



Instituto Latinoamericano y del Caribe de Planificación Económica y Social
NACIONES UNIDAS-CEPAL-PNUD GOBIERNOS DE AMERICA LATINA Y EL CARIBE

Latin American and Caribbean Institute for Economic and Social Planning
UNITED NATIONS-ECLAC-UNDP LATIN AMERICAN AND CARIBBEAN GOVERNMENTS

Institut Latino-Américain et des Caraïbes de Planification Economique et Sociale
NATIONS UNIES-CEPALC-PNUD GOUVERNEMENTS DE L'AMERIQUE LATINE ET DES CARAIRES

**THIRTEENTH MEETING OF THE PRESIDING OFFICERS
OF THE REGIONAL COUNCIL FOR PLANNING**

E.XIII.04

Santiago, Chile, 5 - 6 November 1990

New ILPES Texts
Ref. NTI/E.XIII.04

**ILPES: DECISIONS ON THE FUTURE OF THE
SUBREGIONAL OFFICES FOR THE CARIBBEAN
AND FOR CENTRAL AMERICA AND PANAMA
(PORT OF SPAIN AND SAN JOSE)**

Presiding Officers/CRP

Presidency:	BRAZIL
First Vice-Presidency:	ARGENTINA
Second Vice-Presidency:	CUBA
Director:	COLOMBIA
Rapporteur:	VENEZUELA

Headquarters and Subregional Offices

COSTA RICA
CHILE
TRINIDAD AND TOBAGO

FOREWORD

With regard to the decentralized offices of the Institute (OCAP and the ILPES Unit for the Caribbean), it should be recalled that, some time ago (see Document E.XIII.03), the RCP decided that **both Units should be supported by specific projects, with self-financing.**

The activities in both subregions have continued (see Document XIII.02), although co-ordinated from ILPES Headquarters in Santiago, Chile. However, OCAP is **operating partially, with operational costs for the Institute as well as for the Government of Costa Rica,** without endowing it with the minimal technical team.

The present document contains some facts to formulate an opinion so that the XIII PO/RPC can **establish a new orientation in this respect, to be adopted as from January 1991.** Annex A contains a copy of the Agreement for the Office in San José; Annex B contains two project documents prepared by ILPES for the support of each of these offices. It is considered that Annex B should not be, necessarily, subject to discussion and formal approval, and is only submitted as information.

ILPES, Santiago de Chile
30 September 1990

(I/WCJYN)

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Chapter I

THE SUBREGIONAL OFFICES FOR THE CARIBBEAN AND CENTRAL AMERICA

1. The decentralization of the activities of ILPES was carried out in accordance with a precise mandate of Member Governments. As stated in Table 1, through successive governmental resolutions emphasis has been laid on the decentralization of activities in the subregions of Central America and the Caribbean.

Section I.A - THE JOINT ECLAC/ILPES UNIT FOR THE CARIBBEAN

2. This Unit was established by a resolution of Governments and began its activities in September of 1985. The guidelines for its work were approved at the VIII MD/RCP (Bogotá, Colombia, January 1986) and endorsed at the XXI Session of the Commission held in Mexico in April of 1986. It should be stressed that **the Unit received full support of the Caribbean Development and Co-operation Committee (CDCC).**
3. Two stages were considered for its functioning: in the **first** one, a thorough knowledge of the subregion would be obtained and some concrete services would be rendered; in the **second** stage, with further financing, an extension of technical co-operation activities, training, research and co-operation among Planning Bodies would be undertaken from the Subregional Office itself. The Unit received wide support from the ECLAC subregional office for the Caribbean and the expert assigned by ILPES settled down. The expert in question pertained to the reduced permanent staff of ILPES, having assumed his duties as co-ordinator of the Unit for the years 1986 through 1988.

4. As stated in the reports of the Regional Planning Council, the Institute made great efforts there and many activities were carried out. At the end of 1988 the expert assigned as Co-ordinator had to return to Headquarters as had been stipulated. However, ILPES has continued carrying out a number of activities in the subregion, co-ordinated from Headquarters. Under the present circumstances and bearing in mind the financial situation of the Institute, it becomes impossible to sustain directly this Unit, although it remains relevant to support the Caribbean from Santiago, Chile.
5. During the whole period of work of the Unit no important contributions were obtained from the Caribbean countries (see Doc. E.XII.03, Annex B), even though it had been recommended to channel all resources obtained from the countries of the subregion to the financing of the Unit. Facing the impossibility of obtaining these resources, ILPES prepared new projects for submission to financing organizations without obtaining favourable results up to now (see one example in Annex B).

Section I.B - THE OFFICE FOR CENTRAL AMERICA AND PANAMA/OCAP

6. It was set up in response to a Resolution of the Regional Planning Council (March 1987). An "Agreement between the Government of the Republic of Costa Rica and the United Nations for the establishment in San José of Costa Rica of an Office for Central America and Panama of the Latin American and Caribbean Institute for Economic and Social Planning" was signed on the 27th of November of 1987 (see Annex A).
7. This agreement was signed by the President of the Republic of Costa Rica, by the Minister of Foreign Affairs and by the

Minister of National Planning and Economic Policy, and by the Director General of ILPES on behalf of the United Nations. On that occasion, **the Ministers or Ministerial Representatives of El Salvador, Guatemala, Honduras, Nicaragua and Panama signed as observers of the Agreement (see Annex A).**

8. As in the case of the Office for the Caribbean, **ILPES assigned a high-level staff member, who assumed the co-ordination of the Office between the years 1988 and 1989.** The initial contribution of the Government of Costa Rica to finance the Office and its present sustenance should be underlined. Staff locally recruited have been financed, during 1990, with the Institute's own resources.
9. The Governments, as was the case for the Office for the Caribbean, approved the channeling of all resources received from the countries of the Central American Isthmus to the functioning of the Office. However, **resources received have been minimal and no contributions have been received to undertake new activities.** Presently the Office operates with three administrative officers and, lately, with consultants financed solely by ILPES.
10. As stated in the official reports of the advisory authorities of ILPES, since the date of the establishment of the Unit, intensive work has been carried out with results fully recognized by the Governments of the subregion. Nevertheless, **the present financial situation of the Institute does not allow to maintain the OCAP with its own resources** (Doc. NTI/E.XIII.03 provides additional information on this subject).

Chapter II

SUMMARY OF EVENTS ON DECENTRALIZATION

11. In fact, the pressures on the Institute to decentralize its activities through permanent units in the subregions of Central America and the Caribbean have remote origins that go back to the early seventies. **They have increased since the establishment of SCCOPALC and mainly since the development of the CDCC.** However, as from 1979, they gained a repetitive character in the discussions and resolutions that took place in different multilateral meetings.

12. **With the purpose of providing a global view of this development, a chronology of events related to both Offices is submitted next.** It covers the period from 1979 to today and is based exclusively on official documents of the RPC, of SCCOPALC and Sessions of the Commission. Facts referred to in this document and those detailed with respect to the NIP (Document E.XIII.03) lead to the proposal that the XIII Meeting of Presiding Officers should reach an official decision on the subject, thus guiding the activities of ILPES in this respect, as from 1991.

