

NACIONES UNIDAS



CEPAL

ILPES

INSTITUTO  
LATINOAMERICANO DE  
PLANIFICACION  
ECONOMICA  
Y SOCIAL

INST/111

Original: Spanish

November, 1978

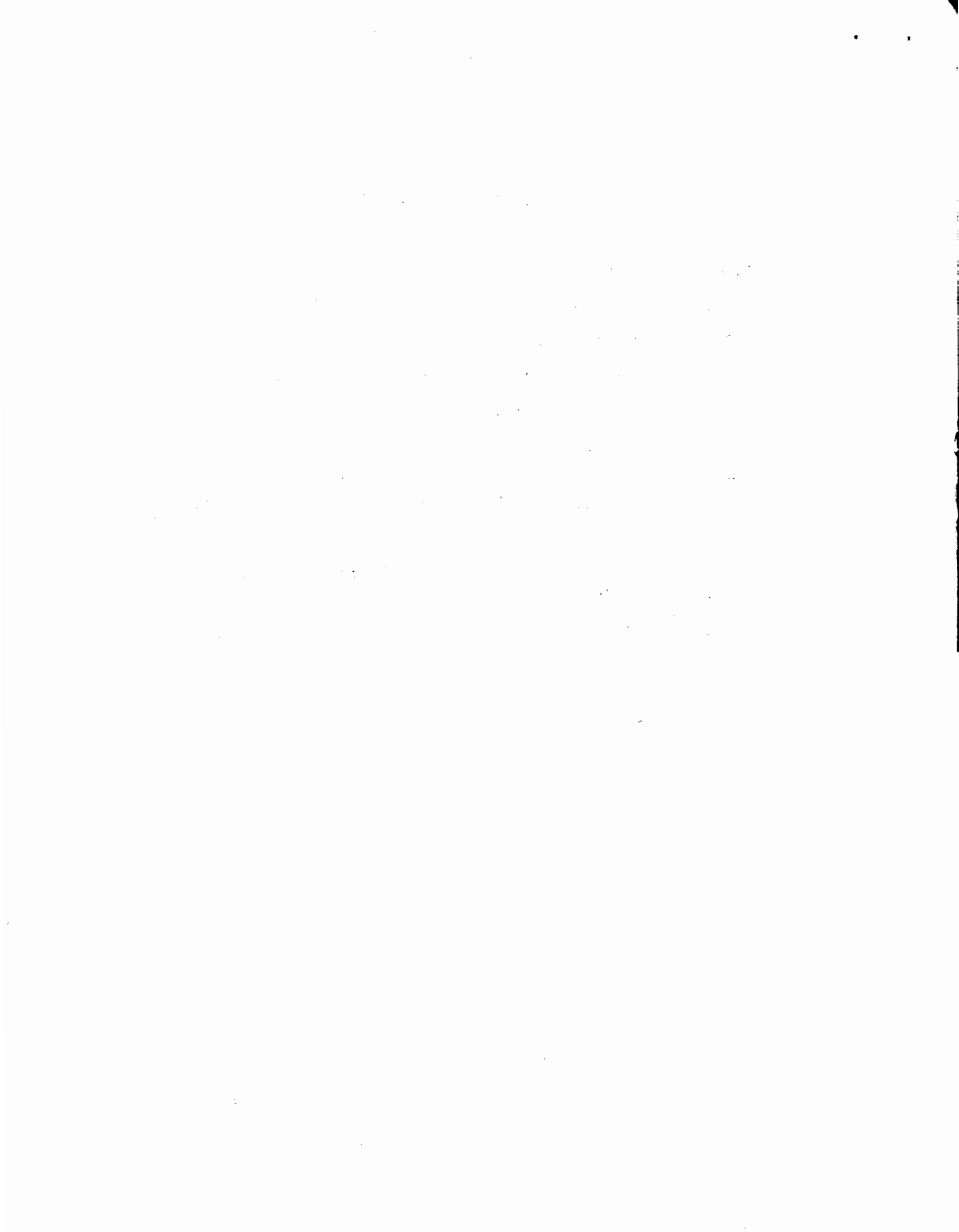
PROGRAMME ON COOPERATION AMONG PLANNING ORGANIZATIONS  
1978-1979

78-11-2546



PROGRAMME OF WORK, 1978-1979

1. General background.
2. Foundations for the operation and improvement of the System.
  - (a) Exchange of experience.
  - (b) Information network for co-operation in planning.
  - (c) Horizontal co-operation.
  - (d) Publications.
3. Support for the Conference of Ministers and Heads of Planning and support for or participation in other technical meetings.
4. Research.
5. Participation of officials and specialists of planning bodies in ILPES activities.
6. Relations with other regions.



