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Technical Committee Meeting ILO/CINTERFOR

The future of work: vocational training challenges

9 - 11 August 2017

Report of ILO/Cinterfor Director

San Jose de Costa Rica, August 2017



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CINTERFOR

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The Inter-American Centre for Knowledge Development in Vocational Training (ILO/Cinterfor) is an ILO technical service, set up in 1963 with the aim of encouraging and coordinating the action of the Latin American and Caribbean institutes, organizations and agencies involved in vocational training in the region.

The Centre publications can be obtained through ILO/Cinterfor office Avda. Uruguay 1238, Montevideo, Uruguay. Phone number: 2 9020557 or via email to: oitcinterfor@ilo.org. Website: www.oitcinterfor.org

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A. FOREWORD

This document, prepared by the Director of ILO/Cinterfor, consists of the following sections:

- Management Report for the May 2015 – July 2017 period
- ILO/Cinterfor Strategic guidelines
- Work plan

It has been prepared for analysis and discussion at the 43rd Meeting of the ILO/Cinterfor Technical Committee (San José, Costa Rica, 9-11 August 2017).

First, this document includes a summary of the activities and results of the Centre in the last two years, a summary of how its structures and forms of cooperation with their member institutions were adapted, and a report on financial resources.

There follows a proposal including technical guidelines that aim to create a regional agenda for vocational training in the next few years.

Finally, this document includes the work plan for the 2017-2019 biennium, which will be enriched by the debate and proposals of this Technical Committee.

B. MANAGEMENT REPORT

This document includes the report on the activities conducted since the 42nd Meeting of the ILO/Cinterfor Technical Committee (13-15 May 2015, Buenos Aires, Argentina) as well as a review of the activities under way or planned up to the 43rd Meeting to be held in San Jose, Costa Rica, between 9 and 11 August 2017.

It is worth noting that in the period covered by the report, the Centre provided technical assistance for several activities, such as technical meetings, seminars, courses and workshops. Managers, technical staff and teachers from the institutions, as well as representatives from the Ministries of Labour and Education and the employers' and workers' organisations, participated in these activities. ILO/Cinterfor also participated in numerous national, sub-regional, regional and international events organised by other agencies, with its own staff or officials of the member institutions, as well as from the ILO, either by being in charge of presenting specific issues or coordinating and participating in panel discussions, or giving lectures.

It should also be noted that the Centre, through the Director, as well as the senior specialists, officials and/or consultants, undertook a great number of technical assistance missions in the institutions, ministries, employers' and workers' organisations in the countries of the region which are connected to the Centre.

This report also comprises the activities conducted in the knowledge management and publishing areas, as well as how the Centre's structures and forms of cooperation with their member institutions were adapted and improved.

1. DEVELOPED ACTIVITIES

The activities conducted jointly by ILO/Cinterfor and member institutions during the reporting period aimed to address the needs and demands of the members of the Network, which is coordinated by the Centre, formed by Ministries of Labour and Education, training institutions, and employers' and workers' organisations. These demands were raised at the 42nd Meeting of the Technical Committee, and also include concerns identified through ongoing contact with agencies connected to the Centre. Response activities particularly consider and include ILO

regulations, and relevant recommendations and conventions regarding the pillar that aims to improve employment and decent work.

These activities are also organised considering the main functions for which ILO/Cinterfor was created, namely:

- a. To promote and strengthen horizontal cooperation for the institutional development and modernization of vocational training in Latin American and Caribbean countries, and between the Americas and other regions in the world.
- b. To contribute to the design and management of vocational training public policies and investment programmes in line with the decent work programme and the national plans and strategies defined jointly by the ILO and governments, and employers' and workers' organisations.
- c. To develop a learning and knowledge management community in vocational training in the region through the critical retrieval, systematisation and dissemination of information, experiences and technological innovations, and the knowledge generated in the region and the world.
- d. To promote research and studies aimed to institutionalise training plans and programmes that meet the requirements of efficiency, competitiveness, productivity, quality, social equity and respect for international labour standards.

The operational strategy implemented by the Centre to perform these functions and meet the demands of its constituents comprises several modes of action that characterise its work, and that is how the Centre:

- promotes, organises and participates in national, sub-regional or regional technical meetings on issues that are essential for the administration and management of training;
- identifies innovative experiences, gathers and consolidates information and knowledge resources from the countries of the region and outside the region, and disseminates them among its members;
- fosters South-South cooperation building on the existing capacities among its members, facilitating the transfer of approaches, methodologies, technical resources and various types of knowledge applied to the field of vocational training. Furthermore, also under this mode of action, cooperation activities that can connect Cinterfor members with experiences from other regions in the world are increasingly encouraged;
- organises technical assistance activities leveraging the capacities and knowledge of its own on-site professionals and of professionals from other ILO offices and departments,

of specialists and technicians from its member institutions and agencies, as well as of qualified consultants from other fields;

- prepares, publishes and distributes technical papers on topics that are of interest in the field of training; and
- designs, fosters and conducts research in priority areas to enhance the quality and scope of the training activities and policies.

Based on the global analysis of what was accomplished during the period, information was arranged around the following thematic work areas: anticipation of skills needs; application of new methodologies and technologies to vocational training; social dialogue about vocational training and strengthening employers' and workers' organisations in this field; training and decent work in the rural economy; articulation of vocational training with active employment policies, particularly considering vulnerable groups; articulation of vocational training and productive development policies to promote inclusive growth and the creation of more and better jobs; skills and competencies development; and, institutional strengthening of vocational training.

Aside from the rationale for each work area, the report also lists the main actions undertaken to achieve the purpose of each area. More details can be found in the figures annexed below.

1.1. Anticipation of skills needs

Rapid changes in labour configuration and the influence of new technologies, as well as new organizational forms of companies and enterprises, emphasise the need for tools to anticipate vocational training needs. In line with ILO/Cinterfor's efforts since 2012, several actions have been taken this biennium to facilitate the transfer of approaches and methodologies in this field. First, action was taken within the "Programme to Transfer of the SENAI Prospective Model on Skills Anticipation", supported jointly by the National Industrial Apprenticeship Service (SENAI), Brazil, and ILO/Cinterfor. In previous biennium, this involved organising workshops and technical support activities for the sub-regions of Central America, Panama and the Dominican Republic, the English-speaking Caribbean and South America. A highlight of these activities was the "Workshop on Vocational Training Prospective" (Montevideo, 15-17 November 2016), which was headed by SENAI technicians from Brazil, and had the participation of authorities and technicians from Chile, Costa Rica, Panama and Uruguay. In these five years, prospective studies have been implemented in over 16 countries, and at least 12 occupational sectors have been studied. The programme trained at least 78 professionals and technicians in the foresight methodology implemented by SENAI.

The second chapter in this field began in this biennium, from two realisations: a) participating institutions that have led this transfer programme have implemented practical activities which have made it possible to create a significant regional data bank of foresight studies¹, and to develop adaptations of the model to cater for different national and institutional realities, and; b) regional training institutions are very eager to access more experiences and methodological approaches from Latin America and the Caribbean, as well as from other regions in the world.

One of the first activities organised in this area was the panel entitled “Experiences of Latin America and Caribbean institutions using SENAI’s Prospective Model”, held within the WorldSkills Competition Sao Paulo 2015 (Sao Paulo, 11-16 August 2015). This activity was organised by SENAI, Brazil, with the support of ILO/Cinterfor, and was attended by the directors of several institutions: Heart Trust/ National Training Agency (HEART/NTA) Jamaica, National Learning Service (SENA) Colombia, National Training Institute, Costa Rica (INA) and the Ministry of Labour, Employment and Social Security (MTEySS) of Argentina.

To this aim, and within the “Skills Development International Conference 2016: Knowledge as a strategy for development²” (Curitiba, Brazil, 4-12 August 2016), there was a panel entitled: *Jobs for the XXI Century: Challenges and opportunities*. This was a conference on the anticipation of training needs; and there was a thematic course entitled “*Demands anticipation on Vocational training based on foresight technology + Future Case Sectors*”.

In agreement with the Skills and Employability Branch of the ILO (SKILLS), we translated into Spanish and published the first three volumes of the guides developed by this department jointly with the European Centre for the Development of Vocational Training (CEDEFOP) and the European Training Foundation (ETF) to anticipate and align the provision of skills and the labour market demand: *Using Labour market information, Volume 1 ; Developing skills foresights, scenarios and forecasts, Volume 2; and Working at sector level, Volume 3*.

In this period, the Centre has also developed and disseminated documents, reports and publications in this area such as the report entitled *La brecha de habilidades para el trabajo en América Latina: Revisión y análisis en la región (Skills mismatch in Latin America: Review and analysis of the region)* (Vargas, Fernando and Carzoglio, Leticia, 2017)³, ILO/Cinterfor Note No. 2 *Estrategias de anticipación de las necesidades formativas frente a las brechas de competencias*⁴ (*Strategies for the anticipation of training needs to address skills gaps*), or the *Skills development Outlook: Skills anticipation: the Transfer of the SENAI Prospective Model. An outlook* (Vargas, Fernando)⁵.

¹ These studies can be seen at <http://www.oitcinterfor.org/estudiosprospectivos>

² We refer to the Skills Development International Conference 2016: knowledge as a strategy for development (Curitiba, Brazil, 4-12 August 2016) to discuss many of the lines of work included in this document, given the large number of topics addressed.

³ See full report at: <http://www.oitcinterfor.org/publicaciones/brechahabilidades>

⁴ See: http://www.oitcinterfor.org/publicaciones/oitcinterfornotas_2

⁵ See: http://www.oitcinterfor.org/publicaciones/anticipa_fp

Two international seminars will be held in the second semester of 2017 to facilitate the exchange of experiences and the dissemination of approaches by considering the SENAI experience, the advances in other countries in the region, and the experiences of countries outside the region as included in the guides mentioned.

1.2. Application of new methodologies and technologies to vocational training

New skill needs and the challenges to the development of effective capacities have enabled the application of educational innovations and new learning strategies that training institutions require to increase their relevance and quality. In this biennium, the Centre supported the introduction of new methodologies and technologies in vocational training by conducting research and promoting the regional and extra-regional exchange of experiences. It is important to note that in this area and through the restructuring process mentioned in item 2 of this report, the Centre has managed to significantly increase its technical capacities. Therefore, since mid-2016, Rodrigo Filgueira has been responsible for most of the processes and activities related to this area described in this report.

We must also remember that these increased capacities allow us to address the needs of member institutions of the ILO/Cinterfor network, as well as to support other ILO offices, programmes and centres, in particular the ILO International Training Centre in Turin.

One of the main activities developed was:

The “Workshop on instructional design for distance training” organised for the distance training unit of the Technical Institute for Training and Productivity (INTECAP) in Guatemala (Guatemala, November 2015).

At the Skills Development International Conference 2016: knowledge as a strategy for development (Curitiba, Brazil, 4-12 August 2016) there was a panel on *Methodological experiences of professional education*; a conference on *Technology Services and Innovation in Professional Education Institutions*, and several thematic courses on *Innovation in professional education, mediated learning, teacher training and distance education in professional education*.

We supported the National Institute of Technical Vocational Training (INFOTEP), Dominican Republic, in the implementation of the “International Seminar on the perspective of Teacher Training: innovation, quality and development” (Santo Domingo, 22 September 2016). This was a conference entitled *Transformación de la práctica pedagógica: impacto en el proceso de formación para la inserción laboral (Transformation of the teaching practice: impact on the process of training on employability)*.

At the Technical Meeting entitled “La economía rural ante los desafíos del Siglo XXI” (The rural economy as we face the challenges of the twenty-first century) (Santiago de Chile - October 2016), organised by the Educational Corporation of the National Society of Agriculture (SNA Educa) from Chile, with the technical assistance of ILO/Cinterfor and the support of the National Training and Employment Service (SENCE), various panels and presentations took place linked to this work area, such as those related to distance education in the rural sector (SENAR in Brazil with its experience of the e-Tec Network), and on Internet and disruptive innovation in Vocational Training (ILO/Cinterfor).

In November 2016, Cinterfor supported SENCE from Chile in the context of the Employability Day through the participation of the responsible for this area of ILO/Cinterfor, who made a presentation at a round table discussion on Innovation in Training.

In 2016, Cinterfor provided support to INTECAP, Guatemala, in two virtual congresses. There were presentations on *La clase Invertida* (The inverted class) and *Las tecnologías y la formación profesional en el marco del futuro del trabajo* (Technologies and vocational training in the future of work). The Centre also supported the FAD distance training team in developing a training course for new virtual trainers.

In March 2017, the Salvadorian Vocational Training Institute (INSAFORP) from El Salvador received technical assistance in the areas of project-based learning and the gamification of learning and innovation in learning environments through a workshop on the ADDIE model.

In May 2017, ILO/Cinterfor had a speaker at the 2017 Global TVET Policy Workshop: Strategies of TVET training institutions to achieve sustainable development, organised by the Korea University of Technology and Education -KOREATECH- (Seoul, Republic of Korea, 16-18 March 2017). The presentation was about *Training trainers in vocational training in Latin America and the Caribbean*.

In May 2017, with the participation of technicians and specialists from various institutions, we organised a webinar on project-based training, coordinated by ILO/Cinterfor and with the support of specialists from SENA.

Regarding the support provided to other ILO offices, programmes and centres, we must remember the support provided in 2015 to the ILO International Training Centre in Turin (ITC-ILO) to develop and maintain various online platforms, among them E-campus, SYIB, MyCoop and Compass.

Between April and October 2015, the Centre provided advisory services to help develop knowledge management platform for the ILO-IPEC Regional Programme.

In May 2015 and in coordination with ITC-ILO, the Centre supported the SESI from Rio Grande do Sul, Brazil, through a *Workshop on the design of training activities based on active facilitation methodologies*.

Between January and June 2016, the Centre provided support to the Delta Unit of ITC-ILO on the development and facilitation of a *Course on gamification for development* and another one on *E-design and e-learning development*. In July 2017, a webinar on the gamification of learning was held with support from the Delta Unit of ITC-ILO, which was coordinated by ILO/Cinterfor.

In May 2016, the Centre supported ITC-ILO on a mission for the training of trainers in new methodologies and technologies for the V. V. Giri Centre of the Government of India.

In November 2016, the Centre supported ITC-ILO in Turin in a session to train trainers in the topic of methodological and technological innovations.

In the field of publications, the Centre launched a new series called “Pensar la Formación” (Thinking about training), with three opening titles: *The magical properties of workshop learning* (Mjelde, Liv. Norway); *Labor, knowledge and vocational training* (Novelino Barato, Jarbas. Brazil); and *The Mind at Work: Valuing the intelligence of the American worker* (Rose, Mike. USA). These three complementary works make a significant contribution to the reflection on teaching practices in the field of vocational training from the reevaluation of the knowledge developed through practice, collaborative activities and the promotion of professional pride that stems from a job well done.

1.3. Capacity building for employers’ and workers’ organizations for tripartism and social dialogue in vocational training

A characteristic feature of vocational training in the region is its strong association with social dialogue. This can be seen in management, in different sectors, when detecting demands and, in many cases, when assessing actions. The work of ILO/Cinterfor in this field includes both activities and products designed specifically to develop the capacities of representatives of employers’ and workers’ organisations, and their inclusion in the various lines of work.

It is worth noting that the continued commitment of ILO/Cinterfor with this line of work was reinforced with the new member of the technical team, Gonzalo Graña, as Officer of Social Dialogue and Vocational Training. This increase in the technical capacities of the Centre was possible through an internal restructuring process of positions and functions in the period.

Among the activities specifically aimed at developing the capacities of representatives of employers’ and workers’ organisations, we must mention the Programme to strengthen the capacities of trade union representatives to participate in institutionalised social dialogue and collective bargaining on vocational training, organised by the Bureau for Workers’ Activities, ILO (Regional ACTRAV and Turin Centre) and the International Trade Union Confederation of the Americas (CSA), with technical assistance from ILO/Cinterfor. The programme, which had one distance phase through Cinterfor Virtual Space (EVC) and a face-to-face phase as a

workshop in Lima, Peru, has had the participation of nearly 20 representatives from several national and international organisations in the region.

A precedent in this regard was the support provided at the Regional Seminar “Employment and Decent Work Policies” organised by ACTRAV and the ILO Employment Sector (Lima, Peru, 15 to 24 July 2015). One of the aims of this seminar was to analyse the importance of active labour market policies and vocational training for the development of SMEs and the follow-up to the discussions held at the recent International Labour Conference of ILO. Consequently, ILO/Cinterfor made a presentation on *Active labour market policies, vocational training, SMEs, intermediation and the role of trade unions*.

