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ECONOMIC COMMISSION FOR LATIN AMERICA

THE WORK OF ECLA IN EXPORT DEVELOPMENT

Introduction

The importance of the external sector as a key element in the process of economic development has been recognized by ECLA since its earliest studies. The inability of exports of primary products to finance the imports required for economic expansion led it at first to advocate import substitution as a means of alleviating balance-of-payments problems while at the same time promoting industrial development in the countries of the region. However, once they had carried out the substitutions that were relatively easy for local markets, many of which are too small to support large-scale industries, the process began to lose its impetus. Consequently, more and more emphasis was placed on the need to combine such measures with an expansion and diversification of exports. Since Latin America's traditional exports were predominantly of primary products, the expansion and diversification of its exports concerned mainly manufactures and semi-manufactures.

This was one of the major items which went before the first session of the United Nations Conference on Trade and Development (UNCTAD) in 1964 and on which ECLA's secretariat submitted several technical studies. Following the decisions taken at that Conference and by the appropriate organs of UNCTAD, a complete survey was requested of the world supply and demand of manufactures and semi-manufactures which have present or potentially interesting export possibilities for developing countries. In conjunction with UNCTAD, ECLA carried out studies in several Latin American countries in order to ascertain the immediate and future prospects of increasing exports of manufactures and semi-manufactures.

The exports of manufactures to world markets was also taken up at the 1966 Latin American Symposium on Industrialization, jointly sponsored by ECLA and the United Nations Industrial Development Organization (UNIDO). The symposium showed that the process of economic development conferred an important role on the export of manufactures as a means of correcting the slow growth rate, in absolute and relative terms, of exports of primary products; of stepping up industrial development in certain areas of production for which national markets were too small; and of increasing foreign exchange earnings.

In view of the considerable interest shown by UNCTAD and UNIDO in the promotion of exports, shared by the regional economic commissions of the United Nations, including ECLA, the decision was taken in 1967 to combine their activities and resources in a United Nations Export Promotion Programme for developing countries (document E/4301). The decision to establish the Programme took into account the fact that, over the years, the regional

/economic commissions

economic commissions had accumulated substantial information on industrial development and expansion of trade in their respective regions and had begun to play a major role in the discussion and formulation of appropriate norms and measures. From the outset, the technical assistance and pre-investment programmes of the United Nations - combined under the United Nations Development Programme (UNDP) - have been of considerable help to developing countries in the field of industry and trade. UNCTAD was created in 1964 to study and adopt measures for improving the trading position of developing countries and export promotion was one of the main items on the agenda of the Second Session of UNCTAD in 1968. It is hoped that UNIDO will also play an active and significant part in providing assistance for the creation and expansion of export industries in developing countries.

Within the context of this Programme, ECLA and the other regional economic commissions were assigned the role of centres of initiative, for which purpose they were to establish their own export promotion centres or programmes (document E/4410/Add.1). A harmonious working arrangement has developed between the United Nations agencies involved in the Programme, particularly between the UNCTAD/GATT International Trade Centre and the programmes and centres of the regional economic commissions.

A periodic report on the activities of the organizations participating in the United Nations Export Promotion Programme is submitted by the Secretary-General to the Economic and Social Council and the Trade and Development Board. Taking note of the most recent report (document E/4940), the Council recognized that the increasing requirements of developing countries for United Nations assistance in the field of export promotion and development made it necessary that the level of resources for this Programme should be accordingly increased in order to contribute to the attainment of the objectives of the Second United Nations Development Decade relating to the trade expansion of developing countries. In this connexion the Economic and Social Council adopted a resolution to this effect in which it urged developed countries to give their full support to the regional economic commissions in their export promotion activities, as well as to the UNCTAD/GATT International Trade Centre and other agencies and organizations participating in the United Nations Export Promotion Programme.

