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WORK PROGRAMME FOR 1964

LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING

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This work programme for 1964 is based on the experience acquired during the Institute's first year of activity and on the guidelines that have been laid down by the Governing Council as to what work is most urgently needed in Latin America to accelerate the process of economic and social development planning. The work programme has been designed in the light of the Institute's own resources as proposed in its plan of operations approved in June 1962 by the United Nations Special Fund and the Inter-American Development Bank. ^{1/} During 1963 the Institute carried out a substantial volume of activities in co-operation with other United Nations bodies and other institutions. The work programme for 1964 is based on the assumption that such joint activities will continue, and that new projects will be established, in such fields as natural resources, with the participation of the agencies concerned in the various spheres covered by the Institute's activities.

The training programme has been given a powerful impetus by the establishment of the Institute. In 1963 eight intensive courses were given, a Basic Planning Course was held at the Institute itself, and in addition special courses in health planning and education planning were arranged. A short course on manpower was also given, in co-operation with the ILO. Thus the Institute's training activities covered both the economic and social aspects of planning. The work envisaged for 1964 is aimed at consolidating the results already obtained and improving the content and scope of the programmes, rather than increasing their number.

One of the central aims of the work programme is to establish on a firm basis the research in the planning field that the Institute should

^{1/} See document INST/2 (CD.I/1) of 8 June 1962.

undertake, which has been under study both by the Institute and by the Governing Council. This is an activity to which great importance has been given in the 1964 work programme. The programme has also been designed to place more emphasis on the Institute's work in connexion with the advisory groups, especially as regards the supervision and technical guidance being given by the Tripartite Missions now advising governments in eight Latin American countries. In this connexion a closer contact is called for between the Institute's activities and those carried out by the advisory groups, from the moment when planning programmes are initiated up to the stage when the plans themselves are worked out. The recent establishment of a special section for programming the social aspects of development will make it possible to undertake detailed research on those aspects with a view to incorporating the results both in the training courses and in the advisory services to governments. Finally, 1964 will see the first publication in Latin America of manuals on over-all and sectoral economic programming.

There follows a summary of the activities envisaged for 1964 in the various fields of activities.

I. TRAINING PROGRAMME

In 1964, the Institute's training activities, which take the form of a Basic Planning Course, will include in addition six intensive courses and, if possible, three specialized courses.

The basic course will be given from 6 April to 4 December 1964. During the first stage of common training, which covers the first four months of the course, an effort will be made to include more on the social aspects of development, and on the specific problems that arise in the planning field in relation to the economic integration of the Latin American countries.

During the second stage of the course in 1964, two new fields will

be covered: budget and transport programming; these have replaced the former special fields of programming in the public sector and programming of human resources, which will be resumed at a future date. This change makes it possible - through the advisory groups - to acquire a new type of experience and to go into certain subjects in greater detail that thus far have not been sufficiently covered in these special fields, and at the same time to collect and prepare new teaching materials.

Assistant lecturers will continue to contribute to the work of the basic course, a system which permits a more effective training both for the participants and for the assistant lecturers, who can thus later help to fill the expert posts in the advisory groups and in other spheres connected with the Institute's activities.

The intensive courses planned for 1964 will be given in seven countries, with a varying degree of participation by the professional staff of the Institute. In all these cases there will be increased participation by national agencies and institutes in the organization and conducting of the courses. The scope of the Institute's contribution will depend partly on the progress each country has made in the planning field, and the facilities that exist in the country to permit it to undertake increasing responsibility as regards the training of personnel. In every case the Institute will co-operate through the university faculties concerned, which will be responsible for providing the lecturers and the teaching and reference material required, and the Institute will provide whatever help is needed as regards the designing and orientation of the various programmes. It is hoped that this growing participation by national institutions will tend, as it has in the past, to extend the Institute's sphere of activity and permit the holding of courses in a larger number of countries.

With respect to the special courses, it is proposed in 1964 to add a new course on housing programming. Here, too, advantage will be taken of the interest and experience of other international agencies - the Inter-American Development Bank, ECLA, and CAS - to organize a course that will present specialized knowledge in the housing field within a

broader and more general framework of economic and social development planning.

Similarly, work will begin in 1964 on the preparation of a special course on planning and economic integration, and another on development planning in Latin America designed for trade union leaders.

