

# CEPAL

## Review

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#### Notes and explanation of symbols

The following symbols are used in tables in the *Review*:

Three dots (...) indicate that data are not available or are not separately reported.

A dash (—) indicates that the amount is nil or negligible.

A blank space in a table means that the item in question is not applicable.

A minus sign (-) indicates a deficit or decrease, unless otherwise specified.

A point (.) is used to indicate decimals.

A slash (/) indicates a crop year or fiscal year, e.g., 1970/1971.

Use of a hyphen (-) between years, e.g., 1971-1973, indicates reference to the complete number of calendar years involved, including the beginning and end years.

References to "tons" mean metric tons, and to "dollars", United States dollars, unless otherwise stated.

Unless otherwise stated, references to annual rates of growth or variation signify compound annual rates.

Individual figures and percentages in tables do not necessarily add up to the corresponding totals, because of rounding.

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# CEPAL

## Review

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## In memory of Fernando Fajnzylber

*A few days before this issue of CEPAL Review went to press, our institution was shaken by an unexpected and tragic event: a fulminating heart attack had taken away from us one of the leading figures in the Secretariat. For those of us who had the privilege of knowing Fernando Fajnzylber personally and working with him, the sense of personal loss was overwhelming, while for the institution the loss was beyond measure.*

*It is often said that no-one is irreplaceable. In the case of Fernando, however, that statement is clearly not true: because of his rare combination of personal qualities, he really is irreplaceable or very nearly so. With his insatiable curiosity, admirable creativity and outstanding intelligence, he irradiated enthusiasm and vigour. Ideas surged from his mind in boundless profusion and variety.*

*He was a brilliant speaker, a prolific writer, and with his orderly and enlightening mind he was capable of arousing the interest and enthusiasm of even the most stolid listener or reader. He thought in a big way, in terms of major strategies, yet at the same time he had a gift for detail and for making practical proposals. In this respect, he combined a macroeconomic with a microeconomic outlook, and his idealism was tempered with realism. He was a first-rate social scientist, and at the same time he was highly perceptive politically.*

*His range of interests –perhaps it would be better to speak of passions– knew no limits. He was fascinated by international economic relations, industrialization, scientific and technological capacity, development of human resources, and transnational corporations. He had extremely novel ways of approaching research, especially in the field of comparing experiences. He also had a special talent for coining often striking phrases which put across a central idea with particular force: in this respect, we may recall the “black box” contrasted with the “empty box”, and his term “spurious competitiveness”.*

*Born in Chile, but a citizen of the world, he had a profound sense of being a Latin American. Brazil and Mexico in particular, in both of which countries he had lived, aroused special enthusiasm in him. His intense feeling of commitment to the whole region explains why he remained linked with ECLAC despite the many opportunities he had for placing his talent at the exclusive service of the country where he was born.*

*His human qualities were also out of the ordinary, and this was obvious to all who knew him, regardless of whether they were occasional contacts or old friends. Affable, modest, dynamic, but always respectful, he had a great sense of humour (he used to chuckle over the problems people had in spelling his name) and he was an outstanding conversationalist, unfailingly stimulating in conversation and debate. Beyond any doubt, he was a born leader with a charismatic personality. At the same time, he greatly prized family life and valued his friends.*

*In the Secretariat, he became one of the leading figures in the updating of ECLAC thinking, as well as an outstanding communicator of its content. He was Director of the Industry and Technology Division, but his influence was felt throughout the institution. He also taught in many universities in Latin America, Europe and the United States. Wherever he went, he left behind him a trail of admirers and friends.*

*The combination of so many personal and professional qualities in one man made Fernando Fajnzylber a person quite out of the ordinary. Because of this, I repeat, he is irreplaceable; because of this, his untimely departure when he was at the height of his creativity and vitality as a human being has left us downcast, full of pain and sadness. Yet at the same time, the lessons he left behind him and the contagious enthusiasm he inspired in all those around him will be a constant inspiration in the future work of the Secretariat. In this sense, at least, Fernando lives on among us.*

Gert Rosenthal  
Executive Secretary, ECLAC

