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SOCIAL COHESION: INCLUSION AND A SENSE OF BELONGING IN LATIN AMERICA AND THE CARIBBEAN

Social cohesion becomes a priority in times, like the current period of epochal change, when the existing foundations of collective life in society erode and are called into question. The profound changes unleashed by globalization, technology and communications are ushering in what appears to be a historic moment of transition in which individuals are confronted with social transformations so profound they affect the very basis of human relations. The weakening of the links between individuals and society is evolving at a dizzying pace that creates daunting challenges for society as a whole.

In this context, and in preparation for discussion of social cohesion at the upcoming Ibero-American Summit of Heads of State and Government (November 2007, Chile), **ECLAC** presents its new publication ***Cohesión Social: Inclusión y sentido de pertenencia en América Latina y el Caribe*** (*Social Cohesion: Inclusion and the Sense of Belonging in Latin America and the Caribbean*), prepared with funding from the European Commission's EUROSOCIAL Program, the Ibero-American General Secretariat (SEGIB) and the Spanish International Cooperation Agency (AECI).

In this publication, **ECLAC** defines social cohesion as the dialectical relationship between mechanisms of social inclusion/exclusion and people's responses, perceptions and attitudes to the ways these operate in producing a sense of belonging to society. This concept provides a way of linking social realities that

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FISCAL POLICY IN BOOM TIMES

In these times of positive economic performance, when most countries in the region are enjoying a windfall due to increased prices for primary goods, governments can be tempted to spend rather than apply prudent counter-cyclical fiscal policies.

Such policies seek to ensure surpluses during economic peaks and accept deficits during recessions, in order to reach a fixed average account balance during the entire economic cycle. Counter-cyclical policies generate general improvements in welfare, since they stabilize consumption, reduce GDP volatility and minimize the distortions produced by continual tax rate changes.

In the past, Latin American governments tended to pursue pro-cyclical policies in boom times (spending during economic bonanzas, or election years) and counter-cyclical ones during lean times. This practice produced increases in public-sector debt.

But there are signs of a break with this tendency. According to a study presented during the recent ***XIX Regional Seminar on Fiscal Policy***, by Ricardo Martner, Head of the Budgeting Policy and Public Management

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FOR LATIN AMERICA AND THE CARIBBEAN, A TIME OF OPPORTUNITIES AND THREATS

José Luis Machinea

Opportunities, because the technological revolution and the opening of international markets offer multiple roads to greater economic growth, to more (and more diverse) markets, to more and better jobs – in short, to greater well-being for families.

Threats, because if the globalization process is not conducted in such a way that benefits the majority, it can aggravate the chronic problems of poverty and income disparities that have historically plagued the region.

In today's world, people interact in "real" time no matter where they are located. The internationalization of the economy means that, in many areas, the decisions of national states carry less weight and that local cultures are able to interact with one another directly, without the intermediation of the State. New signs of cultural diversity are emerging and the coexistence of groups possessing different cultural codes feeds the enormous gap between consumption of symbols and the consumption of material goods.

The consumption of symbols is associated with the consumption of culture, through greater access to education, communication media and information. Television, for example, brings us images of warfare or soccer championships but, above all, of the lifestyles and consumption patterns of others. Internet opens the door to infinite amounts of information, contact with people around the world, downloads of music and more. The immense expansion of this "symbolic" consumption contrasts starkly with limited or precarious possibilities of material consumption, determined largely by the quality of employment and corresponding income levels.

But these trends have also unleashed a sensation of perplexity – in the face of the unknown, untested ground rules and the uncertain outcomes they propose – and even opposition among diverse social sectors. Potential actors in the creation of spaces for positive interaction lacking the community of principles for cooperation and communication to be able to do so. While there may exist multiple reasons for these misconnections, prominent among them is the fragile material base that underpins social cohesion – although the problem extends beyond simple material satisfaction.

