

UNITED NATIONS
ECONOMIC
AND
SOCIAL COUNCIL



GENERAL

E/CN.12/946
19 January 1973

ORIGINAL: SPANISH

ECONOMIC COMMISSION FOR LATIN AMERICA

REPORT ON THE MEETING OF CONSULTANTS ON
ADMINISTRATION OF PUBLIC ENTERPRISES

72-12-3906

A. ATTENDANCE AND ORGANIZATION OF WORK

1. The Meeting of Consultants on Administration of Public Enterprises, organized under the auspices of the Economic Commission for Latin America was held in Santiago, Chile, from 27-29 November 1972.
2. This Meeting was convened for the purposes of recommending to the Executive Secretary of ECLA an extensive work programme on public enterprises to cover the next three years.
3. The Meeting was composed of experts from Argentina, Costa Rica, Chile, Peru, Uruguay and Venezuela, together with experts from the Public Administration Division of the United Nations, from the Economic Commission for Latin America, from the Latin American Institute for Economic and Social Planning and the Facultad Latinoamericana de Ciencias Sociales (the complete list of participants may be found in Annex I).
4. The following officers were elected: Mr. Manuel Rachadell, President of the Comisión de Administración Pública de Venezuela, as Chairman, and Mr. Ignacio Pérez Salgado, Deputy Manager of the Organización del Comité Sidero-Metalúrgico de la Compañía de Acero del Pacífico de Chile, as Vice-Chairman. Mr. V.V. Ramanadham, of the Public Administration Division of the United Nations acted as Rapporteur.
5. The Meeting adopted the following agenda for its discussions:
 - I. Research in depth
 - (a) The supervisory relationships of the government with public enterprises.
 - (b) The organizational structure of public enterprise.
 - (c) The implications of certain unique features of public enterprise emergence.
 - (i) Relatively fast growth.
 - (ii) Problems consequent on nationalization.
 - (d) Techniques of evaluation of public enterprise operations.
 - (e) Problems of labour participation in management.
 - (f) The financial results of public enterprises.

II. Advisory

II. Advisory Services

- (a) One-man missions.
- (b) Advisory teams.
- (c) Identifying appropriate institutions capable of providing advisory services.

III. Training

- (a) Training of supervisory personnel.
- (b) Composite training of supervisory and managerial personnel.
- (c) Training of managers.
 - (i) Training in the basic elements of public enterprise management.
 - (ii) Programming for improved performance.
 - (iii) Managerial training - general and functional.

IV. Documentation

- (a) Bibliography.
- (b) Collection of existing literature on public enterprises.
- (c) Preparation of country papers.

V. Identification of available resources

- (a) Personnel resources.
- (b) Institutional resources.

VI. Priorities and time phasing of the work programme (1973, 1974 and 1975).

VII. Other business

6. The discussions of the Meeting were based on the working document prepared by Mr.V.V. Ramanadham, of the Public Administration Division of the United Nations (the complete list of documents appears in Annex II).

7. Mr. Ricardo Luna, Chief, Public Administration Unit of the Economic Commission for Latin America, who acted as Director of the Meeting, explained the organization and procedure of the Meeting.

B. ACCOUNT OF PROCEEDINGS AND CONCLUSIONS

1. Basic considerations

8. Mr. Enrique V. Iglesias, Executive Secretary of the Economic Commission for Latin America, opening the Meeting, mentioned ECLA's policy of concentrating its efforts on certain priority areas in economic and social affairs. He laid emphasis on:

(a) Identification of the key economic and social areas of Latin America where assistance from ECLA is required;

(b) The concentration of the work programme on areas where assistance from ECLA would have considerable impact;

(c) Co-ordination and integration of programmes of work within ECLA. He gave special importance to the need to approach the topic from an inter-disciplinary angle. He also expressed a desire that the meeting held to visualize the nature of the relationships which could be established between ECLA and Latin American institutions in order to implement the programme of work. As regards the formulation of this programme, the Executive Secretary expressed a desire that the meeting should give due consideration to the diversity of conditions existing in the economic and political systems of the Latin American countries.

9. The Executive Secretary of ECLA also spoke of the dynamic changes taking place in Latin American society, based on a considerable number of models of social and economic systems and on the need for in-depth research into the problems of the public enterprises which minister to these models. He pointed out the importance of selecting the enterprises to be included in the public sector in accordance with the economic and social development pattern of the country, and of allocating internal resources

/to the

to the public enterprises with a view to raising to a maximum the growth desired in the present state of the country. The Executive Secretary noted that, generally speaking, there was a clear tendency in Latin America for the State to have a growing share in the process of economic and social development.

