



CEPAL'S THINKING FOR REGIONAL DEVELOPMENT: INTERFACES WITH SOCIAL MANAGEMENT

**O PENSAMENTO DA CEPAL PARA O DESENVOLVIMENTO
REGIONAL: INTERFACES COM A GESTÃO SOCIAL**

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ABSTRACT

This essay aims to analyze the historical development of ECLAC's thought in the structuralist and neostructuralist periods. In this sense, it's described the manly changes occurred since 1948, when studies were still very focused on industrialization and as a synonym for development. Over time, especially after the 1990s, studies have included structural elements, such as environmental management and inequality, approaching to the concept of social management that requires an interpretive analysis of social and organizational phenomena requiring an ever more focused review in the common goods, revealing which forms of production organization are more flexible and aligned with social demands involving multidimensional issues and the mobilization of all agents in society.

Keywords: ECLAC. Historical development. Social management.

INTRODUCTION

In this essay, we will analyze the historical development of the thought of the Economic Commission for Latin America and the Caribbean (ECLAC), created in 1948 by the United Nations Economic Council, with the objective of studying issues related to development and economic cooperation. It is worth mentioning, from the outset, that Canada, France, Japan, Norway, the Netherlands, Portugal, Spain, the United Kingdom, Turkey, Italy and the United States of America are also part of ECLAC.

Regional Development has been based on the study of new multidimensional possibilities to think about the management of territories based on the well-known triad: economic, social and environmental. In this context, the social management described by Tenório (1998) departs from an apparently simple, yet complex, conceptual perspective of thinking about society and the common good, as opposed to a hegemonically thinking aligned only with economic aspects as a worldview.

It is noted that the forms of production organizational forms and formatting of territories are related to the vision of economic development as an economic model and as people's lifestyle. Even today, especially at the municipal level, the vision of economic growth based on industrial development is very strong, as the only aspect considered structural for the regions.

However, the innovation of organizational and industrial processes, although important, is only one of the elements of the market. A series of structural issues, such as social equality, the management of natural resources and territories, the exchange rate, fiscal aspects, among other factors, are fundamental for a multidimensional vision of development, in which all agents feel they are participants in a society more focused on the common good.

It can be mentioned that this discussion goes through a more critical society, which does not believe naively that only one fact or dimension can explain or help in the complex development processes of regions, since man tends to one-dimensionality. As he begins to think about his convictions based on a historical journey, man becomes two-dimensional, for the simple fact of thinking about his actions in society. (MARCUSE, 1973; RAMOS, 1989; RAMOS, 1996).



In this sense, this essay aims to analyze how ECLAC's thought was structured, its contribution to the vision of Regional Development, the main changes and whether the current premises are in line with the initial Commission's thought. A discussion will also be presented on the structural issues analyzed by ECLAC for the development of the regions and how these premises are reiterated subjects in discussions involving economic development. Finally, the vision of diversity and the possibilities that oppose the one-dimensional worldview to social management will be emphasized, as an important element for this discussion, as well as the relations with Regional Development.

ECLAC'S THOUGHT

With the end of World War II and the beginning of the Cold War, ECLAC appears, with an agenda that aims to discuss economic cooperation between Latin countries, in the sense of thinking about their economic development, seeking to transform them into emerging nations.

This initial reasoning gives evidence of a vision more focused on economic growth, as if it were possible to develop nations simply through international cooperation and trade agreements, knowing that development depends on a series of other factors and interrelationships, which will be addressed in this study.

At first, the evolution of ECLAC's thinking will be presented, from its constitution in 1948 to the present day, as described in the literature in two periods, basically: a structuralist period (1949-1990) and a second neostructuralist moment (the from 1990) (BIESLCHOWSKY, 2020).

The initial reasoning is based on the texts of Raúl Prebisch (1962), with his thoughts on the hegemonic vision of industrial growth and the possibility of development involving all agents of society, based on industrialization, widely defended mainly in the structuralist period.

In a critical view, it is noticed that neostructuralism contains its opposite, which is the view based historically on an industrial growth, which occurred naturally after 1930, and still nowadays appears in the minds of people and rulers, based on industrialization and in mechanization, in a period of demographic, economic and social diversity that already presents new contours.

