

Annex A. Engagement

The OECD Skills Strategy project in Tlaxcala, Mexico involved ongoing oversight and input from the National Project Team, which was composed of experts outlined in Table A A.1 below.

Table A A.1. National Project Team

Project Team	
Manuel Camacho (Project Leader)	Secretary of Public Policy of the State of Tlaxcala (Secretario de Políticas Públicas del Estado de Tlaxcala) and Co-ordination of the State System of Employment Promotion and Community Development (Coordinación del Sistema Estatal de Promoción de empleo y desarrollo comunitario, SEPUEDE)
José Luis Bustos Villegas	President of the Co-ordination of the Supérate Tlaxcala Programme
Gustavo Eduardo Vargas Farías	Secretary of Agriculture, Livestock and Rural Development of the State of Tlaxcala (Secretario de Agricultura, Ganadería y Desarrollo Rural del Estado de Tlaxcala)
José Antonio Carvajal Sampedro	Secretary of Tourism of the State of Tlaxcala (Secretario de Turismo del Estado de Tlaxcala)
Roberto Lima Morales	Secretary of Education of the State of Tlaxcala (Secretario de Educación del Estado de Tlaxcala)

OECD missions to Tlaxcala (Mexico)

The OECD held three virtual missions to Tlaxcala between July 2020 and December 2020, during which it met with a broad range of stakeholders who represented secretariats, government agencies, education and training providers, municipalities, and many more (see Table A A.2) . The OECD would like to thank all participants for their invaluable contributions to the project. The missions included large interactive workshops, working groups and bilateral meetings. All workshops and meetings were held virtually given the restrictive measures and travel restrictions caused by the COVID-19 pandemic.

Mission 1: Kick-off mission (7 July 2020)

The main objectives of this mission were to discuss Tlaxcala's main policy priorities and the proposed priority areas for the project, identify potential areas to address within each of these priority areas, and evaluate options and timing for workshops and select key dates for these events. The mission included the following elements:

- **Opening remarks:** The Governor of Tlaxcala expressed his support for the project and explained its relevance in tackling the skills challenges in Tlaxcala. A representative from the Permanent Delegation of Mexico to the OECD then welcomed all participants on behalf of the Delegation. Subsequently, all members of the Tlaxcala National Project Team and the OECD team were introduced.
- **Introduction to the Skills Strategy Framework:** The Head of the OECD's Centre for Skills introduced the 2020 OECD Skills Strategy Framework, and presented the project motivation and the importance of skills development for Mexico and Tlaxcala.
- **Presentation on priority areas:** The OECD Project Lead for Tlaxcala presented an overview and general structure of the final deliverable of the project, an OECD Skills Strategy Tlaxcala report, and introduced the four proposed priority areas for the project: 1) strengthening the skills of youth;

2) fostering greater participation in adult learning; 3) using people's skills more effectively to raise productivity; and 4) strengthening the governance of the skills system.

- **Discussion of priority areas:** The presentation of each of these priority areas was followed by a brief discussion where the Tlaxcala team provided feedback on the sub-topics proposed under each priority area, resulting in an overview of the main topics to include within each priority, and thereby defining their scope.

Mission 2: Skills Strategy Assessment Workshop (19-20 October 2020)

For the second virtual mission of the Skills Strategy Tlaxcala project, the OECD held the Assessment Workshop. The main objectives of this mission were to collect insights about Tlaxcala's performance and initiatives in the four identified priority areas, refine the topics to be developed within each priority area, and generate stakeholder support for the project. Several sessions were part of this workshop:

- **The plenary session (19 October 2020):** This gathered approximately 130 participants and was opened by the Governor of Tlaxcala, who expressed his support for the project and explained its importance for tackling Tlaxcala's skills challenges. The Governor was followed by the Ambassador of the Permanent Delegation of Mexico to the OECD, who welcomed all participants on behalf of the Delegation. Following these introductions, The Head of the OECD Centre for Skills introduced the framework of the OECD Skills Strategy 2019, and presented the project's objectives and features and the importance of improving skills outcomes in Tlaxcala.
- **Presentation on priority areas (19 October 2020):** The OECD Project Lead for Tlaxcala provided a detailed presentation of Tlaxcala's performance in developing and using skills, leading to the project's four identified priority areas: 1) strengthening the skills of youth; 2) fostering greater participation in adult learning; 3) using people's skills more effectively to raise productivity; and 4) strengthening the governance of the skills system.
- **Question and answer (Q&A) session (19 October 2020):** During this session participants freely asked questions about specific priority areas and reiterated the relevance of the project.
- **Thematic sessions (19/20 October 2020):** All participants were invited to join four sequential thematic sessions, each focused on one of the four priority areas. The first session was held on 19 October, and three sessions followed on 20 October, with the average participation of 90 stakeholders in each session. Active discussion was sustained thanks to the presence of stakeholders from different levels of government, employer and business representatives, academics, and independent experts, among others.

