

---

## gestión pública

# **L**ong-term planning: institutional action and restructuring in the Caribbean

Andrew S. Downes



NACIONES UNIDAS



Latin American and Caribbean Institute for Economic  
and Social Planning - ILPES

Santiago, Chile, November 2000



This document was prepared by Mr. Andrew S. Downes, under the supervision of Edgar Ortegón, Director of Projects and Investment Programming Division, ILPES, for the Seminar on Basic Planning Functions sponsored by the Economic Commission for the Latin America and the Caribbean (ECLAC) and Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which took place in Port-of-Spain, Trinidad and Tobago, 5-6, October 2000

The opinions expressed in this document, which has not been submitted to formal editing, are those of the author and do not necessarily reflect the views of the Organization.

---

United Nations publication

LC/L.1438-P

LC/IP/L.180

ISBN: 92-1-121283-9

Copyright © Naciones Unidas, November 2000. All rights reserved

Sales number: E.00.II.G.120

Printed in United Nations, Santiago, Chile

---

Applications for the right to reproduce this work are welcomed and should be sent to the secretary of the Publications Board, United Nations Headquarters, New York, N.Y. 10017, U.S.A. Member States and their governmental institutions may reproduce this work without prior authorization, but are requested to mention the source and inform the United Nations of such reproduction.



## Contents

---

<b>Abstract</b> .....	5
<b>I Introduction</b> .....	7
<b>II Development Planning in the Caribbean: An Overview</b> ...	9
<b>III Development challenges Facing the Region</b> .....	13
<b>IV A Long-term planning Perspective</b> .....	17
<b>V Institutional Action and restructuring</b> .....	19
<b>VI Conclusion</b> .....	23
<b>References</b> .....	25
<b>Issues published</b> .....	33
<b>Other publications related to this series</b> .....	33
<b>Tables</b> .....	27
Table 1: Growth and employment targets for Barbados for selected planning periods.....	29
Table 2: Outline of development plans of Jamaica.....	30
Table 3: Recent estimates of unemployment and poverty in the Caribbean .....	31



---

## Abstract

---

The region ended the 1990s with mixed results in the area of economic and social planning. The outcomes of planning exercises have varied depending on what is understood by the planning process or system in each country (agents, agencies, subjects, knowledge, political agenda, procedures, resource-allocation, target-image, institutional framework and others).

On point that does emerge, however, is the need for the State to have an agency or representative through which it can perform basic, irreplaceable planning duties, whatever the style of development or reform adopted. These include compiling experiences, consolidating gains, amending what is considered inappropriate and introducing any changes that may be necessary.

The study presented in this publication focus on a basic task:

An attempt to incorporate, long-term outlook, consistency and unity and to reduce uncertainty together with an efficient and equitable allocation of fiscal resources in order to give priority attention to the services, infrastructure and projects required for reducing poverty and inequalities.





## I Introduction

---

In a recent paper on economic policy options in the Caribbean, Arthur (2000) highlighted two gaps which policy makers must confront. The first gap relates to “the current conditions of the region and what is required to support sustained and sustainable development”. The second gap relates to the “current conditions of the region and what is required for it to function successfully in the emerging global economic order”. It can easily be argued that closing these gaps requires structural and functional adjustments which can be achieved through strategic development thinking and planning. Long-range development thinking sets out the broad strategic *vision* for the country or region, that is, what the economy and society of a country should look like in the future. Development thinking should be accompanied by development planning which involves the specification of the strategies, programs, policies and projects which are necessary to realise the vision. Long-term development planning is therefore concerned with the identification of the process and methods for achieving the vision.

Since long-term development thinking and planning relate to the future path of the economy and society, it is related to future and foresight studies. Future studies refer to that body of knowledge which poses systematic and organised questions about the future or long-term state of a country (10-30 years) [MedinaVasquez, 1999]. An array of techniques, theories and principles have to be developed to support research in future studies. Bell (1983) has outlined six principles or underlying assumptions associated with the philosophical foundations of future studies. These are:

- i. "We are moving linearly, progressively and irreversibly through time from out of the past toward the future",
- ii. "Not everything that will exist has existed or does exist",
- iii. "In making our way in the world, the only really useful knowledge is knowledge about the future",
- iv. "There is no knowledge of the future",
- v. "The future is not totally predetermined",
- vi. "To some extent future outcomes can be influenced by individual and collective action, by the choices people make to act in one way or another".

Future studies therefore seek to "explicate and explore a fan of alternative futures that are differentially possible, probable and preferable .... and to make the results available to people, in order to increase their effectiveness in creating the world they desire".

In recent years, future studies have been extended to examine issues of foresight, especially in areas of economic, environmental, labour, social and technological development. Given the greater complexity of the world and the problem of handling and interpreting a large amount of data, a great deal of effort had gone into the process of anticipating and eliciting opinions on change in the socio-economic environment. Being aware of developments beforehand (i.e., foresight) helps to minimize any fall-out from future events.

The challenges posed by changes in the global environment and the limited resources available to the small countries of the region mean that economic planners must be acutely aware of changes taking place. Long-range strategic thinking and planning would provide the framework for responding to future events.

This paper examines the long-term planning process in the region (over 5 years). Some degree of planning has taken place in the Caribbean since the 1940s so that economic planners had had to adjust their plans and priorities to suit the exigencies of the period. In the next section, an overview of the development planning process since the 1940s is undertaken. An examination of the major challenges and constraints facing the region is presented in the third section. This examination sets the background for the presentation of a long-term planning framework to address the development challenges facing the region. The necessary institutional action and restructuring of the economy to effect development and transformation is discussed. The paper concludes by making a number of recommendations to enhance the long-term planning process in the Caribbean.

## II Development planning in the Caribbean: an overview

---

Development planning involves the formulation of a program of action undertaken by the political and economic authorities of a country in order to achieve specific national goals over some time period. Such planning may be sequenced in terms of the short-term (1-2 years), medium-term (5 years) and long-term or perspective (10-20 years) (Lewis, 1966). Development planning in the Caribbean started in the 1940's with the passing of the Colonial and Development Welfare Act 1945. The pre-World War II economies of the region were characterised by high levels of unemployment and poverty and low levels of provision of social services. The colonial administration sought to address these problems by preparing long-term (10 year) development plans for several countries. For example, Barbados started with *A Ten Year Development Plan for Barbados: A Sketch Plan for Development 1946-1956*, while Jamaica had *A Ten Year Plan of Development for Jamaica, 1946-47 to 1955-56*. In the Organisation of Eastern Caribbean States (OECS) - St Lucia, Grenada, Montserrat and St Vincent - long-term development plans were also prepared.