At its twelfth session in 1967, the Economic Commission for Latin America took note with satisfaction of the establishment of the United Nations Export Promotion Programme and endorsed the active participation on the secretariat of ECLA in that programme, which should be given high priority. The Commission also recommended to the Governments of States members "to make full use of the opportunities provided under the above programme as regards assistance in the formulation of policies and measures for the promotion of exports of manufactures and semi-manufactures" (Resolution 269 (XII)).

/At its

At its thirteenth session in 1969, the Economic Commission for Latin America considered the expansion and diversification of exports to be of primary importance for Latin America in the formulation of a joint action programme as part of a global development strategy within the framework of the Second United Nations Development Decade and requested the secretariat, in its work programme, to devote close attention to studies, research and advisory services in that field. This action reflected the viewpoints of Latin American Governments in respect of a global development strategy and provided the basis for a comprehensive approach to export development problems in which due attention would be given to its relevance to economic development as a whole.

Strategy for exports of manufactures

The basic premise of the need for a strategy ^{1/} derives from the fact that the rate of world consumption of manufactures is growing rapidly; that the expansion of exports of manufactures from Latin America requires conditions conducive to the establishment of an industrial supply which, at least in certain sectors, will be competitive in international terms; and that a long-term export policy cannot be based on permanent subsidies to make up for the inefficiency of industrial enterprises. Moreover, this supply must be built into the framework of a system of economic relations which will induce industry constantly to improve its levels of efficiency.

Clearly, in the present situation of industrial activity in Latin America, these conditions are far from being fulfilled. The position has been described in various ECLA studies, generally speaking, the region's industry can be said to be markedly inefficient by international standards and, in addition, the system of economic relations within which it is developing affords it no incentive to do better.

Accordingly, the problems to be analyzed are those implicit in the transition from the present state of Latin American industry to a situation consistent with the aim of joining the select and limited circle of countries that supply the world market for manufactures. If the position is envisaged in these terms, it will manifestly not be piecemeal measures that will enable industry to reach such a goal.

It seems unrealistic to contemplate increasing the efficiency of industrial activity in all sectors and in every enterprise at once. Clearly, sectoral and regional priorities will have to be established. It will be necessary to take action with regard to exchange, tax, credit and tariff policies; to design instruments of industrial policy in respect of purchase

^{1/} See document ST/ECLA/Conf.37/L.28.

of equipment, location, and evaluation of projects; to set up institutions capable of co-ordinating the whole set of measures bearing on export capacity; to take export criteria into consideration in the treatment accorded to foreign capital and in the legal regulations governing the purchase of technology from abroad; and to determine the steps to be taken directly by the public sector in the field of infrastructure (transport, communications, energy, etc.).

The integrated system of measures to be adopted by the public sector in the areas listed above, together with the establishment of priorities in relation to the measures in question and the consequent time sequence of the relevant decisions, is what is defined as a "strategy for exports of manufactures".

A first requisite for devising such a strategy is to be able to foresee the effects of the various measures contemplated. If this forecast is to be worthwhile, it must be based on an understanding of the over-all operation of the system to be projected, as well as of the behaviour of its principal internal agents. It is this understanding that will make it possible to ascertain the causal relationships between the measures adopted by the public sector and the reactions of producer firms, whether they are State, private (domestic or foreign) or mixed enterprises.

Hence it can be inferred that, in order to formulate a realistic strategy which will enable industry to convert its present inefficiency into the required capacity to compete at the international level, another prerequisite is a sufficiently clear grasp of the process which has led up to the existing situation, and which has to do with the evolution of international economic relations between Latin America and the rest of the world and with the internal characteristics of the region's industrial development.

The strategy will have to take into account the changes that have come about at the international level, in respect to the relative importance of the various regions and countries, trends in trade in the different types of goods, and new patterns of entrepreneurial organization which, in spreading from one country to another, modify the basic characteristics of world trade. Nor can it disregard the decisive effects on national competitive capacity produced by the various mechanisms and procedures for the transfer of technology. In addition, it must be based on an analysis of the interrelationships between the financing arrangements that link Latin America to the developed world and the Latin American countries' chances of exporting manufactured products.

