

Distr.
GENERAL
LC/G.2072(SES 28/4)
29 February 2000
ENGLISH
ORIGINAL: SPANISH

Twenty-eighth session
Mexico City, 3-7 April 2000

**REPORT OF THE AD-HOC WORKING GROUP ESTABLISHED PURSUANT TO
RESOLUTION 553(XXVI)**

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INTRODUCTION

The Ad Hoc Working Group held two meetings during the period under review in accordance with resolution 565(XXVII) of the Economic Commission for Latin America and the Caribbean (ECLAC), in which the Commission renewed the mandate of the Ad Hoc Working Group established pursuant to ECLAC resolution 553(XXVI), directed that it was to be headed by the Chairman of the twenty-seventh session of the Commission and requested that it consider, in consultation with the Executive Secretary, the progress achieved in the implementation of current United Nations reform proposals pertinent to the Commission, including the implementation of the pilot management scheme. Those meetings were attended by representatives of 29 member States and two associate members.

The fourth meeting of the Ad Hoc Working Group was held at ECLAC headquarters in Santiago, Chile, from 1 to 3 October 1998. On that occasion the deliberations focused on setting priorities for the programme of work for the 2000-2001 biennium, which had been approved by the Commission at its twenty-seventh session in its resolution 566(XXVII).

The secretariat representative gave a brief update on the ECLAC programme of work for 1998-1999 and presented a document entitled "Proposed order of priorities for the execution of the programme of work of the ECLAC system, 2000-2001" (DDR/1). She went on to explain that the steps being taken to set priorities did not imply that the activities that had been assigned a lower priority would not be conducted, since, given the current budgetary situation, it was expected that all components of the programme would be implemented. There were no plans to postpone any of the activities scheduled for 1998 or 1999 either. Presentations on the individual subprogrammes were given by the directors of the relevant divisions and the officers bearing the principal responsibility for their implementation, who briefly described the most significant aspects of each one. The debate on the establishment of priorities was then opened. The outcome of the ensuing deliberations was an increase in the number of activities included in category A and the virtual disappearance of category C.

The results of the priority-setting exercise demonstrated that the member States and the secretariat were in close agreement as to the importance of the programme of work's various components. The delegates showed a great deal of interest in examining the programme of work thoroughly and in ensuring flexibility in the area of budget performance. A number of delegates emphasized the need to avoid the duplication of activities being conducted by other regional or subregional organizations and to concentrate on areas in which the Commission had comparative advantages. Other subjects that were discussed included the adaptation of activities to fit the countries' requirements and the selection of tasks on the basis of demand. It was recognized that ECLAC had taken care to formulate a well-balanced programme of work that would ensure equitable service delivery to all the countries of the region.

The fifth meeting of the Ad Hoc Working Group was held in New York on 8 and 9 July 1999 and was devoted to an examination of the advances made by the reform process. To that end, a note by the secretariat entitled "ECLAC and its role in the reform process"(DDR/1) was presented by the secretariat representative as a reference document. Following a brief overview of the activities not covered in the programme of work, the representative gave a detailed analysis of the context for the modernization process being pursued by ECLAC within the framework of the main lines of action established by the United Nations.

The presentation dealt with the effort to strengthen regional coordination and links with the member countries; the exercise of delegated authority within the framework of the Commission's purview, which was limited to certain specific aspects of human resources management; changes in the Commission's organizational structure; executive management, which included the development of performance indicators; and the changes introduced in recent months in the fields of communications, information and dissemination, which had made it possible to greatly enhance the visibility and impact of the Commission's work. Another topic covered in the presentation was the increasingly multidisciplinary nature of certain aspects of the Commission's work in such areas as gender equity and sustainable development, which were being focused upon at all levels and were the object of joint activities involving two or more divisions.

In the course of the debate that followed, a number of delegations expressed their gratitude to ECLAC and their pride and satisfaction with the work being done, especially with regard to the current modernization process, which was strengthening the institution's capacity to adapt to its environment; the reinforcement of the relationship between the secretariat and the member countries; and the regional coordination efforts being undertaken with other United Nations bodies in order to avoid any duplication of effort.

The secretariat representative indicated that note had been taken of the interest expressed by several delegations in strengthening information channels between ECLAC headquarters and the missions of member States to the United Nations and of the importance attached to extending the modernization process to national offices and subregional headquarters. Delegates were reminded that no measure had ever been implemented in the Commission's reform process that contravened resolutions adopted by the General Assembly; that, ever since its inception, the modernization process had been applied gradually; and that, as in the past, the established rules would continue to be constantly and strictly observed. As the meeting drew to a close, the representatives emphasized their satisfaction with the progress that had been achieved in modernizing the internal management of the Commission.

This report is a compilation of the reports of the fourth and fifth meetings of the Ad Hoc Working Group and is intended to provide an overall picture of the work carried out in this forum since the twenty-seventh session of the Commission.

UNITED NATIONS

**ECONOMIC COMMISSION
FOR LATIN AMERICA
AND THE CARIBBEAN - ECLAC**



Distr.
GENERAL

LC/G.2044(GET.4/2)
25 February 1999

ENGLISH
ORIGINAL: SPANISH

**REPORT OF THE FOURTH MEETING OF THE AD HOC WORKING GROUP
ESTABLISHED PURSUANT TO RESOLUTION 553 (XXVI)**

(Santiago, Chile, 1-3 October 1998)

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1. Mandate

1. Pursuant to resolution 553(XXVI), adopted by the Economic Commission for Latin America and the Caribbean (ECLAC) at its twenty-sixth session, an ad hoc working group open to all ECLAC members was established. This group, in consultation with the Executive Secretary, was empowered to define priorities for the work programme and to recommend to the Commission strategic directions for its future activities, taking into account the development priorities of Latin America and the Caribbean as well as budgetary considerations. This mandate was renewed by the Commission in its resolution 565(XXVII), adopted at its twenty-seventh session, in which it also requested the Ad Hoc Working Group to consider, in consultation with the Executive Secretary, the progress achieved in the implementation of current United Nations reform proposals pertinent to the Commission, including the implementation of the pilot management scheme.

2. Place and date of the meeting

2. The fourth meeting of the Ad Hoc Working Group was convened at ECLAC headquarters in Santiago, Chile, on 1 and 2 October 1998.

3. Attendance

3. The meeting was attended by representatives of the following States members of the Economic Commission for Latin America and the Caribbean: Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, France, Haiti, Honduras, Italy, Mexico, Netherlands, Paraguay, Peru, Spain, United Kingdom of Great Britain and Northern Ireland, Uruguay and Venezuela.

4. The Netherlands Antilles, an associate member of the Commission, was also represented.

5. The meeting was chaired by Mr. Oscar Alvarez, Director-General for Foreign Policy of the Ministry for Foreign Affairs and Worship of Costa Rica.

4. Summary of the proceedings

(a) General debate

6. The Chairman opened the meeting with a reminder that the Ad Hoc Group had been created in an effort to cope with the challenge posed by the countries' active demand for services at a time when the resources at the Commission's disposal were quite limited. It was a situation that demonstrated how valuable the work of ECLAC was for the Governments concerned. Hence the importance of carrying out a thorough analysis of the programme of work so that, as on earlier occasions, the activities in the programme could be aligned with the countries' specific needs.

7. The Chairman highlighted the valuable interaction taking place between the Governments and the secretariat, drawing attention to the secretariat's awareness of the need for further changes to update its work programme so that it might continue to contribute to the development of the entire Latin American and Caribbean region on an efficient, effective and transparent basis. Within that framework, the pilot management scheme constituted an innovative proposal which had not yet been fully analyzed.

8. He concluded by expressing his belief that the meeting would make a valuable contribution to the institutional modernization process initiated by ECLAC, which was a key factor in determining strategic directions for the region's future.

9. The Executive Secretary outlined the main changes made since the start of the year and reminded the participants that resolution 1998/46, as adopted by the Economic and Social Council at its 1998 substantive session, set forth clear guidelines for interaction among the entire spectrum of organizations and bodies working at the regional level. He also discussed the mandate that had been received to hold regular inter-agency meetings with all relevant organizations within the system working at the regional level, which were to be chaired by the Deputy Secretary-General of the United Nations. The requested coordination had already been initiated at a meeting of the executive secretaries of the regional commissions and representatives of the United Nations Development Programme (UNDP).

10. As part of the effort to update the ECLAC programme of work for 1998-1999, a number of minor changes had been made in its priorities, particularly those pertaining to the Commission's subregional headquarters. The subregional headquarters' interaction with the Governments was particularly intensive, and many of their activities involved the provision of services to the smaller countries of the region. It was important for the subregional headquarters to have greater flexibility so that they could gear their activities to the needs of the countries in their respective subregions.

11. ECLAC had been chosen to head up an ad hoc group charged with analyzing the architecture of the international financial system. As part of that extremely important task, consideration would be given, *inter alia*, to the possibility of expanding the mandate of the International Monetary Fund as a means of helping to forestall future crises. Another series of activities whose implementation had been approved by the States members of the Commission at its twenty-seventh session concerned the Free Trade Area of the Americas (FTAA); the Inter-America an Development Bank (IDB) and the Organization of American States (OAS) were working with the Commission on the tasks involved in structuring the FTAA. ECLAC had resolved to provide substantive inputs for three of the constituent groups and to provide support for another two. To that end, focal points had been designated within the secretariat.

12. The Executive Secretary reported on the activities planned for the celebration of the Commission's fiftieth anniversary and took note of the importance being attached to the dissemination of the institution's outputs and of the services it provided.

13. The Director of the Programme Planning and Operations Division submitted a document entitled "Proposed order of priorities for the execution of the programme of work of the ECLAC system, 2000-2001" (DDR/1). She went on to explain that the steps being taken to set priorities did not imply that the activities that had been assigned a lower priority would not be conducted, since, given the current budgetary situation, it was expected that all components of the programme would be implemented. There were no plans to postpone any of the activities scheduled for 1998 or 1999 either.

14. In response to concerns voiced by the representative of the United Kingdom, the Secretary of the Commission explained that resolution 553(XXVI) did, in fact, empower the Ad Hoc Working Group to define priorities for the work programme and to examine strategic issues relating to the reform process. He added that, following the same procedure as that used during the preceding biennium, the present meeting of the Ad Hoc Working Group would be devoted to defining priorities. Then, at the fifth meeting of the Group, which would be held at one of the subregional headquarters or in New York during the first half of 1999, the participants would analyze the issue of reform. Accordingly, the agenda for the fourth meeting focused on setting priorities for the work programme.

15. The Director of the Programme Planning and Operations Division did, however, provide a brief overview of how the reform process had progressed. The process of decentralizing the institution's resources had continued to make headway; thus far the results of that effort had been quite promising and had also shed light on specific ways in which the work of the various divisions differed. In addition, greater coordination and complementarity between budgetary and extrabudgetary resources had been achieved within the Commission's overall programme of work.

16. One important project that was closely connected with the implementation of the pilot scheme was the development of performance indicators with a view to their application in the near future. That project, which was currently under way, involved four areas of work: (i) a case-by-case review of the duties of professional staff; (ii) an analysis of the institution's outputs; (iii) a study of the direct costs involved; and (iv) the upgrading of the Commission's technological platform.

17. A method of cost management had also been adopted that was based on the measurement and monitoring of the direct costs of producing the Commission's principal outputs. That process demanded a great deal of time and effort, but it would yield very significant benefits inasmuch as it would provide the institution with a complete, detailed picture of how its resources were actually being distributed.

18. Copies of a letter sent to the ECLAC secretariat by the Government of Jamaica, in which that Government had set forth its views and asked that they be incorporated into the discussions at the fourth meeting where relevant, were then distributed to the participants. In that letter the Government of Jamaica had recalled that at the seventeenth session of the Caribbean Development and Cooperation Committee (CDCC), held in Trinidad and Tobago in March 1998, delegates had urged that the secretariat should emphasize forward-looking, practical action to overcome the looming problems of the next century. It therefore expected that the deliberations on the work programme would reflect a forward-thinking strategy, which would influence the identification of appropriate priorities. In view of the vulnerability of the small developing Caribbean States, it was important that they should benefit from programmes that would assist them in addressing the challenges of social development, employment, health and education, among others, including not only those in the subprogramme for the Caribbean subregion, but in all the subprogrammes of ECLAC.

19. After reviewing the guidelines established during the twenty-seventh session of ECLAC regarding the programme of work, the Government of Jamaica had commended the secretariat for the work carried out to date on topics and issues of major importance to Jamaica and to the entire region and had expressed the expectation that as a result of the meeting, the secretariat would be appropriately guided as to the region's needs in the areas of information gathering and policy formulation.

20. A number of delegations voiced their agreement with the views of the Government of Jamaica. After taking note of the Commission's evident concern about the need to draw up a balanced programme of work that provided for an equitable apportionment of services to all the countries of the region, and in

the interests of seeing that fact clarified, one representative asked that a statement by the secretariat be included in the report to the effect that it was not its intention to confine activities for the Caribbean to the subprogramme for activities in that subregion. The secretariat immediately proceeded to issue such a statement.

21. In the course of the general discussion that followed, emphasis was placed on the importance of carrying out a thorough examination of the work programme. A number of representatives underscored the need to avoid duplicating activities already being conducted by other regional or subregional organizations and to concentrate on areas in which the Commission had a comparative advantage; the importance of ensuring that the activities in the work programme were demand-driven and geared to the needs of the countries was also stressed.

22. In response to a question raised by one representative concerning the accessibility of information on ECLAC activities in connection with the FTAA, the Executive Secretary said that, in accordance with resolutions adopted by the Commission at its most recent session, all the countries had access to the documents dealing with that subject.