10. During the debate, the participants agreed generally that any model which could be developed where the problems of the public enterprises were concerned implied intrinsically a social and political context. ECLA's programme of work should include research topics on the role of the State and the public enterprise in the social and economic development of Latin America.

11. One participant suggested that there were two approaches to research:

(a) to analyse the role of the public enterprise in the context of economic and social development, and

(b) to analyse the operational aspects of management, and said that in his opinion the two approaches were not only compatible but quite clearly complementary.

12. Some participants considered that the models of economic and social development could be taken as a starting-point, and the problems of the public enterprise analysed in relation to each of them, or that the starting-point could be a broad-based problem of the public enterprises, the analysis of which could be applied to the respective models. In favour of the latter approach, in their opinion was the fact that the models changed continually, and were a result of the dynamic evolution of social and political factors inherent in each country.

13. Some participants expressed the desire that special attention should be given to problems of co-ordination between the public enterprises, and to problems of co-ordination between the public enterprises and planning.

14. Another participant pointed out that while the system of autonomous public enterprises represented a measure of administrative decentralization, the place of each public enterprise in all its aspects within the system of public enterprises as a whole should equally be specifically considered as another measure of decentralization. He also mentioned the importance of regional decentralization in the public enterprise sector.

15. A participant pointed out the importance of conceiving a clearly differentiated style of management for the public enterprises. He suggested that assistance should be provided for the country programmes in order to increase the efficiency of the public enterprises.

16. Another suggestion, in connexion with research into the philosophy and techniques of management, was to use a system approach which would include interaction with the environment. It also pointed out that techniques such as "management by aims" are both ideal means for participation and constitute a valuable tool for organizational development. Research should include the degree to which the above could be applied to the public enterprises.

17. A participant suggested that, in dealing with the problems of the public enterprise in Latin America, the relevant experiences of other developing countries with different forms of social, political and economic organization should be borne in mind.

18. Another participant said that although research should be carried out within the framework of a country, there were specific topics, such as technology, where a regional or broader multinational approach would be appropriate.

19. It was suggested that during research work, ECLA and ILPES should establish contact on a systematic basis with other regional Commissions and with government institutions and organizations of other regions.

20. A participant recommended that high priority should be given to research on the methodology for the assessment of public enterprises with special reference to the economic and social context of the country concerned.

21. The Economic Development and Research Division of ECLA described work already carried out ^{1/}and work it was planned to start in 1973 on the general topic of the mobilization of internal resources. The review of the public enterprises under State ownership would be made, bearing in mind the fact that the central objective was a better mobilization of internal resources, quantitatively and qualitatively speaking, i.e., that concern was not only with the increase in the amount of resources channelled towards investment, but also with their channelling towards priority aims for economic and social development.

^{1/} See, "Public enterprises: their present significance and their potential in development", Economic Bulletin for Latin America, Vol. XVI, No.1, first half of 1971.

22. With a view to intensifying and extending earlier work on the topic, a relatively detailed study would be made of the operation of the public enterprise sector in three, or at most four countries of the region, which would be selected so as to cover the main situation-types to be found in Latin America. Studies could be made of Mexico, Argentina or Brazil; Colombia, Chile or Peru, and one of the smaller countries, such as Costa Rica.

23. A first category of analysis would be the role of the enterprise as such, considering its development over the last ten years. The main aspects would be: (i) the savings-investment process in the public enterprises; (ii) price-policy; (iii) repercussions of purchases and sales made by the enterprises; (iv) the case of public enterprises of supply and marketing, and (v) institutional features.

24. A second category of analysis would be given over to studying the concept, and the tendencies and criteria for the constitution of the area of State ownership, while the third and last category of analysis would concentrate on the topic of labour participation.

2. Research in depth

25. After a lengthy debate on the first point on the agenda, the Meeting agreed to adopt the general lines of the document presented by one of the participants, to be complemented by the observations made in the course of the discussions.

26. This document distinguished between four groups of basic topics which the in-depth research should cover:

- (a) Origins, features, aims and importance of the development of the public enterprises in Latin America.
- (b) Role of the public enterprises in development in Latin America.
- (c) Analysis of the management of the public enterprises in Latin America.
- (d) Methodological review of the organization, programming and operational management of the public enterprises in Latin America.