> ***"Social cohesion is defined as the dialectic between mechanisms of social inclusion/exclusion and people's responses, perceptions and attitudes about how these operate."***

Social cohesion as a concept transcends the economic and social chasms that separate members of society. The concept includes and extends the concept of social capital, and of integration and exclusion. Social cohesion is defined as the dialectic between mechanisms of social inclusion/exclusion and people's responses, perceptions and attitudes about how these mechanisms operate.

The concept of social cohesion provides a link between aspects of contemporary society that might otherwise appear unconnected: social policy and the value of solidarity; synergies between social equity and political legitimacy; transmission of skills and empowerment to citizens; socio-economic changes and changes in collective subjectivity; promotion of greater equality and recognition of diversities (like gender, ethnicity and race); social and economic gaps and a sense of belonging.

Social cohesion is both a means and an end. As a goal, it is the object of public policies, to the degree that these policies aim to include all members of society as active participants who contribute to and benefit from progress. In this historic juncture of rapid and profound change, recreating and reaffirming a sense of belonging and inclusion is an end in itself.

But social cohesion is also the means to an end. Societies that demonstrate greater levels of social cohesion provide a stronger institutional framework for economic growth, and the environment of confidence and clear rules this fosters makes them more attractive in terms of investment.

Greater levels of social cohesion require the adoption of a new social contract. Public policies that aim to create equal opportunities over the long-term must be imbued with social and political power in order to achieve continuity and permanence in their implementation. For this to occur, social actors must posses a sense of belonging and the willingness to renounce certain personal interests for the common good. Greater willingness among members of society to support democracy, participate in public affairs and the spaces where these are discussed, view social institutions as trust-worthy and cultivate greater community and solidarity with vulnerable and marginalized groups – all of these are steps that would facilitate the social pacts needed to support policies for equity and inclusion.

The author is the Executive Secretary of **ECLAC**.

otherwise tend to be viewed in isolation from one another: social policies and the value of solidarity in society; the synergies between social equity and political legitimacy; transmission of skills and empowerment for the exercise of citizenship; socio-economic transformations and changes in social interaction and collective subjectivities; promotion of greater equality and increased recognition of diversity; socio-economic divisions and the sense of belonging.

Beginning in the 1990s, **ECLAC** began constructing a vision of development that seeks to create positive synergy between economic growth and equity within the context of modernizing productivity. In his preface to this book, **ECLAC** Executive Secretary José Luis Machinea highlights how this discussion enhances the visibility, identity and depth of social cohesion and advances its adoption as a guiding light for public policies.

This publication reviews the system of indicators used by the European Union to measure social cohesion and the challenges facing Latin America and the Caribbean in this task. It argues that Latin America needs a system of indicators and databases to determine how social cohesion has evolved, as there is currently no system of equivalent social cohesion indicators with a minimum level of coherence. This is a long-term task that has only just begun and that aims to transcend classic indicators of poverty levels and income distribution.

Individual chapters in this publication examine problems posed to social cohesion by inequality, poverty and vulnerability, and how education and employment act as mechanisms that mould individual attitudes and behaviours toward society. Education and employment constitute two areas in which progress has been uneven, with important advances in educational access and achievements existing alongside difficulties in employment, as evidenced by persistently high rates of joblessness and under-employment and the marked differences in productivity among businesses of different sizes and sectors.

Opinion polls are used to analyze the perceptions, attitudes and beliefs of individuals concerning social inclusion and exclusion in the region, the alarming divisions these reveal, and the attitudes that could foster or hinder the adoption of social agreements.

This book identifies three policy arenas to promote social cohesion: expansion of productive opportunities to counteract informal and precarious employment; development of people's educational capabilities; and expansion of inclusive protection systems against vulnerabilities and social risks.

With respect to productivity, the document emphasizes the importance for social cohesion of exercising a positive influence on productive opportunities for individuals, given how these reinforce a sense of belonging and people's perceptions of themselves as both agents and beneficiaries of the development process.

Regarding educational capabilities, **ECLAC** addresses how education is fundamental to poverty reduction, as it prepares people for the excise of citizenship, protects the most socially vulnerable and fosters greater equity in the access to opportunities for well-being. This is an integral element of social cohesion.