Among the activities that have involved work and consultation with employers’ and workers’ organisations, it is important to mention those within the Programa sobre Aprendizaje de Calidad (Programme on quality apprenticeship), such as the cases of Jamaica and the Dominican Republic mentioned in item 1.6.

Also, the activities carried out within the CETFOR Project: Desarrollo de capacidades para el fortalecimiento de la institucionalidad de las políticas públicas de empleo, formación y certificación laboral en el marco de una cultura del trabajo (Development of capacities for the strengthening of the institutional framework of the public policies on employment, vocational training and occupational certification in the framework of a culture of work) in Uruguay. CETFOR has offered the Ministry of Labour and Social Security (MTSS), the National Institute for Employment and Vocational Training (INEFOP) and social partners, the skills and tools to update the occupational profiles and assessments of positions in the different groups of the wage councils. This objective involves transferring capacities to facilitate the updating of occupational structures, description and assessment of positions by sector, through a *programme for training negotiators and partners connected to the evaluation of tasks*.

In Colombia, within Cooperation Agreement No. 193⁶ signed between the Ministry of Labour of Colombia and ILO/Cinterfor, several research and technical assistance activities were organised to train union leaders in the competency-based human resource management. In the field of research, ILO/Cinterfor undertook to identify and assess the international experiences related to trade union participation in the processes of training for work and competency-based management. The experiences analysed and systematized were the: Foundation for the Education of Construction Workers (UOCRA) in Argentina, the Chilean Commission of the National Skills Certification System (ChileValora), the participation of Mexican unions in initiatives of training and certification of competencies such as dual training, and the National Council for the Standardization and Certification of Labour Competencies (CONOCER), and the participation of the Spanish trade unions in the State Foundation for Employment (FUNDAE). In the field of technical assistance and training, a virtual self-training union course

⁶ The aim of this Agreement was to join forces in technical, human and financial resources to develop strategies to promote effective practices for strengthening human talent in the country. It includes actions focused on training union leaders, competency-based training for rural workers and the validation of a competency certification system.

was designed and implemented. Additionally, a course validation workshop was implemented entitled “The competency-based approach: challenges from the trade union sector” (El enfoque de competencias, desafíos desde el ámbito sindical) (Bogota, 11 and 12 November 2015). These products were developed with the support of the UOCRA Foundation from Argentina.

In Argentina, in April 2017, ILO/Cinterfor provided technical support to the Ministry of Labour, Employment and Social Security, through the *training of coordinators of Sectoral Councils for the Certification of Skills and Vocational Training*: tripartite social dialogue instances that establish and ensure objectives in these areas for the different sectors.

In the field of research and publications, during the biennium, the ILO/Cinterfor Notes were published: *No. 1 on Vocational training and social dialogue*⁷ and *No. 4 on Social dialogue on vocational training and human resources development*⁸.

Finally, regarding knowledge creation and dissemination, the Centre created a thematic section on the ILO/Cinterfor website dedicated to vocational training in social dialogue⁹, which has become a significant area for the collection, systematisation and dissemination of publications and experiences on the subject. An important element in this section is a database of collective agreements and social pacts with clauses relating to the training and development of human resources, which will be in constant evolution thanks to the contributions of the members of the practice community of the centre.

1.4. Training and decent work in the rural economy

Rural areas hold the largest concentration of poverty, child labour and forced labour, as well as temporary employment as a regular pattern in many activities and regions, with a high degree of informality, and with the greatest gender inequalities. In many countries, training institutions provide services such as access to vocational training and the creation of jobs and entrepreneurship opportunities. Many times, poverty and lack of opportunity appear when there is conflict and social instability.

During the biennium, ILO/Cinterfor continued promoting the exchange of experiences and methods, seeking to account for the wide variety of approaches currently used in the field of vocational training to meet the different realities existing in the rural economy of the region.

The interest of member institutions of ILO/Cinterfor in this area of work was made apparent with the organisation of two regional technical meetings, one in 2015 and another in 2016. These events have made it possible for an exchange community to share experiences, a group that should grow stronger in the future.

⁷ See: <http://www.oitcinterfor.org/en/node/6945>

⁸ See: <http://www.oitcinterfor.org/publicaciones/oitcinterfornotas4>

⁹ See: <http://www.oitcinterfor.org/dialogo-social/>

On 7-8 October 2015, the SENA, jointly with the Ministry of Labour of Colombia, and with the technical support of ILO/Cinterfor, organised the Technical Meeting “Formación profesional para el trabajo decente en la economía rural: Innovaciones y desafíos” (Vocational training for decent work in the rural economy: innovations and challenges). It was attended by more than seventy representatives of Vocational Training Institutions and Ministries of Labour of 15 countries of Latin America: directors of training centres, teachers, curriculum designers, technicians and representatives of trade associations in the rural economy. Eighteen training, entrepreneurship and skills development experiences were presented for the rural economy, grouped into four areas: vocational training and the formalisation of the rural economy; training in the rural sector and value chains; youth training and entrepreneurship; new technologies, sustainability and rural training. An overview of the main conclusions of this meeting can be found in the ILO/Cinterfor Note No. 3: *Vocational training for decent work in the rural economy. Innovations and challenges*.

The success of this meeting was essential for the SNA/Educa and the SENCE, Chile, to join efforts and resources with ILO/Cinterfor to convene a new exchange opportunity, the Technical Meeting: “The rural economy as we face the challenges of the twenty-first century” (Santiago de Chile - October 2016).¹⁰ Over 50 representatives from 17 institutions in 12 countries of the region participated in this new event.

The objectives that guided both meetings were: (a) to promote the knowledge and horizontal exchange of innovative experiences in vocational training for the rural economy that support the development of programmes in the participating countries; b) to identify common challenges and strategies taking into account various economic and social realities existing in the region, and; c) to identify and agree on future action in horizontal technical cooperation, research, outreach and technical assistance in the areas addressed.

In this same area, the Centre supported nationwide activities such as the Seminar “The culture of work and active employment policies aimed at the rural youth” (Tacuarembó, Uruguay, 28 August 2016), organised by the National Employment Bureau of the Ministry of Labour and Social Security (DINAE/MTSS), with the support of the ILO Office for the Southern Cone of Latin America through the Support programme for youth employment and training policies in Uruguay and ILO/Cinterfor, as well as the INEFOP, the Ministry of Social Development (MIDES), the National Institute for Youth (INJU), the National Public Education Administration (ANEP), the Ministry of Livestock, Agriculture and Fisheries (MGAP), the Directorate-General for Agriculture and Rural Development (DGDR), the National Colonisation Institute (INC) and the National Livestock and Agriculture Research Institute (INIA). The event was attended by 250 participants, in particular groups of rural youth in various towns, who presented their experiences of education, entering the labour market and productive undertakings.

¹⁰ The papers presented, as well as a summary of the meeting, are available at: http://www.oitcinterfor.org/reuniontecnica/rural_chile2016

Another example was the International Seminar: “Transiciones laborales de la ruralidad hacia la paz” (Labour transitions from rurality toward peace) (Bogota, Colombia, 24 November 2016) organised by the Ministry of Labour of Colombia, through the Directorate of Mobility and Training for Work, along with the support of ILO/Cinterfor. This activity was organised within the agreement signed by the Government of Colombia and the ILO to support the peace process. Its aim was to meet, share, analyse and learn from national and international experiences in post-conflict contexts that have implemented and developed activities to facilitate productive integration into the market with decent work in rural communities, as well as the local development processes undertaken. To such effect, ILO/Cinterfor facilitated the presentation of two international experiences which addressed mobility and transition to work as experienced by communities affected by conflict. These were the experiences of Sri Lanka (by expert Joseph Connolly) and Guatemala (by expert Juan Pablo Corlazzoli)¹¹.

1.5. Articulation of vocational training with active employment policies, particularly considering vulnerable groups

The Centre has endeavoured to strengthen the exchange of information in topics such as the articulation of vocational training with active employment policies, particularly with public employment services and several employment programmes like those focused on specific groups of population such as youth, women with social and economic inclusion difficulties, long-term unemployed people, workers and enterprises in the informal sector, people deprived of freedom, etc.

ILO/Cinterfor provided technical support to the seminar “Certification of competencies and alternatives for the integration of migrants in Central America and the Dominican Republic” (Certificación de competencias y alternativas para la inserción laboral de personas migrantes en Centroamérica y República Dominicana) (Guatemala, 11-13 October 2016), organised by the Vocational Training Institute Network in Central America, the Dominican Republic and Haiti (REDIFP). The main aim of this activity was to further support the efforts to develop a regional model of Evaluation and Certification of Labour Competencies, which in the past had the support of the Regional Project for Strengthening Training, Guidance and Employment (FOIL). In this context, the seminar provided an opportunity to share knowledge and best practices to promote the development and strengthening of the implementation of the model, specially regarding the availability of these services for migrant workers in the region.

With a presentation on *Methodologies to guide vocational training*, the Centre provided support to the Forum and seminar: “Policies for productive and decent employment in Colombia” (Bogota, Colombia, 30-31 August 2016), organised by the Economic Commission for Latin America and the Caribbean (ECLAC) and the Economic and Social Commission for Asia and the Pacific (ESCAP) within the framework of the project called “Strengthening the capacities of

¹¹ Both papers are available at: <http://www.oitcinterfor.org/node/6913>

Latin America and Asia to develop and improve labour training systems and to protect workers against unemployment”.

The connection between vocational training and public employment services was another issue addressed in the period. Such was the case of the technical support provided at the Seminar - Workshop “Orientación, una política activa de empleo” (Guidance, an active employment policy) Montevideo, 14-16 September 2016), organised by DINA/MTSS from Uruguay. Among other things, ILO/Cinterfor supported the presentation of a paper by the National Director of SENCE, Chile, Pedro Goic.

Regarding technical cooperation, in mid-2016 the programme entitled “Programa Justicia & Inclusión, de apoyo a la reforma del sistema penal en Uruguay” (Justice and Inclusion, to support the reform of the criminal justice system in Uruguay), was completed¹². In this programme, ILO/Cinterfor led the activities and outputs of three sectors of intervention: (a) strengthening the human capacities of the administration system at facilities where people deprived of freedom are integrated by training human resources; b) developing a national education strategy in prisons for primary, secondary and technical education, and organising its implementation by qualified staff; c) designing and implementing a comprehensive system to promote the entry into the labour market and into society of people who leave the prison system.

In addition to the significant results of the implementation of this programme, its closing activities included the International Seminar: “Bases hacia una estrategia nacional de educación para personas en conflicto con la ley penal” (Toward a national education strategy for people in conflict with criminal law) (Montevideo, 20-21 July 2016). The seminar included various presentation and participation formats that made the meeting more dynamic and facilitated the exchange of ideas and experiences. In addition to round tables and discussion panels, there were in-depth interviews with international experts, videos documenting different projects of education and work in detention centres, theatre and musical presentations by people deprived of freedom that had been invited to the seminar, and a photographic exhibition that showed some of the activities organised within the project.

1.6. Articulation of vocational training and productive development policies to promote inclusive growth and the creation of more and better jobs

This line of work was expressly included as part of the Work Plan of the Centre during the debate held at the Programme and Budget Committee (Buenos Aires, Argentina, 12 May 2015) and of the 42nd Meeting of the ILO/Cinterfor Technical Committee (Buenos Aires, Argentina,

¹² The “Justice and Inclusion” programme was a joint initiative of the Government of Uruguay and four UN agencies in the country: ILO, UNDP, PAHO and UNICEF. Funds for its implementation were provided by the European Union. All the programme documentation relative to ILO/Cinterfor technical cooperation can be seen at: <http://www.oitcinterfor.org/proyectos/justiciaeinclusion>

May 13-15, 2015). The actions taken and outputs developed were also framed within the ILO Regional Priority aimed to promote productive development policies for more and better jobs.

As this is a very wide area, though it is possible to have specifically targeted activities, the Centre has endeavoured to align its lines of work and the actions and outputs involved with this regional priority.

This becomes apparent through the document entitled “The future of vocational training in Latin America and the Caribbean” that is presented at this Meeting, and through all the research and development efforts that made it possible. This is probably the most comprehensive vocational training overview performed in the region since the beginning of the 1990s. It shows the current reality of vocational training in terms of its progress, lags and gaps, its institutional, financing and governance models, both regionally and at the national level. The guiding approach underlying all the work is, precisely, the central role of human talent in productive development for inclusive growth in Latin America.

Since November 2016 we have had Michael Axmann in our team, a Senior Expert in Enterprises, Productivity and Vocational Training, which translates into an increase in our technical expertise in the field. This has enabled ILO/Cinterfor to promote “quality apprenticeship” in the region with renewed strength, as it is an issue that is closely linked to this priority. Quality apprenticeship involves the combination of productive development policies and business development interventions, and the capacity to increase the productivity of enterprises and economic sectors. The support given to the INFOTEP in the Dominican Republic (March 2017), the HEART/NTA in Jamaica (April 2017), and the Ministry of Labour of Brazil (May 2017) in quality apprenticeship activities exemplifies some of the activities organised in the field. Similarly, the joint mission with the Inter-American Development Bank (IDB) in the Dominican Republic (May 2017) has made it possible to begin to identify opportunities to improve and scale quality apprenticeship policies in the country, together with INFOTEP and other levels of government, as well as with employers’ and workers’ organisations.

Through an editorial agreement with the Korea Research Institute for Vocational Education & Training (KRIVET), ILO/Cinterfor translated into Spanish and published the book entitled *Economic development and vocational education and training in Korea*¹³, by Dr. Young-bum Park. For the book release, a delegation from the Human Resources Development Service of Korea (HRD Korea), headed by its president and author of the work, went on a mission to Montevideo, Uruguay. On 29 November 2016, Dr. Park gave a lecture entitled “*The role of education and vocational training in economic development: the experience of the Republic of Korea*”¹⁴, organised by HRD Korea and ILO/Cinterfor, and supported by the Technological Laboratory of Uruguay (LATU), the MTSS and INEFOP.

¹³ Available at: http://www.oitcinterfor.org/publicaciones/desecono_fp_corea

¹⁴ Presentations in English and Spanish are available at: <http://www.oitcinterfor.org/node/6916>

1.7. Skills development

During the biennium, ILO/Cinterfor continued promoting knowledge-sharing activities and cooperation for the identification of competencies and curriculum design. It also supported the development of methodologies to help standardise and certify competencies and prior learning.

This is one of the lines involving a greater number of activities, both regarding its specific approach and its cross-sectional nature that touches on other lines of work of the Centre.

One of the most far-reaching events of this period was the Skills Development International Conference (Curitiba, Brazil, August 2016) which addressed these issues in most of its conferences, panels and workshops¹⁵.

Institutions and projects in several countries of the region received technical support from the Centre, mainly through presentations and working papers. Some examples are the workshops on certification of labour competencies and on competency-based curriculum design organised in support of the National Vocational Training Institute for Human Development (INADEH) (Panama, 15-16 February 2016).

In Peru, the Centre organised the “Taller sobre elaboración de perfiles por competencias” (Workshop on the development of competency-based profiles) and provided technical assistance to the “Proyecto de investigación acción para mejorar las condiciones laborales en el sector de la madera y mueble del Perú” (Project of action-research to improve working conditions in the wood and furniture sector of Peru) (The LAB/ILO) (April 2016). Also in Peru, in May 2016, the Centre made presentation at the “Primer Foro Nacional Tendencias y desafíos para la promoción del empleo, desarrollo de las competencias y el emprendimiento en el Perú”, (First national forum on trends and challenges for the promotion of employment, skills development and entrepreneurship in Peru) organised by FONDOEMPLEO.

In Guatemala we supported INTECAP and REDIFP in the organisation of the seminar entitled “Seminario Certificación de competencias y alternativas para la inserción laboral de personas migrantes en Centroamérica y República Dominicana” (Certification of competencies and alternatives for the integration of migrants in Central America and the Dominican Republic) (Guatemala, 11-13 October 2016).

In the Dominican Republic, the REDIFP also received technical support from ILO/Cinterfor for the “Seminario internacional sobre Experiencias en el desarrollo de marcos nacionales de cualificaciones en la educación y la formación profesional: desafíos y oportunidades” (International seminar on experiences in the development of national qualifications frameworks in vocational training and education: challenges and opportunities) (Dominican Republic, 22-23 June 2017). There was a presentation entitled “*Los marcos de cualificaciones: desafíos para un mundo globalizado*” (*Qualifications frameworks: challenges for a globalised world*).