It should be noted a relevant analysis of periphery and center, which has been the focus of discussions since the structuralist beginnings of ECLAC. The periphery is a producer, a supplier



of labor, whereas the center is productive, which normally generates interdependence, little diversification and, in addition, often, loss of regional aspects, such as the habits of the population. As a consequence, masses are created that do not know how to act beyond the homogenized, due to mass industrial production (BIESLCHOWSKY, 2020).

When analyzing both the structuralist and the neo-structuralist periods, it's noticed, in general terms, a dependence between the periphery and the center at all regional scales, from small to large cities, and even states and countries, based on a industrial model that historically suffers from the well-known Dutch disease,¹ described in the economic literature. Brazil, for example, has also suffered from this disease since colonial times, as it is based on the production of goods with little added value and the importation of high value products, which generates a series of economic and social consequences, among them the imbalance in the balance of payments.

This reflection presents opposing movements between ECLAC's structuralism and possible neostructuralism, which will be discussed in the sequence of this essay, passing through an analysis of the 70 years of the creation of the Commission (Chart 1).

Chart 1 | Eclac's thought

Period	Characteristics
1950	Focus on industrialization
1960	Reforms to deepen industrialization and reduce inequality
1970	Development with social integration and promotion for exports
1980	Overcoming with growth and concern about the external debt
1990	Productive transformation with equity
2000	Positioning of Latin America in the face of globalization with development and citizenship
2010	The imperative of equality

Source: Adapted by Bieslchowsky (2020).

1 The concept of Dutch disease is known in the economic literature for the multiscalar and multidimensional effects that occur from a production focused on the import of high added value goods and the production of low value monocultures and low technology used.



It's noticed, when analyzing ECLAC's thought, that it starts from the study and observation of industrial dynamics as a fundamental element for the development of the regions, as well as the attempt to regulate the social issues arising from this economic activity, since the initial thought, still rooted in many discourses, was strongly linked to the industrialization process itself.

In the 1960s, the discussion on the social question began, aiming to alleviate the effects of inequality generated by the very development of capitalism, which occurred in the international scenario, often initiated by commercial activities and later migrating to the industrial activity of families.

But the initial reasoning itself already presents a contradiction, since it is questioned whether at that time there was really the emergence of a thought more focused on society in general, with a concern to reduce inequality, or if, in fact, it was intended to generate a reserve army for consumption, as has happened several times in human history. For example, in Brazil, one might think that the very abolition of slavery was seen by some agents in society at the time as a possibility of developing consumer markets.

In the 1970s, it's noticed very clear the Fordist industrial reasoning, with the concern to return to the export market, aiming at gains in scale. This thought presented two structural problems: the very competitiveness of the countries in the international scenario and the intensification of the Dutch disease, due to the lack of cutting-edge technology and the performance taking place in niches with little added value.

In the 1980s, the same line was followed, with concern about the reflexes and impacts on the balance of payments, with palliative actions for a structural issue that had a series of economic and non-economic origins.

In the 1990s and 2000s, concern continued with the consequences of these policies, in fact, with a focus on globalization and the difficulty for some regions to position themselves in the face of the homogeneity of production policies, with a series of new problems with the Fordist industrial systems, since, in terms of demography, new elements are emerging, such as an aging population and a demographic decrease in some regions already showing signs of deindustrialization, especially in some economic segments.



In the last decade analyzed, the imperative issue for equality arises, including the publication of the work *Pacts for equality* (2014), by Eclac, which brings advances in the agenda of analysis of production organizational forms and its reflexes for society.

It is noticed that citizenship, social and environmental issues themselves, which practically did not appear in the structuralist period, are relevant advances for the multidimensional discussion of Regional Development, but are still very incipient, generating concern about the extent to which they effectively reach all the layers of society.

Chart 2 shows an agenda that started in 2008, involving multidimensional issues that deal with equality and citizenship, in general terms, with a greater concern with society and the externalities generated by production organizational forms in the social, macroeconomic, productive and environmental dimensions.

Chart 2 | Fifteen analytical news (2008 – 2018).