## PROGRAMME OF WORK, 1978-1979

### 1. General background

These notes provide further details about the programme set forth in the report on Phase Four and the Review of the Phase Five Project.

The Programme will tackle primarily the following activities:

- Foundations for the operation and improvement of the System of Co-operation;
- Support for the Conferences of Ministers and Heads of Planning and for the Technical Meetings on Planning;
- Research ;
- Participation of officials and specialists of planning bodies in ILPES activities .

These activities will be undertaken at different levels. Since the System of Co-operation is of recent date, particular attention will continue to be paid to the design of the foundations for its operation and improvement. Consequently, priority will be given to the creation and improvement of channels of communication among planning bodies and to a system of information on planning in Latin America .

Co-operation activities will be carried out in close contact with the Advisory Services, Training and Research Programmes. The topics and areas tackled will correspond to government priorities, which are largely included in the Programme of Work Phase Five. The Programme will be closely linked with the activities of CEPAL (including CLADES) and CELADE, and will maintain a close relationship with UNDP in its activities.

### /2. Foundations for

2. Foundations for the operation and improvement of the System

Emphasis will be placed on:

- Exchange of experience;
- Information network for co-operation in planning;
- System of horizontal co-operation;
- Publications.

(a) Exchange of experience

CEPAL Resolution 351 (XVI) and the System of Co-ordination and Co-operation among Planning Bodies entrust ILPES with responsibility for supporting Governments in the exchange of experience in the field of planning.

ILPES updates and distributes the register of planning bodies and their officials in order that they can exchange information and basic documents. Important exchanges of documents and experience have taken place to date, but this activity should be intensified in the future.

(b) Information network for co-operation in planning

Without prejudice to the operation of a network for the exchange of information, documents, research results and plans of programmes and projects, a Planning Information Centre is needed, which should be available to users and provide maximum information for the proper operation of the System of Co-operation.

Together with CEPAL, CLADES and CELADE, ILPES is carrying out preliminary work for the design of the network, and is seeking technical and financial support from the International Development Research Centre (IDRC). Some details on this subject are given below.

/The Third

The Third Meeting of the ILPES Technical Sub-Committee, held in Panama in April 1978, adopted the following recommendations in connexion with the establishment of an information network for planning:

"The greatest possible dissemination of new studies and research in planning should be promoted by disseminating documents or advance research results";

"The fullest information possible should be maintained on the results of the different planning experiences in fields of top priority for the planning bodies".

The System of Co-ordination and Co-operation among Planning Bodies has a twin purpose: firstly, to improve planning as a government tool by which to obtain higher levels of development in each country; and secondly, to foster co-operation and integration through common action in development planning.

To achieve these two objectives it is vital to have an information network which provides up-to-date information on planning results, so that the experience may be used by individual countries, groups of countries or the region as a whole in accordance with their needs.

The recommendations and mandates of Governments concerning the System of Co-operation clearly expressed the need to establish a permanent flow of planning information which should include, as an important aspect of its design, the exchange of information which would allow countries to take short-cuts in their efforts.

The information network covering studies, research, methodologies, specialized resources, plans, programmes and projects, etc. will therefore be a valuable instrument for the organization and implementation of a genuine system of horizontal co-operation. The growing links among planning bodies are making a substantial contribution to laying the grounds for mutual

/collaboration and

collaboration and rapid progress in the application of planning, by making full use of experience and forestalling mistakes. The overall goal is to strengthen the planning process in the region through action in the specific area of information.

