

PUBLIC EMPLOYMENT SERVICES IN LATIN AMERICA AND THE CARIBBEAN



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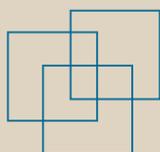
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Argentina

Main features and challenges¹

- Labour market and employment situation

One of the largest economies in South America, Argentina has significantly reduced poverty and unemployment by implementing pro-poor economic policies and placing employment at the centre of the country's macroeconomic policy. In the immediate aftermath of the economic and financial crisis of 2008-09, economic growth and employment creation resumed quite rapidly, and although since 2012 the pace has slowed, so Argentina

¹ This document is one of a collection of notes about public employment services in selected Latin American and Caribbean countries jointly launched by the Employment and Labour Market Policies Branch, Employment Policy Department, and the Decent Work Team for the South Cone of Latin America. This note was prepared by Zulum Avila, Employment Service Specialist (ILO), with inputs from MTESS- Argentina, Fabio Bertranou and Luis Casanova from ILO. The opinions expressed herein are those of the author and do not necessarily represent the views of ILO.

maintains a low but positive employment growth trend (INEDIC, 2014). In 2014, employment (53.9 per cent) and unemployment (7.4 per cent) rates remained relatively stable but with a slight decrease as compared with the previous year of (-1.0 per cent) and (-0.1 per cent), respectively.²

- **A strategy for improving access to quality employment**

The country has made considerable progress in terms of labour market inclusion; however, certain groups of workers, including the young, continue to face difficulties in finding quality employment. Challenges also remain in reducing underemployment and undeclared work, and in expanding the coverage of social protection systems. In 2014, one out of three economically active people was in undeclared work (INEDIC, 2014). The Ministry of Labour, Employment and Social Protection (MTEySS) has followed, over the last decade a policy approach consisting in expanding availability and access to work supports promoting greater job stability. On the labour demand side, there is a need to improve employability with a particular emphasis on those at risk of exclusion from the labour market (Bertranou, 2013). Linking people with better job opportunities is a twin-track strategy that requires the delivery of employment services combined with job training and other employment promotion programmes. Synergies are created through the involvement of the Continuing Education System, which helps to align training and skills development mechanisms with the local labour markets needs (MTEySS, 2012).

- **Employment services with a strong local base**

The Employment Service Network (Red de Servicios de Empleo) plays a significant role in helping people to connect with the labour market and access better jobs. The Network provides access to a wide range of services and programmes for improving employability, including jobsearch support, counselling and labour market information, active labour market programmes (e.g. job training) and advice on starting up businesses. Service provision is arranged in coordination with other government agencies such

as the National Social Security Administration, which is the authority responsible for managing unemployment benefits.

Since the Network was created in 2005, wide geographical coverage has been achieved. This expansion was particularly intense over the period 2008-11, when the number of employment offices almost doubled (Laria, 2011); since then, it has been progressively extended to include municipalities with fewer than 20,000 inhabitants. As of December 2013, the Employment Service Network consisted of 406 employment offices (serving urban and semi-urban centres) and 163 employment units (serving rural areas) located across all the country's 23 provinces and Buenos Aires City. Currently, 70 per cent of the total population have an employment office/unit within reach (Bertranou, 2013). However, it is only in urban localities that employment offices provide jobseekers with the full range of employment services and access to employment support programmes (table 1).

The decentralization of service provision has been driven by a three-tier government strategy for addressing local employment challenges within the framework of the Local Agreements for Employment Promotion (Acuerdos Territoriales de Promoción del Empleo). Under these agreements, the National Directorate for Employment Services coordinates the work of the employment offices at the federal level and provides technical support. In turn, the provincial and municipal governments are responsible for administrative and financial matters, the provision of office space, and the staffing of the employment offices/units at an appropriate level to guarantee service provision.

Notwithstanding the Network's wide geographical reach, the actual availability of services in the various employment offices depends on the size and financial capacity of the provinces and municipalities where they are located. As of December 2013, the Network had a total staff of 3,689, of whom 1,647

² Employment and unemployment rates for Latin-America and the Caribbean (15-countries), January-September 2014 (ILO, 2014).

TABLE 1
EMPLOYMENT OFFICES: COVERAGE BY AREA AND SERVICES OFFERED

Type of area	No. of inhabitants covered	Level of service offered
High-density urban	Over 50,000	Mixed (basic to advanced)
Urban/semi-urban	50,000 to 20,000	Mixed (basic to advanced)
Semi-urban/rural	Less than 20,000	Basic
Rural (micro)	Less than 10,000	Basic

Source: Author, drawing on information from Laria (2011).

were operational staff and 2,042 were front desk officers. Although most personnel in the employment offices are employed directly by the municipality, in some cases –especially in semi-urban and rural areas, where the employment offices are more likely to be under-resourced and experience high staff turnover– personnel are hired under temporary contracts. This may hinder the effective functioning of the offices. Such disparities in staffing patterns are a direct consequence of the variance in local governance and local institutional arrangements prevailing across Argentina.