A. Basic Planning Course

(a) First stage: common training

This stage is designed to provide participants with a homogeneous body of indispensable knowledge on those subjects most directly related to economic and social programming. Such knowledge includes: (i) theoretical elements of economy, sociology, organization, administration and economic policy; (ii) methodological and practical instruments for quantifying and analysing the characteristic phenomena of development in accordance with the real situation prevailing in Latin America; and (iii) specific programming techniques at the over-all, sectoral and specific project level (see table I).

The programme consists of classes, discussion seminars and practical work carried out through exercises under the supervision of assistant professors. There will be fifteen hours of classes a week, totalling approximately 270 hours in four months. Three afternoons a week are normally devoted to the seminars and exercises, that is, about 150 hours in the four months.

Table I contains a list of the subjects taught during the common training period.

In former years these subjects were supplemented by separate short courses on demography, social aspects of development, human resources, natural resources, etc. The knowledge imparted in these short courses, as also the study of regional economic integration, has now been incorporated in the various basic subjects set out above, in an effort to give the

Table 1

Programme of the Basic Planning Course

First stage: general training

Weeks	1st period	2nd period	3rd period
1	ECONOMIC ANALYSIS (45 hours)		SOCIAL ACCOUNTING (40 hours)
2			
3			
4			
5			
6			
7	ECONOMIC DEVELOPMENT (40 hours)		PLANNING TECHNIQUES (35 hours)
8			
9			
10			
11	PREPARATION AND EVALUATION OF PROJECTS (40 hours)		ANALYSIS AND INSTRUMENTS OF ECONOMIC POLICY (40 hours)
12			
13			
14			
15			
16			
17	BUDGET TECHNIQUES (15 hours)	ORGANIZATION AND ADMINISTRATION (15 hours)	
18			

body of basic knowledge imparted in the common training stage of the course a more homogeneous and integrated character.

(b) Second stage: specialized training

Once the common training period is completed, the participants will be split up into groups of 10 or 15 and will follow different programmes in order to go further into programming problems and techniques in

specific sectors. Each participant may follow only one specialized course, since they are held simultaneously and demand all their attention.

Each specialized course is directed by a senior professor, with the collaboration of a group of assistants. It comprises classes, discussions, seminars and exercises, an intensive programme of lectures, and practical work on the subject prepared by each participant.

The specialized courses to be held in 1964 and their general guidelines are as follows:

1. Over-all programming

This specialized course is for a small group of top-level workers of professional standing to whom advanced knowledge will be imparted on the techniques used in the formulation of plans, including preparation of the general diagnosis and macroeconomic projections, determination of coherent sectoral aims and other analyses required to outline a development programme with an indication of economic policy measures and also of administrative and organizational requisites for the execution of plans.

The training programme covers three groups of subjects in this cycle of specialized courses, e.g.: planning instruments (including subjects of applied mathematics, such as matrix algebra, linear programming, differential functional and finite equations; economic accounting, and mathematical models); planning (including basic economic analysis, theory of planning, development plans, planning systems and comparative analysis of economic development by countries); analysis and instruments of economic policy (in which a thorough study is made of the measures that can be used to promote development in so far as taxation, incentives, allocation of resources, social security, etc. are concerned, special attention being devoted to the study of problems of short-term policy in terms of the goals of medium and long-term plans).

2. Budget programming

This course will train specialists in the preparation and use of budget estimates in accordance with the orientation of development plans and investment of the public sector. To that end, a study will be made

of the most suitable administrative organization for the smooth running of budgetary mechanisms and their connexions with the planning system, as also the various problems arising from the preparation of budgets integrated in the planning system, the detailed programming of the budget, and the evaluation and criticism of control and public accounting systems. In other words, the aim of this specialized course is to train participants in the various facets of establishment, operation and control of budgets by programmes and activities.

3. Industrial programming

The aim of this specialized course is to train economists, engineers and other specialists of professional standing in analysis and programming techniques for the development of the manufacturing industry.

Both analysis and programming, which fit into the framework of over-all economic development, are dealt with in theory and in practice, with emphasis on situations and characteristic features of Latin America. Since the idea is to train specialists capable of considering manufacturing problems on an integral basis, analysis and programming are dealt with at varying levels and degrees of scope. The levels extend from the sector as a whole to the enterprise and the specific project, and the scope covers the regional, national and international spheres.

