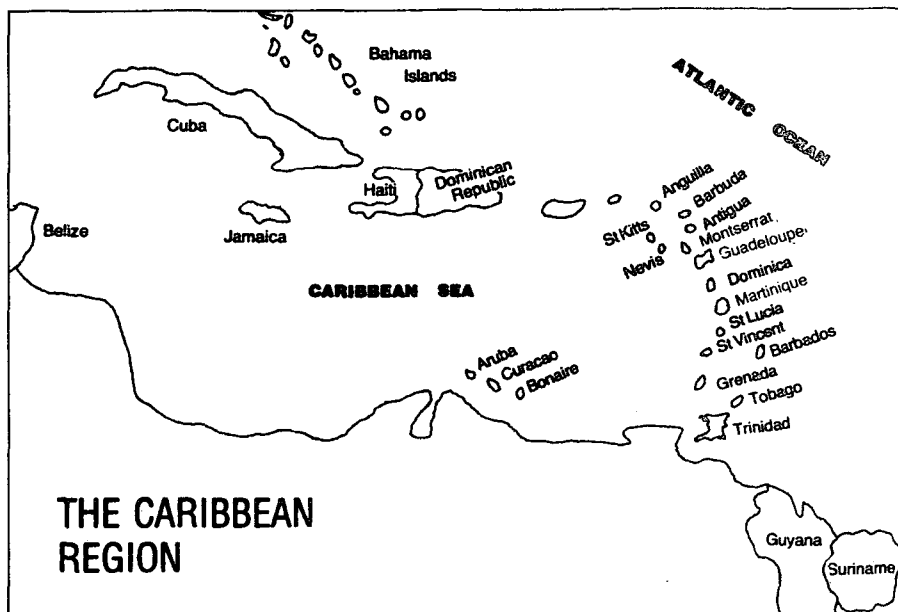


CARIBBEAN
DEVELOPMENT
 AND
CO-OPERATION
COMMITTEE



**THE CARIBBEAN
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ECONOMIC COMMISSION FOR LATIN AMERICA
 Office for the Caribbean

CARIBBEAN DEVELOPMENT AND CO-OPERATION COMMITTEE

TRAINING COURSE FOR TECHNICAL PLANNERS



REPORT ON THE TRAINING COURSE
 FOR TECHNICAL PLANNERS

19-27 September 1981
 St. George's, Grenada



UNITED NATIONS

ECONOMIC COMMISSION FOR LATIN AMERICA Office for the Caribbean



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BACKGROUND

1. At the Second Meeting of Planning Officials of CDCC countries which was held in Jamaica from 29 May to 2 June 1980, it was proposed and agreed that the Latin American Institute for Social and Economic Planning (ILPES) should organize a training course in planning for officials and experts in Grenada prior to the Third Meeting of Planning Officials which would be held in that country. The Director of the Port-of-Spain Office of ECLA, in fulfilment of that mandate, contracted Dr. George Reid of Barbados to prepare detailed inputs for the curriculum of the training course for planning officials.

2. Dr. Reid had been contracted, also, to carry out a survey of the seven member territories of the East Caribbean Common Market (ECCM) to determine their training needs in the field of planning. He was able, therefore, to draw upon his conclusions from the training needs survey in the preparation of the programme for the Grenada course. It was envisaged, therefore, that the training course should attempt to improve institutional capability for planning at three levels, namely:

- (a) The political decision-maker and the senior administrator who should be provided with orientation on the role, purpose, and usefulness of planning in the formulation and implementation of social and economic policies;
- (b) At the level of the technical staff of central planning agencies to assist them in the understanding of and utilization of techniques and instruments of plan formulation and implementation;
- (c) At the level of the technical staff of ministries, departments, and agencies responsible for the formulation of sectoral programmes to facilitate the co-ordination of their activity with that of the central planning agency.

3. The Grenada officials agreed with the approach set out above, and detailed planning of the course proceeded on this basis.