The problem of information may be approached on two levels: national and international. Approaches to the problem must be complementary in these two spheres. At the national level, there are various possibilities for improving national information systems which fuel the national planning and decision-making processes. At the international level, consideration must be given to the many possibilities of linking up the national planning systems to satisfy their growing information needs, perfect the internal systems, and, most important, promote co-operation and integration in Latin American and the Caribbean.

The complexity of the problem, the urgent need to solve it, and the strong support received from planning bodies, have therefore led ILPES, together with CEPAL (including CLADES/DOCPAL) and with preliminary support from IDRC, to decide a programme of action comprising the following stages:

- Design (1979);
- Operation of the network (1980 onwards) <sup>1/</sup>.

The network would be designed in collaboration with the planning bodies of Latin America and the Caribbean, and therefore technical meetings and studies will be necessary to learn the present state of affairs and determine the real information needs.

For the operation of the network, machinery will also be established providing a major role for direct participation by planning bodies <sup>2/</sup>.

---

<sup>1/</sup> See the document on the project "Information Network for Economic and Social Planning", submitted to IDRC.

<sup>2/</sup> The Asociación Interamericana de Presupuesto Público has shown great interest in participating in the network

The network would collect, process and disseminate the following kinds of data:

- Documents prepared by national planning systems as part of their permanent activities;
- Documents produced by other bodies which normally provide information for the planning system;
- Documents specially prepared by planning bodies for the exchange of experience;
- Documents prepared by international agencies connected with development planning in the countries of the region;
- Information on planning methodologies;
- Information on the legal and organizational aspects of plannings;
- Information on specialized human resources in the different areas of planning <sup>1/</sup>;

CLADES will be the institution responsible for the handling and processing of the data and will analyze the information and disseminate the results in collaboration with ILPES/CEPAL and with the support of CLADES/DOCPAL.

The following is a summary of the steps which have been taken in the creation of the information network:

- Conception of the network and preparation of the project document, <sup>2/</sup>
- Preliminary work in the compilation of basic documents by ILPES/CLADES;
- Listing of development plans available in the CEPAL/ILPES library.

---

<sup>1/</sup> Basic information for horizontal co-operation.

<sup>2/</sup> Participation of IDRC has been essential in this project.

(c) Horizontal co-operation

As stated in the Phase Five Project, various horizontal co-operation operations have begun with the planning bodies of the Dominican Republic, Chile, Brazil, Bolivia and Costa Rica.

ILPES is currently working with CEPAL and with the support of UNDP in designing a system of horizontal co-operation which would include:

- An inventory of the technical capacity of planning bodies to provide co-operation;
- Analysis of co-operation needs;
- Machinery to bring together supply and demand;
- Creation of a horizontal co-operation fund to activate co-operation activities as much as possible;
- Design and implementation of machinery to evaluate the results of horizontal co-operation.

The recommendations of the World Conference in Buenos Aires are being duly taken into account in the design of the system of horizontal co-operation.

(d) Publications

Publications are the basic vehicle by which the results of experience and research produced by the System of Co-operation and by ILPES may be placed at the disposal of planning bodies.

The system has two basic publications: the Planning Bulletin and Notes and Information. Every two years a report will be published on planning in Latin America <sup>1/</sup>. Efforts are being made to regularize the publication and distribution of the Planning Bulletin in both Spanish and English.

---

<sup>1/</sup> Further details are supplied in the section on Research.

The Planning Bulletin should be the main instrument for expounding and exchanging the substantive activities of the System of Co-operation. The purpose of Notes and Information is to provide more timely details about the organizational and operational aspects of the system and about substantive activities.

The Programme of Co-operation is also responsible for the publication of the "Temas de planificación" series, in which the material to be published by ILPES in the form of books or cuadernos is placed speedily at the disposal of planning bodies. The following titles have appeared so far: "Polos y centros de crecimiento, teoría y práctica en América Latina" and "Técnicas de análisis regional con información limitada".

The publication of the following titles is envisaged: "Planificación urbana"; "Estado y planificación"; "Guía para la presentación de proyectos de educación"; "Planificación regional a escala nacional"; "Planificación agropecuaria regional"; "La generación de proyectos de inversión en un proceso de planificación agropecuaria"; "Planificación de corto plazo"; "Política económica con especial mención al caso agropecuario"; "Política económica en la planificación del desarrollo".