The characteristic problems dealt with will include: (a) size and orientation of the industrialization process; (b) effects of industrial development on the economy, its influence on other sectors, on the balance of payments, employment, etc.; (c) establishment of patterns for import substitution and for the expansion and diversification of exports; (d) preparation and evaluation of industrial projects and their integration in development programmes; and (e) formulation of an industrial development and promotion policy.

4. Transport programming

Here the object will be to impart a body of basic knowledge which

will enable the question of co-ordination and integration of the various transport systems to be tackled on a well-planned basis, in accordance with the transport needs emerging from a development plan.

Programming techniques for this sector will be developed to the point of the formulation of specific projects integrated in the over-all plan. Other aspects of this specialized course refer to questions of finance, tariff organization, administration and policy, and the regulation of transport services.

It will also include a series of seminars on the analysis of specific projects in the transport sector.

5. Agricultural programming

There will be no radical changes in the curriculum for this specialized course in 1964. It will continue to follow the line of the participants' gradual penetration into the subjects of this specialty. It is divided into three parts:

- (a) The first will deal with the elements of analysis and analytical instruments required to carry out practical activities in agricultural programming, through the following subjects: agricultural economics, agricultural development and statistical agricultural sampling;
- (b) on the basis of this fundamental knowledge a study and analysis will be made of two of the serious causes of stagnation in the agricultural sector of latin American countries, i.e., marketing systems on the one hand, and systems of land use and tenure on the other;
- (c) The third part consists of a specific study of planning techniques applicable to the agricultural sector, as also the instruments enabling an appraisal to be made of the advantages and disadvantages of various agricultural policies.

B. Intensive courses

In 1964, the Institute will accentuate its present trend of modifying the scope and content of the intensive courses in relation to the specific needs and characteristics of the countries in which they are given. For instance, in the case of Central America, additional emphasis will be laid on the linking-up of the economic integration process with the development plans of the individual countries. Again, in countries where the shortage of specialists in a particular sector is proving to be a serious obstacle to the formulation and implementation of plans, an endeavour will be made to include in the relevant intensive courses whatever special branches of study are needed to fill the gap. Wherever a course has already been held for several years in succession, efforts will be made, as explained before, to ensure that the local teaching staff take a more active part in the work and to encourage, as far as possible, the formation of national groups which could assume the main responsibility for the organization of the courses thereafter.

The following intensive course are planned for 1964.

Brazil - The courses, which are to be held in Rio de Janeiro and other towns, will be given in collaboration with the ECLA/BNDE Economic Development Centre. The Centre will also give courses in Minas Gerais and Brasilia, in the Nordeste with the co-operation of SUDENE and in Rio Grande do Sul.

Bolivia - The intensive course will be held in early 1964, with the collaboration of the Advisory Group and the National Planning and Co-ordination Department.

Peru - A course will be organized in collaboration with the National Planning Institute and the Advisory Group.

Uruguay - The Institute will co-operate with the intensive course organized by the Investment and Economic Development Commission, in which the Advisory Group experts will take part.

Mexico - As in previous years, the course is to be given in collaboration with the Mexican Government and the ECLA Office in Mexico.

Central America - A second course is to be held with the co-operation of the ECLA Office in Mexico and the Advisory Group for Central America.

Paraguay - The Institute will co-operate in the course organized by the Paraguayan Centre for Economic Development Studies (CEPADE).

C. Special courses

Besides the training activities described, whose aim is to train personnel to form part of national planning teams, the Institute - in co-operation with other agencies - will hold special courses on programming for the social sectors. As well as covering the subjects that are proper to each of these fields, the courses will give some general information on economic planning techniques in order to enable participants to co-ordinate their activities with the central or sectoral economic and social planning teams.

It is planned to give three of these special courses in 1964 and to hold preparatory seminars for two to be started in 1965.

1. Course on health planning. To be given in co-operation with the Pan-American Sanitary Bureau, for a duration of about fourteen weeks. The 1964 course will be the third. The syllabus is to be revised in the light of the experience acquired during the present course and its pilot studies and in countries where the methodology of planning taught in the course is actually applied.

2. Course on educational planning. ^{1/} To be given in co-operation with UNESCO. The 1964 course will be the third in this field.

The course given by the Institute in 1962 and 1963 comprised two kinds of subject-matter: the first relating to the procedures and practices of educational planning and the second - which supplemented the first - dealing with special techniques required for planning. The scope of the syllabus will be broadened by the experience gained in this field and by the results of the research that the Educational Planning Section is carrying out on the lines described elsewhere in this report.

