, page 18), the research will explore in two directions. In one of them, which will progress more slowly, there will be an effort to join forces with ECLA to identify the alternatives for future relocation of the national economies in the new international economic order which will emerge during this decade. The Institute is convinced that even the most immediate public measures, which are aimed at stimulating foreign trade and new ways of negotiating and financing the external debt, should be part of a coherent development process, which should consider both the urgent need for domestic economic activity to recover, and its medium and long-term development. Of course there is no single pattern to fit all cases, and each national society will select and construct its own path; in any case, it is up to the Institute, in solidarity with other regional organizations, to collaborate in the identification of the profile of alternatives. In the other direction, where more immediate results are anticipated, the Institute must make progress in its work --currently being prepared-- to provide the member countries with up-to-date and definitive information on the principal short-term trends in the international economy. The rate of growth of world trade, of the imports of the central countries and of their own economies; prices of oil and its derivatives, of the principal "commodities" and some other basic products of the region; international interest rates (prime rate and labor), are some of the parameters whose

projections --already available from various sources-- must be systematized, clarified in their methodological aspects and reinterpreted in view of their probable effects on the economy of Latin America and the Caribbean. The project which the Institute is preparing on this subject --and which will combine research and advisory assistance activities-- anticipates the possibility of a routine dissemination of these parameters, annually or twice a year, taking into consideration opportunities for some periodic up-datings in the intervals. A potentially useful aspect of this activity as mentioned, is that of regular distribution, which would allow for its optimal use --by its timing-- in the annual studies done by each member country to project its principal budgets (fiscal, monetary, foreign currency, etc.). It is hoped that this information can be circulated simultaneously in Spanish, English and French, facilitating its access to the thirty-five member countries.

51. (c) In regard to co-ordination between global and regional economic policies (on the intra-national scale: see paragraph 32, page 18), the Institute is in a position to offer various support services immediately to the governments. However, it is trying to proceed more systematically in various areas of this subject, which offers a model for pursuing research. The Institute, based on the analysis of national concrete experiences, must identify and evaluate the effects of global and sectoral policies on the regional development within each country. The study will of course have to be limited to a few cases; in any case, its findings will be important in clarifying the compatibility between national public policies and those with deliberate regional impact. Special emphasis will be placed on administrative and functional decentralization policies. It is also felt that the conclusions will help establish criteria for improving the preparation of future global and sectoral policies when the aim is to achieve a reduction in regional disparities, with territorial deconcentration of the population and of productive activities.

52. (d) Finally, it has been observed that the thematic focal point known as social development promotion and policy (see paragraph 33, p. 19) is a broad and complex field. Before dealing with the research anticipated here, it should be noted that a study already in progress is related to it --that of participative planning, which the Institute began to develop as a mandate of the Third Conference (Guatemala, 1980). A preliminary report on this subject was completed, which offers a conceptual framework of the forms of participative planning and describes the progress made in the countries of the region, as well as pointing out some future lines of work. It should also be noted that a broader topic is becoming somewhat the backbone of the work of the Institute in its dealings with the social and political aspects of the development process: namely, the role of the State in the region during the 1980s. This study tries to synthesize how this role has developed; how the region took on various meanings and functions in the promotion and orientation development; the new responsibilities which each State must assume in the course of the current economic crisis and the alternatives being opened up to ensure them a more efficient performance in the whole region, taking into account the various doctrinary options, in view of the diversity of the member countries. It is assumed that around this study --which requires more effort and a longer maturation period-- there may be set up a series of other investigations with results which might be anticipated which would allow the Institute to make more timely contributions to the governments with respect to social planning, policies or social programmes, projects in the social sectors or, in general, the overall process of social development. The attempt will thus be made to improve methodologies for programming the social expenditure of the State and for identifying alternative means of financing more fully integrating the traditional social sectors (education, health, housing, nutrition, etc.). The objective in this case is to develop operative procedures which would allow the governments to improve their decisions on expenditure with respect to the social sector. The research will extend to the redesign of certain areas of the social and technical "multicriterion" projects in order to establish priorities for public expenditures.