3. Support for the Conferences of Ministers and Heads of Planning and support for or participation in other technical meetings

The following activities are envisaged:

- Support for the Conference of Ministers and Heads of Planning;
- Support for the meetings of planning experts from the CDCC countries;
- Support for technical meetings on such subjects as: regional development strategies; public enterprises and regional development; short-term planning; State and planning; planning and environment; participation of women and development planning; and national development strategies;
- Co-operation with meetings of other subregional systems of Heads of Planning;
- Support for national meetings on planning;
- Support for the organization of a seminar of Heads of Training Centres of Latin America;
- Participation in inter-american and subregional meetings on Programme Budgeting <sup>1/</sup>.

---

1/ ILPES took part in the Seventh Inter-American Meeting on Budgeting. It submitted a paper and will co-operate in the implementation of the recommendations with the Budget Office of Argentina, the OAS, the Instituto Centroamericano de Administración Pública and the Asociación Interamericana de Presupuesto Público (ASIP).

4. Research

(a) Progress and obstacles in planning

The Programme is participating with the other ILPES Programmes, CEPAL, CELADE and, basically, the planning bodies of Latin America, in permanent research on "progress and obstacles in planning in Latin America". This research is closely linked with ILPES research on "The State and Planning".

The documents produced will deal with subjects such as:

- Development of planning over the last thirty years;
- The present state of planning;
- Development of planning methods;
- The objectives and targets of development plans <sup>1/</sup>;
- Planning and government;
- Machinery and instruments for the execution of plans;
- National planning and regional planning;
- Social aspects in development planning;
- Linking up the long, medium and short terms;
- Planning and integration.

The research will also deal with national experience in planning.

(b) Survey of planning in Latin America and the Caribbean

The results of earlier research will provide most of the source material for a survey to be published by ILPES/CEPAL every two years. The survey will be undertaken basically with the participation of the planning bodies of Latin America and the Caribbean.

---

<sup>1/</sup> ILPES is currently preparing summaries of development plans.

The survey should include a series of chapters dealing with the various aspects of planning <sup>1/</sup>.

The following is a suggested outline for the exchange of ideas on its content:

Part I: Planning in Latin America and the Caribbean - Progress and Prospects <sup>2/</sup>.

Part II. Planning in individual countries.

- Current development plans (long- and medium-term plans, operational plans, programme budgets, etc.
- Planning organization.
- Planning methods used.
- Planning legislation.
- Human resources.
- Appraisal of national experience.

The survey of planning in Latin America might become in time one of the permanent topics to be considered by the Conferences of Ministers and Heads of Planning.

---

<sup>1/</sup> It would be desirable to agree with the Planning bodies on a standard format for the presentation of national experience in order to produce a document like the CEPAL Economic Survey or the Coyuntura Económica of the countries of the Andean Group.

<sup>2/</sup> This part would deal with groups such as: Caribbean countries, Central American countries, Andean Group countries, etc.

5. Participation of officials and specialists of planning bodies  
in ILPES activities

ILPES should be strengthened by the direct participation of officials and specialists of planning bodies in its activities. This participation could take the following forms:

- Participation in training programmes <sup>1/</sup>;
- Participation in advisory services;
- Participation in research programmes and particularly in research on progress and obstacles in planning in Latin America and in the preparation of the survey of planning in Latin America.

6. Relations with other regions

Pursuant to the mandates received from the System of Co-ordination and Co-operation among Planning Bodies, CEPAL/ILPES is beginning to establish links with the Economic Commissions for Africa and for Asia and with the Planning Institutes of these regions.

During a first stage, an exchange of experience will be fostered with a view to future programming of joint activities. As an initial activity, consideration might be given to the holding of a seminar on planning experience in Latin America, Asia and Africa. In the future, horizontal co-operation activities could be programmed. At present, the English version of the Planning Bulletin is being sent to those institutions.

---

<sup>1/</sup> In 1978 the participation is envisaged of Directors of Planning of the Dominican Republic, Brazil, and Guatemala as guest speakers in the ILPES courses.

