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INTRODUCTION

The definition of the ILPES Programme of Activities should take into account, inter alia, the following considerations:
- The institutional framework which defines ILPES' functions and relations with other agencies.
- The requirements of the countries as expressed through their institutional mechanisms and through direct contacts with their governments.
- The capacity of the Institute to satisfy those requirements, having regard to its limited resources, the specialization of its staff members and its accumulated experience.

I. THE INSTITUTIONAL FRAMEWORK

(a) General background

ILPES was formed by virtue of resolution 220 (AC.52) of the Committee of the Whole of CEPAL on 6 June 1962 with the aim of replacing and expanding the activities of CEPAL in the field of development planning (resolution 199 (IX) 1/).

In accordance with the decision of the governments represented in CEPAL, ILPES is an autonomous and permanent body within the CEPAL system, having its own identity and being directly responsible to the Executive Secretary of CEPAL.

The basic responsibility of ILPES is to provide training and advisory services at the request of the governments concerned and to undertake research in the field of planning at a purely technical level 2/.


2/ Resolution 220 (AC.52).

/ The Institute
The Institute has a Technical Committee consisting of representatives of the government ministries responsible for planning in the Latin American region, which acts as a guiding body and reviews and approves its programmes of work. This Committee, which replaced the previous Governing Council composed of representatives appointed in a personal capacity, was set up at Port of Spain in 1975, on which occasion it elected its governing body and decided to set up an internal sub-committee consisting of seven of its members 1/.

Since then, the Committee and Sub-committee have been acting within the functions laid down by CEPAL resolution 340 (XVI) and have been a highly important link with the countries served by the Institute and a most significant source of technical and political support for ILPES.

At the initiative of the Sub-committee the First Conference of Ministers and Heads of Planning of Latin America was held in April 1977 under the sponsorship of the Government of Venezuela. Among the agreements and recommendations adopted at that Conference are the following:

(i) The establishment of a System of Co-ordination and
Co-operation among Planning Bodies of Latin America;
(ii) The strengthening and financing of ILPES;
(iii) The holding of an annual Conference of Ministers.

1/ The Governing Body is made up as follows:

Chairman : Minister of Planning of Panama.
First Vice-Chairman : President of the National Economic Planning and Co-ordination Board of Ecuador.
Second Vice-Chairman : Minister of Planning of Argentina.
Rapporteur : Minister of State in charge of the Central Office of Planning and Co-ordination (CORDIPLAN) of Venezuela.

The member countries of the Sub-committee are: Argentina, Brazil, Ecuador, Mexico, Panama, Venezuela and Trinidad and Tobago.

/CEPAL resolution
CEPAL resolution 371 (XVII), which is the most recent in regard to ILPES, notes the foregoing agreements and considers that the System of Co-ordination and Co-operation constitutes a major advance for regional co-operation and integration; concurs that an annual Conference of Ministers constitutes a necessary and appropriate framework for the purposes of the System, and resolves that ILPES should assist the Ministers in their joint co-operation efforts mentioned in numeral 2, Part III of the Report of the Caracas Conference 1/.

The same resolution fully supports the recommendations of the Conference relating to the financing of ILPES. It also requests the Executive Secretary of CEPAL, together with the Chairman of the ILPES Technical Committee, to negotiate with UNDP a six-month extension of Phase IV of the ILPES Project from 30 June 1977, and a Fifth Phase to begin on 1 January 1978. ILPES has been receiving the support of UNDP in all stages of its development.

1/ The main objectives of the System shall be to serve as a forum for the planning bodies of the countries of Latin America, to bring about better knowledge and closer links among them, to promote and carry out exchanges of national experience in economic and social planning and to establish ways of implementing joint action to promote, through planning, suitable machinery in order to strengthen co-operation among the countries of the region. In order properly to fulfil this objective, the System shall have the following functions, inter alia:
(a) To promote the exchange of development experience, plans, programmes and projects, legislation and organization for planning and, in general, disseminate the work produced by the planning bodies of interest to the System;
(b) To carry out a continuous analysis of progress in planning and the obstacles to it;
(c) To promote joint programming efforts at the regional, sub-regional and country-group levels so as to strengthen the Latin American integration process;
(d) To identify joint action which may be incorporated in national development plans and programmes to the benefit of the region as a whole, or groups of countries, with a view to strengthening regional integration and co-operation;
(e) To promote the exchange of technical experts among planning bodies, and the implementation of joint projects among countries;
(f) To promote the exchange of information and joint action with other bodies of the region connected with planning and development, as well as outside the region.

/(b) Regional
(b) **Regional character and functions of ILPES**

The institutional framework defines a valuable characteristic of the work of the Institute, namely, its regional nature which places it in a strategic position to fulfil its duties in serving governments in the field of planning and to collaborate effectively in co-operation and interchanges between planning agencies.

Its institutional linkage with the planning agencies through the Technical Committee, which guides and evaluates its activities, enhances to the maximum the usefulness of those activities to the countries, in keeping with the principles on which the establishment of the Institute was based.

Its regional character and institutional linkage with the countries, combined with its own activities carried out in close collaboration with the corresponding governments, enables the Institute to function as an operational branch of CEPAL in continuous contact with the countries' needs, demands and advances in the field of planning.

This circumstance strengthens and facilitates the ability of the Institute to carry out tasks in collaboration with one or more countries of the region, to increase the exchange of experience, and to make more intensive use of horizontal technical co-operation and the exchange of professionals between planning bodies, as recommended by the Caracas Conference and ratified by CEPAL in Guatemala.

It also favours its ability to become a centre for the exchange of ideas regarding the problems and experience of Latin America and advances achieved in other regions, for which purpose resolution 319 (XV) recommended the organization or establishment of new co-operation agreements between ILPES and the academic and research institutions of the region.

/II. THE MANDATES
II. THE MANDATES ASSIGNED TO ILPES AND THE DEMANDS MADE UPON IT

The mandates assigned to ILPES have as their source the resolutions of CEPAL and the recommendations of the Conference of Ministers and Heads of Planning.

Some of these mandates and recommendations refer to the general objectives of ILPES or its institutional framework, and others to more specific spheres of action.

The summary tables given at the end of the present document list, for each programme, the principal mandates of the governments, the work carried out in compliance with those mandates, and the outline programme for the two-year period 1978-1979.

The meetings of the Technical Committee and Sub-committee of ILPES also give rise to joint country requests for the services of ILPES in matters relating to planning.

ILPES also receives, both directly and through the Resident Representatives of the United Nations Development Programme, individual requests from the various governments in line with their particular needs and priorities.

The number of requests thus generated considerably exceeds the capacity to satisfy them, and while this demonstrates the governments' interest in the Institute's services, it also raises the problem that it is only possible to give attention to some of them.

Moreover, the changing needs of Latin America call for the constant renewal and updating of the Institute, its subject-matter and its experts. Latin America has evolved significantly in the past 25 years and there are now considerable differences not only with the past but between the different countries. It is also important to bear in mind the notable advances made in planning techniques.
The present situation is one where different levels of development and divergent political and economic systems are seen to exist between the countries. In the sphere of planning, despite the fact that a mixed economy system combining private enterprise with State intervention exists in most of the countries, the shades, degrees and forms of intervention vary and combine with other particular features in each country, so that it is impossible to deal with their individual needs and aims through the application of a single general formula.
III. THE CAPACITY OF ILPES TO ATTEND TO THE COUNTRIES' REQUIREMENTS

In order that the Institute may attend appropriately to at least part of the countries' requests it needs, in general terms, to have a high intellectual level, broad criteria, and a flexible administrative and financial system.

It must also possess - as indeed it does, thanks to the existence and operational efficiency of the Technical Committee and Sub-committee which are composed of representatives of the planning agencies - a flexible and permanent linkage mechanism with the governments.

This linkage constitutes an efficient means of satisfying requirements in accordance with ILPES' fundamental principle of serving governments on the purely technical level.

The professional staff of the Institute should consist of a basic nucleus or critical mass made up of experts of high technical competence and experience in the problems of planning in the various countries, and displaying a suitable geographical balance.

For better utilization of resources, the basic nucleus should be supplemented by consultants, and there should be constant collaboration and co-ordination with other specialized bodies, both of the United Nations and of other centres or institutions carrying out advisory, training, or research activities.

In this respect, ILPES has made wide use of consultants in its training, research and advisory work and has operated, in the case of the last-named activity, through mixed teams of government officials and consultants under the co-ordination and guidance of staff members of the Institute. This has enabled ILPES, on the one hand, to maintain a high level of activity despite the limited size of its permanent staff and, on the other, to make use of accumulated experience and promote training in the course of its work.
IV. DEFINITION OF THE 1978-1979 PROGRAMME

In the light of its institutional framework, the requirements of the countries concerned and the operating capacity of ILPES, a two-year programme of work is proposed.

Although long-term objectives are important and have been borne in mind, and considerations deriving from the permanent nature of ILPES must also be taken into account in its programmes, it is undeniable that a substantial part of its financing is still of an unstable and temporary nature. The formulation of long-term programmes consequently only constitutes a framework for the orientation of short-term activities.

In proportion as the Institute achieves a more consolidated financial situation - and in this respect notable progress has been made in the course of the past two years - longer-range planning will become more feasible.

Interpreting the views of governments contained in the mandates assigned by CEPAL or formulated through the Technical Committee and Sub-committee, the Conference of Ministers of Planning, or through direct request, the fundamental concerns of the Institute may be summarized as follows: 1/

- Attention, through advisory, training and research activities, to the less developed countries and to the less developed areas of more advanced countries;
- Training in fields of regional and national priority;
- Co-operation between Latin American planning agencies;
- Research in the field of development, social and short-term planning.

This draft programme of work is of an open and flexible nature, so as to comply adequately with the requirements of the governments of the region.

1/ See the summary tables of activities proposed for the two-year period 1978-1979 at the end of the present document.
V. RESEARCH PROGRAMME

(a) General background

The basic aim of the research work of the Institute is to support Latin American development through the enhancement of planning as an instrument for the achievement of higher levels of development in each country and in the region as a whole.

The various activities of the Institute are closely associated with the Research Programme. Thus, the experience gained in the advisory field is used as training material and as the basis for subsequent research, while the results of research are likewise employed as training material and also in the advisory programmes.

In the Research Programme, studies on the economic and social situation of Latin America are made and co-ordinated, and the problems of development in the countries of the region and the manner in which they affect the planning process and achievement of the targets sought are examined in all their dimensions. Instruments, methods and appropriate policies are also studied for overcoming the problems of the developing countries and helping to improve planning techniques.

(b) Work carried out

Among the numerous research activities carried out during the phase which has just ended, the following deserve particular mention:

(i) Research on short-term policies associated with long-range objectives. This research has included the study of stabilization policies and their instrumentation; the effects of inflation on public investment, and the restrictions imposed by the external sector. On the basis of research carried out by the Institute and that requested from other bodies, a seminar on planning and short-term policies was organized jointly with the Ministry of Planning /and Economic
and Economic Policy of Panama and the National Bureau of Economic Research. This event gave rise to the publications mentioned in chapter IX of the present document.