27. The first group of topics would include the following:

- (a) Type and original role of the enterprise when established.
- (b) Aims achieved, and importance of the enterprise at the sectoral, regional and overall levels.
- (c) Share of the public enterprises in the processes of regional and sub-regional integration and generally in external trade relations.

The research would cover public enterprises which are producers of goods and services and those engaged in financial and commercial intermediation, and would offer a historical approach and view of the experience of each country. Its aims would be to publish information and lead to the organization a government meeting where the countries of the region could make a historical appraisal in perspective of the public enterprise system in the experience of Latin America.

28. The second group of topics would include:

- (a) The enterprises in the formation of resources.
- (b) The price and tariff policy of the public enterprises.
- (c) The enterprises in national investment.
- (d) The technological policy of the public enterprises.
- (e) The enterprises and their influence on income distribution and employment.
- (f) Correlative analysis of the development of the public and private entrepreneurial system.
- (g) Financial and real relations - external and internal - of the public enterprises.

The aims of this research would be to prepare analysis and appraisal documents, publish information and organize technical and governmental meetings with a view to analysing the role of the public enterprises in the development of Latin America.

29. The third group of topics would include:

- (a) Relations of the different types of public enterprise with the government and centralized administration systems.
- (b) Analysis of the organizational solutions tried out in public enterprises in Latin America.
- (c) Experience and development of the planning systems within enterprises in Latin America and their assimilation into the national planning systems.
- (d) Methods of assessing the management of the public enterprises in Latin America.
- (e) Forms of labour participation in the public enterprises and their problems.

The aims of this research would be to prepare analysis and appraisal documents of the experiences compared, publish information and organize technical and governmental meetings for discussion and analysis, with the participation of university centres.

30. The fourth group of topics would include:

- (a) The comparative analysis of techniques applied in Latin America in relation to methods and practices in other regions and based on different models of social and political organization. This analysis would be concerned with the techniques of: (a) planning; (b) organization and management; (c) book-keeping and control; (d) personnel management; (e) administration of materials, etc.
- (b) Organization and operation of sectoral association units of the different enterprises (complexes, care of regional corporations, etc.) based on the comparative analysis of the experiences of Latin America and other regions.

The aims of this research would be to prepare a document with a bibliographical basis, analysing and assessing the experiences compared and to organize technical meetings with the participation of university centres.

31. The Executive Secretary of ECLA pointed out that the thematic order formulated in the document presented and adopted by the Meeting, constituted, generally speaking, an important contribution to the organization of research and the establishment of priorities. Annex III of the present report includes the tables which are part of this document as illustrations for the order and sequence of the activities connected with research. In this connexion, the document pointed out that the real schedule for a programme of this type was in direct ratio to the resources to implement it and the interest and support provided by the countries. It went on to say that in the established sequence of events, it was irrelevant that the programme should be completed within a term of three years, at best, or within a desirable limit of five years.

32. The document established the following basic criteria for directing the activities of in-depth research in the area of the public enterprises:

(a) Research would be undertaken in the field and in study work. Field work would depend on the maximum and minimum possibilities of the programme, and would cover all the countries of the region or a diversified sample selected according to their importance, regions of influence and the special features of their development process.

(b) In the intermediary stages, the research would provide a possibility for offering informative publications and organizing working meetings on government and technical plans in the countries of the region, or in sub-regions.

(c) Research on the four groups of topics would be co-ordinated so as to reach its climax in three years in a joint contribution of information, analysis and opinions on the member countries making up a basic consultative body of support, which could be useful to the countries when they came to take decisions on the organization and role of their public enterprises in national development.

3. Advisory services

32. The appearance of this item on the agenda brought up some current problems which it should be attempted to avoid in future programmes regarding public enterprises. An important aspect is the vagueness existing as regards the aims of the expert or of the mission, and the lack of material to tackle their work, which could make this very much more difficult. This vagueness could be attributed in part to the lack of clarity in the requests of the Governments for technical assistance. Mention

/was also

was also made of the fact that the aims of the agency providing aid and those of the country receiving technical assistance could well be different, and that to a considerable extent the success or failure of technical assistance could be explained from the point of view of the convergence or divergence of the aims of the agency and the country.

33. Several of the participants concentrated their attention on the forms which advisory services should take. It was suggested that it would be appropriate to carry out short one-man missions with a view to obtaining an accurate definition of the problem which technical assistance should solve.