23. In reference to an inquiry regarding the mandate of the Ad Hoc Working Group as it related to the pilot management scheme, the Secretary of the Commission explained that, as noted at the outset, that issue would be dealt with in greater depth at the next meeting of the Group, which would be held in New York or at one of the Commission's subregional headquarters.

24. The Director of the Programme Planning and Operations Division said that, although the deliberations had been somewhat less dramatic than they had been on some occasions in the past, since no budget cuts were planned, the meeting had nonetheless been a valuable exercise and had demonstrated that the member States and the secretariat were basically in agreement as to their assessment of the work programme. Although the scope of the analysis had been confined to the biennium 2000-2001, it provided a clear indication of which areas aroused the most interest.

25. The Director took note of the importance that the countries placed on flexibility in the area of budget performance and asked the representatives to make known their specific technical assistance requirements so that the work programme could be forged into an increasingly faithful reflection of their countries' priorities. In relation to the specific focus of the present exercise, the representatives' comments clearly pointed in the direction of an increase in the number of activities in category A and the virtual elimination of category C. It was gratifying to see how much importance was attributed to the technical assistance provided by ECLAC and to its publications, since that indicated that the Commission was working in areas in which it had clear comparative advantages.

26. The Executive Secretary of the Commission stressed the importance of the meeting, which provided a forum for two-way communication that furnished the countries with more detailed information on the programmes of ECLAC and enabled the secretariat to gain a fuller understanding of the Governments' wishes concerning its working agenda and thus to be more responsive to them. It was a source of satisfaction for him that a higher priority had been assigned to many of the activities in the work programme, since he regarded that as a reflection of the importance that the Governments attributed to the work of ECLAC.

27. The Chairman of the Ad Hoc Working Group then drew the meeting to a close, noting that the day had been a very productive one, thanks to the participation of all those present, and that the time available to them had been well spent; the work done at the meeting provided valuable inputs for all the countries of the region, and significant areas of agreement had emerged during the discussion. The next meeting would be devoted to an examination of the reform process which would begin where earlier deliberations on the issue had left off, thereby fulfilling the Group's original mandate.

28. The Secretary of the Commission said that the report to be prepared by the secretariat would include an annex setting out the changes in priorities requested by the member States. He hoped that, as on earlier occasions, the Governments would trust in the secretariat to draw up a report based on the indications received at the meeting while also seeking to maintain a suitable overall balance in the programme of work.

(b) Review of subprogrammes

29. During the presentations on the subprogrammes which were given upon the conclusion of the above exchange of views, the directors of the various divisions and the officers bearing the principal responsibility for their implementation briefly described the most significant aspects of each subprogramme. The debate on the priorities to be set for the activities in the work programme was then opened. The suggested changes are listed below and set forth in annex I, "Changes suggested by the Ad Hoc Working Group in the proposed order of priorities for the execution of the programme of work of the ECLAC system, 2000-2001".

SUBPROGRAMME 1: LINKAGES WITH THE GLOBAL ECONOMY,
COMPETITIVENESS AND PRODUCTION SPECIALIZATION

A number of delegations felt that because of the importance of targeting different geographic areas, regional studies should be carried out with a view to determining the implications of the formation of linkages with the global economy.

Subject area 1.2: Globalization and the changing international environment

Assign a priority "B" rating to the two studies on international trade, external financing and foreign direct investment (section 1.2.b.i.).

Subject area 1.4: Specific issues relating to changes in the structure of international competition

Assign a priority "A" rating to the study on changes in the pattern of international competition (section 1.2.i) and a priority "B" rating to the study on the developing economies in Asia and the Pacific and their links with the economies of the region (section 1.2.iii.).

Subject area 1.6: Patterns of trade specialization

Assign a priority "B" rating to the two studies on the services sector in selected Latin American and Caribbean countries (section 1.6.i.).

Subject area 1.7: International transport and competitiveness

Assign a priority "A" rating to the study on port and maritime transport policy (section 1.7.c.iii.) and to technical cooperation services in connection with international shipping and multimodal transport (section 1.7.e.). Assign a priority "B" rating to the support to be provided to intergovernmental bodies in the same field (section 1.7.f.).

SUBPROGRAMME 2: INTEGRATION, OPEN REGIONALISM AND REGIONAL COOPERATION

It was requested that a study on the implications of NAFTA for the Central American countries be prepared and that a higher level of extrabudgetary funding be allocated for the annual report on the barriers erected by the United States to Latin American and Caribbean exports.

Subject area 2.1: Convergence of the integration process: economic, social, legal and institutional aspects

Assign a priority "A" rating to the studies on subregional integration agreements in South America (section 2.1.b.i.) and to the provision of technical cooperation services in the area of regional integration (section 2.1.c.i.).

Assign a priority "B" rating to the study on regional and subregional integration in Latin America and the Caribbean (section 2.1.a.).

Subject area 2.2: The impact of hemispheric integration on Latin American and Caribbean integration

Assign a priority "A" rating to all the activities listed under this section.

Subject area 2.3: Intraregional investment: internationalization of Latin American enterprises

Raise the rating of the study on trade creation by smaller enterprises within the framework of regional and subregional integration plans to priority "B".

Subject area 2.4: Regional transport infrastructure and services

Lower the rating of the study on various modes of transport (section 2.4.b.i.) to priority "B" and raise the ratings of the study on information technologies in the transport sector (section 2.4.b.iii.) and of the provision of support for intergovernmental organizations in relation to infrastructure and land transport and transport and trade support services (section 2.4.d.) to priority "B".

SUBPROGRAMME 3: INDUSTRIAL, TECHNOLOGICAL AND BUSINESS DEVELOPMENT

In the course of a general discussion concerning the subprogramme, a number of delegations attributed importance to the studies to be conducted on foreign investment and the relevant legal provisions and asked that the information contained in the database on the subject be updated on an ongoing basis and that electronic access to that database be provided.

Subject area 3.1: Analysis of production trends in the region, globally and by sector

In reference to section b, a request was made that the case of Peru be taken into consideration.

Raise the ratings of the three meetings of experts to be held on industrial growth, productivity and changes in the industrial structure and international competitiveness (sections 3.1.a.i., ii. and iii.) and of the three studies on changes in the production structure and international competitiveness, patterns of behaviour among economic agents, and proposals for boosting productivity (sections 3.1.b.i., iii. and iv.) to priority "A". Also raise the rating of the tasks involved in updating the CAN and PADI software (section 3.1.c.i.) and the operational activities described under section 3.1.d.ii. to priority "A".

Raise the rating of the study on productivity and quality indicators for tertiary-sector activities (under section 3.1.b.ii.) to priority "B".

Lower the rating of the technical cooperation to be provided in connection with industrial restructuring (section 3.1.d.i.) to priority "B" and lower the ratings of the study on microeconomic responses to new conditions in the Argentine economy (section 3.1.b.vii.) and of the updating of the database on the forestry sector (section 3.1.c.ii) to priority "C".

Subject area 3.2: Development of the environment in which companies operate: physical and technological infrastructure and factor markets

It was requested that, within this subject area, consideration be given to the sustainable management of tropical forests and that an evaluation be undertaken of competitiveness in the agricultural sector (section 3.2.a.i.).

Raise the ratings of the meeting of experts on national technological innovation systems and their impact on industrial competitiveness (section 3.2.a.i.) and of the study to be prepared on the same issue (section 3.2.b.i.) to priority "A". Lower the rating of the technical cooperation to be provided in this field to priority "B".

Lower the rating of the meeting of experts on the diffusion of technological innovations in the forestry and farming sectors (section 3.2.a.ii.) and of the studies to be conducted on credit, investment, securitization and on policy proposals for promoting the diffusion of technological innovations in the forestry and farming sectors (sections 3.2.b.ii., and iii.) to priority "C".

Subject area 3.3: Strengthening of the key agents in development: transnational corporations, domestic conglomerates and small and medium-sized enterprises

Assign a priority "A" rating to the two meetings of experts on changes in domestic conglomerates and in small and medium-sized enterprises and on legal and statistical information on foreign investment in the region (sections 3.3.a.i. and ii.) and to the publications on foreign investment in Latin America and the Caribbean, key agents of development, investment and technology transfer models, strategy changes in transnational corporations in relation to factor and trade flows, and business strategies and measures for adapting international best practice to local industries (sections 3.3.b. and 3.3.c.i., iii., v. and viii).

Raise the rating of the study on updating the legal framework for foreign investment in the region (section 3.3.c.iv.) to priority "B".

Lower the rating of the study on transnational corporations and technology transfer (section 3.3.c.ii.) to priority "B".

Subject area 3.4: Industrialization strategies centred upon the development of natural resource-based production complexes

Raise the rating of the study on natural resource-based production clusters (section 3.4.b.i.) to priority "B".

Subject area 3.5: Design of competitiveness policies in the framework of a strategy of integration and open regionalism

Assign a priority "A" rating to all the activities coming under this subject heading with the exception of the group training initiative (section 3.5.c.ii.), whose rating will remain unchanged.

SUBPROGRAMME 4: MACROECONOMIC POLICY, INVESTMENT AND FINANCE

In view of the fact that information is provided on given aspects of the economic situation in particular countries in the *Preliminary Overview*, the representative of Paraguay asked that a study on that country be prepared. A request was also made that the gender perspective be taken into account in the activities to be conducted in subject area 4.4 and that the question of the security of information flows be added to that subject area. In relation to economic development issues, the delegations were particularly interested in the studies to be conducted on comprehensive policy coordination within integration schemes, comprehensive policies and the environment, and activities relating to social security systems.

Subject area 4.1: Analysis of the situation in the Latin American and Caribbean economies

Raise the rating of the annual editions of the *Economic Survey of Latin America and the Caribbean* (sections 4.1.a.i. and ii.) and of the updating of databases on economic performance in the region (section 4.1.c.i.) to priority "A".

Raise the rating of the biannual report on the Brazilian economy (section 4.1.c.vi.) to priority "B".

Subject area 4.2: Analysis of development strategies and economic and social policies in Latin America and the Caribbean

Raise the ratings of the two expert meetings (sections 4.2.a.i. and ii.) to priority "A". Raise the ratings of all the publications in section 4.2.b. to priority "A" except for those listed in sections 4.2.b.viii. and ix., whose ratings will remain unchanged, and the study on links between the pattern of linkages with the global economy based on the current policy of outward-oriented development and the environment (section 4.2.b.iii), whose rating should be raised to priority "B".

Assign a priority "B" rating to the advisory services mentioned under section 4.2.c.

Subject area 4.3: Saving, investment and financing

Raise the ratings of the publications on the economic and social impacts of social security reforms and on policies regarding access to credit and to financing for low-income agents and groups (sections 4.3.a.i. and iv.) to priority "A".

Raise the rating of the group training activities concerning pension system reforms (section 4.3.c.ii.) to priority "B".

Lower the rating of the study on external capital flows and their effects on destination economies (section 4.3.a.ii.) to priority "B".

Subject area 4.4: Information management for development

Raise the ratings of the study on information management and information and communications technology (section 4.4.b.ii.) and of the technical cooperation services relating to the same issues (section 4.4.d.i.) to priority "A".

Lower the rating of the expert meeting on information management and information and communications technology in the region (section 4.4.a.) and of one of the two seminars on the modernization of information technology in public management (section 4.4.d.ii.) to priority "B".

Lower the rating of the study on organizational information networks (section 4.4.b.i.) to priority "C".

SUBPROGRAMME 5: SOCIAL DEVELOPMENT AND EQUITY

It was requested that social development activities in the Caribbean subregion be strengthened and that greater importance be placed on the subject of participation and the integration of vulnerable groups, including women and disabled persons. It was also suggested that a lower priority be assigned to some of the activities relating to the drug problem.

Subject area 5.1: Formulation, management and evaluation of social policies, programmes and projects

Raise the ratings of all the publications listed in section 5.1.c. to priority "A" except the publication described in section 5.1.c.iv., whose rating will remain unchanged.

Assign a priority "B" rating to the technical cooperation services to be provided in connection with the evaluation of social policies, programmes and projects (section 5.1.d.i.).

The studies described in section 5.1.c.iii. should also take vulnerable groups, including women and disabled persons, into consideration.

Subject area 5.3: The impact of economic reforms on the social sector and on socioeconomic stratification in Latin America

Raise the rating of the meeting of experts to examine the effects of economic reform on the main areas of social concern and distributive equity (section 5.3.a.i.) to priority "B".

Subject area 5.4: Study of the effects associated with the cultivation, trafficking and consumption of drugs, and integrated strategies for combating them

The delegation of Peru asked that a study on crop substitution strategies be included under section 5.4.b.

**SUBPROGRAMME 6: MAINSTREAMING THE GENDER PERSPECTIVE INTO THE
 REGIONAL DEVELOPMENT PROCESS**

The delegations underscored the importance of formulating policies and conducting studies that focus on economic factors and legislation from a gender perspective.

Assign a priority "A" rating to all the meetings of experts (section 6.b.), to the publications to be issued as part of the *Mujer y desarrollo* series (section 6.d.), to the studies on equal opportunities for men and women and on mainstreaming the gender perspective in the development process of the countries of the region (section 6.e.) and to the operational and intermediate activities outlined under sections 6.h. and 6.i.

Assign a priority "B" rating to the two inter-agency meetings to be held with United Nations bodies and specialized agencies (section 6.c.), to the studies on mainstreaming the gender perspective in the work of the ECLAC system (section 6.f.i.), to the updating of the "Directory of national offices with responsibility for policies and programmes for women in Latin America and the Caribbean" (section 6.f.iii.) and to the information pamphlet to be issued in preparation for the meeting of the Regional Conference on Women in Latin America and the Caribbean (section 6.g.).