(ii) Research on regional and urban planning in national development. This concerned the various ways in which the urbanization process has developed in the region and its links with development and development styles. A seminar on urban planning based on this research work was held in Bogotá.

(iii) Research on the operational capacity of the State and planning. Firstly, research was carried out on the relationship between evolution in the political field, the process of decision-making and planning in four selected countries, and a seminar was organized in Bogotá to examine and discuss the cases studied. Secondly, research was carried out on changes in planning systems, the new challenges being faced because of the transformations taking place in the region, and the current prospects for formal and practical planning. The results of this research have been summarized in a document entitled *La planificación en América Latina. Problemas, escenarios y perspectivas*.

(iv) Social policies and the problem of critical poverty. This research sought to make a preliminary diagnosis of the problem of critical poverty in Latin America, a study of overall public policies and their main difficulties in coping with the problem, and an examination of the possible role of specific policies in this matter. The results of this work are assembled in a document entitled *La pobreza crítica en América Latina*. At the same time, a compilation was made of studies on the problem of poverty specially prepared for the purpose by various authors, and it is hoped to arrange publication in the near future.

(v) Agricultural planning. An interdisciplinary study was completed, aimed at discussing the problem of agricultural planning in Latin America and devising methodology for the formulation of
agricultural development planning policies in the region. This research gave rise to the document *La planificación del desarrollo agropecuario: un enfoque para América Latina*, mentioned in Chapter IX below.

(vi) Sociological and socio-political interpretations of Latin American development. Research was completed by an Institute team on the various interpretations of Latin American development, the way in which such interpretations have explained the role of the various actors in the development process, and the way in which they have visualized internal and international relations and the Latin American State. This research gave rise to the study *Teoría, acción social y desarrollo en América Latina* mentioned in Chapter IX, which is now being translated for publication in the United States of America.

(c) Research programme for the biennium 1978-1979

As already mentioned, the advisory and training activities, which absorb the greater part of the Institute's resources, are supported by research work, and their indispensable nature of their requirements has been recognized since the inception of ILPES. Given the latter's objectives, research must be concentrated on planning, but in view of the considerable and increasing complexity of this subject it will be recognized that this basic field can and does give rise to very diverse demands. The training of planners, for instance, makes it necessary to explore fields far removed from the theory of development and planning. These considerations, and many others that could be mentioned, suffice to demonstrate that, despite the achievements made, there is a clear imbalance between the magnitude and complexity of the research requirements and the very limited human resources at the Institute's disposal.

In order to overcome this situation it is necessary to resort to various expedients. On the one hand it becomes essential to integrate the work on these matters with that being carried out by

/CEPAL, which
CEPAL, which possesses considerably greater resources for the purpose. This integration can also take place in projects whose objectives, though much broader than those of specific interest to ILPES, nevertheless cover those objectives to a significant degree, or it can be in projects limited to such objectives.

Although integration with CEPAL is the main way of dealing with the problem, there are also other means such as those deriving from co-operation agreements with academic and research institutions in the region (resolution 319 (XV)) or from the exchange of experience between planning agencies (resolutions 351 (XVI) and 371 (XVII)).

The linkage of the Research Programme with various institutions for the purpose of carrying out its activities is provided for in the Phase Five Project Document (concerning the financial support of UNDP), which states that the research carried out directly by the Institute will be supplemented by research sub-contracts concluded by it with national or regional institutions. Moreover, the Institute's studies will be closely associated with other similar activities financed by UNDP.

In accordance with the mandates laid down by the governments in the matter, research will be conducted in three main areas: development planning, social planning and short-term planning.

In the field of development planning, the main activities planned are those briefly mentioned hereunder. In the first place, the studies on planning, government action and the operational capacity of the State will continue, as will those concerning the progress and obstacles noted in these areas, which are so closely interrelated. The profound changes experienced in the region, and the international context in which the region operates, have confronted planning, and continue daily to do so with new tasks and the need to set up new instruments or make new uses of those already known, thus making it extremely important to maintain continuous research work in the matter.

/A second
A second group of topics is concerned with public enterprises, the study of which has already been started by the Institute with a view to exploring their various possible forms of evolution. In this field, it is considered necessary to pay particular attention to the question of public enterprises and their role in regional development. A course-seminar on this subject is in process of preparation, to be held next year with the participation of Latin American consultants and specialists from Italian bodies with considerable experience in this field, such as the Istituto per la Ricostruzione Industriale (IRI) and the Ente Nazionale de Idrocarburi (ENI).

The foregoing activity is closely associated with the continuation of research in the matter of regional planning which the Institute has been undertaking for some time and which represents a third item within the subject group under examination. Of particular significance is the exploration and comparison of the various strategies being adopted by the Latin American countries in the field of regional development.

Research on development planning and its association with the integration processes will also be engaging the attention of the Institute in this period.

Studies are also to be carried out on population, natural resources and environmental variables and long-range planning.

Finally, particular mention should be made of the continuing research which will be carried out, in compliance with the mandates of the Caracas Conference, on the progress in and obstacles to planning in Latin America.

In the field of social planning and its very complex problems, several research projects are envisaged. First there is the Critical Poverty Project, which is regional in scope and in which ILPES, CEPAL, CELADE, PREALC and other agencies will take part, with the financial assistance of UNDP. Its results, insofar as
ILPES is concerned, will be of particular importance in connexion with social policy and planning strategies, which concern a large segment of the population and deal with a problem to which the countries of the region have assigned high priority.

Secondly, the Rural Social Development Project, which is of the same inter-agency and inter-disciplinary character as that already mentioned, examines the social effects of modernization of production and considers optional rural social development strategies. As far as the specific interests of ILPES are concerned, its results will be of importance with regard to social policy and planning in rural Latin America, a subject to which the countries of the region are assigning rising priority.

Because of their inter-disciplinary nature, the foregoing research activities should cast fresh light on the problem of integrating social and economic plans and programmes, which constitutes a third avenue of exploration in the field of social planning. Apart from this contribution, it is also intended to carry out specific studies in the same field.

A fourth area of concern will consist of the problems arising in connexion with the execution and appraisal of social policies and the financing of social programmes, which pose a number of closely interrelated questions.

Research on short-term planning, which represents the third area for attention in the Research Programme, will be of particular significance during the biennium 1978-1979, since the crystallization of the objectives and targets of medium- and long-term plans and short-term policies and programmes for the execution of plans and for dealing with conjunctual situations are matters of continuing interest to Latin American planners.

Through its Training, Advisory and Research activities, ILPES has been dealing with this subject ever since it was set up. To this end it has co-operated with governments in the application of
annual operational plans and programme budgets as a mechanism of public sector programming and plan execution. It has also participated in the design of instruments for the formulation and execution of short-term policies.

In this area the Research Programme includes the continuation of work on the relationship between long-term planning, operational plans and programme budgeting and new studies concerning operational planning techniques, with emphasis on real programming, the planning of human resources and monetary and financial programming.

Special mention should be made of the research on the adjustment of foreign trade and its relation with short-term programming and policies. The aim of this study will be to answer a number of questions highly relevant to macroeconomic policy in general. The idea is to make progress in the formulation of a model serving to forecast short-term fluctuations in income, international reserves, the exchange rate and the rate of inflation.

Finally, it should be mentioned that, in addition to the integration to be achieved with the training and advisory activities of ILPES, several of these research studies will be made with the direct participation of technical experts from the countries, as part of the Programme of Co-operation among Planning Bodies.
VI. TRAINING PROGRAMME

(a) General background

ILPES' training activities began in 1962: the same year as that in which the Institute was established. Their purpose was to carry out the objective laid down in the decision 1/ which gave rise to the Institution, namely: "... to raise the technical level of government officials and specialists through training programmes in the form of courses and in-service training". The Institute took over this responsibility from CEPAL, which between 1952 and 1962 had conducted nine international development planning courses, attended by 173 participants, and 19 intensive courses on the same subject with 1,310 students.

ILPES continued to conduct the basic development planning courses, though introducing some alterations and supplementary features made necessary by changes in economic and social circumstances. Certain individual and sectoral planning specialities were thus introduced in these courses, such as planning of the government, industrial and agricultural sectors, etc., which reflected the need to take due account of changes of extent, disaggregation and complexity in the planning systems.

The regional development planning courses were started in 1970 with the purpose of dealing with a new type of requirement arising from the countries' interest in tackling their economic and social problems through regional analysis and the rearrangement of their economic space.

Finally, an approach to new subjects has recently been begun, an example being the courses on environmental variables of development and the programming of certain specific resources.

1/ Resolution 220 (AC.52) adopted by the Committee of the Whole of CEPAL at its ninth session, June 1962.
(b) Characteristics of the training activities

Training will consist of the systematic teaching of certain planning specialities and modalities and the discussion or diffusion of new problems emerging within the planning process and the technical results of the research work carried out on this subject.

Training will be carried out by means of courses, seminars and publications. The courses will consist of various forms of systematic teaching and will be of three to eight months' duration. They will be of three types, namely, international regional, for participants from all the countries of the region; international sub-regional, for participants from groups of countries with similar characteristics or interests; and national, for longer-scale training within one country.

The purpose of the seminars will be to promote the examination and discussion of current issues among technical experts occupying high-level government posts; the discussion and clarification of emerging problems of concern to the regional countries, and the presentation and dissemination of the research work of CEPAL and ILPES in the planning field.

Courses jointly organized with international and national institutions will also be held, and organizational and instructional support will be provided to national training centres and to international training programmes dealing with Latin America. Examples of this are the agreements with CENDEC of Brazil, CECADE of Mexico, the Colonization Studies Centre (CEC) of Israel, the Institute of Social Studies of The Hague, the International Centre for Training in Environmental Sciences (CIFCA) of Spain, and FAO.

The publications will be based on the documents, class notes and other information prepared for the courses and seminars. An effort will be made to systematize the material produced by fields of specialization and geographical areas, with a view to their use as texts.

/ The training
The training activities will cover three planning dimensions: Global Planning, Regional Planning and Sectoral Planning.

(c) Aims of the training activities

The long-range objective of the training activities is to collaborate with the governments of the region in improving the operation of their planning mechanisms.

The ILPES and CEPAL training activities have at least three aims:

1. To raise the technical level of Latin American specialists in the field of development planning:
   - Through systematic training courses;
   - Through courses and seminars in special fields or subjects such as the environment, the impact of transnational corporations and direct foreign investment, styles of development, analysis and programming techniques, etc.

2. To assist and support the activities of national training centres through the provision of bibliographical material, advice in the design and organization of courses, and studies on training and manpower needs for teaching and other forms of direct instruction.

3. To make known in training seminars or special short courses the results of the research and studies carried out by CEPAL, ILPES and CELADE within the general framework of development, by including these results in the regular courses through the syllabuses of the courses or seminars or conferences, depending upon the degree of evolution of the research work and the intended depth of treatment.

(d) Training activities during Phase IV

In the course of Phase IV, the Latin American Institute for Economic and Social Planning carried out training activities in the fields of global planning, regional planning, industrial planning, agricultural planning and environmental aspects of development, and the preparation and evaluation of projects as instruments of planning.