### III.A.2 Co-operation with research centres and universities

53. In order to maximize the multiplier effects of their activities on the training of personnel for planning and programming of economic policy, the Institute is trying not to limit itself to what its own resources will permit, and it is thus attempting to mobilize the installed capacity of the various member countries more fully (see paragraph 15 of this document). Following this criterion, a policy of greater co-operation with the national training and research centres and with universities of the region has been defined. The Institute feels that this is a field with great potential, and taking advantage of it is even more important at this time of international crisis. In this respect, preliminary agreements have been made with the universities of Argentina, Brazil, Colombia and Venezuela, and more recently others have been started with the universities of Bolivia, Ecuador and Peru. ILPES considers it feasible to extend this co-operation to the Caribbean area, to the United Nations University and soon to university centres of Africa and Asia. In any case, it must act prudently, without overextending the co-operative capacity of the Institute itself. It is precisely for this reason that it proposes that the implementation of many training and research activities should be supported more directly by the national planning bodies and academic centres of the region. To achieve this goal, joint research projects could be drawn up on the subjects mentioned with one or more countries, including the extended visit to ILPES headquarters of national participating personnel as teachers or associate researchers.

### III.B Distribution of activities by country in 1983

54. Below is a summary of activities, in progress or planned, which will guide the work of the Institute during 1983. The first part is aimed at the member countries, although it omits some requests for Institute collaboration which are still in a very preliminary stage; the second part describes joint activities with other countries outside the area of the

Institute. It is important to note that in these cases the activities of ILPES make it possible to channel considerable international co-operation originating outside the United Nations system to the region. It bears repeating that some of the activities considered below have regional scope, and that this is a view of the work for 1983 up-dated in the month of April; there is of course still some space to include activities not already requested. For this reason, the countries not mentioned are those for which there are still no activities for 1983.

### III.B.1 Activities in the member countries

55. ARGENTINA - Continuing its collaboration with the University of Río Cuarto, ILPES will support the offering of a regional planning course (ten weeks, Río Cuarto) for which it will have the co-operation of the Federal Investment Council (CFI) and UNDP. It will also support the "Regional Development Days", to be organized by the Universidad Nacional de Misiones and the Joint Argentine-Paraguayan (Commission of Río Paraná, second semester, Posadas). With the technical and financial support of the Ibero-American Social Security Organization (OISS) and the collaboration of the Institute for Ibero-American Co-operation (ICI), the first regional course on financing of social security is planned, an activity which the Institute has incorporated into its training programme in response to the great deal of regional interest shown in this subject (ten weeks, Buenos Aires). Finally, the strengthening of relations is anticipated between the Institute and the Planning Secretariat of the Presidency of the Republic, which will assume the chairmanship of the Fourth Conference of Ministers and Heads of Planning of Latin America and the Caribbean (May, Buenos Aires), and will direct for two years the System of Co-ordination and Co-operation of the Planning Bodies of Latin America and the Caribbean, whose Technical Secretariat is ILPES.

56. BOLIVIA - The Institute will try to become effectively integrated into the joint effort of various regional and sectoral bodies of the United Nations to offer international collaboration to the present Government. There has

been interest shown on the part of the planning and co-ordination ministry for ILPES to co-operate in activities related to social policies and public enterprises. Also foreseen is a planning course with the University of Oruro, which will offer options with respect to the management of natural resources and mining development; the setting up of this activity depends solely on the obtaining of the necessary financing. More recently, a request was presented to the Institute for co-operation with the Regional Development Corporation of Chuquisaca, which has recently become involved in the programme of work of the Advisory Administration (ILPES/DPA).

57. BRAZIL - Advisory assistance to the government of the State of Minas Gerais, will be completed within the next five months, and this has helped provide it with a system of conjunctural indicators (capital formation and gross domestic product; only income indicators are missing). With respect to the most depressed area of the country, the Northeast, the first stage of the advisory assistance to the State of Piauí was completed in April (on development strategies for the State, information system, programming of water resources with the support of the ECLA Natural Resources Division and programming of public expenditures); a study will be completed before December on six industrial complexes and their joint impact on the industrialization of the area; and the Regional Planning Co-ordination of IPLAN/IPEA is being supported in some methodological areas in relation to the regional policy for the Northeast. Under the Agreement with CENDEC, the training sector connected with the Planning Secretariat of the Presidency of the Republic, the Eight Planning Course on Regional Development (twelve weeks, Belem) and the Third Latin American Regional Planning Seminar will be held, the latter of which will on this occasion include decentralization and regional development policies (one week, Brasilia). As one more example of collaboration with the Foundation of the Economic Research Institute (FIPE) of the University of São Paulo, ILPES will participate in the First Regional Seminar on Methodology and Evaluation of Programmes, presenting a study on spatial concentration in Latin America. Finally, possibilities are being