R.C.P.: CHRONOLOGICAL LAYOUT OF DISCUSSIONS AND DECISIONS CONCERNING DESCENTRALIZATION OF ILPES OFFICES

<u>DATE</u>	<u>EVENT</u>	<u>DOCUMENTARY BACKGROUND</u>
1979, April	- Endorses ILPES support to CDCC countries.	Resol. 397/XVIII, Art. 2
1982, November	- Comply with countries request to regionalize ILPES activities. - Recommends that ILPES expands its activities in the Caribbean subregion.	Doc. V-ST-7, Pg.13 Res. V/MD, Art.4
1983, May November	- Decides to expand activities in Central America and the Caribbean. - Enhances ILPES support in Central America and the Caribbean. - Supports offer by Costa Rica to provide headquarters for ILPES Unit.	Res.V/CRP, "Foreword" Doc.VI-ST/9, Pg. 47 para.i) Res. IX/MD, Art.6
1984, April December	- Decentralization of ILPES programmes for Central America and the Caribbean. - Highlights advisory activities in Central America and the Caribbean. - Decentralization of ILPES activities in Central America and the Caribbean. - Costa Rica and Guatemala delegates recommend the instalation of a regional ILPES Office. - Change of name of ILPES for Latinoamerican "and Caribbean" Institute for Economic and Social Planning. - Member countries interested in decentralizing ILPES activities in Central America. - Notes with satisfaction ILPES efforts -with the support of ECLAC Office in Mexico- to expand activities in the Central American Isthmus.	Res. 467/XX, Art.13 Doc. ST-VII/11, Para.10,34,77 Doc. ST-VII/11, Para. 34 Doc. ST-VII/11, Para. 79 Doc. ST-VII/11, Para. 74 & 75. Doc. ST-VII/11,Para.51-53-76 Res. VII ST, para.8
1985, April August September	- Recommends the establishment of an ILPES Unit in Central America. - Endorses change of name of ILPES. - ILPES Unit for the Caribbean in Port-of-Spain officially starts activities.	Res. VI/RCP, Art.3.ii) Res. 474 (PLE.18)
1986, January April December	- Need to increase human resources in the Caribbean Unit. - Approves activities of ILPES Unit for the Caribbean. - Reiterates the need to intensify ILPES' action in the Central American countries. - Costa Rica reiterates offer to provide headquarters for ILPES Office. - Technical Subcommittee supports offer by the Government of Costa Rica. - Representative from C.Rica thanks support of all delegates concerning the establishment in C.Rica of ILPES Unit for C.America and Panama.	Doc. ST.VIII/7 Rev.2 Doc. ST.VIII/7 Rev.2,Para.2.m Res.482/XXI (p.43, para. 5) Doc. E.IX.8, Para.31 Res. IX/MD, Art. 6 Doc. E.IX.8 para. 31 y 66
1987, March November	- Official offer by the Government of Costa Rica to provide headquarters in San José. - Inauguration of ILPES Unit for the Central American Isthmus. - Establishment of Caribbean Unit as recommended by CDCC countries. - Agreement for the installation of ILPES Unit for Central America.	Doc.NTI/F.VII.3/A,Para.56-59 Doc.NTI/F.VII.3/A Doc.NTI/F.VII.3/A Signed by 6 Governments.
1988, March April November	- Starting of activities of ILPES Office for Central America and Panama. - Takes note of establishment ILPES Office for C.America and Panama. - Resources Project UNDP/ILPES RLA/86/029 for OCAP activities.	Res. X/MD, Art. 3 Res. 493/XXII Art. 4 Resol. XI/MD, Art. 2.2b
1989, May	- Delegate from Nicaragua pointed out the convenience that ILPES increase its activities in Central America. - The Representative of the Organization of Eastern Caribbean States pointed out the convenience of strengthening the Port-of-Spain Office. - Delegate from Trinidad & Tobago emphasized the need for the governments to fully support ILPES in view of the key role it plays in the region. - Request for financial support from the UNDP/ILPES RLA/86/029 Project in order to increase activities in Central America and the Caribbean.	Doc. NTI/F.VIII.8 Para. 18 Doc. NTI/F.VIII.8 Para. 22 Doc. NTI/F.VIII.8 Para. 26 Res. CRP/VIII/07, Art. 2
1990, May	- Approval of 1988/89 OCAP activities (Annex 1, Chap. V. A and B; Annex 3, Chap. IV. A and B. Document LC/G.1607 (SES.23/11).	Res.511(XXIII),Art.2

A N N E X A

CONVENIO
entre
EL GOBIERNO DE LA REPUBLICA DE COSTA RICA
Y LAS NACIONES UNIDAS PARA EL ESTABLECIMIENTO EN SAN JOSE DE COSTA RICA
DE UNA OFICINA PARA CENTROAMERICA Y PANAMA
DEL INSTITUTO LATINOAMERICANO Y DEL CARIBE
DE PLANIFICACION ECONOMICA Y SOCIAL

El Gobierno de la República de Costa Rica, en adelante denominado el "GOBIERNO" y la Comisión Económica para América Latina y el Caribe, en adelante denominada la "CEPAL", en nombre de la Organización de las Naciones Unidas y por intermedio del Instituto Latinoamericano y del Caribe de Planificación Económica y Social, en adelante denominado el "ILPES".

INTERESADOS en dar cumplimiento a la resolución adoptada por el Consejo Regional de Planificación, celebrado en La Habana el 24 de marzo de 1987, con ocasión de la VI Conferencia de Ministros y Jefes de Planificación de América Latina y el Caribe, respecto a la creación y funcionamiento de una Oficina del ILPES para Centroamérica y Panamá, tomando como base el intercambio de cartas efectuado entre el señor Secretario Ejecutivo de la CEPAL y el Exmo. señor Ministro de Relaciones Exteriores de la República de Costa Rica, y considerando las sugerencias formuladas en la Reunión de Ministros de Planificación de América Central y Panamá, celebrada los días 9 y 10 de julio de 1987 en Ciudad de Guatemala, han resuelto celebrar el presente Convenio y con tal fin acuerdan lo siguiente:

ARTICULO I

Se establecerá una Oficina del ILPES para Centroamérica y Panamá, que tendrá su sede en la Ciudad de San José de la República de Costa Rica, y cuyo funcionamiento se ajustará a las disposiciones de este Convenio.

ARTICULO II

El ILPES, a través de su Oficina para Centroamérica y Panamá, realizará actividades de investigación, capacitación de recursos humanos, asistencia técnica, y otras modalidades de cooperación en el campo de la planificación y la coordinación de las políticas públicas orientadas al desarrollo económico y social, en el marco del Programa de Trabajo del Instituto y del Sistema de la CEPAL y adaptando dichas actividades a las condiciones de la Subregión Centroamericana y de Panamá.

ARTICULO III

Las funciones de la Oficina del ILPES para Centroamérica y Panamá serán:

- a) Promover la coordinación entre organismos del Istmo Centroamericano encargados de la planificación nacional y apoyar la formulación y adopción de políticas públicas conjuntas que fortalezcan la integración regional;
- b) Fomentar la cooperación entre los organismos regionales de integración para el desarrollo de acciones conjuntas orientadas al fortalecimiento de los sistemas nacionales de planificación y de coordinación de políticas públicas, tanto económicas como sociales;
- c) Analizar, en coordinación con los organismos regionales de integración y otros organismos multilaterales presentes en el área, y junto con los organismos nacionales de planificación, la situación económica, política y social del área y la de la economía mundial que influye en el desarrollo del Istmo Centroamericano.

- d) Apoyar, a solicitud de los respectivos gobiernos, el fortalecimiento de sus procesos y sistemas de planificación y de coordinación de políticas públicas, tanto por asesoría directa como mediante trabajos de investigación aplicada;
- e) Cooperar, a solicitud de los correspondientes gobiernos, en la preparación de políticas, estrategias, planes y proyectos, así como en la evaluación de los respectivos esquemas nacionales de desarrollo y la coordinación de las políticas económicas y sociales de cada país;
- f) Organizar programas de capacitación y cooperación en planificación y desarrollo, y, especialmente, en aquellas áreas consideradas estratégicas para el Istmo, relacionadas con la coordinación de políticas públicas; y
- g) Gestionar, en conexión expresa con la sede del ILPES, nuevos convenios que apoyen las actividades del ILPES en el Istmo Centroamericano, en países miembros o no miembros de dicho Instituto.

ARTICULO IV

El Director de la Oficina del ILPES para Centroamérica y Panamá será designado por el Director del Instituto Latinoamericano y del Caribe de Planificación Económica y Social, conforme a las normas pertinentes de las Naciones Unidas. Por delegación de éste ejercerá todas las funciones de Dirección y administración de la Oficina del ILPES en San José y representará al Instituto ante el Gobierno de Costa Rica en todos los asuntos relacionados con las actividades de su Oficina.