/In the
In the period 1974-1977 eight international courses, attended by 211 students, were held in Argentina, Costa Rica and Chile.

In the same period, 18 national courses were held in co-operation with the government agencies of the countries concerned. They were attended by a total of 587 students.

The national courses took place in Argentina, Mexico, Panama, Brazil, Honduras, Bolivia, Ecuador, El Salvador and Chile.

ILPES staff members also participated in the design, organization and teaching at international courses conducted by other institutions such as CEC of Israel, CIFCA of Spain, FAO, The Hague Institute of Social Studies, the Spanish Association of Highway and Port Engineers, and the World Bank.

In the same period, bibliographical material was prepared for each of the courses held, and the members of the programme prepared some special studies relating to their particular fields of interest.

(e) **Summary description of training activities for the biennium 1978-1979**

International and national courses in global, regional and sectoral planning are scheduled for this period.

Five international courses will be held in 1978 on the following subjects:

1. Planning and economic policy, with particular reference to general planning and agricultural planning.
2. Regional development planning.
3. Social planning.
4. The environmental dimension in development policies and plans.
5. Foreign direct investment and the transnational corporations in Latin American development.

It is planned to hold three national courses in 1978 in conjunction with official Brazilian, Bolivian and Guatemalan institutions, and consideration is being given to the holding of courses /in Ecuador
in Ecuador in accordance with the interest shown by the Government of that country. The Seminar on Regional Development Strategies in Latin America will also be held in the same year.

Institutional collaboration will take place with FAO, the Institute of Social Studies (ISS) of The Hague, UNEP and CENDEC, and there will be an exchange of teachers with the same institutions, CECADE of Mexico and CEC of Rehovot (Israel).

(f) **Summary of the activities envisaged**

The following is a summary of the content and characteristics of the activities envisaged:

**Basic Course on Planning and Economic Policy**

This course emphasizes global planning and is directed towards specialization in the handling of modern planning techniques and instruments of economic policy. Its duration is 560 hours and it consists of two parts, namely:

- **An introductory section**, dealing with economic analysis, quantitative methods, social accounting, economic and social development, and international economic relations;

- **A specialized section in planning and economic policy**, comprising planning theory, theory and processes of economic policy, planning techniques, instruments of economic policy, compatibilization in the short term, public sector planning, regional planning, agricultural planning, industrial planning, environmental variables of planning, and pre-investment and projects.

The specialized section can, at will, be devoted to one speciality only, or two may be dealt with in parallel, as will be the case in 1978 with the specialities of general planning and agricultural development planning.

**Specialization in agricultural development planning** will occupy 220 hours covering the following subjects: theory and planning of agricultural development; analytical methods; agricultural diagnoses; aims, strategies and targets of agricultural development; agricultural development policies and programmes; agricultural projects; regional agricultural planning, and annual planning and performance control.
Course on Regional Development Planning

This Course, which will be spread over 500 hours, will comprise
the following subjects:

Introductory section: Lasts eight weeks and includes subjects
such as: economic analysis; quantitative methods; social accounting;
econic development; and planning theories.

Central section: Covers eight weeks and comprises the following
among other subjects: regional growth theories; regional planning
theories and methods; regional analysis techniques; and management
and financing of regional plans.

Policy section: Lasts nine weeks and includes subjects such as:
urban spatial organization analysis and policies; rural spatial
organization analysis and policies; industrial location analysis and
policies; transport and communications analysis and policies; popula-
tion policy; and environmental policies; the Course ends with systematic
 treatment of pre-investment procedures and projects in regional planning.
The practical work is undertaken concurrently with the reading part,
leading up to a final period of synthesis lasting one week.

In this particular field, steps will be taken to promote the
holding of courses on regional planning for geographically small
countries with very special features.

Course on Investment and Pre-investment Projects within the
context of Planning

The aim of this Course is to associate the instruction on
 techniques for analysing investment with a more comprehensive view
of development problems and planning. It consists of two parts:
an introductory section designed to provide a broad view of economic
questions from a global and sectoral approach, without which the
treatment of projects would be incomplete or insufficient. The
second part presents, discusses and applies the analytical techniques
and methods used in the formulation and evaluation of economic and
social development projects.

/Seminar-Course
Seminar-Course on Public Enterprises in Regional Development

The purpose of this Seminar-Course is to determine and discuss the role of public enterprises in the context of regional development programmes, taking into account, on the one hand, the experience of several Latin American countries in this respect and, on the other hand, the theoretical and practical contributions deriving from Italy's experience in regional planning.

This Seminar-Course will be of an intensive nature covering a period of three weeks, with the participation of at least 12 specialists from regional planning offices and/or regional public enterprises in various Latin American countries.

The central agenda items will be introduced by staff members of the ILPES Training Programme and CEPAL, and noted Latin American consultants widely experienced in the subject; it is also hoped that specialists from Italian institutions with experience in this field such as the Istituto per la Ricostruzione Industriale (IRI) and the Ente Nazionale de Idrocarburi (ENI) will take part.

Seminar-Course on Direct Foreign Investment and Transnational Corporations in the development of Latin America

The aim of this Seminar-Course is to contribute to a better understanding of the problems related to direct investment and the activities of transnational corporations in the context of development in Latin America, with the final objective of strengthening the governments' bargaining power vis-a-vis the transnational corporations. Specific subjects concerning transnational corporations will be dealt with in connexion with basic commodity export activities, manufacturing industry and economic integration in the general context of macro-economic development policies (balance of payments, industrial programming, employment, trade practices, etc.) and of the laws, rules and other actions, including those of a regional kind, relating to transnational corporations. In addition to the discussion of substantive problems, there will be an explanation of the regional situation in
situation in terms of information on transnational corporations, relevant analytical methods and, finally, the impact of foreign investment and transnational corporations on national planning.

The Seminar-Course, which will be held in the second half of 1978, will be of an intensive nature covering a period of three to four weeks, with the participation of 12 specialists from planning offices and/or government organizations linked with the transnational corporations of various Latin American countries.

The central items of the agenda will be introduced by staff members of the Joint CEPAL/CTC Unit, the ILPES Training Programme and other CEPAL divisions, noted Latin American consultants widely experienced in the subject, and high-level international experts in this field.

Seminar-Course on the Environmental Dimension in Development Policies and Plans

The purpose of this Seminar-Course is to analyse the problems arising from the incorporation of the environmental dimension in the preparation and implementation of development plans and policies, in an attempt to establish the basis for integrating the two aspects.

The Course will comprise a discussion of the following among other subjects: principal elements of the environmental dimension; ecological systems; the development process in Latin America; development strategies and styles and the environment; political economy of the environment; development planning and environmental management; the environmental dimension in project formulation and evaluation, and case studies.

This activity, which will be organized jointly by ILPES and the International Centre for Training in Environmental Sciences (CIFCA), with the co-operation of CEPAL and the UNEP Regional Office for Latin America, will be held at CEPAL/ILPES headquarters in Santiago, Chile, from 21 August to 29 September 1978.

It will be attended by about 15 specialists from institutions concerned with the subject in various Latin American countries and Spain.

/Seminar-Course
Seminar-Course on Social Planning

The Seminar-Course on Social Planning is a joint undertaking of CEPAL, UNICEF and ILPES designed to provide training for those already working in this field in the region, especially in institutions concerned with programming the well-being and development of the younger generations, by means of a dual activity consisting of training, on the one hand, and the exchange of experience among the participating experts, on the other.

To that end, the economic and social situation of Latin America and the particular features of the distribution of social benefits will be analysed, with special emphasis on problems connected with estimating and satisfying the basic needs of the population, especially those sectors in a situation of critical poverty and the way in which this affects children and young people.

The indispensable concepts and techniques for the preparation and implementation of strategies centring on social development objectives will also be presented, and the basic characteristics assumed by some social sectors in the region, especially education and health, will be analysed, with particular attention to the care of children and young people, together with the systematic provision of methodologies for the formulation and evaluation of projects in those areas.

The participants, for their part, should present one or more practical experiences in their own countries, which would be discussed and evaluated among all those present.

Seminars
International Seminar on Regional Development Strategies in Latin America. This Seminar would centre on an analysis of the national regional development strategies prepared by several Latin American countries since the mid-1970s. The purpose of the Seminar would be to review and discuss these documents and experiences in an attempt to: (i) determine the theoretical background of the strategies; /(ii) identify
(ii) identify the common and differentiated elements of such strategies; 
(iii) analyse any difficulties that might have arisen in their imple- 
mentation; (iv) identify the explicit policies that have given shape 
to the strategies, and analyse their effectiveness in each case; 
(v) study the manner in which population, poverty and environment 
problems are dealt with in the context of the regional development 
strategies; and (vi) propose valid regional policy recommendations 
for dealing with regional development problems in Latin America.

In order to hold this Seminar, co-operation will be sought from 
the Institute of Social Studies (ISS) of The Hague, the Latin American 
Institute of Social Research (ILDIS) and the Universidad de Los Andes 
in Bogotá, the possible venue of this event. The Seminar - of five days' 
duration - will be attended by experts from the organizing institutions, 
national regional planning bodies, certain decentralized regional 
development institutions, and a small number of high-level specialists 
invited in a personal capacity. This Seminar will be organized within 
the context of co-operation among planning agencies.

The broader objectives of the Seminar are connected with the 
responsibility of the sponsoring institutions to offer a meeting-point 
and a scenario where specific planning experiences in Latin America 
can be exchanged, thus fostering a concentrated effort on the part 
of individual persons and institutions capable of achieving an 
important step forward in this professional field, as has occurred 
in the past. The Seminar will also help to strengthen the institutions' 
training, advisory assistance, research and horizontal co-operation 
programmes. In order to facilitate this process and disseminate the 
discussions and contributions, the results of the Seminar will be 
embodied in a special book, in the same way as the ILPES/ILDIS 
Seminar in 1972.

**National and sub-regional courses**

- National courses on planning and economic policy;
- National regional planning courses;
- National planning courses specializing in agricultural and 
  industrial questions;

/National courses
National courses on pre-investment and projects within the context of development.

These courses, of three to five months' duration are based on the corresponding international courses. In each case arrangements are made with the country concerned to adapt the basic curriculum to the particular training needs of the government officials attending the course. The same criterion is followed in the case of the sub-regional courses.

(g) **Training Programme publications**

Specialists in the Training Programme will prepare the following studies for publication during the two-year period 1978-1979:

**Books**

- *Polos y centros de crecimiento: teoría y práctica en America Latina* (agreement with Editorial Siglo XXI)
- *Estrategias nacionales de desarrollo regional*

**Cuadernos**

- *La planificación regional a escala nacional*
- *La política económica en la planificación del desarrollo* (class notes)
- *Técnicas de análisis regional con información limitada*
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(1) From 1952 to 1969 this was called the Basic Course. It has been held annually in Santiago, Chile, except in 1960, 1970 and 1973.

(2) Excluding intensive courses organized by the Institute which are subsequently held by national institutions with the Institute's co-operation.

