

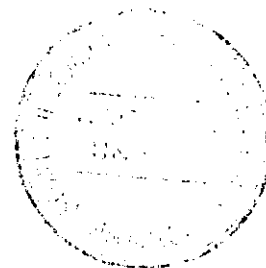


CEPAL

# ILPES

INSTITUTO  
LATINOAMERICANO DE  
PLANIFICACION  
ECONOMICA Y  
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AIMS, PROGRAMMES AND ACTION TO STRENGTHEN IT

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LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING:  
AIMS, PROGRAMMES AND ACTION TO STRENGTHEN IT

1 June 1977

I. Establishment and aims of ILPES

The United Nations Latin American Institute for Economic and Social Planning (ILPES) was established with the purpose of replacing and expanding the training, advisory and research activities that CEPAL was carrying out in connexion with development planning.

The establishment, aims and organization of ILPES are recorded in CEPAL resolutions 199 (IX) of 13 May 1961, 219 (AC.50) adopted by the Committee of the Whole of CEPAL in February 1962, and 220 (AC.52) of 6 June 1962.

In resolution 199 (IX) it was recommended that the training and advisory activities in which CEPAL had been engaged in the field of planning should be expanded and that these activities should be the responsibility of an autonomous institute for planning economic development under the auspices of CEPAL. It was further recommended that the Institute that was to be established 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 improvement of planning techniques.

It is clear from this resolution that the aim was to assign permanent functions of CEPAL to an agency which was also to be of a permanent nature. This intention is obvious, since the permanent character of the Institute is reiterated in successive resolutions adopted by CEPAL in which both the Secretary-General

/of the

of the United Nations and the Latin American Governments are urged to provide the necessary support in order to convert the Latin American Institute for Economic and Social Planning (ILPES) into a permanent body and to ensure its financing over the long term (resolution 286 of April 1969). Subsequently, in resolution 340, it is expressly established that ILPES should become a permanent institution of the Commission, with its own identity and responsible directly to the Executive Secretary of CEPAL.

ILPES was established under resolution 220 (AC.52) of 6 June 1962. This resolution states that the Governments decide to establish the Latin American Institute for Economic and Social Planning, which will be responsible for providing, at the request of the Governments concerned, training and advisory services to the countries and areas within the geographical scope of the Commission, and for undertaking research on planning techniques, in accordance with the following aims and functions:

- (a) To raise the technical level of government officials and specialists through training programmes in the form of courses and in-service training;
- (b) To assist Governments in establishing the institutional and technical organization required for the more efficient programming of their economic and social development policies;
- (c) To assist Governments, at a purely technical level, in preparing their economic and social development programmes;
- (d) To carry out the theoretical studies required for the improvement of planning techniques used in Latin America.

Resolution 351 (XVI) of May 1975 expanded the scope of the Institute's functions and provided that it should co-operate in the exchange of experience and research results on global, sectoral and regional (area) planning between planning bodies of member countries, so as to promote collaboration among them.

/Recently, in

Recently, in resolution 371 (XVII) of May 1977 it was decided that, in fulfilment of its specific functions and in particular of the provisions of operative paragraph 4 of resolution 351 (XVI), ILPES should assist the Ministers and Heads of Planning of Latin America in their joint co-operation efforts agreed on at the Conference of Ministers and Heads of Planning held at Caracas from 13 to 16 April 1977 <sup>1/</sup>.

In spite of the fact that ILPES performs permanent functions which were formerly carried out in a more limited form by CEPAL, during the stages of its establishment and owing to various circumstances it was impossible to obtain stable financing. Throughout all the years of its operation it has relied on various sources of financing, the most important being the United Nations Development Programme (UNDP).

It was not until the end of 1976 that the first steps were taken to obtain a regular source of financing and the General Assembly, with the unanimous support of the Governments, approved the temporary inclusion of resources for six international and ten local posts. This is an important precedent since it represents recognition of the permanent responsibilities of ILPES with respect to the Governments.

More details are given below of the support received from the Governments at the Caracas Conference and at the seventeenth session of CEPAL held in Guatemala City from 25 April to 5 May 1977.

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<sup>1/</sup> See section 2 of Part III of the Report of the Conference of Ministers and Heads of Planning of Latin America, INST/98, Caracas, Venezuela, 13-16 April, 1977.