¹⁵ See the activities in detail at: <http://www.senaipr.org.br/conferenciainternacional/es/>

In Chile, technical support was provided to the “Simposio sobre formación profesional” (Symposium on vocational training) organised by the Integrated System of Higher Education (INACAP) (Santiago, 1 September 2015). Jointly with the ILO Office for the Southern Cone of Latin America and Chile Valora, we supported the “Segundo Encuentro de la Red de certificación de competencias” (Second Meeting of the Network for Skills Certification) and the Fifth International seminar entitled “La certificación de habilidades: pieza clave de la productividad” (Skills certification: a key component of productivity) Santiago de Chile, 28-29 March 2017). The Network for Skills Certification has integrated a set of experiences and methodologies for assessment and certification that are available on the ILO/Cinterfor website (http://www.oitcinterfor.org/red_certificacion). Its members have agreed to continue working on the dissemination and exchange of knowledge and experiences with the support of a number of specialised institutions such as Chile Valora and CONOCER in Mexico.

The seminar emphasised the close link between skills development and its recognition through the evolution of productivity aided by the human factor. In such event, the ILO Regional Director, José Manuel Salazar, made a presentation entitled “*El desarrollo de habilidades y el diálogo social como aporte al desarrollo productivo*” (Skills development and social dialogue as a contribution to productive development), while the Director of ILO/Cinterfor, Enrique Deibe, and Vocational Training Expert, Fernando Vargas, moderated the panels on *certification experiences* and on *the institutional response to the challenge of training, certification and productivity*.

In Latin America, the Centre participated in the “25th Conference of Ministers of Education” organised by the Ministry of Education of Andorra, the Ministry of Education of Colombia, the Organization of Ibero-American States for Education, Science and Culture (OEI), and the Ibero-American General Secretariat (SEGIB). In this event, challenges and opportunities for cooperation in the field of vocational training and technical education were discussed (Andorra, 12 September 2016).

In the area of research and outreach activities, the Centre has continued including experiences from the region and the world in the Labour competencies bank¹⁶ of the Centre’s Knowledge Management Platform as well as the aforementioned Certification Network.

The analysis of a selection of experiences related to the process of competency evaluation and certification was made available in the publication: Panoramas de la formación N°3. La certificación de competencias en el marco de las políticas de empleo y formación (The certification of competencies within the context of employment and training policies)¹⁷ (Vargas Zúñiga, Fernando. 2015).

The existence of a skills mismatch in the region has been presented in various studies and analyses. For this reason, ILO/Cinterfor prepared a document entitled: “Skills mismatch in

¹⁶ Available at: <http://www.oitcinterfor.org/banco-competencias-laborales/inicio>

¹⁷ Available at: http://www.oitcinterfor.org/publicaciones/certificacion_marcos

Latin America: Review and analysis in the region¹⁸ (Vargas Zúñiga, Fernando; Carzoglio, Leticia, 2017), which summarised the different aspects of the skills mismatch and its manifestations in the region. This report was sent as an input to the “International Conference on Jobs and Skills Mismatch” organized at the ILO headquarters in Geneva (11-12 May 2017).

ILO/Cinterfor has been supporting the organization and implementation of the technical events of the Latin American Network of Competency-based Management and Sustainable Organisations. This is a learning community that shares knowledge and advances in the field of human management development in organisations, certification and skills. The network’s eighth meeting took place in Panama between 24 and 27 October 2016 with the INADEH as its main endorser.

Regarding technical cooperation, the Centre has accumulated a wide range of knowledge, and developed practical methodologies in the field of skills and competencies. In this regard, the sequence of projects developed in the area of updating occupational structures, describing and assessing productive sector positions¹⁹ has led to the development and refinement of an innovative methodology. This includes a strong participation of employers’ and workers’ organisations, and facilitates the generation of key inputs for collective bargaining, lifelong learning and certification through a competency-based approach. The process developed through this methodological approach also entails a strong commitment to the development of the capacities of public training institutions, as well as of organisations that represent employers and workers in the industries served.

1.8. Institutional strengthening of vocational training

Though clearly all the ILO/Cinterfor initiatives aim to strengthen the institutionality of vocational training, the following are those that specifically target strategic planning, institutional overview, the implementation of relevant programmes and processes, the modification and adaptation of institutional arrangements and the identification of staff training needs.

In Guatemala, the Centre provided technical support to INTECAP for its institutional strengthening with a focus on articulating activities with productive development policies in an international seminar where ILO/Cinterfor presented the vision for the articulation of

¹⁸ Available at: <http://www.oitcinterfor.org/publicaciones/brechahabilidades>

¹⁹ ILO/Cinterfor has implemented the following projects: Evaluación de tareas y diseño del proceso de certificación ocupacional en la industria de la construcción (Task evaluation and design of the process of work skill certification in the construction industry) (URU/12/01/FSC) between 2012 and 2014; Actualización de la Estructura Ocupacional y la descripción de puestos de la Intendencia Departamental de Maldonado (Updating the occupational structure and the job description of the Municipality of Maldonado) (URU/14/03/URU) between 2014 and 2015; Evaluación de tareas de la industria papelera (Task evaluation in the paper industry) (URU/14/02/URU) between 2014 and 2015. Currently, and since mid-2016, the project entitled “Development of capacities for strengthening the institutional framework of public policies on employment, labour training and certification in the framework of a work culture” has been running –CETFOR– (URY/16/01/URY), with funding from the National Institute for Employment and Vocational Training (INEFOP) of Uruguay.

vocational training and the improvement of productivity, employment growth and development (Guatemala, 29 to 31 March 2016).

In Paraguay, in June 2015, ILO/Cinterfor supported the members of management team of the National Service of Vocational Promotion (SNPP) in the process of institutional strategic planning. As a result, the SNPP now has a strategic analysis of the institution, an analysis of the current state of the annual management plans, and a definition of operational actions to provide technical assistance and institutional improvement.

In El Salvador, ILO/Cinterfor has systematically cooperated with the institutional strengthening of the INSAFORP. Between April and October 2015, the Centre supported the strategic planning process, supporting the development and preparation of a 2015-2019 Strategic Plan, in coordination with the 2014-2019 Five-Year Development Plan and the main vocational training development lines. In December 2015, the Centre provided technical assistance to the INSAFORP for the conceptual design of a project for the expansion of the monitoring and evaluation system of vocational training, which included the design of a basic system of monitoring and evaluation of vocational training, a project proposal for its implementation, as well as an assessment of strengthening needs of the INSAFORP staff and other partners in the system to build management capacity in monitoring and evaluation processes. In April 2017, ILO/Cinterfor conducted a technical assistance mission jointly with the ILO Office for Central America, Haiti, Panama and the Dominican Republic. The aim was to support the System of Technical Education and Vocational Training of INSAFORP in drafting a document and analysing the situation of vocational training in the country (San Salvador, 25-27 April 2017).

In Uruguay, and in the area of technical cooperation, one of the aims of the aforementioned project entitled “Development of capacities for the strengthening of the institutional framework of public policies on employment, vocational training and certification in the framework of a culture of work ” -CETFOR- (URY/16/01/URY), is to institutionally strengthen the MTSS (specifically its national directorates of employment and work, DINA E and DINATRA, as well as INEFOP) in the fulfilment of their functions regarding vocational training, collective bargaining and the institutionalization of the National Vocational Training System. This has included the development and validation of a proposal for the management of roles, processes and functions, and a proposal for the articulation and creation of tools to strengthen the key components of the vocational training public policy.

In 2016, ILO/Cinterfor provided technical assistance in Colombia to strengthen institutional action and to build up capacities in technical teams of the SENA (Special Administrative Unit of the Public Employment Service) and the Ministry of Labour to develop training-for-work policies in: (i) Vocational training in the rural sector for the post-agreement period; (ii) Competency certification and occupational profiles.

In Grenada, and through a joint mission with the ILO Office for the Caribbean (Port of Spain), the Centre supported the Grenada National Training Agency and Employment Training Fund in its process of institutional redesign (Grenada, 5-6 April 2017).

In line with actions taken jointly with other regional offices, ILO/Cinterfor has acted on the request of the ILO Office for Central America, Haiti, Panama and the Dominican Republic to support, in Haiti, the process of strengthening vocational training policies within the project “Strengthening of vocational training and employability of young people in Haiti: promotion of rural socio-economic development in the South and Grand’Anse departments” (HTI/16/01/NOR)²⁰. ILO/Cinterfor’s support focuses on two of its specific aims: strengthening the institutional capacity of two vocational training centres in the South and Grand’Anse departments, and strengthening two chains of production (agriculture and fisheries) through a certified technical training and a simplified training. Through two missions to Haiti²¹ and remote work with the project team and various agencies and institutions, among them the Institut National de Formation Professionnelle (INFP), the following outcomes were obtained: (a) diagnosing and setting a baseline for the project’s actions; (b) surveying of institutional capacities, as well as training needs and demands; (c) working towards the skill profiles required in the selected industries; (d) strategy proposal for skills development; and, e) proposed work plan. There are plans to maintain and forge this cooperation with new missions that will help implement the processes of design of profiles and standards, certification and curriculum designs, agreements between parties and competency-based training of trainers.

The above mentioned Skills Development International Conference (Curitiba, Brazil, August 2016) included a conference and a course on *Professional Education Institutions Management*, and a panel on *Strategic and Operational Management of Professional Education Institution*. These events had the participation of SENAI from Brazil, INSAFORP from El Salvador, the National Service of Skills Development in Industrial Labour, SENATI, from Peru, HEART/NTA from Jamaica, and INA from Costa Rica.

²⁰ This project, led by the ILO Office for Central America, Haiti, Panama and the Dominican Republic (San Jose), has funding from Norway. Their actions focus on one of the most vulnerable areas of Haiti: the South and Grand’Anse departments, which were recently (2016) struck and devastated by hurricane Matthew. The project aims to promote rural socio-economic development by strengthening the capacities of farmers and fishermen, adults and young people, currently working or seeking access to the world of work, as well as to consolidate the associations that bring them together.

²¹ The first mission, led by ILO/Cinterfor consultant Nina Billorou, took place between 14 and 24 February 2017. The second mission, led by of ILO/Cinterfor consultants Nina Billorou and Jean Chesnel, took place between 22 and 29 April 2017.

2. HOW THE STRUCTURE AND FORMS OF COOPERATION OF THE CENTRE WERE ADAPTED AND IMPROVED

2.1. How the structure of the Centre was adapted and improved

As it has been made clear above, during this biennium, ILO/Cinterfor was able to significantly increase and diversify its technical capabilities to promote cooperation with its member institutions.

This has been the result of a restructuring process of positions and functions at the Centre in line with the ILO reform process in the field promoted by the Director-General of the Organization, as well as the strategic document “Vocational training and employment: Towards Cinterfor’s new action to address the challenges of the 21st Century”, submitted to the “Vocational Training and Employment, on the way to new action of ILO/Cinterfor for the challenges of the 21st century” which will be submitted to the 42nd Meeting of the ILO/Cinterfor Technical Committee (Buenos Aires, Argentina, May 2015).

Until 2015, the Centre had only one position as a Senior Specialist in Vocational Training, held by Fernando Vargas Zúñiga. Since late 2016, ILO/Cinterfor has had a new position of Senior Expert, in the field of Enterprises, Productivity and Vocational Training, held by Michael Axmann.

In addition, the Centre harnessed the opportunity of having four vacancies due to staff retirement between 2013 and 2014. After analysing the areas for action and VTI’s demands, the Centre suggested the creation of two technical positions, proposal accepted by the ILO. These staff members will consolidate the Centre’s efforts in essential activities. This has allowed the Centre to have, as of 2016, an official position for an Officer of Social Dialogue and Vocational Training, held by Gonzalo Graña. The other new position is Officer of Technologies applied to Training, which was entrusted to Rodrigo Filgueira through the reclassification of his original position.

Simultaneously, the Centre assessed the capacity-building needs of its staff, which made it possible to design a training plan that covers areas such as languages (English, French and Portuguese), effective programming, development cooperation, change theory and design of cooperation, statistics, leadership and effective communication projects, among others.

These additions and changes have substantially modified the relationship between technical positions and support positions with a relatively small number of employees (13 officers), and they have also set capacity-building objectives that have been observed in a systematic way.

In addition, in the period since the 42nd Meeting of the ILO/Cinterfor Technical Committee, the Centre has managed to significantly increase its research, technical assistance and knowledge management capabilities in the different areas of work without increasing staff

costs. These capacities are complemented with our close collaboration with the specialists at the ILO headquarters and other offices in the field, and with the capacities regularly provided by member institutions of the network, which have made available their own specialists and technicians for horizontal technical cooperation activities.

2.2. How the forms of cooperation of the Centre were adapted and improved

At the 42nd Meeting of the Technical Committee, the Director mentioned, in his report, (item 2.4 Member Countries' Contributions) the trend towards a decrease in the relative weight of voluntary contributions from members of the network to the regular budget of the Centre.

From the analysis of this trend, two main possible causes were identified. The first one is associated with the fact that the contributions were set in fixed amounts in US dollars, which leads to a loss of real value because of the evolution of the exchange rate. This will remain so unless there are mechanisms or criteria to update the values set.

The second factor had to do with the accumulation of debt caused by non-payment or late payment of contributions.

In the period, the Centre has made multiple efforts to collect the debts of the institutions in arrears with their contributions, and it has also begun to implement mechanisms to prevent future situations like these.

Such mechanisms are included in a single instrument: cooperation and technical assistance agreements between ILO/Cinterfor and each member institution. The Centre has developed standard versions of these agreements with both constituent institutions and associates, and has submitted them to the Office of the Legal Adviser of the ILO for review.

Such agreements, which have already been signed with various institutions and which are to be generalised for all cases, have several advantages:

- They formalise membership, providing ILO/Cinterfor with a legal instrument for annual calls for contributions, and also provide similar support to help the authorities of the institutions to justify these expenditures.
- They provide a clear framework of general objectives, commitments and rights for all parties, making their cooperative relationship more transparent.
- They provide a basis to cover other specific agreements, such as technical assistance projects or programmes.

- They eliminate communication problems that arise when authorities change, thus helping incoming authorities understand the nature of the link between the institution and ILO/Cinterfor.
- As they are valid for a specific term, there is the possibility of analysing updates to voluntary contributions, to reduce their loss of real value.

The meeting of the Programme and Budget Committee and the Technical Committee of ILO/Cinterfor is a good forum to analyse these new tools, as well as to boost its general application.

2.3. KNOWLEDGE MANAGEMENT PLATFORM

In the 2015-2017 period, the Centre has focused on improving the visual aspects and navigation of the website in order to harness the benefits of ICT to include new services, bring member institutions together, and create virtual communities that can exchange ideas on topics of interest. The platform has maintained a steady number of visits and queries, becoming a pillar to disseminate knowledge and products, as well as to promote the exchange and collective creation of knowledge on vocational training at a regional level.

Social networks have consolidated as a means to disseminate relevant news. We currently have 2,229 followers on Facebook and 905 on Twitter.

One of the products developed in the period is the Labour competencies bank (already mentioned), which aims to create a common space to share the tools developed by institutions to create profiles, screenings, quizzes and tests, guides to collect evidence as well as guides and inputs for all the certification process. This bank integrates resources from VTIs in the region as well as those of other organisations around the world.

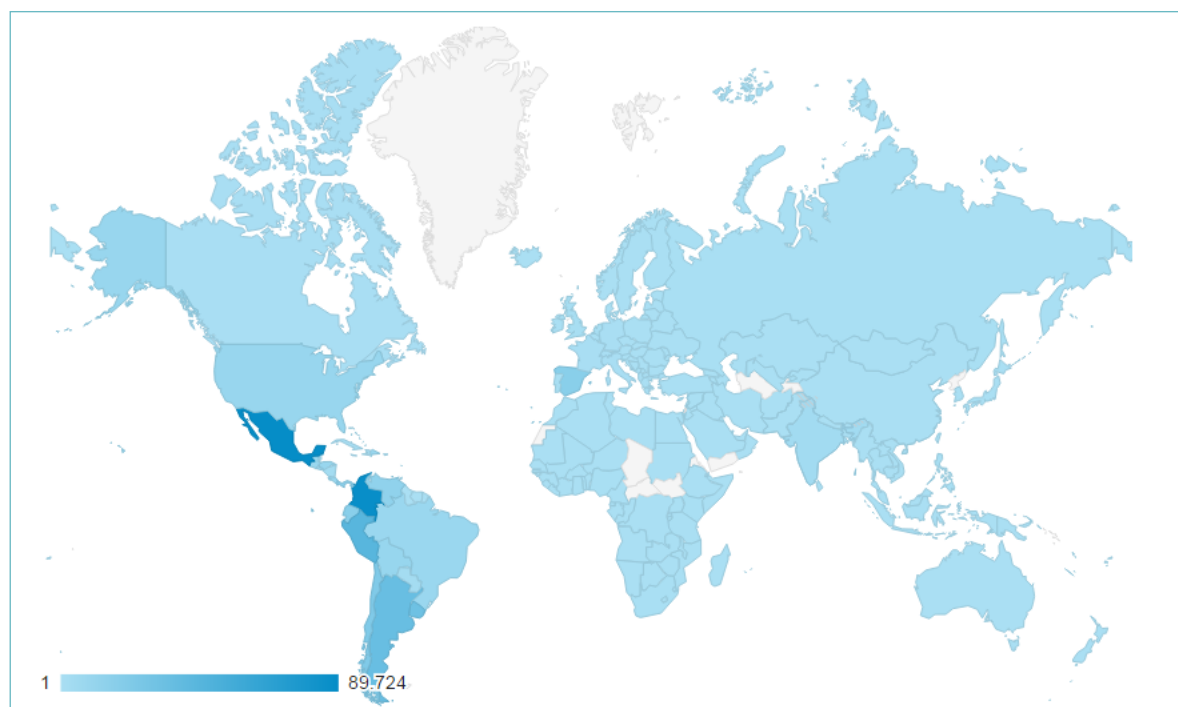
During this period there was also an increase in the resources available in the Anticipation Skills studies bank and in the Labour competencies bank. These knowledge banks are updated with the contributions made by institutions.