A number of specific measures have been taken, particularly in offices facing staffing or funding constraints, to reduce asymmetries in the overall operational capacity of the Network. A stronger focus has been placed on ensuring that municipal employment offices/units are effective and sustainable over the long term. Priority has been given in particular to: (1) enhancing the skills of employment

counsellors and streamlining service processes; (2) developing stronger relationships with employers and representatives of local businesses, with the aim of establishing and maintaining credibility with them; and (3) working towards the implementation of a quality management system with a customer-based approach.

To encourage and support such action, in 2014 the MTEySS began the gradual introduction of financial incentives to reward good performance and punctual achievement of specific goals. The allocation of such incentives is guided by the terms of reference set out in an agreement between the MTEySS and those municipalities that have indicated an interest in drawing on earmarked funding for this purpose.³ Better performance in this context is judged not only in terms of improved quality of service provision but also in terms of improved coordination and complementarity with other labour market mechanisms.

Active labour market programmes

The country is investing in strengthening institutional capacity to implement effective, well-targeted and coordinated active labour market interventions at the provincial and municipal levels. During and after the economic and financial crisis of 2008-09, labour market policies were expanded and active labour market programmes (ALMPs) linked with social protection mechanisms and social development programmes. This approach seeks to improve employability and sustain employment among target groups. It also pursues social inclusion and equal opportunities for all Argentines (Bertranou, 2013).

³ The municipalities receive an allocation from the national budget via the MTEySS to cover part of the expenditure for running an employment office/unit. It is from this budget line that financial incentives will be paid.



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The Employment Service Network plays a dual role in supporting the implementation of ALMPs as a means of entering the labour market under better conditions: on the one hand, the employment offices help to connect jobseekers with existing job opportunities in local labour markets; on the other, they help to connect beneficiaries of social programmes with employment promotion measures, for example, programmes offering opportunities for rapid re-skilling. The main ALMPs administered by the Network combine measures for employment promotion, social inclusion and accompanying services for counselling, jobsearch support and placement.

PROEMPLEAR programme was launched in 2014 and reflects the experience gained by the country in coordinating policy interventions. The programme has three main areas of intervention: a) formalizing non-registered employment; b) assisting small and medium-sized enterprises (SMEs) that are at risk of closing their operations, in order to protect jobs; and c) improving access to quality employment. Within this framework, the employment offices operate as a gateway for employers and jobseekers to offer these types of support measures and other related programmes through individual assessment needs, counselling and guidance. For instance, since 2013, the Network supports the implementation of PROGRESAR

programme, which helps young people (aged 18-24) to complete school, including basic to university-level instruction, follow vocational training courses or learn a trade. Beneficiaries of PROGRESAR receive a monthly allowance of 600 to 2,000 Argentinian pesos⁴ –when combined with an internship at the workplace, for up to 6 months. Upon successful completion of the programme, participating enterprises that decide to hire interns are entitled to a monthly subsidy of 2,700 Argentinian pesos⁵ over a one-year period.

Better institutional coordination makes it possible to combine benefits provided through PROGRESAR and other ALMPs, including the Training and Employment Insurance programme, which mainly targets low-skilled unemployed workers and socially disadvantaged groups; and the More and Better Job Opportunities for Youth programme, which focuses on vulnerable groups of young people at risk of exclusion from the labour market. Another example of improved coordination is that unemployed adults participating in vocational training courses and receiving unemployment benefits may be also entitled to PROEMPLEAR subsidies. In the second semester of 2014, PROGRESAR provided services to 25,000 vulnerable workers and the umbrella programme, PROEMPLEAR, benefitted 815,000 workers and 374,500 SMEs (MTEySS, 2014).

4 Equivalent to, respectively, US\$65 and US\$217 (according to exchange rate published by Banco Central de la República de Argentina, 30 July 2015, ARG 9.18).

5 Equivalent to US\$294 (as per above exchange rate).

- **Training and Employment Insurance (Seguro de Capacitación y Empleo)**

The Training and Employment Insurance programme (SCyE) coexists with the unemployment insurance system but is financed through public taxation. It was created in 2006 to help unemployed workers not entitled to contributory unemployment benefits with the process of looking for work and to improve their employability (PEN, 2006). The SCyE also serves beneficiaries of employment promotion and social programmes, including people with disabilities in community work programmes, women participating in the initiative for the professionalization of domestic work, participants in programmes promoting the inclusion of former prisoners, and individuals formally recognized as refugees (Abad and Arroyo, 2011).