OBJECTIVES

4. The principal objective of the Grenada Training Course was to provide participants with a basic appreciation of the role of planning in the construction and implementation of programmes of social and economic transformation. It was intended that participants would be given instruction in the purpose and the methodology of planning, in the instruments and techniques of plan formulation and implementation, as well as be provided with a critical appraisal of the manner in which these methodologies, techniques and instruments have been used by Caribbean governments in the recent past. It was hoped also, that in the course of the lectures and discussions, participants would have identified concrete problems encountered in planning and that they would have been assisted in formulating possible solutions to them.

INSTITUTIONAL AND ORGANIZATIONAL ARRANGEMENTS

5. It was agreed with the Government of Grenada that the course would extend over a ten-day period which would include two week-ends. This arrangement was intended to facilitate the participation of senior officials who might have experienced difficulty in getting away from their daily routine through attendance at the week-end sessions. It was initially envisaged that the course would have been held in May 1981, but this proved impossible for a number of reasons. The dates for the course were eventually fixed at 19-27 September, 1981.

6. ECLA/ILPES provided a financial allocation to cover the cost of fees, per diem, and airfares for the course co-ordinator and two lecturers. However, it was hoped that planning officials from other ECCM countries would have participated in the course, and invitations were issued to those countries. The Eastern Caribbean Office of the UNDP was asked to meet the costs of participation by non-Grenadian ECCM representatives. In the event, of the ECCM countries, only St. Lucia sent a representative to the course. Two representatives from Suriname also participated.

7. The main lecturers for the course were Dr. Trevor Farrell, Lecturer in Economics, U.W.I., St. Augustine, Trinidad and Tobago and Dr. Omar Davies, Research Fellow, Institute of Social and Economic Research, U.W.I., Kingston, Jamaica. Dr. George Reid, the course co-ordinator, lectured on the scope and purpose of planning, the role of projects in development plans, and the use of macroeconomic data in planning. Dr. Fitz Francis, UNDP expert on fiscal policy and financial administration, attached to the ECCM Secretariat, lectured on financial planning and the relationship between the annual budget and the plan, and on the experience of the United Nations Multisectoral Planning Project of which he had been the co-ordinator and Project Leader. Dr. Edgar Ortegón, Special Assistant to the President of ILPES attended as an observer and gave a lecture on recent planning experiences in Brazil and Chile. Mr. Trevor Harker, Regional Economic Adviser in the Port-of-Spain Office of ECLA, monitored the course on behalf of ECLA, while Dr. Silbourne Clarke, Director of the Port-of-Spain Office, attended the first day's session of the course. The course was officially opened by Bro. Selwyn Strachan, Minister of Mobilization of the People's Revolutionary Government of Grenada.

COURSE STRUCTURE AND CONTENT

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8. In the absence of prior information on the working experience, educational attainment, and occupational attachment of the course participants, some difficulty was experienced in planning the precise subject coverage of the training course for planning officials. It was hoped, however, that there would have been a number of senior officials who function as advisers to the policy-makers, as well as technical officers from the Ministry of Planning and from ministries responsible for sectoral programmes. Prior to the final determination of the course content, ECLA's Port-of-Spain Office advised that there would be only three non-Grenadian students - one from St. Lucia and two from Suriname. It was agreed by the Co-ordinator and the lecturers

that the final choice of course content should be based on some identification of the major problems impeding the development process in Grenada, and should seek to indicate to participants what role planning could play in resolving them. In this regard, it was generally accepted that one of the major problems impeding the effective development of planning in the Commonwealth Caribbean was the absence of a clear understanding by senior administrators of the nature and function of the planning process.

9. It was felt, therefore, that advantage should be taken of the presence of senior administrative personnel to focus specifically on the role and purpose of planning, and to provide a detailed elaboration of the methodology of planning. In this regard, the course was seen as an opportunity to move away from the traditional method of horizontal training to a more vertical approach involving persons with differing responsibilities and competences within the system. In short, it was agreed that a prime objective of the course would be to formulate a more integrated approach to national planning. It was accepted, too, that in the light of the different experiences and training of the participants a formal lecture approach could fail to effectively involve all of them. It was agreed, therefore, that other pedagogical devices such as dividing the participants into small groups to explore particular problems should be employed, and that they should be provided with hand-outs of material dealing with particular topics. Most importantly, while it was accepted that the structure of the course should cover the broad heads of an introduction to the purpose and function of planning, techniques of planning, and issues relating to plan implementation, the scope of particular lectures would have to be worked out by the lecturer after he had been able to determine who precisely would be his audience. The preliminary outline of the course content is given at Annex I.