In addition, the Centre has begun to systematise information and resources on national qualifications frameworks. In the coming weeks, this information will be integrated into the Knowledge bank.

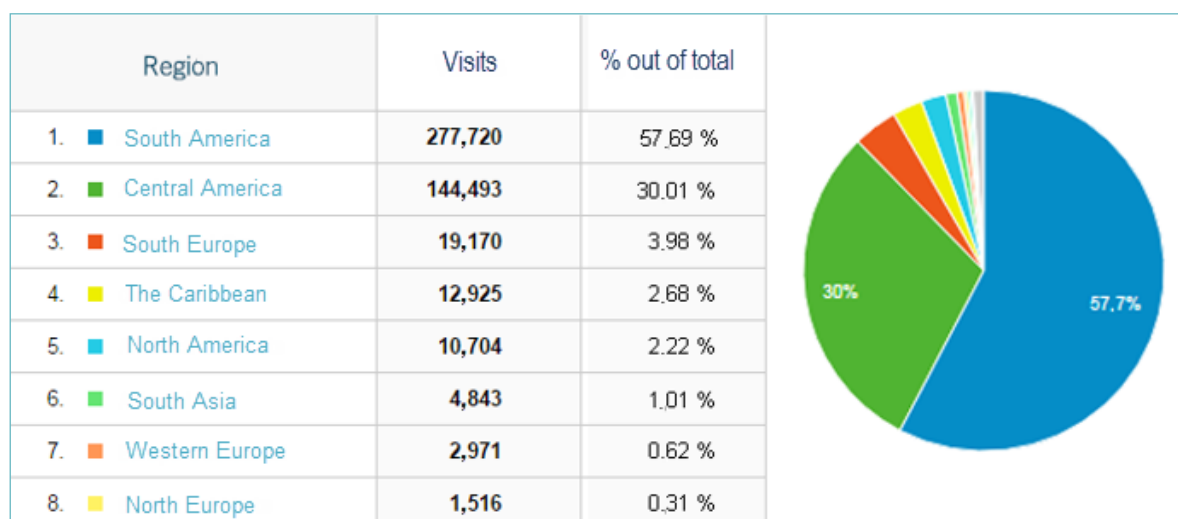
The website re-launched the area devoted to social dialogue and training, where there are various relevant resources that facilitate users' access to the corresponding materials and experiences.

The following statistical data show the global scope of the website as well as the growing number of visits.

Visits by region (June 2015 - June 2017)



Countries	Visits	Mean duration of visit
187	481;439	00:02:00



If analysed by country, the largest number of visits to the site come from Mexico, Colombia, Peru, Argentina, Uruguay, Chile, Ecuador, Spain, Panama, Venezuela, Bolivia, Honduras and the United States.

The number of visits from mobile devices (phones or tablets) increases slowly but steadily (about 23% of the total visits to the site). In these two years we have adapted the site so it can be properly viewed on these devices.

ILO/Cinterfor maintains its policy of providing access to the largest number of full-text resources possible, thus facilitating user access to knowledge and information. During this period, users downloaded 9,230 documents from the site, which represents an average of about 350 documents a month.

The impact evaluation of vocational training remains one of the topics of greatest interest to our site visitors, with an average of 18,000 visits per month.

Cinterfor Virtual Space - EVC

We have included the Community on Information Technologies, where specialists from various Cinterfor member institutions come together to discuss and work on strategic aspects of the implementation of policies aimed to include technologies in vocational training.

The Centre has continued updating the Latin American Network of Competency-based Human Resources Management. This is a learning community that meets periodically in different countries and holds a virtual exchange on advances in the field of competency-based management in order to share its progress, challenges and information with its members.

Recently, the Trade Union Training Programme was created to: strengthen the capacities of trade union representatives to participate in institutionalised social dialogue and collective bargaining on vocational training, jointly organised by ACTRAV, ACTRAV-Turin and the CSA, with technical support from ILO/Cinterfor.

The CETFOR Project: “Development of capacities for strengthening the institutional framework of public policies on employment, labour training and certification in the framework of a work culture” has been using the EVC to organise various training events and processes within the project.

More recently the Center has organized a number of Webinars using an ILO provided platform in areas like, project design, technical discussions, and knowledge sharing, among others. The coverage and participation from different countries is highly cost-effective and maximize the use of the resources.

Documents and publications

In 2015, ILO/Cinterfor resumed its editorial work, and since 2016 the Centre has had a new digital printer that allows for quality printing, thus optimising the use of the Centre's time and resources. The editions presented reflect the research activities and studies conducted to consolidate institutionalisation, and to implement training plans and programmes that meet the efficiency, competitiveness and social equity requirements.

In these two years, six titles have been published as part of the "Skills Development Outlook" collection, as well as a new series entitled "Pensar la formación", with three titles published and the ILO/Cinterfor Notes on four topics of interest.

Series and titles published

- Skills Development Outlook
 - No. 4. Aprendizaje y políticas de transición de la educación al trabajo para jóvenes en América Latina y el Caribe. Barretto Ghione, Hugo; Ermida, Ana Laura. 2015
 - No. 5. Aprendizaje y políticas de transición de la educación al trabajo para jóvenes en Costa Rica, Guatemala y México. Naranjo Silva, Alicia; Linares López, Luis; Chacón, Isidora. 2015
 - No. 6. Aprendizaje y políticas de transición de la educación al trabajo para jóvenes en países andinos: Chile, Colombia and Peru. Cerda Videla, Gastón; Carrero Monroy, Ligia. 2015
 - No. 7. Apprenticeship and preparing young people for work. The cases of Trinidad & Tobago and Jamaica. Dunn-Pierre, Paulette. 2015
 - No. 8. Marco jurídico de la formación profesional y el aprendizaje para jóvenes en América Latina y el Caribe. Barretto Ghione, Hugo. 2015
 - No. 9. El aprendizaje y la preparación de los jóvenes para el trabajo en Brasil. Leite, Eleince Monteiro. 2015
 - No. 10. Aprendizaje de calidad y preparación de los jóvenes para el trabajo en Argentina. Partenio, Florencia. 2015
 - No. 11. Economic development and vocational education and training in Korea. Park, Young-bum. 2016

- Pensar la formación
 - The magical properties of workshop learning. Mjelde, Liv. 2016
 - Trabajo, conocimiento y formación profesional. Barato, Jarvas Novelino. 2016
 - The Mind at Work: Valuing the intelligence of the American worker. Rose, Mike. 2016
- ILO/Cinterfor Notes
 - Vocational training and social dialogue. ILO/Cinterfor Notes, No. 1. 2015
 - Estrategias de anticipación de las necesidades formativas frente a las brechas de competencias. ILO/Cinterfor Notes, No. 2. 2016
 - Formación profesional para el trabajo decente en la economía rural. Innovaciones y desafíos. ILO/Cinterfor Notes, No. 3. 2016
 - Diálogo social sobre FP y desarrollo de recursos humanos. ILO/Cinterfor Notes, No. 4. 2017

3. Centre's resources

3.1. Budgetary position at the end of the 2014-2015 period

	Items budgeted 2014-2015	Execution 2014-2015	Execution %
Funds transferred from previous fiscal year	597,518.00	577,631.95	96.67%
ILO contribution	2,286,892.00	2,286,892.00	100.00%
Countries' contributions	500,000.00	534,525.52	106.91%
UY contribution	200,000.00	150,000.00	75.00%
Publication and printing services sales	50,000.00	79,828.03	159.66%
Interests, exchange rate differences	10,000.00	6,911.06	69.11%
Rounding value			
Subtotal income	3,046,892.00	3,058,156.61	100.37%
Total income	3,644,410.00	3,635,788.56	99.76%
Expenditures	3,191,263.00	2,803,216.10	
Printing expenditures		77,986.77	
Bank charges		4,658.08	
Rounding value			
Total expenditures	3,191,263.00	2,885,860.95	90.43%
Balance of the 2014-2015 budget execution	453,147.00	749,927.61	

This report shows the final income and expenditure position at the end of the 2014-2015 period compared to the budget for the same biennium.

In this period, the income exceeded the budgeted figure by 0.37%. This was achieved mainly for two reasons. First, contributions were above the budgeted figure by 6.91%, and in addition, printing services sales were 59.66% higher than estimated.

In the biennium, the host country, Uruguay, paid 50% of the contributions due, in addition to the fees for the current biennium.

3.2. Regular Budget Execution - Year 2016

	Items budgeted 2016-2017	Execution 2016	Execution %
Funds transferred from previous fiscal year	402,552.00	749,927.61	186.29%
ILO contribution	2,384,742.00	1,192,371.00	50.00%
Countries' contributions	550,000.00	172,121.65	31.29%
UY contribution	150,000.00	100,000.00	66.67%
Publication and printing services sales	30,000.00	20,005.63	66.69%
Others (interests, exchange rate differences)	10,000.00	-1,309.22	-13.09%
TOTAL	3,124,742.00	1,483,189.06	47.47%
Total income	3,527,294.00	2,233,116.67	63.31%
Expenditures	3,419,840.00	1,467,634.19	42.92%
Printing expenditures		14,884.07	
Bank charges		2,479.60	
Total expenditures	3,169,840.00	1,484,997.86	46.85%
Balance of the 2016 budget execution	357,454.00	748,118.81	

The table above shows the execution of the budget at the end of 2016. Generally speaking, the income and expenditure levels are balanced.

However, it must be noted that the total income on account of contributions received in 2016 fell below expectations: 62.18% of the amount expected.

The host country paid off its outstanding contribution corresponding to 2006, now being up to date with its contributions.

3.3. Mobilization of Technical Cooperation and Extra-Budgetary Resources

Regular Budget for Technical Cooperation (RBTC)

The main budgetary lines are reinforced every biennium with RBTC funds allocated by the Regional Office for the Americas. For the 2016-2017 biennium, USD 75,000 was allocated. This was a significant reduction compared to the 2014-2015 allocation, when the amount of USD 150,000 was reached.

Mobilization of resources by means of Technical Cooperation Projects (XBTC)

During this period, the Centre completed the execution of Project URU/14/01/URU - "Support to the criminal legal system reform and the improvement of life conditions and social and economic reintegration of people deprived of freedom", and of Project URU/14/02/URU - "Evaluation of tasks". Both projects were included in the report of the 42nd Meeting of the Technical Committee as they were already in process. However, the implementation was completed in this biennium, so it is reported accordingly.

A new cooperation project started at the end of March: URY/16/01/URY "Development of capacities for the strengthening of institutional framework of public policies on employment, labour training and certification in the framework of a work culture in Uruguay" (CETFOR), funded by the INEFOP in Uruguay.

Project	Contributor	Resources (USD)	Duration
URU/14/01/URU - Support to the criminal legal system reform and the improvement of life conditions and social and economic reintegration of people deprived of freedom.	European Union	1,530,232	20 months. 1 October, 2014 - 31 May, 2016
URU/14/02/URU - Evaluation of paper industry tasks (Wage Council for the Paper, Wood, and Wood Pulp Industry)	National Employment and Vocational Training Institution	147,522	11 months. Period 1 September, 2014 - 31 July, 2015
URY/16/01/URY CETFOR: Development of capacities for the strengthening of institutional framework of public policies on employment, labour training and certification in the framework of a work culture in Uruguay	National Employment and Vocational Training Institution	1,121,926	24 months. 29 March, 2016 - 28 March, 2018
TOTAL		2,799,680	

Mobilization of resources on account of other items

The Governing Body, at its 306th meeting in November, 2009 (GB.306 PFA-5-2 par. 13), mentioned ILO/Cinterfor's possibility of receiving extra-budgetary income for short technical assistance activities, funded by the stakeholders themselves. The estimated income on account of this item to be reached by the end of this biennium (2016-2017) is USD 280,000.

These resources allow the Centre to address the increasing assistance needs of the countries of the region, to foster South-South cooperation among the Network's member institutions, and to work jointly with other ILO offices, including through joint activities with the International Training Centre in Turin.

3.4. Member Countries' Contributions

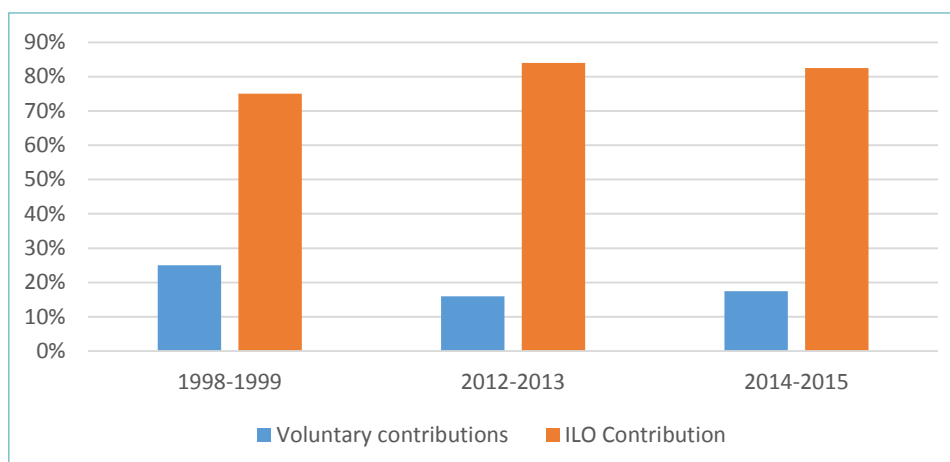
Member institutions' payments are a significant contribution to Cinterfor's budget.

The figure below shows that institutions' contributions have historically accounted for 25% of the total budget, compared to the 75% contributed by the ILO.

An analysis of the evolution of the weight of member institutions' contributions shows that such participation was 17.5% in the 2014-2015 biennium, compared to 82.40% contributed by the ILO. This figure is slightly higher than in the 2012-2013 biennium, which had the lowest contribution to the budget: 16%.

This analysis shows that the relative weight of member institutions' contributions has decreased and tends to remain at comparatively lower levels than in the 1998-1999 period.

Evolution of the weight of contributions on the budget



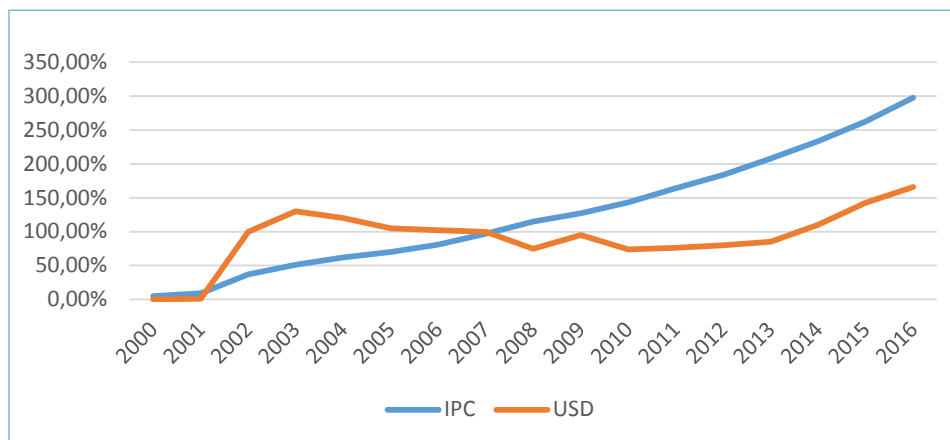
Although this situation has already been reported, it deserves further analysis.