These early long-term plans were prepared by colonial administrators who had little experience with economic planning (Seers, 1962). The institutional support for such long-term planning was weak as the administrators were merely reacting to pressing economic and social problems extant at that time.

These plans focused on improving social welfare - public health, housing, education, sanitation, etc. Little emphasis was placed on the transformation of the economies of these countries (Jainarain, 1976).

Following the granting of internal self-government in the 1950's and the granting of independence in the 1960's, several Caribbean countries (Jamaica, Trinidad and Tobago, Barbados and Guyana) continued the development planning process by preparing a series of medium-term (5 year) development plans. For example, Jamaica prepared a Five Year Independence Plan 1963-68, while Guyana published the Guyana Development Plan 1966-70. The major thrust of these medium-term plans was on economic growth and production diversification. It was recognised that the attainment of substantial social development required economic development. The Diversification strategy adopted by the 'larger' Caribbean countries sought to overcome the problems of a narrow production base and high level of unemployment (Jainarain, 1976).

The growth and employment targets for Barbados over selected planning periods illustrate the focus on these targets (see Table 1). The basic strategy in the 1960's was to promote economic growth in the various sectors of the economy - manufacturing, agriculture and tourism - with the expectation that employment would be generated (i.e., the trickle down effect). The inability to generate enough employment during the 1960's resulted in an explicit focus on employment (unemployment) targets in the 1970's to the 1990's. In the case of Jamaica, several development objectives and constraints were identified in the planning process (see Table 2).

Development planning in the region has been largely 'indicative' in nature with the government providing the institutional and physical environment and policy incentives for the private sector to provide the stimulus for economic activity. The development strategy adopted by the government was carried out through a series of measures, namely, the implementation of projects and programs, the enactment of legislation to provide the legal framework for social and economic change to take place, the use of monetary, fiscal, commercial and other economic policy measures and the establishment of economic institutions.

Development planning is an important aspect of overall public policy. It is an attempt to coordinate and rationalise government policies for developing a country. In the cases of Jamaica and Guyana, attempts were made by the respective governments to design plans and policies to advance a socialist strategy in the 1970's. In the case of Jamaica, the temporary move towards 'democratic socialism' resulted in the preparation of an Emergence Production Plan (the People's Plan) in 1977. This Plan which was designed to deal with the economic difficulties experienced by the country at that time was abandoned shortly after its preparation. In the case of Guyana, the introduction of 'cooperative socialism' informed the 1972-76 development plan.

In many respects, the preparation of development plans in the region, especially during the 1960's and 1970's, was seen as a means to win the approval of financial agencies who provided development assistance and/or a show-piece of the government to show that it was serious about development. Williams (1972) also indicates that plans were prepared to "impart discipline and enthusiasm to the pursuit of development" by the private and public sectors and enable the country "to exercise a greater degree of control over (the) external environment".

Several assessments of development plans suggest that they have been largely ineffective, that is, many of the goals specified in the planning documents have not been achieved (Greene, 1974; Brown, 1975; Farrell, 1979; Hope, 1986; Jainarain, 1976). Several problems associated with development planning in the region have been identified. Farrell (1979), identifies the six problems of development planning in the Caribbean as the failure to control key areas of the economy which

is necessary for effective planning, the nature and orientation of the political directorate which lack the technical and managerial skills required to manage the development process; the lack of the appropriate organisational structures and the failure to involve the population in the planning process; the inadequate information base upon which decisions are made; the lack of human and technical skills in the areas of planning, implementation and management, and the failure to devise effective development strategies.

Jainarain (1976) has also argued that development planning has also suffered from an over-centralised planning machinery, the absence of coherent policies to diversify the economies, weak extension of the planning process, the absence of full-scale evaluation of projects and policies and the absence of “perspective planning”, that is, the identification of what type of economy/society should emerge in the long run.

Furthermore, Brown (1975) and Greene (1974) have argued that development planning in the region has been a technical exercise in the preparation of a planning document without reference to the political dimensions of the decision-making process (see also Williams, 1972). For example, the role of strong interest groups in influencing the decision-making process cannot be discounted in small developing countries (i.e., rent-seeking behaviour). As an element of public policy, development planning is influenced by the short-term horizons of politicians who need quick short-term results in a competitive political system. There is no clear understanding on the part of the political directorate about the strategic role of the State in the development process.

Development planning in the region was largely abandoned in 1980's. For example, Jamaica did not produce a development plan during the 1982 to 1990 period, while there has been no plan for Guyana since the early 1980's. Trinidad and Tobago abandoned the preparation of a development plan between 1974-81 when it was experiencing an oil boom. In the OECS, little planning has taken place since the mid-1970's. Barbados has however consistently prepared development plans since the 1940's. One of the main reasons for the decline of development (long term) planning in the region during the 1970's and 1980's was the concern with short-run stabilisation policies. With the oil shocks in 1973 and 1979, Caribbean economies were suffering from economic decline (high unemployment and inflation rate, stagnant production sectors, fiscal and balance of payments problems). Several countries sought the financial and technical assistance of the International Monetary Fund (IMF), the World Bank and the Inter-American Development Bank. The focus was on achieving short-run macroeconomic stability, with little attention on the long-run perspective path of the country.

In recent years there has been a gradual return to the principles and practice of long-term planning. For example, Trinidad and Tobago has been preparing rolling three-year medium-term policy framework documents. The main objectives of this approach are the strengthening of the country's macroeconomy policy framework and the implementation of sound sectoral policies and programs to lay the foundation for long-term growth and development. Like the previous development plans, these policy documents reflect the public sector investment program which the government plans to implement. Tobago has also prepared a Strategic Plan covering a 15-year period beginning 1998. It has also prepared a Medium-Term Policy Framework 1998-2000. Jamaica has focused on a *National Industrial Policy: A Strategic Plan for Growth and Development* covering the period 1996-2010. This national policy has three basic phases: phase 1 is concerned with the establishment of a Social Partnership involving the Government, private sector and the trade unions; phase 2 involves the promotion of economic growth in a climate of macroeconomic and social stability and phase 3 relates to export promotion with efficient import substitution. In the OECS, a sub-regional development strategy is being developed to cover such

areas as human resource development, production diversification, administrative and institutional reform and greater sub-regional integration. The planning agencies in these countries are being strengthened in order to handle the tasks of formulation, implementation and evaluation of plans, programs, policies and projects.