EVALUATION AND CONCLUSIONS

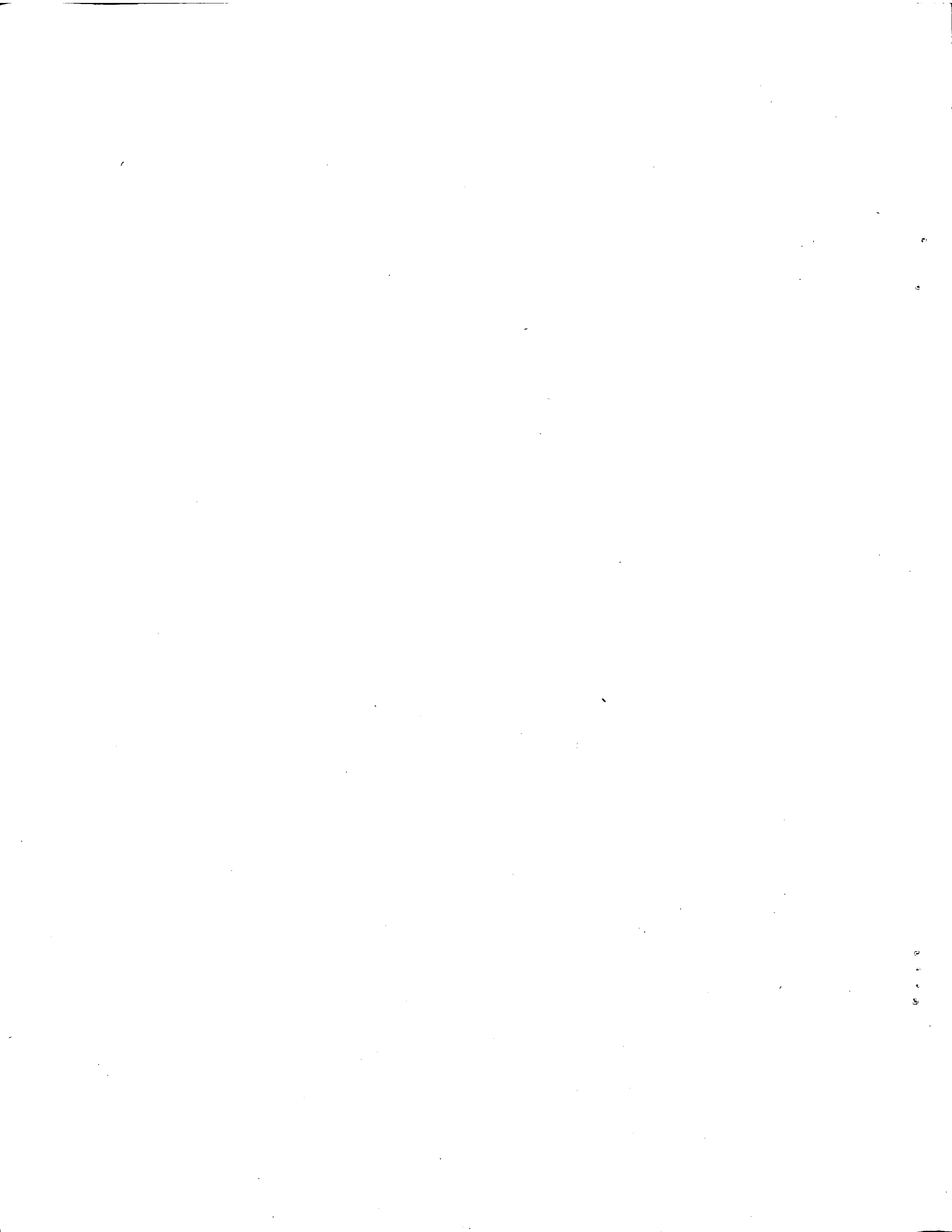
10. The Grenada Training Course must be seen as an experiment in the development of a broad-based approach to training in planning. It attempted, specifically to initiate a process of interaction between persons who are involved in planning at different levels of the governmental structure. By engaging in a process of

lectures and discussions, participants were encouraged to think through practical problems of method and approach in seeking to attain specific policy objectives.