El Director de la Oficina del ILPES para Centroamérica y Panamá elaborará anualmente un Programa de Trabajo en que constarán los propósitos y las modalidades de cooperación, las actividades que se realizarán, los resultados que se espera alcanzar y los tipos y magnitudes del trabajo técnico requerido.

ARTICULO V

La Oficina del ILPES para Centroamérica y Panamá, sus funcionarios internacionales y los expertos y técnicos extranjeros contratados para trabajar en la ejecución de las actividades previstas en el Artículo II de este Convenio, gozarán de los derechos, privilegios e inmunidades establecidos en la Convención sobre Privilegios e Inmunidades de las Naciones Unidas, aprobada por el Gobierno de Costa Rica el día 11 de octubre de 1949, así como en el Acuerdo Revisado entre las Naciones Unidas, la Organización Internacional del Trabajo, la Organización de las Naciones Unidas para la Agricultura y la Alimentación, la Organización de las Naciones Unidas para la Educación, la Ciencia y la Cultura, la Organización de Aviación Civil Internacional, la Organización Mundial de la Salud, la Unión Internacional de Telecomunicaciones, la Organización Meteorológica Mundial, el Organismo Internacional de Energía Atómica y la Unión Postal Universal y el Gobierno de Costa Rica para la prestación de asistencia técnica al indicado Gobierno, aprobado por Ley N^o 3345 de 5 de agosto de 1964, cuyos artículos 2 y 3 fueron interpretados auténticamente mediante la Ley N^o 3899 de 28 de junio de 1967.

En caso de venta del vehículo para su uso personal, a que tienen derecho los funcionarios de las Naciones Unidas y de sus Organismos Especializados, antes del cumplimiento del plazo señalado en los Convenios anteriormente indicados, o cuando se presenten circunstancias especiales como, por ejemplo, cese de misión, fallecimiento del funcionario o motivos de fuerza mayor, el Gobierno de Costa Rica aplicará a los funcionarios del ILPES las mismas medidas que rigen en casos similares para el Cuerpo Diplomático acreditado en Costa Rica.

ARTICULO VI

El apoyo que el Gobierno prestará el establecimiento y funcionamiento de la Oficina del ILPES para Centroamérica y Panamá se determinará mediante un Acuerdo Complementario que las Partes suscribirán dentro del marco del presente Convenio.

ARTICULO VII

El ILPES destinará los aportes gubernamentales ordinarios y extraordinarios procedentes de los países del Istmo Centroamericano al financiamiento del personal y actividades de su Oficina para Centroamérica y Panamá, y, desde su sede central, prestará el apoyo técnico y administrativo necesario para el adecuado desarrollo de las actividades de dicha Oficina. El ILPES se compromete a promover la obtención de recursos adicionales provenientes de terceras fuentes. Asimismo, el ILPES incorporará en sus informes a las reuniones de sus Foros Intergubernamentales Oficiales (Consejo Regional de Planificación y su Mesa Directiva), los aspectos tanto técnicos como financieros del desempeño de la Oficina para Centroamérica y Panamá.

ARTICULO VIII

En todo lo relacionado con la Oficina del ILPES para Centroamérica y Panamá se aplicarán las reglas y directrices de las Naciones Unidas para el tratamiento de las cuestiones administrativas, financieras, de personal y de auditoría.

ARTICULO IX

Las Partes podrán presentar enmiendas al presente Convenio y a sus Acuerdos Complementarios. Cualquier enmienda, desde que sea mutuamente acordada, podrá ser efectuada por intercambio de notas y entrará en vigor en la fecha en que la Organización de Naciones Unidas, a través de la CEPAL, acuse el recibo de la notificación del Gobierno de que la enmienda correspondiente ha sido aprobada según las normas constitucionales y legales costarricenses.

ARTICULO X

El presente Convenio podrá terminar por acuerdo mutuo de las partes o mediante la denuncia de cualquiera de ellas, efectuada por escrito y con una antelación no menor de un año.

ARTICULO XI

Toda diferencia que surja entre las Partes Contratantes sobre la interpretación o aplicación del presente Acuerdo y los Acuerdos Complementarios al mismo, será objeto de negociación directa entre las autoridades competentes de las Partes Contratantes.

En caso de que la controversia no pudiera ser resuelta mediante la aplicación del indicado procedimiento, se recurrirá por acuerdo entre las Partes Contratantes, a cualquiera otro de los medios de solución pacífica de controversias previstos en la Carta de las Naciones Unidas.

ARTICULO XII

El presente Convenio entrará en vigor en la fecha en que la Organización de las

Naciones Unidas, a través de la CEPAL, acuse recibo de la notificación del Gobierno de la República de Costa Rica de que el Convenio fue aprobado según las normas constitucionales y legales vigentes en el país.

EN FE DE LO CUAL, los infrascritos firman en nombre de las Partes del presente Acuerdo en la ciudad de San José, República de Costa Rica, el día veintisiete de noviembre de mil novecientos ochenta y siete, en dos ejemplares en español, siendo ambos textos auténticos y de igual valor.

POR EL GOBIERNO DE LA
REPUBLICA DE COSTA RICA

POR LA ORGANIZACION
DE LAS NACIONES UNIDAS

Oscar Arias S.

OSCAR ARIAS SANCHEZ
PRESIDENTE DE LA REPUBLICA

Alfredo Costa Filho

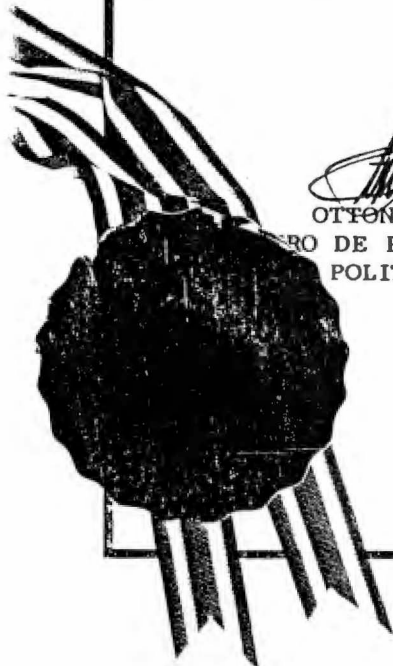
ALFREDO COSTA FILHO
DIRECTOR
INSTITUTO LATINOAMERICANO
Y DEL CARIBE
DE PLANIFICACION ECONOMICA Y SOCIAL

Rodrigo Madrigal Nieto

RODRIGO MADRIGAL NIETO
MINISTRO DE RELACIONES EXTERIORES
Y CULTO

Otton Solis Fallas

OTTON SOLIS FALLAS
MINISTRO DE PLANIFICACION NACIONAL
POLITICA ECONOMICA

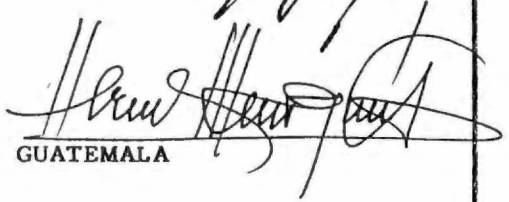


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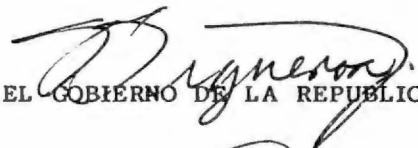
POR EL GOBIERNO DE LA REPUBLICA DE EL SALVADOR