Housing programming: The possibility of holding a specialized course on housing programming is being explored with the Inter-American Development Bank, LCLA and AID. The course would last for three months, and would be the first of its kind to be given by the Institute. It would be for officials of housing institutes, planning offices and other Government and university institutions responsible for the preparation and execution of national housing plans in the Latin American countries.

^{1/} Two training courses for 1964 are mentioned in the Agreement of Co-operation between the Latin American Institute for Economic and Social Planning and UNESCO (INST/20/Rev.1).

II. ADVISORY GROUPS

At present there are Advisory Groups in Bolivia, Uruguay, Paraguay, Peru, Central America and the Dominican Republic. Except for that in Bolivia all the groups are under the OAS/IDB/ECIA Tripartite Agreement whereby these Missions are the joint responsibility of the three organizations. The Tripartite Committee determines the composition and work programme of each Mission in agreement with the Government asking for such assistance. The Advisory Groups are financed by the United Nations, OAS, and IDB, each of which finances the experts assigned to it by agreement. It is anticipated that all these Advisory Groups will continue to be active in 1964.

Generally speaking the work programme follows a similar pattern for all the advisory groups: assisting the Government in analysis and projections to form a basis for a global plan; preparation of short and medium-term plans including the preparation and evaluation of projects; training and establishment of a planning system and policies. The work in the individual countries is at various stages of advancement. None of these countries has a short or medium-term plan prepared, and only Bolivia has a global plan.

The Institute's principal contribution to the work of the Advisory Groups is orientation and supervision both with respect to over-all objectives as well as to the work of individual experts. The basic problem for the Institute in this field of activity is the lack of resources for the constant and detailed supervision that is required. However, more resources are expected to be available for the most essential needs in 1964.

The programme of work for 1964 will be as follows in the individual countries:

BOLIVIA - It will be necessary to prepare a medium-term plan for four to five years and revise the ten-year global plan. This programme will probably take the whole of 1964 to complete, in view of the fact that the National Planning Secretariat will also be involved with economic policy and the execution of plans. In addition the Advisory Group will

assist in building up sectorial planning units in Ministries and autonomous agencies so as to have a more effective planning mechanism. Special emphasis will be given to the preparation of projects.

URUGUAY - The Investment and Economic Development Commission (CIDE), with the help of the Advisory Group and the Institute, has completed a diagnosis of economic and social problems and an inventory of projects at different stages of preparation. A four-year plan based on the diagnosis and projections of the economy will be prepared. In the second half of the year the work of the Advisory Group will probably also include assistance to the Government in revising the over-all aspects of planning and in the preparation and evaluation of specific projects which could be incorporated in the four-year plan. During 1964 the Institute will continue to give assistance in all these fields as well as in budget programming, public investment, agriculture and industry.

PARAGUAY - During the second half of 1963 the Institute has been able to give substantial assistance to the Advisory Group in Paraguay, especially in the preparation of a diagnosis and a short-term investment plan which will be ready in 1964. The principal work for 1964 will be concerned with that plan, and with the preparation of a global long-term plan and a four-year plan for public and private investment.

PERU - The Advisory Group in Peru assisted the Government in preparing a diagnosis which will serve as a basis for a short-term public investment plan. In addition, the programme for 1964 will have three main objectives:

- a) to prepare a global plan setting forth long-term development targets;
- b) to prepare a five-year investment plan for the public and private sectors, which will be put into effect in the second half of the year;
- c) to help in setting up an efficient planning mechanism through reform of the public administration. The Institute will be required to give particular attention to public investment, project preparation and evaluation, regional development and the over-all aspects of planning.

CENTRAL AMERICA - The activities of the Government of the five Central American countries are directed at the preparation of co-ordinated national plans in the light of economic integration requirements, which are to be put into effect in 1965-69. Co-ordination will be sought through the preparation of purely regional plans for specific sectors, such as manufacturing industry, transport and energy, with which plans for the other sectors will be brought into line.

The work of the Joint Programming Mission for Central America is carried out under the general aegis of a Committee composed of representatives of ECLA, OAS, IDB, SIECA and CABEL.