This overview of development planning in the region indicates that after a purposive start in the 1960's, there was a decline in interest in development planning occasioned by the advent of structural adjustment (structural) policies. While annual budgetary measures, which complemented long-term development plans (see Downes, 1989) still continued, the preparation of medium-term (5 year) plans just waned. Governments and their social partners have not had the opportunity to engage in specifying a vision needed to advance the development thrust. There has however been a recent return to planning in the region, though tentative, as it faces up to major economic challenges.

### **III Development challenges facing the region**

---

Although there has been some degree of development and macroeconomic planning in the region since the 1950's, the same problems of development still seem to be present (low saving rates, low growth, unemployment and poverty, low levels of capital formation and production and export concentration). In addition, the economic and political environment today is quite different from that in the 1950's. When the first long-term plans were prepared development financial assistance was available from the Colonial Office. Caribbean countries, as colonies of Britain, enjoyed special trade preferences and technical assistance. Social development was a priority for the administrators at that time.

The early medium-term plans emphasised economic development (production diversification, economic growth, employment creation) and social infrastructural development (port, roads, etc). The trade preferences were still in place for the agricultural products exported from the region. As newly independent developing countries, concessionary finance was available from international financial institutions and governments of developed countries. Development analysis was fertile with alternative policy options for the region. Given their small size, economic integration was advocated as a viable development strategy for the Caribbean. The Caribbean Free Trade Area (CARIFTA) was formed in 1968 and later extended to the Caribbean Community and Common Market (CARICOM). The emphasis was on promoting regional exports within a harmonized legislative framework.

The oil shocks of 1973 and 1979 which resulted in a significant increase in oil prices derailed the economic development process in the Caribbean. Attention was turned to short-run stabilisation issues associated with the twin deficits - fiscal deficit and balance of payments deficit. Structural adjustment programs were introduced and stabilisation policies were linked to structural reform programs. While structural reform programs contain elements which form part of the development planning, the time frames were too short and were linked to 'developmental' finance from the World Bank or IADB. Medium-term policy frameworks emerged from this experience. The international environment within which Caribbean countries has had to operate is now changing. A greater emphasis has been placed on deregulation, privatisation, trade liberalisation, removal of trade preferences, a cutback on concessionary finance and reduction of the role of the State in the development process. Global change involves the integration of commodity, financial and labour markets driven by developments in information technology, telecommunications, biotechnology, and consumer demand. New institutional arrangements govern the trade between countries as the World Trade Organisation (WTO) administers rules which promote 'free' trade between countries. In addition, regional trading blocs have emerged: the European Union (EU) and the North American Free Trade Area of the Americas (NAFTA). NAFTA is an agreement between the USA, Canada and Mexico to eliminate barriers to trade in goods and services, promote competition and increase investment opportunities. Negotiations are currently underway to extend the agreement to other Latin American and Caribbean countries to form a Free Trade Area of the Americas (FTAA) by the year 2005.

The external environment within which the Caribbean countries now have to operate is therefore characterised by several dynamic processes: rapid technological change, the 'globalisation process', changing geopolitical relationships, new social trends, trade liberalisation and new institutional forms. These processes pose major challenges for the social and economic planners in the region.

The first development change relates to the formulation and implementation of policies, programs and projects to reduce the high incidence of unemployment and poverty in the region. Recent unemployment rates in the Caribbean vary between 7.8 percent in Antigua to 15.5 percent in Jamaica in 1997. The recent information on poverty indicates that the percentage of the population living below a specific poverty line varied from 15.9 percent in Jamaica for 1998 to 43.2 percent in Guyana for 1993 (see Table 3). Unemployment is particularly acute among young persons with low levels of human capital. Young females constitute the worst affected groups. The incidence of poverty is high amongst persons with a low level of human capital, in low-paying jobs and living in rural areas. Female-headed households and those with a high number of dependents are more affected by poverty.

The second development challenge relates to developing industries (enterprises) which can withstand the rigours of international competition. With intensification of trade liberalisation, Caribbean enterprises need to be more price and non-price competitive. Some countries have used exchange rate policies to promote this competitiveness (e.g., Trinidad and Tobago) while other have used productivity improvement schemes (e.g., Barbados). Enterprises which are competitive internationally can lead the export promotion process which is vital to economic growth and employment creation in the region.

The third development challenge relates to the promotion of a savings culture which would provide the necessary funds for productive investment in the light of declining concessionary aid. Financial market development (e.g., capital market, securities/stock exchanges) is a vital aspect of



this development challenge. Efforts have been made to develop a Regional Stock Market and a capital market in the OECS.

The fourth development challenge involves the ability to utilise developments in technology to foster new industries. In this regard, human resources development becomes an imperative for Caribbean countries. Some effort is being made to address this issue under the umbrella of a CARICOM Human Resources Development Strategy. Some reform is taking place in the education and training system with changes in curriculum, the introduction of information technology in the schools (e.g., the EduTech program in Barbados) and the redesign of the provision of technical and vocational education and training (e.g., in Trinidad and Tobago).

The fifth development challenge relates to the maintenance of macroeconomic stability to create a stable and certain economic environment within which to promote foreign investment. As small developing countries (many of which are islands situated in a hurricane belt), the Caribbean is susceptible to shocks arising from external economic events and natural disasters such as hurricanes, volcanoes, floods and earthquakes. Both macroeconomic and development policy must take this vulnerability into consideration. Planners and policy makers must engage in risk management which seeks to reduce the exposure of the countries to these shocks which are not only costly but highly disruptive. For example, Jamaica and Guyana have been struggling with economic recovery for several years, while Montserrat has been severely affected by a volcanic eruption.