34. As regards the size of the missions, there were differences of opinions. One of the disadvantages mentioned for the case of one-man missions was the tendency to concentrate excessively on problems of detail to the detriment of any view of the whole. On the other hand, missions of a certain size gave rise to problems of integration, owing to the different background and experience of their members, and might be too big for the smaller countries.

35. Some defects observed in the manner of carrying out advisory work were also mentioned. There existed a marked tendency on the part of the experts to make recommendations based on their national experience without seeking to adapt this to the features of the particular context in which they were working. Mention was made of the existence of a feeling of omnipotence, which led the experts to trust too much to their own resources and know-how, without considering the potential of the staff of the institution receiving the advisory services. In this context, it would be of particular importance to develop reciprocal technical assistance among the public enterprises in the region, similar to that existing among the petroleum enterprises (ARPEL).

36. Several participants pointed out that advisory services would only be possible in conjunction with planning, and that they should be co-ordinated with the research work discussed earlier.

37. The discussion also touched on the priority areas which should be considered in future advisory work; it was mentioned that they depended to a large extent on the requests received from the Governments, and were thus difficult to forecast. One of the participants pointed out, however, the importance which could accrue to the advisory services which the future programme could provide to the substantive units of ECLA itself, which often had to face serious problems in this connexion.

38. The Meeting considered the following measures in connexion with advisory services as especially appropriate in the context of the request for such services:

- (i) one-man missions, from the United Nations systems, or outside it;
- (ii) advisory teams on a suitable multidisciplinary basis;
- (iii) accumulation of information in the country concerned previous to the visit of the mission to the requesting country;
- (iv) determination of the institution which, in addition to ECLA and ILPES, could provide advisory services.

39. The Meeting considered recommendable the chronological distribution of the advisory work proposed by Mr. Ramanadham in his working-document (ST/ECLA/Conf.45/L.2); he proposed the formation in 1973 of advisory teams for the different regions of Latin America to provide advisory services to the Governments requesting them during the years in which the proposed programme would be applied.

4. Training

40. There was general agreement that the ideas on training contained in the working-document (ST/ECLA/Conf.45/L.2) were valuable and should constitute the basis of the programme of work.

41. Several participants did not regard as appropriate the organization of regional training courses, considering that this work should be organized at the national level, and that ECLA's role should be to support national training institutions, supplying in particular the services of teaching staff and contributing to the training of staff of this type.

42. A participant referred to the lack of appropriate and adequate material for training work, and the need for this to have a special impact on management; he considered that ECLA could make a valuable contribution to these two aspects.

5. Documentation

43. There was general agreement that CLADES should be congratulated for the work done in compiling the Bibliography included in the list of documents for the Meeting (CLADES/BBG/6).

44. There was also general agreement that the suggestions of the section referring to the working document (ST/ECLA/Conf.45/L.2, pages 16 to 18) should be considered recommendable.

45. A participant said that although he shared the recommendations of the working document on this point, he considered that the preparation of documents relating to the situation of the public enterprise in the different countries was linked with the work of research. It was agreed that the dissemination by ECLA of any changes in the Bibliography on the public enterprises which might occur as a consequence of this first stage of research, should be carried out through internal documents, and possibly through reviews, bulletins and other technical publications.

6. Identification of Available Resources

46. There was agreement in recognizing the importance of this point, directly connected with research, advisory services and training; the recommendations of the working document (ST/ECLA/Conf.45/L.2) regarding the listing of institutions and persons specialized in matters concerning public enterprises were considered to be of basic value. These lists were considered to be of special importance, in that recourse could be had to the technical capacities existing in the countries, to carry out all the tasks connected with the public enterprises.

7. Priorities and Time-Phasing

47. In the debate on this point, a participant said that, subject to the work which could be done on the other matters mentioned in the meeting, especially matters of methodology, he considered that a start should be made to an inter-disciplinary study on the role of the public enterprises in the present national situation and in national goals, on whether or not they constituted a State instrument and on their role as a State instrument; with reference to this, he formulated two proposals, for the adoption of which there was general agreement: (a) that ECLA should prepare a document which, as in other matters, would provide a guide to the member countries, and which would explore the opinion of these countries, of Latin American experts, and of experts from other countries; and (b) to organize a seminar on this topic in 1974, with representatives of the Governments; this seminar would replace that proposed in the working document.