11. It was originally intended that the week-end sessions would have enabled the lecturers to have engaged in a process of detailed dialogue with senior administrators and technicians.

12. However, only on the first Saturday was there a sufficient participation of senior administrators. As a result, the activities which had been planned for the two Sunday sessions were shelved. The core content of the course was delivered at the sessions which took place between Monday 21 and Friday 25 September, 1981, and on an average there was a daily attendance of about sixteen middle-level technicians drawn mainly from the Ministry of Planning. There was a generally encouraging level of dialogue between those participants and the discussion leaders. However, the major problem which must be resolved in order to enhance the impact of any future course, is that of attaining an effective level of participation by senior personnel.

13. At the completion of the course, participants were given a questionnaire which they were asked to complete to enable an objective evaluation to be made of the results of the course. A copy of the questionnaire and an analysis of the nine responses received when this report was completed is given at Annex II.



OUTLINE OF COURSE CONTENT

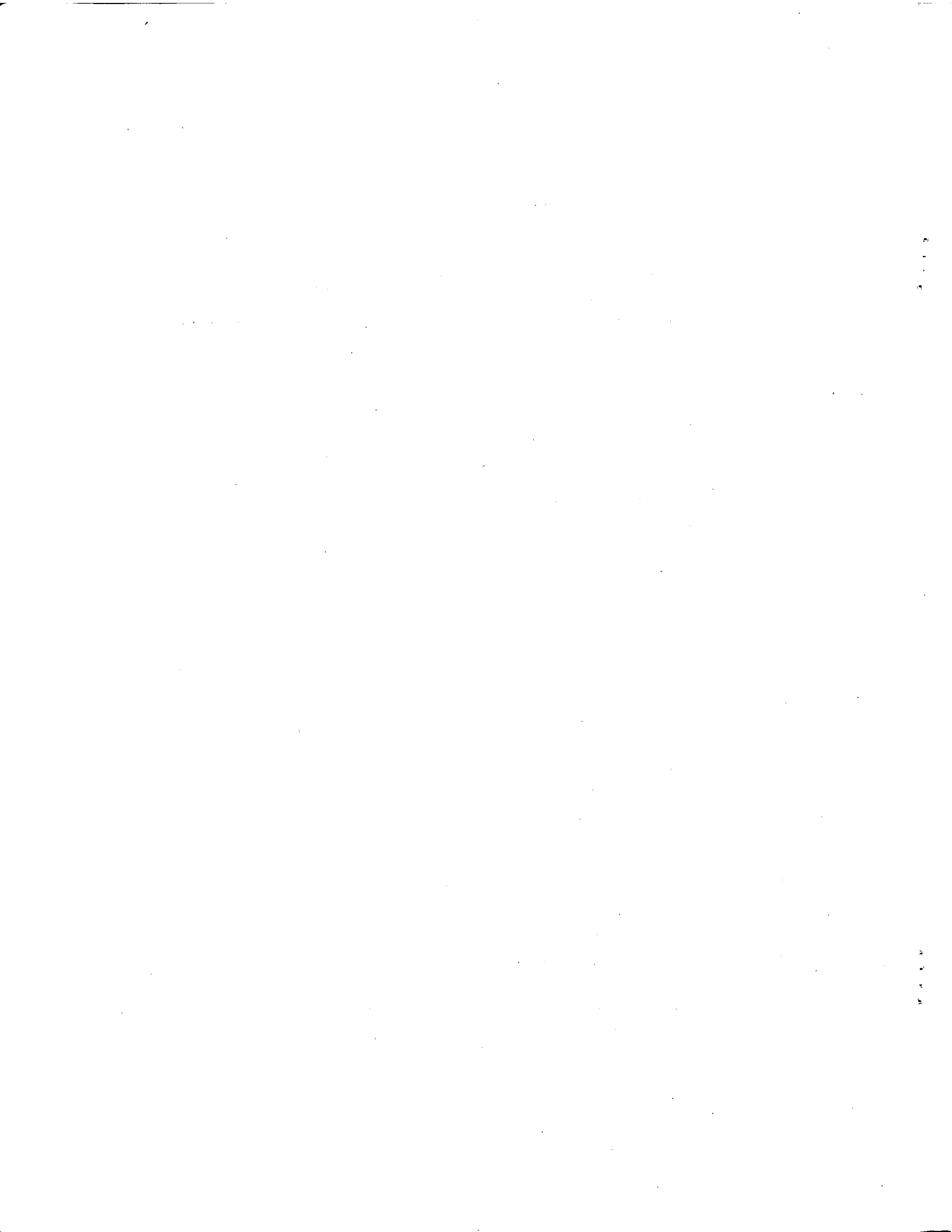
- A. Introduction to the Purpose and Function of Planning
 - A1 Development Planning - Its range and scope - Dr. George Reid
 - A2 The Rationale and Benefits of Planning - Dr. George Reid
 - A3 Planning Methodologies - Dr. Trevor Farrell
 - A4 Strategy of Planning: (a) Lecture outlining recent efforts in the region - Dr. Trevor Farrell
(b) Roundtable discussion
 - A5 Projects and the Plan - The relationship between projects and the Plan - Dr. George Reid