The sixth development challenge relates to the forging of social cohesion and integration. In recent years, the Caribbean has been affected by a high incidence of criminal activity and violence associated with the drug trade. Such activities not only threaten the economic performance of the countries of the region, but can result in a depreciation of the social capital of the affected countries. The seventh challenge concerns protection of the natural environment in light of increasing activities. The need for a 'sustainable development' strategy is crucial in small island states.

In meeting these challenges, planners and policy-makers must be mindful of the constraints and trends affecting the region. The main constraints are the small size of the domestic and regional commodity markets, limited diversity in production, a high degree of export concentration and the high costs of certain activities (Bonnick, 2000). An understanding the demographic, technological, economic, social and political trends is important to planners (for example, the ageing of Caribbean populations, trade liberalisation, growing individualisms, strategic political and economic alliances). The planning approach to meeting these challenges requires a vision for the Caribbean, that is, a long-term perspective of where the economic and political leaders want to take these countries.



## **IV A long-term planning perspective**

A review of development planning in the region indicates that governments in the Caribbean moved from long-term (10 years) planning in the 1950's to medium-term (5 years) planning in the 1960's and 1970's, then to short-term (1-3 years) planning in the 1980's and 1990's. Some countries, notably Barbados, maintained medium-term planning over the full period. Planning has been complemented by project planning and annual budgetary policy measures.

The problems and challenges confronting the region however need long-term perspective planning primarily because it takes time to build a base to adequately handle the changes taking place in the global economy. For example, it takes time to build up production plants, to establish a reputation and to educate and train a labour force. The economic authorities of a country therefore need to have a vision of the configuration they want for that country. Research on business forecasting in the Caribbean however indicates that business persons have short-term time horizons (that is, less than two years) (see Craigwell et al, 1998). Such a focus reflects the fact that many companies sell their products in domestic or regional markets which they know quite well. The impact of global changes on both the national and regional economies will necessitate a more strategic approach to business planning and forecasting.

In his analysis of economic policy measures for the twenty-first century, Arthur (2000) argues that the Caribbean countries should adopt a 'managed market approach' to economic management. The State would play a creative role in the redesign of the economic architecture -

human resource development, institutional development and sustainable development. The State should become more 'developmental' rather than relying on the market mechanism or the private sector for economic growth and development (Karagiannis, 2000). In many cases, the private sector lacks the capability to contribute meaningfully to public policy (e.g., poorly-staffed Chambers of Commerce). There is a need to move from crisis intervention to strategic planning' and adopting a balanced and properly sequenced approach to the implementation of economic restructuring and liberalisation (Arthur, 2000).

Many Caribbean analysts have used the experiences of other countries to anchor this vision for the Caribbean. Singapore, Costa Rica and Ireland have been identified as small countries from which Caribbean countries can learn and form a vision for the future. Political leaders would like their Caribbean states to become the next set of countries to join the rank of "more developed country". Such a vision however needs strong leadership and discipline among the region's business, social and political leaders for its realisation.

It has been argued that small developing countries should seek to develop 'niche markets' in order to compete successfully in the global market. Niche markets involve the sale of products which have few direct substitutes. Since there is little or no perspective planning in the region, there is a need to establish the institutional framework for such planning in the private and public sectors. For small economies operating in a dynamic global environment, scenario planning can play a role in examining alternative policy options in the context of risk and uncertainty (Arjoon, 1996).

## V Institutional action and restructuring

---

The adoption of long-term strategic planning in the Caribbean requires a number of institutional changes and the restructuring of enterprises and agencies. Some of these changes have been taking place in a piecemeal manner in several countries. These changes have been taking place outside the context of a strategic vision for the respective countries.

Farrell (1981) has put forward a development planning framework with the acronym AFROSIBER which can be applied in small developing countries. AFROSIBER involves nine (9) steps: analysing the current economic, social, political, demographic, cultural and psychological situation facing the country. This analysis/assessment would identify the problems and constraints associated with the development process and what resources are available for tackling the situation; forecasting the future path of the country. This helps to set objectives, identify bottlenecks, assess the possible impact of policies and identify alternative paths or scenarios; evaluating the available and prospective resources - natural, financial, human; setting objectives and goals - economic, social, demographic, etc; identifying and enunciating development strategies, that is, how do we proceed to achieve the objectives and goals which have been specified; examining the implications of the chosen strategy; calculating the balance between demand for resources and the availability of resources.

This gives an idea of constraints and needs; executing or implementing the plan; reviewing and monitoring the success and failures of the plan, that is its effectiveness or goal achievement;

The AFROSIBER planning framework was applied to development planning in Grenada during the early 1980's (see Kirton, 1989). In applying this framework, Kirton was able to identify specific factors affecting development planning in the country: "its small size, high level of economic dependence and backwardness, limited technical skills, weak organisational and administrative structures and the lack of any experience whatsoever in genuine economic planning" (p. 48). In effect, the "preconditions for planning" did not exist in Grenada for long-term planning. In an effort to meet these conditions, high priority had to be given to "the provision of technical training in planning techniques, improvements in data, collection, storage and retrieval and ensuring a necessary minimum level of control over the economy consistent with the implementation of comprehensive national planning" (p. 49).

The experience of Grenada can easily be extended to other OECS and Caribbean countries. The institution of long-term planning in the context of global change would require the implementation of a number of institutional and structural changes. The first change relates to public sector reform in order to lower transactions costs and boost efficiency in the planning system. Public sector reform has been a component of several structural reform programs in the region. The approach to such reform has however been piecemeal and largely unenthusiastic. In the case of Barbados, the public reform process consists of the following elements: financial management, human resources management, the use of information technology in the operation of public sector affairs, supplies or procurement management and customer service. The reform process, which began in the mid-1990's, has been coordinated through an Office of Public Sector Reform. Although there has been some positive changes, there is still a lot of work to be undertaken.