The stage of diagnosis is expected to be completed in the first quarter of the year. The second quarter will be taken up by the preparation of projections and specification of targets. During this period a start will be made on sectorial plans, as well as on the work of completing the bases for specific projects. In 1964 efforts will be made to institute programme budgeting and to reform the administration in certain fields that are essential for ensuring that the plans will be executed with at least a modicum of efficacy. It is hoped that the plans will be ready for evaluation in the course of 1964.

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III. RESEARCH PROGRAMME

In 1964 special priority will be given to the preparation of certain basic studies in the Institute Research Division, dealing with, in particular, economic integration and its relations with planning and short-term economic policy as a function of development plans.

The resources of the Division will be expanded by the addition of two economists. Even so, it will not be possible to include in the 1964 programme some research work that has been under consideration, i.e., an analysis of ECLA's line of thought. Nor, of course, will the programme include research done by the various specialists in connexion with the requirements of the courses and the preparation of textbooks.

1. Regional integration

The major effort in connexion with this important topic will be made in 1964 through the project begun by the Research Division on the co-ordination of the national development plans of countries in process of integration, or, in other words, the study of relationships between the regional integration process and planning at the national level. To this end, the following research work of a preliminary and essentially methodological nature will be carried out:

(a) An up-to-date macro-economic diagnosis will be prepared in respect of the Latin American Free-Trade Area as a whole, on the basis of aggregated product, consumption, investment and other series, as well as by major production sectors;

(b) The situation in recent years will be analysed, and tentative projections will be formulated in respect of the ALALC countries' foreign trade, differentiating between their reciprocal trade, their trade with the rest of Latin America and their trade with the rest of the world. The study will be carried out by types of goods and sectors of origin, on the basis of broad sectors. The relationship between this trade and over-all economic growth will be analysed at an aggregated level, by major sectors, by countries and for the region as a whole.

A start has already been made on this initial phase of the research, which will be completed in the early months of 1964. Its findings will

provide guidance for the more efficient orientation of the phase of definitive research, designed to incorporate the new development represented by regional integration in the national plans of the various countries.

It is already possible to envisage some of the aspects of the problem which might call for study during the second phase of the research. They include reconsideration of the criteria for balanced development and reduction of the foreign trade coefficient, in the light of the prospects for increased specialization among the countries members of the integrated area. Obviously, the higher degree of interdependence existing among integrated countries will tend to affect income, consumption, investment and other economic magnitudes, and this fact will have to be taken into account in each individual country's planning process, both in diagnoses and projections and through the co-ordination of economic policies. These topics of study will be more accurately defined at the close of the first phase of research described above.

In connexion with the Central American Common Market, the closest possible contact will be maintained, through the Advisory Group for Central America and the Mexico Office of ECLA, with activities in that area relating to methods of work applicable in the planning of integration.

2. Relation between long-term planning and short-term economic policy

Two main problems limit the efficiency of planning as an instrument of government in Latin America:

(a) The lack of a clear connexion between short-term economic policy and medium and long-term plans;

(b) The inadequacy of the progress achieved in the operational and administrative aspects of planning.

Research work on these topics is envisaged at two levels of depth and detail:

- (i) A general model or frame of reference including the chief instruments of short-term economic policy - such as fiscal, monetary, credit, price and wage policies - together with structural variables. This general framework should serve, although at a comparatively high level of aggregation, to determine how each of these instruments is related to the others and to the process of development and structural change;

- (ii) A series of studies of a more thorough and detailed kind on each of these same instruments of economic policy, with a view to clarifying how they should be wielded in order to ensure attainment of the objectives established under the medium and long-term plans.

These two levels of aggregation are regarded as complementary, since the more detailed analyses will gradually fall into place within the general framework, which they will no doubt modify, in a process of adjustment.

In the course of 1964 a preliminary version of the general frame of reference will be prepared, and a more detailed study of the public sector will be carried out in the following fields.

- (a) Fiscal policy and planning;
- (b) Operational aspects of the execution of plans;
- (c) Administrative and organizational aspects.

An attempt will also be made to define the links between these studies and the socio-political topics which will be concurrently analysed in the Social Development Division.

3. Regional programming within a given country

It is expected that activities will be initiated in 1964 on the basis of collaboration and an exchange of experience with national agencies engaged in this type of work in some Latin American countries. The Institute intends to pursue this line of activity by means of systematic investigation conducing to a general methodological approach.

More ambitious studies on this subject will be undertaken only as the available time and resources permit.