The programme aims to address in an integrated manner the various barriers faced by the target population in attempting to reconnect with the labour market. The employment offices operate as a point of access to a package of services for improving employability, comprising jobsearch support and placement, short-term training, financial aid to complete primary or secondary schooling, certification of competencies, technical assistance to develop self-employment projects, and referral to social services. Beneficiaries of the SCyE receive a monthly allowance for up to 24 months. This amount varies from 450 to 1,250 Argentine pesos,⁶ depending on the particular circumstances of beneficiaries and the services provided.

From 2006 to 2013, the number of workers registered as beneficiaries of the SCyE grew tenfold, and a total of 488,928 individuals participated in the programme (MTEySS, 2012). As a flexible mechanism implemented under the umbrella of the Local Agreements for Employment Promotion, the SCyE offers services that are adapted to the needs of specific groups (for example, in 2013 it was extended to women who are victims of domestic violence),⁷ and to local conditions. To the latter end, a variety of stakeholders at the provincial and municipal level are involved in its execution, including vocational training institutions, chambers

of commerce, employers' associations, trade unions and not-for-profit organizations. Achieving the degree of coordination necessary for effective delivery of services has been a challenge in implementation of the SCyE; nonetheless, efforts to this end have seen provincial and municipal governments building capacity to work in partnership with stakeholders and to customize service provision.

- **More and Better Job Opportunities for Youth programme (Programa Jóvenes con Más y Mejor Trabajo)**

This programme is aimed at young people (aged 18-24) who have encountered barriers to education or employment. In line with the overall guiding principle of developing employability, its main objective is to reconnect eligible participants with the education system and/or the labour market. The programme came into effect in 2008, implemented through youth employment units (*áreas de empleo juvenil*) hosted by the municipal employment offices. A programme coordinator in each unit liaises with the local employment office and the management structures of local partners (educational institutions, public and private training providers, relevant government agencies and non-governmental organizations) to customize the services young people are offered (Abad and Arroyo, 2011).

The programme has developed mechanisms to respond to the different needs of beneficiaries, but all participants begin at the same entry point, the orientation workshop. Here, with the help of an employment counsellor, each participant prepares an individual plan and receives advice on the various routes open to them, either to complete mandatory education or to find employment. The employment office connects the participants with the appropriate services, which may include the scholarship and training system; employment opportunities with local firms, who are offered financial incentives to hire programme participants; support to start up a business; vocational training;

⁶ Equivalent to, respectively, US\$49 and US\$136 (according to exchange rate published by Banco Central de la República de Argentina, 30 July 2015, ARG 9.18).

⁷ MTEySS Resolution No. 332/2013.

on-the-job training; and certification of competencies. Participants receive dedicated counselling, vocational guidance and jobsearch support, and also a monthly financial payment with, in some cases, additional incentives which vary in amount depending on the services received. Participation in the programme may last up to 24 months.

Over the period 2008-13, 604,602 young people across all provinces in the country took part in the programme. In December 2013, 50 per cent of the participants were aged 18-21 and 51 per cent of them were women. A large majority of participants (80 per cent) decided to complete basic or secondary education

before engaging in a full-time job. The beneficiaries of the programme have a positive appreciation of its effects and feel that participating in the programme has provided them with the foundations to continue learning and gaining meaningful work experience. Despite this positive feedback, there remains room for improvement in increasing the impact of the programme on the target population. According to estimates made in 2008, during the design phase of the programme, 578,000 young people were in a situation of high vulnerability. In November 2011, when the programme registered the maximum number of participants, 232,632 young people –only about half that total– had been reached.⁸



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Job-matching, placement and activation strategies

The labour market in Argentina is characterized by a pattern of short but repeated spells of unemployment, affecting especially people with low levels of educational attainment (Canavire-Bacarrezao and Urna Soria, 2009). In the last decade, unemployment was particularly concentrated among people in unregistered waged work and those outside the labour market. This pattern reflects the existence of a combination of factors associated with low employability that make it difficult for certain groups in the population to gain and keep formal employment. With a view to supporting labour market reintegration of jobseekers, in particular, of those with weak employability, the strategy of the Employment Service Network has given priority to entry through the employment offices/units over online services.

⁸ Data on the programme provided by the Secretaría del Trabajo, MTEySS.