/Thus, the

Thus, the view of the problems posed by the expansion of industrial exports which is expounded in the present study differs substantially from the conception that has served as a basis for the formulation of export promotion programmes in which the emphasis is placed on incentives to existing industry and on the marketing problems involved in gaining a foothold for its products in the world market.

It is contended here that in order to succeed in the task envisaged, Latin America must introduce significant changes in its "industrial development model", in respect not only of international relations but also of those established within individual countries. This postulate does not imply that the export possibilities of existing industry are disregarded, but simply that the difficulties with which that industry is faced should be approached in the right perspective to ensure that its expansion is geared to the lasting solution of its problems.

Given full awareness of the fundamental differences observable between the various countries of the region, it could hardly be hoped to recommend a single strategy for all of them. However, there are some problems which all the Latin American countries will have to tackle with greater or lesser degrees of vigour and urgency.

Export Promotion Programme

At the end of 1969, the export development activities which ECLA had hitherto been dispersed through various units of its secretariat were combined under an interdisciplinary Export Promotion Programme covering the whole process of export promotion, from programming of export production up to the marketing of these products abroad. Action was thus taken on the recommendation of the Commission at its thirteenth session that export promotion activities should be intensified, with special emphasis on supply, marketing and financing, including credit insurance.

In 1971, so as to reflect this broader approach, the Programme was renamed the Export Development Programme.

The Secretary-General's report referred to above (E/4940) stresses the problem of defining the term "export promotion" and recognizes that the expansion of a country's exports depends on a variety of factors - not only the administrative arrangements for export promotion, the legal framework, co-operation between the Government and the export sector, and the availability of competent specialized personnel, but also the state of development of agriculture, industry, transport, productivity, the availability of trained

/labour, monetary

labour, monetary and economic policy and, of course, relations with other countries. Almost all facets of the economic, social and political life of a country have some relationship with efforts to expand exports.

Within the field of international trade proper, the same problem exists. There is an interdependence and interaction between export promotion as such, ill-defined as it may be, and other measures involved in furthering international trade.

Incidentally, one may legitimately raise a question of terminology in regard to United Nations export promotion efforts. A better understanding might perhaps be gained of the role of all partners in this venture if one were to introduce a distinction between a technically more narrowly defined concept of "export promotion" and a broader concept of "export development", of which export promotion is only one element. It is believed that this would reflect a terminology which is now fairly generally in use to distinguish between a technical field specifically concerned with assessing the market potential abroad and devising marketing and promotional measures to exploit and increase this potential, and other activities related to the expansion of exports in a different sense.

ECLA considers that its activities in this field should be essentially operational in nature and consist of direct technical assistance to Governments of the region upon their request. The Export Development Programme comprises basically three areas of activities in which ECLA is prepared to offer technical assistance to Governments, namely:

- (a) Advisory services through a group of regional technical assistance advisers;
- (b) Organization of training courses and seminars;
- (c) Studies on specific problems related to the previous points.

The Programme approaches export promotion from an integral point of view; that is, it places special emphasis on the aspects of industrial production for export and includes institutional, administrative, financial, credit, credit insurance and marketing aspects, all within the framework of a coherent export promotion policy. Such a policy or global strategy takes into account the interrelations of sectoral policies and measures throughout the entire process of exportation, with a view to making it more efficient and attaining an increasing and sustained volume of exports of manufactures. The emphasis on supply problems of exportable products reflects the ECLA's recognition, through its experience in problems of industrial development, that this is one of the key points which has not yet received sufficient attention.

/A group

A group of regional advisers in the field of export development has been attached to ECLA and is at the disposal of the Governments of the region for short-term missions, both as a team and individually. The specific fields of the advisers are as follows:

- (a) General policy of export promotion;
- (b) Programming of industrial exports;
- (c) Supply aspects of exports of manufactures;
- (d) Financial aspects and export credit;
- (e) Institutional and administrative aspects of exports;
- (f) Export marketing.