This may have two main causes:

First, that contributions have not been updated over time, after the amount was set. This leads to contributions losing real value because of the gap between local inflation and the dollar value.

The figure below shows that, while the accumulated inflation in the 2000-2016 period was 297.42%, according to data from Uruguay's National Institute of Statistics, the US dollar variation, at the exchange rate set by the UN, was of 166.05%, which created a gap of 49.38%.

Accumulated variation - US Dollar vs IPC 2000-2016



Additionally, late payment of contributions is the other cause that explains the decline in the relative weight of participations in the budget.

Although the period started with pledged contributions of almost USD 700,000 and with a balance of previous contributions due of USD 710,000, the amount collected at the end of June 2017 was USD 346,850.00: it reach only 63.07% of the biennium target.

Constituent institutions payments amount to USD 146,000 and ensure reaching 53% of the annual target, while associated institutions' payments amount to 24% of the annual budget.

We insist that timely fulfilment of contribution payments is essential when it comes to setting goals and proving the financial feasibility of the institution and the support of contributors.

Many causes can explain this situation, such as changes of authorities in institutions, country situation, and especially the lack of formalisation of contributions through agreements that set the objectives, scope and commitment of the parties. The lack of this kind of agreements makes it difficult to track contributions, especially when authorities change.

In view of the above, we consider it essential that institutions move toward the signing of agreements that will help solve the problems described, as mentioned in item 2.2 of this report.

As the preparation of this report ends a month before the Meeting of the Technical Committee, this time we decided not to include in the body of the document the figure showing the status of contributions from the member institutions.

We have decided to do this because several institutions may be paying their contributions in the weeks up to the meeting, and we wish to provide information that is as updated as possible. To that end, we are providing a separate document that specifically addresses this issue, which will be an integral part of the official documents considered.

C. WORK PLAN

This proposal covers the 2017-2019 biennium and establishes an indicative – though non exhaustive – series of thematic areas to be prioritised in the planning and execution of activities.

Two main references have guided its development. First, the document entitled “Estrategia para la acción futura de OIT/Cinterfor”²² (Strategy for ILO/Cinterfor’s future action), which was considered by the Programme and Budget Committee and the 42nd Meeting of the Technical Committee (Buenos Aires, Argentina, May 2015). This document has guided proposals for modalities and means of action to be implemented. Second, “Lineamientos para la promoción de la formación para el trabajo y para la vida en América Latina y el Caribe” (Guidelines for the promotion of training for work and for life in Latin America and the Caribbean), which is presented to the 43rd Meeting of the Technical Committee. These guidelines have shaped key areas of action.

1. Alignment of vocational training and productive development policies and technological changes

This line of action will cover all the activities aimed to promote the consistency and functionality of vocational training policies with productive development policies. The first aim of this alignment is for development processes to have workers with the necessary skills to meet the challenges of productive diversification, quality, increased productivity and technological updating. Second, it aims to make these developments lead to greater opportunities for people to access decent and productive work.

These activities will include studies and research, and the dissemination of their results, on national, territorial and sectoral experiences of coordination of systems and vocational training institutions with other public agencies involved in the design and implementation of productive development policies, as well as with the private sector and the relevant social partners.

We will also help member countries and institutions develop their technical capacities to identify skills mismatch and to include it when programming vocational training systems.

²² “Vocational training and employment: Towards Cinterfor’s new action to address the challenges of the 21st Century”. Item C, report of the Director of ILO/Cinterfor, pages 31 to 49. Buenos Aires, May 2015. Available from http://www.oitcinterfor.org/sites/default/files/informe_director_42rct.pdf

We will provide advice on the inclusion of vocational training in productive development policies and in the funding allocated to improve productivity and competitiveness. Additionally, good practices in this area will be recorded and disseminated.

Finally, we will pay special attention to improving development in centres or operational units of vocational training systems of activities focused on productive development (applied research, improving prototypes, solving corporate problems, etc.).

2. Capacity building for employers' and workers' organisations for tripartism and social dialogue in vocational training

This line of action will cover all actions aimed at increasing the capacities of employers' and workers' organisations to participate in social dialogue in the field of training. It will also highlight how the participation of social partners and social dialogue in the management of training systems and institutions at the national, sub-national and sectoral levels benefits the quality, the relevance and equity of training activities.

The activities planned include the assessment, intensification and re-edition for a larger number of participants of the course entitled "Programme to strengthen the capacities of trade union representatives to participate in institutionalised social dialogue and collective bargaining on vocational training", which took place in June and July, 2017, jointly with ACTRAV and the CSA.

Additionally, for employers' organizations in the region, jointly with colleagues from ACT/EMP, we will continue searching for opportunities to cooperate and build synergies to strengthen the capacity of employers' organisations to participate in social dialogue in the field of training.

Quality apprenticeship has to be specially mentioned at this point. As explained in line 5 of this Work Plan, the concept of quality apprenticeship is based on social dialogue and the participation of social partners in learning programmes and systems. ILO/Cinterfor will pay special attention to promoting the participation of representatives of workers' and employers' organizations in all the actions taken to foster quality apprenticeship in the countries of the region, and will provide technical assistance to its constituents to have qualified participation in these areas.

Another work area that will be relevant in the ILO/Cinterfor work agenda for the biennium is the socialisation, dissemination and possible adaptation between employers' and workers' organisations in the region of the methodology developed by the Centre for the bipartite management of labour competencies at the sectoral level. This sectoral social dialogue methodology, which makes it possible to agree on occupational structures or position structures by industry, sectoral competency frameworks, methodologies to analyse positions, a system of position valuation and proposal of certification processes, is a very powerful tool for bipartite

training management. ILO/Cinterfor believes this tool has great potential to contribute to the productive development policies of the countries of the region.

Finally, these activities will include studies and research, and the dissemination of their results, on national, territorial and sectoral experiences of social dialogue on vocational training. The Centre will create a community of practice on social dialogue on the ILO/Cinterfor website. Furthermore, the database of collective agreements and social pacts with clauses relating to training, to be posted on the site, is expected to grow thanks to members' contributions, both trade unions and companies, from Latin America and the Caribbean.

3. Development of regulatory frameworks and sustainable financing schemes for vocational training systems

This line of action will cover all actions that seek to improve the frameworks that regulate training systems in key aspects such as: distribution of roles and responsibilities between different public agencies of the system, systems of incentives and their consistency with the goals set, governance of the system and decision-making mechanisms, involvement of social partners, the legal and regulatory regime that governs private training providers, as well as the financing schemes to ensure the stable and sustainable availability of sufficient resources for vocational training policies.

ILO/Cinterfor will support, at the request of its member countries and institutions, the processes to adjust or reform the frameworks that govern institutional, participation and social dialogue matters, as well as the different training modalities. In addition to the possible technical assistance actions, the Centre will regularly survey and update comparative information in this area to make it available through publications or in its databases.

Similarly, at the request of member countries and institutions, the Centre will provide advice, will create and make available comparative information on financing schemes for vocational training, and access to private sources of financing through the development of strategic partnerships and international cooperation.

4. Lifelong learning and articulation of formal education and vocational training

This line of action will include all the actions seeking to articulate vocational training and formal education, other forms of education and skills development (for example, at work), either by establishing common guiding frameworks, such as the National Qualifications Frameworks (NQFs), the mechanisms certification of competencies or recognition of educational outcomes.

ILO/Cinterfor will continue surveying, updating and providing members with comparative knowledge on the relationship between vocational training, formal education and the world of work, through programmes or mechanisms of recognition and certification of competencies, the approval of educational outcomes or a common guiding framework, such as the NQFs.

Developing NQFs will remain essential, as technical assistance will be provided and horizontal cooperation fostered as the countries of the region are increasingly interested in facing this challenge.

Both in integration processes and in sub regions, where migration is a central issue, we will aim to support the integration of tools such as the one mentioned above into migration management policies.

5. Quality apprenticeship for work

In this line of action and together with member countries and institutions, ILO/Cinterfor will support the development of quality apprenticeship programmes and systems, which, through a combination of onthejob training and classroom-based learning will contribute to developing participants' skills – in particular young people – and to improving work processes. This entails supporting its pillars comprehensively: social dialogue, clear definition of roles and responsibilities, legal framework and shared financing agreement.

ILO/Cinterfor will take significant and sustained action to promote the quality apprenticeship, through research and the dissemination of comparative knowledge, technical assistance, horizontal cooperation and the exchange of experiences.

The Centre will provide technical support to member countries and institutions in the development of regulatory frameworks for this modality, the creation of partnerships and alliances that make it possible, as well as in the connection with key sectors for its development.

ILO/Cinterfor will continue strengthening strategic alliances with other multilateral cooperation and funding agencies which are also interested in developing quality apprenticeship programmes and systems. It will also continue advising member countries and institutions on the negotiation of new projects and on their eventual implementation. Although the course of action 2 of this Work Plan specifically addresses the strengthening of social partners and social dialogue, these issues will also be relevant here, since the participation and involvement of employers' and workers' organisations, and of the public sector, is essential for the effective implementation of this approach.

6. Institutional strengthening and information management in vocational training

As usual, ILO/Cinterfor will keep supporting member countries and institutions in their continuous improvement and innovation efforts in the field of institutional management, knowledge management, and development of information systems, required for the design, planning, implementation, and evaluation of vocational training policies and programmes.

Through the dissemination of good practices and activities of exchange of knowledge and experiences, the Centre aims to encourage the creation of networks of training institutions, research institutes and companies, thus promoting a better use of capacity building for the expansion and diversification of training activities; the satisfaction of needs of individuals and companies; their adaptation to priorities within productive and socially inclusive development; and the reduction of the skills mismatch.

We will support member countries and institutions that so request in the development of quality management systems, assurance of the relevance of the training activities, and in the setting of institutional goals through verification mechanisms based on quality information and in consultation with social partners.

Regarding information systems, ILO/Cinterfor will provide support to member countries and institutions to develop and use statistical information on demographics, society and the labour market to be used when planning, managing and evaluating training activities. The same will be done to improve information systems that feed on the institutions' performance indicators, where criteria and developments are highly varied in each country in the region. This is such an important issue that we suggest the creation of a regional programme to harmonise and improve training statistics through activities that include technical assistance, cooperation among institutions and, most likely, specific technical meetings.

7. Methodological and technological innovation in vocational training

In this line of work, ILO/Cinterfor aims to continue providing technical assistance and promoting cooperation to encourage methodological and technological innovation. In addition, the Centre will conduct surveys and studies to document experiences and to identify trends in a field that is increasingly challenged by the changes in the world of work and technology.

The Centre will continue providing technical assistance and working on demands in the following areas: curriculum design and development; project-based learning and the integrated development of skills in the management of ICT; training of trainers in the use of technology to facilitate learning, training of trainers to facilitate project-based learning, models to develop distance and ubiquitous training, and models to assess the quality of distance and ubiquitous training.

Regarding research and dissemination of knowledge, the Centre plans to survey and systematise experiences in the use of new learning methodologies in the training of trainers, curriculum design and learning facilitation.

8. Vocational training for equal opportunities and social inclusion

ILO/Cinterfor will provide support, in all its activities in a cross-sectional manner and also specifically, to the member countries and institutions that aim to make vocational training supply more inclusive and equitable. These activities include those aimed at promoting access to quality training among the most vulnerable groups, such as people with disabilities, the rural population, indigenous population, young people excluded from education and work, people deprived of freedom and low-income people.

In the next biennium the Centre will continue recording, systematising and disseminating experiences in the field of strategies for the inclusion of vulnerable groups in vocational training and the reduction of gender inequality. Similarly to what was presented in line 1 regarding productive development policies, the Centre will aim to articulate vocational training with national policies on inclusion and equality.

Based on the accumulated knowledge available, technical assistance will be provided to countries and institutions so they can develop strategies and mechanisms to cater for different target audiences.

Likewise, technical support will be provided to member countries and institutions when setting objectives, targets and indicators in the area of inclusion and equal opportunities.

9. Articulation of training and employment services, vocational guidance and active labour market policies

In the next biennium, ILO/Cinterfor will help member countries and institutions to promote better articulation of vocational training and other active employment and labour market policies. The Centre will specially focus on improving articulation with public employment services, and its components of vocational guidance and employment intermediation, both for young people seeking to enter the labour market, as well as for unemployed workers.

ILO/Cinterfor will survey, systematise and disseminate comparative knowledge on service models in vocational training, vocational guidance and employment intermediation. Taking into account the different models available in the region, there are many exchange and improvement opportunities based on the lessons learned from different national experiences.

In particular, ILO/Cinterfor will provide technical support in the design or adaptation of vocational training systems articulated with public employment services and other support mechanisms, so they focus on people and their vital processes, providing relevant and timely responses, and which do not operate from the pre-determined supply logic for each service.

ANEX:

Technical Meetings, Seminars and other assistance activities with the attendance, organization and/or ILO/Cinterfor technical support. Period: April 2015 - July 2017

Activity	Venue and date	Organizations involved	Description
2015			
Knowledge management in vocational training. Workshop.	Panama, 28 April	INADEH – Panama	The Expert in Vocational Training runs the workshop with the participation of technical teams in the areas of vocational training and planning. The current overview in vocational training in Latin America and the Caribbean is presented, as well as the role of ILO/Cinterfor. The lines of work between both institutions are discussed.
Technical advice to facilitate INSAFORP'S Strategic Planning process, collaborating in the development and preparation of a 2015-2019 Strategic Plan in line with the Five-Year Development Plan 2014-2019 as well as with the development of vocational training.	El Salvador, April - October	INSAFORP – El Salvador	<p>The Expert in Vocational training and an international consultant from the Centre facilitate and run a workshop on internal and environmental analysis. It also covers the formulation of the institutional strategic thinking (April 2015).</p> <p>Support is provided to the technical team, which contributes to the preparation of a strategic plan document in line with the defined contents and the results of the workshop on planning and analysis.</p> <p>The strategic plan is submitted before the Board of Directors of INSAFORP in a workshop run by the ILO/Cinterfor's consultant.</p>
Workshop organized by the National Board of Chancellors (CONARE) with the governmental institutions involved in employability.	San Jose, 18 May	INA – Costa Rica	Upon INA's request, the Expert in Vocational training offers a videoconference on the creation of a National Qualification Framework.
The 18 th Tripartite Meeting of the Network of Vocational Training Institutes in Central America, Panama and the Dominican Republic.	San Jose, 20-23 May	INA – Costa Rica Network of VTIs in Central America, Panama and the Dominican Republic	<p>The Director of ILO/Cinterfor takes part in the meeting.</p> <p>Likewise, in support to the activities celebrating INA's 50th anniversary and through South-South cooperation, Cinterfor finances and facilitates the participation of an expert from SENAI from Brazil, who delivers a speech on <i>SENAI's Technology Foresight Models and Experience</i>, and runs a workshop for INA technicians on the <i>Progress of SENAI's prospective model in new sectors</i>.</p>

Activity	Venue and date	Organizations involved	Description
2015			
Meeting of INA with the Entrepreneurial Sector and Unions: VT current and future challenges faced by the country. As part of the celebration of the 50 th anniversary of the institution.	San Jose, 2-3 June	INA – Costa Rica	The Expert in Vocational Training presents <i>Trends in Vocational Training</i> before a panel and participates in a work session on the <i>National Qualification Framework</i> , to get to know the experience in Latin America while building and implementing the framework.
Technical assistance to SNPP to carry out the institutional strategic planning by the directors and technicians.	June - July	SNPP – Paraguay	The Expert in Vocational Training of the Centre and an international consultant set up a workshop on strategic planning (15-16 June). Directors from the central and operational areas discussed and analysed the strengths, opportunities, weaknesses and threats of the institution. As a result of this activity, a set of strategies were established for the near future of SNPP. An Operational Plan from SNPP-ILO/Cinterfor was submitted: Strengthening of the Conceptual and Pedagogical Unit in the role of SNPP.
Training on new methodologies for trainers.	Porto Alegre, 22-30 June	ITC SESI/SENAI	Support is offered to the programme <i>SOLVE Trainer Training: Integrating the Promotion of Health in Safety and Health Policies at Work</i> , from Turin Centre. A trainer training workshop addressed to SESI officials on participatory methodologies held and run by the person responsible for Technologies applied to Training from Cinterfor.
Workshop: Work Methodologies. Task evaluation at the sector level.	Montevideo, July 8	DINATRA/MTSS - Uruguay	Workshop addressed to officials of the Ministry of Labour aimed at sharing the experience of evaluating tasks at the sector level by presenting the conceptual and methodological lines developed by ILO/Cinterfor as part of the Project on Task Evaluation of the Building Sector, and exchanging information on uses and learned lessons.
Regional seminar "Employment Policies and Decent Work".	Lima, 16-24 July	ACTRAV EMPLOYMENT/HQ RO Lima ITC	ILO/Cinterfor participates in the activity represented by the Programme Officer, who delivers his speech about <i>Active labour market policies, vocational training, SMEs, intermediation and the role of trade unions</i> .
Seminar <i>Evaluating cross-cutting skills in the educational context and in the labour insertion processes: experiences and open issues</i> .	Bogota, 24 July	EUROsocial Programme National Planning Department - DNP/Colombia	The Expert in Vocational Training, one of the speakers in the panel <i>Evaluating cross-cutting skills and processes of labour insertion: relationships and synergies</i> , offers the presentation <i>After the Evaluation: the development of cross-cutting skills to improve employability and job stability</i> .