(3) Including the Post-graduate Course on Integrated Regional Development Planning.
NUMBER OF COURSES, SUBJECTS COVERED, TOTAL NUMBER OF PARTICIPANTS AND DISTRIBUTION OF PARTICIPANTS BY NATIONALITY

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<th>Brazil</th>
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<th>Colombia</th>
<th>Costa Rica</th>
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a/ Including courses on agricultural planning, industrial planning and annual operational plans.
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<td>Buenos Aires,</td>
<td>1974</td>
<td>26</td>
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<td>1975</td>
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<tr>
<td>4. Regional Development Planning</td>
<td>Santiago,</td>
<td>1976</td>
<td>30</td>
<td>24 May-17 December</td>
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<td></td>
<td>Chile</td>
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<td>5. Planning and Economic Policy</td>
<td>San José,</td>
<td>1976</td>
<td>33</td>
<td>19 July-26</td>
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<td></td>
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<td>6. Regional Development Planning</td>
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<td>26</td>
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<td>7. Basic Course on Planning and</td>
<td>Santiago,</td>
<td>1977</td>
<td>26</td>
<td>27 June-16</td>
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<td>Economic Policy</td>
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<td>Resources Management</td>
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<tr>
<td>6. Regional Development Planning</td>
<td>Belém, Brazil</td>
<td>1974</td>
<td>35</td>
<td>15 April-9 August</td>
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<td>7. Planning and Development</td>
<td>Tegucigalpa, Honduras</td>
<td>1975</td>
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<td>8. Industrial and Regional Planning</td>
<td>La Paz, Bolivia</td>
<td>1975</td>
<td>36</td>
<td>1 September-31 October</td>
<td>Ministry of Planning and Co-ordination</td>
<td>SIBAN</td>
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<td>9. Regional Development Planning</td>
<td>Brasilia, Brazil</td>
<td>1975</td>
<td>36</td>
<td>16 June-19 December</td>
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<td>10. Agricultural Programming</td>
<td>México City, Mexico</td>
<td>1975</td>
<td>36</td>
<td>14 July-31 October</td>
<td>United Nations Technical Training Programme</td>
<td>Co-operation in the organization, teaching activities and bibliographical material (BRA/75-015)</td>
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<td>11. Planning and Economic Policy</td>
<td>Tegucigalpa, Honduras</td>
<td>1976</td>
<td>36</td>
<td>26 April-6 August</td>
<td>CENPLANE/CERADIN</td>
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<td>12. Regional Development Planning</td>
<td>Brasilia, Brazil</td>
<td>1976</td>
<td>28</td>
<td>31 March-17 December</td>
<td>CENDEC</td>
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<td>13. Planning and Economic Policy</td>
<td>La Paz, Bolivia</td>
<td>1977</td>
<td>29</td>
<td>14 May-10 June</td>
<td>Ministry of Planning and Co-ordination</td>
<td>Co-operation in the organization, teaching activities and bibliographical material (BRA/75-015)</td>
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<td>14. Regional Development Planning</td>
<td>Quito, Ecuador</td>
<td>1977</td>
<td>35</td>
<td>16 May-19 August</td>
<td>Ministry of Economic Affairs; Ministry of Planning and Economic and Social Development Co-ordination</td>
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<td>15. Industrial Planning</td>
<td>San Salvador, El Salvador</td>
<td>1977</td>
<td>36</td>
<td>24 October-17 December</td>
<td>Ministry of Economic Affairs; Ministry of Planning and Economic and Social Development Co-ordination</td>
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<td>16. Regional Development Planning</td>
<td>La Serena, Chile</td>
<td>1977</td>
<td>20</td>
<td>16 July-12 August</td>
<td>Ministry of Planning and Economic and Social Development Co-ordination</td>
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<td>17. Regional Development Planning</td>
<td>Villarrica, Chile</td>
<td>1977</td>
<td>25</td>
<td>10 October-16 November</td>
<td>Ministry of Planning and Economic and Social Development Co-ordination</td>
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<td>18. Regional Development Planning</td>
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<td>1977</td>
<td>27</td>
<td>20 June-9 December</td>
<td>Ministry of Planning and Economic and Social Development Co-ordination</td>
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## ILPES Courses, 1974-1977 (Concluded)

<table>
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<tr>
<th>III. International courses held with the Institute's co-operation</th>
<th>Place</th>
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<tr>
<td>1. Post-graduate Course on Integrated Regional Development Planning</td>
<td>Rehovot (Israel)</td>
<td>1974</td>
<td>Land Settlement Studies Centre</td>
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<td></td>
<td>Lima (Peru)</td>
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<td>2. Post-graduate Course on Integrated Regional Development Planning</td>
<td>Rehovot (Israel)</td>
<td>1975</td>
<td>Land Settlement Studies Centre</td>
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<td></td>
<td>Quito (Ecuador)</td>
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<tr>
<td>3. Course on Environmental Management in Development</td>
<td>Madrid (Spain)</td>
<td>1976</td>
<td>CIFCA</td>
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<tr>
<td>4. Course on Environmental Impact</td>
<td>Madrid (Spain)</td>
<td>1976</td>
<td></td>
<td>0.75</td>
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<tr>
<td>5. Post-graduate Course on Integrated Regional Development Planning</td>
<td>Rehovot (Israel)</td>
<td>1976</td>
<td>Land Settlement Studies Centre</td>
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<td>Caracas (Venezuela)</td>
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<td>6. Course on Physical Planning</td>
<td>Madrid (Spain)</td>
<td>1976</td>
<td>Road and Port Engineers' Association</td>
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<td>7. Eighth Course on Agricultural Planning</td>
<td>Rome (Italy)</td>
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<td>8. Master's Programme in Regional Planning</td>
<td>The Hague (Netherlands)</td>
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<td>1977</td>
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<td>10. Post-graduate Regional Planning Programme</td>
<td>Bogotá (Colombia)</td>
<td>1977</td>
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<td>11. Environmental Management of Development</td>
<td>Madrid (Spain)</td>
<td>1977</td>
<td>CIFCA</td>
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<td>12. Course on Agro-Industrial Projects</td>
<td>Washington (United States)</td>
<td>1977</td>
<td>World Bank - Economic Development Institute</td>
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</table>
VII. ADVISORY SERVICES PROGRAMME

(a) General background

Characteristics and orientation of advisory activities

Advisory services comprise one of the main functions assigned to ILPES by the governments. In the last few years the Institute's advisory activities have been facilitated by the fact that planning, as the main rationalizing instrument of economic and social activities, is now an accepted fact in most countries.

The Latin American governments have come to the conclusion that their political programmes gain in terms of soundness and continuity when they are supported by medium-term economic and social development strategies and plans.

Added to this is the fact that the problems connected with the world recession have led to a more careful review of the relation between "natural resources and development", and to the introduction of spatial and environmental variables in long-term economic and social development strategies.

Furthermore, the basic guidelines of the long-term strategies and medium-term plans have made it possible to adopt a more consistent approach to the short term, i.e., with more efficient management of monetary, prices, balance of payments, budgetary, employment and other policies. In some countries, of course, this has prevented the complications of the current situation from creating uncontrollable economic policy problems, or the loss of meaning or direction in the implementation of development programmes and projects.

The closer integration between planners and leadership levels brought planning bodies in closer contact with the decision-making centres, thus increasing their tasks and responsibilities. Moreover, these planning offices, in addition to their long-term and medium-term activities, are increasingly faced with the short term, in the need to crystallize the longer-term objectives and goals and deal with conjunctural situations.

/In view
In view of the fact that the Latin American process requires that plans be increasingly converted into genuine instruments of government in order to promote development, the Institute, in direct contact with the real situation in the various countries, is responding to those concerns and orienting its advisory activities towards the following subjects:

- Preparation and updating of diagnoses;
- Formulation of long-term strategies with greater emphasis on the relationship between natural resources and economic development, and on the spatial and environmental variables;
- Preparation of medium-term plans, with a more thorough analysis of the problems of financing the plan;
- Preparation of short-term plans, including public sector planning;
- Plan implementation and control, with particular attention not only to the increasing openness of programming and the control of physical goals, but also to the integration of medium-term plans, short-term plans and economic policy;
- Formulation of important sectoral policies and programmes;
- Evaluation of strategies, plans, policies, programmes and instruments;
- Organization and functioning of planning systems.

In the Institute's advisory activities, close co-ordination has been maintained with the co-operation provided to the various countries by other United Nations agencies, and also with other international or bilateral co-operation agencies.

The advisory activities have been carried out with a basic nucleus of personnel and the mobilization of advisers in special fields.

There has been a considerable increase in paid advisory services, and agreements have been signed in which advisory assistance is financed by the countries themselves or with contributions from other sources, such as agreements with countries financed by the Inter-American Development Bank and the World Bank.

/(b) Activities
(b) **Activities during Phase IV**

The following activities were carried out in Central America and Panama:


In the Caribbean, some exploratory missions visited Jamaica and Trinidad and Tobago. In the Dominican Republic, assistance was provided in connexion with short-term projects and planning. In Haiti, ILPES assisted in the final stages of the Development Plan.

In Argentina, the Institute co-operated with the National Investment Council (CFI) in various aspects of regional planning. In Bolivia, it helped to prepare the Development Plan and to formulate operational plans. In Colombia, it co-operated in evaluating the UNDP/UNESCO Education Programme. In Chile, it participated in formulating the Emergency Plan for the Fourth Region. In Ecuador, it co-operated in evaluating the Change and Development Plan. In Mexico, it collaborated with the Corporación Nacional Financiera in industrial programming. In Uruguay, it co-operated in the programming of public enterprises. In Venezuela, assistance was given to the Central Office for Planning and Co-ordination (CORDIPLAN) in agricultural planning, industrial planning and programme budgeting.

In Phase IV, ILPES continued its co-operation with some states of Brazil and extended it to others.

The State of Minas Gerais received assistance in strengthening its planning system; in addition, ILPES was selected by the Government of the State as the specialized agency for initiating the activities of the Development Project in the Mata zone.
In the State of Bahia, some support was given in strengthening its planning system and process.

In the State of Pernambuco, ILPES co-operated in the implementation of the Integrated Plan for the Metropolitan Region of Recife.

(c) Advisory Services Programme for the two-year period 1978-1979

Introduction

The Institute's advisory services will continue to be directed towards the relatively less developed countries and to developing regions in countries at a more advanced stage of development. These advisory services will be more extensive and will cover almost the whole spectrum of planning, from the formulation of long-term strategies to control of the execution of specific area development projects.

As regards the countries at a more advanced stage of development, the advisory services should centre essentially on the evaluation of economic and sectoral development policies, having in view the objectives and implementation of medium-term plans.

The advisory assistance projects and missions will be formulated and carried out in close co-ordination with the UNDP Resident Representative in the country concerned, with the aim of making full use of the resources channelled through the indicative planning figures of the UNDP country programmes.

The advisory activities should determine in each country both the requirements and shortages of specialized development planning personnel, and the deficiencies in basic research, with the object of promoting measures in connexion with the Institute's training and research activities and co-operation between its planning units.