SUBPROGRAMME 7: POPULATION AND DEVELOPMENT

The delegations expressed a strong interest in reinforcing subject area 7.4 and, in general, in ascribing greater importance to the provision of technical cooperation services to the countries in the field of demographics.

Subject area 7.1: Cooperation and regional training in the field of population and development

Assign a priority "A" rating to the publication *Notas de Población* (section 7.1.c.) and to the group training activities involving the organization of intensive courses on demographic analysis at the regional level (section 7.1.d.i.) and various areas of cooperation with government entities, universities, non-governmental organizations and regional and subregional bodies (section 7.1.d.ii.).

Subject area 7.2: Demographic analysis and population projections

Raise the ratings of the reports on the application of demographic analysis (section 7.2.c.ii.), of the maintenance of an up-to-date database and data bank (sections 7.2.d.i. and ii.) and of the advisory services described in section 7.2.e. to priority "A".

Assign a priority "B" rating to the four issues of the Demographic Bulletin (section 7.2.b.).

Subject area 7.3: Population information

Raise the ratings of the issues of REDATAM informa (section 7.3.b.), of the studies on computer software applications in the field of population (section 7.3.c.), of the development and updating of computer programmes (section 7.3.d.i.) and of the advisory services mentioned under section 7.3.e. to priority "A".

Raise the rating of the tasks involved in updating the Latin American Population Documentation System (DOCPAL) database (section 7.3.d.iii.) to priority "B" and lower the rating of the development of software for demographic analysis (section 7.3.d.ii.) to priority "C".

Subject area 7.4: Incorporating socio-demographic variables into development policies, programmes and projects

Raise the ratings of all the activities relating to this subject area to priority "A" except the updating of the database on population distribution and urbanization in Latin America and the Caribbean (DEPUALC) (section 7.4.c.i.), whose rating will remain unchanged.

SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES

Particular importance was placed on the regulatory aspects of this issue (policies, legislation and institutions) in regard both to the conservation and management of natural resources and economic activities and to the implementation of Agenda 21 and the relevant international legal instruments. The provision of support to ministerial agencies at the sectoral level was deemed to be a highly valuable area of activity, and it was requested that recommendations be set forth in the technical documentation to be prepared.

Subject area 8.1: Support in the implementation of Agenda 21 and the recommendations of the United Nations Conference on Environment and Development

Raise the ratings of the meeting of experts on ecotourism (section 8.1.a.), of the study on the role of tourism in environmental protection (section 8.1.b.i.), of the study on the legislation, regulations and institutional capacities of the countries for the implementation of Agenda 21 (section 8.1.b.iv.) and of the advisory services outlined under section 8.1.c. to priority "A".

Raise the rating of the study on the Global Programme of Action for Protection of the Marine Environment from Land-based Activities (section 8.1.b.ii.) to priority "B" and lower the rating of the study on the role of science and technology in sustainable development policies (section 8.1.b.iii.) to priority "C".

Subject area 8.2: Mining and energy resources

It was requested that importance also be attached to issues relating to coal and other hydrocarbons, and that advisory services be made available, especially in connection with management practices.

Assign a priority "A" rating to all the activities in this subject area.

Subject area 8.3: Multiple and sustainable use of water resources

Assign a priority "A" rating to the meeting of experts concerning policies on multiple water use management (section 8.3.a.), to all the publications listed under section 8.3.b. except the comparative status and progress report on the administrative structure of water management systems (section 8.3.b.iv.), and to all the operational activities outlined under sections 8.3.d.i. and 8.3.d.ii.

Raise the rating of the newsletter on waterways and lakes shared by two or more countries (section 8.3.c.ii.) to priority "B".

Subject area 8.4: Technical support in negotiating and implementing international and regional legal instruments relating to the environment and natural resources

One delegation asked that the links between intellectual property, marketing and biological prospecting be taken into consideration.

Assign a priority "A" rating to the meeting of experts concerning the United Nations Convention on Biological Diversity (section 8.4.a.ii.), to the studies on the United Nations Convention on the Law of the Sea (section 8.4.b.i.), on the protection of intellectual property in the field of biotechnology (section 8.4.b.iv.) and on the control of unlawful trafficking in hazardous material and wastes (section 8.4.b.v.), and to advisory services concerning the implementation of international instruments on the environment and natural resources (section 8.4.c.).

Assign a priority "B" rating to the meeting of experts to consider sustainable fishing activities (section 8.4.a.i.) and to the progress report dealing with the International Sea-Bed Authority (section 8.4.b.iii.).

Subject area 8.5: Design of management strategies for sustainable development

Raise the rating of the study on the application of management procedures for promoting sustainable development to territories delimited on the basis of political and administrative or geographical criteria (section 8.5.a.) to priority "A".

Subject area 8.6: Economics and the environment

Raise the ratings of the study on natural resources and the establishment of natural heritage accounts (section 8.6.a.i.), of the study on environmental clauses in subregional, regional or hemispheric integration agreements (section 8.6.a.iii.), of the advisory services outlined under section 8.6.b. and of the intermediate activities described in section 8.6.c. to priority "A".

Lower the priority of the study on the environmental impact of changes in the production structure resulting from the new pattern of linkages with the global economy (section 8.6.a.iv.) to priority "B".

Subject area 8.7: Human settlements and land use planning

The delegation of Peru asked that the questions of incentives for corporate "greening" and the titling of rural and urban land be included in this subject area.

Assign a priority "A" rating to the preparation of technical documents for the biennial Regional Meeting of High-level Authorities of the Housing and Urban Development Sector of Latin America and the Caribbean (section 8.7.a.) and assign a priority "B" rating to all the other activities included in this subject area.

SUBPROGRAMME 9: STRATEGIC ADMINISTRATION AND STATE REFORM

Subject area 9.1: Public-sector programming

Raise the ratings of all the publications listed in section 9.1.a. and of advisory services on matters connected with public-sector programming (section 9.1.c.i.) to priority "A". Lower the rating of the International Course on Economic Reforms and Strategic Public Management (section 9.1.c.ii.) to priority "B".

Subject area 9.2: Development and local management

Raise the ratings of the methodological studies on development and local management (section 9.2.b.i.) and on information systems with geographical references at the local level (section 9.2.b.ii.) and of the International Course on Preparation and Evaluation of Public Safety Projects (section 9.2.d.ii.) to priority "A". Lower the rating of one of the two brochures to be prepared on the International Course on Development and Local Management (section 9.2.c.i.) to priority "B".

Subject area 9.3: Regional policies and planning

Raise the ratings of the study on methods of analysis for evaluating economic and power structures (section 9.3.b.ii.) and of the study on decentralization (section 9.3.b.iii.) to priority "A". Raise the ratings of the technical meeting to examine the management of public territorial policies (section 9.3.a.i.) and of the study on indicators of environmental and territorial problems (section 9.3.b.i.) to priority "B". Lower the rating of one of the two international courses on regional policies and planning listed under section 9.3.d.ii to priority "C".

Subject area 9.4: Investment projects and programming

Raise the ratings of the technical meeting on national public investment systems (9.4.a.) and of advisory services concerning national public investment systems and the integrated management of investment projects (9.4.d.i.) to priority "A".

Subject area 9.5: Cooperation among planning bodies in Latin America and the Caribbean

Lower the rating of the organization and substantive and technical servicing of the two meetings of the Presiding Officers of the Regional Council for Planning to priority "B" (section 9.5.a.).

SUBPROGRAMME 10: STATISTICS AND ECONOMIC PROJECTIONS

Subject area 10.1: Statistical data banks on Latin America and the Caribbean, and dissemination of regional statistics and indicators

Raise the rating of the maintenance, updating and expansion of existing databases and creation of databases on new topics (section 10.1.b.) to priority "A".

Subject area 10.2: National accounts and economic development

Assign a priority "A" rating to the meeting of experts to evaluate the introduction of the new System of National Accounts (section 10.2.a.) and to the reports on external-sector statistics (10.2.c.iii.) and on international trade in services (10.2.c.iv.).

Subject area 10.4: Evaluation and prospective analysis of the development process in the countries of Latin America and the Caribbean

Assign a priority "A" rating to the study on the structural effects of globalization and a priority "B" rating to the study on macroeconomic and institutional reforms (section 10.4.b.ii.).

Subject area 10.5: Statistics and quantitative analysis of social trends in Latin America and the Caribbean

Assign a priority "A" rating to the organization of workshops and seminars on the implementation of recommendations made by the Statistical Commission of the United Nations (section 10.5.e.i.). Raise the rating of the maintenance and updating of existing databases and creation of databases on new topics in the social sector (section 10.5.d.) to priority "B".

SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN MEXICO AND
CENTRAL AMERICA

One delegation proposed that a subject area category focusing specifically on gender issues be added to this subprogramme.

Subject area 11.1: Public policies, investment and economic growth

Assign a priority "A" rating to the meeting of experts to examine trends and determining factors in foreign investment flows (section 11.1.a.ii.), to the study on inflows of foreign direct investment and portfolio investment in the subregion (section 11.1.b.iv.) and to the intermediate activities dealing with substantive support for intergovernmental meetings held in the subregion (section 11.1.e.).

Raise the rating of the advisory services described in section 11.1.d. to priority "B".

Lower the rating of the meeting of experts to examine the challenges posed by trends in the spatial development of the subregion (section 11.1.a.iii.) to priority "C".

Subject area 11.2: Labour markets, gender and equity

It was requested that the scope of the study to be conducted on women's participation in rural development (section 11.2.b.iii.) be broadened to encompass economic, social and cultural factors.

Assign a priority "A" rating to the study on women's participation in rural development (section 11.2.b.iii.) and to technical cooperation services in connection with social development and equity (section 11.2.d.).

Subject area 11.3: International trade and integration

Assign a priority "A" rating to all the activities in this subject area except the organization and substantive servicing of the meeting of the Central American Economic Cooperation Committee (section 11.3.a.), which will retain its priority "B" rating.

Subject area 11.4: Agricultural and modernization policies

Assign a priority "A" rating to the processing of information and preparation of analyses and documents on women's participation in rural development (section 11.4.c.ii.) and raise the rating of the study on production activities, the use of natural resources and sustainability (section 11.4.b.iv.) to priority "B".

Subject area 11.5: Industrial competitiveness and technical progress

It is requested that the scope of the meeting of experts that will be held to examine the problems that the establishment of a hemisphere-wide free trade area would pose in terms of industrial competition policy be expanded to include a consideration of the competitiveness of the agricultural sector as well (section 11.5.a.).

Assign a priority "A" rating to all the activities in this subject area except the technical activities involved in updating databases on the manufacturing industry (section 11.5.c.i.) and in refining and disseminating instruments for the analysis of industrial competitiveness (section 11.5.c.ii.), whose ratings will remain unchanged.

Subject area 11.6: Energy integration

Assign a priority "A" rating to the substantive servicing of intergovernmental meetings outlined in section 11.6.a. and to training activities relating to the economic management of the energy and oil sectors and to the regulation of energy-related utilities (section 11.6.d.ii.).

Assign a priority "B" rating to all the publications listed in section 11.6.b.

SUBPROGRAMME 12: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN

Subject area 12.1: International linkages and economic development of the Caribbean

Assign a priority "A" rating to the meeting of experts on economic management and planning issues in the subregion (section 12.1.a.) and to all the publications listed under section 12.1.b. except the study on the integration of non-independent Caribbean territories (section 12.1.b.v.), whose rating should be raised to priority "B". Assign a priority "A" rating to the technical material described in section 12.1.c. to be provided as inputs for the *Preliminary Overview of the Economies of Latin America and the Caribbean*.

Subject area 12.2: Integration and regional cooperation

Assign a priority "A" rating to the meeting of regional planners on the capability and institutional capacity of member States to benefit from projects in the various programme areas (section 12.2.b.ii.), to all the publications listed under section 12.2.c. except the study described in section 12.2.c.i., whose rating will remain unchanged, and to advisory services relating to integration and regional cooperation (section 12.2.e.).

Assign a priority "B" rating to all the information materials and services described in section 12.2.d.i. relating to the publication of a quarterly bulletin entitled "Focus" concerning the activities of CDCC. Assign a priority "B" rating to the outputs described in sections 12.2.d.ii. and 12.2.d.iii. relating to the publication of a quarterly bulletin entitled "The Associate" dealing with subjects of interest to non-independent Caribbean territories, and to the development of country profiles of CDCC members and associate members.

Subject area 12.3: Application of science and technology to Caribbean development

Assign a priority "A" rating to the meeting of experts on technological development issues as a means of contributing to the development of competitiveness and the formation of international linkages by the Caribbean subregion (section 12.3.b.).

Subject area 12.6: Sustainable development in the Caribbean

Assign a priority "A" rating to the document concerning the Programme of Action for the Sustainable Development of Small Island Developing States (section 12.6.c.i.). Raise the rating of the seminar on the drafting of suitable environmental legislation (section 12.6.f.ii.) to priority "B".

Annex I

**CHANGES SUGGESTED BY THE AD HOC WORKING GROUP IN THE PROPOSED
ORDER OF PRIORITIES FOR THE EXECUTION OF THE PROGRAMME
OF WORK OF THE ECLAC SYSTEM, 2000-2001**

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 1: LINKAGES WITH THE GLOBAL ECONOMY, COMPETITIVENESS AND PRODUCTION SPECIALIZATION					
<u>Subject area 1.2: Globalization and the changing international environment</u>					
<p>(b) <u>Publications</u></p> <p>(i) Two studies on recent trends in the patterns and main flows of international trade; external financing and foreign direct investment; growth trends in the region's main export markets; and the dynamic expansion of linkages of the various countries of Latin America and the Caribbean, and of the region as a whole, with the global economy (one study to be published in each year of the biennium).</p>		X ¹	(x) ²	20	
<u>Subject area 1.4: Specific issues relating to changes in the structure of international competition</u>					
<p><u>Publications</u></p> <p>(i) A study on changes in the pattern of international competition in markets of interest to the region.</p>	X	(x)		10	2

¹ In the following pages an "X" indicates the change in priority rating proposed by the Ad Hoc Working Group.