Annex I

LIST OF PARTICIPANTS

A. Invited experts

1. Mr. Pedro Enrique Andrieu
Consultant
Lavalle 1125, 5° piso
Buenos Aires
Argentina
2. Mr. Horacio Boneo
Expert on administration of public enterprises
c/o Advanced School of Public Administration
Av. 28 de Julio 878, Miraflores
Lima 18
Peru
3. Mr. Thomas W. Fisher
Expert on general administration
Regional project
Central American Institute for Public Administration (ICAP)
Apartado 10.025
San José
Costa Rica
4. Mr. Guillermo Heisecke
Expert
Latin American Faculty of Social Sciences (FLACSO)
José Miguel Infante 85
Santiago
Chile
5. Mr. Jorge Irisity
Consultant, General
Department (Social Affairs)
Planning Office (ODEPLAN)
Huerfanos 863 - 2° piso
Santiago
Chile

6. Mr. Roberto Martínez Nogueira
Adviser, public enterprise systems
UNDP project
Sarandí 500
Montevideo
Uruguay
7. Mr. Ignacio Pérez Salgado
Assistant manager
Steel and metallurgy committee
Steel Company of the Pacific (CAP)
Bandera 236
Santiago
Chile
8. Mr. Manuel Rachadell
President
Public Administration Commission
Edificio "El Universal", 15° piso
Av. Urdaneta
Caracas
Venezuela
9. Mr. V.V. Ramanadham
Inter-regional Adviser on Public Enterprises
Public Administration Division
United Nations
New York
10. Mr. Arodys Robles Morales
Chief
Enterprise Administration Unit
Planning Office (ODEPLAN)
Huérfanos 863, Entrepiso
Santiago
Chile
11. Mr. Huáscar Taborga
Expert
Latin American Faculty of Social Sciences (FLACSO)
José Miguel Infante 85
Santiago.
Chile

B. ECLA secretariat

1. Mr. Enrique V. Iglesias
Executive Secretary
2. Mr. Ricardo Luna
Chief
Public Administration Unit
3. Mr. Newton C. Ramalho
Principal Regional Adviser
Public Administration Unit
4. Mr. Héctor Sosa Padilla
Chief
Latin American Centre for Economic and Social Documentation (CLADES)
5. Mr. Alfredo Eric Calcagno
Assistant Director
Economic Research and Development Division
6. Mr. Héctor Assael
Economic Research and Development Division
7. Mr. Win Crowther
Transport Programme
8. Mr. Arturo Villanueva
Conferences and Documents Division

C. ILPES

1. Mr. Benjamín Hopenhayn
Director
Projects Programme
2. Mr. Aldo Solari
Assistant Director for the Programme
Social Planning Programme
3. Mr. Jorge Israel
Advisory Services Programme

4. Mr. Arturo Nuñez del Prado
Training Programme
5. Mr. Benito Roitman
Projects Programme
6. Mr. Antonio Amado
Professor
Advisory Services Programme

Annex II

LIST OF DOCUMENTS

	<u>English</u>	<u>Spanish</u>
A. <u>Working documents</u>		
1. Tentative programme and agenda (ST/ECLA/Conf.45/L.1)	X	X
2. Substantive working document, prepared by Professor V.V. Ramanadham, United Nations (ST/ECLA/Conf.45/L.2)	X	
3. <u>Bibliografía sobre empresas públicas</u> , prepared by ECLA (preliminary version - November 1972) (CLADES/BBG/6)		Multilingual
B. <u>Information documents</u> (for reference only)		
1. Report on the Meeting of Experts on Administration of Public Enterprises in Latin America and the Caribbean, held at ECLA headquarters, 17-22 November 1969 (E/CN.12/853)	X	X
2. Set of documents submitted to the above Meeting (ST/ECLA/Conf.35/L.1 - 1.14)	<u>*/</u>	X
3. ECLA, "Public enterprises: their present significance and their potential in development". <u>Economic Bulletin for Latin America</u> , Vol. XVI, first half of 1971, pp. 1-70	X	X
4. ILPES, <u>Estadísticas Generales de un Grupo de Empresas Públicas Chilenas</u> (February 1971)		X

*/ Some.