Within the framework of the United Nations Export Promotion Programme, the ECLA advisers, in addition to giving direct short-term technical assistance, are available to Governments to identify and prepare medium- and long-term technical assistance projects which could be executed by organizations such as UNCTAD and UNIDO under the United Nations Development Programme.

With respect to training courses, these are offered on regional and subregional bases and cover general problems of export promotion as well as specific subjects. In these courses ECLA works in close collaboration with the UNCTAD/GATT International Trade Centre (ITC) and other organizations, and training programmes are held both at ECLA headquarters in Santiago and at the Trade Centre in Geneva. It is expected that future courses may count also with the collaboration of UNIDO. Furthermore, it is planned to continue holding seminars in which experts from Latin America and other parts of the world would meet to examine and analyse technical aspects of export development with a view to formulating conclusions and recommendations that might be useful to the countries of the region.

In order to support the advisory services, special research on subjects of particular interest to Governments will be undertaken and technical papers and teaching material are to be prepared for the seminars and the training courses. In this fashion, the research activities will be eminently practical and act as a complement to the operational activities.

ECLA has established and maintains contacts with the organizations participating in the United Nations Export Promotion Programme, particularly with UNCTAD, UNIDO and ITC as well as with the Latin American Free Trade Association (ALALC), the Inter-American Export Promotion Centre (CIPE) and the Inter-American Marketing Centre (CICOM) and bilateral organizations dealing with export promotion.

A. Work carried out

1. Advisory services (missions completed)

In the early stages of ECLA's activities in this field, advisory services concentrated mainly on assisting Governments to establish export promotion institutions and to devise measures for improving the operation of existing systems for promoting and financing exports. From 1970 onwards, in line with the move towards interdisciplinary activities referred to above a team of experts on commercial, institutional, administrative and supply aspects carried out a joint mission in eight countries of the region. During 1971, several Latin American countries requested interdisciplinary missions which took place in addition to others on specific aspects.

The countries and fields in which advisory services were supplied are listed below, together with consultant and advisory services performed in collaboration with certain regional agencies.

<u>1968</u>	Export promotion	Bolivia, Dominican Republic, Honduras, Panama, Paraguay St. Lucia, Trinidad and Tobago, ALALC, SIECA
<u>1969</u>	Export promotion and export financing	Ecuador, Venezuela
	Export promotion	Colombia
	Relatively less developed countries: financing of non-traditional exports	Ecuador
	Financing of non-traditional exports	Peru
	The role of patents and the transfer of technology	CECLA

/1970

<u>1970</u>	Interdisciplinary mission on commercial, administrative, institutional and supply aspects of export promotion	Argentina, Bolivia, Brazil, Colombia, Ecuador, Peru, Uruguay, Venezuela
	Export promotion and export financing	Ecuador
	Advisory services in connexion with ALALC resolution 245 (IX) regarding the elaboration of a programme for the promotion of inter-area trade	ALALC
<u>1971</u>	Interdisciplinary mission on export promotion and supply policy	Panama
	Interdisciplinary mission on programming policy, institutional and supply aspects of exports	Mexico
	Interdisciplinary mission on policy, institutional, supply and marketing aspects of exports	Honduras
	Development of non-traditional exports	Bolivia, Venezuela
	Export strategies	Peru
	Export development planning	Chile
	Multinational enterprises	Cartagena Agreement Board, Institute for Latin American Integration (INTAL)

2. Courses and seminars

ECLA has concentrated its training activities mainly on regional and subregional courses for Government officials responsible for export promotion. The courses have been organized in collaboration with the UNCTAD/GATT International Trade Centre; in the basic course, in addition to preparatory work in their home country, participants attend classes at ECLA headquarters in Santiago and at the Trade Centre in Geneva and carry out practical work in European markets.