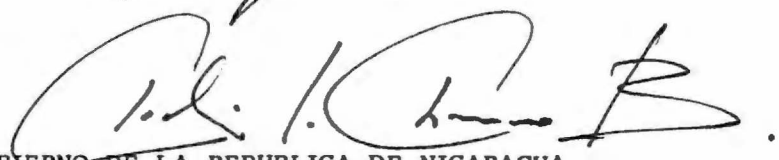
POR EL GOBIERNO DE LA REPUBLICA DE GUATEMALA




POR EL GOBIERNO DE LA REPUBLICA DE HONDURAS



POR EL GOBIERNO DE LA REPUBLICA DE NICARAGUA



POR EL GOBIERNO DE LA REPUBLICA DE PANAMA



A N N E X B

UNITED NATIONS DEVELOPMENT PROGRAMME

Project of the Governments of the Caribbean

PROJECT DOCUMENT

Title: Economic and Social Management for the Caribbean Countries
Primary function:^{1/} Improvement of Public Management Capacity
Secondary function: Strengthening of public policies
Special considerations (if applicable):^{2/} TCDC potential, investment follow-up
Government Implementing Agency: National Planning Bodies
Executing Agent: Latin American and Caribbean Institute for Economic and Social Planning (ILPES)
Estimated starting date: July 1987 Project site: Caribbean
UNDP inputs: 384,000
(US dollars)
Government cost-sharing (if any): US\$160,000
(in US dollars)
Third-party cost-sharing (if any): US\$112,000 ECLAC/ILPES
(in US dollars)

^{1/} If the project is deemed to be a pre-investment project, the symbol PRE should be placed in parentheses immediately after the identification of the primary function of the project.

^{2/} List any of the following goals to be addressed by the project; women in development, TCDC, environment, energy, low-income groups, investment follow-up.

Part 1: Justification of the Project

1.1 Government development and strategy

The Governments' development objectives are (i) to improve the management capacity to formulate and implement economic and social policies and (ii) to strengthen their planning and co-ordination systems of public policies.

These objectives will allow the Governments to promote a more efficient use and better allocation of scarce resources with a view to facilitate appropriate adjustment measures in the present difficulties.

1.2 Validity of UNDP input

At the present time the Caribbean countries are facing new economic and social challenges that require appropriate and imaginative adjustment measures so as to achieve a more efficient management of the public sector. The state machinery has to adopt a new approach and a different technical rationality for tackling the most urgent needs.

The exchange of experiences and the promotion of new mechanisms for co-operation will be facilitated by the UNDP assistance. Through the UNDP assisted project it will be possible to mobilize ECLAC/ILPES technical resources so as to achieve the Governments' development objectives.