PROGRAMME OF CO-OPERATION AMONG PLANNING BODIES

Supplementary note

After this document had been prepared ILPES received two items of information reflecting important contributions to the development of activities under the System of Co-operation and Co-ordination among Planning Bodies.

1. Approval of the project for an "Information Network for Economic and Social Planning"

At the end of October the IDRC Board of Governors approved a project for an information network for planning. The project document makes it clear that great importance is attached to participation by planning bodies in the design of the System.

Before the Project was approved Mr. John E. Woolston, Director of the IDRC Information Sciences Division, had written to the Executive Secretary of CEPAL emphasizing that he attached great importance to the Project and that its results would be of considerable significance for the region.

ILPES would like to draw attention to the valuable assistance provided to CEPAL/ILPES by Mr. Woolston and Miss Kate Wild in the design of the project.

Implementation of the project will begin in January 1979.

2. Joint ILPES-ASIP (Inter-American Public Budget Association activities

Mr. Justo Rodríguez Pérez, Budget Director of Venezuela and Chairman of the Executive Council of ASIP, has communicated to the Executive Secretary of CEPAL the following resolution, which was approved by the governing Council of ASIP at its second meeting, held in Buenos Aires in August 1978 on the occasion of the Seventh Interamerican Budget Meeting.

/ "The Governing

"The Governing Council of ASIP, on the proposal of the Executive Council and with the express support of the Budget Directors of Argentina, Brazil, Costa Rica, Chile, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama and Venezuela present at this meeting, and of the representatives of the National Budget Associations of Argentina, Brazil, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Panama and Venezuela, considers it valuable to conclude co-operation agreements with ILPES (Latin American Institute for Economic and Social Planning) on subjects of mutual interest to the countries of the Region in the areas of Planning and Budget.

"In particular, it is resolved to seek co-operation on the part of ILPES in the Research which ASIP has decided to conduct for the practical and conceptual evaluation of experience with, and the present status of, programme budgeting in Latin America.

"At the same time ASIP declares its interest in co-operating with ILPES and its readiness to co operate in the Project for the Information Network for the Regional System of Planning, as regards the budget system and its links with planning.

"Finally, the Governing Council has resolved to offer ILPES the opportunity to become involved in and co-operate in the efforts of both organizations to increase a bilateral co-operation between countries of the Region in the fields referred to.

"The Executive Council of ASIP is hereby authorized to take appropriate steps, together with ILPES, to draw up the agreements mentioned in the present resolution."

This resolution is of considerable importance, as it will make possible joint action in the closely related fields of planning and budgeting.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

Additionally, it is noted that regular audits are essential to identify any discrepancies or errors early on. By conducting these checks frequently, the organization can prevent small mistakes from escalating into larger financial issues.

The second section focuses on the role of technology in streamlining financial processes. Modern accounting software can significantly reduce the time spent on manual data entry and calculation. It also provides real-time insights into the company's financial health, enabling management to make informed decisions quickly.

Furthermore, the document highlights the need for strong internal controls. These controls should be designed to minimize the risk of fraud and ensure that all financial activities are conducted in accordance with established policies and procedures.

In conclusion, effective financial management is crucial for the long-term success of any business. By implementing robust record-keeping practices, leveraging technology, and enforcing strict internal controls, organizations can ensure the accuracy and integrity of their financial data.

It is also important to stay updated on the latest financial regulations and industry trends. This proactive approach helps in identifying potential risks and opportunities, allowing the organization to adapt and thrive in a competitive market.

Finally, the document stresses the importance of clear communication between all stakeholders involved in the financial process. Regular reporting and open dialogue ensure that everyone is on the same page and working towards the same goals.

The following table provides a summary of the key points discussed in the document. It serves as a quick reference for anyone reviewing the financial management guidelines.

Area	Key Points
Record-Keeping	Support all transactions with receipts/invoices; maintain accurate and up-to-date records.
Audits	Conduct regular audits to detect errors and discrepancies early.
Technology	Use modern accounting software to streamline processes and gain real-time insights.
Internal Controls	Implement strong controls to minimize fraud risk and ensure compliance with policies.
Communication	Ensure clear communication and regular reporting between all stakeholders.

By following these guidelines, organizations can achieve greater financial stability and success.