

39th ILO/Cinterfor
Technical Meeting



STRATEGIC ALLIANCES IN VOCATIONAL TRAINING

Temistocles Rosas
Director General

National Vocational Training Institute for Human Development
Panama, Republic of Panama



**Analysis of different experiences and
alliances between the State and enterprises
in the field of vocational training**

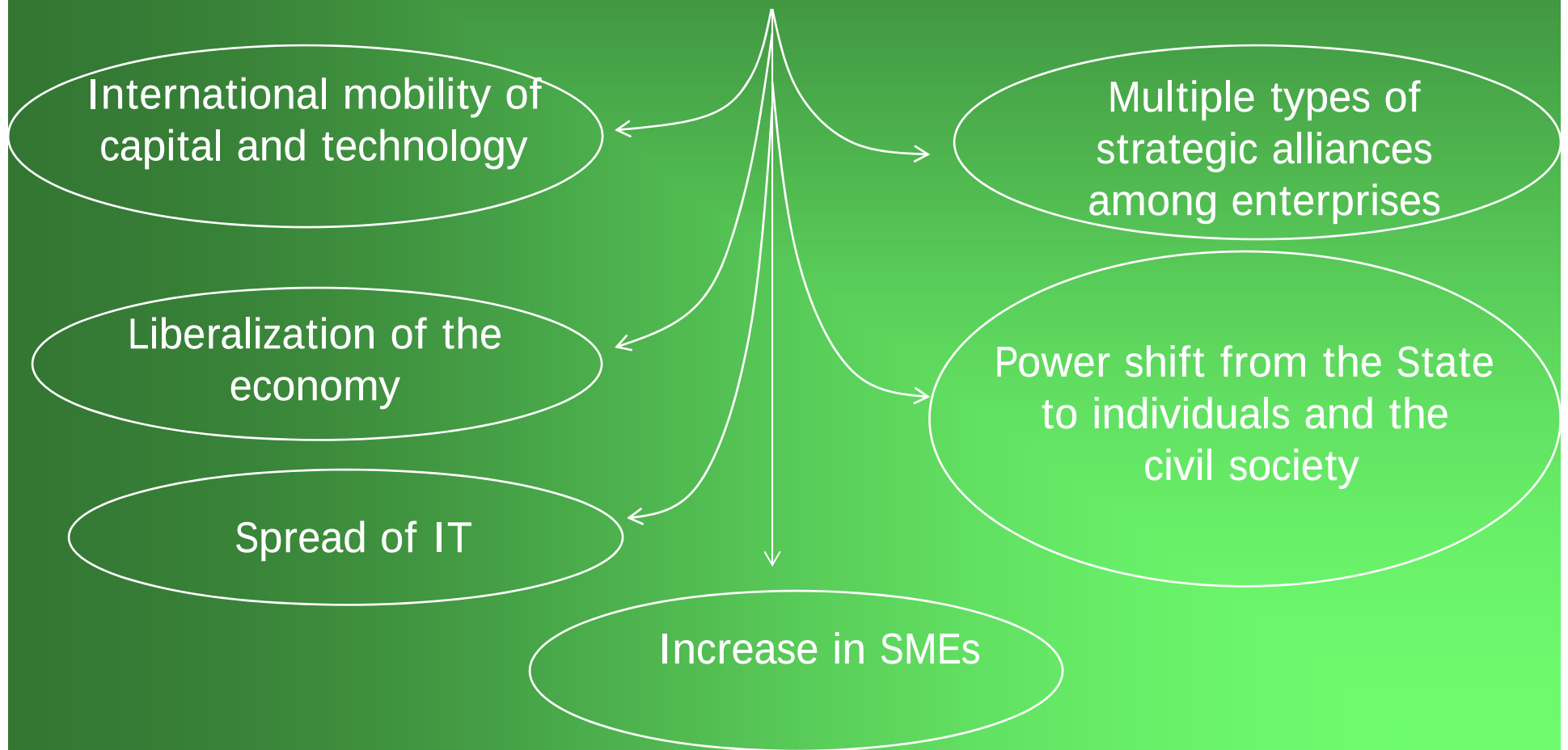
Factors affecting the relationship between the State and the civil society

**Economic and cultural
globalization**

Technological progress

**Extension of peoples'
political rights**

Facts Associated to the Transformation of Society



Challenges for National Vocational Training Systems

Educational System

**Market restrictions
to human capital
development**

Transforming Secondary Education in Panama

❖ This transformation has been considered one of the main issues in the updating process of the Panamanian educational system.

❖ One of the main goals to be attained through this modernization and updating process is training people so that they can enter the labour market with all the necessary qualifications and as smoothly as possible.

Transforming Secondary Education in Panama

❖ Our educational system has always been considered the pillar of our development. We believe that any opportunity we may have as a country to develop an economic activity must be closely related to the ability to provide qualified human resources.

❖ Therefore, in view of our economic development, education has had a key role in ensuring sustained growth throughout the country's life as a republic, as well as offering people better life conditions.

Transforming Secondary Education in Panama

❖ In the 50s, vocational needs increased and set forth the grounds to prepare students in technical areas within the Educational System.

❖ As we become aware of changes in the economic situation, we also modify the system, both in terms of legal requirements and curriculum design, so as to cater for the productive sectors' needs of qualified workforce.

Transforming Secondary Education in Panama

❖ These days, when the country is experiencing a growth and a transformation of its productive capacity, new circumstances appear in different economic sectors. As a result, new activities begin to be developed in areas that had never been exploited before.

❖ In the last ten years, port activities and maritime services have increased considerably, thus creating a demand of qualified human resources.

New modalities of action between the government and the civil society in the field of vocational training

They emerge around certain points:

- Separation and autonomy of bodies in charge of regulating, financing and implementing actions
- More competition among training provider institutions
- Strengthening demand in the productive sector; subsidiary role of the State to correct market limitations
- Participation of employers and workers in decision-making situations
- Decentralization of national systems

Key experiences of alliance management

Grouped by Category

1. Public financing for in-house training
2. Gathering public and private resources for training
3. Intermediate private organizations supporting vocational training
4. Participation of enterprises in national vocational training policy design
5. Participation of enterprises in public vocational training institutions and programmes

For alliances to be successful, certain elements need to be present

1

Civil society's culture and tradition of participating in public affairs

2

A government climate favouring market mechanisms aimed at providing education-for-work services

Positive effects of alliances

State and enterprises share human resources management or decision-making power in aspects related to vocational training policies, such as:

Setting accreditation standards for service suppliers

Designing curriculum content

Certifying workers' competencies

Establishing national, regional or sectoral priorities

What we can expect from alliances

The aim is to benefit all social actors

STATE

Fewer expenses
and less
bureaucracy

ENTERPRISE

Including
workers;
needs-based
training

SOCIETY

Better use of
national resources
and strengthening
of social dialogue
mechanisms

State – Enterprise Alliances for Training

❖ They tend to be functional when they aim at:

Promoting operational flexibility and efficiency in the training offer.
Improving the quality of services and maximizing programme resources.

❖ They seem less efficient when they try to:

Cater for the needs of small enterprises or the social demands of vulnerable groups (the unemployed, youth, informal workers), where it is harder for the State to give up its responsibilities.