² In the following pages an "(x)" indicates the priority rating originally proposed by the secretariat to the Ad Hoc Working Group.

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 1: LINKAGES WITH THE GLOBAL ECONOMY, COMPETITIVENESS AND PRODUCTION SPECIALIZATION					
<u>Subject area 1.4:</u> Specific issues relating to changes in the structure of international competition (cont.) <u>Publications</u> (cont.) (iii) A study on the developing economies in Asia and the Pacific and their links with the economies of the region.		X	(x)	10	-
<u>Subject area 1.6:</u> Patterns of trade specialization <u>Publications</u> (i) Two studies on the characteristics of the services sector in selected Latin American and Caribbean countries.		X	(x)	20	2

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 1: LINKAGES WITH THE GLOBAL ECONOMY, COMPETITIVENESS AND PRODUCTION SPECIALIZATION					
<u>Subject area 1.7:</u> International transport and competitiveness					
(c) <u>Other publications</u>					
(iii) A study focusing on the formulation of port and maritime transport policy.	X	(x)		4	--
(e) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical cooperation services, to countries of the region which request them, in connection with issues relating to international shipping and multimodal transport. (XB)	X	(x)		3	4
(f) <u>Intermediate activities</u>					
Support to regional and subregional intergovernmental bodies in the area of international maritime and multimodal transport.		X	(x)	2	4

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 2: INTEGRATION, OPEN REGIONALISM AND REGIONAL COOPERATION					
<u>Subject area 2.1: Convergence of the integration process: economic, social, legal and institutional aspects</u> (a) <u>Recurrent publications</u> A chapter on the state of regional and subregional integration in Latin America and the Caribbean, included in the annual publication "Panorama de la inserción internacional de América Latina y el Caribe" (two editions during the biennium). This chapter addresses: (i) developments in trade and intraregional investment; (ii) the nature of that trade; (iii) internationalization of Latin American and Caribbean enterprises; (iv) convergence of the regional legal framework; and (v) the convergence of social policies. (b) <u>Other publications</u> (i) Two studies on developments in the integration process within the framework of subregional agreements in South America. (c) <u>Operational activities</u> <u>Advisory services</u> (i) Provision of technical cooperation services, to countries in the region that request them, in connection with developments in and prospects for the regional integration process. (XB)	(x)	X		6	1
	X	(x)		14	2
	X	(x)		2	3

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 2: INTEGRATION, OPEN REGIONALISM AND REGIONAL COOPERATION					
<u>Subject area 2.2:</u> The impact of hemispheric integration on Latin American and Caribbean integration					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
Meeting of experts to study links between hemispheric integration and Latin American and Caribbean integration.	X	(x)		2	--
(b) <u>Publications</u>					
(i) A study on hemispheric agreements on liberalization of trade in goods and services and their impact on Latin American and Caribbean integration.	X	(x)		8	1
(ii) A study on harmonization of policies, legislation and institutions at the hemispheric level and its impact on Latin American and Caribbean integration.	X	(x)		8	1
(iii) A report on the implementation in the United States of America of the North American Free Trade Agreement. (The ECLAC office in Washington, D.C., will be responsible for the execution of this activity.)	X	(x)		4	--
(iv) A report on the implementation in Canada of the North American Free Trade Agreement. (The ECLAC office in Washington, D.C., will be responsible for the execution of this activity.)	X	(x)		4	--
(v) An annual report on barriers to exports from Latin America and the Caribbean imposed by the United States of America. (The ECLAC office in Washington, D.C., will be responsible for the execution of this activity.)	X	(x)		6	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 2: INTEGRATION, OPEN REGIONALISM AND REGIONAL COOPERATION					
<p><u>Subject area 2.2:</u>The impact of hemispheric integration on Latin American and Caribbean integration (cont.)</p> <p>(c) <u>Operational activities</u></p> <p><u>Advisory services</u></p> <p>Provision of technical cooperation services to countries in the region that request them in connection with issues relating to the impact of hemispheric integration on Latin American and Caribbean integration. (XB)</p>	X	(x)		2	2
<p><u>Subject area 2.3:</u>Intraregional investment: internationalization of Latin American enterprises</p> <p><u>Publications</u></p> <p>A study on the generation of trade by smaller enterprises in Latin American and Caribbean countries within the framework of regional and subregional integration plans.</p>		X	(x)	8	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 2: INTEGRATION, OPEN REGIONALISM AND REGIONAL COOPERATION					
<u>Subject area 2.4:Regional transport infrastructure and services</u> (b) <u>Publications</u> (i) A study on interaction, complementarity and distribution of traffic among various means of transport, in the context of the current redistribution of public- and private-sector roles. (iii) A study on current and future developments in information technology in the transport sector. (d) <u>Intermediate activities</u> Support for regional and subregional intergovernmental organizations, in relation to infrastructure and regional land transport and transport and trade support services.	(x)	X		6	2
		X	(x)	8	--
		X	(x)	12	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 3: INDUSTRIAL, TECHNOLOGICAL AND BUSINESS DEVELOPMENT					
<u>Subject area 3.1:</u> Analysis of production trends in the region, globally and by sector					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
(i) Meeting of experts to examine the industrial growth of the countries of the region and contrast it with that of other emerging economies, particularly those of South-East Asia.					
	X	(x)		3	--
(ii) Meeting of experts to study proposals for accelerating productivity growth in Latin America and the Caribbean.					
	X	(x)		2	--
(iii) Meeting of experts to analyse changes in the industrial structure and international competitiveness of the Brazilian economy. (This activity will be carried out by the ECLAC office in Brasilia.) (XB)					
	X		(x)	2	2
(b) <u>Publications</u>					
(i) Two analytical studies on changes in the production structure and international competitiveness of the countries of the region; one will deal with the industrial sector, and the other will cover the agricultural and agro-industrial sectors.					
	X	(x)		7	--
(ii) An analytical study on productivity and quality indicators for activities in the tertiary sector, focusing on trends in two specific areas to be chosen among the following: education, health, public administration, or services to enterprises.					
		X	(x)	4	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 3: INDUSTRIAL, TECHNOLOGICAL AND BUSINESS DEVELOPMENT					
<u>Subject area 3.1:</u> Analysis of production trends in the region, globally and by sector (cont.)					
(b) <u>Publications</u> (cont.)					
(iii) A study on behaviour patterns among transnational corporations and domestic conglomerates, and their effects on competitiveness. Particular attention will be given to comparison with other regions, particularly South-East Asia.					
	X	(x)		6	--
(iv) A study on proposals to accelerate productivity growth in Latin America and the Caribbean.					
	X	(x)		5	--
(vii) A study on microeconomic responses to new conditions in the Argentine economy. Particular attention will be given to aspects such as the development of production capacity, technological innovation, training, and promoting cooperation and association among entrepreneurs through the establishment of networks. (This activity will be carried out by the ECLAC office in Buenos Aires.) (XB)					
		(x)	X	2	12
(c) <u>Technical material</u>					
(i) Yearly updating and development of the CAN (Competitive Analysis of Nations) and PADI (Industrial Performance Analysis Program) computer software.					
	X	(x)		9	--
(ii) Updating and development of the database on trends in the forestry and farming sector, and appropriate analysis.					
	(x)		X	8	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 3: INDUSTRIAL, TECHNOLOGICAL AND BUSINESS DEVELOPMENT					
<p><u>Subject area 3.1:</u> Analysis of production trends in the region, globally and by sector (cont.)</p> <p>(d) <u>Operational activities</u></p> <p>(i) <u>Advisory services</u></p> <p>Provision of technical cooperation services, to countries that request them, in connection with industrial restructuring. (XB)</p> <p>(ii) <u>Group training</u></p> <p>- Cooperation with government agencies and private bodies in the countries of the region, at their request, in organizing training workshops on the use of the CAN and PADI programs. (XB)</p> <p>- Cooperation with government agencies and academic institutions in the countries of the region, at their request, in organizing postgraduate-level courses in subjects relating to industrial restructuring. (XB)</p>	(x)	X		5	5
	X	(x)		6	6
	X	(x)		2	2

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 3: INDUSTRIAL, TECHNOLOGICAL AND BUSINESS DEVELOPMENT					
<u>Subject area 3.2: Development of the environment in which companies operate: physical and technological infrastructure and factor markets</u> (a) <u>Organization and substantive servicing of meetings of experts</u> (i) Meeting of experts to study changes in national technological innovation systems in the countries of the region and their impact on industrial competitiveness. (ii) Meeting of experts to examine issues relating to the diffusion of technological innovations in the forestry and farming sector. (b) <u>Publications</u> (i) An analytical study on the impact of changes in national technological innovation systems on industrial structure and international competitiveness. (ii) A study on credit, investment and conversion of financial assets into securities (securitization) in the forestry and farming sector, with a view to strengthening the efficiency of the land market. Particular attention will be given to policy proposals in this regard. (iii) A study on means and policies to promote the diffusion of technological innovations in the forestry and farming sector. (XB)	X	(x)		3	--
		(x)	X	2	--
	X	(x)		8	--
		(x)	X	26	--
		(x)	X	16	20

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 3: INDUSTRIAL, TECHNOLOGICAL AND BUSINESS DEVELOPMENT					
<u>Subject area 3.2:</u> Development of the environment in which companies operate: physical and technological infrastructure and factor markets (cont.)					
(c) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical cooperation services, to countries in the region that request them, in connection with systems and policies for technological innovation. (XB)					
	(x)	X		5	5
<u>Subject area 3.3:</u> Strengthening of the key agents in development: transnational corporations, domestic conglomerates and small and medium-sized enterprises					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
(i) Meeting of experts to study changes in domestic conglomerates and in small and medium-sized enterprises in the countries of the region, and the impact of those changes on their industrial competitiveness.					
	X	(x)		3	--
(ii) Meeting of experts to examine issues relating to updating and improving legal and statistical information on foreign investment in Latin America and the Caribbean. (XB)					
	X	(x)		2	2

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 3: INDUSTRIAL, TECHNOLOGICAL AND BUSINESS DEVELOPMENT					
<u>Subject area 3.3:</u> Strengthening of the key agents in development: transnational corporations, domestic conglomerates and small and medium-sized enterprises (cont.)					
(b) <u>Recurrent publications</u>					
<u>La inversión extranjera en América Latina y el Caribe</u> , an annual publication (one issue in each year of the biennium).					
(c) <u>Other publications</u>					
(i) Two studies on key agents in development. The first will examine the role of major domestic conglomerates in financing and technology transfer; the second current limitations on small and medium-sized industrial enterprises caused by difficulties they have in gaining access to financing and technology.					
(ii) A study on the role of transnational corporations in technology transfer and in facilitating access to foreign markets in the countries of the region.					
(iii) A study on models of investment and technology transfer in selected countries of the region.					
(iv) An update study on the legal framework for foreign investment in Latin America and the Caribbean.					
	X	(x)		13	--
	X	(x)		8	--
	(x)	X		10	--
	X		(x)	6	--
		X	(x)	9	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 3: INDUSTRIAL, TECHNOLOGICAL AND BUSINESS DEVELOPMENT					
<p><u>Subject area 3.3:</u> Strengthening of the key agents in development: transnational corporations, domestic conglomerates and small and medium-sized enterprises (cont.)</p> <p>(c) <u>Other publications</u> (cont.)</p> <p>(v) A study on strategy changes in transnational corporations, in the field of trade and in respect of factor flows, with reference to the Brazilian economy. (The ECLAC office in Brasilia will be responsible for the execution of this activity.)</p> <p>(viii) A study on business strategies and measures which are applied in other countries, with particular emphasis on those of the Organization for Economic Cooperation and Development (OECD) and South-East Asia, with a view to finding possible reference points which could help adapt local industry to international best practices. (The ECLAC office in Buenos Aires will be responsible for the execution of this activity.) (XB)</p> <p><u>Subject area 3.4:</u> Industrialization strategies centred upon the development of natural resource-based production complexes</p> <p>(b) <u>Publications</u></p> <p>(i) A study on production complexes in various countries of the region, based on a natural resource yet to be selected.</p>	X	(x)		2	3
	X		(x)	2	8
		X	(x)	9	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 3: INDUSTRIAL, TECHNOLOGICAL AND BUSINESS DEVELOPMENT					
<u>Subject area 3.5: Design of competitiveness policies in the framework of a strategy of integration and open regionalism</u>					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
(i) Meeting of experts to study industrial competitiveness policy proposals and mechanisms for their implementation.					
	X	(x)		3	--
(ii) Meeting of experts to examine the results of the study on the competitive options of the farming and agro-industry sectors in a context of international openness and trade agreements.					
	X	(x)		2	--
(b) <u>Publications</u>					
(i) Two analytical studies on industrial competitiveness policies in the countries of the region, with particular emphasis on the formulation of policy proposals.					
	X	(x)	(x)	17	--
(ii) A study on the competitive and export options of the farming and agro-industry sectors in a context of international openness and trade agreements, with particular attention to the formulation of policy proposals.					
	X	(x)		21	--
(iii) A document containing a summary analysis of policy proposals concerning investment and the business development of transnational corporations and domestic conglomerates.					
	X	(x)		8	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 4: MACROECONOMIC POLICY, INVESTMENT AND FINANCE					
<u>Subject area 4.1: Analysis of the situation in the Latin American and Caribbean economies</u>					
(a) <u>Recurrent publications</u>					
(i) <u>Economic Survey of Latin America and the Caribbean, 1999-2000</u>					
	X	(x)		40	--
(ii) <u>Economic Survey of Latin America and the Caribbean, 2000-2001</u>					
	X	(x)		40	--
(c) <u>Technical material</u>					
(i) Updating and improvement of databases on economic performance in Latin America and the Caribbean; in particular, those containing the information needed for the preparation of the aforementioned recurrent publications.					
	X	(x)		4	--
(vi) Half-yearly report on the Brazilian economy (four issues in the biennium). (The ECLAC office in Brasilia will be responsible for executing this activity.)					
		X	(x)	8	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 4: MACROECONOMIC POLICY, INVESTMENT AND FINANCE					
<u>Subject area 4.2:</u> Analysis of development strategies and economic and social policies in Latin America and the Caribbean					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
(i) An expert meeting to analyse the conclusions of the document on economic policy in integration processes.					
X	(x)		3	--	
(ii) An expert meeting to examine the conclusions of the document on capital flows.					
X	(x)		3	--	
(b) <u>Publications</u>					
(i) A study on economic policy in integration processes. In order to increase complementarity between regional sustainable development strategies and the economic globalization process, this study will seek to identify economic policies and mechanisms to consolidate both regional integration and linkages on a more global scale (World Trade Organization standards, the proposed Free Trade Area of the Americas (FTAA), free trade agreements with the European Union, and others).					
X	(x)		28	--	
(ii) A study on the national financial sector in the context of the liberalization of the capital account. Special attention will be paid to the effects of the various types of capital flow, in order to determine whether financial institutions are on a sound footing and the consequences for macroeconomic and regulatory policies.					
X	(x)		28	--	