studied of co-operating in two other activities for the Northeast: one of assistance to the Government of the State of Ceará which has just been requested, and the other of co-operation with UNDP/Brasilia in an extensive study of support to the development of that region. In relation to the same topic, ILPES is participating as a guest in the seminars of the Inter-Ministerial Project of the Northeast, which should produce new strategic guidelines for the development of the region.

58. COLOMBIA — An extensive study of assistance to the Municipality of Santiago de Cali has just been completed, with the co-operation of UNDP, DTCD and ECLA/Bogotá and the horizontal co-operation of Brazil and Chile. There is interest on the part of another four municipalities in obtaining similar co-operation, which includes training of personnel and development of programmes in the fields of urban planning, public finances, budget, and municipal projects and management. Under the ECLA/ILPES Agreement with the University of Los Andes, joint activities are planned in research, training and dissemination, and to implement them a seminar will be held with ECLA on international negotiation, and with ILPES a Course-Workshop will perhaps be prepared on alternative development strategies (Bogotá, 1984), similar to that offered this year to ILPES Headquarters. Recently also the Institute initiated a collaboration requested by the José María Vargas Vila Agreement of the Universidad Central, which includes the design and some support for the setting up of a Course (at the university extension level) on Policies and Techniques of Economic and Social Planning (20 weeks, Bogotá).

59. COSTA RICA — In 1983 ILPES will continue working in San José, lending direct assistance to national bodies in the economic area, as well as collaboration with ICAP and IICA (see paragraphs 95 and 96). At this time, with the support of UNDP/San José, ECLA/Mexico and the ECLA Economic Development Division in Santiago, the Institute is advising the Government of Costa Rica in technical discussions on development strategies and the preparation of regional development policies and social programmes and projects. This assistance will continue throughout the year, sometimes extending to the following year.

60. CUBA — In 1983 there were no plans yet for Institute activities in Cuba. During a recent mission of the Institute to Havana, JUCEPLAN officials informed the ILPES Office of Training Programmes of their willingness to develop some joint activity in one of the fields in which they could contribute new experiences, such as in the areas of regional planning and health. This training could be open to staff members of some interested countries of Central America and the Caribbean, with the Government providing part of the technical personnel and the physical facilities required.

61. ECUADOR — At this time ILPES is continuing its co-operation with the Ecuatorian Government in four fields: advisory assistance in evaluating social policies; considerable participation in the joint mission with ECLA/Santiago and ECLA/Mexico, with respect to the areas affected by the floods at the beginning of this year; the conclusion of a broad programme of regional development in the Guayas River Basin, and the beginning of a pluriannual programme of support to rural development. The two latter works deserve a few additional considerations. The technical co-operation offered to the Study Commission for the Development of the Guayas Basin (CEDEGE), relates to the most important economic regional of Ecuador, both for its present development and potential exploitation. An Integrated Programme of Development is being prepared on the basis of control and exploitation of the renewable natural resources of the basin of the Guayas, including: identification of the main necessary infrastructure works; forest development (for protection of the contributing basins and the hydraulic works) and forest agriculture development (in dry and irrigated areas); territorial development subprogramme (emphasizing urban centres, public road systems and health systems) and the strengthening of institutional management capacity. Furthermore, an agreement has recently been reached between the Institute and the Ministry of Integrated Rural Development for supporting the public administration subsystems in integrated rural development projects. Both advisory assistance services to the CEDEGE and this latter work enjoy the financial backing of the IDB.

62. GUYANA — The work of the Institute in this country is about to be better defined through the opening up of two lines of possibilities: support to national planning bodies in the area of economic policy for development and through training activities. Furthermore, part of the ILPES presence in this country may result in more direct co-operation with CARICOM, in which both institutions have shown interest.