MAIN ELEMENTS OF THE PROJECT

BASIC PROJECTS ELEMENTS FRAMEWORK

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>A. <u>IMMEDIATE OBJECTIVE 1</u></p> <p>A.1 <u>To provide direct technical assistance on critical selected issues and programs.</u></p>	<p>A.1.1 Improvement in the links between planning, budgeting and evaluation.</p> <p>A.1.2 Better congruence in the use of policy instruments.</p> <p>A.1.3 Reduction of key economic bottlenecks.</p>	<p>A.1.1.1 Annual economic progress reports.</p> <p>A.1.2 Mission reports.</p>	<p>A.1.1.1.1 Lack of political commitment to implement decisions.</p> <p>A.1.1.1.2 Lack of sufficiently trained counterpart personnel to evaluate appropriateness and soundness of advice.</p> <p>A.1.1.1.3 Inability to obtain and/or release on time, suitable experts to undertake assignments.</p>
<p>B. <u>OUTPUTS</u></p> <p>B.1 Specific documents, papers and studies.</p>	<p>B.1.1 Official acceptance and appraisal of documents submitted.</p>	<p>B.1.1.1 Reallocation of staff in accordance with priority needs.</p>	<p>B.1.1.1.1 unavailability of basic information and equipment.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>B.2 Methodologies, guidelines and written presentation of strategies for implementation.</p>	<p>B.1.2 Request for publication of drafted strategy. B.1.3 Enactment of legislation (acts, laws, regulations, ordinances, decrees to incorporate and enforce new suggestions and measures. B.1.4 Creation of new policy instruments (incentives, price control measures, taxes and administrative measures).</p>	<p>B.1.1.2 Re-organization and/or streamlining of public entities. B.1.1.3 Establishment of appropriate linkages among public entities. B.1.1.4 Better perception and understanding of public policies as well as greater responsiveness by the private sector. B.1.1.5 Improvement in the investment climate.</p>	<p>B.1.1.1.2 Lack of interest and/or technical consensus on recommendations. B.1.1.1.3 High rate of turn-over among administrative and professional staff. B.1.1.1.4 Conflicting interest among principal actors (public sector/private sector and labour).</p>
<p>C., <u>ACTIVITIES</u></p>			
<p>C.1 Conducting interviews in order to understand the problems and to perceive the priorities.</p>	<p>C.1.1 Interviews completed as scheduled. C.1.2 Active participation of "think tanks".</p>	<p>C.1.1.1 Memo-randa of agreement and letters expressing satisfaction and appreciation for work completed.</p>	<p>C.1.1.1.1 Inability to meet with appropriate persons. C.1.1.1.2 Delays and postponement of programmed activities.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>C.2 Read material, gather and compile information.</p> <p>C.3 Visits to regions, areas and institutions in order to make on site assessment.</p> <p>C.4 Promote "think tank" groups for discussing relevant issues.</p> <p>C.5 Holding meetings and discussions with different persons.</p> <p>C.6 Synthesise the key issues and preparation of notes and memoranda.</p>	<p>C.1.3 Provision of adequate support by the Governments.</p> <p>C.1.4 Timely provision of suitable counterpart personnel.</p>	<p>C.1.1.2 Release of needed information.</p> <p>C.1.1.3 Activities completed as scheduled.</p>	<p>C.1.1.1.3 Lack of re-action and feed-back on activities proposed.</p> <p>C.1.1.1.4 Unpreparedness to accommodate activities.</p>
<p>D. <u>INPUTS</u></p> <p>D.1 Technical personnel, Secretarial assistance.</p> <p>D.2 Transportation and equipment.</p>	<p>D.1.1 Experienced personnel in post.</p> <p>D.1.2 Adequate quality materials produced.</p>	<p>D.1.1.1 Mission reports.</p> <p>D.1.1.2 Letters, memoranda and notes for discussion.</p>	<p>D.1.1.1.1 Unavailability and or delay of resources.</p> <p>D.1.1.1.2 Inappropriate counterpart assistance.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
D.3 Reading materials and basic statistics.	D.1.3 Positive response from government officials.	D.1.1.3 Availability of resources in accordance with schedule.	D.1.1.1.3 Inadequate and or non-existence of the necessary information.
<p style="text-align: center;"><u>IMMEDIATE OBJECTIVE (2)</u></p> <p>A.2 <u>To train officials in economic and social planning skills.</u></p>	<p>A.2.1 Improved skill in keeping track of key economic developments.</p> <p>A.2.2 Greater effectiveness in public expenditure.</p> <p>A.2.3 Increase the qualification for the conception, design and execution of public policies.</p> <p>A.2.4 Exploitation of new alternatives.</p>	<p>A.2.1 Evaluation reports by trainees and trainers.</p> <p>A.2.1.2 Research papers and studies.</p>	<p>A.2.1.1.1 Release and or unavailability of sufficiently trained staff to conduct the courses.</p> <p>A.2.1.1.2 Release and or unavailability of adequate students to implement basic tasks.</p> <p>A.2.1.1.3 Unavailability of sufficiently qualified students to assimilate the course content.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>B. <u>OUTPUT</u></p> <p>B.1 Fifty government officials trained during two(2) annual two(2) weeks courses on project cycles and two(2) workshops of one(1) week's duration on management in development.</p> <p>B.2 Basic teaching materials prepared.</p> <p>B.3 Research studies and papers on national priorities.</p>	<p>B.1.1 Introduction of new methods and techniques acquired.</p> <p>B.1.2 Better understanding of micro and macro socio-economic aspects of planning.</p> <p>B.1.3 Improvement in capacity to grasp and appreciate the need for inter-sectoral linkages.</p> <p>B.1.4 Active discussions on materials distributed.</p>	<p>B.1.1.1 Evaluation reports.</p> <p>B.1.1.2 Internal memoranda.</p> <p>B.1.1.3 Request by non course participants for basic teaching materials.</p>	<p>B.1.1.1.1 Short supply of qualified students to attend courses.</p> <p>B.1.1.1.2 Unforeseen difficulty in the reproduction of teaching materials.</p> <p>B.1.1.1.3 Difficulty in contacting qualified lecturers.</p> <p>B.1.1.1.4 Unexpected administrative constraints.</p>
<p>C. <u>ACTIVITIES</u></p> <p>C.1 Preparation, promotion and execution of course.</p>	<p>C.1.1 Training courses and workshops convened as scheduled.</p>	<p>C.1.1.1 High level of attendance and participation of students.</p>	<p>C.1.1.1.1 Inability of governments to meet agreed objectives for the the convening of the course.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>C.2 Selection of qualified students and lecturers</p> <p>C.3 Preparation of course materials.</p> <p>C.4 Administrative and logistic arrangement during the course.</p> <p>C.5 Ex-post evaluation and preparation of report.</p>	<p>C.1.2 Requests for additional courses.</p> <p>C.1.3 Requests for information on the structure and content of courses.</p>	<p>C.1.1.2 Official letters of acknowledgement.</p> <p>C.1.1.3 Complementary contribution from governments on time.</p>	<p>C.1.1.1.2 Inability of some lecturers and students to attend courses and workshop.</p>
<p>D. <u>INPUTS</u></p> <p>D.1 Class-rooms, teaching materials and equipment.</p> <p>D,2 Participation of students and lecturers.</p> <p>D.3 Administrative and secretarial assistance.</p>	<p>D.1.1 High level attendance and participation of both students and lecturers.</p> <p>D.1.2 Delivery of lectures, administrative and secretariat support as programmed.</p>	<p>D.1.1.1 Expressed satisfaction with the facilities provided.</p>	<p>D.1.1.1.2 Unexpected drop in attendance and participation.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p style="text-align: center;"><u>IMMEDIATE OBJECTIVE (3)</u></p> <p>A.3 <u>To improve the infor- mation, evaluation and control system of the adminis- tration machinery.</u></p>	<p>A.3.1 Better co-ordination among entities.</p> <p>A.3.2 More fluent implementation of the decision- making process.</p> <p>A.3.3 Better allocation of resources in accordance with priority needs.</p> <p>A.3.4 Application of new planning methods and techniques.</p> <p>A.3.5 Decrease in underutilized resources.</p> <p>A.3.6 Improvement in key economic and social indicators.</p>	<p>A.3.1.1 Up to date statistics on crucial problems and sectors.</p> <p>A.3.1.2 Periodical release of basic statistics.</p>	<p>A.3.1.1.1 Lack of access to up to date information.</p>
<p>B. <u>OUTPUT</u></p> <p>B.1 Manual of instructions for the formulation and execution of public sector investment programmes.</p>	<p>B.1.1 Better response to community needs.</p>	<p>B.1.1.1 Greater concern and interest by communities in national issues.</p>	<p>B.1.1.1.1 Delays and non- existence of up-dated information.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>B.2 Document of guidelines for setting up flexible and practical projects bank.</p> <p>B.3 Report on selected criteria and methodology for consolidating public investment with financial resources.</p> <p>B.4 Document with indicators on performance evaluation system of state enterprises.</p>	<p>B.1.2 Better institutional co-ordination and more effective decentralisation mechanism.</p> <p>B.1.3 Agreement on clearly defined and attainable set of objectives.</p> <p>B.1.4 Reduction in the deficits of some public entities.</p> <p>B.1.5 Improvement in the delivery of goods and services in the public sector.</p> <p>B.1.6 Creation of new job opportunities.</p>	<p>B.1.1.2 Frequent and constructive dialogue between the public and private sector.</p> <p>B.1.1.3 Reduction in unemployment.</p>	<p>B.1.1.1.2 Political and technical barriers to the adoption of new measures.</p>
<p>C. <u>ACTIVITIES</u></p> <p>C.1 To identify the type of information needed and its level of disaggregation.</p>	<p>C.1.1 Completion and application of new information system and evaluation criteria.</p>	<p>C.1.1.1 Internal memoranda on agreement.</p> <p>C.1.1.2 Timely reporting on economic performance.</p>	<p>C.1.1.1.1 Lack of counterpart personnel and equipment.</p> <p>C.1.1.1.2 Absence of political commitment.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>C.2 To design the manual system for gathering and processing the information system.</p> <p>C.3 To identify and design the monitoring and evaluating indicators</p> <p>C.4 To prepare manual of procedures for users.</p> <p>C.5 To organise on-the-job training activities.</p>	<p>C.1.2 Wider acceptance of the new methodologies.</p> <p>C.1.3 Quick implementation of policies.</p> <p>C.1.4 Less dispersion in state action.</p>	<p>C.1.1.3 Greater appreciation of inter-sectoral linkages.</p>	
<p>D. <u>INPUTS</u></p> <p>D.1 Qualified counterpart personnel.</p> <p>D.2 Suitable equipment and facilities.</p>	<p>D.1.1 Assimilation and application of new techniques in daily tasks.</p> <p>D.1.2 Adequate supply of equipment and facilities.</p>	<p>D.1.1.1 Satisfactory evaluation performance reports.</p> <p>D.1.1.2 Letters and notes of agreement.</p>	<p>D.1.1.1.1 Unavailability of reliable and relevant information.</p> <p>D.1.1.1.2 Assumes availability and or no delay in obtaining counterpart personnel.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>D.3 Suitable and reliable information on financial performance of public sector.</p> <p>D.4 Reliable data on prices and tariff for public sector goods and services.</p> <p>D.5 Inventory of on-going and proposed projects.</p>	<p>D.1.3 Timely release of relevant data.</p>	<p>D.1.1.3 Delivery of resources on schedule.</p>	<p>D.1.1.1.3 Assumes no turn-over of personnel and trained persons will incorporate new methods and techniques to achieve articulated goods.</p>
<p><u>IMMEDIATE OBJECTIVE (4)</u></p> <p>A.4 <u>Strengthening regional integration and co-operation.</u></p> <p>A.4.1 Concrete exchange of experience in critical areas (water resources management, trade, marine resources, tourism, science and technology, food production, and services.</p> <p>A.4.2 To expose the Caribbean countries to new methods and techniques.</p>	<p>A.4.1.1 Assimilation of new methods and techniques.</p> <p>A.4.1.2 identification of supply/demand needs of mutual interest.</p> <p>A.4.1.3 More fluent communication among countries.</p>	<p>A.4.1.1.1 Study tours and exchange of experts under horizontal co-operation mechanism.</p> <p>A.4.1.1.2 Exchange of books, publications, materials and other information.</p> <p>A.4.1.1.3 Letters of agreements and mission report.</p>	<p>A.4.1.1.1.1 Assumes interest and identification of areas of mutual benefit.</p> <p>A.4.1.1.1.2 Assumes adequate absorptive capacity by the recipient country.</p> <p>A.4.1.1.1.3 Assumes release of appropriate personnel.</p> <p>A.4.1.1.1.4 Assumes appropriate administrative arrangements.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>B.4 <u>OUTPUTS</u></p> <p>B.4.1 No. of visits and missions abroad to acquire expertise.</p> <p>B.4.2 Fora and bi-lateral workshop implemented.</p> <p>B.4.3 Number of agreements signed.</p>	<p>B.4.1.1 Greater perception and appreciation of the problems.</p> <p>B.4.1.2 Better disposition to problem solution.</p> <p>B.4.1.3 Quick implementation of agreement signed.</p>	<p>B.4.1.1.1 Reports and letters of understanding.</p> <p>B.4.1.1.1.2 Establishment of permanent contacts between countries involved.</p>	<p>B.4.1.1.1.1 Assumes mutual benefits.</p> <p>B.4.1.1.1.2 Assumes appropriate methods and techniques in the participating countries.</p> <p>B.4.1.1.1.3 Assumes no rapid turn-over of key personnel.</p>
<p>C. <u>ACTIVITIES</u></p> <p>C.4.1 Preparation of visits and study missions.</p> <p>C.4.2 Publishing national experiences.</p> <p>C.4.3 Identifying suitable areas for integration and co-operation.</p> <p>C.4.4 Putting in place administrative machinery for matching the interest of countries selected.</p>	<p>C.4.1.1 Adoption of new techniques and dissemination of methods acquired.</p> <p>C.4.1.2 Institutional and technical modifications.</p> <p>C.4.1.3 Closer links among co-operating countries.</p>	<p>C.4.1.1.1 Reports, articles, notes and resolutions.</p> <p>C.4.1.1.2 Documents on comparative issues and problems.</p>	<p>C.4.1.1.1.1 Assumes mutual interest and convenience.</p> <p>C.4.1.1.1.2 Assumes fulfillment and expectations of recipient countries.</p> <p>C.4.1.1.1.3 Availability of manpower personnel to implement integration and co-operation agreement.</p>