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 4: MACROECONOMIC POLICY, INVESTMENT AND FINANCE					
<u>Subject area 4.2:</u> Analysis of development strategies and economic and social policies in Latin America and the Caribbean (cont.)					
(b) <u>Publications</u> (cont.)					
(iii) A study on links between the environment and the pattern of linkages with the global economy derived from the current policy of outward-oriented development. Special attention will be given to analysis of the export mix as a resulting from this policy, particularly regarding trade liberalization, exchange rates, foreign direct investment, and fiscal and monetary policy (interest rates).					
		X	(x)	28	--
(iv) A study on integration and exclusion in the labour market; analysis of the simultaneous and contradictory trends towards integration and homogenization (such as increased employment among women and the formation of production chains offering new opportunities to small and medium-sized companies), and exclusion and differentiation (such as increasingly precarious forms of employment and growing income gaps).					
	X	(x)		26	--
(v) A study on an aspect of the Latin American and Caribbean economic situation which will be a priority issue in the early twenty-first century.					
	X	(x)		26	--
(vi) A comparative study on experiences in economic regulation. (The ECLAC office in Brasilia will be responsible for executing this activity.)					
	X	(x)		5	3
(vii) A study on economic fluctuations in a context of regional integration. (The ECLAC office in Buenos Aires will be responsible for executing this activity.)					
	X	(x)		10	6

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 4: MACROECONOMIC POLICY, INVESTMENT AND FINANCE					
<u>Subject area 4.2:</u> Analysis of development strategies and economic and social policies in Latin America and the Caribbean (cont.)					
(b) <u>Publications</u> (cont.)					
(x) A study on investment and financing as the basis for long-term development. A comparison will be made between countries with respect to the volume and sectoral distribution of investment and the efficiency of resource allocation. The role of the type and volume of financing will also be studied to determine the characteristics of the investment.					
(c) <u>Operational activities</u>					
<u>Advisory services</u>					
(i) It is expected that in the course of the biennium two lines of work will continue to be developed in critical areas of economic policy: the first, on improved implementation of fiscal policies (revenues, expenditure, tax administration and institutional aspects); the second, on decentralization of public finances. Both lines of work are consistent with support for a second phase of economic reforms). (XB)					
	X	(x)		28	--
	(x)	X		1	72

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 4: MACROECONOMIC POLICY, INVESTMENT AND FINANCE					
<u>Subject area 4.3: Saving, investment and financing</u>					
(a) <u>Publications</u>					
(i) A study on the macroeconomic and financial effects of reforms of pension systems.					
	X	(x)		2	14
(ii) A study on policies to attract foreign capital and their real financial effects on recipient economies.					
	(x)	X		5	8
(iv) A study on policies for access to financing of social housing.					
	X	(x)		4	8
(c) <u>Operational activities</u>					
(ii) <u>Group training</u>					
Group training, in workshops or seminars, on pension system reforms and the financing of health and housing, for countries of the region and international organizations that request it. (XB)					
		X	(x)	1	4

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 4: MACROECONOMIC POLICY, INVESTMENT AND FINANCE					
<u>Subject area 4.4: Information management for development</u>					
(a) <u>Organization and substantive servicing of meetings of experts</u> Meeting of experts to consider strategies for strengthening information management and information and communications technology in Latin America and the Caribbean.	(x)	X		4	4
(b) <u>Publications</u>					
(i) A study on organizational information networks.		(x)	X	4	--
(ii) A study on total quality in information management and information and communications technology.	X	(x)		4	--
(d) <u>Operational activities</u>					
(i) <u>Advisory services</u> Provision of technical cooperation services, to countries in the region that request them, in connection with strategic information management and information and communications technology. (XB)	X	(x)		4	4

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 4: MACROECONOMIC POLICY, INVESTMENT AND FINANCE					
<u>Subject area 4.4: Information management for development (cont.)</u> (d) <u>Operational activities (cont.)</u> (ii) <u>Group training</u> - Two intensive training seminars or workshops on subjects relating to the modernization of information technology in public management. (XB)	X (x)	X		6	3

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 5: SOCIAL DEVELOPMENT AND EQUITY					
<u>Subject area 5.1: Formulation, management and evaluation of social policies, programmes and projects</u>					
(c) <u>Publications</u>					
(i) Two studies on the rational use of financial and human resources in social policy reform processes. These studies will be published in the <u>Políticas sociales</u> series.					
	X	(x)		20	--
(ii) Two studies on the growth in civic participation in the design, implementation and evaluation of social policies.					
	X	(x)		20	--
(iii) Two studies devoted to an evaluation of programmes designed to ease young people's entry into the labour market. These studies will be published in the <u>Políticas sociales</u> series.					
	X	(x)		16	--
(d) <u>Operational activities</u>					
(i) <u>Advisory services</u>					
Provision of technical cooperation services, to countries that request them, in connection with the evaluation of social policies, programmes and projects. (XB)					
	(x)	X		4	10

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 5: SOCIAL DEVELOPMENT AND EQUITY					
<u>Subject area 5.3:</u> The impact of economic reforms on the social sector and on socioeconomic stratification in Latin America (a) <u>Organization and substantive servicing of meetings of experts</u> (i) Meeting of experts to examine the effects of economic reform on the main areas of social concern and distributive equity.		X	(x)	4	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 6: MAINSTREAMING THE GENDER PERSPECTIVE INTO THE REGIONAL DEVELOPMENT PROCESS					
<p>(b) <u>Organization and substantive servicing of meetings of experts</u></p> <p>Meetings of experts to consider priority issues arising from the Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001. Four meetings are scheduled to be held during the biennium to address such issues as: (i) policies for the elimination of poverty and their gender-differentiated impact; (ii) bringing national legislations in the region into line with the Convention on the Elimination of All Forms of Discrimination against Women; (iii) theoretical and methodological approaches to gender and development; and (iv) emerging or priority issues for the region for the period 2001-2006.</p>	X	(x)		8	2
<p>(c) <u>Substantive servicing of inter-agency meetings</u></p> <p>Two inter-agency meetings with United Nations bodies and specialized agencies, including the preparation of substantive support documents and relevant reports.</p>		X	(x)	4	--
<p>(d) <u>Recurrent publications</u></p> <p>Four issues of the series <u>Mujer y desarrollo</u>, which will focus on such topics as the impact of new production trends on the employment of women in the region; strengthening government institutions and bodies with responsibility for policies and programmes for women; policies for overcoming poverty and their gender-differentiated impact, and a review of theoretical and methodological approaches to gender and development.</p>	X	(x)		8	4

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 6: MAINSTREAMING THE GENDER PERSPECTIVE INTO THE REGIONAL DEVELOPMENT PROCESS					
<p>(e) <u>Other publications</u></p> <p>(i) A study on equal opportunities for men and women in Latin America and the Caribbean, with emphasis on the analysis of the main trends and changes expected in the period 1997-2000. Special attention will be paid to the follow-up to national policies and plans for women through the study of country reports, to assessment of the implementation of the eight strategic guidelines envisaged in the Regional Programme of Action for the Women of Latin America and the Caribbean and to analysing the progress achieved in implementing of the Platform for Action of the Fourth World Conference on Women, through country reports to the Committee on the Status of Women and the Committee on the Elimination of Discrimination against Women.</p> <p>(ii) Four studies on issues relating to the incorporation of the gender perspective in the development of countries of the region, for example, national legislation and regulations designed to enhance women's participation in the economy and harmonization of such measures at the regional level in the context of regional integration; a study from the gender perspective of environmental issues and sustainable practices, to be decided upon; gender-differentiated international migration patterns, rural-urban drift or inter- and intra-urban movements, including temporary or environmentally-caused movements and the gender-differentiated impact of modernization of social security systems.</p>	X	(x)		6	--
	X	(x)		8	3

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 6: MAINSTREAMING THE GENDER PERSPECTIVE INTO THE REGIONAL DEVELOPMENT PROCESS					
(f) <u>Technical material</u>					
(i) Preparation of three studies on specific issues which have contributed to the incorporation of the gender perspective in the work of the ECLAC system. Aspects to be covered include the consequences of changing production patterns for the employment of women; gender-based analysis of the links between new modes of operation of the economies of the region and equity; and the impact of liberalization and globalization of the economies of Latin America and the Caribbean on the role of women in production.		X (x)	(x)	6	3
(iii) Updating of the Directory of national offices with responsibility for policies and programmes for women in Latin America and the Caribbean.		X	(x)	2	--
(g) <u>Information materials and services</u>					
An information leaflet and brief notes to be prepared by the Information Services Unit for dissemination of information prior to the Regional Conference on Women in Latin America and the Caribbean.		X	(x)	1	--
(h) <u>Operational activities</u>					
(i) <u>Advisory services</u>					
Provision of technical cooperation services, to countries that request them, in connection with the drafting of government policy which incorporates the gender perspective, and for strengthening government agencies and entities responsible for policies and programmes for women. (XB)	X	(x)		3	2

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 6: MAINSTREAMING THE GENDER PERSPECTIVE INTO THE REGIONAL DEVELOPMENT PROCESS					
(h) <u>Operational activities</u> (cont.)					
(ii) <u>Group training</u> Support, at the request of countries of the region, for training activities undertaken by government agencies, non-governmental organizations, universities and academic centres, relating to the incorporation of the gender perspective in development and in government policy. (XB)	X	(x)		2	2
(i) <u>Intermediate activities</u>					
(i) Support to other ECLAC divisions and units in incorporating the gender perspective in their substantive activities.	X	(x)		2	1
(ii) Preparation of a guide on approaches to the incorporation of gender analysis in projects within the ECLAC system.	X	(x)		2	1

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 7: POPULATION AND DEVELOPMENT					
<u>Subject area 7.1:</u> Cooperation and regional training in the field of population and development					
(c) <u>Recurrent publications</u> <u>Notas de Población</u> for the dissemination of research and studies on population issues in Latin America (four issues during the biennium).	X	(x)		4	9
(d) <u>Operational activities</u> <u>Group training</u> (i) Intensive, regional, two- to four-month courses on demographic analysis or other relevant aspects of population and development, each for approximately 15 professionals (two courses are envisaged for the biennium). (XB)	X	(x)		3	6
(ii) Cooperation, upon request, with government entities, universities, non-governmental organizations and regional and subregional bodies in support of training activities in demographic analysis and methodologies for the preparation of population estimates and projections; effective integration of socio-demographic factors in development policies, programmes and projects; use of software applications for data recovery for small areas by microcomputer and Geographic Information Systems (WIN-REDATAM/GIS) and establishment of population databases; and on issues relating to the Latin American and Caribbean Plan of Action on Population and Development. (XB)	X	(x)	(x)	8	2

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 7: POPULATION AND DEVELOPMENT					
<u>Subject area 7.2:</u> Demographic analysis and population projections					
(b) <u>Recurrent publications</u> Four issues of <u>Demographic Bulletin</u> .	(x)	X (x)		6	4
(c) <u>Other publications</u> (ii) Two reports on the application of demographic analysis to facilitate programming activities in social sectors (social security, education or health).	X	(x)	(x)	6	8
(d) <u>Technical material</u> (i) Maintaining an up-to-date database on demographic trends, population projections by sex and age, and demographic indicators.	X	(x)		6	3
(ii) Maintaining an up-to-date data bank for the Investigation of International Migration in Latin America (IMILA) programme.	X	(x)		6	3
(e) <u>Operational activities</u> <u>Advisory services</u> Provision of technical cooperation services, upon request, to countries of the region in connection with data collection, in particular population censuses, demographic analysis, preparation of population estimates and projections and the use of methodologies for incorporating demographic information in sectoral policies and programmes. These services may also be provided at ECLAC headquarters. (XB)	X	(x)		6	8