Dimensions	New formulations and main emphases
Three basic interdimensional elements	<ol style="list-style-type: none"> 1. The centrality of equality 2. Pacts for equality 3. Political economy and the culture of privilege
Social	<ol style="list-style-type: none"> 4. Multidimensional analysis of poverty 5. Social inequality matrix 6. Women's autonomy 7. Demographic trends: aging and migrations
Macroeconomic	<ol style="list-style-type: none"> 8. Macroeconomics for growth (renewed emphasis) 9. Real production and investment cycles: intensity and duration
Productive	<ol style="list-style-type: none"> 10. External ("non-convergence") and internal ("structural heterogeneity") productivity gaps 11. Progressive structural change: Keynesian, Schumpetarian and Environmental efficiencies 12. Digital revolution, broadband connectivity 13. Governance of natural resources
Ambiental	<ol style="list-style-type: none"> 14. Economy of climate change 15. Great environmental boost

Source: Bárcena, Bielschowsky and Torres (2018, p. 40).



Despite the more multidimensional agenda, it is understood that, in fact, the centrality of these issues and also of this discussion started late, and should be understood in the light of the common good, requiring investment in education and structural change, which involves society's mentality. This perspective refers to Harvey's discussion (1992), in the central thesis of his postmodern thinking. The author questions whether the thought for a post-capitalist society would be a reality or a fallacy; it also reflects on all the complexity of the term "post", since one always perceives a series of contradictions and turns to homogenized thinking (that is, one does not want to create "labels" of historical periods).

To deepen the analysis, the relevant structural issues for Regional Development described in the work *Pacts for equality*, published by ECLAC, will be checked next, in order to later establish interrelationships with the social management of the territories.

STRUCTURAL ASPECTS FOR REGIONAL DEVELOPMENT

To begin this discussion, it should be noted that the own concept of Regional Development brings a multidimensional, multiscale and transdisciplinary complexity, and society in general has a vision that is very focused only on economic growth, which most often does not result in long-term development and the well-being of people and society.

Development is neither homogeneous in space nor synchronous in time. The unequal distribution of natural resources and the differentiated accumulation of the fruits of human labor produce different locations, which reproduce at different speeds. This own process of Brazilian colonization is an example of unequal formation due to the distribution of land and public offices (EGLER; BESSA; GONÇALVES, 2013; GRZYBOVSKI, 2014).

In this concept, the vision of understanding the diversity of regions, the economic and non-economic issues that involve development as a whole is a challenge for studies on development and for organizational dynamics and public policies themselves (REIS, 2005). However, development is a topic discussed, generally, in an interdisciplinary way in the social sciences and applied social sciences, appearing as a theme composed of several interpretations, as mentioned by Scatolin (1989, p. 6):



Few other concepts in the social sciences have lent themselves to such controversy. Concepts such as progress, growth, industrialization, transformation, modernization have often been used as synonyms for development. In fact, they carry within themselves a specific understanding of the phenomena and constitute true diagnoses of reality, as the concept prejudices, indicating what action must be taken to achieve development.

When talking about development, we think about the multidimensionality that the theme brings, not being limited to merely economic aspects. This discussion will be complemented by making a connection with structural issues for development and their interfaces with social management, an approach developed further in this essay. It is intended to focus mainly on the real changes or evolutions in ECLAC's thought over the 70 years of its constitution, in the structuralist and neo-structuralist macroperiods, as well as on the analysis of the real change or maintenance of the Commission's original thought.

In the context of globalization, countries compete with each other. Therefore, they need a theory and a national development strategy. New Developmentalism is the name of this theory and strategy. In addition to defending supply-side policies, such as education, support for science and technology and industrial policy, the great economic novelty lies in defining, on a theoretical level, the role of interest rates and exchange rates in development, showing that these two macroeconomic prices are generally out of place and defending an active macroeconomic policy that puts them in the right place.

For the neoliberal perspective, it is enough for the State to guarantee the proper functioning of the market; for New Developmentalism, the State no longer has the role of producer that it had in structuralism, but has, among its economic roles, that one of avoiding the macroeconomic trap of high interest rates and an appreciated exchange rate (BRESSER-PEREIRA, 2020).

Despite maintaining some alignment with the work *Pacts for equality*, published by ECLAC, Bresser-Pereira (2020) makes a relevant contribution to think about new contours for the development of Latin countries, also complementing Chart 2, of the analytical novelties. In this context, the structural issues for development advocated by ECLAC will be discussed, in order to seek interrelationships with social management, the focus of this essay.