In the context of long-term planning, there is a need for the establishment of a coordinating entity within the public sector. In Jamaica, a Planning Institute has been established to coordinate the planning process. In addition, the background research needed to inform the planning process is carried out through this agency. In other Caribbean countries, Barbados, Trinidad and Tobago and some OECS countries, the planning exercise is undertaken within a Ministry linked to other economic or social aspects of public administration. Long-term planning gets lost in such arrangements. What passes for planning is the identification of specific public sector projects to be undertaken over some 'planning period'. The Planning and Priorities Committee of the Government identifies the public sector projects which are administered or coordinated by a special, small unit in government (e.g., a Public Investment Unit). While some countries have a 'development planner', little long-term perspective planning is undertaken. There is need to strengthen or establish planning units within the public service to undertake research to inform the planning process and also to coordinate the exercise.

A second action which is required for the institution of long-term planning is the establishment of a National Development Council which would allow different interest groups to present ideas for a long-term vision for the country. As noted by Brown (1975) and Williams (1972), the political process is very crucial to planning in the Caribbean. Rather than responding to the ad hoc demands of various interest groups, the Council would provide a forum to harness and debate ideas and suggestions in a comprehensive manner. These ideas and suggestions would be examined by a central planning body to determine their usefulness or feasibility. Several attempts have been made to establish such bodies in the region. They have been established in the context of crisis management. When the crisis is over, these bodies die naturally. One example of the survival

of a forum which can be used as a vehicle for long-term visioning is the Social Partnership in Barbados. The Social Partnership was formed during the economic crisis in the early 1990's and consisted of Government, the private sector and the trade union representatives. Three Protocols have been signed by these partners. With the end of the economic crisis, the original rationale for the arrangement came to an end. However, the partnership has remained as a forum for discussion on national economic and social affairs. The widening of the membership and focus of this partnership can form the basis for the partnership of different interest groups in the 'visioning process'. This arrangement can form part of a 'new governance model' for small developing countries since it would allow broader participation in the policy formulation and decision-making process.

A third aspect of the restructuring process is the need for private sector managers to reorient their thinking and management processes. With the need to focus on export markets for their survival, small developing countries need to direct their creative talents to the design of strategies for market penetration and maintenance. The current operations of several large and medium-sized enterprises are not conducive to long-term strategic planning in a highly competitive global environment. In addition, little expenditure is allocated to research and development in regional enterprises. Greater emphasis has to be placed on research and development, innovation and management and technological restructuring of medium and large-scale enterprises. These enterprises must perform at world standards. The government can assist with the achievement of these standards with the provision of financial incentives and technical assistance.

A fourth element of the restructuring exercise is the development of information systems to inform the decision-making process in the region. One of the inadequacies of the development planning experience in the Caribbean is 'planning without data' on key economic and social variables. While some headway has been made with the collection of economic data, the progress with social data collection has been slow. Some initiatives are being taken to develop social indicators in the region, but this exercise should be undertaken within the context of a long-term development strategy. Within the OECS, there is an attempt to develop social indicators within the context of a sub-regional development strategy. If this linkage does not occur we could have 'data collection without planning'. Good accounting systems should be emphasised at the enterprise and agency levels, since they form the basis of national databases. The development and management of an integrated information system is critical to the success of long-term strategic planning. It provides the basis for economic intelligence and surveillance of global trends.

The technical and management aspects of planning are weak in the region hence there is a need for the greater education and training of persons in the area of enterprise and national planning. Given the integrated nature of planning, especially at the national level, an interdisciplinary approach to training is needed. Planners should be cognisant of the social, cultural, economic, political, psychological and environmental aspects of the planning process. In large countries such as Jamaica, Guyana and Trinidad and Tobago, regional dimensions of planning should be considered. While a centralised agency can coordinate the process, there may be a need for an institutional arrangement whereby regional agencies (units) are established to plan local area activities. In addition, in multi-ethnic and multi-racial societies such as Guyana and Trinidad and Tobago, these ethnic and racial dimensions should be incorporated into the long-term planning process in order to maintain social cohesion. In some situations where class and not race is an issue, an understanding of the dynamics of class relationships is important in the design of programs, policies and projects in order to achieve long-term objectives and goals. These elements reflect the holistic approach to economic development in the region (Bonnick, 2000).

An important element of the long-term planning process is the maintenance of economic stability. An unstable macroeconomic environment adds to the uncertainty associated with the natural course of life. Since some investment decisions involve sunk costs and can be irreversible, all effort should be taken to minimize macroeconomic uncertainty. There will be a need to coordinate the activities of the planning agencies and other economic agencies (e.g., the Central Bank).

The formation of a Single Market and Economy within the Caribbean adds a regional dimension to the long-term planning process. The long-term visioning of one country now involves the visioning of another. There will be a need for greater harmonisation of planning systems and economic and social policies. As the countries of the region extend their membership of either regional groupings (the Association of Caribbean States, the Free trade area of the Americas), they will need information on the economic, social, cultural and political dimensions of the Latin American region. Despite the physical proximity of the Caribbean to South and Central America, there is a woeful ignorance of the history of these countries partly due to the language barrier. However, the long-term planning of development in the Caribbean would need to consider the relationship with South and Central America.

The return to long-term planning properly informed by an understanding of the principles of development in small states operating in a new global environment is needed in the region. There is however a need to introduce several institutional changes to make the process effective. In addition, a restructuring of both public and private enterprises and agencies would be needed to advance the process.



## VI Conclusion

---

Long-term planning and visioning as proposed by future studies analysts are not evident in the Caribbean. Although the preparation of development plans during the 1950's to 1970's provided some opportunity for long-term visioning, the economic crises of the 1970's and early 1980's led to a focus on short-run economic stabilisation policies. There has been a gradual return to medium-term planning through the preparation of medium-term policy frameworks complemented by annual budgetary policy measures. As the Caribbean countries confront the changes in the global economy, there is a need to institute some degree of long-term planning and visioning so that there is an understanding of where each country wants to be positioned in the future. Such planning would require institutional action and restructuring (more action and less talk). The strengthening of the planning units which would undertake research and guide the planning process is an important pre-requisite. This exercise would be coupled with the establishment of a national development council which would feed ideas and suggestions into the planning units. This council would allow broad participation of the interest groups in the planning process. These institutional arrangements would be supplemented by measures to boost the information and surveillance base, promote human resource development, especially in the planning area and create macroeconomic stability in each country.