The third pillar of social cohesion is social protection, which aims to extend to all citizens adequate access to benefits that reduce vulnerability and improve the quality of life. The better the access to quality services and benefits that individuals enjoy, the more they feel a sense of belonging to society and an appreciation of the fruits of development.

According to the authors, in terms of economic rationality, societies with higher levels of social cohesion provide a better institutional framework for economic growth. High levels of social cohesion are also a factor in attracting investment, by offering an environment of confidence and clear rules.

In light of the political vision presented in this publication, **ECLAC** advocates the creation of a social cohesion pact for the region, respecting the special characteristics of each country. This proposal, which also looks at the metaphorical significance of this contract, analyzes the meaning of social cohesion within participatory and representative democracy and discusses ways to finance this pact.

Concerning the creation of appropriate political conditions for social cohesion, **ECLAC** gives priority to the establishment of clear fiscal rules, that these rules contemplate levels and sources of contributory and solidarity financing, and that they recognize thresholds for the satisfaction of social rights that can be demanded because they are explicit and guaranteed.

Public support for the social contract is also fundamental to allow fiscal authorities to fight for protection even during adverse economic cycles and within limited economic posibilities and socially accepted tax burdens.

This **ECLAC** publication states that the region must strengthen mechanisms for social cohesion in both their objective and subjective dimensions. On the one hand, the social cohesion pact incorporates public policies to improve the objective conditions most directly related to well-being and quality of life of the population. At the same time, social cohesion proposes a less direct way of dealing with the more subjective aspects of how people experience these processes.

To maintain its relevancy, the social pact must increase productive opportunities, foster development of people's capabilities and create more inclusive systems of protection against risks and vulnerabilities. Taken together, this should affect economic performance and the distribution of the fruits of development in positive ways that will have decisive bearing on people's well-being.

eLAC2007 REGIONAL ACTION PLAN: NEW REGIONAL GROUP WORKS FOR AN INCLUSIVE INFORMATION SOCIETY

Marta Maurás

Regional political coordination is generally considered to be synonymous with the Rio Group, the internal and external reference point for coordination among Latin American countries. In this article, however, we turn our attention to a new coordinating alliance for regional policies and actions in which governments are joined by non-governmental actors in the adoption of commitments, action plans and monitoring mechanisms.

This new coordinating initiative is emerging in an area of international relevance and technological dynamism: the rapid spread of new information and communication technologies (ICTs) globally and in the region, and the efforts of individual countries to adapt legislative frameworks, infrastructure needs, human resources and condition of access.

Countries everywhere, and particularly in Latin America and the Caribbean region, have embarked on a transition out of a development paradigm rooted in the industrial-era distribution of wealth, national resources and knowledge and moving to one in which ICTs can play a leading role. This transition opens the door to new opportunities for development. But it also poses the risk of widening the "digital gap" by deepening existing inequalities within and among countries, and further separating those who already reap the benefits of ICT access and use from those who as yet do not. Closing this digital gap means improving the conditions of people's access to ICTs.

Access to the Information Society is a multidimensional phenomenon that starts with the provision of such basics as electricity and telecommunications infrastructure, and includes three basic types of access: physical access (infrastructure, services and technological systems); economic access (financial resources for connectivity); socio-cultural access (skills/knowledge needed to take advantage of ICTs); preservation of linguistic and cultural diversity.

The trans-border nature of the Information Society and its technological complexity require multilateral strategies for action in this arena. Digital access and inclusion are part of the UN Millennium Development Goals, and the UN World Summit on the Information Society (WSIS, 2003 and 2005) created the clear political commitment to improve access to ICTs and improve connectivity by 2015.

In Latin American and Caribbean countries, the WSIS regional preparatory process adopted the comprehensive platform known as *eLAC2007*, as its guiding plan. The overall *eLAC2007* strategy is to create a multi-stakeholder platform to build a coordinated agenda on ICTs. It is governments who must take the leading role in developing this suite of public policies, while recognizing the need for close collaboration with other public and private sector actors in the construction of information societies.