Some of the meetings, seminars or courses on this subject are listed below:

Regional		Latin American Symposium on Industrialization, 1966: Export of manufactures to world markets
Regional	(1969)	Regional courses on trade policy (annual): Export promotion
Chile	(1969)	Courses on orientation, organization and techniques for the development of exports (in collaboration with the UNCTAD/GATT International Trade Centre)
Peru	(1969)	Course on orientation, organization and techniques for the development of exports (in collaboration with the UNCTAD/GATT International Trade Centre)
Venezuela	(1969)	Course on orientation, organization and techniques for the development of exports (in collaboration with the UNCTAD/GATT International Trade Centre)
Colombia	(1969)	Course on orientation, organization and techniques for the development of exports (in collaboration with the UNCTAD/GATT International Trade Centre)

/Subregional (1970)

- | | | |
|-------------|--------|---|
| Subregional | (1970) | Training course on export promotion for selected countries of the region
- Bolivia, Ecuador, Paraguay and Uruguay -
with classes in Santiago and Geneva and practical work in the home countries of the participants and European markets
(in collaboration with the UNCTAD/GATT International Trade Centre) |
| Subregional | (1970) | Training course on export promotion techniques for English-speaking Caribbean countries (in collaboration with the UNCTAD/GATT International Trade Centre) |
| Regional | (1970) | Regional meeting on the development of forest, pulp and paper industries in Latin America (in conjunction with FAO, UNIDO and ATCP): Overseas export possibilities for selected Latin American forest products |
| Subregional | (1971) | Training course on export promotion for selected countries of the region
- Colombia, Chile, Peru and Venezuela -
with classes in Santiago and Geneva and practical work in the home countries of the participants and European markets
(in collaboration with the UNCTAD/GATT International Trade Centre) |
| Regional | (1971) | Meeting of experts on the formulation and implementation of strategies for exports of manufactures (Santiago de Chile, 26 July to 4 August 1971) |
| Brazil | (1971) | Seminar on export strategy (promoted by the Trade Association of São Paulo and sponsored by the Ministry for Foreign Affairs with the collaboration of ECLA; São Paulo, 25 to 28 October 1971) |

/The meeting

The meeting of experts on the formulation and implementation of strategies of exports of manufactures pursued the following goals:

- (a) to identify and analyse the methodological problems posed by the formulation of a strategy to export manufactures;
- (b) to exchange views and obtain recommendations with reference to measures of industrial, commercial and institutional policy designed to implement such strategies within the particular framework of the different countries of the region;
- (c) to discuss ways and means of mobilizing the public and private sectors, as well as public opinion, behind a clear and significant objective of increasing industrial exports.

The meeting was attended by experts from Latin America, North America and other parts of the world and by representatives of international organizations concerned with the development of exports. The Draft Report (ST/ECLA/Conf.37/L.37) contains the conclusions of the meeting and a list of documents submitted.

A seminar on export strategies was held in Brazil on the basis of the agenda and documentation of the meeting of experts. At the request of the Brazilian Government, ECLA collaborated in the organization and conduct of the seminar, which was attended by senior public officials and representatives of the private sector.

Over recent years, ECLA has also participated in several international meetings on export promotion to which it sent documents and/or participants. They included the Inter-American Meeting on Export Credit Insurance, sponsored by the Inter-American Export Promotion Centre (CIPE), the Symposium on Export Promotion in Buenos Aires, organized by the International Trade Centre (ITC), the Symposium on Export Promotion in Montevideo (ITC), the Seminar on Foreign Trade in Santiago, sponsored by the Inter-American Marketing Centre (CICOM), the Meeting of Government experts on export development (ALALC), the Symposium on promotion of trade, sponsored by the Danish Government and the UNCTAD/GATT International Trade Centre, and meeting of the UNCTAD/GATT Joint Advisory Group on the International Trade Centre.