Annex III

Descriptive tables of the organization of work and
timetable of the proposed programme

Table I
RESEARCH CENTRE: PUBLIC ENTERPRISES IN LATIN AMERICA

Topic	Predominant type of work (field or office)	Work objective
A. Origins, characteristics, objectives and importance of developing the system of public enterprises in Latin America	F and O	<ul style="list-style-type: none"> - Information documents - Meeting to evaluate past trends and future prospects (governmental level)
B. Role of public enterprises in the Latin American development process	F and O	<ul style="list-style-type: none"> - Information documents - Analytical documents and evaluations - Meetings to discuss analytical documents (technical and governmental level)
C. Analysis of management of public enterprises in Latin America	F and O	<ul style="list-style-type: none"> - Information documents - Analytical documents and comparative evaluations - Meetings to discuss analytical documents (a) governmental level (b) technical with participation of universities
D. Methodological review of organization, programming and operational management of public enterprises in Latin America	O	<ul style="list-style-type: none"> - Information documents - Bibliographies - Technical meeting with participation of universities

/Table II

Table II

Topic and activities	1973	1974	1975
<p>TOPIC A</p>	<p>0 and F a/ 3 months</p> <p>F b/ 6 months</p> <p>0 c/ 3 months</p>	<p>II/74</p> <p>0 d/ 4 months (2nd half)</p> <p>VII/74</p>	
(a) Organization of existing material			
(b) Research			
(c) Drafting and preliminary document			
(d) Internal meeting of experts (interdisciplinary)			
(e) Final document and organization of governmental level meeting			
(f) Meeting			

a/ January-March 1973.
 b/ April-September 1973.
 c/ October-December 1973.
 d/ March-June 1974.

Table III

Topic and activities	1973	1974	1975
<u>Topic B</u>			
(a) Organization of existing material	0 <u>a/</u> 3 months		
(b) Research		<u>b/</u> 10 months	
(c) Organization of data for information document		0 <u>c/</u> 2 months	0 <u>d/</u> 3 months
(d) Preliminary draft, internal discussion and final publication <u>e/</u>			0 <u>e/</u> 2 months
(e) Analysis and evaluation			0 <u>f/</u> 6 months
(f) Preliminary draft of analysis			0 <u>g/</u> 3 months
(g) Technical discussion meeting and final publication <u>i/</u>			0 <u>h/</u> 3 months
(h) Organization and meeting at governmental level <u>k/</u>			0 <u>i/</u> 4 months

a/ January-March 1973. b/ April 1973 to January 1974. c/ February-March 1974. d/ April-June 1974. e/ July 1974. f/ July-December 1974. g/ January-February 1975. h/ March-May 1975. i/ June 1975. j/ June-September 1975. k/ October 1975.

Table IV

Topic and activities	1973	1974	1975
<u>Topic C</u>			
- With certain changes, the timetable of research into this topic coincides with the proposal of Professor Ramnadhani	Research <u>a/</u>	Information document <u>b/</u>	
<u>It would seem advisable for the research and meetings on the subtopics of this main topic to precede the governmental meeting on topic B. For this reason the following deadlines are proposed</u>		Evaluation document	Governmental level meeting
		Technical meeting with participation of universities	

a/ During 1973.

b/ March 1974.

c/ July 1974.

d/ December 1974.

e/ May 1975.

Table V

Topic and activities	1973	1974	1975
<u>Topic D</u>			
1. Organization of existing material	$\frac{0}{3 \text{ m}}$ a/		
2. Analysis of methodological experience in the Latin American countries	$\frac{F \text{ and } 0}{6 \text{ m}}$ b/		
3. Classification of methodological experience in countries outside the region and having different socio-political systems	$\frac{F \text{ and } 0}{6 \text{ m}}$ b/		
4. Information document on work under point 2	$\frac{0}{3 \text{ m}}$ c/		
5. Organization of data, analysis and preliminary document on comparative experience in Latin America and methodologies outside the region	$\frac{0}{3 \text{ m}}$ c/		
6. Internal technical meeting to analyse preliminary document (5) d/			
7. Final publications of document containing comparative analysis e/			
8. Organization of technical meeting with participation of universities f/			

- a/ January-March 1973.
b/ April-September 1973.
c/ October-December 1973.
d/ April 1974.
e/ May 1974.
f/ First half of July 1974.

Table VI

Topics	Information documents		Analytical documents		Technical meetings (T) and governmental level meetings (G)	
	1973	1974	1973	1974	1973	1974
A. Origins, characteristics, objectives and importance of developing the system of public enterprises in Latin America		March				(T) February
						(G) July (second half)
		July				(T) March
B. Role of public enterprises in the Latin American development process						(C) October
					June	
		March b/		July		
						(T) December
C. Analysis of management of public enterprises in Latin America						(C) May
D. Methodological review of organization, programming and operational management of public enterprises in Latin America	1. December					
	2. March			May		(T) April
	3.					
	4.					
	5.					(G) July (first half)

a/ Does not include internal ECLA and ILPES meetings.

b/ In line with Professor Ramadham's document.