Three basic principles underlie the diverse instruments, actions and specific projects proposed at the regional level:

- Support for development of more comprehensive national digital strategies, and reduction of costs through regional coordination;
- Strengthen regional integration and existing regional institutions, recognizing that efficient ICT production and use require economies of scale;
- Monitoring and constant revision of commitments, to update them in view of achievements, lessons learned and contextual changes produced.

One important consideration is the highly dynamic character of information and communication technologies. This is why the Action Plan is configured in the short-term, even though it is inspired by the long-term vision arising from the WSIS and the Millennium Development Goals, which converge in 2015.

The *eLAC2007* agenda mixes ambitious global goals for the year 2015 with concrete two-year goals to address the specific needs of individual countries in the region. Combining a short-term action plan with a long-term vision gives countries the opportunity to review progress toward targets and if necessary reformulate the goals by strengthening what has already been decided or introducing significant changes.

This master plan covers five broad areas, between substantive priorities and enabling conditions, with 30 specific goals and 70 measurable steps at both the national and regional levels. The priorities include access to technologies (infrastructure networks, harmonized operational standards); building capacity (technical solutions and regulation, open source software); and transparency and efficiency in content and applications (cooperation networks, regional information-sharing and exchange). The enabling conditions include: policy instruments, including incentives and regulatory frameworks; mechanisms to monitor compliance with mandates; and international cooperation initiatives.

The *eLAC2007* platform created a coordinating mechanism (composed of representatives of Brazil, Ecuador, El Salvador, and Trinidad and Tobago) to establish working groups and conduct activities. By April 2006, a total of 11 countries were active in eight Working Groups, each with a designated coordinator, as follows: Tele-work (Argentina); Alternative technologies (Colombia); e-Government (Nicaragua); Creative and content industries (Argentina); Financing (Argentina); Legislative framework (Peru); Software (Brazil); Advanced networks (based on *Red CLARA*, an existing network of NGOs, universities and research centers).

As Technical Secretariat, **ECLAC** supports these Working Groups through analysis and technical cooperation for monitoring and evaluation. **ECLAC** also administers and provides technical assistance for the functioning of the "virtual" collaborative space which nourishes the debates and experiences of the Working Groups. This virtual forum is accessible through the **ECLAC** website and incorporates the four characteristics identified as key elements in the advance of the information society: open, transparent, inclusive and multilingual.

The *eLAC2007* agenda responds to national needs by overcoming limited possibilities for action through the identification of collective regional challenges for growth with equity, social development, democracy and regional integration in the digital policy arena.

With the end of its initial mandate later this year, progress on *eLAC2007* will be reviewed at the Ministerial conference scheduled for November in El Salvador. This will provide governments and stakeholders with the next opportunity to take stock of achievements to date and reformulate its commitments through the year 2010.

Adapted from a presentation (authored with Mariano Ferrero) to the Seminar "Paradoxes of Latin American Integration," FLACSO, Santiago, Chile, 14 December 2006.

The author is Secretary of the Commission at **ECLAC**

INDICATORS

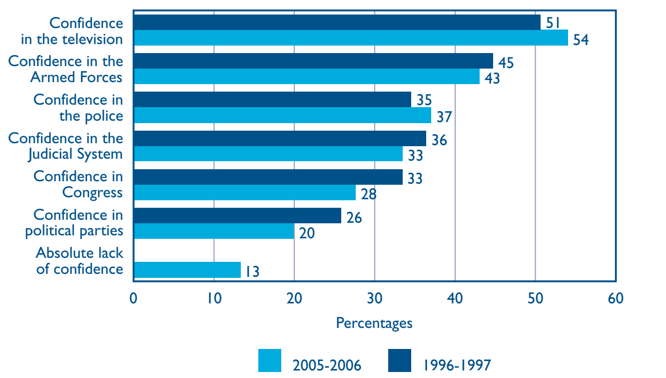
System of Indicators of Social Cohesion: Components and Factors

Indicators		
Distance	**Institutions**	**Sense of Belonging**
• Income Inequality • Poverty and Indigence • Employment • Education • Health • Housing • Pensions • Digital Divide	• Functioning Democracy • State Institutions • Market Institutions • Family	• Multiculturalism • Confidence • Participation • Expectations of Mobility • Social Solidarity

Source: **ECLAC**.