/ECLA was

ECLA was also represented at the first meeting of international agencies convened by CIPE (November 1970) and at the technical meetings on multinational enterprises organized by the Institute for Latin American Intergration (INTAL) and the Cartagena Agreement Board.

3. Studies and Research

In connexion with its work on industrial development in Latin America, ECLA prepared a number of studies on the export possibilities of products of specific industrial sectors. Further studies were subsequently made of the short- and long-term prospects for exports of manufactures from selected countries, in collaboration with UNCTAD. Monographs were also prepared on subjects connected with export promotion, such as fiscal incentives, the transfer of technology and its influence on export promotion and a Latin American exporters' handbook.

The main studies on the subject that have been completed are listed below:

La exportación como perspectiva del desarrollo siderúrgico latinoamericano (ST/ECLA/Conf.23/L.49)

Prospects for Latin American pulp and paper exports to overseas (ST/ECLA/Conf.23/L.40)

La exportación en el mercado mundial: una perspectiva para el desarrollo de la industria textil latinoamericana (ST/ECLA/Conf.23/L.43)

Short and medium-term	Argentina	(TD/B/C.2/34/Rev.1)
prospects for export of	Brazil	(TD/B/C.2/35)
manufactures from	Chile	(TD/B/C.2/33)
selected developing	Colombia	(TD/B/C.2/45)
countries	Venezuela	(TD/B/C.2/40)
	Central America	(TD/B/C.2/61)

Fiscal incentives for export (Economic Bulletin for Latin America, Vol. XII, No. 1, May 1967)

The transfer of technology and its relation to trade policy and export promotion in Latin America (Economic Bulletin for Latin America, Vol. XIV, No. 1, first half of 1969)

/International organizations

International organizations in export promotion in Latin America
(Economic Bulletin for Latin America, Vol. XIV, No. 1, first
half of 1969)

Guía del Exportador Latinoamericano (E/CN.12/869) (with
bibliography)

The overseas export possibilities for selected Latin American
forest products (prepared jointly with FAO and the UNCTAD/GATT
International Trade Centre) (FORIND 70, VII)

For the meeting of experts on the formulation and implementation
of strategies for the export of manufactures, ECLA prepared the documents
listed below. The complete list of documents, which includes those prepared
by the participating experts and agencies, appears in the Annex to this
report.

<u>Title</u>	<u>Document number</u>
Industrial Strategy and international enterprise	ST/ECLA/Conf.37/L.2
The main instruments of industrial policy in Latin America	ST/ECLA/Conf.37/L.8
Formulation of incentive programmes within the framework of a strategy for exports - Summary	ST/ECLA/Conf.37/L.9
Export strategy: formulation and implementation	ST/ECLA/Conf.37/L.11
Institutional aspects of exports of Latin American manufactures	ST/ECLA/Conf.37/L.12
Methodological criteria and bases for the selection of exportable manufactured products	ST/ECLA/Conf.37/L.13
Industrial Policy in Latin America - Summary	ST/ECLA/Conf.37/L.14

/The industrial

<u>Title</u>	<u>Document number</u>
The industrial system and exports of manufactures: analysis of Brazil's experience - Summary	ST/ECLA/Conf.37/L.17
Las empresas de comercialización integrada en el Japón	ST/ECLA/Conf.37/L.20
Las estructuras institucionales de la integración latinoamericana y la exportación de manufacturas	ST/ECLA/Conf.37/L.23
El mercado de los países desarrollados para productos manufacturados americanos	ST/ECLA/Conf.37/L.24
Las tendencias recientes de las exportaciones latinoamericanas de manufacturas y algunos de sus factores explicativos	ST/ECLA/Conf.37/L.26
Considerations for the formulation of strategies for export of manufactures - Summary	ST/ECLA/Conf.37/L.28
Fomento de las exportaciones en el Japón y la aplicación de esa experiencia a América Latina - Summary	ST/ECLA/Conf.37/L.30
Draft Report	ST/ECLA/Conf.37/L.37

B. Current and planned activities

1. Advisory services

In accordance with the work programme adopted by the Commission at its fourteenth session, a group of regional advisers on general export promotion policies, export development programming, supply aspects of exports of manufactures, export financing and credit aspects, institutional and administrative aspects of exports and marketing is available to Governments and regional or subregional secretariats on request.