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 7: POPULATION AND DEVELOPMENT					
<u>Subject area 7.3</u> : Population information					
(b) <u>Recurrent publications</u> <u>REDATAM informa</u> (two issues during the biennium).	X	(x)		3	4
(c) <u>Other publications</u> Two studies on computer software applications in the field of population, for the purposes of publication administration at the local level.	X	(x)	(x)	10	3
(d) <u>Technical material</u> (i) Development and updating of computer programmes to facilitate the use of population data, with special attention to making better use of data from the censuses to be held in the year 2000 through the combined use of the microcomputer retrieval system for data for small areas and Geographic Information Systems (WIN-REDATAM/GIS).	X	(x)		10	--
(ii) Development of software for demographic analysis and preparation of population projections adapted to new operating systems.		(x)	X	5	--
(iii) Annual release on optical disks (CD-ROM) of updated population bibliography database known as the Latin American Population Documentation System.		X	(x)	3	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 7: POPULATION AND DEVELOPMENT					
<u>Subject area 7.3</u> : Population information (cont.)					
<p>(e) <u>Operational activities</u></p> <p><u>Advisory services</u></p> <p>Provision of technical cooperation services, upon request, to countries and national or regional bodies and institutions for the design and use of WIN-REDATAM/GIS software applications and the establishment of population databases, in particular using information obtained from the censuses scheduled for the year 2000. These services may also be provided at ECLAC headquarters. (XB)</p>	X	(x)		10	3
<u>Subject area 7.4</u> : Incorporating socio-demographic variables in development policies, programmes and projects					
<p>(a) <u>Organization and substantive servicing of meetings of experts</u></p> <p>Expert group meeting for socio-demographic analysis of vulnerable sectors of society in the region.</p>	X	(x)		1	2
<p>(b) <u>Publications</u></p> <p>(i) A study of population distribution patterns with reference to economic and social changes in countries of the region. Special attention will be paid to requirements for environmental sustainability.</p>	X	(x)		1	6

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 7: POPULATION AND DEVELOPMENT					
<p><u>Subject area 7.4:</u> Incorporating socio-demographic variables in development policies, programmes and projects (cont.)</p> <p>(b) <u>Publications</u> (cont.)</p> <p>(ii) A study on international mobility of human resources and the patterns of population exchange thus generated in countries of the region to be determined</p> <p>(iii) Two socio-demographic studies on vulnerable groups in countries of the region to be selected. The first will focus on senior citizens without social coverage and the second on young people exposed to reproductive health risks.</p> <p>(iv) A study on socio-demographic inputs for management of sectoral policies in Latin American and Caribbean countries to be determined.</p> <p>(c) <u>Technical material</u></p> <p>(ii) Design and development of a WIN-REDATAM/GIS software application for the socio-demographic study of internal migration.</p>	X	(x)		1	6
	X	(x)	(x)	1	6
	X	(x)		1	6
	X	(x)		1	3

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 7: POPULATION AND DEVELOPMENT					
<p><u>Subject area 7.4:</u> Incorporating socio-demographic variables in development policies, programmes and projects (cont.)</p> <p>(d) <u>Operational activities</u></p> <p><u>Advisory services</u></p> <p>Provision of technical cooperation services, upon request, to countries of the region in connection with the incorporation of population variables in development policies, programmes and projects, and issues relating to population policies and programmes, territorial mobility of the population, urbanization and vulnerable groups. These services may also be provided at ECLAC headquarters. (XB)</p>	X	(x)		1	2

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.1:</u> Support in the implementation of Agenda 21 and the recommendations of the United Nations Conference on Environment and Development					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
Meeting of experts to consider aspects of ecotourism in the context of international agreements on biodiversity and the forest subsector.	X	(x)		6	--
(b) <u>Publications</u>					
(i) A study on the role of tourism in environmental protection in the context of the implementation of Agenda 21.	X	(x)		8	--
(ii) A study on the adoption of measures set forth in the Global Programme of Action for Protection of the Marine Environment from Land-based Activities.		X	(x)	7	--
(iii) A study on the role of science and technology in sustainable development policies.		(x)	X	8	--
(iv) A study on the legislation, regulations and institutional capacities of the countries of the region for the implementation of Agenda 21.	X		(x)	8	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.1:</u> Support in the implementation of Agenda 21 and the recommendations of the United Nations Conference on Environment and Development (cont.)					
(c) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical cooperation services, to countries that request them, for the implementation of Agenda 21 and multilateral agreements relating to the environment. (XB)					
	X	(x)		1	4

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.2:</u> Mining and energy resources					
(b) <u>Publications</u>					
(ii) A study on standardization of the mining legislation in force in the countries of Latin America and the Caribbean.					
	X	(x)		6	--
(iii) A study on the regulation of the energy market in selected countries of the region.					
	X	(x)		6	--
(iv) A study on energy integration in Latin America and the Caribbean in subregional areas to be determined.					
	X	(x)		7	--
(c) <u>Intermediate activities</u>					
Support to the first Interparliamentary Conference on Mining and Energy in Latin America (CIME), the Latin American Energy Organization (OLADE), the European Union cooperation programme on the rational use of energy in Latin America (ALURE) and business organizations in the mining and energy sectors.					
	X	(x)		7	--
(d) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical cooperation services, to countries and business organizations that request them, in connection with policy, legislation and market regulation in the mining and energy sectors. (XB)					
	X	(x)		2	12

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.3:</u> Multiple and sustainable use of water resources					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
Expert meeting to study options for the integration of legal, economic and institutional principles into policies on multiple water use management.					
	X	(x)		7	--
(b) <u>Publications</u>					
(i) A study on common law water rights and the water rights of indigenous communities in selected countries of the region.					
	X	(x)		12	--
(ii) A study on progress achieved in adopting policies relating to the multiple use of water at the river-basin level in cases to be determined.					
	X	(x)		18	--
(c) <u>Information material and service</u>					
(ii) Newsletter on waterways and lakes shared between countries (four issues during the biennium).					
		X	(x)	1	4

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.3:</u> Multiple and sustainable use of water resources (cont.)					
(d) <u>Operational activities</u>					
(i) <u>Advisory services</u>					
Provision of technical cooperation services, to countries that request them, in connection with legislation, the organization of management entities for the multiple use of water and the regulation of water-related public utility companies. (XB)					
(ii) <u>Group training</u>					
Cooperation with government bodies, universities, and region and subregional organizations upon request to assist with training in the management of multiple uses of water, rights to water use and regulation of water-related public utility companies. (XB)					
	X	(x)		2	18
	X	(x)		1	2

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.4:</u> Technical support in negotiating and implementing international and regional legal instruments relating to the environment and natural resources					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
(i) Expert meeting to consider sustainable fishing in the framework of the United Nations Convention on the Law of the Sea and related instruments.					
	(x)	X		6	--
(ii) Expert meeting to consider forms of cooperation in the implementation of the United Nations Convention on Biological Diversity with respect to access to genetic resources. (XB)					
	X	(x)		1	4
(b) <u>Publications</u>					
(i) A regional study on sustainable fish stocks and conservation of ecosystems in follow-up to the United Nations Convention on the Law of the Sea and the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks.					
	X	(x)		10	--
(iii) A review of the progress achieved at the level of the International Sea-Bed Authority with respect to environmental considerations in the formulation of provisions on prospecting, exploration and development of the Area, biotechnology of the seabed and the situation of land-locked producing countries.					
		X	(x)	7	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.4:</u> Technical support in negotiating and implementing international and regional legal instruments relating to the environment and natural resources (cont.)					
(b) <u>Publications</u> (cont.)					
(iv) A comparative study of legislation relating to the protection of intellectual property in the field of biotechnology in the context of the provisions of the Convention on Biological Diversity relating to access to and transfer of technology and access to genetic resources.					
	X	(x)		8	4
(v) A study to evaluate the mechanisms for the regional control of unlawful trafficking in hazardous material and wastes established under the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal.					
	X	(x)		7	2
(c) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical cooperation services, to countries that request them, in connection with the implementation of international instruments on the environment and natural resources and with the strengthening of bargaining power in relevant forums. (XB)					
	X	(x)		2	8

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.5:</u> Design of management strategies for sustainable development					
(a) <u>Publications</u>					
(i) A comparative study on the application of management procedures for promoting sustainable development at the level of territories delimited on the basis of political and administrative or geographical criteria, in countries of the region to be determined.					
	X		(x)	8	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.6:</u> Economics and the environment					
(a) <u>Publications</u>					
(i) A comparative study on progress achieved in the development of natural resources and the establishment of natural heritage accounts in selected countries of the region.					
	X		(x)	5	--
(iii) A study on the environmental clauses in subregional, regional or hemispheric integration agreements in force or under negotiation. Special attention will be given to enhancing the complementarity of such clauses with multilateral environmental and trade agreements and to the increasing linkages to globalized markets.					
	X	(x)		8	--
(iv) A study on the environmental impact generated in selected countries of the region by the changes in production structure resulting from the new patterns of linkage to the global economy.					
	(x)	X		6	--
(b) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical cooperation services, to countries that request them, in connection with the negotiation and coordination of environmental policies in the framework of integration agreements, and with technical aspects of market access and the commitments made within the World Trade Organization. (XB)					
	X	(x)		2	24

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.6:</u> Economics and the environment (cont.)					
(c) <u>Intermediate activities</u>					
Technical support to regional and subregional intergovernmental organizations in connection with the incorporation of environmental issues in negotiations on integration agreements.					
	X		(x)	6	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 8: ENVIRONMENTAL SUSTAINABILITY AND NATURAL RESOURCES					
<u>Subject area 8.7:</u> Human settlements and land use planning					
(a) <u>Substantive servicing of intergovernmental meetings</u>					
Preparation of technical documents for the biennial Regional Meeting of High-level Authorities of the Housing and Urban Development Sector of Latin America and the Caribbean.					
(b) <u>Publications</u>					
(i) A study on the implementation of the Habitat Agenda (Habitat II) and chapter 7 of Agenda 21 in the countries of Latin America and the Caribbean.					
	X	(x)		1	2
	(x)	X		12	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 9: STRATEGIC ADMINISTRATION AND STATE REFORM					
<u>Subject area 9.1:</u> Public-sector programming					
(a) <u>Publications</u>					
(i) A study on progress made in economic reform processes in the countries of the region.					
	X	(x)		1	5
(ii) A study on methods for evaluating the impact on long-term growth of public policies implemented in the countries of the region.					
	X	(x)		1	6
(iii) A study on the institutional framework of macroeconomic regulation policies.					
	X	(x)		2	4
(iv) A study on strategic design in basic infrastructure services.					
	X	(x)		1	4
(c) <u>Operational activities</u>					
(i) <u>Advisory services</u>					
Provision of technical cooperation services, to countries of the region that request them, on matters connected with public sector programming. (XB)					
	X	(x)		1	5
(ii) <u>Group training</u>					
- International Course on Economic Reforms and Strategic Public Management for approximately 35 middle-level and senior government officials in the economic area and participants from universities in the countries of the region (one course in each year of					
	(x)	X		3	6

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 9: STRATEGIC ADMINISTRATION AND STATE REFORM					
the biennium). (XB)					
<u>Subject area 9.2:</u> Development and local management					
(b) <u>Publications</u>					
(i) Four methodological studies on development and local management, focusing on production growth, the generation of employment, and social projects.					
	X	(x)		4	20
(ii) A methodological study on information systems with geographical references at the local level, including the design of a software application.					
	X	(x)		1	6
(c) <u>Materials and information services</u>					
(i) Brochures on the International Course on Development and Local Management (one issue in each year of the biennium). (XB)					
	X (x)	X		--	1
(d) <u>Operational activities</u>					
(ii) <u>Group training</u>					
- International Course on Preparation and Evaluation of Public Safety Projects (one in each year of the biennium). Consideration is being given to provision of similar courses in countries that request it. (XB)					
	X	(x)		1	4

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 9: STRATEGIC ADMINISTRATION AND STATE REFORM					
<u>Subject area 9.3:</u> Regional policies and planning					
(a) <u>Technical meetings</u>					
(i) A technical meeting to examine the management of public territorial policies in Latin America and compare them with corresponding experience in Europe. (XB)					
		X	(x)	1	1
(b) <u>Publications</u>					
(i) A study on indicators of environmental and territorial problems for the early detection of solutions.					
		X	(x)	1	2
(ii) A study on methods of analysis for evaluating economic and power structures in subnational territories.					
	X	(x)		1	3
(iii) A study on decentralization processes in the countries of the region.					
	X	(x)		1	3
(d) <u>Operational activities</u>					
(ii) <u>Group training</u>					
Two international courses on regional policies and planning, each lasting five weeks, for approximately 25 participants per course (one in each year of the biennium) (XB)					
		X (x)	X	1	3

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 9: STRATEGIC ADMINISTRATION AND STATE REFORM					
<u>Subject area 9.4:</u> Investment projects and programming					
(a) <u>Technical meetings</u>					
A technical meeting to examine the functioning of national public investment systems in Latin America and the Caribbean, in the context of recent economic reforms. (XB)					
X (x) 2 1					
(d) <u>Operational activities</u>					
(i) <u>Advisory services</u>					
Provision of technical cooperation services, to countries of the region that request them, on matters connected with national public investment systems and integrated management of investment projects. (XB)					
X (x) 24 4					
<u>Subject area 9.5:</u> Cooperation among planning bodies in Latin America and the Caribbean					
(a) <u>Intergovernmental meetings</u>					
Organization and substantive and technical servicing of meetings of national planning bodies: twenty-first and twenty-second meetings of the Presiding Officers of the Regional Council for Planning. (XB)					
(x) X 8 6					