4. Status of planning in Latin America

This study is linked to the project mentioned under point 2, since it is necessary to draw up a balance of the existing situation which will define the most important obstacles to the efficiency of planning in Latin America. It constitutes a continuation of the study jointly prepared by ECLA and the Institute and presented at the tenth session of ECLA held at Mar del Plata in May 1963

IV. OTHER ACTIVITIES

1. Programming of Social Development

The Institute's interest in the social field has been demonstrated both by the short courses in this field given as part of the Basic Course, and in the special courses on planning in health, education and human resources. However, it has not yet proved possible to initiate a systematic analysis of the way in which the basic social problems could be covered as they should in planning. Among other things, with a view to working out possible solutions to this problem, and of going more deeply into the analysis of social policy within the framework of planning, a Division of Social Development Planning was established in 1963.

During 1964 the Mission will therefore concentrate on a basic research programme to be carried out in close co-operation with FCLA's Division of Social Affairs, and with assistance from UNICEF.

Similarly, as far as resources can be obtained for the purpose, the new Division will take on research assistants, with the aim of training specialized personnel. It is also hoped that in 1964 work can be completed on preparing a programme of studies, together with the necessary teaching materials, so that in a subsequent year a course can be given that will constitute a beginning in the building up a body of personnel trained in this field.

2. Projects

The Institute has noted the existence of certain important problems relating to the preparation and evaluation of projects within the general planning schemes.

Firstly it must be pointed out that the preparation of a greater number of projects in the region needs to be encouraged, on the basis of a more substantial foundation of background material than at present and with proper emphasis on the economic aspects. This suggests the advisability of undertaking action that could be summed up under two broad heads, a) direct assistance to Governments, and b) contribution to the training of experts.

With respect to assistance to Governments, the aim will be to ensure that all the advisory groups will include experts in project work. Project experts of both a general and specialized type would be useful. The general experts would be responsible, in essence, for the general task of identifying investment projects and organizing working teams to undertake the necessary preliminary studies, working in close contact with the sectoral specialists in the advisory groups. The specialized project experts would undertake a more detailed study of those projects that emerged from the first stage of selection.

The shortage of trained staff points to the second line of action referred to above, aimed at a programme for extending teaching activities and research that would seem to be of special interest as regards the promotion of projects. The following deserve to be mentioned:

- a) The promotion of the study of projects, and institutional questions and political decisions related thereto;
- b) The broadening of the concept of "project" and the weight given to it in general planning and programme budgeting models;
- c) Definitions and concepts relating to social projects (health, education and housing).

In line with the foregoing observations, the main effort will be devoted to revising and bringing up to date the Project Manual, incorporating the most important conclusions arrived at in such research fields as those listed above. The material to be revised as regard to exposition or teaching approach is mainly that related to shadow prices, size, location and financing. An effort will also be made to incorporate new illustrative case histories.

Attention will, of course, continue to be devoted to the subject of projects in the Santiago Course and in the intensive courses, but it is intended, again with a view to promoting project preparation, to study the organization at bases and content for specialized courses, of six to eight weeks, and seminars for the training of project experts. In 1964, the subject will be given as much attention as possible and steps will be taken to define the content of the specialized courses or seminars, and to prepare the necessary teaching material.

3. Joint programme in collaboration with Resources for the Future

A draft agreement has been reached with Resources for the Future whereby experts from that agency will work in close collaboration with the economists and technical Institute personnel on basic research connected with the main subject of natural resources development within the context of economic planning. It is hoped that the first expert will join the Institute in the middle of 1964, and that the second will start work in the same year. This research programme will make it possible to give fuller coverage to a sector of planning whose importance in the formulation and execution of plans is obvious.

4. Seminar on organization

The Institute and the International Bank have agreed to hold a seminar on Planning, Organization and Administration for Planning during the first half of 1964. This seminar will be principally for staff members of the Institute and the International Bank, and other agencies interested in the subject will be invited. Some Latin American government officials who have knowledge and experience in this field may also be invited to attend in a personal capacity. It is believed that the seminar will help to clarify basic questions on practical aspects of planning, improve training activities in this field and also contribute to the activities of the Advisory Groups.

5. Publications programme

The Institute is to launch its publications programme in 1964, in accordance with its original plans of work, with the purpose, as defined by the Governing Council, of placing the material and experience accumulated by ICLA and the Institute at the disposal of all students of economic development in the region.