Activity	Venue and date	Organizations involved	Description
2015			
Programme Transfer of SENAI Prospective Model.	Honduras, 3-4 August	INFOP CADERH - Honduras	The Expert in Vocational Training and a technician from SENAI, whose participation is funded by ILO/Cinterfor, host and run the workshop on <i>Anticipating training needs. Transfer of SENAI Prospective Model. Training programme and practical application.</i>
WorldSkills Competition, San Pablo 2015. Conference Programme.	San Pablo, 11-16 August	SENAI - Brazil	The WorldSkills conference programme is carried out within the context of the competition. SENAI, with the support of ILO/Cinterfor, invites Directors of the Institutions from Jamaica (HEART/NTA), Colombia (SENA), Costa Rica (INA) and from the Ministry of Employment and Social Security from Argentina to share their experiences in the Panel <i>“Experiences of Latin America and Caribbean institutions using SENAI’s Prospecting Model”</i> , moderated by the Director of Cinterfor.
Study on the feasibility of implementing of non-formal and informal learning recognition systems in Argentina. Experience sharing programme Redes VII.	Buenos Aires, 18-21 August	Pedagogical University, UNIPE University of Buenos Aires, UBA Universidad de los Lagos – Argentina	ILO/Cinterfor Director participates as speaker and presents <i>Overview on the topic in the region and in OECD countries.</i>
4 th International and 9 th National Congress <i>“Higher Education, the basis for economic and social development in Latin America”</i> .	Barranquilla, 27-28 August	ASENOF - Colombia	An international consultancy agency participates representing ILO/Cinterfor and presenting <i>“Vocational training and its progress in Latin America and the importance of creating a National Qualification Framework”</i> .
Seminar <i>“The culture of work and active employment policies aimed at rural youth”</i> .	Tacuarembó (Uruguay), 28 August	DINATRA/MTSS - Uruguay	The person responsible for Social Dialogue and Vocational training takes part in the seminar, which is supported by the ILO Office in Santiago and Cinterfor.
Modules on financial training for entrepreneurs in South Africa.	Turin, 31 August - 10 September	DELTA Programme/ ITC Turin Programme ILO South Africa	The person responsible for Technologies applied to Training, together with the colleagues from the DELTA/ITC team and the South African office define details and the work plan for developing training modules. Likewise, work is done jointly with the DELTA/ITC team to analyse improvements to the ITCILO eCampus.

Activity	Venue and date	Organizations involved	Description
2015			
3 rd Biennial Meeting of Agricultural Businesses of Central Brazil.	Campo Grande (Brazil), 1-2 September	Agricultural Federations of the Estates Goias, Mato Grosso and Mato Grosso del Sul FAMASUL – Brazil	The Expert in Vocational Training participates in the activity by presenting on vocational qualification in agriculture.
Workshop on the design of policies for developing basic and cross-cutting skills.	Bogota, 3-5 September	Ministry of Labour - Colombia	Activity under the scope of technical assistance offered to the Ministry of Labour. Workshop prepared and run by two ILO/Cinterfor international consultants addressed to DMFT officials and other interested public entities.
20 th National Congress on human resources management. <i>Designing the future of human resources management: Innovation, Talent and Sustainability.</i>	Montevideo, 9-10 September.	ADPUGH - Uruguay	The Programme Officer takes part in the panel on “ <i>Education and work, perspective of a sustainable development</i> ”.
National Meeting of Presidents and Technical Secretaries of Sectoral Tables.	Bogota, 9 September	SENA - Colombia	ILO/Cinterfor facilitates the participation of an international Chilean expert who gives a talk about the <i>Experience of the Sectoral Body on the Labour Skills of the Port Maritime Sector of Chile.</i>
8 th Quality Week, 2015. Educational activity. <i>“Quality, an essential factor in Education: Experiences of good practices”.</i>	Montevideo, 14-18 September	INACAL - Uruguay	The person in charge of Knowledge and Information Management delivers a presentation on <i>Quality in vocational training.</i>
2015 HRD Workshop for policymakers from Latin American countries – Sharing Korea’s Experience with LAC.	Seoul, 15-18 September	Ministry of Labour and Employment HRD Korea	The Programme Officer takes part in the workshop addressing <i>Vocational training in Latin America and the Caribbean, innovations and best practices.</i>
2 nd Congress of vocational training.	San Salvador, 17 September	INSAFORP – El Salvador	The Expert in Vocational Training delivers a speech on <i>Lifelong Training.</i>
Refreshment Seminar for SENAR Trainers of Special Programmes in Regional Administration of Minas Gerais.	21-23 September	SENAR - Brazil	On behalf of Cinterfor, an international consultant presents <i>Modular Training in the process of Comprehensive Vocational Qualification.</i>
International seminar <i>“Young People and decent jobs: policy progress and new proposals”.</i>	San Salvador, 28-29 September	EUROsociAL Programme SISCA RO Lima	The person responsible for Social Dialogue and Vocational training takes part as moderator.

Activity	Venue and date	Organizations involved	Description
2015			
Meeting with Educators. 2015 Quality Week.	Lima, 29-30 September	SENATI – Peru	ILO/Cinterfor supports the participation of an international expert (Colombia), who delivers a speech addressed to SENATI trainers and takes part as conference lecturer at the Meeting with Educators presenting <i>Innovations in Vocational Training, Soft Skills and Productivity</i> .
Technical meeting “Vocational training for decent jobs in the rural economy. Innovations and challenges.”	Bogota, 7-8 October	Ministry of Labour SENA - Colombia ILO/Cinterfor	<p>The meeting, organized by SENA and the Ministry of Labour with the support of ILO/Cinterfor aims at sharing the progress made in vocational training for the rural sector, generating knowledge on innovations, coordinating the results with the Integral Work Plan for the Agricultural Sector in Colombia, and identifying horizontal cooperation challenges and opportunities of the field.</p> <p>In the gathering, 25 experts participate representing vocational training institutions and Ministries of Labour of 15 Latin American countries sharing their experiences as well as directors of training institutions, teachers, curricula designers, technicians and representatives of trade unions of the Colombian rural economy.</p> <p>A total of 18 training, entrepreneurship and skill-development experiences are presented for the rural economy grouped in these aspects:</p> <ul style="list-style-type: none"> • Vocational training and formalisation of the rural economy • Training and value chains • Round of experiences • Youth training and entrepreneurship • New technologies, sustainability and rural training.
Regional Meeting on Training and Employment for Young People: Opportunity and Challenge.	Guatemala, 7-8 October	SwissContact	ILO/Cinterfor Programme Officer offers the keynote lecture “ <i>Situation of vocational training in Latin America: historical context and evolution of vocational training in the region</i> ”.
7 th Meeting of the Latin American Network of Skills-based human resources management and sustainable organizations. <i>Skills: The link towards Productivity and Sustainability in Organizations.</i>	Puebla, Mexico, 12-15 October	Public Education Secretariat/SEP CONOCER – Mexico ILO Mexico ILO/Cinterfor	ILO/Cinterfor supports the Network in the organization of the meeting. The Director presents <i>Evolution and Trends of Competency Models worldwide</i> .

Activity	Venue and date	Organizations involved	Description
2015			
International seminar <i>"Contributions of quality learning for young people and the finalisation of educational cycles for the promotion of a Culture of Work for Development"</i> .	Montevideo, 15-16 October	MTSS Uruguay ILO Santiago ILO/Cinterfor	International consultants as well as ILO Experts participate in the Seminar, organized by the Ministry of Labour and Social Security of Uruguay with the support of ILO Office for the Southern Cone of Latin America and ILO/Cinterfor.
Seminar <i>"Cross-cutting and socio-emotional skills: a new focus in inclusion policies"</i> .	Madrid, 20-21 October	EUROsociAL Programme	ILO/Cinterfor Director takes part in the panel <i>Cross-cutting skills to strengthen employability</i> .
International seminar <i>"Labour skills recognition and certification. A challenge for lifelong training"</i>	Santo Domingo, 21-22 October	INFOTEP - Dominican Republic	Activity organized within the framework of the institution's 35 th anniversary. ILO/Cinterfor offers technical support in the preparation of the agenda and with the Expert in Vocational Training. Furthermore, it facilitates and provides funding for the participation of experts from ChileValora, INTECAP (Guatemala) and CONOCER (Mexico), who deliver lectures.
<i>2015 Regional meeting of vocational training: "Innovation centres for the productive transformation" International Seminar on "Vocational training, innovation and competitiveness. Challenges for INSAFORP"</i>	San Salvador, 22 October	INSAFORP – El Salvador	ILO/Cinterfor coordinates the participation of a representative from SENAI to share the experience of setting up and developing innovation and technological development centres in Brazil, as well as the participation of a representative from SENA (Colombia), who shares the <i>Experience of the National System of Training for Work from SENA, Results and Impacts</i> . ILO's Regional Director also takes part in it.
24 th Meeting of former scholars, Bologna, Turin and Castilla La Mancha. <i>Vocational training and its impact in strengthening labour relations.</i>	Montevideo, 30-31 October	Group of former scholars from the Course for Latin American Experts on Labour Relations of Bologna, Castilla-La Mancha and Turin.	The Group has gathered annually since 1992 in different cities in the region. Priority issues related to labour relations are analysed and discussed, experiences are shared and cooperation activities are identified. The meeting is organized by the Uruguayan Experts with ILO/Cinterfor logistics support.
Education and Vocational Technical Training in Tourism. Regional consultation workshop.	Panama, 12 November	Association of Caribbean States - ACS	ILO/Cinterfor Director takes part in the activity that aims at consulting and analysing the results of the Project on Sustainable Vocational Training in Tourism and contributing with suggestions about follow up actions for a subsequent implementation of the TVT Regional Framework.

Activity	Venue and date	Organizations involved	Description
2015			
Workshop: <i>Validation of the Self-Training Virtual Course: competency-based approach. Challenges from the trade union field.</i> Aimed at training trade union leaders on skills management.	Bogota, 12-13 November	Ministry of Labour - Colombia ILO/Cinterfor	As part of the technical assistance offered to the Ministry of Labour, ILO/Cinterfor organizes the workshop run by the Director of UOCRA Foundation (Argentina), international expert on trade union training, and Cinterfor's Expert in Vocational Training.
26 th Uruguayan Meetings on Labour and Social Security Law.	Punta del Este, 20-21 November	Uruguayan Association on Labour and Social Security Law	Cinterfor's Director takes part as moderator of the panel on the topic: <i>Efficiency, fulfilment and control of labour standards. General Labour Inspectorate.</i>
Regional Forum on Technical and Vocational Education and Training (TVET).	Montevideo, 23-25 November	UNESCO/ OREALC	The Expert in Vocational Training participates on behalf of Cinterfor.
24 th International Congress on Transport.	Bogota, 25 November	SENA - Colombia	ILO/Cinterfor supports the participation of an international consultant (Chile), in charge of the presentation " <i>The qualifications and skills required by the transportation, logistics and building sectors in South America</i> ".
Workshop on distance training for the staff of the Unit of distance training from INTECAP.	Guatemala, 23-28 November	INTECAP - Guatemala	The workshop is developed and run by the National Officer of Technologies applied to Training and the person in charge of Knowledge and Information Management. Funds are provided for the participation of a SENA official of Colombia who, apart from facilitating the workshop, introduces the project methodology used by SENA in virtual developments.
Training for facilitators of the rural sector. Analysis and preparatory meeting.	Bogota, 26 November	Ministry of Labour SENA - Colombia	This activity takes place as part of the Cooperation Agreement between the Ministry of Labour and ILO/Cinterfor, with the aim of working on the design and implementation of a skill-based training model for rural workers that includes training for facilitators. The preparatory workshop is held with the participation of the Expert in Vocational Training, an official from SENA's Vocational Training Board and officials from the Ministry of Labour.
Meeting of the Network of Network of Vocational Training Institutes in Central America, Panama and the Dominican Republic (REDIFP).	Panama, 27 November	REDIFP	The Expert in Vocational Training participates in the meeting, where jointly with the expert from San Jose's Office, present <i>ILO Priorities in the 2016-2017 biennium and their relationship with vocational training.</i>

Activity	Venue and date	Organizations involved	Description
2015			
Workshop "Labour skills certification systems and dictionaries".	Bogota, 30 November - 1 December	Ministry of Labour - Colombia	The workshop, within the framework of the technical assistance offered to the Ministry of Labour, is prepared and run by two ILO international consultants and addressed to Ministry officials and to other institutions working on certification in Colombia's current scenario.
Workshop Decent work and human rights.	Montevideo, 4 December	AECID UN System in Uruguay ILO/Cinterfor	The workshop is organized jointly with the system of UN agencies in Uruguay and is supported by the Spanish cooperation agency. A tripartite panel is held with the participation of the Minister of Labour and representatives from workers' and employers' organizations.
Second Workshop of Training for facilitators of the rural sector. SENA Programme: Management of Technical Agriculture and Livestock Assistance.	Bogota, 11 December	Ministry of Labour SENA - Colombia	The activity, part of the Cooperation Agreement between the Ministry of Labour and ILO/Cinterfor, is facilitated and run by the Expert in Vocational Training and an official from SENA's Vocational Training Board.
Signing of the Agreement of Understanding to launch the local social dialogue process in 2016 to improve employment and vocational training in the department of Rio Negro (Uruguay).	Rio Negro, Uruguay, 15 December	INEFOP MTSS Uruguay ILO UNDP	In representation of the Centre, the Programme Officer participates in the activity.
Launching of the National Apprenticeship Network (GNN) in Argentina.	Buenos Aires, 15-16 December	UIA - Argentina	The Global Apprenticeship Network (GAN) is a business-driven alliance with the overarching goal of encouraging and linking business initiatives on skills and employment opportunities for youth. ILO's Director General, as well as the Regional Director and IBE's president, participate in the launching of the network. Besides, a workshop with ILO/Cinterfor technical support is held with the participation of the Expert in Vocational Training, who presents the Latin American Experiences in Training practices, and moderates on Good Practices in training programmes.
Visit of ILO's Director General to Uruguay.	Montevideo, 16-17 December	MTSS RO Lima ILO Santiago ILO/Cinterfor	ILO's Director General, Mr. Guy Rider, visits Uruguay and holds meetings with tripartite bargaining representatives of the country. He participates in signing an agreement to make progress towards a decent work agreement and delivers a speech on the challenge employment means. During his stay in Montevideo, Mr. Guy Rider also visits ILO/Cinterfor headquarters.

Activity	Venue and date	Organizations involved	Description
2016			
"Resource person" in a writeshop on designing an e-learning course.	Turin, 8-12 February	ITC - ILO/ Cinterfor	Support is provided to the ITCILO's DELTA team for the design of an e-learning course for ONUG through the person in charge of Technologies applied to Training. Instructional and educational design are supported as well as the identification of resources to facilitate Spanish-speaking participants.
Labour Competencies Certification Awareness-raising Conference.	Panama, 16-17 February	INADEH - Panama National Commission of Competencies/ CONACOM	The event, facilitated by the Expert in Vocational Training, is divided into three work sessions with the participation of the National Council of Organized Workers (CONATO), the Panamanian Hotel Association (APATEL) and the Panamanian Chamber of Construction (CAPAC). It seeks to present to entrepreneurial associations and workers' guilds the benefits of the certification of labour skills to increase the employability of workers and the competitiveness of enterprises, the manner in which it is promoted and recommended by the ILO, and the analysis of relevant experiences for the actors.
Second work meeting of the research project: Feasibility study of the implementation of systems for the recognition of non-formal and informal learning in Argentina. As part of the Experience sharing programme: Redes VII.	Buenos Aires, 15 March	Pedagogical University, UNIFE University of Buenos Aires, UBA Universidad de los Lagos - Argentina	The Director of ILO/Cinterfor takes part in the opening panel.
Technical Assistance for INADEH. First workshop on Knowledge transfer and capacity development.	Panama, 15-17 March	INADEH - Panama	Assistance is rendered through consultancy services that in conjunction with training area coordinators address areas of work that are central to Curriculum Design and Educational Strategy for establishing a plan that deals with INADEH's knowledge deficiencies and gaps through training actions and interaction workshops.
Meeting: Lessons learned about youth labour intermediation in Ibero-America.	Buenos Aires, 21-22 March	SES Foundation Microsoft Multilateral Investment Fund/MIF	Presentation of the study entitled "Social and Private Costs and Benefits in youth labour intermediation", carried out by the SES Foundation. The Director of Cinterfor coordinates the panel of experts and representatives of regional cooperation who debate on the subject.