## II. Support from the Governments

In its 15 years of existence ILPES has enjoyed the permanent support of the Governments, as expressed in several CEPAL resolutions <sup>1/</sup>.

In September 1976 the Technical Sub-Committee of ILPES met at Bogota in a renewed attempt to solve the Institute's financial problem. To that end it was unanimously decided that the Chairman of the Committee should submit to UNDP a request from the Governments that priority be given to the financing of ILPES. It was also decided to support the efforts being made by the Executive Secretary of CEPAL and ILPES to obtain resources from the United Nations regular budget. At this same meeting the idea was approved of establishing a permanent forum of Latin American planners, and the offer made by the Minister of Planning of Venezuela that Caracas should be the venue of the first meeting was accepted.

In compliance with these decisions, Mr. Nicolás Ardito Barletta, Chairman of the Technical Committee of ILPES and Minister of Planning and Economic Policy of Panama, on behalf of the Sub-Committee, requested UNDP to continue to provide the financial support previously agreed upon, and asked the Ministers of Planning to contact their Foreign Affairs colleagues so that, through the representatives to the United Nations, they would support the efforts which might culminate in more substantial and stable financing, as was appropriate for an agency which the Governments had decided should be of a permanent nature.

As a result of this action the Latin American Group, composed of all the representatives of the Latin American countries to the United Nations, analysed the situation and prospects of ILPES in November 1976 and unanimously endorsed the Sub-Committee's recommendations. It therefore decided to give its full support to the Institute

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<sup>1/</sup> See document INST/1, Rev. 5.

since it considered, among other arguments, that ILPES represents a valuable asset to the Latin American countries that look upon it as their own institution which not only provides important advisory, training and research services in the field of planning but can be and in fact is being converted into a fundamental instrument of integration, co-operation and the exchange of experience between countries of the region. Its new function as a technical secretariat of planning bodies and of the Conference of Ministers of Planning which is to be established as a permanent organ as from next year, and its policy of working in close collaboration with the countries, are a guarantee of the successful results expected.

That is why the Latin American Governments, through their Ministries of Foreign Affairs and Planning, have assigned top priority to its programmes and have offered their full support for its present and future activities.

Thus the Group, through its Chairman Mr. Julio Asencio Wunderlich, decided on the one hand to request the UNDP authorities to continue the contribution to ILPES, and on the other hand to support the proposal to include financing for ILPES in the United Nations regular budget.

The support of the Latin American representatives, of the Advisory Council for Administrative and Budgetary Questions and of the Fifth Committee was decisive in securing the General Assembly's approval in December of temporary financial support for ILPES through CEPAL. This is highly significant since it is the first time that the Institute has obtained financing from the United Nations regular budget. While this represents recognition of the work done by ILPES during its 15 years of existence, it also commits the Institute still further to its policy of providing increasingly efficient services to the countries of the region and of working with them on a co-ordinated basis and in close collaboration.

/The Conference

The Conference held at Caracas also meant significant support for ILPES from the Governments. On this occasion they approved the establishment of a System of Co-ordination and Co-operation among Planning Bodies of Latin America, and decided to propose at the CEPAL session that ILPES should assist the Governments in the operation of the System <sup>1/</sup>.

The Conference established the need to strengthen ILPES so that it can perform its functions as a permanent institution within the CEPAL system. It decided to request UNDP to continue to provide its maximum financial support to ILPES, and to enlist the offices of the Executive Secretary of CEPAL so that at its Guatemala session the Commission should request that the temporary budgetary support approved by the General Assembly at its thirty-first session be provided on a permanent basis and be increased as from 1978.

In resolution 371 (XVII) adopted at the seventeenth session of CEPAL held in Guatemala City in May, the Governments:

Reiterated their support for the Institute and stressed that it had played and continued to play an important role in the development of planning in Latin America, through its basic functions of training, advisory services and research, and more recently in the exchange of experience in the field of planning.

They once again drew attention to the fact that ILPES had been set up as a permanent institution, with its own identity within the CEPAL system and responsible directly to the Executive Secretary, and that it was necessary to establish it on a stable financial basis.

For these purposes they fully endorsed the proposal of basic and permanent financing within the United Nations regular budget, and also the efforts to obtain UNDP financing in a transition phase and in a fifth phase starting in January 1978.