ECLAC published *Pacts for equality*, the last work of a trilogy, with the aim of discussing structural issues for short and long term development, with a bias towards two major challenges



for the development of Latin America and the Caribbean, which involve: achieving greater degree of equality and seek sustainability in the current inflection of development facing the new generations (ECLAC, 2014).

ECLAC published the first document of this trilogy in 2010, in the occasion of the thirty-third period of sessions, with the title *The hour of equality: gaps to close, paths to open*. In this book, a development centered on the value of equality with a focus on rights is proposed. “Equalize to grow and grow to equalize” is the motto that marks the spirit of this proposal (ECLAC, 2014, p. 5).

Several times, in that material, the term “sustainable development” is found as a movement between growth and equality. It is worth remembering that, critically, considering the perspective adopted in this essay, there is no development without thinking about sustainability. The traditional view is more focused on the economic only, with the vision of growth and progress.

It’s necessary to analyze the structuring aspects for equality and, consequently, development, as presented in ECLAC’s work, and make connections with the social management proposed in this essay. In this path, it should be noted that the regions are at a historic crossroads for development, with a series of challenges that combine external restrictions and endogenous problems, among them: the dynamism of international trade, restrictions on demand, access to financing, regional articulation in front of globalisation. Regarding to internal problems, the following stand out: disjointed and outdated production structure, informal labor market, low level of investment in technology, weak governance of natural resources, deficit of public services, environmental and energy pressures, weak regulation and funding resources (ECLAC, 2014).

Several lines of analysis to discuss the complex theme that involves the development of these regions could be followed. However, the choice here is to analyze, based on ECLAC documents, the vision of the book *Pacts for equality*, due to a structural issue, which involves society as a whole, since, if these visions are not shared and do not generate the involvement of all agents in the regions, they run the risk of remaining merely in the documents.

This is a problem that involves all institutions, from public to private ones, and it is important to invest more and more in education to provide a structural change also in people’s cognition, in the sense of becoming participants and committed to structuring for development and participatory



citizenship. In this context, there is a centrality that involves all the reasoning and complexity of thinking about society as a whole and with a long-term bias towards development. Thus, “both economic and environmental sustainability are strongly determined by the profile of the productive structure. For much part of the region, the centrality of natural resources in this structure is evident.” (ECLAC, 2014, p. 55).

It is also worth discussing each pact highlighted like a structural issue for the development and analysis of the evolution of ECLAC thought in the historical development of its activities. This is what is proposed in the next step.

a) Pact for taxation with a vocation for equality

This is not just another pact, it is a relevant mechanism for regulation and social inclusion. It is a pact that, in the perspective assumed in this study, arrives late in ECLAC documents and could be the financier of policies for equality or, at least, for the reduction of inequalities.

Tax justice is a recurring theme, but one that, in practice, still needs to evolve a lot, in the sense of taxing property more, of working more on income redistribution. It is clear, in Brazil, the existence of wrong policies of benefits and ICMS reductions at the state level, working with linear calculation base reductions, regardless of the citizen’s income level; already at the federal level, few countries no longer tax dividends, in terms of income tax. These are basic factors that, besides not generating social resources, contribute to an increase in structural inequality.

b) Pact for investment, industrial policy and inclusive finance

This is another complex pact that involves visions of organizational dynamics that develop investment capacity, the search for new technologies and a form of production organizational committed to the “economic, social and environmental” triad (FONTOURA; WITTMANN, 2016). In this regard, industrial policy, in coordination with other macroeconomic, environmental and social policies, must redefine incentives in favor of sectors and activities with more dynamic and sustainable trajectories and include sectoral and horizontal stimuli that favor certain technological and learning trajectories (ECLAC, 2014, p. 67).



In this context, it is of fundamental importance to include the financial system to seek lines for strategic areas, promoting planned activities and small and medium-sized companies with multidimensional regulation.

c) Pact for equality in the world of work

This is a pact and a fundamental structural change for development and equality, which must move towards the formalization of employment and care for inclusion, professionalization and regulation of gender and race, which are historical issues and compromised by the unequal formation of regions.