Latin America (17 countries): Confidence in Institutions

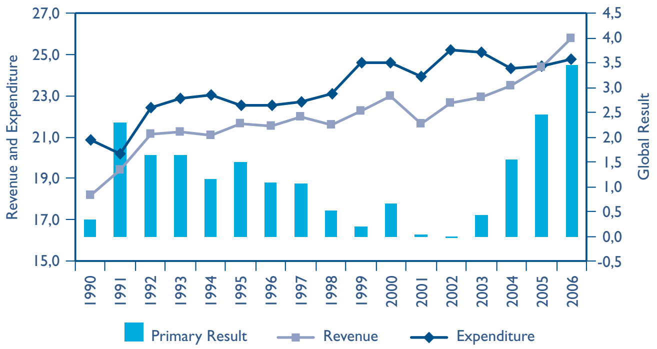
(Percentage of people who express confidence)



Source: **ECLAC** on the basis of special tabulations from micro data and figures published in *Informe Latino Barómetro 2006*.

Latin America and the Caribbean: Revenue, Expenditure and Overall Public Sector Balance, 1990-2006

(Simple average, as % of GDP)



Source: **ECLAC** on the basis of official figures.

Area of **ECLAC**, most countries in Latin America have kept their primary accounts balances and public spending under control, while managing to reduce public debt significantly.

Adapting Methodologies for Boom Times

Given the multiple variables, there is little consensus regarding techniques used to design indicators and characterize the direction of fiscal policy. Greater sophistication in the methodology used to evaluate fiscal policy is needed to define economic cycles more precisely.

According to Martner, public debt is a good indicator of the direction of fiscal policy, and it provides the most convincing evidence that fiscal policy has in fact been predominantly counter-cyclical in recent years. Non-programme resources have been used, at least partially, to reduce the burden of public debt on the economy, with the clear aim of benefiting future generations. This illustrates that fiscal discretion is not synonymous with irresponsible policies.

An analysis by Martner of 18 countries presents evidence to suggest that fiscal policies tended to be pro-cyclical between 1990 and 2002, although this diagnosis is only confirmed in seven of the 18 countries sampled. Since 2003, however, his analysis reveals that policies have been counter-cyclical, as illustrated by the reduction in public debt alongside the reversion of the macro-economic cycle.

This trend is especially significant considering the fact that the high end of the macro-economic cycle coincided with presidential elections in 12 countries in the region. This suggests that electoral cycles no longer appear to be systematically linked to the fiscal cycle, in contrast with past practice.

Nevertheless, and save for a few countries, the prudent management of recent abundance has tended to be discretional in recent years, suggesting that existing fiscal institutions do not necessarily guarantee the permanence of these policies.

Managing the Windfall

A current debate between economists regarding the design of fiscal policies hinges on the degree of discretion which public servants should have when it comes to the management of such policies and public accounts. Should surpluses be spent? Should they be saved in stabilization funds, used to reduce debt, or redistributed via tax cuts? Should the allocation of extraordinary resources be regulated?

The fiscal rules currently in place across the region do not, in general, address the issue of what to do with growth dividends. In many countries, fiscal responsibility laws aim more to establish ceilings for deficits or public debt, with the primary goal being sustainability rather than stability, allowing a pro-cyclical approach to fiscal policy when these goals are verified. Through this practice, however, the basic prerequisite of saving during boom times is not met, and as a result, the resources will not be available to confront a future deterioration in the fiscal account balance in times of scarcity.

Counter-cyclical fiscal policies are often not pursued because the mechanisms they require have not been designed for this purpose. In other situations, it is difficult to achieve political consensus around the legitimacy of this type of strategy.

In commodity-exporting countries, stabilization funds have not always generated counter-cyclical mechanisms to fiscal policy. In countries where tax-based stabilization funds have been implemented, results have not met expectations. Nevertheless, to the extent that this practice is normalized, anti-cyclical funds can become an important factor for stabilization.