- B. Techniques of Planning
 - B1 Use of macroeconomic indicators in Planning - Dr. George Reid
 - B2 Preparation of a basic statistical series of planning data collection and data analysis - Dr. George Reid
 - B3 Instruments of Planning - Formulation of national and sectoral policies - Dr. Omar Davies
 - B4 Alternative Planning Styles in Latin America - Mr. Edgar Ortegon, ILPES
 - B5 Fiscal Policy and Planning - Dr. Fitz Francis
 - B6 Regional and Global Planning - Dr. Omar Davies
 - B7 United Nations Multi-sectoral Regional Planning Project - Dr. Fitz Francis

- C. Plan Implementation
 - C1 (i) Organizational Structures for Planning - Dr. Trevor Farrell
(ii) An evaluation of Organizational Structures used in the Caribbean - Roundtable discussion
 - C2 Manpower Requirements for Planning - Dr. Trevor Farrell
 - C3 Relationships between Plan Preparation and Plan Implementation: Monitoring and Review - Dr. Omar Davies

- D. Conclusions

Roundtable discussions of approaches appropriate to Grenada - All Lecturers



EVALUATION QUESTIONNAIRE^{1/}

The purpose of this questionnaire is to obtain your views and comments on the usefulness of the course. This will assist us in planning future courses of this type.

Please answer the following questions:

1. Do you consider that the course has been generally useful in
 - (a) providing you with a basic understanding about Planning?
Yes 8 No 1
 - (b) helping you to respond to problems encountered in your work?
Yes 9 No 0
2. What is your opinion on the overall content of the course?
 - (a) Excellent 2
 - (b) Good 6
 - (c) Satisfactory 0
 - (d) Unsatisfactory 1
3. What is your opinion of the presentation by the Lecturers?^{*/}
 - (a) Excellent 3
 - (b) Good 6
 - (c) Satisfactory 0
 - (d) Unsatisfactory 1
4. Which section of the course do you consider to have been most effectively presented?^{*/}
 - (a) Introduction to Purpose and Function of Planning 8
 - (b) Techniques of Planning 2
 - (c) Plan Implementation 1

^{1/} The number beside each grading indicates the number of responses received. Nine completed questionnaires were received at the time of preparing this Report.

5. How do you consider the course could be improved?^{*/}
- (a) By more lectures 2
 - (b) By more group interaction 5
 - (c) By more hand outs of course materials 3
 - (d) More discussion of actual development plans 4
6. On what aspect of Planning would you like to see greater emphasis in future courses?^{*/}
- (a) Purpose and Function of Planning 1
 - (b) Techniques of Planning 6
 - (c) Plan Implementation 5
7. What is your opinion on the overall organization of the course?
- (a) Excellent 1
 - (b) Good 5
 - (c) Satisfactory 2
 - (d) Unsatisfactory 1

^{*/} Some respondents gave multiple answers to some questions, hence these totals exceeding nine.