In the development of advisory activities, the relations with national planning bodies will be further intensified, and joint projects with other specialized agencies inside and outside the United Nations system will be promoted with a view to providing comprehensive and coherent co-operation in which ILPES will act in a globalizing capacity.
Each advisory activity will give rise to a detailed report on the experience gained, which will be used in the presentation of special cases, either at seminars for an exchange of experience or in studies indicating the obstacles and progress of planning systems in the region.

The Advisory Services Programme will be prepared and carried out in close co-ordination with the Programme of Co-operation among Planning Bodies.

1978-1979 Programme
Co-operation with relatively less developed countries 1/

(i) Bolivia

The Institute is following with interest the great effort Bolivia is making in planning and economic development. Since the preparation of the 1976-1980 Economic and Social Development Plan the national planning system has made considerable progress.

ILPES will co-operate mainly in the following ways:
- Assisting in the preparation of the 1979 operational plan;
- Providing advisory assistance in the preparation of in-depth studies, plans and key projects in the agricultural and manufacturing sectors;
- Collaborating in the preparation of an input-output table by the Ministry as one of the instruments in support of the national planning process;
- Co-operating in the formulation of the development strategy for the year 2000, as a guide to the Constitutional Government to be established shortly.

1/ ILPES has submitted for the consideration of the Canadian International Development Agency (CIDA) a project in support of a group of less developed countries (Bolivia, Haiti, El Salvador and Honduras).

/(ii) El Salvador
(ii) **El Salvador**

In the next two years, ILPES proposes to collaborate with the Ministry of Planning mainly in the following aspects:

- Implementation, control and evaluation of the 1978-1982 Plan;
- Preparation of annual operational plans which the country is already implementing, with emphasis on compatibilization between growth, employment and income distribution problems and the stabilization policy;
- Preparation of specific sectoral programmes.

(iii) **Honduras**

The Institute's co-operation would cover the following activities:

- Undertaking studies on "natural resources and economic development" as a basis for the review and formulation of a long-term economic and social development strategy for the country;
- Medium-term planning, with emphasis on the more efficient use of natural resources and the problems of financing the plan;
- Formulating annual operational plans and economic policies compatible with growth, employment and income distribution problems.

(iv) **Haiti**

The Institute will provide technical co-operation mainly in the following fields:

- Implementation, control and evaluation of the 1977/1978-1980/1981 Plan, with emphasis on employment and financing;
- Annual operational planning and programme budgeting;
- In-service training for technical staff of the National Development and Planning Council (CONADEP).
Technical co-operation in developing regions of countries at a more advanced stage of development

The Institute's action in these regions is designed to strengthen their planning agencies and systems, co-operate in the formulation of their development plans, and formulate policies for correcting existing inequalities.

The experience gained in providing advisory assistance in economic and social development planning in the states of Brazil has been very valuable and will be most useful in dealing with similar situations in other countries of Latin America.

ILPES has co-operated with the states and regions of Brazil in the following activities:

- Formulating economic and social development strategies and plans, with special emphasis on the utilization of their natural resources;
- Strengthening the state planning systems;
- Improving the statistical and economic information systems, particularly the regional accounts, and providing in-service training for the technical personnel that will be responsible for the management of these systems;
- Strengthening the systems of programme budgeting and annual planning.

Although this last area of concern has a narrower field of action at the state level, it is being oriented along such lines as to centre the study on the most important sectoral variables of the strategy and on those points where the state may have greater influence and more effective action. The financial flows in both the fiscal and the private area are studied with a view to the systematic organization of state financing and its linkage with the medium-term objectives, which of course gives the state authority more bargaining power.

In the next two years, ILPES intends to proceed with the studies it is carrying out in the States of Minas Gerais, Bahia, Pernambuco and Rio Grande do Norte.

/This co-operation
This co-operation will be oriented towards the formulation of long-term strategies, and the preparation and implementation of short-term plans.

In Minas Gerais, action will be centred on the implementation and control of the present plan, and control of the execution of the regional development project in the Mata zone.

In Pernambuco, advisory assistance will be provided in the preparation of a long-term development strategy for the state and its development implications at the regional and national levels. As regards the Metropolitan Area of Recife, the work of strengthening FIDEM as a development institution of the metropolitan area and establishing a planning system is being completed.

In Rio Grande do Norte, the Government will be provided with assistance in the formulation of a long-term economic and social development strategy, with special attention to the region's natural resources and taking into account its strategic position in the North-east of Brazil.

In Bahia, co-operation will be given in the final stages of preparing the regional accounts, and in the discussion of the long-term strategy prepared for the State by ILPES.

Co-operation with other countries
The requests for advisory assistance from countries at intermediate or more advanced stages of development are sporadic and respond to the individual planning cycles of each, which in their turn are linked with the duration of the medium-term plans in force, the problems faced by the economy and economic policy, the time-limits for presentation of the budget, and the decisions to introduce the annual operational part in the national planning system.

In these cases of advisory assistance, ILPES will act in accordance with the governments' priorities and the basic guidelines of its work programme.

/Recently, it
Recently, it has been agreed to furnish the Government of Ecuador with co-operation in outlining the basic principles of a long-term development strategy to guide the action of the next Constitutional Government to be elected.

In the Dominican Republic, co-operation in regional and sectoral planning and economic indicators is envisaged.
VIII. PROGRAMME OF CO-OPERATION AMONG PLANNING BODIES

(a) General background

This Programme was established in compliance with the mandates
of the Conference of Ministers and Heads of Planning of Latin America,
held at Caracas, Venezuela, in April 1977, and with resolutions of
the Economic Commission for Latin America, particularly 351 (XVI)
and 371 (XVII).

The first mandate of the governments concerning an exchange of
experience is included in CEPAL resolution 199 (IX) of May 1961,
which recommends the establishment of an institute for planning
economic development. In another operative paragraph it is recom-
mended that the said institute should aim at building up a permanent
team of development planning experts to work at the regional or
national level and at establishing close liaison with the planning
institutions of the Latin American governments, in order to maintain
a continuous process of training, exchange of experience and improve-
ment of planning techniques.

By virtue of these decisions, the governments wished to lay the
bases for co-operation and co-ordination and for the undertaking of
joint action by planning bodies in order to promote development at
both the national and the regional level.

Since it was established, ILPES has performed a number of tasks
aimed at making available to planning institutions the results of
its advisory, training and research activities, and at an exchange
of experience through seminars, publications, meetings, etc.; but
it is since the mandates deriving from resolutions 351 (XVI) of
May 1975 that the governments have explicitly established the
Institute's functions of co-operating in the exchange of experience
and research results on global, sectoral and regional (area) planning
between the planning bodies of member countries, so as to promote
collaboration among them.

/In complying
In complying with this resolution, the Institute intensified its co-operation with the governments with a view to the exchange of experience and mutual co-operation.

The Caribbean Development and Co-operation Committee, at its second session held at Santo Domingo, Dominican Republic, in March 1977, adopted a resolution establishing a machinery for co-ordination and co-operation among planning bodies in the region, and designating CEPAL to act as the Technical Secretariat, with the Institute's assistance.

In the middle of 1976, the Institute was requested by the Technical Committee of ILPES to co-operate in the organization of the First Conference of Ministers and Heads of Planning of Latin America, which was held at Caracas, Venezuela, from 13 to 16 April 1977.

The Conference gave rise to a number of decisions and recommendations, but the most important was that which established the System of Co-ordination and Co-operation among Planning Bodies of Latin America.

The Ministers and Heads of Planning of Latin America decided that the main objectives of the System should be "to serve as a forum for the planning bodies of the countries of Latin America, to bring about better knowledge and closer links among them, to promote and carry out exchanges of national experience in economic and social planning and to establish ways of implementing joint action to promote, through planning, suitable machinery in order to strengthen co-operation among the countries of the region."

For the operation of the System, the Conference agreed to recommend to CEPAL that a mandate should be given to ILPES to become the Technical Secretariat of the Conference, without prejudice to its activities in the field of training, research and advisory services.

In resolution 371 (XVII) of 5 May 1977, CEPAL supported the establishment of the System of Co-ordination and Co-operation among Planning Bodies of Latin America and resolved that ILPES should assist the
assist the Ministers and Heads of Planning of Latin America in their joint co-operation efforts, and concurred on the need for an annual Conference of Ministers and Heads of Planning.

(b) Activities undertaken

In compliance with resolution 351 (XVI), ILPES intensified its co-operation in the exchange of experience among planning institutions and assisted in the organization of the First Conference of Ministers and Heads of Planning of Latin America.

In compliance with the mandates of the Caracas Conference and with CEPAL resolution 371 (XVII), a new function was assigned to ILPES: that of co-operation among planning bodies. In order to fulfil this new responsibility, the Programme of Co-operation among Planning Bodies was set up in ILPES, in addition to the existing Advisory Services, Training and Research Programmes.

Co-operation in the exchange of information and experience among planning bodies was intensified and ILPES co-operated with the Ministry of Planning and Co-ordination of Bolivia in the organization of a Seminar on the Annual Operational Plan held in La Paz, Bolivia, in July 1977.

The Publications Programme of the System was initiated with the issue of two organs: "Notes and Information" and the "Planning Bulletin". This Bulletin, the first issue of which appeared in the last quarter of 1977, has been very well received by Latin American planners.

With a view to the continuing fulfilment of the mandates of the Caracas Conference of Ministers and Heads of Planning and the CEPAL resolutions, particularly 371 (XVII) adopted at its seventeenth session, CEPAL and ILPES are in the course of preparing more detailed bases for the organization and operation of the System for submission to the Ministers and Heads of Planning, and have included co-operation among planning bodies as a new activity in the UNDP-financed Phase V Project of ILPES within CEPAL's 1980-1983 Medium-Term Programme.

/(c) Programme
(c) **Programme for the two-year period 1978-1979**

Through the Programme of Co-operation among Planning Bodies, CEPAL and ILPES will support the development of the following basic activities:

- Exchange of experience and publications;
- Annual Conference of Ministers and Technical Meetings on Planning;
- Research;
- Mutual co-operation.

These activities will be carried out in close liaison with the horizontal co-operation programmes which are being promoted by the governments and the United Nations.

**Exchange of experience and publications and operation of the System**

- Support will be given to planning bodies with the aim of establishing the most expeditious organization and channels for the System's operation.
- ILPES will co-operate with planning bodies with a view to the exchange of development plans and programmes and, in general, planning information and publications.
- The various documents issued by ILPES in the form of books, cuadernos, class notes, etc., will be distributed to planning bodies on a continuing basis.
- The results of the experience gained from the Institute's activities and from the research resulting from the activities of the System will be published.
- ILPES will promote the translation of - or will translate directly - basic planning material for the English-, French- and Portuguese-speaking countries of the region, and for the establishment of closer relations with other regions.
- Two communication organs of the System will be published: "Notes and Information" and the "Planning Bulletin". "Notes and Information" will contain data on the System's programmes and activities and will be published whenever it may be necessary.