To deepen counter-cyclical policies and make their effects more permanent, it is crucial to strengthen macro-economic institutions.

The greater prudence observed in recent years has been based on a certain consensus that has not necessarily led to the creation of supporting fiscal institutions. But these improvements need not be drastic in order to reduce the uncertainty regarding the direction of fiscal policy. The existence of fiscal rules – i.e. the externalization of income projections, structural rules, or the creation of stabilization funds for taxation or commodities – would improve the political economy of the process and the perception among markets.

For these rules to remain in place, their introduction in the expansive phase of the economic cycle would be convenient. In the words of José Luis Machinea, Executive Secretary of **ECLAC**, "the goal is to bring economic policy in line with the economic cycle, but in such a way that reduces arbitrariness and is convincing not only for markets but for the majority of citizens as well."

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The symbols used in this newsletter represent the various indigenous cultures of the Americas and some of the milestones in the region's history. The symbols are engraved on the outside of the conference rooms at ECLAC headquarters in Santiago, Chile.

God or priest with hoes | Hands: "Cañadón de las Cuevas" | Corn | A "Mongolfiera" | Nahua Glyphs

CORPORATE GOVERNANCE, SOCIAL RESPONSIBILITY AND BUSINESS STRATEGIES IN LATIN AMERICA

The past 10 years in Latin America have seen important private sector activities in the modernization of the economic sector.

This modernization process is the topic of the new **ECLAC** publication ***"Gobernabilidad Corporativa, Responsabilidad Social y Estrategias Empresariales en América Latina"*** *("Corporate Governance, Social Responsibility and Business Strategies in Latin America")*, compiled by Germano M. de Paula, Georgina Núñez and João Carlos Ferraz, Director of **ECLAC**'s Production, Productivity and Management Division.

One of the main objectives of this book is to achieve better social and entrepreneurial performance, the results of which are examined in this publication.

The relationship between corporate governance and economic development is analyzed from various perspectives. This includes financing and investment, and the impacts that corporate governance has on the efficiency of the existing economic system.

This book explores to what extent, and at what pace, Latin American companies will advance toward corporate governance and social responsibility in the coming decade.

The book gives examples of progress toward the recognition of social responsibility among Latin America's business leaders. New actors have surfaced, and they have initiated socially and environmentally responsible procedures.

Divided into seven chapters, the first section of this book covers aspects of corporate governance and responsibility, including a discussion of the contributions of corporate governments to environmental sustainability.

The second section focuses on topics of corporate strategy, concentrating on business performance, including the trend toward diversification and the surge toward international markets of Latin America's biggest industrial enterprises.

In the preface to this publication, José Luis Machinea, Executive Secretary of **ECLAC**, highlights advances in social responsibility by Latin American firms, whose executives are prioritizing economic goals alongside environmental and social ones, given the impact these have on corporate image and reputation. In Machinea's view, however, a comprehensive vision to validate each of these goals within an overall business strategy is still lacking.

For Machinea, this publication illustrates both advances in corporate governance by regional firms and governments and the shortcomings of government and business, especially the slow pace of change as compared to other regions.

The book suggests that the best approach for businesses in the region is to concentrate on their primary activities, and adopt the business strategies of developed countries to achieve a structured model.

A good solution to the macroeconomic instability that has characterized the region over the past few decades is to prioritize certain regional comparative advantages that are not relevant in northern countries, like the United States.

This document's main contribution lies in the responsibility it attributes to those who design economic policies. It suggests that advances in corporate governance by big business should not merely be used as examples, but as tools to complement and empower these strategies.

This publication is a product of the "Modernization of the State: Productive Development and Sustainable Use of Natural Resources" project conducted jointly by **ECLAC**, through its Division of Sustainable Development and Human Settlements and Division of Production, Productivity and Management, and the German cooperation agency GTZ and financed by Germany's Federal Ministry of Economic Co-operation and Development (BMZ).