63. HAITI — The Institute has been collaborating with this Government for more than one year although indirectly since the team of international experts operating there does not belong to its technical staff. That collaboration is oriented towards the consolidation of a national project system and the development of various types of work in the area of pre-investment. For a better result from the Agreement on this matter between the Institute and the Ministry of the Plan, a better exchange of information is being solidified with the technical team of the World Bank, which operates in the area and with the IDB, which plays an important part in the financing of the Agreement. Furthermore, horizontal co-operation activities have been programmed for the purpose of familiarizing Haitian experts with the functioning of the Pre-investment Funds in Costa Rica, Colombia and Ecuador.

64. HONDURAS — The Institute is carrying out technical missions of support to higher planning bodies, especially in the area of macroeconomic analysis of econometric projections, since part of this support will continue to be offered throughout this year. Furthermore, at the request of the authorities of the agricultural sector, they have been provided with a draft course which is currently being analysed. This is the Agricultural Projects Course, in which, besides the subjects contained in this specialty, Government professionals would be trained in the area of integrating agricultural activity into the total process of economic development, and the decision-making process concerning agricultural projects would be given its place within the sphere of the total distribution of public resources.

65. MEXICO - The presence of the Institute in this country is due to a double field of activities; on the one hand, it relates to co-operation with the country, on the other, the fact that the Government conducts part of its external co-operation with Institute support. In the first area two activities are anticipated this year: continuing the support of the Institute, with ECLA/Mexico, to the important rural development training project, maintained with the Department of General Planning of the Ministry of Agricultural and Hydraulic Resources, in whose design and establishment ILPES has played a decisive role; and to providing continuity for the mutually beneficial collaboration which has been maintained with CECADE, the training centre connected with the Ministry of Programming and Budget. In the second area, four other activities have been carried out. First, participation in the Second Subregional Meeting on Decentralization and Urban Development, organized by the Academy of Mexico and the Interamerican Development Bank (January, Mexico City), in which a paper was delivered on "Intermediate cities in spatial reorganization strategies: proposals, modalities, viability". Second, participation in the Latin American Planning Congress convoked by PISPAL (November, Mexico City), where the Institute will participate in a discussion on "Population mobility and regional development", delivering a paper on: "The process of spatial concentration of population: obstacle or advantage for development?". Third, the Institute also maintains close working relations with the Agro-Industrial Development Co-ordination (CODAI) of the Ministry of Agriculture, both with regard to horizontal co-operation projects and the preparation of a paper on agro-industrial planning. Finally, in fulfillment of its new policy of decentralizing and zoning its training activities, it has agreed with the Economic Research and Training Centre (CIDE) to carry out a joint Workshop on Alternative Development Strategies, similar to that held at its headquarters, intended for professionals from this country and from Central America and the Caribbean (12 weeks, September, Mexico City).

66. NICARAGUA -- In recent conversations with authorities from the Ministry of Planning of Nicaragua, ILPES learned of the interest of that country in collaborating with ILPES to organize and execute training activities in a few areas which the Government defines as having priority. Those areas may be characterized as investment planning (focusing on the execution of projects) and regional planning.

67. PARAGUAY -- At the request of the Planning Secretariat, ILPES is programming a Course on Agro-Industrial Projects, which will be held at Asunción (second half, 10 weeks) and steps are being taken to obtain financing for it. The support for this Course will be obtained through the horizontal co-operation mechanisms of the Agro-industrial Development Co-ordination (CODAI) of the Ministry of Agriculture of Mexico. Other collaboration efforts with this country in 1983 will be envisaged during the Director's mission to Asunción, which will be held at the end of April.

68. PERU -- The Programme of Work with Peru will be determined at the end of April. It should be pointed out that preliminary talks have begun with the Research Centre of the University of the Pacific of Peru, for collaboration in research (chiefly on public enterprises) and training (regional planning).

69. DOMINICAN REPUBLIC -- At the request of the National Planning Office, at the end of 1982 ILPES began new assistance work for this country, which was increased during the current year. The co-operation concerns institutional strengthening in the area of pre-investment and projects; elaboration of methodologies for follow-up of government projects and proposals of criteria for establishing priorities among projects and, finally, proposals for integrating the main accounts of the public sector. The Institute is supporting with its own resources the initial phases of this co-operation; the initiation of the other phases would depend on the specific financing obtained.