(...) coordinate macroeconomic and sectoral policies with labor policy to: ensure that the objective of productive employment and decent work is prioritized in the formulation of macroeconomic policies; reduce job losses to a minimum and ensure protection of the unemployed during downturns in the economic cycle. (ECLAC, 2014, p. 69)

d) Pact for greater social welfare and better public services

This pact is one of the most controversial and, in an analysis with a historical bias, it should be remembered that the Latin regions were formed with serious problems of equality, due to colonial formation, slave labor and the late inclusion of women in the political and labor world. In the last work of the trilogy, ECLAC includes the issue of indigenous peoples, whom also have structural problems due to their special formation since colonial times.

The social pact must also provide public policy with the recognition and management capacity necessary to make the use of public services and the consumption of goods of public interest that are provided with greater quality and opportunity converge to a large majority of the population. (ECLAC, 2014).

e) Pact for environmental sustainability

As the objective of this study is to analyze ECLAC's thought in the structuralist and neostructuralist periods, it can be said that environmental sustainability was an issue that arrived late in the Commission's documents and was not really absorbed by public authorities and society, in terms of regarding waste management and environmental preservation.



Brazil, for example, has in its territory a heritage of humanity, which one is the Amazon, but it is still devastated by some economic agents, causing serious environmental and even economic impacts, with regard to the regulation of flying rivers and the distribution of rainfall on the continent. It is also urgent to implement a production policy of clean energy with operational and economic viability in the regions. As for the fiscal issue, as a structuring factor, incredible as it may seem, there are still no subsidies in most countries for the production of clean energy and for the reduction in the use of fossil fuels.

The pact must address the preventive control of negative environmental externalities of consumption, through public interventions, such as tax burdens on fossil fuels (ECLAC, 2014).

f) Pact for Governance of Natural Resources

Carrying out the governance of natural resources implies addressing, with a medium and long term view, the regime of ownership, appropriation and use of income and the regulation of conflicts arising from this exploitation (ECLAC, 2014).

The structural change resulting from this pact involves the forms of production, with a technical interest in the development of technologies, network cooperation, a more endogenous vision of the regions, in order to improve the consequences of the Dutch disease already mentioned in this essay.

There is, once again, a relationship with fiscal issues, since the taxation of negative externalities, with investment in technology, education and technical training, can create a virtuous circle of development within a strategic and social plan.

g) An international community pact for post-2015 development and cooperation

Even before the Covid-19 pandemic, profound impacts and super-symbolic changes in post-2015 society were already imagined, as already mentioned in one of ECLAC's pacts for equality, analyzed in this essay.

As a central objective, it returns to the theme of combating poverty, with a series of analyzes of possibilities involving all actors and sectors of society. It is about agreeing on a global pact that is in solidarity with future generations, who will face a more uncertain scenario and with greater scarcity



of natural resources. It also means seeking the signing of international agreements – commercial, environmental and social – that respect the principle of common responsibilities (CEPAL, 2014).

In this context, the need for discussion and concrete actions for social management emerges in times of reduced family income and possible cost inflation due to the decrease, also in consumption.

The pacts for equality described by ECLAC are one of the possibilities to analyze structuring factors for Development from a territorial and social management perspective, the construct of this essay.

THE POSSIBILITY OF SOCIAL MANAGEMENT

Historically, in an international context, discussions on social management began with training provided by the Inter-American Development Bank, which sought to work on social management from a neoliberal perspective (FRANCA FILHO, EYNAUD, 2020).

Conceptualization and further understanding of the term dates back to the 1990s França Filho, Boullosa (2015), finding meaning and notoriety in Latin America, more precisely in Brazil, although it remains profoundly European in the choice of its academic references (FRANCA FILHO, EYNAUD, 2020).

Over the years, this reflection expanded in the Brazilian context, assuming a critical position, enabling the beginning of an organizational reflection and a management oriented towards democratic deliberation and the interaction between the state and civil society (FRANCA FILHO, EYNAUD, 2020).

Thus, the term social management is under constant construction in Brazil. This is a process of structural change that involves the mentality of people and, consequently, of society, since, when analyzing ECLAC's thought in this essay, it is clear that only at the beginning of the structuralist period discussions were merely about the industrial production (CANÇADO, TENÓRIO, PEREIRA, 2011). Over the course of publications and evolution, especially in the work *Pacts for equality*, there was the inclusion of complex subjects that, in a reduced form, can be cited by the triad: economic, social and environmental.