Activity	Venue and date	Organizations involved	Description
2016			
Institutional Strengthening Assistance Mission.	Guatemala, 29-31 March	INTECAP – Guatemala	The Expert in Vocational Training meets with the Board of Directors and institution officials to provide an overview of the progress of vocational training in the region, focusing on its potential articulation with Productive Development Policies and to lay the bases to carry out, with the support of ILO/Cinterfor, a comparative analysis of INTECAP's current situation in relation to the trends in the region and the world.
Presentation of the final outcome of the "Evaluation of Tasks of the Paper and Pulp Industry Project-ETIP".	Montevideo, 5 April	MTSS Uruguay INEFOP ILO/Cinterfor	The project, technically developed by ILO/Cinterfor and funded by INEFOP, arises from a bipartite agreement reached between the Federation of Paper and Cardboard Manufacturing Workers of Uruguay (FOPCU) and the Paper Manufacturers Association (AFT). It is attended by the Minister of Labour and Social Security, the National Director of Employment and the sectoral representatives, final copies of the task evaluation reports of the sector are issued.
Presentation of the Demographic Change and Economic and Social Challenges in the Twenty-first Century Uruguay Study.	Montevideo, 5 April	World Bank ECLAC	The Director of Cinterfor attends the presentation.
Exchange activities on the processes of release and socio-labour integration of persons deprived of liberty.	Maldonado (Uruguay), 7 April	INR	The Director and the Programme Officer accompany the technical team of the Justice and Inclusion Project, carried out by ILO/Cinterfor, in the activity encased in the education and employment pilot project run in Las Rosas Unit No. 13. The Parliamentary Commissioner for the prison system is also involved.
Round table for the definition of a Regional Programme for Technical Vocational Education and Training - TVET. Colombia consultation process.	Bogota, 12 April	OEI	In the framework of the consultation process carried out by the OEI in its member countries, with the technical support of the ILO, the Expert in Vocational Training takes part in the activity on behalf of ILO.
Round table for the definition of a Regional Programme for Technical Vocational Education and Training - TVET. Uruguay consultation process.	Montevideo, 12 April	OEI ILO/Cinterfor	The meeting is held in the ILO/Cinterfor headquarters and is attended by the Director and other officers.

Activity	Venue and date	Organizations involved	Description
2016			
International workshop entitled "Development of skills profiles: Bases for the strengthening of capacities for productive development in Peru".	Lima, 14-15 April	MTPE- Peru ILO	In view of the experience gathered by Cinterfor in the identification of skills and development of sectoral profiles, both in the construction and in the pulp and paper industry in Uruguay, technical assistance is provided, within the framework of the action research project to improve working conditions in Peru's wood and furniture sector, The Lab/ILO, to build up capacities in an interdisciplinary team for the development of skills profiles and for their tripartite validation.
Regional Round Table for Cooperation on Cross-cutting and Socio-emotional Skills. Installation meeting.	Santiago, 18-19 April	EUROsociAL Programme	The Director takes part in the Fourth Thematic Session: Strengthening of socio-emotional skills and connection with the productive and regional context.
Meeting of the Network of Vocational Training Institutes in Central America, Panama and the Dominican Republic.	San Jose, 20 April	INA - Costa Rica	The Director takes part in the meeting.
Round table for the definition of a Regional Programme for Technical Vocational Education and Training - TVET. Dominican Republic consultation process.	Santo Domingo, 20 April	OEI	In the framework of the consultation process carried out by the OEI in its member countries, the person responsible for Social Dialogue takes part in the meeting on behalf of the ILO.
Tripartite meeting of Central America, Panama and the Dominican Republic "Towards inclusive growth with more and better jobs".	San Jose, 21-22 April	MTSS Costa Rica ILO	The activity is carried out in the context of the visit of the Director-General of the ILO, Guy Ryder, to Costa Rica. Cinterfor Director delivers the presentation on Human talent development for inclusive growth and productive employment.
Workshop on technologies applied to distance learning.	New Delhi, 25-30 April	ITC Turin ILO/Cinterfor	The person responsible for Technologies applied to Training delivers the course organized for officials of the Institute of Labour Relations of the Giri National Labour Institute.
International Seminar "Dimensions of quality in distance education practices in MERCOSUR countries".	Buenos Aires, 28-29 April	National University of Quilmes - Argentina	The Director takes part in the First discussion group on University, Virtuality and Technical and Vocational Training in the panel Challenges for Technical and Vocational Training in Latin America.

Activity	Venue and date	Organizations involved	Description
2016			
First National Forum Trends and challenges for employment promotion, skills development and entrepreneurship in Peru.	Lima, 20 May	National Fund for Job Training and Employment Promotion-FONDOEMPLEO MTPE- Peru ILO	A Cinterfor consultancy agency participates by giving a presentation in the panel Work Skills Recognition and Certification: Situation and Challenges for Peru and Latin America.
Strategic planning workshop on youth employment.	Buenos Aires, 24 May	ILO, Buenos Aires	The Expert in Vocational Training is involved.
Towards a Department Agreement for Employment and Vocational Training in Rio Negro. Launch of the seminar-workshop entitled: Development as a framework for the generation of decent work and work culture.	Rio Negro, Uruguay, 27 May	DINAE/MTSS INEFOP- Uruguay ILO	The activity is supported by the ILO Office in Santiago and Cinterfor. The Centre's Director and officials take part in it.
The Global Apprenticeship Network's (GAN) launch event of the Colombian chapter.	Bogota, 16 May	ANDI - Colombia	Within the framework of the activity, a workshop is held where the Expert in Vocational Training makes a presentation on the Colombian Education System and shows international comparative data relevant to the GAN theme.
Vocational training: Latin American Meeting of the AHK.	Buenos Aires, 7 June	German-Argentinian Chamber of Commerce ILO, Buenos Aires	The Expert in Vocational Training delivers the presentation entitled Shaping the future: Which skills need to be developed in Latin America?
International Conference on Quality, Competitiveness and Development of Tourism Products.	Managua, 7 July	Nicaraguan Tourism Institute - INTUR	The Director of the ILO/Cinterfor takes part as a speaker in the panel Capacity Building in the Tourism Sector and its Impact on Quality and Competitiveness.
International seminar entitled: Bases towards a national education strategy for persons in conflict with criminal law.	Montevideo, 20-21 July	OPP MEC ANEP INISA INR ILO/Cinterfor	As part of the Justice and Inclusion Programme carried out by ILO/Cinterfor.

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2016			
Presentation of products and results of the Justice and Inclusion Programme.	Montevideo, July 27	INISA OPP ILO/Cinterfor UNDP	Showcasing of products and results achieved by the Justice and Inclusion Programme, together with the National Institute for Adolescent Social Inclusion. The sectors concerned are 2, 4 and 5.
International Conference on Vocational Education 2016. Knowledge as a strategy for development.	Curitiba, Brazil, 4- 12 August	ITC Turin ILO/Cinterfor SENAI - Brazil	The Conference is organized by SENAI Parana, together with the International Training Centre of the ILO in Turin (ITC) and ILO/Cinterfor. Directors, Managers and Officers of the Cinterfor member institutions' network take part in it.
First Vocational Training Seminar of the State of AMAPA: Challenges and Opportunities.	Macapa, Brazil, 1- 12 August	SESI SENAI - Brazil	The Expert in Vocational Training is a speaker at the panel debate entitled World of work and Vocational Education: Market Trends and Perspectives.
Forum and seminar: Policies for productive and decent employment in Colombia.	Bogota, 30-31 August	ECLAC	The Expert in Vocational training takes part as moderator of the panel debate entitled Methodologies to guide vocational training.
Symposium on technical and vocational training.	Santiago, 1 September	INACAP-Chile	The Expert in Vocational training delivers a presentation on Different trends and approaches to training, both in Latin America and in other countries.
Fifth International Congress and Tenth National Congress "Technical Training, Driving Force in Reindustrialization and Post-Conflict".	Bogota, 1-2 September	ASENOF-Colombia	The Director of ILO/Cinterfor delivers a presentation on Vocational Training International Forecast in the process of Reindustrialization and Post-Conflict.
Course for graduates "Vocational training, productivity and labour relationship".	Montevideo, September	School of Law/ UDELAR-Uruguay	Within the framework of the Lifelong Learning Program of the School of Law, ILO/Cinterfor provides technical support in the delivery of courses related to vocational training topics, through its experts.
Twenty-fifth Ibero-American Conference of Ministers of Education.	Andorra, 12 September	SEGIB OEI Government of Andorra Government of Colombia	The Director takes part as moderator in the panel Good Practices in Entrepreneurship: Employment and Entrepreneurship.
Seminar - Workshop "Guidance, an active employment policy".	Montevideo, 15 September	INEFOP DINAE/MTSS - Uruguay	ILO/Cinterfor provides support in the event organization by facilitating the attendance of SENCE National Director, Pedro Goic, as a speaker.

Activity	Venue and date	Organizations involved	Description
2016			
Trainers' Training Course - "Design and implementation of tools for the development of sectoral expertise".	Montevideo, September 2016- August 2017	CETFOR Project - INEFOP ILO/Cinterfor	Course delivered by Project technicians, organized for MTSS (DINAE - DINATRA), INEFOP, employers' organizations and PIT-CNT.
Workshop on Collective Bargaining and Gender Equality Clauses.	Santiago, 21 September	ACTRAV ITC CSA ITUC	Cinterfor Director presents the panel "Application of gender clauses in collective bargaining on vocational training".
International Seminar "Perspective of Teacher Training: innovation, quality and development".	Santo Domingo, 22 September	INFOTEP - Dominican Republic	Cinterfor's National Officer of Technologies applied to Training takes part as a speaker delivering the presentation Transformation of the pedagogical practice: impact on the process of training for employability.
Workshop for the Implementation of the Regional Framework for Technical Vocational Education and Training in the Greater Caribbean.	Guatemala, 23 September	Association of Caribbean States - ACS	Cinterfor Director makes a presentation on Labour skills in the tourism sector and Cinterfor Network Centres.
Work, knowledge and vocational training.	Montevideo, 29 September	ILO/Cinterfor ANEP	With a keynote lecture offered by author Jarbas Novelino Barato (Brazil), attended by the Uruguayan Minister of Labour, the President of the CODICEN and the Director of CETP/UTU, new titles of the Cinterfor publications collection are launched: 1. The Magical Properties of Workshop Learning. Liv Mjelde; 2. Employment, knowledge and vocational training, Jarbas Novelino Barato; 3. The Mind at Work, Mike Rose.
Seminar flexibility, mobility and coordination.	Concepcion, Chile, 29-30 September	DuocUC - Chile	ILO/Cinterfor supports the participation of an international consultant who delivers a presentation on the topic Challenges and good practices with regard to skills training in Latin America.
International Congress "Technical and Vocational Higher Education in Chile. Social Role and Responsibility."	Santiago, 11 October	DuocUC - Chile	The Expert in Vocational Training makes a closing speech entitled "Skills development: currency of the twenty-first century".

Activity	Venue and date	Organizations involved	Description
2016			
Seminar of the Network of Vocational Training Institutes in Central America, Panama and the Dominican Republic: "Certification of skills and alternatives for the insertion of migrants in the labour market in Central America and the Dominican Republic".	Guatemala, 11-13 October	REDIFP	ILO/Cinterfor supports the Network in the organization of the seminar. The Director expounds on the conceptual framework "The certification of skills. Challenges for a globalized world" and advocates the Importance of a Regional Evaluation and Certification of Labour Skills Network, encompassing migrant workers.
Technical Meeting: "The rural economy as we face the challenges of the twenty-first century. The role of vocational training".	Santiago, 18-20 October	SENCE SNA Educa ILO/Cinterfor	<p>As a follow-up to the technical meeting held in Colombia (October 2015), the National Agricultural Society (SNA) through SNA Educa, with the support of the National Training and Employment Service (SENCE) and ILO/Cinterfor, convenes this meeting in order to share and generate knowledge on vocational training good practices, innovations and experiences for the rural economy.</p> <p>It was attended by delegations from Argentina (MTEySS); Bolivia (FAUTAPO); Brazil (SENAR); Costa Rica (INA); Guatemala (INTECAP); Panama (INADEH); Paraguay (SNPP and SINAFOCAL); Peru (SENATI and Virú Agricultural Society); the Dominican Republic (INFOTEP); and Uruguay (CETP-UTU and INEFOP). The host country, Chile, attracted the participation of speakers from the Ministry of Education, the Ministry of Agriculture, the Pontificia Universidad Católica de Chile and the companies Sutil and Frutícola Olmué, in addition to SNA/Educa and SENCE.</p> <p>During the meeting, six thematic panels were set up and study visits were made to the Centro Especializado en Riego Tecnificado (Specialized Centre for Irrigation Technology) (San Fernando), Escuela Agrícola de Molina - Bodega Centro Especializado Vitivinícola (Molina Agricultural School - Specialized Centre for Viticulture and Wine) (Molina), and Escuela Agrícola San José de Duao - Centro Especializado en equinos (San Jose de Duao Agricultural School - Specialized Equine Centre).</p>

Activity	Venue and date	Organizations involved	Description
2016			
Seminar Protection and Training: Institutions for Improving workforce Integration in Latin America and Asia.	Santiago, 19-20 October	ECLAC Economic and Social Commission for Asia and the Pacific	The results of the studies carried out as part of the project “Strengthening the Capacities of Latin America and Asia to Develop and Improve Labour Training Systems and to Protect Workers against Unemployment” are shown. The Expert in Vocational Training speaks about vocational training and moderates the discussion on this thematic cluster.
Twenty-seventh Uruguayan Meeting on Labour and Social Security Law.	Colonia del Sacramento, 21-22 October	AUDTSS	The Director takes part in the meeting.
Eighth Meeting of the Latin American Network of Skills-based human resources management and sustainable organizations.	Panama, 24-27 October	CONEP INADEH - Panama ILO/Cinterfor	It is carried out with the support of Cinterfor and is attended by the Expert in Vocational Training as well as the Coordinator and Technical Expert of the CETFOR Project.
Coordination Workshop on Training for the Rural Sector and Workshop on Competency-based Training System.	Bogota, 25-26 October	MTC, Colombia ILO/Cinterfor	Within the framework of the agreement for the provision of Technical Assistance to the Ministry of Labour, and as part of the lines of action, the Expert in Vocational Training conducts the workshops together with a technical officer of the Ministry.
Training in Labour Mobility Management: face-to-face training programme in mobility management in the sphere of Public Employment Services. Latin America Regional Area	Montevideo, 25-28 October	MTSS Uruguay	The Expert in Vocational Training gives a presentation on Certification in the South Cone on 27 October.
Thirteenth Regional Conference on Women in Latin America and the Caribbean.	Montevideo, 25-28 October	ECLAC Government of Uruguay National Women's Institute of Uruguay	The Conference focuses on gender equality, women's empowerment and sustainable development: progress towards their implementation. The challenges of the Regional Gender Agenda are discussed in the context of the implementation of the 2030 Agenda and the Sustainable Development Goals. The ILO's Regional Gender Specialist takes part together with the Deputy Director of the ILO Regional Office.
Resource person in charge of e-learning track in the 2017 ITC-ILO trainer's training workshop.	Turin, 1-11 November	ITC Turin - ILO/ Cinterfor	The person responsible for Technologies applied to Training, carries out and facilitates the e-learning track in the trainer's training workshop.