## References

---

- Arjoon S. (1996). "Managing Risk and Uncertainty: The Use of Scenario Planning", *Bulletin of Eastern Caribbean Affairs*, vol 21, no 2, June, pp 1-10.
- Arthur O. (2000). "Economic Policy Options in the Twenty-first Century" in K. Hall and D. Benn (eds). *Contending with Destiny: The Caribbean in the 21<sup>st</sup> Century* (Kingston, Ian Randle publishers), pp 12-25.
- Bell W. (1983). "An Introduction to Futuristics: Assumptions, Theories, Methods and Research Topics", *Social and Economic Studies*, vol 32, no 2, June, pp 1-64.
- Bonnick G. (2000). *Toward a Caribbean Vision 2020: A Regional Perspective on Development Challenges, Opportunities and Strategies for the Next Decade* (Washington, D.C., World Bank - Caribbean Group for Cooperation in Economic Development).
- Brown A. (1975). "Planning as a Political Activity: Some Aspects of the Jamaican Experience", *Social and Economic Studies*, vol 24, no 1, March, pp 1-14.
- Craigwell R. et al (1998). "Business Forecasting in the Caribbean: An Assessment", *Economic Review* (Central Bank of Barbados), vol 25, no 1, June, pp 15-48.
- Downes A. (1989). "Budgetary Theory and Policy in a Small, Developing Country: The Case of Barbados 1960-1988", *Bulletin for International Fiscal Documentation*, vol 43, no 10, October, pp 446-457.
- Downes A.S. (1999). "Unemployment, Poverty and the Labour Market: Micro and Macro Factors in the Caribbean" (mimeo, SALISES, University of the West Indies, Cave Hill Campus).

- Farrell T.M.A. (1979). "Six Problems of Development Planning in Small States in the Caribbean", *Transition*, vol 2, no 2, pp 101-112.
- Farrell T.M.A. (1981). "How to Plan: AFROSIBER - The Nine Point Planning Method and its Application to Development Planning", *Social and Economic Studies*, vol 30, no 2, June, pp 71-109.
- Greene J.E. (1974). "The Politics of Economic Planning in Guyana", *Social and Economic Studies*, vol 23, no 2, June, pp 186-203.
- Hope K.R. (1986). *Economic Development in the Caribbean* (New York, Praeger).
- International Labour Organisation (Caribbean Office) (1998). *Digest of Caribbean Labour Statistics* (Port-of-Spain, Trinidad and Tobago).
- Jainarain I. (1976). *Trade and Underdevelopment* (Georgetown: Institute of Development Studies).
- Karagiannis N. (2000). "Alternative Development Policy for the Caribbean: The Challenge of the Development State Approach" (mimeo, SALISES, UWI, Mona, Jamaica).
- Kirton C.D. (1989). "Development Planning in the Grenada Revolution: Applying AFROSIBER", *Social and Economic Studies*, vol 38, no 3, September, pp 1-52.
- Lewis W.A. (1966). *Development Planning* (London, George Allen and Unwin).
- Medina Vasquez J (1999). "The Role of Long-range Thinking: Institutional Downsizing and Action" (mimeo, Columbia, Del Valle University)
- Planning Institute of Jamaica (1990). *Jamaica Five Year Development Plan 1990-1995* (Kingston, Jamaica).
- Seers D. (1962). "Economic Programming in a Country Newly Independent", *Social and Economic Studies*, vol 11, no 1, March.
- Williams E. (1972). "The Purpose of Planning" in M. Faber and D. Seers (eds). *The Crisis in Planning* (Sussex, Chatts and Windus), pp 39-48.

## **Tables**

---



Table 1

**GROWTH AND EMPLOYMENT TARGETS FOR BARBADOS FOR SELECTED PLANNING PERIODS**

Planning Period	Planning Targets
1960 - 1965	T Growth of national income of at least 4% per annum T Provision of 40,100 new jobs at home and abroad T Doubling the annual value of industries other than sugar
1965 - 1968	T Average annual rate of growth of GDP of 4% (at 1964 prices)
1969 - 1972	T A real GDP growth of 5% per annum (1968 - base year) T A real per capita GDP growth of 3.5% per annum
1973 - 1977	T An annual rate of growth of GDP of 5% (1972 - base year) T Reduction in the unemployment rate from 7.3% in 1970 to 5.6% in 1977
1979 - 1983	T An annual rate of growth of GDP of 4% (1979 - base year) T Decline in unemployment rate from 13.9% in 1978 to 7.8% in 1983 (provision of 14,000 new jobs)
1983 - 1988	T Average annual rate of growth of GDP of 3.5% (1982 - base year) T Reduction in the unemployment rate from 13.6% in 1982 to 8% in 1987
1988 - 1993	T A real GDP growth rate of 2.5% per annum T Reduction in the unemployment rate from 17.9% in 1987 to 15.8% in 1992
1993 - 2000	T A real growth rate of 3.3% per annum (1993 - base year) T Fall in the unemployment rate from 24% in 1993 to 19.8% in 2000