PROJECT ELEMENTS	SUCCESS CRITERIA	VERIFIERS	EXTERNAL FACTORS
<p>D.4 <u>INPUTS</u></p> <p>D.4.1 Allocation of personnel.</p> <p>D.4.2 Authorization of funds for travel and subsistence.</p> <p>D.4.3 Documents, reports, papers and manuals on subjects of mutual interest.</p>	<p>D.4.1.1 Reciprocal satisfaction.</p> <p>D.4.1.2 Interest in repeating conjointly exercise</p>	<p>D.4.1.1.1 Publication and dissemination of reports.</p> <p>D.4.1.1.1.2 Letters of appreciation.</p>	<p>D.4.1.1.1 Assumes governments identify areas of support for integration and co-operation.</p> <p>D.4.1.1.1.2 Timely release of appropriate personnel and funds.</p> <p>D.4.1.1.1.3 Unexpected delays and or postponement in administrative matters.</p>

TOTAL BUDGET

(In US Dollars)

	T O T A L		1987		1988	
			\$	m/m	\$	m/m
10. <u>PROJECT PERSONNEL</u>						
11. <u>EXPERTS</u>						
11.01 General Project Manager Senior Technical Adviser in General and Sectoral Planning ^{1/}	132.000	24	66.000	12	66.000	12
11.02 Senior Economist in Agro- Industrial Planning ^{2/}	28.000	8	14.000	4	14.000	4
11.03 Senior Economist in Public Investment Programming ^{2/}	28.000	8	14.000	4	14.000	4
11.04 Consultant in Project Preparation and Analysis ^{2/}	28.000	8	14.000	4	14.000	4
11.05 Senior Adviser in Training and Research ^{2/}	28.000	8	14.000	4	14.000	4
11.99 Subtotal	244.000	56	122.000	28	122.000	28
11.100 Travel and Per Diem ^{3/}	60.000		30.000		30.000	
19. Component Total	304.000	56	152.000	28	152.000	28
30. <u>TRAINING</u>						
31. Group Training and Workshops (Planners and Students) ^{4/}	60.000	1.50	30.000	0.75	30.000	0.75
Component Total	60.000	1.50	30.000	0.75	30.000	0.75
40. <u>EQUIPMENT</u>						
41. Expendible equipment	10.000		5.000		5.000	
Component Total	10.000		5.000		5.000	
50. <u>MISCELLANEOUS</u>						
52. Reporting Cost (Publications + Dis- semination)	10.000		5.000		5.000	
Component Total	10.000		5.000		5.000	
99. TOTAL UNDP	384.000	57.50	192.000	28.75	192.000	28.75

PROJECT BUDGET COVERING ECLAC/ILPES
(Contribution)

	T O T A L		1987		1988	
	\$	m/m	\$	m/m	\$	m/m
(1) <u>Personnel</u> ^{5/}						
<u>Technical Personnel</u>						
Senior Economist in global and project planning (1)	28.000	8	14.000	4	14.000	4
Senior Economist in public policies (1)	28.000	8	14.000	4	14.000	4
Senior Economist in social planning (employment/ education/health/ housing (1)	28.000	8	14.000	4	14.000	4
Senior Economist in sectoral planning (trade/science/ technology/agro- industry/tourism) (1)	28.000	8	14.000	4	14.000	4
Component Total	112.000	32	56.000	16	56.000	16

PROJECT BUDGET COVERING GOVERNMENTS

(Contribution)

		T O T A L		1987		1988	
		\$	m/m	\$	m/m	\$	m/m
1	<u>PERSONNEL</u>						
	(a) <u>Technical Personnel</u>						
	Senior Economist (1)	24.000	22	12.000	6	12.000	6
	Statistician (1)	24.000	12	12.000	6	12.000	6
	Social Planner (1)	24.000	12	12.000	6	12.000	6
	Sectoral Planner (1)	24.000	12	12.000	6	12.000	6
	Component Total	96.000	48	48.000	24	48.000	24
	(b) <u>Support Personnel</u>						
	Secretaries (1)	24.000	24	12.000	12	12.000	12
	Component Total	24.000	24	12.000	12	12.000	12
	(c) <u>Administrative Support (Equipment, Transportation, Materials)</u>	40.000		20.000		20.000	
	Component Total	40.000		20.000		20.000	
	<u>TOTAL GOVERNMENT</u>	160.000	72	80.000	36	80.000	36

FOOTNOTES

- 1/ P4 Post including post adjustment, assignment allowance, installation grant. All figures at Port-of-Spain.
- 2/ P4 Post without fringe benefits in accordance with Special Service Agreement.
- 3/ Figures include subsistence for five experts travelling six weeks each per year, and cost of ticketing.
- 4/ Two annual two-week courses for twenty participants and two annual workshops of one-week duration for twenty participants. These include: tuition, subsistence and travel.
- 5/ Figures include travelling and subsistence allowances only, as salaried staff will be met from the regular budget allocation.

PROJECT PROPOSAL SUBMITTED BY THE ECONOMIC COMMISSION FOR
LATIN AMERICA AND THE CARIBBEAN TO THE GOVERNMENT
OF THE NETHERLANDS

Project Title: Training Course on development and the planning of public policies in Central America, Panama and the Spanish-speaking Caribbean

Geographical scope: Central America, Panama and the Spanish-speaking Caribbean

Project venue: ILPES Office for Central America and Panama in San José, Costa Rica

Project duration: 8 months

Starting date: Second half of 1989

Total estimated budget: US\$ 118 756

The Netherlands: US\$ 68 756
ECLAC (in kind): US\$ 50 000

Executing Agency: ECLAC through the ILPES Office for Central America and Panama in San José.

JMY/mav
(I/90726)

EXECUTIVE SUMMARY

This project proposal outlines a eight-month technical co-operation project aimed at increasing the subregional and national human resources capacity in the field of development and the planning of public policies, through the organization of a course.

A total of 31 government officials and other professionals will receive training and/or specialization in the field of development and planning of public policies through their participation in course, activity to be held in Costa Rica with the participation of El Salvador, Honduras, Guatemala, Cuba, Panama, Nicaragua and Dominican Republic.

The principal activities involve participation in regional course (ILPES-San José). International and national professors will be invited to participate in the course and a research fellowship program is also envisaged. Infrastructural improvements are also being proposed, such as the preparation and distribution of teaching materials.