Activity	Venue and date	Organizations involved	Description
2016			
International Seminar: Technical Education, Vocational Training and Training for Work in Paraguay. Moving ahead in the National Vocational Qualifications System - SNCP.	Asuncion, 3 November	NEO Paraguay ILO	The Expert in Vocational Training delivers the presentation entitled "National Qualifications Frameworks".
Seminar "Dialogue: Road to the education of the future". Vocational Training Competition "Olympics of Knowledge".	Brasilia, 10-11 November	CNI SENAI	The Seminar is attended by the Director and the Expert in Vocational Training who give a presentation on Vocational education as a strategy for increasing productivity and economic development in Brazil.
Skills needs anticipation. Transfer of the SENAI Prospective Model.	Montevideo, 15-17 November	SENAI SKILLS ILO/Cinterfor	SENAI, with the support of ILO/Cinterfor, leads the training workshop for technicians of the MTSS, INEFOP and other Ministries and public organisms of Uruguay. Officials from SENCE (Chile), ECLAC (Chile), INA (Costa Rica) and INADEH (Panama) also take part in the workshop.
Training and Employability Day.	Santiago, 17 November	SENCE	The person responsible for Technologies applied to Training participates in a panel on Innovation in Training to discuss the vision and perspectives of ILO/Cinterfor on this matter.
First Labour Relations Congress in Uruguay.	Colonia del Sacramento, 19-20 November	Centre for Law Students, CED PIT-CNT	The Director takes part as a lecturer in the panel Decent Work in Supply Chains. ILO approach.
"PERU CERTIFIES" event.	Lima, 22 November	MTPE- Peru	The Expert in Vocational Training gives a video conference presentation about International Experiences in Work Skills Certification and Qualifications.
International Seminar: Work Transitions from Rurality to Peace	Bogota, 23-25 November	Ministry of Labour SENA ILO/Cinterfor	ILO/Cinterfor together with the Ministry of Labour, through the Mobility and Training for Work Office, plans and supports the conduct of the seminar with a view to know about, share, analyse and learn from the national and international experiences in post-conflict contexts that have implemented and developed activities for productive integration with decent work in rural communities, as well as the processes of local development that have been undertaken. The seminar includes presentations of post-conflict cases in countries in which this transition has taken place, as well as experiences from regions of Colombia, where organized in different forms, training for work has contributed to the rural sector.

Activity	Venue and date	Organizations involved	Description
2016			
Conference: "The role of vocational education and training in economic development: the experience of the Republic of Korea".	Montevideo, 29 November	ILO/Cinterfor LATU MTSS	Run by Cinterfor, with the support of LATU and the Ministry of Labour and Social Security of Uruguay, the event was held with the keynote lecture offered by the President of HRD Korea, Dr. Young-bum Park.
Technical-Vocational Education and Training (TVET) as a means for achieving sustainable development: Andean and local approach.	Quito, 1-2 December	UNESCO/ UNEVOC SETEC - Ecuador	The Expert in Vocational Training delivers a presentation on The value of TVET as a tool to improve productivity in the Andean region.
Skills Certification Meeting.	Bogota, 6 December	SENA - Colombia	ILO/Cinterfor supports the participation of a member of staff of ChileValora to present the certification system, as well as to describe in detail the standardization process, the development of educational paths and the standardization of cross-cutting competencies.
National Meeting on Qualifications and Competency-based Talent Management.	Bogota, 12 December	SENA - Colombia	ILO/Cinterfor supports the participation of an official of the Ministry of Education of Chile, who shared the experience of the Ministry in the elaboration of the Qualifications Framework.
"SENA, ready for the world" event.	Bogota, 12-13 December	SENA - Colombia	The Expert in Vocational Training delivered the speech "Better jobs for development - The challenges of the internationalization of vocational training".
Intersectoral Workshop on Youth Employment: Coordination between Education and Labour.	Brasilia, 14-16 December	OAS	The National Officer of Social Dialogue participates on ILO's behalf.

Activity	Venue and date	Organizations involved	Description
2017			
Technical assistance meetings.	New York and Washington, 21 January and 1 February	IDB ILO/Cinterfor	The Expert in Enterprises, Productivity and Vocational Training holds meetings with the UN Envoy on Youth Employment, Mr. Werner Faymann, and the IDB, to discuss the possibility of working together on quality learning in Latin America and the Caribbean.
WorldSkills America Leaders Forum.	Buenos Aires, 22 March	WorldSkills America	The Expert in Vocational Training exposes on Increasing competitiveness and productivity through vocational training. The challenges in the region.
International Congress: Dual training challenges from the perspective of entrepreneurial and vocational training.	Santo Domingo, 22 - 23 March	INFOTEP – Dominican Republic	The Expert in Enterprises, Productivity and Vocational Training presents on “Dual training in entrepreneurial and vocational training”.
Dual training Workshop	Santo Domingo, 24 March	INFOTEP – Dominican Republic	The Expert in Enterprises, Productivity and Vocational Training takes part in the workshop and gives a talk on Techniques for an effective mentoring in the drafting of vocational training projects.
Second Meeting of the Network for Skills Certification and International Seminar entitled Skills certification: a key component of productivity.	Santiago, 28 - 30 March	ChileValora ILO/Cinterfor ILO Santiago	ChileValora, together with ILO Santiago and ILO/Cinterfor, gather VTIs from the region with experience in the field to discuss the challenges and innovations of Skills Certification Systems and analyse the role of certification in the development of productivity, based on concrete experiences.
Workshop: Innovations in vocational training	San Salvador, 20 - 24 September	INSAFORP – El Salvador	The workshop for officials from the institution is conducted by the National Officer of Technologies applied to Training.
Workshops on INEFOP's Qualifications Framework - “Grounds for the design of conceptual and methodological contents”.	Montevideo, April - June	Project: CETFOR (INEFOP-MTSS-ILO/Cinterfor)	The workshop is offered to INEFOP officials, encased in the activities of the Project, run by ILO/Cinterfor.
Tripartite Dialogue on the Future of Work	Montevideo, 3 April	MTSS ILO	Based on the ILO's “Future of Work initiative” and the “Culture of Work for Development” fostered by the MTSS, the activity is carried out with the presence of the Ministry of Labour and Representatives from the entrepreneurial sector and the PIT-CNT.

Activity	Venue and date	Organizations involved	Description
2017			
Technical Assistance Mission to NTA.	Grenada, 4 - 9 April	ILO Port of Spain ILO/Cinterfor	The Expert in Social Dialogue, together with the Specialist in Training from the ILO Port of Spain Office, render technical assistance to the Grenada NTA in the setting up of a Training for Work Fund.
Training workshop for Coordinators of Sectoral Councils National Meeting of Sectoral Councils	Buenos Aires, 18-19 April	Ministry of Labour, Employment and Social Security of Argentina ILO/Buenos Aires - ILO/Cinterfor	The preparatory workshop of the National Meeting of Sectoral Councils is organized jointly by the MTEySS and Cinterfor and is rendered by the Social Dialogue responsible.
Technical assistance for the technical and vocational training and education system of INSAFORP.	San Jose, 26 April	INSAFORP – El Salvador SRO San Jose ILO/Cinterfor	INSAFORP requests ILO's support to assess and draft a report about an analysis of the situation of vocational training in El Salvador. The ILO's Subregional Office of San Jose and ILO/Cinterfor provided a joint response by having vocational training experts from both institutions prepare an analysis report and offer a workshop with social partners.
Assistance mission for strengthening Jamaica's learning system	Kingston, 25-26 April	ILO Port of Spain ILO/Cinterfor	ILO/Cinterfor, together with ILO Port of Spain, holds meetings with social partners to discuss the development and strengthening of Jamaica's learning system.
2017 Global TVET Policy Workshop "Strategies of TVET training institutions to achieve sustainable development".	Seoul, 16 -18 May	KOREATECH	The person responsible for Technologies applied to Training takes part in the workshop as speaker in Session 2: Training of TVET Teachers.
INFOTEP's institutional strengthening	Santo Domingo, 28 May-4 June	INFOTEP	Cinterfor's Expert in Enterprises, Productivity and Vocational Training and the Expert in Social Dialogue carry out activities to prepare a project to foster dual training.
During the redrafting of the National Vocational Learning Plan of Brazil (PNAP) a national event on learning is carried out.	Brasilia, 21-26 May	Ministry of Labour - Brazil ILO Brasilia	Cinterfor's Expert in Enterprises, Productivity and Vocational Training participates in the activity, holds meetings with officials from the Ministry of Labour and takes part in a workshop together with experts from ILO Brasilia.
Uruguay-Argentina South-South Cooperation Project: "Criteria for the accreditation of work skill certifications".	Montevideo, 21 June	MTEySS Argentina MTSS Uruguay	Assistance is requested from ILO/Cinterfor to present the advances made in the countries of the region regarding accreditation and recognition of certification.

Activity	Venue and date	Organizations involved	Description
2017			
Curricular design and training modules workshop Building sector - occupation: builder. Paper sector - occupation: mechanic.	Montevideo, 14 - 17 June	Project: CETFOR (INEFOP-MTSS-ILO/Cinterfor)	Among the activities of the Project, carried out by ILO/Cinterfor, this activity is done with the objective of developing training modules and curricular design for the mechanic/builder occupation, with an active participation of workers from the sector.
Technical Meeting and International Seminar: <i>"Developing national qualifications frameworks in vocational training and education: Challenges and Opportunities"</i> .	Santo Domingo, 22 - 23 June	INFOTEP – Dominican Republic	The Expert in Vocational Training exposes on the regional experience of developing national qualifications frameworks.
Trade Union Training Programme to strengthen the capacities of trade union representatives to participate in institutionalised social dialogue and collective bargaining on vocational training, 2017.	Lima, 24 - 28 July	ACTRAV ACTRAV-Turin Trade Union Confederation of the Americas (CSA) ILO/Cinterfor	The meeting is organized by ACTRAV, ACTRAV-Turin, the Trade Union Confederation of the Americas and holds ILO/Cinterfor's technical support.

LIST OF ABBREVIATIONS AND ACRONYMS

ACS	Association of Caribbean States
ACTEMP	Bureau for Employers' Activities, ILO
ACTRAV	Bureau for Workers' Activities, ILO
ADPUGH	Association of Uruguayan professionals in human resources management, Uruguay
ADRHA	Human Resources Association of Argentina
AECID	Spanish Agency for International Development Cooperation
AGESIC	Electronic Government and Information Society Agency, Uruguay
ANDI	National Business Association of Colombia
ANEP	National Public Education Administration, Uruguay
ASENOF	National Association of Education-for-work and human development institutions, Colombia.
AUDTSS	Asociación Nacional de Entidades de Educación para el Trabajo y el Desarrollo Humano
BCU	Central Bank of Uruguay
BTVI	Bahamas Technical and Vocational Institute, Bahamas
BVTB	Barbados Vocational Training Board
CADERH	Advisory Centre for Human Resources Development, Honduras
CANTA	Caribbean Association of National Training Agencies
CEDEFOP	European Centre for the Development of Vocational Training
CEE	Episcopal Education Committee, Bolivia
CETFOR	Development of capacities for the strengthening of the institutional framework of the public policies on employment, labour training and certification in the framework of a work culture
CETP/UTU	Vocational Technical Education Board – Uruguay's Polytechnic Schools
CFP 401	Project: Vocational Training Centre No. 401, Moron, Argentina
ChileValora	Commission of the National Skills Certification System, Chile
CINTERFOR	Inter-American Centre for Knowledge Development in Vocational Training, ILO
COHEP	Honduran Advice of the Private company
CONALEP	National Technical Vocational Education School, Mexico
CONOCER	National Council for the Standardization and Certification of Labour Competencies, Mexico
CPS	Centro Paula Souza, Brazil
CSA	Trade Union Confederation of the Americas
DGCFT	General Office of Training for Work Centres, Mexico
DGDR	Directorate-General for Agriculture and Rural Development
DINAE	National Employment Bureau of the Ministry of Labour and Social Security, Uruguay
DuocUC	Vocational Institute Technical Training Centre of the University, Chile
DWCP	Decent Work Country Programme

ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ETF	European Training Foundation
EU	European Union
EVC	Virtual space of Cinterfor
FAO	Food and Agriculture Organization of the United Nations
FATERYH	Argentine Federation of Rental Tenancy Building and Property Workers
FAUTAPO	Fautapo Foundation – Education for Development
FOIL	Project: Strengthening of Integrated Systems of Training, Guidance and Employment, Central America and Dominican Republic
FOREM	Miguel Escalera Training and Employment Foundation, Spain
FUNDAE	Tripartite Foundation for On-the-job Training, Spain.
FUNDESA	Development Foundation of Guatemala
GAN	Global Apprenticeship Network
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany
HEART Trust/NTA	Heart Trust/National Training Agency, Jamaica
ICT	Information and Communication Technologies
IDB	Inter-American Development Bank
IEFP	Instituto do Emprego e Formação Profissional, Cabo Verde
ILC	International Labour Conference
ILO	International Labour Office
INA	National Training Institute, Costa Rica
INACAL	National Quality Institute, Uruguay
INACAP	Integrated System of Higher Education, Chile
INADEH	National Vocational Training Institute for Human Development, Panama
INATEC	National Technological Institute, Nicaragua
INCES	National Socialist Training and Education Institute, Venezuela
INEFOP	National Institute for Employment and Vocational Training, Uruguay
INET	National Institute for Technological Education, Argentina
INFOCAL	INFOCAL Foundation, Bolivia
INFOP	National Institute of Vocational Training, Honduras
INFOTEP	National Institute of Technical Vocational Training, Dominican Republic
INFP	Institut National de Formation Professionnelle
INIA	National Institute of Agricultural Technology, Uruguay
INJU	National Youth Institute, Uruguay
INR	National institute of Rehabilitation, Ministry of the Interior, Uruguay
INSAFORP	Salvadorian Vocational Training Institute, El Salvador
INTECAP	Technical Institute for Training and Productivity, Guatemala

ITC	International Training Centre of the ILO, Turin
ITSC	Superior Technical Community Institute, Dominican Republic
ITU	University Technological Institute, Argentina
KOREATECH	Korea University of Technology and Education
KRIVET	Korea Research Institute for Vocational Education & Training
LATU	Technological Laboratory of Uruguay
MEC	Ministry of Education and Culture, Uruguay
MGAP	Ministry of Livestock, Agriculture and Fisheries, Uruguay
MIDES	Ministry of Social Development, Uruguay
MOEL	Ministry of Labour and Employment, Korea
MSME	Micro, small and medium enterprise
MTEySS	Ministry of Labour, Employment and Social Security, Argentina
MTPE	Ministry of Labour and Employment Promotion, Peru
MTPS	Ministry of Labour and Social Prevision, Chile
MTSS	Ministry of Labour and Social Security, Cuba
MTSS	Ministry of Labour and Social Security, Uruguay
NQF	National Qualifications Framework
NTA	National Training Agency, Trinidad and Tobago
OAS	Organization of American States
OECD	Organisation for Economic Co-operation and Development
OEI	Organization of Ibero-American States
OPP	Planning and Budget Office, Uruguay
PAHO	Pan American Health Organization
PARDEV	Partnerships and Field Support Department
PIT/CNT	Inter-union Plenary of Workers - National Convention of Workers
REDIFP	Network of Vocational Training Institutes in Central America, Panama and the Dominican Republic
SEBRAE	Serviço Brasileiro de Apoio às Micro e Pequenas Empresas, Brazil
SECAP	Ecuadorian Occupational Training Service, Ecuador
SEGIB	Ibero-American General Secretariat
SENA	National Learning Service, Colombia
SENAC	National Commercial Learning Service, Brazil
SENAI	National Industrial Learning Service, Brazil
SENAR	Serviço Nacional de Aprendizagem Rural, Brazil
SENATI	National Service of Skills Development in Industrial Labour, Peru
SENCE	National Training and Employment Service, Chile
SENCICO	National Standardization, Training and Research Service for the Construction Sector, Peru
SEP	Public Education Secretariat, México

SESI	Serviço Social da Indústria, Brazil
SEST/SENAT	Social Transportation Service National Transportation Training Service, Brazil
SETEC	Vocational and Technological Education Secretariat, Ecuador
SKILLS	Skills and Employability Branch Service, ILO
SME	Small and medium-sized enterprise
SNA EDUCA	Educational Corporation of the National Society of Agriculture
SNPP	National Service of Vocational Promotion, Paraguay
SPE	Public Employment Services
SPPE	Public Policies of Employment Secretariat Ministry of Labour, Brazil
SPTS	Secretariat of Labor and Social Welfare, Mexico
SWISSCONTACT	Business-oriented independent Foundation for international development cooperation
TCM	Technical Committee Meeting
TVET Council	Technical and Vocational Education and Training Council, Barbados
TVET Guyana	Council for Technical and Vocational Education and Training, Guyana
UN	United Nations
UNDP	United Nations Development Programme
UNOSSC	United Nations Office for South-South cooperation
UOCRA	Argentinean Building Workers Union
UOCRA Foundation	Foundation for the Education of Construction Workers, Argentina
UPACP	National Union of Domestic Employees, Argentina
UTHGRA	Workers' Union of the Tourism, Hotel and Gastronomy Sector of the Republic Argentina
VT	Vocational training
VTI	Vocational Training Institution
WTO	World Tourism Organization

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