In order to think about social management, both in the organizational scope and in the social management of territories, a possibility of reflection has already been presented by Tenório (1998), as an apparently simple change, however complex, since it involves a structural change in the mentality of people from if you think the society and not the market in the first place.



In this sense, social management “is encompassed in the understanding in which society becomes the main focus in relations with other segments” Allebrandt (2012, p. 158), and its use in the formation of public policies is related to the process decision-making that happens collectively, without coercion of the actors associated with the debates, that is emancipatory and capable of promoting social development, and thus, through the transparency of the dialogical device, promotes the integration of public policies that are capable of integrating factors economic, social and environmental balance.

With this perspective and thinking about the economic, social and environmental triad, it is urgent to develop integrated actions among all actors in society, with organizational dynamics and more effective policies regarding to structuring issues for the development of regions.

The main interface of social management for development, highlighted in this essay, has a strong relationship with ECLAC’s neostructuralist period, but effectively needs to reach all sectors of society, as the main structural change towards participatory citizenship.

Social management can be considered as an instrument that allows public control over policies and resources invested in different actions, enabling greater empowerment of society through learning processes that encourage collective participation, the proposition of actions that meet their needs, always respecting the peculiarities of each region (ALLEBRANDT, RIBAS, KRÜGER, 2019).

Thus, we can mention that social management can be considered as a dialogical management process with decisions taken in a shared way among the participants of the action, regardless of the type of social system that it takes place (public, private or non-governmental organizations), where everyone has the right to speak without any kind of coercion (TENÓRIO, 2005).

It should be noted that all the pacts mentioned before like interfaces for the vision of social management, including those involving organizational dynamics, have an impact on regions and also on people’s worldview, since organizations are also places of coexistence that impact cognition of citizens.

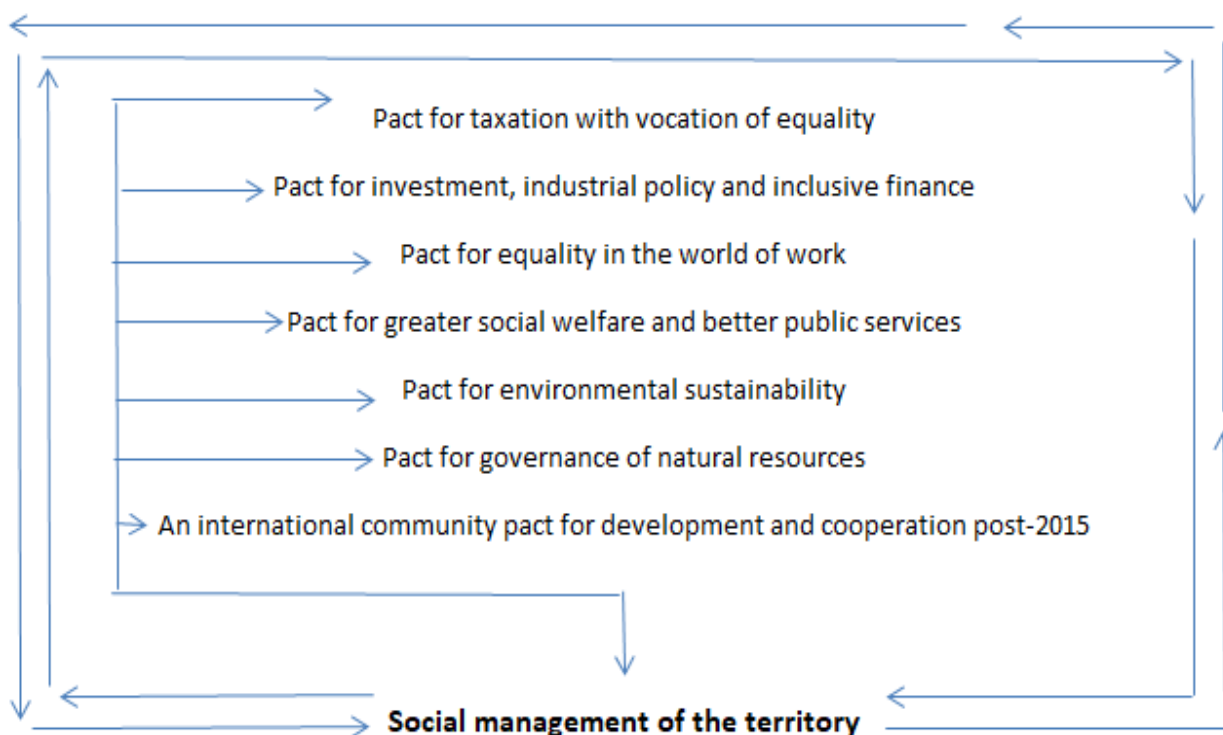
Society needs to be aware and informed about all the complexities that make up long term development. For example, in Brazil, we can cite the environmental issue of preserving the Amazon and the complex issue of rural production, important both in the family sphere and in agribusiness.