70. VENEZUELA -- The activities of the Institute in Venezuela are linked mainly to assistance in the municipal development planning given to the Venezuelan Intermunicipal Co-operation Association (AVECI), in a project whose agency of execution is the Department of Technical Co-operation for Development (DTCD). The specific objectives of this co-operation --in the fields of planning, administration and public finance, administration of services and municipal enterprises-- aim at strengthening the technical and operative capacity of the Municipal Boards of the Districts of Sotillo, Bolívar (Zulia), Maturín, Guanavare and San Cristóbal and at creating a training institute for municipal civil servants. The project, however, is now in a phase of technical and financial revision. In addition, the Institute is studying a request for technical co-operation made by CORPOANDES for helping the Corporation formulate a development plan for the frontier area of San Antonio de Táchira (an area where the Institute supported the elaboration of a plan of greater regional scope in the early 1970s); assisting the same body in designing and putting into operation an information system and, in addition offering courses and training in the fields of regional planning and projects. There are also agreements between ILPES and the main projects of UNDP/Caracas for exchange of information and contacts in a few coinciding areas in both fields of work.

### III.B.2 Decentralization policy

71. Along with a strengthening of activities at its Headquarters, the Institute is applying new criteria in connection with the decentralization of part of its work. In Training this means conducting courses for servicing specific zones in the region and also rotating the headquarters of some courses from one member country to another; in Research, the linking at headquarters of work initiated directly in centres and institutes of member countries.

72. With regard to advisory assistance ILPES has recently increased efforts, as yet within its limited resources, to co-operate with the subregion of the Caribbean in the area of planning. It has participated in few of these countries in Advisory Assistance and Training activities and has supported ECLA in creating and initiating the co-operation in planning which operates within the sphere of the Caribbean Development and Co-operation Committee (CDCC). ILPES feels, however, that in order to carry out more effective and permanent work in the Caribbean, it is imperative for an office to be established with headquarters in the Subregion, preferably where there is existing support capacity, already installed within the United Nations system. In this connection, it already has a project in an advanced stage which, subject to the obtaining of resources, could begin to be implemented this year.

### III.B.3 Activities with non-member countries

73. SPAIN - During 1983, ILPES and the Institute for Ibero-American Co-operation will continue their collaboration agreement, and a Course on Planning Experiments in Latin America will be held at Madrid. The purpose of the Course (the fourth in a series), this year is to point out the economic-social reality of Latin America, its current state of development and the exercises, modalities and results of the planning applied in the region. It is intended for the official and academic technical circles of Spain and a few bodies in the European Economic Community invited by the Institute for Ibero-American Co-operation (ICI). Furthermore, ILPES will continue its co-operation this year with the International Centre for Training in Environmental Science (CIFCA) in the conducting of a Course on Environmental Management, providing teaching related to the Latin American experience, especially in the area of regional development planning (also see paragraph 46, p. 26).

74. FRANCE — ILPES will participate in the meeting being organized by the Institute for Higher Latin American Studies (Institute des Hautes Etudes de l'Amérique Latine), of the University of Paris, on "Latin American Studies in France"; to that end, it will present a report on the main topics of research by ILPES in recent years in the area of planning, economic policy, spatial development and social development. This report will also set forth its point of view on the possibility of French co-operation with Latin America and the Caribbean in the area of research.

75. HOLLAND — There is currently an agreement in force between ILPES and the Institute for Social Studies ISS-The Hague, for collaboration in the training of Latin American specialists in development and regional planning and simultaneously conducting research on this topic. During 1983 two other participants from the ILPES Central Planning Course will join the ISS Post-Graduate Course in order to receive the degree of "Master" offered by that academic institution. Furthermore, the research on regional disparities in the cases of Panama, Venezuela and Colombia will be published. At the same time, the signing of a new agreement with that Institute, to cover the period 1984-1986, is being studied; it will encompass training and research activities in the area of "Public Policies and Development Planning"; other probable fields of collaboration will also be explored. ILPES will also receive, during 1983, a large contribution from the Government of the Netherlands to finance the scholarships offered to the participants in the Workshop on Current Problems and Development Strategies in Latin America (see paragraph 45, p. 25).

76. FEDERAL REPUBLIC OF GERMANY — In 1983 the research (expected to cover 24 months) on determining factors of social policies in Argentine, Chile and Uruguay will be continued within the context of a study on social development in the Southern Cone, which is being carried out through an Academic Co-operation Agreement between ILPES and the Political Science

Institute of the University of Heidelberg. As part of the agreement, the work of one investigator-researcher at ILPES headquarters and another in Heidelberg will be continued.