/The Planning
The Planning Bulletin will be the most important organ for the exchange of experience and the bulk of its material will consist of studies prepared by planning bodies in Latin America. It will appear four times a year in Spanish and three times in English. Its publication in other languages will be considered in the future.

- The exchange of experience with other regions will be promoted, and channels of communication with various regions and countries will be proposed for the purpose.

These activities will be initiated on the basis of the Planning Bulletin in English.

- Co-operation will be encouraged with various bodies, associations and international agencies or bilateral co-operation institutions engaged in activities related to the System.

**Annual Conference of Ministers and Technical Meetings on Planning**

- ILPES will co-operate in the organization of annual Conferences of Ministers and Heads of Planning, the preparation of studies, the elaboration of results and their dissemination to planning bodies and other agencies or persons of interest to the System.

- Similar co-operation will be given in the meetings of Heads of Planning of the Caribbean Development and Co-operation Committee.

- In conjunction with the Training Programme, assistance will be provided in the preparation of a seminar on regional development strategies.

- ILPES will co-operate in the organization of a seminar on planning and the environment.

- It will promote the organization of national planning seminars in order to disseminate their results among planning bodies inside and outside the region.

- ILPES will collaborate in the holding of various technical meetings. In this respect, the Institute is expected to participate, as in previous years, in the national seminars on the public budget organized by the Programme and Budget Institute of the Planning Department of the Office of the President of Brazil.

/It is
It is also expected to participate in the inter-American seminars on the budget which are to be held under the sponsorship of the Organization of American States and the Inter-American Public Budget Association.

In addition, close liaison will be established with the meetings of directors of the budget in Central America.

- In accordance with the governments and jointly with the specialized agencies, the Institute will support sub-regional meetings of Heads of Planning, as, for example, those of Central America and the Andean Group.

Research

The research undertaken in the functioning of the System will be integrated in the CEPAL/ILPES Research Programme.

- ILPES will take part in continuing research on planning progress and obstacles.
- It will co-operate in research on the relations between long-term planning, operational plans and the programme budget.
- Assistance will be given in the various planning research activities in each country.

Mutual co-operation

- ILPES will support the mobilization of co-operation by technical specialists from one country of the region to the planning body of another country of the region. It will collaborate with planning institutions in choosing the sectors or subjects of such co-operation.
- The Institute will encourage the participation of technical specialists from planning bodies in the various countries in its advisory, training and research activities.
- It will support the countries' joint action to promote economic integration and co-operation.
- Close links will be established with the horizontal co-operation activities being promoted by the governments and the United Nations, in particular through the United Nations Development Programme (UNDP).
IX. PUBLICATIONS

In the previous phase, a number of books, cuadernos and class notes resulting from the Institute's research, training and advisory activities were published. The following books were published: La planificación del desarrollo agropecuario: Un enfoque para América Latina; Teoría, acción social y desarrollo en América Latina; Ensayos sobre planificación regional del desarrollo. The Cuadernos covered the following subjects: monetary correction; short-term planning, employment and the product. A great many class notes and documents required for carrying out the programmes were also published. The publication of the Planning Bulletin was initiated, the first two being issued for the third and fourth quarters of 1977.

Various preliminary documents were published with the results of the research on the State and planning, critical poverty, urban and regional development, social development.

The development of the Institute's programmes for the biennium 1978-1979 will give rise to various publications. The books and cuadernos will continue to be published and the publication of a series called Temas de planificación will be initiated.

There are plans afoot to publish two books entitled Polos y centros de crecimiento: teoría y práctica en América Latina and Estrategias nacionales de desarrollo regional. The cuadernos will cover subjects such as: regional planning at the national level; economic policy in development planning; regional analysis techniques with limited data; projects in the educational sector; operational planning; project methodology; social development; and so forth.

The collection entitled Temas de planificación will embody the results of research, of experience gained from the courses, of advisory activities, and of studies produced by the System of Co-operation among Planning Bodies. This series will constitute a prior stage to the publication of books and cuadernos.

/ The publication
The publication of class notes and various documents emerging from the development of the programmes is also envisaged. The Institute's regular publication will be the Planning Bulletin as an organ of the System of Co-ordination and Co-operation among Planning Bodies of Latin America.
The Latin American Institute for Economic and Social Planning (ILPES), which was established by resolution 220 (AC.52) of 6 June 1962, started its activities on 1 July 1962. It has therefore provided over 15 years' service to the governments of the Latin American region in the field of planning.

During this time, its financing has been largely dependent on assistance projects approved by the United Nations Development Programme (UNDP), which have been developed in four phases of different duration: the first phase lasted five years (1 July 1962-30 June 1967); the second lasted four years (1 July 1967-30 June 1971); the third and fourth were reduced to three years each (1 July 1971-30 June 1974), and (1 July 1974-30 June 1977), although Phase IV was extended to 28 February 1978, thus bringing its total duration to three years and eight months.

UNDP has decided to finance part of the activities undertaken by ILPES in a fifth phase which will terminate on 31 December 1979.

Other sources that have also participated, although on a lesser scale, in the history of the Institute's financing, are the Inter-American Development Bank (IDB), through direct contributions and the financing of specific projects, and the governments of the region through counterpart contributions.

As a result of the financial crisis affecting UNDP and the 60 per cent reduction in its contributions to ILPES, the Technical Sub-Committee of ILPES met at Bogotá in September 1976 and proposed the joint action of all the governments with a view to giving the Institute their full support.

The aim of this action was to obtain the restitution of the funds that had been reduced, and the President of the Technical

/Committee - at
Committee - at the request of the other members - sent communications to the Administrator of UNDP and the Director of the UNDP Regional Bureau for Latin America to that effect.

Although this request did not prosper, other actions undertaken by the governments were completely successful. These consisted in obtaining support in the Fifth Committee of the General Assembly for financing from the United Nations regular budget, and approaches to the governments themselves enlisting voluntary contributions to the Institute.

In the course of Phase IV, the United Nations approved a contribution to ILPES comprising the assignment of six professional posts and ten posts for support personnel out of its regular budget as from 1 January 1977, which represented decisive support for ILPES, since it enabled it to establish an initial nucleus of permanent staff.

Over the past year, a number of Latin American governments have approved the inclusion in their national budgets of direct contributions to ILPES, thereby supplementing the contributions of UNDP and the United Nations, enabling the Institute to maintain its level of activity in spite of the reduction in the UNDP contributions referred to later in this document.

In addition to the above-mentioned sources of financing, a substantial inflow of funds has been obtained as a result of the signature and implementation of technical assistance agreements with four states of Brazil. These agreements have a duration of approximately two years and their number is expected to increase in the near future, since several other Brazilian states have expressed their interest in and need for ILPES assistance in the field of planning. An advisory services agreement is also about to be concluded with the Government of Ecuador.

Considering it of interest to the members of the Technical Sub-Committee of ILPES, the following paragraphs contain a more detailed report on the Institute's financing in the present Phase IV and the financing prospects in the current phase.

/(a) United
(a) **United Nations contribution**

The Fifth Committee of the United Nations General Assembly, in December 1976, gave favourable consideration to the recommendation transmitted to it by the Advisory Council for Administrative and Budgetary Questions that it accede to the request submitted by CEPAL to include in the Organization's regular budget six professional posts and ten posts for support personnel for ILPES. This is a highly important contribution, since apart from helping to alleviate the financial crisis that ILPES had had to face owing to the aforementioned reduction in UNDP's contribution, for the first time the Institute was being provided with a small nucleus of permanent staff.

The United Nations contribution was calculated at about US$275,000 in 1977, and was finally included in the regular budget as from the biennium 1978-1979. The contribution for this period is estimated at approximately US$400,000 annually.

(b) **Government contributions**

The following governments have pledged their direct contributions to ILPES for the partial financing of its activities:

<table>
<thead>
<tr>
<th>Country</th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolivia</td>
<td>15,000</td>
</tr>
<tr>
<td>Colombia</td>
<td>20,000</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>15,000</td>
</tr>
<tr>
<td>Chile</td>
<td>85,000</td>
</tr>
<tr>
<td>Ecuador</td>
<td>25,000</td>
</tr>
<tr>
<td>El Salvador</td>
<td>5,000</td>
</tr>
<tr>
<td>Guatemala</td>
<td>5,000</td>
</tr>
<tr>
<td>Honduras</td>
<td>5,000</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>5,000</td>
</tr>
<tr>
<td>Panama</td>
<td>21,000</td>
</tr>
</tbody>
</table>

**Total pledged**  US$201,000
Of the above list, contributions have already been received from the following countries: Bolivia (part), Chile, Colombia, Costa Rica, Ecuador, Guatemala, Honduras and Panama. The rest are expected in the very near future.

As can be seen, the contributions pledged already amount to just over one-third of the minimum sum of US$600,000, which is the objective established by the countries of the region as their annual contribution to ILPES, according to the agreement reached at the First Conference of Ministers and Heads of Planning of Latin America held at Caracas in April 1977. It is hoped that those countries which have not yet officially pledged their support will do so for 1978. Communications have been received from several of them to the effect that they are giving favourable consideration to the request for support from their governments. Among these are the Governments of Brazil, Mexico and Venezuela, from which a contribution of US$100,000 each has been requested.

(c) Funds obtained for services rendered

This income represents the costs involved in the implementations (overheads) of bilateral agreements under which the Institute has undertaken to provide technical assistance to four states and one city in Brazil and to the Governments of Costa Rica and Ecuador.

The agreements covering advisory services to Brazil have been signed with the city of Recife and the States of Pernambuco, Bahia, Minas Gerais and Rio Grande do Norte, for sums totalling the equivalent of US$174,000, US$127,200, US$189,090, US$834,980 and US$111,404, respectively. The original agreement with Minas Gerais was revised with the purpose of extending the period of its implementation and including additional technical assistance in connexion with a development project in the Da Mata zone of that State. A cost of US$499,180 was calculated for these additional services, which meant /that the
that the total value of the agreement, scheduled to end on 30 December 1979, rose from US$335,800 to US$834,980. Of the total covered by these agreements - US$1,436,674 - a net income of approximately US$200,000 has been estimated for ILPES under the head of implementation costs.

It is estimated that an additional sum of about US$50,000 will come in during the year for other advisory services and the sale of publications.

(d) Future financing

Pursuant to the recommendations of the Caracas Conference, the necessary negotiations will be carried out with the governments of the region with the object of persuading them to convert their voluntary contributions to ILPES into permanent contributions. The United Nations will also be requested to increase its contributions so that the nucleus of permanent Institute staff maybe somewhat larger, thus making for greater stability. These negotiations, together with the conclusion of new agreements for the provision of advisory services which are already under consideration and which will certainly be multiplied in the future, will make it possible to broaden the geographical distribution of ILPES' professional staff, making it as diversified as possible. If all these negotiations are as successful as it is hoped, it would not be too unrealistic to foresee a rapid stabilization which will lend permanence to the financial base of the Institute.
PROSPECTS OF FINANCING OF PHASE V

For the fifth phase of its activities (1 March 1978-31 December 1979) ILPES hopes to obtain the following annual resources:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDP contribution</td>
<td>US$900,000</td>
</tr>
<tr>
<td>Government contributions</td>
<td>600,000</td>
</tr>
<tr>
<td>United Nations contribution</td>
<td>400,000</td>
</tr>
<tr>
<td>Advisory services agreements</td>
<td>200,000</td>
</tr>
<tr>
<td>Other income</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Estimated total</strong></td>
<td><strong>US$2,150,000</strong></td>
</tr>
</tbody>
</table>

With the income described briefly above, it would be possible to maintain the Institute's activities at the same level as in 1976, when UNDP contributed nearly US$2,000,000, which is the annual amount considered necessary for the current phase of ILPES.