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 10: STATISTICS AND ECONOMIC PROJECTIONS					
<u>Subject area 10.1:</u> Statistical data banks on Latin America and the Caribbean, and dissemination of regional statistics and indicators					
(b) <u>Technical material</u>					
Maintenance, updating and expansion of existing databases and creation of databases on new topics. Design, development and maintenance of systems for accessing such databases that provide for easier, more flexible use of the information they contain. Upgrading of mechanisms for connecting to the internal computer networks of ECLAC and the economic and social information system of the United Nations. Establishment of regional networks with national statistical offices and central banks in order to expedite data collection and exchange.					
X (x) 19 --					
<u>Subject area 10.2:</u> National accounts and economic development					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
Meeting of experts to evaluate the introduction of the new System of National Accounts and the new questionnaire on the United Nations System of National Accounts, and to design regional cooperation programmes on the subject.					
X (x) 6 --					
(c) <u>Other publications</u>					
(iii) A report on external-sector statistics.					
X (x) 4 --					
(iv) A report on statistics concerning the international trade in services.					
X (x) 4 --					

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 10: STATISTICS AND ECONOMIC PROJECTIONS					
<u>Subject area 10.4:</u> Evaluation and prospective analysis of the development process in the countries of Latin America and the Caribbean					
(b) <u>Publications</u>					
(i) Two studies on the structural effects of globalization and macroeconomic and institutional reforms in areas such as capital accumulation, the fiscal budget, external financial trade and equilibria and relative prices.					
X					
X					
(x)					
14					
--					
<u>Subject area 10.5:</u> Statistics and quantitative analysis of social trends in Latin America and the Caribbean					
(d) <u>Technical material</u>					
Maintenance and updating of existing databases and creation of databases on new topics in the social sector.					
X					
X					
(x)					
10					
--					
(e) <u>Operational activities</u>					
(i) <u>Advisory services</u>					
Provision of technical cooperation services to member States and regional bodies upon request, in the following areas:					
- Organization of workshops and seminars on the implementation of recommendations made by the Statistical Commission of the United Nations in such areas as the generation of information on social variables, methodologies for the analysis of situations of poverty and specialized statistical techniques, including computational aspects. (XB)					
X					
(x)					
3					
6					

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA					
<u>Subject area 11.1:</u> Public policies, investment and economic growth					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
(ii) Meeting of experts to examine trends in, and the determining factors of, foreign investment flows in the subregion.					
(iii) Meeting of experts to examine the challenges posed by trends in the spatial development of the subregion and the problems which arise in the area of intraregional cooperation.					
(b) <u>Publications</u>					
iv) A study on inflows of foreign direct investment and portfolio investment in the subregion, and their contribution to economic growth.					
(d) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical cooperation services, to the countries of the subregion that request it, in connection with the design and evaluation of public policies and development programmes, policies to promote foreign investment and economic policies relating to spatial development at the national and intraregional levels. (XB)					

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA					
<u>Subject area 11.1:</u> Public policies, investment and economic growth (cont.)					
(e) <u>Intermediate activities</u>					
Substantive support for intergovernmental meetings held in the subregion.					
	X	(x)		2	--
<u>Subject area 11.2:</u> Labour markets, gender and equity					
(b) <u>Publications</u>					
(iii) A study on women's participation in rural development and activities required to strengthen their capabilities in that area, in countries of the subregion to be determined. (XB)					
	X	(x)		12	5
(d) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical cooperation services, to countries of the subregion that request them, in connection with social development and equity. (XB)					
	X		(x)	4	1

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA					
<u>Subject area 11.3:</u> International trade and integration					
(b) <u>Organization and substantive servicing of meetings of experts</u>					
(ii) Meeting of experts to examine the determinants of competitiveness in specific sectors and among countries, and to identify in the subregion spheres in which advantage can be taken of the opportunities offered by globalization and any possible negative effects can be counteracted.					
X (x) 3 --					
(c) <u>Publications</u>					
(i) Two reports, one per year, on trends in national trade policies and the integration of the Central American subregion. The first report will focus on the interrelationship between investment and trade; the second will be devoted to regional cooperation, especially with respect to trade facilitation and the adoption of regional norms and standards.					
X (x) 8 --					
(iii) A case study analysing the determinants of competitiveness in specific sectors and among countries, in order to identify spheres in which advantage can be taken of the opportunities offered by globalization and any possible negative effects can be counteracted.					
X (x) 12 --					
(d) <u>Technical material</u>					
Update and expansion of the statistical database and documents on trade, economic integration and cooperation between the countries of the subregion.					
X (x) 5 --					

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA					
<u>Subject area 11.3:</u> International trade and integration (cont.)					
(e) <u>Operational activities</u>					
(i) <u>Advisory services</u>					
Provision of technical cooperation services, to countries that request it, in connection with international trade, economic integration and regional cooperation. (This activity will be executed in coordination with the ECLAC subregional headquarters for the Caribbean.) (XB)					
X					
(x)					
6					
1					
(ii) <u>Group training</u>					
A course on linkages with the global economy, integration and economic cooperation, to be organized jointly with regional and national institutions. (XB)					
X					
(x)					
5					
4					
(f) <u>Intermediate activities</u>					
Technical support for intergovernmental meetings on international trade, economic integration and regional cooperation held in the region. (This activity will be executed in coordination with the ECLAC subregional headquarters for the Caribbean.)					
X					
(x)					
7					
--					

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA					
<u>Subject area 11.4:</u> Agricultural and modernization policies					
(b) <u>Publications</u>					
(iv) A study on productive activities, use of natural resources and sustainability in selected countries of the subregion. (XB)					
		X	(x)	5	3
(c) <u>Technical material</u>					
(ii) Processing of information and preparation of analyses and documents for the study referred to under subject area 11.2, subparagraph (b) (iii) on women's participation in rural development and the activities required to strengthen their capabilities in that area.					
	X		(x)	3	--
<u>Subject area 11.5:</u> Industrial competitiveness and technical progress					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
Meeting of experts to examine the problems which the establishment of a free trade area in the hemisphere raises in respect of policies for industrial competitiveness.					
	X	(x)		3	--
(b) <u>Publications</u>					
(ii) A study on entrepreneurial development in countries or areas within countries marked by lower levels of entrepreneurship.					
	X	(x)		15	--
(iii) Two reports, one per year, on trends in the manufacturing sector in the countries of the subregion.					
	X	(x)	(x)	12	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA					
<u>Subject area 11.5: Industrial competitiveness and technical progress (cont.)</u>					
(d) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical cooperation services in connection with industrial competitiveness and entrepreneurial development. (XB)					
	X	(x)		5	1
<u>Subject area 11.6: Energy integration</u>					
(a) <u>Substantive servicing of intergovernmental meetings</u>					
Provision of substantive services to the Central American Regional Energy Forum (FREAC), the Central American Electrification Council (CEAC) and the Central American Committee for Cooperation on Hydrocarbons (CCHAC), especially at regular and special annual meetings called by the respective secretariats. Services include the carrying out of special studies requested by the secretariats for consideration at these meetings.					
	X	(x)		10	42
(b) <u>Publications</u>					
(ii) A study on reform of the electricity industry in Mexico, Central America and the Dominican Republic.					
	(x)	X		8	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 11: SUBREGIONAL ACTIVITIES IN MEXICO AND CENTRAL AMERICA					
<u>Subject area 11.6:</u> Energy integration (cont.)					
(d) <u>Operational activities</u>					
(ii) <u>Group training</u>					
Cooperation with governmental and intergovernmental bodies and regional and subregional organizations that request it, in order to promote training activities in the area of the economic management of the energy and oil sectors, and that of the regulation of energy-related utilities. (XB)					
	X	(x)		3	9

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 12: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN					
<u>Subject area 12.1:</u> International linkages and economic development of the Caribbean					
(a) <u>Organization and substantive servicing of meetings of experts</u>					
A meeting of experts to analyse economic management and planning issues in the subregion within the context of regional economic events, to include trade and financial aspects and the role of the State vis-à-vis market forces in determining development policies in small economies.					
X (x) 2 --					
(b) <u>Publications</u>					
(i) Reports on economic trends in the countries of the subregion (one per year covering events in 1999 and 2000, respectively).					
X (x) 6 --					
(iii) A study on trade and investment ties between the Caribbean and the rest of the world.					
X (x) 4 --					
(v) A comprehensive study on integration of non-independent Caribbean countries in technical programmes of the United Nations system.					
X (x) 3 --					
(c) <u>Technical material</u>					
Inputs for the 2000 and 2001 editions of the <i>Preliminary Overview of the Economies of Latin America and the Caribbean</i> . Notes on the economies of the subregion.					
X (x)					

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 12: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN					
<u>Subject area 12.2:</u> Integration and regional cooperation					
(b) <u>Organization and substantive servicing of meetings of experts</u>					
(ii) A meeting of regional planners to identify and assess the capability and institutional capacity of member States to internalize and implement recommendations and absorb the benefits of projects under the various programme areas					
	X		(x)	3	--
(c) <u>Publications</u>					
(iii) A study on trade among CDCC member countries and between them and the other countries of the western hemisphere.					
	X	(x)		4	--
(iv) A report on the foreign trade statistics of the Caribbean countries, to include an analysis of trade and investment flows between the Caribbean and Latin America.					
	X	(x)		4	--
(d) <u>Information materials and services</u>					
(i) Publication of a quarterly bulletin entitled "Focus" concerning CDCC activities (English only).					
	X	(x)			
(ii) Publication of a quarterly bulletin entitled "The associate" dealing with issues of interest to non-independent Caribbean countries (English only).					
		X	(x)	--	6
(iii) Preparation of country profiles of CDCC member and associate countries.					
		X	(x)	6	--

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 12: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN					
<u>Subject area 12.2:</u> Integration and regional cooperation (cont.)					
(e) <u>Operational activities</u>					
<u>Advisory services</u>					
Provision of technical assistance in connection with events within the sphere of integration and regional cooperation to ACS, CARICOM, OECS and the FTAA working groups at the request of member countries. (XB)					
	X	(x)		4	4
<u>Subject area 12.3:</u> Application of science and technology to Caribbean development					
(b) <u>Organization and substantive servicing of meetings of experts</u>					
A meeting of experts to analyse selected technological development issues as a means of contributing to the development of competitiveness and the formation of international linkages by the Caribbean subregion.					
	X	(x)		2	-

SUBPROGRAMMES/ SUBJECT AREAS/ ACTIVITIES	RELATIVE PRIORITY			Estimated funding (expressed in work/months)	
	A	B	C	RB	XB
	15%	70%	15%		
SUBPROGRAMME 12: SUBREGIONAL ACTIVITIES IN THE CARIBBEAN					
<u>Subject area 12.6:</u> Sustainable development in the Caribbean (c) <u>Publications</u> (i) A document concerning the plan of action to be drafted following the assessment to be carried out in 1999 of the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. (f) <u>Operational activities</u> (ii) <u>Group training</u> - A training seminar for legal personnel in the drafting of appropriate environmental legislation (XB)	X	(x)		4	
		X	(x)	1	6

ANNEX II

LIST OF PARTICIPANTS

**A. Estados miembros de la Comisión
Member States of the Commission
États membres de la Commission**

ARGENTINA

Representante/Representative:

Ricardo Harstein, Dirección de Integración Latinoamericana,
Ministerio de Relaciones Exteriores y Culto

Miembros de la delegación/Delegation members:

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BOLIVIA

Representante/Representative:

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BRASIL/BRAZIL

Representante/Representative:

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CANADA

Representante/Representative:

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CHILE

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Ministerio de Relaciones Exteriores

Miembros de la delegación/Delegation members:

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Ministerio de Relaciones Exteriores
Jorge Iglesias M., Secretario, Departamento. Económico, Director de Política Multilateral,
Ministerio de Relaciones Exteriores

COLOMBIA

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Miembros de la delegación/Delegation members:

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COSTA RICA

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Oscar Alvarez, Director General de Política Exterior,
Ministerio de Relaciones Exteriores y Culto

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José Rafael Centeno, Subdirector de Relaciones Económicas Internacionales,
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CUBA

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ECUADOR

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EL SALVADOR

Representante/Representative:

Mauricio Ruano, Ministro Consejero, Embajada de El Salvador en Chile

ESPAÑA/SPAIN

Representante/Representative:

Ricardo Mor Solá, Primera Secretaria, Embajada de España en Chile

FRANCIA/FRANCE

Representante/Representative:

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Miembros de la delegación/Delegation members

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HAITI

Representante/Representative:

Guy Pierre André, Embajador de Haití en Chile

HONDURAS

Representante/Representative:

Sergio Suazo, Encargado de Negocios, Embajada de Honduras en Chile

ITALIA/ITALY

Representante/Representative:

Alessandro Modiano, Primer Secretario de la Embajada de Italia en Chile, Oficial de Enlace con la CEPAL

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Enrique Antonio Romero Cuevas, Ministro Consejero, Embajada de México en Chile
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Associate Members
Etats membres associés**

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Bureau of Foreign Affairs

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Secretariat
Secrétariat**

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Reynaldo Bajraj, Secretario Ejecutivo Adjunto
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Barbara Stallings, Directora, División de Desarrollo Económico
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Julio Cubillo, Coordinador del Centro Latinoamericano de Documentación Económica y Social
(CLADES)
Katya Hanuch, Oficial a Cargo, División de Administración
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Económica y Social (ILPES)
Rómulo Caballeros, Director, Sede Subregional de la CEPAL en México
Len Ishmael, Directora, Sede Subregional de la CEPAL para el Caribe

UNITED NATIONS

**ECONOMIC COMMISSION
FOR LATIN AMERICA
AND THE CARIBBEAN - ECLAC**



Distr.
GENERAL

LC/G.2089(Get.5/3)
29 December 1999

ENGLISH
ORIGINAL: SPANISH

**REPORT OF THE FIFTH MEETING OF THE AD HOC WORKING GROUP
ESTABLISHED PURSUANT TO RESOLUTION 553(XXVI)**

(New York, 8-9 July 1999)

99-12-957

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1. Mandate

1. Pursuant to resolution 553(XXVI), adopted by the Economic Commission for Latin America and the Caribbean (ECLAC) at its twenty-sixth session, an ad hoc working group open to all ECLAC members was established. This group, in consultation with the Executive Secretary, was empowered to define priorities for the work programme and to recommend to the Commission strategic directions for its future activities, taking into account development priorities for Latin America and the Caribbean as well as budgetary considerations. This mandate was renewed by the Commission in its resolution 565(XXVII), adopted at its twenty-seventh session, in which it also requested the Ad Hoc Working Group to consider, in consultation with the Executive Secretary, the progress achieved in the implementation of current United Nations reform proposals pertinent to the Commission, including the implementation of the pilot management scheme.