### III.C. Inter-institutional linkage with other Governments

77. In order to carry out many of its activities, ILPES enjoys the collaboration of other institutions of the United Nations system, international bodies of the inter-American system and national bodies of international scope, in addition to the support of a few Governments of developed countries. This inter-institutional linkage makes it possible for ILPES to expand its technical and service-providing capacity, through the integration of technical capacities, specialized complementation in human and financial professional areas. This linkage is usually given formal effect through collaboration agreements with range from temporary action through broader agreements of up to three or four years' duration. The 1983 Programme of Work provides for the linkage mechanism outlined below.

#### III.C.1 Linkage within the United Nations system

78. ECLA SYSTEM - During 1983 the Institute will intensify its participation in this System, to which it belongs, strengthening its advisory assistance, training and research activities with the work being conducted by ECLA and CELADE. ILPES activities are linked with the substantive divisions of ECLA, in particular Economic Development, Economic Projections, Natural Resources, Social Development and International Trade. They are also related to the projects on Monetary-Financial Programming, Capital Goods, Environment, Transnational Corporations, PROCADES and RIAL. It also receives support from the offices at Brasilia; Port-of-Spain; and Mexico for the work in that country and Central America and from Bogotá for the work in Colombia and Venezuela. The Office at Buenos Aires is supporting the organization of the

Fourth Conference of Ministers and Heads of Planning and is collaborating with the Institute in a few joint efforts. Also within this System, ILPES hopes to intensify joint actions with CLADES for the development of an Information System of Planning (INFOPLAN Project).

79. UNDP - Collaboration with the United Nations Development Programme will continue to be essential during the entire Seventh Phase of the Regional Project which supports this Institute. It should be recalled that UNDP has supported ILPES from its beginning and has become a base for the consolidation of the Institute. There are also links with the UNDP Resident Representative, whose support is frequently decisive in the conducting of many of the activities in the countries. During 1983 an active level of relations will continue to be maintained with the ECLA/ILPES Liaison Office, under the direction of the Resident Representative in Chile. From UNDP, therefore, the Institute receives not only essential financial aid but technical orientation in a regional direction.

80. DTCDC - During the year 1983 there will be opportunities for more collaboration with the United Nations Department of Technical Co-operation for Development, at least with regard to four countries (Bolivia, Costa Rica, Ecuador and Venezuela), where both institutions maintain contiguous activities. However, it is rather in the areas of training and research that there is room for co-ordinating efforts in the area of training of human resources; a very beneficial result for the region could be obtained by a joint discussion on work methodologies in the region, in which both institutions have had different experiences and made complementary contributions.

81. WORLD BANK - There have been preliminary agreements for expanding co-operation with the Institute for Economic Development (IDE), in the area of training; the possibilities for carrying this out include some co-ordination in the regional area and, possibly, support for a few training activities which the IDE is conducting on other continents,

especially in Portuguese --and Spanish-- speaking countries (definitions are still lacking in this connection. Furthermore, there are possibilities for exchange of information between the two institutions, which would benefit the region and most especially those countries in which there are assistance missions.

82. CDCC - As is well known, ECLA is the Technical Secretariat for the Caribbean Development and Co-operation Committee, receiving support from ILPES with regard to co-operation in planning; with technical works on different problems of the Caribbean subregion; with the publication of the Planning Bulletin in English, devoted especially to the Caribbean, and with a few of that Secretariat's tasks. During 1983 the Third Planners' Meeting will be held at Trinidad and Tobago, where the viability will be discussed with the countries of that subregion of creating, as mentioned above, an ILPES office oriented towards the specific problems and interests of the Caribbean.

83. FAO - Activities are currently being developed with the Joint ECLA/FAO Division in the emergency programme for dealing with the damage caused by the floods in Ecuador. The following is planned for 1983: participation by ILPES in the "Investment in food-marketing systems" Project which will pay special attention to the problems of supply during accelerated urbanization processes and substantial collaboration with the Training Project (PROCADES).