The following table presents a summarized breakdown of the way in which this income will be used.

---

1/ Contribution considered at the Caracas Conference.
<table>
<thead>
<tr>
<th>Description</th>
<th>Duration (man/months)</th>
<th>Estimated cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ILPES STAFF</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.0 Office of the Director</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Professionals c/</td>
<td>36</td>
<td>141 000</td>
</tr>
<tr>
<td><strong>Support personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Secretaries</td>
<td>24</td>
<td>20 000</td>
</tr>
<tr>
<td><strong>2.0 Advisory Services Programme</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Professionals</td>
<td>96</td>
<td>332 000</td>
</tr>
<tr>
<td>Consultants</td>
<td>12</td>
<td>48 000</td>
</tr>
<tr>
<td><strong>Support personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Research Assistant</td>
<td>12</td>
<td>12 000</td>
</tr>
<tr>
<td>1 Administrative Assistant</td>
<td>12</td>
<td>12 000</td>
</tr>
<tr>
<td>2 Secretaries</td>
<td>24</td>
<td>20 000</td>
</tr>
<tr>
<td><strong>3.0 Training Programme</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Professionals</td>
<td>72</td>
<td>289 000</td>
</tr>
<tr>
<td>Consultants</td>
<td>12</td>
<td>36 500</td>
</tr>
<tr>
<td><strong>Support personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Course Co-ordinators (Research Assistants)</td>
<td>24</td>
<td>24 000</td>
</tr>
<tr>
<td>1 Administrative Assistant</td>
<td>12</td>
<td>12 000</td>
</tr>
<tr>
<td>3 Secretaries</td>
<td>36</td>
<td>30 000</td>
</tr>
<tr>
<td><strong>4.0 Research Programme</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Professionals</td>
<td>72</td>
<td>244 000</td>
</tr>
<tr>
<td>Consultants</td>
<td>18</td>
<td>76 000</td>
</tr>
<tr>
<td><strong>Support personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Research Assistant</td>
<td>12</td>
<td>12 000</td>
</tr>
<tr>
<td>2 Secretaries</td>
<td>24</td>
<td>20 000</td>
</tr>
<tr>
<td><strong>5.0 Administrative</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>Duration (man/months)</td>
<td>Estimated cost</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>5.0 Administrative and Financial Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Professional</td>
<td>12</td>
<td>32 000</td>
</tr>
<tr>
<td><strong>Support personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Secretary</td>
<td>12</td>
<td>10 000</td>
</tr>
<tr>
<td>1 Typing Services Supervisor</td>
<td>12</td>
<td>12 000</td>
</tr>
<tr>
<td>5 Typists</td>
<td>60</td>
<td>50 000</td>
</tr>
<tr>
<td>1 Chauffeur</td>
<td>12</td>
<td>10 000</td>
</tr>
<tr>
<td>6.0 Publications Programme</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Support personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 staff members for distribution and sale of publications</td>
<td>24</td>
<td>22 000</td>
</tr>
<tr>
<td>7.0 Travel</td>
<td></td>
<td>129 500 d/</td>
</tr>
<tr>
<td>8.0 Sub-contracts</td>
<td></td>
<td>110 000</td>
</tr>
<tr>
<td>9.0 Courses and seminars</td>
<td></td>
<td>249 500</td>
</tr>
<tr>
<td>10.0 Equipment and supplies</td>
<td></td>
<td>20 000</td>
</tr>
<tr>
<td>11.0 Miscellaneous</td>
<td></td>
<td>41 500</td>
</tr>
<tr>
<td><strong>ESTIMATED TOTAL COST</strong></td>
<td></td>
<td>2 015 000</td>
</tr>
</tbody>
</table>

a/ Total number of man/months of professional personnel, including consultants.

b/ Total number of man/months of administrative support personnel.

c/ Two staff members will be responsible for activities related to the Programme of Co-operation among Planning Bodies (Horizontal Co-operation) and the duties involved in the Institute's role as Technical Secretariat.

d/ Includes US$10 000 to cover expenses related to the Technical Committee meeting.
### TRAINING PROGRAMME

<table>
<thead>
<tr>
<th>Mandates from the Governments</th>
<th>Tasks carried out</th>
<th>Programme for the biennium 1978–1979</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolution 199 (IX) of 15 May 1961: Recommends that CEPLAN's training and advisory activities in the field of planning be expanded, and to this end it recommends the establishment of an autonomous institute for planning economic development under the auspices of CEPLAN.</td>
<td>1. The Institute’s training activities were initiated in 1962 and have been aimed at providing basic and specialized training for government officials concerned with planning systems and institutions for allocating resources in the countries of the region.</td>
<td>1. <strong>International courses</strong>&lt;br&gt; - Planning and economic policy, with specialized training in general planning and agricultural development planning;&lt;br&gt; - Regional development planning;&lt;br&gt; - Social planning;&lt;br&gt; - The environmental dimension in development policies and plans;&lt;br&gt; - Direct foreign investment and transnational corporations in the development of Latin America.&lt;br&gt; - Course on investment projects within the context of planning;&lt;br&gt; - Seminar-Course on public enterprises in regional development.</td>
</tr>
<tr>
<td>Resolution 220 (AC.50) of 6 June 1962: Establishes the Latin American Institute for Economic and Social Planning and, among other functions, assigns it that of resuming the technical level of government officials and specialists through training programmes in the form of courses and in-service training.</td>
<td>2. During the period 1960–1977, these activities took the form of 132 courses, attended by 5,240 students, which covered the following main subjects:&lt;br&gt; - Development planning, with special training in planning by subject and by sector;&lt;br&gt; - Agricultural planning;&lt;br&gt; - Industrial planning;&lt;br&gt; - Public sector planning;&lt;br&gt; - Regional development planning;&lt;br&gt; - Health planning;&lt;br&gt; - Educational planning;&lt;br&gt; - Housing planning;&lt;br&gt; - Annual operational plans;&lt;br&gt; - Human resources planning;&lt;br&gt; - The environmental dimension in development policies and plans.</td>
<td>2. <strong>Seminars</strong>&lt;br&gt; - International Seminar on Regional Development Strategies in Latin America.</td>
</tr>
<tr>
<td>Resolution 355 (XVI) of 13 May 1975: The Report attached to resolution 355 (XVI) recommends the re-establishment of the Basic Course.</td>
<td>3. ILPES produced a considerable number of studies and texts, which have been published in the ‘Cuadernos del Instituto’ series and by Editorial Siglo XXI, and the majority of which are being used by universities in the region and by technical personnel in planning offices.</td>
<td>3. <strong>National and sub-regional courses</strong>&lt;br&gt; - National courses on planning and economic policy;&lt;br&gt; - National courses on regional planning;&lt;br&gt; - National courses on planning, with specialized training in agricultural and industrial planning;&lt;br&gt; - National courses on pre-investment and projects within the context of development.</td>
</tr>
<tr>
<td>Resolution 571 (XVII) of 5 May 1977: In operative paragraph 8, urges ILPES to promote the establishment of training centres in relatively less developed countries.</td>
<td>4. ILPES intensified the promotion and support given to national centres for research and training in development planning problems, which represented 25-5 man-months in terms of technical assistance over the last four years.</td>
<td>4. <strong>Publications</strong>&lt;br&gt; (a) <strong>Boletín</strong>&lt;br&gt; - Polos y centros de crecimiento: teoría y práctica en América Latina (published by agreement with Editorial Siglo XXI).&lt;br&gt; - Estrategias nacionales de desarrollo regional.</td>
</tr>
<tr>
<td></td>
<td>5. The courses have been held increasingly in the respective countries. In the period 1960–1977, 90 national courses were held with the participation of 5,742 students.</td>
<td>(b) <strong>Cuadernos</strong>&lt;br&gt; - La planificación regional a escala nacional.&lt;br&gt; - La política económica en la planificación del desarrollo (apuntes de clase).&lt;br&gt; - Técnicas de análisis regional con información limitada.</td>
</tr>
<tr>
<td></td>
<td>6. Lastly, in the institutional field, ILPES progressively sought to establish links with national and international institutions, thus by extending its training activities in depth and in scope.</td>
<td></td>
</tr>
</tbody>
</table>
### RESEARCH PROGRAMME

#### Mandates from the Governments

**CEPAL resolution**
- Resolution 260 (AC/56) of 6 June 1966: Establishes the Latin American Institute for Economic and Social Planning and, among other functions, assigns it that of undertaking research on planning techniques.
- Resolution 265 (AC/56) of 11 May 1966: Expresses support for the Institute in the work it is doing, including that of research for achieving the progress of planning in Latin America.

### Tasks carried out

1. **Research on short-term policies linked to long-term objectives.** This included stabilization policies and instruments, impact of inflation on public investment, restrictions imposed by the external sector.
   - In November 1975, ILFES, jointly with the Ministry of Planning and Economic Policy of Panama and the National Bureau of Economic Research, sponsored the conference on planning and short-term policies.

2. **The State and planning.** Research undertaken with four countries of the region on the evolution of the political order and the decision-making and formal planning process. A seminar was held at Bogotá to analyze the cases studied.

3. **Regional and urban planning and national development.** Research on the interrelationships between the various forms of urbanization and their links development. A seminar on Urban Planning was held at Bogotá.

4. **Social policies and critical poverty.** Research to determine the main problems related to poverty, the difficulties encountered by the government policies for solving them, and the various options for eradicating poverty.

5. **Agricultural planning.** Research as a basis for devising a method of formulating agricultural development plans was completed and the following book was published: *En enfoque para América Latina* (Editorial Siglo XXI).

6. **Sociological and socio-political interpretations of development in Latin America.** A study was completed on this subject and the following book was published: *Teoría y acción social y desarrollo en América Latina* (Editorial Siglo XXI).