The proposed budget, in its summary form, appears below:

Contribution of the Netherlands Government

Regional Fellowships	50 846
Lecturers	5 000
Teaching materials	5 000
Program support costs (13%)	7 910
TOTAL	<u>68 756</u>

Contribution in kind of ECLAC/ILPES

Co-ordination and supervision of workshop-course	10 000
Supervision of research grants	5 000
Lecturers	10 000
Teaching materials	5 000
Secretarial/administrative	10 000
Space, communication, etc.	10 000
TOTAL	<u>50 000</u>
OVERALL TOTAL	<u>118 756</u>

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TRAINING COURSE ON DEVELOPMENT AND PLANNING OF PUBLIC POLICIES
IN CENTRAL AMERICA, PANAMA AND THE SPANISH-SPEAKING
CARIBBEAN

I. BACKGROUND AND JUSTIFICATION

1.1 Latin American and the Caribbean Institute for Economic and Social Planning (ILPES)

The Latin American and Caribbean Institute for Economic and Social Planning was created to assume the tasks and expand the activities carried out by ECLAC in the field of development planning up to 1961. The Institute's activities were to be concentrated in the areas of training, advisory services and research.

The Institute was formally established by Resolution 220/AL.52 of June 1962.

The intention of the member governments was to establish a permanent, independent institution within the ECLAC system, with close links to national planning bodies so that it could support them in strengthening the planning and co-ordination of public policies.

In March 1975, the member governments of ILPES decided to give ILPES the added task of acting as technical secretariat of the System of Co-operation and Co-ordination among Planning Bodies of Latin America and the Caribbean (SCCOPALC).

Both the System and the role of ILPES in it as its secretariat were fully endorsed by the ECLAC Committee of the Whole.

The United Nations Development Programme has supported ILPES from its inception and is now, with help from the Institute itself, financing the project on the elaboration and diffusion of new technique: in the planning and programming of public policies (1987-1990).

The highest responsibility for the direction of ILPES devolves on the Regional Planning Council whose membership includes the Ministers or Heads of Planning in the 37 member governments of the Institute. The seven officers of the Council are drawn from its membership and meet more frequently than the council itself to approve and evaluate the Institute's programmes of work.

The new ILPES Institutional Project was adopted at the Fifth Meeting of the Regional Planning Council. This project, which was recently reaffirmed by those bodies responsible for the direction of ILPES, makes provision for more active participation by the member governments in the management and financing of ILPES through a regular system of contributions.

With regard to the orientation of the work of ILPES, the governments have established that the Institute should concentrate on the following fields in its activities: Planning and economic policy, planning and public sector projects, social programmes and policies and regional planning and policies.

They also gave consideration to the establishment of the following priority topics as guideposts in assigning priority to the various activities of the Institute and providing for links between them: compatibilization of short, medium and long-term decision-making; the new international role played by the economies of the region and its implications for planning; the impact of the crisis on both the society and the internal space of countries and the role of the State in Latin America and the Caribbean in the near future, all these topics to be considered from the point of view of public policy planning or co-ordination.

Since 1962, the year of its foundation, ILPES has been carrying out multiple training activities in Latin America and the Caribbean. Over 10 000 technicians and professionals from the different countries have taken part in the international and national courses, seminars and workshops on topics of interest for the member countries, related to the planning of economic and social development organized by the Institute.

Within this context, ILPES has made significant efforts to intensify the national and sub-regional courses that it offers in order to approach the specific needs of the different countries in a more accurate way and to permit a greater degree of participation of the national technicians in the analysis and discussion of the development problems so as to achieve an improved exploitation of the training activities.

1.2 The training of human resources in development and planning of public policies

The serious economic crisis undergone by the Region since the beginning of the present decade is still affecting in a negative way the already deteriorated levels of quality of life of its population. The loss of dynamism of the economic activity and the growth of the foreign debt have been combined with the new outbreak of inflationary processes, despite the efforts made

by the countries to restore their internal and external equilibrium.

The situation described above presents particular characteristics in Central America, Panama and the Caribbean in view of the small size of the countries, the fragility of their external linkages, their marked structural rigidities and the severe conflicts affecting the Sub-region. All this has had a serious affect on the societies of the sub-region thus making the problems generated by the crisis become even more complex.

The challenges posed by this situation call for such new efforts to be carried out at different levels as referred to a more effective and efficient use of the limited resources available, to overcoming poverty and marginality, to setting up international linkages and to finding ways to achieve a greater integration. This requires making strong training efforts so as to improve the processes of preparation of human resources capable of facing the complex problems that the countries of the Sub-region will have to sort out.

II. THE PROJECT

2.1 Objectives

The main objective of this project is to co-operate with the governments of the countries of the Sub-region in the undertaking of activities leading to the training of human resources for development from a specifically sub-regional perspective. Within this context the project aims to:

- a) offer a high level forum for the analysis and systematic discussion of the main problems of the Sub-region, of the policies which the countries have implemented for their solution and of the more important related experiences undergone by other regions;
- b) contribute to the complementation and updating of the professional training of the technical cadres working in the public and private bodies engaged in the development issue and, very particularly, such bodies as form part of the national planning systems;
- c) provide -by means of its activities- a suitable space for the participants from the different countries of the Sub-region to exchange experiences and thus contribute to the objectives of peace and integration.

2.2 Results

A Workshop-Course on Development Problems and Policies in the Sub-region has been envisaged to take place in the Office of San Jose de Costa Rica in the second half of 1989. This activity will have a duration of two and a half months and will be oriented to giving training in the issues described above to approximately 35 technicians coming from different bodies and institutions linked to the national planning systems of Costa Rica, Cuba, Dominican Republic, Guatemala, El Salvador, Honduras, Nicaragua and Panama. Once the Workshop-Course has been completed, two of the most out-standing participants will be eligible for research grants, the results of which are expected to be of use to the Sub-region and to future training activities to be carried out.

2.3 Scope and schedule of activities

A brief and general description of the Workshop-Course which will be expanded with assistance from the technical co-operation project and applied orientation of the courses.

ILPES interest is to teach a policy oriented course that may be use to the needs that the Ministries of Planification have of training their human resources. In this case, the characteristics of the Central American and Caribbean Regions were taken into account, and the temathic content of the courses were adjusted to what -according to ILPES experience and to the demands of the governments- results as crucia topics. The topics are:

i) Structural adjustment

The majority of the countries has negotiated, is negotiating or desires to start negotiating at the earliest convenience, with the international financial organizations. We estimate that there is not such a thing as a unique valid adjustment and that there is an increasing flexibility of the financial organizations with regards to the policies thay they recommend. For this reason, we deem it convenient for our course to address the different experiences of structural adjustment, comparing the formulas that have been used, the manner in which they were negotiated, the resulting agreements and other aspects which could contribute to offer the practical and recent knowledge to the technicians participating in the training activities.

Furthermore, an emphasis on the social impact generated by this policies will be stressed, showing the experiences of those countries that have attempted to alliviate those social costs with different measures (such as the Social Emergency Funds).

In Tegucigalpa we will conduct, with the cooperation of SECPLAN (Planning and Budget Secretariat of Honduras) a Seminar on Structural Adjustment with lectures such as: a comparative vision of the Latin American experiences; lectures on the Bolivian, Chilean and Costa Rican cases (addressed by those responsible of those policies); alternatives for adjustment in Central America; the social impact of the programs of adjustment and the alternatives to reduce them.

ii) Rural development

The countries to which the Course is aimed, are characterized by the high importance of the agricultural sector. Nevertheless, it does not obtain the desired attention, specially when it comes to negotiating programs for structural adjustment that tend to privilege the major macro economic equilibrium; they are usually negotiated by the central banks and by the Ministries of Finance, without the adequate participation of the Ministries of Agriculture.

We have organized a SEMINAR ON STRUCTURAL ADJUSTMENT AND AGRICULTURE IN THE CORECA MEMBER COUNTRIES, together with the Interamerican Institute of Cooperation for Agriculture (IICA), SIECA and the Regional Council of Agricultural Cooperation of Central America, Mexico, Panama and Dominican Republic (Antigua, Guatemala, 1988).

iii) A new Central American Integration

The official position of the Central American Governments affirms the importance of the integration among the countries of the Region, but does not usually takes into account the trascendental changes experienced in the recent years that led to a decrease of the commercial exchange between the countries of the Region.

Therefore, there is -apparently- the political willingness for integration, but it is necessary to discuss the technical feasibility of achieving it: what Central American integration is feasible and the end of the XX Century? How can it be made functional for the economic development of these countries?.