Mission 3: Recommendations Workshop (14-15 December 2020)

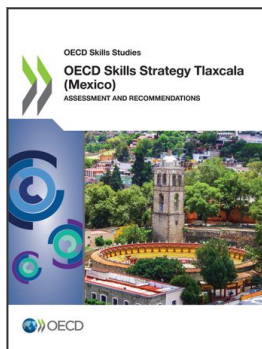
The Recommendations Workshop was organised to present the diagnostic analysis of each of the priority areas, discuss recommendations to the identified challenges and collect information about potential recommendations from stakeholders. This mission included the following elements:

- **The plenary session (14 December 2020):** This gathered approximately 130 participants and was opened by the President of the Supérate programme, who highlighted the relevance of the project in tackling Tlaxcala's skills challenges. The First Secretary of the Permanent Delegation of Mexico to the OECD then welcomed all participants and stressed the importance of Mexico continuing to carry out OECD Skills Strategy projects at the subnational level.
- **Presentation on priority areas (14 December 2020):** The OECD Project Lead for Tlaxcala presented the preliminary findings of the diagnostic phase in each of the project's four identified priority areas: 1) strengthening the skills of youth; 2) fostering greater participation in adult learning; 3) using people's skills more effectively to raise productivity; and 4) strengthening the governance of the skills system.

- **Thematic sessions (14-15 December 2020):** All participants were invited to join four sequential thematic sessions, focused on each of the four priority areas. The first two sessions were held on 14 December, and two sessions followed on 15 December, with an average participation of 90 stakeholders in each session. **Active** discussions were sustained thanks to the presence of stakeholders from different levels of government, education and training providers, and independent experts, among others.

Table A A.2. Organisations and stakeholders invited to participate in the workshops, bilateral meetings and working groups

Association of Businesses and Business Owners of Tlaxcala (Asociación de Empresas y Empresarios de Tlaxcala)
Benito Juárez Baccalaureate Studies Center (Centro de Estudios de Bachillerato Lic. Benito Juárez)
Business associations (Asociación de Empresas y Empresarios de Tlaxcala, Canacinfra, Canaco Huamantla, Canaco Tlaxcala, Coparmex Tlaxcala)
Business representatives
College of Bachelors of the State of Tlaxcala (Colegio de Bachilleres del estado de Tlaxcala)
Technological Institute of the Altiplano de Tlaxcala (Instituto Tecnológico Del Altiplano de Tlaxcala)
Independent researchers
Industrial Technology and Service Unit of Upper Secondary Education (Unidad de Educación Media Superior Tecnológica Industrial y de Servicios)
Institute for Adult Learning of Tlaxcala (Instituto Tlaxcalteca para Educación de los Adultos)
Institute for Job Training of Tlaxcala (Instituto de Capacitación para el Trabajo de Tlaxcala)
Institutes for Job Training (Institutos de Capacitación para el Trabajo)
Mexican Institute for Social Security (Instituto Mexicano del Seguro Social)
National Council for Standardisation and Certification of Competences (Consejo Nacional de Normalización y Certificación de Competencia Laborales)
National Employment Service (Servicio Nacional de Empleo)
National Employment Service of Tlaxcala (Servicio Nacional de Empleo de Tlaxcala)
Patronato Pro Education For Adult (Patronato Pro Educacion Para Los Adultos)
Polytechnic University of Tlaxcala (Universidad Politécnica de Tlaxcala)
Representative from automotive clusters
Representatives from Tlaxcalan municipalities
Representatives from the Supérate programme
School of Scientific and Technological Studies of the State of Tlaxcala and Distance Higher Education (Colegio de Estudios Científicos y Tecnológicos del estado de Tlaxcala y Centros de Educación Media Superior a Distancia)
School of Technical and Professional Education of the State of Tlaxcala (Colegio de Educación Profesional Técnica)
Secretariat of Public Education of Tlaxcala (Secretaría de Educación Pública)
Secretariat of Labour and Employment Promotion (Secretaría del Trabajo y Fomento al Empleo)
Secretariat of Economic Development of Tlaxcala (Secretaría de Desarrollo Económico)
Co-ordination of the State System of Employment Promotion and Community Development (Coordinación del Sistema Estatal de Promoción de Empleo y Desarrollo Solidario)
Technological Institute of Apizaco (Instituto Tecnológico De Apizaco)
Technological University of Tlaxcala (Universidad Tecnológica de Tlaxcala)
The School of Tlaxcala (El Colegio de Tlaxcala)
Tlaxco Technological Institute (Instituto Tecnológico Superior de Tlaxco)
Unit of Upper Secondary Education in Agricultural Technology and Marine Services (Educación Media Superior Tecnológica Agropecuaria y Ciencias del Mar)
United Nations Development Programme (Programa de las Naciones Unidas para el Desarrollo)



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