### Programmes for the biennium 1978-1979

#### I. Development planning
- Analysis of planning progress and obstacles
- Regional development strategies in Latin America
- Public enterprises in regional development
- Planning and government action
- Planning techniques
- Population, natural resources and environmental variables and long-term planning
- Planning and the integration processes

#### II. The social sectors and planning
- Integration of social and economic programmes: Analysis and measures in respect of extreme poverty, and measures to be considered in development planning; Social planning in rural development.
- Implementation and evaluation of social policies
- Financing of social programmes

#### III. Short-term planning
- Studies on relationship between long-term planning, operational plans and programme budget
- Continuation of the research on operational plan techniques
- Research on adjustment of foreign trade and short-term planning and policies
<table>
<thead>
<tr>
<th>Mandates from the Governments</th>
<th>Tasks carried out</th>
<th>Programs for the biennium 1978-1979</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEPAL resolutions</td>
<td>- In compliance with CEPAL resolutions, ILPES has been co-operating with nearly all the countries of the region, assisting them in the establishment and/or strengthening of their planning bodies and in the formulation, implementation, control and evaluation of plans, programmes and projects. - In its advisory activities, ILPES has maintained close liaison with the co-operation provided to the countries by other United Nations agencies, and with other international or bilateral co-operation agencies. - The advisory assistance has been provided by a basic nucleus of professionals and by mobilizing consultants in special fields. - Paid consulting services have increased considerably and advisory services agreements have been signed, with financing by the countries themselves or with contributions from other sources such as agreements with the countries financed by the Inter-American Development Bank. - The following activities have been carried out in Central America and Panama: Costa Rica: the Regional Planning Office was provided with assistance in the preparation of the National Development Plan. In El Salvador, ILPES co-operated in the evaluation of the Agricultural Development Plan. In Honduras, it participated in the final stages of the 1977 Operational Plan. In Nicaragua, it assisted in the formulation of a National Reconstruction and Development Plan for 1975-1979. In Panama, it participated in the evaluation of operational plans and of the 1976-1979 Development Plan. In the Caribbean, exploratory missions visited Jamaica and Trinidad and Tobago. In the Dominican Republic, ILPES provided assistance in short-term projects and planning. In Argentina, the Bank has co-operated in the short-term projects in the Development Plan. In Bolivia, support in the preparation of development plans and operational plans. In Colombia, co-operation has been in the evaluation of the UNDP/UNESCO Education Programme. In Chile, co-operation in the Emergency Plan for the fourth region. In Ecuador, co-operation in evaluating the Change and Development Plan. In Mexico, co-operation with the Corporación Nacional Financiera in industrial programming. In Uruguay, co-operation in the planning of public enterprises. In Venezuela, co-operation in agricultural planning, industrial planning and programme budget. In Phase IV, ILPES has continued and expanded its co-operation with several States of Brazil. The State of Minas Gerais was assisted in strengthening its planning system; the development project in the Mata zone was initiated with World Bank financing. In the State of Bahia, assistance was provided in strengthening its planning system and process. In the State of Pernambuco, ILPES co-operated in the implementation of the Integrated Development Plan for the Recife Metropolitan Region.</td>
<td>Co-operation with the relatively less developed countries 1/ - (a) Advisory assistance to Bolivia: operational plans, Development strategy up to the year 2000, as guide to the next constitutional government to be elected. - (b) Advisory assistance to El Salvador: operational plans; specific sectoral programmes. - (c) Honduras: natural resources and economic development, medium-term planning, and operational plans. - (d) Stabilisation operational plans and programme budgets, and evaluation of plans. Technical co-operation with developing regions of more developed countries - Advisory services to several states of Brazil: (a) Advisory assistance to Minas Gerais: continuation of the work of strengthening planning and the Project in the Mata zone. (b) Advisory services to the Recife Metropolitan Region. (c) Advisory assistance in the Development Strategy of Pernambuco. - (a) Advisory assistance to the State of Rio Grande do Norte in its Development Strategy. (b) Final stages of the advisory assistance to the State of Bahia in the formulation of its long-term strategy. Co-operation with other countries - (a) Co-operation with Ecuador in outlining the guiding principles a long-term development strategy to orient the action of the next constitutional government to be elected. - (b) Co-operation with the Dominican Republic in regional planning, agricultural planning and economic indicators.</td>
</tr>
</tbody>
</table>
### Programme of Co-operation Among Planning Bodies

<table>
<thead>
<tr>
<th>Mandates of the Governments</th>
<th>Tasks carried out</th>
<th>Programme for the biennium 1976-1979</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEPAL resolutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resolution 130 (IX) of 15 March 1964: Establishes the need for an exchange of planning experience.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resolution 351 (XVI) of 15 May 1972: Provides that ILPES should assume the new functions of co-operating in the exchange of experience and research results between the planning bodies of member countries, so as to promote collaboration among them.</td>
<td></td>
<td></td>
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<td>Recommendation of the Caribbean Development Co-operation Committee of March 1977: Establishes machinery for co-ordination and co-operation among the planning bodies of the region and designates CEPAL to act as the Technical Secretariat with the Institute's assistance.</td>
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<td>Resolution 371 (XVII) of 5 May 1977: Supports the establishment of the System of Co-ordination and Co-operation among Planning Bodies of Latin America; provides that ILPES should assist the Ministers and Heads of Planning of Latin America in their joint co-operation efforts, in accordance with the recommendations of the Conference of Ministers and Heads of Planning, held at Caracas, Venezuela, in April 1977; occurs on the need for an annual Conference of Ministers and Heads of Planning.</td>
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<td>Recommendations of the First Conference of Ministers and Heads of Planning, held at Caracas, Venezuela, from 13 to 16 April 1977: The Conference establishes the System of Co-ordination and Co-operation among Planning Bodies of Latin America. It recommends that CEPAL should approve a mandate to ILPES to the effect that it should become the Technical Secretariat of the System.</td>
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1. In compliance with CEPAL resolution 351 (XVI), ILPES cooperated in the exchange of experience among planning bodies and assisted in the organization of the First Conference of Ministers and Heads of Planning of Latin America. |
2. In compliance with the recommendations of the Caracas Conference and with CEPAL resolution 371 (XVII), ILPES is assigned a new function in connexion with cooperation among planning bodies. The Programme of Co-operation among Planning Bodies was established in ILPES, in addition to the existing Advisory, Training and Research Programmes. |
3. ILPES intensified its co-operation in the exchange of information and experience among planning bodies. |
4. It co-operated with the Ministry of Planning and Co-ordination of Bolivia in organizing the National Seminar on the Operational Plan, held at La Paz, Bolivia, in July 1977. The Publications Programme of the System was initiated with the publication of its two organs: Notes and Information and Planning Bulletin. |
5. The necessary organizational and financial measures are being taken in order to comply with the recommendations of the Caracas Conference and with CEPAL resolution 371 (XVII). The bases are being established for the organization and functioning of the System of Co-ordination and Co-operation among Planning Bodies and will be submitted for the consideration of the Ministers and Heads of Planning. Co-operation among planning bodies was included as a new function of ILPES in the Phase V Project, with UNDP financing and within the context of CEPAL's Medium-Term Programme for 1980-1983. The bases are being established for joint action with the governments and the United Nations in the implementation of horizontal co-operation programmes. |

1. Exchange of experience and publications and operation of the System. |
2. Support for planning bodies in establishing the necessary organization and most expeditious channels for the System's operation. |
3. Support for planning bodies in the exchange of development plans and programmes and, in general, of planning information and publications. |
4. Distribution of ILPES publications (books, monographs, class notes, reports, etc.). |
5. Publication of experiences and research results obtained in the operation of the System. |
6. Translation of basic planning material for English-speaking and French-speaking countries, and with a view to closer relations with other regions. |
8. Exchange of experience and information with other regions. |
9. Annual Conference of Ministers and technical meetings on planning.  
10. Support for: - The organization of annual Conferences of Ministers and Heads of Planning; - Meetings of Heads of Planning organized by the Caribbean Development and Co-operation Committee (CDDC); - The organization of seminars on regional development strategies; - The organization of a public seminar on Public Enterprises and Regional Development; - The organization of a Seminar on Planning and the Environment; - The holding of national planning seminars; - Other sub-regional meetings of Heads of Planning; - Other technical meetings. |
11. Research: - Continuing research on planning progress and obstacles in Latin America. - Research on the relationship between long-term planning, operational plans and programme budget. - Support for planning research in each country. |
12. Material co-operation: - Support for the mobilization of co-operation from technical specialists of one country of the region to the planning body of another. - Participation of technical personnel of Planning Offices of the various countries in the Institute's advisory, training and research activities. - Support for joint action by the countries to promote economic integration and co-operation. - Joint action with the governments and the United Nations (United Nations Development Programme) in the implementation of horizontal co-operation programmes.
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<th>Resolution 340 (A/C.65) of 25 January 1974</th>
<th>Action taken</th>
<th>Future action</th>
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<td>Determines that the Executive Secretary of CEPAL, on behalf of the Secretary-General of the United Nations, shall be authorized to accept such contributions from Governments, international agencies, etc., as may be put at the disposal of the Institute in accordance with its aims and purposes and within the guidelines laid down for it by the Governments;</td>
<td>1. During the Institute's fourth phase of operation, 12 governments of the Latin American region undertook to make voluntary contributions to assist in the financing of the Institute's activities. Contributions were likewise received from the Governments of the Netherlands and the Federal Republic of Germany to finance training courses organized by ILPES. Bilateral agreements were also signed with several governments of the region and with four states of Brazil for the provision of advisory services that would bring in an income for the Institute.</td>
<td>1. The relevant negotiations will be undertaken with the countries of the region to ensure that, in accordance with the recommendations of the First Conference of Ministers and Heads of Planning of Latin America held at Caracas in April 1977, their voluntary contributions shall become permanent.</td>
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<td>Requests the Executive Secretary of CEPAL to prepare, on behalf of the Governments of Latin America and in consultation with them and with UNDP, a preliminary project of assistance to the activities of ILPES, for submission by those Governments to UNDP;</td>
<td>2. A project of assistance to ILPES, of two years' duration (1978-1979), was submitted to UNDP on behalf of the Governments. The Project Document has already been approved by some Governments and is under consideration by the rest. UNDP has approved, in principle, a contribution of US$ 1,800,000 for the biennium.</td>
<td>2. The United Nations will be requested to increase its contribution so that it will be possible to increase the Institute's nucleus of permanent staff. ILPES will explore</td>
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<td>Addresses to the Governing Council of UNDP a request that the Executive Secretary of CEPAL, on behalf of the Secretary-General of the United Nations, be designated executive agent of the ILPES Project.</td>
<td>3. In the last year of Phase IV of the UNDP project of assistance to ILPES, UNDP sub-contracted CEPAL for its implementation. For the fifth phase, CEPAL has been designated executive agency of the Project.</td>
<td>3. The conclusion of new advisory services agreements with countries of the region and national and international agencies, some of which have already been submitted for the Institute's consideration on a preliminary basis.</td>
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<td>Resolution 351 (XVI) of 13 May 1975</td>
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<td>4. The geographical base of ILPES professional staff members will be expanded so that it will be as representative as possible.</td>
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<td>Urges member countries to make voluntary contributions to assist in the financing of the Institute.</td>
<td>4. The following countries of the region pledged voluntary contributions to ILPES: Bolivia (US$ 15,000); Chile (US$ 15,000); Colombia (30,000); Costa Rica (15,000); Ecuador (20,000); El Salvador (5,000); Guatemala (5,000); Honduras (5,000); Nicaragua (5,000); Panama (21,000); Paraguay (10,000); Venezuela (100,000).</td>
<td>5. Efforts to will be made to increase, diversify and make more permanent the sources of financing of the Institute.</td>
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<td>Resolution 371 (XVIII) of 5 May 1977</td>
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