Our idea is to present some technical alternatives and to promote the exchange of ideas between the participants, ending up with a simulacrum of possible policies in that field.

iv) Maintenance of macro economic equilibrium

It appears basic to us to insist in the need of maintaining the high macro economic equilibrium; despite having been the general characteristic of the Central American countries in the past, it has been affected -in some of them- during recent times.

v) Projects design and evaluation. Bank of projects

A considerable amount of external resources is being offered to the countries, but there is a lack and weakness in the public sector to prepare and evaluate the adequate projects. Therefore, it is absolutely necessary to provide the officers of the planning offices with the technical preparation that is desired to prepare and evaluate Projects.

This preparation can not consist of long term courses, but it shall be a timely and adequate preparation, taking advantage of computers to facilitate the calculations that are necessary. This is how ILPES has prepared a training program for the users of the Bank of Projects for Public Investment that it has implemented in several countries, allowing the operators to use them, pursuant to a brief training.

Also, ILPES has recently edited a book on SOCIAL PROJECTS EVALUATION.

2.4 Inputs required (Tables 1 and 2)

For the materialization of this request from the Government of the Netherlands a contribution of US\$ 68 756, which would be allocated to finance the following items:

- 21 grants for participants from Panama, Nicaragua, El Salvador, Honduras, Guatemala and Cuba and 5 grants for participants from Costa Rica;
- 2 grants to finance a similar number of fellowships to be awarded to the most outstanding participants selected, and;
- lecturers' fees and preparation of teaching material.

In turn, the ILPES Office in San José will contribute with US\$ 50 000 in kind towards the expenses involved in the preparation of this activity by supplying some of the lecturers, performing the co-ordination activities of the Workshop-Course and being in charge of its promotion and dissemination among the countries of the Sub-region and of communications, secretarial and administrative support, accomodation and venue, publications, and conduction and supervision of the preparation of teaching materials by grant-researchers.

Table 1

PROJECT BUDGET COVERING CONTRIBUTION BY THE GOVERNMENT
OF THE NETHERLANDS

ITEM	Estimated costs US\$ dollars
Lecturers	5 000
Grants	
- 21 for professionals from countries other than Costa Rica	42 018
- 5 for professionals from the host country	3 240
- 2 fellowship (4 months)	5 588
Teaching materials	
SUBTOTAL	60 846
SUPPORT COSTS (13%)	7 910
TOTAL	<u>68 756</u>

Table 2

PROJECT BUDGET COVERING IN KIND CONTRIBUTION BY
ECLAC/ILPES-SAN JOSE

ITEMS	Estimated costs US\$ dollars
Substantive preparation, co-ordination and supervision of Workshop-Course	10 000
Conduction and supervision of research projects of research grants	5 000
Teaching materials	5 000
Lecturers	10 000
Administrative and secretarial support	10 000
Sundries (communications, transport, etc.)	10 000
TOTAL	<u>50 000</u>

III. INSTITUTIONAL FRAMEWORK

The Project will be directly executed by the ILPES Office for Central America and Panama in San Jose, as part of its own programme for the training of human resources for development in the Sub-region.

This Course will be widely publicized in the countries of the Sub-region through the normal the ECLAC/ILPES channels and the Office of the UNDP Resident Representatives. The collaboration of the Government of the Netherlands in the materialization of this project and in financing a certain number of grants for the participants will be highlighted.

The applications from prospective participants in the Workshop-Course will be received by the ILPES Office in San Jose, where an ad-hoc Selection Committee with the participation of designated officials from ECLAC's Office for Central America in Mexico will study them and recommend the selection of the best qualified professionals. These recommendations and the candidate's background will be sent to the Government of the Netherlands for a final decision.

Once the activities of the project are over, the ILPES Office in San Jose will prepare a Final Report containing information about the outcome, an evaluation of the impact of the project and the recommendations that may arise. In addition, a financial report will be prepared to be submitted for consideration by the relevant authority.

The ILPES Office in San Jose will act as the official channel between the Executive Agency and the Government of the Netherlands. In turn, the Embassy of the Netherlands in San Jose will provide the necessary support for the proper development of the project.

APPENDIX

BUDGET DETAILS
(Estimated in US\$)

A. COST OF GRANTS FOR PARTICIPANTS FROM THE SUB-REGION

Countries	Grant a/	Fares	Medical	Books	TOTAL COST
Cuba	1 524	504	40	100	2 168
Guatemala	1 524	330	40	100	1 994
Dominican Rep.	1 524	630	40	100	2 294
Nicaragua	1 524	170	40	100	1 834
Panama	1 524	200	40	100	1 864
Honduras	1 524	224	40	100	1 888
El Salvador	1 524	300	40	100	1 964
TOTAL	10 668	2 358	280	700	14 006

Three grants per country

SUBTOTAL	32 004	7 074	840	2 100	42 018
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B. FIVE NATIONAL GRANTS

2 540	-	200	500	3 240
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C. TWO FELLOWSHIPS (FOUR MONTHS)

4 828	600	160	-	5 588
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TOTAL	39 372	7 674	1 200	2 600	50 846
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D. LECTURERS' FEES

5 000

TOTAL US\$	60 846
SUPPORTING COSTS (13%)	7 910

TOTAL FINAL 68 756

a/ Stipend in San Jose de Costa Rica. The figure quoted corresponds to the total stipend for the two months and a half which the course will last.

Annex A. FORMS A AND B

PROGRAMME "DIRECT AID TO EDUCATIONAL ESTABLISHMENTS
IN DEVELOPING COUNTRIES" (DSU)

Specification per participant 2/

Institute/centre/organization:

Latin American and Caribbean Institute for
Economic and Social Planning (ILPES)
San Jose, Costa Rica

Mr/ Ms	Name	Age	Country	Previous education/ degree	Professional position	Course title, number and period
	*/		1. C. Rica 2. Dom.Rep. 3. El Salv. 4. Cuba 5. Guatemala 6. Honduras 7. Nicaragua 8. Panama			COURSE IN DEVELOPMENT AND PLANNING OF PUBLIC POLICIES. SECOND HALF, 1989

*/ The selection of candidates will take place as soon as it is available.

PROGRAMME "DIRECT AID TO EDUCATIONAL ESTABLISHMENTS
IN DEVELOPING COUNTRIES" (DSO)

Cont specification per participant and course

Institute/centre/organization: ILPES

San José, Costa Rica

Name of participant	Course code and title	Period			Tuition	Board and lodging	Health and insurance	Books	Travel		Other	Total amount of DSO funds requested
		From	to	Duration					Domestic	International		
					US\$				US\$	US\$	US\$	
3 students from:	COURSE IN DEVELOPMENT AND PLANNING OF PUBLIC POLICIES											
Cuba				2.5m	4.572	120	300		1.512			6.504
Dominican Rep.				"	4.572	120	300		1.890			6.882
El Salvador				"	4.572	120	300		900			5.892
Guatemala				"	4.572	120	300		990			5.982
Honduras				"	4.572	120	300		672			5.664
Nicaragua				"	4.572	120	300		510			5.502
Panama				"	4.572	120	300		600			5.592
SUBTOTAL												42.018
5 students from:												
Costa Rica					2.540	200	500		-			3.240
TOTAL												<u>45.258</u>

*/ Information on the participants will be forwarded as soon as it is available.

**/ Average travel costs.

PROGRAMME "DIRECT AID TO EDUCATIONAL ESTABLISHMENTS
IN DEVELOPING COUNTRIES" (DSO)

Specification per participant */

Institute/centre/organization:

Latin American and Caribbean Institute for
Economic and Social Planning (ILPES)
San Jose, Costa Rica

Mr/ Ms	Name	Age	Country	Previous education/ degree	Professional position	Course title, number and period
			<u>Central America</u> 12 countries */			Research Fellowships (duration: 4 months each; 1989)

*/ Information will be forwarded as soon as it is available.