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<sup>1/</sup> See the Report of the Conference of Ministers and Heads of Planning of Latin America, Caracas, Venezuela, 13-16 April 1977.



They welcomed the establishment of a System of Co-ordination and Co-operation among Planning Bodies of Latin America and decided that ILPES should assist the Ministers and Heads of Planning of Latin America in their joint co-operation efforts.

As regards financial support, successive CEPAL resolutions have urged the Governments to make contributions to the ILPES budget.

In spite of the difficulties, often of an administrative nature, involved in this source of financing, the pledges of contributions by Governments have recently increased substantially.

The following table presents a list of the commitments for 1976.

LIST OF THE CONTRIBUTIONS TO ILPES PLEDGED  
BY THE LATIN AMERICAN GOVERNMENTS

(US\$)

|            |                |
|------------|----------------|
| Bolivia    | 20 000         |
| Chile      | 85 000         |
| Colombia   | 20 000         |
| Costa Rica | 15 000         |
| Ecuador    | 25 000         |
| Honduras   | 5 000          |
| Nicaragua  | 5 000          |
| Panama     | 15 000         |
| Uruguay    | 10 000         |
| Venezuela  | <u>100 000</u> |
| Total      | <u>300 000</u> |

Note: In the third phase of ILPES there were contributions from only one government, amounting to US\$ 5 000 annually.

At the Caracas Conference whose decisions were endorsed by the Guatemala resolution, the countries recognized the need to make a collective effort to contribute a minimum of 600 000 dollars annually.

/The agreements

The agreements signed with the Governments, which also provide support in the performance of its functions, are an important source of ILPES financing. Particularly important at present are the agreements signed with Brazil for US\$ 700 000. Several countries of the region have obtained resources from international agencies to finance the Institute's advisory services. An agreement for US\$ 270 000 has been signed with the Government of Costa Rica and IDB for the planning of higher education, while an agreement with the State of Minas Gerais and the World Bank for US\$ 330 000 is to be decided shortly.

The resources obtained through these agreements and from other sources have to a great extent financed the advisory services, but it is always necessary to be able to count on resources, in particular to support the relatively less developed countries and, in general, the depressed areas of Latin America whose demands for technical co-operation are growing.

Some developed countries of Europe have been closely associated with ILPES activities, notably the Netherlands with its contributions of US\$ 78 800, and the Federal Republic of Germany which contributed US\$ 58 540 for the Course on Economic Planning and Policy.

Canada has also given constant support to the Institute and a project for assistance to the less developed countries, covering a period of four years and totalling some 3 million dollars, has recently been submitted to CIDA.

### III. Summary of the work carried out by ILPES

ILPES has co-operated since its creation with the majority of the Latin American governments in strengthening their national planning systems and processes, training technical personnel and organizing research and other work aimed at making permanent improvements in planning.

ILPES, acting at the express request of governments, has been fulfilling the functions which they themselves laid down for it as regards the provision of support in the expansion and dissemination of technical know-how in the sphere of planning; the establishment and strengthening of the technical and institutional organization required for the programming of economic and social development; the preparation of studies aimed at improving planning; and the exchange of experience and research results in the sphere of planning among the countries of the region.

The consultancy work which ILPES has been carrying out has served many purposes and has been extended to a large number of the countries of the region.

The most important work has consisted of support to governments in the establishment and improvement of planning systems and in the organization of units at different levels of the administration: central, sectoral, institutional and regional. At the same time, it has co-operated in the preparation of plans and programmes in most of the countries, and, in some cases, in the elaboration of long-term strategies which have served as a framework for specifying the main purposes of the plans. It has also contributed to their implementation by strengthening national planning machinery, progressively expanding sectoral and regional aspects and improving basic tools so as to make them more operative, for example short-term planning techniques, programme budgets, investment projects, etc.

Today all the countries of the region have planning bodies and in most of them ILPES has co-operated in various stages of their development and in the training of national technicians.

/It should

It should also be pointed out that the consultancy work has been carried out in close contact with the experts of other international bodies and of bilateral co-operation, and this has greatly increased its effectiveness.

The training activities carried out by ILPES constitute the greatest effort which has so far been made in Latin America to impart knowledge in the sphere of development planning.