/The global

The global approach through interdisciplinary missions is to be maintained and extended. Countries will accordingly receive assistance in the formulation and implementation of an export promotion strategy, as well as in specific aspects that may require special attention.

2. Courses and seminars

With regard to training, close collaboration is to be maintained with the UNCTAD/GATT International Trade Centre for regional and subregional courses. A training course is planned in 1972 for English-speaking Caribbean countries. As to seminars and meetings of experts, these will be held on functional and sectoral problems and, it is expected that the corresponding agencies in the United Nations Export Promotion Programme will participate. In the work programme, a meeting of experts is scheduled for 1972 to examine criteria for the establishment of export industries and another for 1973 on the financing of exports of manufactures.

3. Research

Research will continue on subjects on which advisory services are provided to countries of the region. Technical studies will also be prepared on specific subjects to be taken up at the planned meetings of experts and some of the studies submitted to the meeting of experts on the formulation and implementation of export strategies will be revised.

ECLA also collaborates with other agencies, such as CECLA, UNCTAD and the International Trade Centre in preparing background information on export promotion and will submit documentation to the Third Session of UNCTAD.

Exports have also been dealt with in several ECLA studies. The Economic Survey of Latin America 1970, published by ECLA, contained a special study on "The expansion of international enterprises and their influence on development in Latin America", which refers to the role played by those enterprises in the export of manufactures. The Economic Survey for Latin America 1971 is to contain a study on export strategy covering the main concept developed by ECLA on the subject.

The evaluation of progress made by Latin American countries in the export of manufactured products is yet another activity that has been planned for the future. The corresponding statistical concepts and definitions are accordingly being examined with a view to ensuring a comprehensive, detailed and up-to-date coverage of the flow of exports of manufactured products.

/Annex

Annex

LIST OF DOCUMENTS

<u>Document number</u>	<u>Title</u>	<u>Author</u>	<u>Language</u>	
ST/ECLA/Conf.37/L.1	Background and provisional agenda (WP) <u>1/</u>		E	S
ST/ECLA/Conf.37/L.2	Industrial Strategy and international enterprises (WP)	F. Fajnzylber, ECLA	E	S
ST/ECLA/Conf.37/L.3	Export promotion in Japan and its application to Latin America (ID)	Trade Policy	E	S
ST/ECLA/Conf.37/L.4	Special studies (ID)	ECLA Secretariat	E	S
ST/ECLA/Conf.37/L.5	Reflections on the international company and its role in the development of Latin American exports of manufactured products (WP)	F. R. Root	E	S
ST/ECLA/Conf.37/L.6	Conceptual models for export promotion strategy at the national and enterprise levels (WP)	F. R. Root	E	S
ST/ECLA/Conf.37/L.7	Industrial policy in Latin America (ID)	Industrial Development Division, ECLA	E	S
ST/ECLA/Conf.37/L.8	The main instruments of industrial policy in Latin America (ID)	Industrial Development Division, ECLA	E	S

1/

Abbreviations: WP - Working paper
ID - Information document
E - English
S - Spanish
Eo - English only
So - Spanish only