With this publication, **ECLAC** seeks to diagnose the economic reality of Latin America, to contribute to the construction of a positive agenda for the region.

For more information on this book, visit:
www.mayolediciones.com

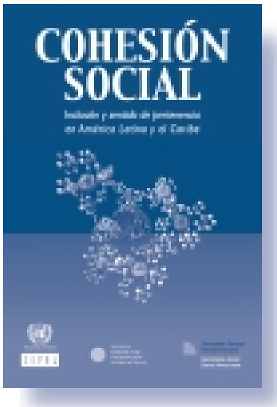
RECENT TITLES

1 Risk Capital for Innovation: Lessons from Developed Countries* by Luis Felipe Jiménez. *Serie Desarrollo Productivo* No. 173. (LCL2617-P) December 2006.
This document analyzes the experiences of developed countries where risk capital has been used as the main instrument to finance business innovation and creation. WWW

2 Latin America and China and India: Toward a New Alliance for Trade and Investment* by Osvaldo Rosales and Mikio Kuwayama. *Serie Comercio Internacional* No. 81. (LC/L.2656-P). January 2007. High growth rates forecast for China and India over coming years will likely keep these economies at the center of world economic growth. As this publication makes clear, this scenario presents potential market opportunities for exports from Latin America and the Caribbean.

3 Management and Financing of Family Policies* by Irma Arriagada. *Serie Seminarios y Conferencias* No.49. (C/L.2648-P). January 2007. This publication contains presentations from an October 2006 meeting held at **ECLAC** to discuss the management of programmes aimed at families and policy challenges for the future.

4 Taxes in Latin America: In Search of a New Agenda for Reform* by Óscar Centrángolo and Juan Carlos Gómez-Sabaini (ed.) ***ECLAC** Books* No. 93. (LC/G.2324-P). December 2006. This publication is the outcome of a workshop on tax policy in Latin America in which experts analyzed key aspects of this aspect of economic development. WWW



5 Social Cohesion: Inclusion and a Sense of Belonging in Latin America and the Caribbean* Publication directed by Ernesto Ottone and compiled by Ana Sojo. Joint publication of **ECLAC**/ Spanish International Cooperation Agency (AECI) / Ibero-American General Secretariat (SEGIB). (LC/G. 2335). January 2007. High rates of poverty and indigence, extreme inequality and diverse forms of exclusion and social discrimination are realities examined within the concept of social cohesion. WWW

6 Corporate Governance, Social Responsibility and Business Strategies in Latin America** by Germano M. de Paula, João Carlos Ferraz and Georgina Núñez. Joint publication of **ECLAC**/OECD/GTZ/One World/Mayol Ediciones. December 2006. Corporate governance, social responsibility and productivity are issues of critical importance for the business sector and public policy-makers. WWW

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CALENDAR

MONTH	EVENT	PLACE
MARCH		
14 - 15	Workshop for Managers in Public Administration and Human Resources. Advances for Women.	**ECLAC** headquarters Santiago, Chile
29 - 30	Seminar: "Growth, Productivity and Information and Communication Technologies (ICTs)"	**ECLAC**
APRIL		
2	Workshop on Explicit Guaranties for the Implementation of Economic, Social and Cultural Rights in Latin America and the Caribbean.	**ECLAC**
10	National Workshop on Internal Migration and Development in Chile: Diagnostics, Perspectives and Policies.	**ECLAC**
12	Regional Meeting on General Computable Equilibrium Models and their Contribution to the Formulation of Economic Policy in Latin America and the Caribbean.	**ECLAC**
MAY		
16	Subregional Preparatory Meetings for Central America, in Advance of the 10th Regional Women's Conference for Latin America and the Caribbean.	Guatemala City, Guatemala
22	Subregional Preparatory Meetings for the Caribbean, in Advance of the 10th Regional Women's Conference for Latin America and the Caribbean.	Saint John's, Antigua and Barbuda
28	Subregional Preparatory Meetings for South America, in Advance of the 10th Regional Women's Conference for Latin America and the Caribbean.	**ECLAC**

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