In round figures more than 6 000 professionals have passed through the various courses of the Institute and more than a hundred courses have been organized. The basic course; the special courses; the intensive national courses--which have covered the problems and techniques of planning and development and aspects of industrial and agricultural planning, projects analysis and operative plans--and the regional planning courses have all contributed in varying degrees to the technical training of thousands of Latin American professionals.

The research carried out by the Institute has been of three basic types: research on problems and policies of development in Latin America; studies to supplement and improve planning instruments and methodologies; and research aimed at preparing texts and documents which can be used for professional training in development and planning.

The activities of ILPES have also given rise to various publications, textbooks, cuadernos and class notes.

Several thousand copies of the class notes have been published and they are continually being reproduced in ILPES and in the countries.

Twenty-one book titles have been published, and the numerous editions have amounted to 188 000 copies. The cuadernos include over 30 titles and amount to a total of more than 140 000 copies. Five of these cuadernos have been translated into Portuguese, and the total number of copies published in this language is 15 000.

The following paragraphs give only a brief idea of the activities of the Institute between 1 July 1974 and 31 December 1976.

/Technical assistance

Technical assistance missions have been made to 18 countries of the region under the Consultancy Programme. The main subjects were: global and regional planning; short-term planning; the industrial, agricultural and educational sectors; integration; investment projects, and emergency plans. A total of 218.5 man-months were devoted to these missions, without taking into account the man-months used in organizational and administrative activities at ILPES headquarters.

Under the Training Programme, 16 national and international courses were held, in which 526 students from 20 countries of the region participated. The subjects included in the various courses were: economic planning and policy; regional planning; planning and development; industrial planning; agricultural planning; annual operative plans; and development planning and the environment.

ILPES has also co-operated with other bodies by supplying teachers for 22 courses for a total of 20.75 man-months.

In its Research Programme ILPES has covered subjects such as: critical poverty: description of the problem and policies to eradicate it; the State and planning; urban planning in the context of national economic planning; planning and short-term economic policies; the planning of agricultural development; and social aspects of development.

Some of these subjects have been discussed at seminars, which is another means used by ILPES to learn about experiences in the countries of the region and at the same time to disseminate its own.

A number of books and cuadernos have been published recently on subjects such as social development, regional development and urban development, short-term planning, monetary programming, and agricultural development planning: a Latin American approach.

As regards the new functions assigned to ILPES in connexion with the exchange of experience in the field of planning it has intensified its contacts with planning ministries and bodies and has promoted the exchange of experience and research results among them.

/In addition,

In addition, it started to publish a Planning Bulletin as an organ of the system of exchange of experience.

The Institute's support for the organization of the First Conference of Ministers and Heads of Planning held in Caracas was one of its priority activities in the first quarter of 1977.

/IV. Need for

#### IV. Need for Permanent United Nations Financing

The efforts made throughout the 15 years of the Institute's existence to provide it with the financing necessary to satisfy the Government's growing requirements are only too well known. Serious difficulties have arisen recently owing to the financial problems affecting UNDP, which has had to reduce its contribution to the Institute.

The Latin American countries are increasing their contributions, and Governments outside the region such as Canada and the Federal Republic of Germany have contributed substantial sums. In addition, as noted earlier, the agreements with governments have increased significantly.

Nevertheless, the need for permanent financing in order to provide a critical mass of technical resources to fulfil the ever-increasing responsibilities which the Governments are assigning to ILPES is becoming increasingly evident.

The expansion of the Institute's functions to include support for the System of Co-ordination and Co-operation among Planning Bodies of Latin America constitutes a new and continuing responsibility which has to be financed.

As noted above, the General Assembly's temporary support for the financing of posts assigned to ILPES represents recognition of the need to establish it on a permanent financial basis. The Governments, at the Caracas and Guatemala meeting, have unanimously requested that this should be converted into permanent and increased support. The temporary financing approved by the General Assembly was obtained with the valuable support of the Headquarters Administration and the decided participation of the Latin American Governments, and meant the inclusion in the CEPAL budget of the following resources for a period of one year:

6 professional posts

10 local posts

It is now necessary to secure these posts on a permanent basis and increase their number, as well as to obtain the minimum resources for the basic group's operational expenditure.