<u>Document number</u>	<u>Title</u>	<u>Author</u>	<u>Language</u>	
ST/ECLA/Conf.37/L.9	Formulation of incentive programmes within the framework of a strategy for exports - Summary (WP)	Trade Policy Division, ECLA	E	S
ST/ECLA/Conf.37/L.10	Formulación de programas de incentivos en el marco de una estrategia de exportación (ID)	Trade Policy Division, ECLA		So
ST/ECLA/Conf.37/L.11	Export strategy: formulation and implementation (WP)	W. Dymsha, ECLA	E	S
ST/ECLA/Conf.37/L.12	Institutional aspects of exports of Latin American manufactures (WP)	N. C. Ramalho, ECLA	E	S
ST/ECLA/Conf.37/L.13	Methodological criteria and bases for the selection of exportable manufactured products (WP)	R. Rivera,	E	S
ST/ECLA/Conf.37/L.14	Industrial Policy in Latin America - Summary (WP)	Industrial Development Division, ECLA	E	S
ST/ECLA/Conf.37/L.15	The Jamaica National Export Corporation (ID)	The Jamaica National Corporation	E	S
ST/ECLA/Conf.37/L.16	Exports of manufactures: prospects and problems (WP)	Elvio Baldinelli	E	S
ST/ECLA/Conf.37/L.17	The industrial system and exports of manufactures: analysis of Brazil's experience - Summary (WP)	F. Fajnzylber, ECLA	E	S
ST/ECLA/Conf.37/L.18	Orientation of industry towards exports: contribution of the private sector in Brazil (WP)	J. Mindlin	E	S

<u>Document number</u>	<u>Title</u>	<u>Author</u>	<u>Language</u>
ST/ECLA/Conf.37/L.19	Export effort of India (WP)	H. D. Shourie	E S
ST/ECLA/Conf.37/L.20	Las empresas de comercialización integrada en el Japón (WP)	Trade Policy	So
ST/ECLA/Conf.37/L.21	Elementos para la formulación de estrategias de exportación de manufacturas (ID)	F. Fajnzylber ECLA	So
ST/ECLA/Conf.37/L.22	Criteria used in the selection of products for the export market (WP)	D. Tunik	E S
ST/ECLA/Conf.37/L.23	Las estructuras institucionales de la integración latino-americana y la exportación de manufacturas (WP)	R. Oviedo ECLA	So
ST/ECLA/Conf.37/L.24	El mercado de los países desarrollados para productos manufacturados americanos (ID)	Industrial Development Division, ECLA	So
ST/ECLA/Conf.37/L.25	Tax incentives for export (WP)	I. Gal-Edd	Eo
ST/ECLA/Conf.37/L.26	Las tendencias recientes de las exportaciones latinoamericanas de manufacturas y algunos de sus factores explicativos (ID)	Industrial Development Division, ECLA	So
ST/ECLA/Conf.37/L.27	Exports of Argentine manufactured goods: some answer and several questions (WP)	A. J. Pazos	E S
ST/ECLA/Conf.37/L.28	Considerations for the formulation of strategies for exports of manufactures - Summary (WP)	F. Fajnzylber ECLA	E S

<u>Document number</u>	<u>Title</u>	<u>Author</u>	<u>Language</u>
ST/ECLA/Conf.37/L.29	El desarrollo industrial y la promoción de exportaciones en Venezuela (WP)	E. Iturbe de Blanco	So
ST/ECLA/Conf.37/L.30	Fomento de las exportaciones en el Japón y la aplicación de esa experiencia a América Latina - Summary (WP)	Trade Policy Division, ECLA	So
ST/ECLA/Conf.37/L.31	Algunas experiencias recientes en exportaciones de manufacturas	ILPES	So
ST/ECLA/Conf.37/L.32	Export marketing and production structure as factors in international industrialization	Yap Kie Han	Eo
ST/ECLA/Conf.37/L.33	Some annotations on the Export Trade Pattern of Latin America's Iron, steel and engineering industry to the markets of industrialized countries	Yap Kie Han	Eo
ST/ECLA/Conf.37/L.34	Winning world markets for developing countries	H. L. Jacobson (ITC)	E S
ST/ECLA/Conf.37/L.35	Some trade policy issues relating to the export of manufactures	C. R. Greenhill (UNCTAD)	Eo
ST/ECLA/Conf.37/L.36	La exportación de manufacturas y el papel de la mediana y pequeña industria	A. Monti (IDB)	So
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