Source: Development Plans of Barbados: 1960/65 to 1993/2000

Table 2

OUTLINE OF DEVELOPMENT PLANS OF JAMAICA

1957-1967 Objectives	1963-1968 Objectives	1970-1975 Objectives	1978-1982 Objectives
<ul style="list-style-type: none"> <li>T Human resource development</li> <li>T Social services development</li> <li>T Diversified economy</li> </ul>	<ul style="list-style-type: none"> <li>T Economic viability</li> <li>T Social and cultural development</li> <li>T Integration of social norms</li> <li>T Provision of economic, cultural and social services on a mass basis</li> <li>T Rapid development of selected sectors to provide employment and boost consumer demand as a stimulus for increasing output</li> </ul>	<ul style="list-style-type: none"> <li>T Unemployment of less than 5%</li> <li>T Income redistribution</li> <li>T Increased exports</li> <li>T 50%-60% increase in real per capita expenditure on food</li> <li>T Free education to high school level and compulsory primary education</li> <li>T Improved economic and social infrastructure</li> <li>T Achievement of social consensus</li> </ul>	<ul style="list-style-type: none"> <li>T Inflation curb</li> <li>T Budget deficit reduction</li> <li>T Economic growth of 3%-4% per annum</li> <li>T Reduction of unemployment to 15%</li> <li>T Improvement of water supply and development of indigenous energy supplies</li> <li>T Establishment of the institutional framework for a mixed economy</li> </ul>
Constraints	Constraints	Constraints	Constraints
<ul style="list-style-type: none"> <li>T Import dependency</li> <li>T Poor economic and social infrastructure</li> <li>T Domination of economy by agricultural exports</li> <li>T Export dependency</li> </ul>	<ul style="list-style-type: none"> <li>T Capital shortage</li> <li>T Deficiency of market demand</li> <li>T High levels of unemployment</li> <li>T Rapid population increase</li> <li>T Social constraints and cultural dichotomy</li> <li>T Low levels of investment</li> <li>T Low levels of income</li> </ul>	<ul style="list-style-type: none"> <li>T Unemployment</li> <li>T Shortage of skilled labour</li> <li>T Increased importation and its effect on domestic prices</li> <li>T Low exports</li> <li>T Need to rationalize the use of foreign exchange</li> <li>T Need to improve efficiency of state agencies</li> </ul>	<ul style="list-style-type: none"> <li>T Scarce foreign exchange</li> <li>T Unfavourable balance of payments</li> <li>T Budget deficits</li> <li>T High and fluctuating inflation and interest rates</li> <li>T Negative economic growth</li> <li>T Rising unemployment</li> <li>T Low levels of savings</li> </ul>

Source: Planning Institute of Jamaica, Kingston, Jamaica, 1990



**Table 3**

**RECENT ESTIMATES OF UNEMPLOYMENT AND POVERTY IN THE CARIBBEAN**

Country	Unemployment Rate (%)		Poverty Rate (%)	
	Year	Rate	Year	Rate
Antigua	1995	7.7	-	-
Bahamas	1997	9.8	-	-
Barbados	1999	12.3	1996	20.0
Belize	1997	12.7	1995	33.0
Dominica	1990	14.9	-	-
Grenada	1991	13.7	1998	30.8
Guyana	1992	11.7	1993	43.2
Jamaica	1998	15.5	1998	15.9
St Kitts/Nevis	1994	4.5	-	-
St Lucia	1995	15.9	1995	25.1
St Vincent	1991	19.8	1996	37.5
Trinidad/Tobago	1997	15.0	1992	33.0

**Source:** Downes (1999); ILO (1998)



NACIONES UNIDAS



**Serie**

**gestión pública**

### Issues published

- 1 Función de coordinación de planes y políticas, Leornado Garnier, (LC/L.1329-P; LC/IP/L.172) Sales number: S.00.II.G.37 (US\$10.00), 2000
- 2 Costo económico de los delitos, niveles de vigilancia y políticas de seguridad ciudadana en las comunas del Gran Santiago, Iván Silva, (LC/L.1328-P; LC/IP/L.171) Sales number: S.00.II.G.14 (US\$10.00), 2000 [www](#)
- 3 Sistemas integrados de administración financiera pública en América Latina, Marcos Makon, (LC/L.1343-P; LC/IP/L.173) Sales number: S.00.II.G.33 (US\$10.00), 2000 [www](#)
- 4 Función de evaluación de planes, programas, estrategias y proyectos, Eduardo Wiesner, (LC/L.1370-P; LC/IP/L.175) Sales number: S.00.II.G.49 (US\$10.00), 2000
- 5 Función de pensamiento de largo plazo: acción y redimensionamiento institucional, Javier Medina, (LC/L.1385-P; LC/IP/L.176), Sales number: S.00.II.58 (US\$10.00), 2000
- 6 Gestión pública y programación plurianual. Desafíos y experiencias recientes, Ricardo Martner, (LC/L.1394-P; LC/IP/L.177), Sales number: S.00.II.G.67 (US\$10.00), 2000 [www](#)
- 7 La reestructuración de los espacios nacionales (LC/L.1418-P, LC/IP/L.178) Sales number: S.00.II.G.90 (US\$ 10.00), 2000.
- 8 Industria y territorio: un análisis para la provincia de Buenos Aires, Dante Sica, forthcoming
- 9 Policy and programme evaluation in the english-speaking Caribbean: conceptual and practical issues, Deryck R. Brown (LC/L.1437-P; LC/IP/L.179) Sales number: E.00.II.G.119 (US\$10.00), 2000
- 10 Long-term planning: institutional action and restructuring in the Caribbean, Andrew S. Downes, (LC/L.1438-P; LC/IP/L.180) Sales number: E.00.II.G.120 (US\$10.00), 2000

### Other publications related to this series

- Arista, Anarrosa (1997), “A cada uno su oráculo”, entrevista a Hughes de Jouvenel, *Prospectiva: Construcción social del futuro*, Javier Medina y Edgar Ortegón (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Bervejillo, Federico (1996), “Territorios en la globalización: cambio global y estrategias de desarrollo territorial”, serie Ensayos N° 34 (LC/IP/G.99), Santiago de Chile, Dirección de Políticas y Planificación Regionales (DPPR), Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Blackman, Colin (1997), “La experiencia británica y la calidad de la prospectiva”, *Prospectiva: construcción social del futuro*, Javier Medina Vásquez y Edgar Ortegón (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Boisier, Sergio (1998a), “El desarrollo territorial a partir de la construcción de capital sinérgico”, Santiago de Chile, Dirección de Políticas y Planificación Regionales (DPPR), Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).