On the one hand, one might think that it is necessary to explore and deforest areas, as is happening in the country, thus defending an economic vision or economic exploitation. On the other hand, still under the economic aspect, both for family farming and for agribusiness, one can think on a scientific basis, observing the formation of the “flying rivers”, as this apparently economic exploitation can greatly influence the distribution of rainfall and irrigation in Brazil, which, for many type of farming, is also unfeasible from an economic point of view.

So, as seen in the example, when thinking about society, a series of contradictions is generated. In this essay, these contradictions in economic thought were purposely expressed, a reflection that is extremely relevant and necessary, and which represents ECLAC thought in the structuralist and neostructuralist periods. Based on the analyzes proposed in this essay, Figure 1 was drawn up, which presents the structural factors that link ECLAC’s thought with social management, through the pacts for equality.

Figure 1 | Interfaces between pacts and social management.



Source: Adapted by ECLAC (2014), Tenório (1998).



The possibility of a social management of territories in opposition to the still hegemonic strategic management is a research agenda in the science of Regional Development, which one could have several theoretical and methodological approaches, including Francisco's economy and the discussed 2030 agenda (FAVARETO, 2019; 2022).

In this essay, pacts for equality were chosen as a structuring factor, aligned with the possibility of social management of territories. This analysis brings as basic premises the territorial anchoring itself through a dialogic discussion with all the agents and all the territorial particularities, purposely described here like pacts.

BY WAY OF CONCLUSION: ECLAC THOUGHT AND SOCIAL MANAGEMENT

Using academic humility with a subject of this complexity, it is not convenient to end the essay exposing conclusions, but rather proposing reflections for further studies and analyzes of possibilities.

The essay aimed to describe how ECLAC's thought was structured, its contribution to the vision of Regional Development, the main changes and whether the current premises are in line with the Commission's initial thought, as well as historical changes.

As a main construct, it can be mentioned that the Commission maintains its initial perspective, despite the structuralist period, which began in the 1940s, being more focused on the vision of industrial growth, starting from a historical context and the organization of production still very much involved by the Industrial Revolution.

With the development of the Commission, the neostructuralist period appears, mainly after the 1990s, presenting more and more structural aspects for the multidimensional development, as presented throughout the essay.

ECLAC's thought was constantly being updated over time, however the heterodox guiding principles remained, both in the structuralist and neostructuralist periods, presenting alternatives to merely neoliberal policies, with the underdevelopment of Latin America being the main focus of studies on ECLAC's commission, as the region was, throughout this period, one of the most unequal in the world.



As a construct, it can also be mentioned that ECLAC's thought, following the historical development of society, maintained its fundamental principles with the approximation of the vision of social management, also revisited in this study.

The study also presents a connection between the pacts for equality as a possibility to think about structural factors for Regional Development aligned with social management anchored in the regional discussion.

Another relevant aspect, which this essay brings as a possibility for further studies, are the structuring factors in these times when the industrial dynamics presents several transformations, as well as the structural change itself, including the possibility that industrial development is no longer the dominant paradigm, despite still shaping the hegemonic thought of various agents in society.

In this path, the interfaces between the structuring aspects for development and social management must go beyond studies, aiming at people's cognition, in a vision of citizenship and participation of the various agents of society, in the form of pacts, involving multidimensionality of the theme.



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