With this end in view, a general programme of publications was drawn up in 1963, which includes for each of the main sectors both programming manuals and other manuals on special extension and research. It is hoped to publish the first programming manuals in 1964. For this purpose, general texts, some texts dealing with common techniques (economic development, social accounting, projects, etc.) and others on over-all and sectoral programming will be prepared from material already available.

INTEROFFICE MEMORANDUM

INST/3-10

Mr. Cristóbal Lara Beautell, Deputy Director General

E. Sameh, Administrative and Finance Officer

Blauer

Plan of Expenditures for the year 1964

15 October 1963

1. In accordance with your instructions, please find enclosed Plan of Expenditures for the year 1964 (Annex I).
2. For your information, please note that the following assumptions were made in preparing these estimates:

Post adjustment.- Due to the constant raise in cost of living and in consultation with ECLA, it is anticipated that as of 1964 the minus post adjustment will be abolished in Santiago; therefore, estimates are based on zero post adjustment.

Local staff salaries.- For the same reasons as above, and also in consultation with ECLA, salaries for local staff have been increased by approximately 30% over the 1963 scale.

Post of Director General.- Only 6 months have been taken into account for the salary and representation allowance of the Director General of the Institute, in view of the fact that he will be in the UN Headquarters payroll with the Conference for International Trade during the first half of 1964.

Governing Council.- In accordance with the specific request of the Special Fund and particularly with reference to Mr. J. Reedman's letter dated 21 June 1963, the travel of the Governing Council has been included in the budget estimates. However, it is to be noted that the Special Fund agreed that funds would be allocated for this purpose additional to the 2,800,000 dollars already allocated for direct project costs.

Changes in substantive professional staff and administrative and supporting staff.- Please find attached:

- (a) Comparative list of the staff in 1963 and 1964 (substantive professional category) (Annex II);
- (b) Comparative list of administrative and supporting staff in 1963 and 1964 (Annex III).

LATIN AMERICAN INSTITUTE FOR ECONOMIC AND SOCIAL PLANNING
 PLAN OF EXPENDITURES FOR THE YEAR 1964
 (Expressed in US dollars)

A. PERSONAL SERVICES

Post title	Level	Period Man/Months	Estimated 1964
INSTITUTE STAFF			
I. <u>Substantive Professional Staff</u>			
<u>Executive Office</u>			
1. Director General	U/S	6	8,950
2. Deputy Director General	D2 III	12	15,520
3. Special Adviser to the Director General	D2 II	12	15,020
4. Secretary of the Institute	P5 I	12	10,650
5. Executive Assistant	P3 III	12	7,880
<u>Directors</u>			
6. Natural Resources, Regional Develop- ment and Transport	D2 II	12	15,020
7. Project Preparation and Evaluation	D1 II	12	12,500
8. Social Development Planning	D1 I	12	12,080
9. Training Programme	P5 II	12	10,910
10. Research and General Programming	P5 I	12	10,650
<u>Economists and Professors</u>			
11. Agriculture	P5 V	12	11,660
12. Agriculture	P5 I	12	10,650
13. Agriculture	P2 V	12	6,880
14. Industry	P4 VIII	12	10,650
15. Industry	P2 I	12	6,130
16. Public Sector	P4 V	12	9,870
17. Public Sector	P3 I	8	4,975
18. Natural Resources	P5 I	8	7,100
19. Natural Resources	P4 I	12	8,930
20. Budget Programming	P4 V	12	9,870
21. Budget Programming	P3 I	8	4,975
22. Finance	P4 V	12	9,870
23. General Economist	P4 V	12	9,870
24. General Economist (Research)	P4 I	8	5,955
25. General Economist (Research)	P4 I	8	5,955
26. General Economist	P3 III	12	7,880
27. General Economist	P2 VI	12	7,060
28. General Economist	P2 I	12	6,130
29. Transport Programming	P3 III	8	5,255
30. Projects	P2 I	12	6,130
31. Fiscal Policy	P2 I	12	6,130
<u>Total Substantive Professional Staff</u>		342	281,105