84. PAHO - ILPES maintained extended co-operation with the Panamerican Health Organization in activities related to training. During 1983 study will be given to an agreement which will make it possible to expand those activities, with particular emphasis on the economic and social influence of development on the health situation in the region. A Course on Social Planning, still in its preparatory phase, is also being planned. In the meantime, there were contacts with PAHO/Washington and PAHO/Montevideo for

preparing a draft course covering general aspects of economic development policy, an overview of social development in the region and the connections between levels of health and the development process, with specific topics on planning and health policy and national health and sanitary programming systems.

85. UNEP/CIFCA - A joint activity was conducted with UNEP, through the Development and Environment Project, at the ECLA/Santiago Office, especially in the area of training. The Development and Environment Programme has prepared a special document for the Fourth Conference setting forth the relationship between environmental variables and medium- and long-term planning.

86. UNCTAD - Prospects of collaborating with this institution in at least two areas are being opened up: the providing of information and technical support to supervisory work in the external international sphere (see paragraph 50) and support to training activities. In this connection, ILPES has prepared and submitted to the UNCTAD authorities a training project for a Course on Trade and Development Strategies. Generally, however, the link between the two institutions is still dependent on more systematization, which it is hoped will be achieved during 1983 (see paragraph 47, p. 26).

87. UNESCO - Current Institute policy anticipates a strengthening of its activities in the area of social planning, by joining with the specialized agencies in co-ordinating a few joint works in their respective sectors of action, whenever those works are related to the work requested by the member countries of ILPES. With reference to the educational sector there have already been preliminary contacts with the UNESCO Regional Education Office (Santiago) and the Regional Centre for Higher Education in Latin America and the Caribbean (Caracas) to define activities of great common interest. Furthermore, through its Director, the Institute is currently a member of the Board of Directors of the International Institute for Educational Planning

(ILPES/UNESCO, Paris), with whom there is also the possibility of some complementation in the area of training.

88. UNFPA - In 1982 talks were begun with UNFPA for systematizing the collaboration maintained by ILPES with that organization, especially through courses and support to advisory assistance. In 1983 it is hoped that a programme of activities will be formalized, including research and courses in population problems related to social planning and regional development, on the basis of a project which has already been elaborated and which is in a period of preliminary consultations.

89. UNICEF - During 1983 the Social Planning Course which had been given annually, jointly with UNICEF, will be interrupted. However, both institutions are expecting to conduct a joint seminar for systematizing the exchange of information on their work in the region. During this year, the programme of publication of the results of research being conducted with the sponsorship of both institutions will also continue.

90. UNRISD and UNITAR - Through its Director, ILPES participates in the boards of the United Nations Institute for Training and Research (UNITAR) and the United Nations Research Institute for Social Development (UNRISD), and through them relations are established with other similar institutions throughout the world with whom there is the possibility of programming joint actions for 1983. This initiative pursues the objective of exchanging the experience obtained in developing countries in different parts of the world and placing them at the service of the region, and promoting horizontal co-operation in a wider and more diversified geographical area.

### III.C.2 Links with other bodies

91. ILPES maintained permanent collaboration with the integration and co-operation bodies in the region, which include institutions oriented

towards technical assistance and offices of support to development, and forums for discussion and decision-making on matters of collective interest. ILPES intends to intensify its collaboration with integration and co-operation institutions such as the Board of the Cartagena Agreement, SIECA, the integration bodies of the Caribbean, SELA, OLADE and other regional and subregional bodies; in this connection preliminary agreements have already been initiated in a few cases. In other cases it has been going on for some time.

92. ASIP - In collaboration with the OAS, there has been close co-operation with the Inter-American Association on Public Budgeting (ASIP), from its creation. And technical works on the connections between planning and budgets have been presented at the meetings of the Budget Directors of Latin America and the Caribbean. It is expected that this support will continue to be given in 1983, in view of the priority granted to planning in the public sector in the Institute's Programme of Work.

93. IDB - The Inter-American Development Bank has maintained, during this year, considerable indirect support to ILPES, financing a few of the projects for which it received requests from several member Governments (see geographical distribution of activities by country, paragraphs 55 et seq.). As may be seen, the new Programme of Work of the Institute favours an increase in that collaboration, for the benefit of the entire region serviced by this economic co-operation body.