2. Place and date of the meeting

2. The fifth meeting of the Ad Hoc Working Group was convened in New York on 8 July 1999.

3. Attendance¹

3. The meeting was attended by representatives of the following States members of the Economic Commission for Latin America and the Caribbean: Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Ecuador, France, Guatemala, Haiti, Jamaica, Mexico, Netherlands, Nicaragua, Panama, Peru, Portugal, Spain, Suriname, United Kingdom of Great Britain and Northern Ireland, United States of America, Uruguay and Venezuela.

4. The United States Virgin Islands, an associate member of the Commission, was also represented.

5. The meeting was opened by Ambassador María Elena Chassoul Monge, alternate representative of Costa Rica, and chaired by Ambassador José Rafael Centeno Córdoba, Deputy Director for International Economic Relations of Costa Rica.

¹ See annex.

4. Agenda

6. The Ad Hoc Working Group adopted the following agenda:
1. Report on activities not contained in the work programme and carried out by the ECLAC secretariat since the last meeting (Santiago, Chile, 1-2 October 1998).
 2. Status report on the reform process in ECLAC: modernizing internal management.

It was agreed that the two agenda items should be considered together.

5. Summary of the proceedings

7. The alternate representative of Costa Rica opened the meeting with the observation that the Ad Hoc Working Group had played an important part in promoting cooperation between member States and the ECLAC secretariat in relation to their shared task of seeking to improve the efficiency and effectiveness of the Commission's administrative, financial, organizational and substantive work.

8. ECLAC continued to carry forward the modernization process aimed at establishing a new culture of institutional management. The overall objectives of that process were to conduct the Commission's activities with greater transparency and reduced costs. The discussions of the Working Group should therefore serve to further enrich the Commission's efforts to continue acting as a pioneering institution within the United Nations system, and to increase and improve its interaction with Governments and its coordination and cooperation with multilateral, regional and subregional bodies.

9. She commended the ECLAC secretariat for its efforts to move forward into the digital age both at headquarters and at its subregional and national offices. In the course of its deliberations the Working Group would certainly make new contributions which would be of great value for the institutional development of ECLAC and the future development of the region.

10. The Executive Secretary of the Commission, referring to activities not contained in the work programme, drew attention to the work carried out in assessing the damage caused by Hurricanes Georges and Mitch in the Caribbean and Central America and by the earthquake in Armenia, Colombia. Those efforts, carried out jointly with the United Nations Development Programme (UNDP), had called for great dedication but had also contributed significantly to reconstruction activities, inasmuch as the reports produced on the subject had provided the basis for the work of the Consultative Group for the Reconstruction and Transformation of Central America, which had been created by the Inter-American Development Bank (IDB) in response to those emergencies, and for the meeting of the Consultative Group held in Stockholm in May

1999. He also referred to the Commission's participation in the work being done for the consolidation of the Free Trade Area of the Americas (FTAA).

11. ECLAC had also played a very active part in analysing the financial crisis and the reform of the international financial architecture; in the latter case, its work had been undertaken within the framework of the Executive Committee on Economic and Social Affairs of the United Nations, under the coordination of the Executive Secretary of ECLAC. That work had led to the publication of two major documents, in addition to a report on the debt situation of the developing countries. All of those documents had been very well received by member States and had made an important contribution to a very complex debate. While it was true that many other bodies were also taking part in that debate, the United Nations system could contribute its own particular perspective.

12. The regional commissions had also been mandated to carry out consultations with civil society in relation with the Millennium Assembly of the United Nations, to be held in the year 2000. A regional hearing would therefore be held in Santiago, Chile, on 1 and 2 September 1999 and would focus on four subjects: human rights, particularly economic, social and cultural rights; peace and security, especially in relation to the settlement of internal conflicts; sustainable development; and the impact of globalization in terms of equity.

13. In the context of the new measures aimed at revitalizing the United Nations in the economic and social spheres, an inter-agency coordination meeting for the Latin American and Caribbean region, chaired by the Deputy Secretary-General, had been held in Santiago, Chile, on 6 May 1999. The meeting had been attended by representatives of 27 bodies, an unprecedented number. In addition to providing a forum for an interesting exchange of ideas on opportunities for collaboration in Latin America and the Caribbean, the meeting had identified four areas of work in which cooperation could be strengthened: equity, governance, integration into the global economy and the mobilization of resources for development. It had been agreed to focus coordination initially on the first of those areas and to confine collaboration in the other three to the exchange of information.

14. Regarding the second agenda item, he noted that modernization efforts at ECLAC were being undertaken within the framework of the main lines of action of the United Nations. The Commission's delegated authority was limited to certain specific aspects of human resources management.

15. He then gave a detailed presentation on the background to the modernization process at ECLAC, including the strengthening of links with member countries and regional coordination; the exercise of delegated authority within the framework of the Commission's purview; changes in the Commission's organizational structure; executive management; and the changes introduced in recent months in the fields of communications, information and dissemination, which had made it possible to greatly enhance the visibility and impact of the Commission's work. Another topic worthy of special mention was the increasingly multidisciplinary nature of certain aspects of the Commission's work in areas such as gender equity and sustainable

development, which were receiving attention at all levels and were the object of joint activities involving two or more divisions.

16. The Director of the ECLAC Programme Planning and Operations Division said that the note by the secretariat that had been presented as a reference document (“ECLAC and its role in the reform process”, DDR/1) was a very brief overview of work in progress and that her presentation would focus on the methods being used to carry forward the modernization process. The delegation of authority was limited exclusively to the appointment, placement and promotion of professional staff up to the P-3 and P-4 levels and had produced satisfactory results in terms of efficiency, inasmuch as the procedures involved had been shortened by six weeks on average.

17. A remarkable increase had been seen in terms of access to ECLAC documents since the creation of the Commission’s website, as shown by the exponential growth in its number of “hits”.

18. In the field of executive management, the secretariat was working on the development of indicators. That had proven to be a lengthy process and had given rise to extensive debate, mainly because of the intangible nature of the Commission’s outputs and the differing viewpoints of the various divisions. The indicators that had been selected to date dealt with publications and dissemination activities; the servicing of intergovernmental and expert meetings; technical cooperation and training; the development and upgrading of computer programs and databases; technical secretariat services; and coordination activities with other agencies.

19. She then briefly reviewed data relating to missions undertaken by ECLAC staff members—an issue that had always aroused keen interest among the countries. She stressed that missions were undertaken in response to specific requests by member countries. She then briefly described what type of information was available on the Commission’s local area network (Intranet) and on the ECLAC website. Work was moving forward on the creation of an “Extranet” linking the Commission’s headquarters with its national offices and subregional headquarters. In response to the concern expressed by a number of delegations regarding the need to continue with the issue of documents in printed form because not all of the countries of the region had the same level of data-processing development, the secretariat confirmed that the increasing availability of documents from the website did not mean that they would cease to be distributed to member States in the traditional manner; the two mechanisms were complementary.

20. The former Executive Secretary of ECLAC and current Permanent Representative of Guatemala to the United Nations described the Commission as a centre of excellence, both by virtue of its historical record of achievement and because of its excellent relations with Governments, and suggested that future meetings of the Ad Hoc Working Group held outside ECLAC headquarters should analyse not only managerial issues, but also the activities being undertaken, since it was perhaps not necessary to make such a sharp distinction between substantive and procedural aspects. He also referred to the disadvantages of Governments being

involved in micro-managing the institution and to the pitfall of an unnecessary increase in thematic forums, along with the proliferation of mechanisms and mandates that would entail.

21. In their individual statements, a number of delegations expressed their gratitude to ECLAC and their pride and satisfaction with the work being done, especially with regard to the current modernization process, which was strengthening the institution's capacity to achieve a greater degree of adaptability to its environment; the reinforcement of the relationship between the secretariat and the member countries; and the regional coordination efforts being undertaken with other United Nations bodies in order to avoid duplication of effort. The countries welcomed the information provided on the Commission's new activities, although concern was expressed with regard to the financing of some of them, and one delegation emphasized the need to comply fully with the priorities defined by the Ad Hoc Working Group within the framework of the work programme previously approved by the Commission. The secretariat reaffirmed that in no case would the extension of the Commission's work to new areas involve taking resources away from the existing work programme, which would be implemented strictly in accordance with the agreed priorities.

22. Regarding performance indicators, the same delegation drew attention to the politically sensitive nature of the issue and to the current discussions in the General Assembly which had not yet led to any agreement. As for follow-up indicators for agreements concluded at United Nations conferences and summits, that was an extremely delicate matter on which no intergovernmental agreement existed, and it would be inappropriate to proceed further with that issue. The secretariat replied that performance indicators had been prepared pursuant to a mandate from the twenty-sixth session of the Commission. The mandate was contained in the same resolution which had led to the creation of the Ad Hoc Working Group; it had been reiterated at the twenty-seventh session, and its purpose was to provide for monitoring of the implementation of the work programme itself. As for gender indicators for follow-up to the Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001 and the Platform for Action of the Fourth World Conference on Women, the secretariat noted that those indicators had been prepared in response to a request agreed at the twenty-sixth meeting of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean.

23. Regarding the hearing for civil society relating to the Millennium Assembly, more detailed information on its organization was requested and one delegation expressed concern about the procedure for convening the hearing and the political sensitivity of the items included in the agenda. Since those items were being considered by the General Assembly and no agreement had yet been reached, that ongoing debate should be taken into account by the Commission. The secretariat replied that the procedure complied with guidelines received from United Nations Headquarters which were in turn based on the Secretary-General's mandate from the General Assembly (resolution 53/202) to seek the views of member States, the specialized agencies and observers, to propose a number of forward looking topics that could help focus the Millennium Summit and to consult with non-governmental organizations, as appropriate. These consultations would then be complemented by hearings held for the purpose of consulting with civil society. The meeting to be held in Santiago, Chile, would serve as the civil society hearing

for the Latin American and Caribbean region, and its conclusions would be transmitted to the Secretary-General for possible use by him as complementary inputs in drawing up his proposal.

24. One delegation expressed concern that some of the measures adopted by the Commission in relation to the reform process might have exceeded the scope of provisions contained in General Assembly resolutions. In its actions relating to these matters, the Commission should fully take account of the status of the corresponding discussions in the General Assembly, particularly in the Fifth Committee, to avoid taking any decisions which might contravene those of the Assembly. The secretariat replied that, as had been made clear at the Commission's latest session, no measure had ever been implemented in its reform process that contravened resolutions adopted by the General Assembly. Delegates were reminded of the fact that, since its inception, the modernization process had been applied gradually and, as in the past, the established rules would continue to be constantly and strictly observed.

25. The secretariat took note of the interest expressed by several delegations in strengthening information channels between ECLAC headquarters and the missions of member States to the United Nations. Note was also taken of the importance attached by several delegations to extending the modernization process to national offices and subregional headquarters and of their support for the decision taken by ECLAC to adjust the activities of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) to current training needs in the region.

26. Finally, delegations once again welcomed the progress which had been achieved in modernizing internal management within the Commission.

Annex

LIST OF PARTICIPANTS

A. MEMBER STATES OF THE COMMISSION

ARGENTINA

Representative:

Horacio Fernández, Secretary, Permanent Mission to the United Nations

BOLIVIA

Representative:

Eduardo Gallardo, Second Secretary, Permanent Mission to the United Nations

BRAZIL

Representative:

Enio Cordeiro, Minister Plenipotentiary, Permanent Mission to the United Nations

Delegation member:

Antonio Cavalcante, Second Secretary, Permanent Mission to the United Nations
Neil G.P. Benevides, Second Secretary, Permanent Mission to the United Nations

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Representative:

John Holmes, Counsellor (Legal Affairs), Permanent Mission to the United Nations

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Delegation member:

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Representative:

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Representative:

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Delegation member:

Beatrice Gueguen, Permanent Mission to the United Nations

GUATEMALA

Representative:

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Delegation member:

Brenda Castellanos, First Secretary, Permanent Mission to the United Nations
Silvia Corado, Counsellor, Permanent Mission to the United Nations

HAITI

Representative:

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Representative:

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PORTUGAL

Representative:

João Pinto, Senior Adviser, Investments, Trade and Tourism

SPAIN

Representative:

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Delegation member:

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UNITED STATES OF AMERICA

Representative:

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Delegation member:

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SURINAME

Representative:

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URUGUAY

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VENEZUELA

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UNITED STATES VIRGIN ISLANDS

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C. SECRETARIAT

Economic Commission for Latin America and the Caribbean (ECLAC)

José Antonio Ocampo, Executive Secretary

Reynaldo Bajraj, Deputy Executive Secretary

Ernesto Ottone, Secretary of the Commission

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