- (1998b), “Post-scriptum sobre desarrollo regional: modelos reales y modelos mentales”, serie Ensayos No. 45 (LC/IP/G.117), Santiago de Chile, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- (1996) “La gestión del desarrollo regional en economías de mercado abiertas y descentralizadas”, Modernidad y Territorio, Sergio Boisier (comp.), Cuadernos del ILPES, Santiago de Chile.
- (1992) El difícil arte de hacer región, Cusco, Centro de Estudios Regionales Andinos, Bartolomé de las Casas.
- Calderón, Fernando (1995), “Gobernabilidad, competitividad e integración social”, Revista de la CEPAL N° 57 (LC/G.1891-P), Santiago de Chile, diciembre.
- CEPAL (Comisión Económica para América Latina y el Caribe) (1987), “Coloquio Internacional sobre Nuevas Orientaciones para la Planificación en Economías de Mercado”, Revista de la CEPAL, N° 31 (LC/G.1452), Santiago de Chile, abril.
- Costa-Filho, Alfredo (1997), “Inflexiones recientes en el análisis prospectivo: exigencias actuales de mega ajustes”, Prospectiva: Construcción social del futuro, Javier Medina Vásquez y Edgar Ortigón, (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- (1990), “Planificación y futuro: una relación mal vista”, Pensamiento Iberoamericano, N° 18, julio-diciembre.
- (1988), Planificación y construcción del futuro, Santiago de Chile, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Dagnino, Renato (1997), “El aporte de la prospectiva al desarrollo social”, Prospectiva: construcción social del futuro, Javier Medina Vásquez y Edgar Ortigón (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- De Mattos, Carlos (1987), “Estado, procesos de decisión y planificación en América Latina”, Revista de la CEPAL No 31 (LC/G.1452), Santiago de Chile, abril.
- Díaz, Pamela (1994), “Métodos de análisis prospectivo: reseña y su utilidad para proyectos de inversión” (LC/IP/L.91), Santiago de Chile, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Di Gropello, Emanuela y Rossella Cominetti (comps.) (1998), La descentralización de la educación y la salud. Un análisis comparativo de la experiencia latinoamericana (LC/L.1132), Santiago de Chile, Comisión Económica para América Latina y el Caribe (CEPAL).
- Esser, Klaus y otros (1996), “Competitividad sistémica: nuevo desafío para las empresas y la política”, Revista de la CEPAL No 59 (LC/G/1931-P), Santiago de Chile, agosto.
- Giarini, Orio (1997), “El ejemplo de la Asociación Internacional de Ginebra”, Prospectiva: construcción social del futuro, Javier Medina Vásquez y Edgar Ortigón (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- (1997a), “Los prospectivistas como constructores de democracia y de sentido”, Prospectiva: construcción social del futuro, Javier Medina Vásquez y Edgar Ortigón (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- ILPES (Instituto Latinoamericano y del Caribe de Planificación Económica y Social (1993), “Repensando la planificación”, XVI Reunión de la Mesa Directiva del Consejo Regional de Planificación, Brasilia, D.F., 24 y 25 de noviembre.
- (1987), “Coloquio Internacional sobre Nuevas Orientaciones para la Planificación en Economías de Mercado” (Santiago de Chile, 25 al 27 de agosto de 1986), Revista de la CEPAL, No 31 (LC/G.1452), Santiago de Chile, abril.

- (1973), Evolución y perspectivas de los procesos de planificación en América Latina, Conferencia Iberoamericana de Ministros de Planificación y Desarrollo (Madrid, 21 al 25 de mayo de 1973), Santiago de Chile.
- Ingelstam, Lars (1987), “La planificación del desarrollo a largo plazo: notas sobre su esencia y metodología”, Revista de la CEPAL, No 31 (LC/G/1452), Santiago de Chile, abril.
- Linstone, Harold (1987), “La necesidad de perspectivas múltiples en la planificación”, Revista de la CEPAL No 31, (LC/G.1452), Santiago de Chile, abril.
- Matus, Carlos (1994), “Sobre teoría de las macroorganizaciones”, *Gobernabilidad y reforma del Estado*, Jorge Hernán Cárdenas Santa-María y William Zambrano Cetina (comps.), Santafé de Bogotá, Consejería Presidencial para la Modernización del Estado.
- (1993), *Planeación estratégica situacional. Guía de análisis teórico*, Primer curso internacional de Alta Dirección del Estado, Santafé de Bogotá.
- (1992), Política, planificación y gobierno, Caracas, Fundación Altadir, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- (1996), “Los estudios del futuro y la prospectiva: claves para la construcción social de las regiones”, serie *Ensayos*, N° 32 (LC/IP/G.95), Santiago de Chile, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Medina Vásquez, Javier y Edgar Ortegón (comps.) (1997), *Prospectiva: construcción social del futuro*, Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- (1997), “La prospectiva de la ciencia y la tecnología”, *Prospectiva: construcción social del futuro*, Javier Medina Vásquez y Edgar Ortegón (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Ocampo, José Antonio (1998), “Más allá del Consenso de Washington: una visión desde la CEPAL”, *Revista de la CEPAL* N° 66 (LC/G.2049-P), Santiago de Chile, diciembre.
- Rosales, Osvaldo (1996), “Política económica, instituciones y desarrollo productivo en América Latina”, *Revista de la CEPAL* N° 59 (LC/G/1931-P), Santiago de Chile, agosto.
- Rosenthal, Gert (1996), “La evolución de las ideas y las políticas para el desarrollo”, *Revista de la CEPAL* N° 60 (LC/G.1943-P), Santiago de Chile, diciembre.
- Saab, Assaad-Emile (1997), “¿Qué pistas hay en el futuro para la prospectiva estratégica?”, *Prospectiva: Construcción social del futuro*, Javier Medina Vásquez y Edgar Ortegón (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Schwartz Peter y Kees Van der Heijden (1997) “Cultura de empresa y planificación por escenarios. Una relación de coevolución”, *Prospectiva: Construcción social del futuro*, Javier Medina Vásquez y Edgar Ortegón (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Solari, Aldo y otros (1980) “El proceso de planificación en América Latina: escenarios, problemas y perspectivas”, Cuadernos del ILPES, N° 26, Santiago de Chile, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).
- Yero, Lourdes (1997), “Los estudios del futuro en América Latina”, *Prospectiva: Construcción social del futuro*, Javier Medina Vásquez y Edgar Ortegón (comps.), Santiago de Cali, Universidad del Valle, Instituto Latinoamericano y del Caribe de Planificación Económica y Social (ILPES).

- 
- Readers wishing to obtain the above publication can do so by writing to the international Trade and Development Finance Division, Development Finance Unit, Casilla 179-D, Santiago, Chile.. Not all issues are available
  - Publications available for sale should be ordered from the Distribution Unit, ECLAC, Casilla 179-D, Santiago, Chile, Fax (562) 2102069, [publications@eclac.cl](mailto:publications@eclac.cl)
  - **www** : These publications are also available on the Internet: <http://www.eclac.cl>

Name: .....
Activity:.....
Address:.....
Postal code, city, country:.....
Tel.:.....Fax: ..... E.mail address:.....