Post title	Level	Period Man/Months	Estimated 1964
II. Administrative and Supporting Staff			
Administrative and Finance Officer	P4 II		9,180
Translator	P2 I		6,130
Translator	P2 I		6,130
Administrative Assistant, Training Programme	P1 I		4,800
Chief, Documents and Registry			4,600
Administrative Assistant, Administrative and Finance Services			3,000
Finance Clerk			2,950
Travel Clerk			2,670
General Services and Supply Clerk			2,330
Sixteen Secretaries			34,450
Five Typists			8,640
Registry Clerk			1,930
Telephone Operator/Clerk			1,530
Twelve Custodial Workers			11,420
Four Messengers			3,260
Documents Clerk/Messenger			1,020
Driver			1,530
Two Mimeograph Operators			2,040
Two Collators			1,800
<u>Total Administrative and Supporting Staff</u>			<u>109,410</u>
III. Consultants			
			<u>80,000</u>
IV. Official Travel			
			<u>25,000</u>
V. Common Staff Costs			
Representation Allowance		1,250	
Dependency Allowance		30,000	
Travel on Appointment and/or Repatriation		12,000	
Installation Allowance		8,000	
Assignment Allowance		20,000	
Within Grade Increments		7,500	
Home Leave Travel		12,000	
Social Security: Pension Fund, Medical Insurance, Group Life Insurance, Income Tax Refunds, etc.		50,000	
Education Grant		<u>6,000</u>	
			<u>146,750</u>
TOTAL (A): PERSONAL SERVICES			<u>642,265</u>

B. EQUIPMENT AND SUPPLIES

I. Property and Equipment

a) Office equipment	4,200	
b) Transportation equipment		
c) Office and conference furniture	<u>5,500</u>	9,700

II. Supplies and Materials

a) Office and reproduction supplies	4,500	
b) Supplies and maintenance of premises	3,000	
c) Fixtures and installations	<u>3,000</u>	<u>10,500</u>
		<u>20,200</u>

TOTAL (B): EQUIPMENT AND SUPPLIES 20,200

C. MISCELLANEOUS

a) Maintenance of office and related equipment	300	
b) Operation and maintenance of transportation equipment	1,000	
c) Rental and maintenance of telephone exchange	6,000	
d) Maintenance of premises - Contractual services	2,000	
e) Utilities: water, gas, electricity, fuel, oil, etc.	4,500	
f) Communications, cables, freight, etc.	12,000	
g) Hospitality	1,000	
h) Travel of Governing Council	15,000	
i) Contingencies	<u>7,000</u>	<u>48,800</u>

TOTAL (C): MISCELLANEOUS 48,800

D. EXECUTING AGENCY OVERHEAD COSTS 52,000

GRAND TOTAL 763,265

INSTITUTE SUBSTANTIVE PROFESSIONAL STAFF

Post title	1 9 6 3*	1 9 6 4
<u>Executive Office</u>		
Director General	1	1
Deputy Director General	1	1
Special Adviser to the Director General	1	1
Secretary of the Institute	1	1
Executive Assistant	-	1
<u>Directors</u>		
Training Programme	1	1
Project Preparation and Evaluation	1	1
Research and General Programming	1	1
Natural Resources, Regional Development and Transport	1	1
Social Development	-	1
<u>Economists and Professors</u>		
Agriculture	3	3
Industry	2	2
Public Sector	1	2
Natural Resources	2	2
Budget Programming	2	2
Finance	1	1
General Economists	4	6
Projects	1	1
Social Development	1	-
Fiscal Policy	1	1
Transport Programming	-	1
<u>Total Posts</u>	<u>26</u>	<u>31</u>

* Posts submitted with the Mid-Year Report 1963.

INSTITUTE ADMINISTRATIVE AND SUPPORTING STAFF

Post title	1963*	1964
Administrative and Finance Officer	1**	1**
Translators	2**	2**
Administrative Assistant, Training Programme	1	1**
Administrative Assistant, Advisory Groups	1	-
Administrative Assistant, Administrative and Finance Services	1	1
Chief, Documents and Registry	1	1
Finance Clerk	1	1
Travel Clerk	1	1
General Services and Supply Clerk	1	1
Secretaries	12	16
Typists	4	5
Registry Clerk	1	1
Telephone Operator/Clerk	1	1
Custodial Workers	10	12
Messengers	4	4
Documents Clerk/Messenger	-	1
Driver	1	1
Mimeograph Operators	2	2
Collators	2	2
<u>Total posts</u>	<u>47</u>	<u>54</u>

* Posts submitted with the Mid-Year Report 1963.

** Professional category posts.