94. CIFCA - A close working relationship is being maintained with the International Training Centre for Environmental Sciences (CIFCA), which will be given practical expression this year in two activities. A joint course will be conducted at ILPES headquarters on Long-term Planning and the Environment, and professors from the Institute will participate in the Course on Environmental Management being conducted by CIFCA at Madrid.

Possibilities are being confirmed of expanding this collaboration programme by incorporating new studies on the insertion of the environmental variable in development plans and programmes, also in accordance with the Environmental Programme of ECLA/Santiago (see paragraphs 46 and 73).

95. ICAP - For a few years collaboration has been being maintained with the Institute for Training in Public Administration, whose headquarters is at San José, Costa Rica. During 1983 these relations are being redefined and expanded; in particular, some integration between both institutions is being studied in connection with the Master's in Public Administration Course sponsored by ICAP.

96. IICA - Some co-operative efforts have been carried out with the Inter-American Institute of Agricultural Science (IICA), particularly in the fields of training in rural projects. Both institutions, given the size of their training programmes in the region, have been very recently studying the joint initiation of a pre-feasibility study for a long-distance training project, using the most modern techniques of audiovisual communication. The original idea consists of each institution's incorporating the new project in its work separately, once the project's viability is confirmed; they would then reexamine the possible opportunities for conducting joint activities in the same field.

97. OLADE - ILPES reached an agreement with this organization for the preparation of a course designed to train professionals of the Governments of the region in energy economy. The Course will be intended both for personnel from ministries and planning offices with responsibilities in the attribution of resources in the energy sector, and professionals from ministries and sectorial bodies connected with the topic of energy (Industry, Agriculture, Mines and Energy, Transport, etc.), to give them a broader view of the macro-economic problems affecting energy problems. The Course should be programmed in the next few months in order to be made public in the

second half and conducted in the first quarter of 1984, at OLADE headquarters at Quito.

98. RITLA - A meeting was held with the Board of Directors of this SELA project in order to identify a few fields of common interest. The Science and Technology Information Network, with headquarters at Rio de Janeiro, has shown interest in a few of the activities conducted by the Institute and, at the same time, part of the work of that body can support tasks conducted by ILPES both in the area of training and research and in some areas of advisory assistance. These initial agreements should be implemented in the course of 1983.

99. Finally, mention should be made of many other collaborative efforts, more specific of course, but of equal importance for the Institute and the region. In this connection mention should be made of the presence at Santiago of experts, associated with the ILPES team, supported by the Governments of Belgium and Japan. The Institute is also supporting, in 1983, the Inter-American Planning Association (SIAP) in the conducting of a meeting of planners of the Southern Cone, to be held at ECLA/ILPES headquarters.



#### IV. FINAL CONSIDERATIONS

100. For twenty-one years ILPES has been playing a role in different aspects of the planning and co-ordination of economic policy, in an area which encompasses today thirty-five countries of Latin America and the Caribbean (see Introduction, p. 1). For this decade a revision of planning procedures in the area is necessary, at a time when the international economic crisis is requiring greater rationality --economic and social-- on the part of member Governments: the Institute is in a position to provide them with experience gained in the areas of advisory assistance, training and research in these tasks (Chapter I). Despite the great diversification of the activities currently being carried out by ministries and national planning bodies, it is essential to avoid dispersion of the Institute's activities; rather, they must converge around a few topics of high priority for the region (Chapter III). This is the general approach of the Institute's range of activities for 1983 (Chapter III), when an obvious period of transition is still being observed, during which activities begun in the past exist along with new tasks now being set forth. In any event, the Institute offers some general services to the entire region (III.A) and others of more direct interest to each member country (III.B). Executing them, however, would be impossible without the technical and financial support which the Institute mobilizes through --or in bilateral co-operation with-- other international bodies and Governments from outside its own region (III.C). It is therefore obvious that the Institute, in any event, has become a permanent body in the United Nations system and an important inter-governmental heritage for Latin America and the Caribbean. In both cases the support of ECLA and the continued support of UNDP have been decisive factors. Its role in the years to come, and its work in 1983, are set forth here: it is incumbent on the Fourth Conference of Ministers and Heads of Planning of this region --and more precisely on the V Technical Committee of ILPES, which will meet simultaneously-- to discuss it, enrich it with contributions and ratify it.

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ANALYTICAL INDEX

ILPES: ITS ROLE IN THE REGION AND  
PROGRAMME OF WORK FOR 1983

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