• Services for jobseekers

The main clients of the Network include unemployed and underemployed people actively seeking work, beneficiaries of social programmes and workers wishing to improve their job prospects. Services are organized around a reception area, where clients gain basic information and are assigned to an employment counsellor for an initial assessment interview. At the heart of this approach is the principle of providing an adequate level of support to each client. To make most efficient use of staff and resources, the services are delivered in group sessions and organized around four main themes:

- *Self-assessment and job counselling workshop*: this targets jobseekers without a clear objective in looking for work. Participants are supported by an employment counsellor in gaining a better understanding of the assets they can bring to a job and aligning their expectations with prevailing conditions in the local labour market.
- *Jobsearch workshop*: this is aimed at jobseekers with a good level of employability who need to learn CV preparation and interview techniques.
- *Self-employment workshop*: this is offered to jobseekers interested in setting up their own businesses.
- *Referral services*: these aim to enable jobseekers to improve their employability through participation in various kinds of training, certification of competencies, employment-related programmes or complementary social services.

All jobseekers are followed up in a second interview with an employment counsellor to assess progress made or confirm participation in the selected programme. In 2013, the employment offices served 595,942 people, most of whom made use of the job training, job placement and counselling services. In 2013, one in four jobseekers were placed in employment through one of these services (MTEySS, 2013).

Although online services are not yet as fully developed as in-person service provision, all employment offices and units are interconnected through an electronic database enabling job vacancies and jobseekers' CVs to be matched. Interconnection across partner government agencies has enabled MTEySS

to develop the PROEMPLEAR smartphone app, which was launched in May 2015 to help jobseekers and employers to understand and navigate more easily through the different types of services available. Despite this, access to the job database is confined to the employment counsellors. The provision of online services through a "jobs portal" open to all will help to reduce time and costs associated to job matching for both jobseekers and employers. It will also help to increase transparency in the labour market and open up access to the labour market for a large number of potential clients who do not visit the employment offices in person. Current service provision through the website of the MTEySS (Buscas-trabajo) solely introduces jobseekers and employers to external agencies advertising job vacancies online. This is a good initiative to expand the number of vacancies advertised; the disadvantage, however, is that the Ministry takes no responsibility for controlling or monitoring the veracity of information provided.

• Services for employers

Employers using the services of the Network range from large multinational corporations to small and medium-sized enterprises, cooperatives, and employers in the private, governmental and not-for-profit sectors, and their needs are correspondingly diverse. Services provided include pre-screening of job candidates; the provision of labour market information, advice about organizing training to close gaps between jobseekers' profiles and employers' requirements, and legal advice; and referral to employment support mechanisms. The Network has gradually increased collaboration with employers' organizations through, for example, promoting forums for social dialogue to foster better understanding of the specific needs of clients and partners.

Fiscal incentives, in the form of tax exemptions granted to enterprises that take on active workers or unemployed individuals as trainees, are used with the aim of expanding both employment and workplace learning. For instance, the Network has concluded training agreements with a number of training providers in 40 economic sectors. Half of the training programmes offered fall into the following main economic sectors: construction, metallurgy and metal-mechanics, auto-mechanics and software (Castillo; Ohaco; Schleser, 2014). Employers value this measure as it helps them

to find and train skilled staff, and it is used particularly intensively by small and medium-sized enterprises. In 2013, 39.5 per cent of the 11,848 participants in this fiscal incentive scheme took up on-the-job training in

this type of enterprise. However, the overwhelming majority of beneficiaries are active workers. In 2013, only 24 per cent of workers taken on under this provision were previously unemployed (MTEySS, 2013).

Partnerships for labour market inclusion

The provision of employment services in Argentina is not exclusive to government agencies. Under the aegis of the National Directorate for Employment Services, which is responsible for establishing the regulatory and organizational framework and monitoring outcomes, partnerships are established with external providers to create economies of scale and thereby to better serve the needs of jobseekers and employers and to expand geographical coverage. For example, not-for-profit organizations help with delivering job information services at the employment units in rural areas and municipalities with under 10,000 inhabitants, and the Network for Continuous Training (Red de Formación Continua) supports the provision of short-term training by connecting the Employment Service Network with 300 public and private training institutions.

Partnerships are also established with leading enterprises concerned to exercise corporate social responsibility. The Youth with a Future Programme (Programa Jóvenes con Futuro) is a successful example of cooperation between enterprises, the MTEySS and the Employment Service Network. The programme targets young people aged 18-24 without secondary education, a qualification or relevant work experience, who come from households where basic needs are unmet or families with very low incomes, and who are consequently at risk of social exclusion. The programme combines training in the classroom and at the workplace for up to ten months. Training places are offered to eligible candidates by a network of 27 enterprises drawing on their own resources, with support from the MTEySS in some aspects of service provision. For example, the employment offices help these young people to prepare themselves better for

entering formal employment by organizing orientation workshops.

An evaluation carried out in 2010 found that the programme had a dual benefit for participants in helping them to develop both core skills for work and meaningful working experience in formal jobs. Between 2007 and 2011 this partnership opened up workplace opportunities for 1,500 people. Of these, 68 per cent were placed in registered employment; moreover, 49 per cent of those who found employment achieved satisfactory performance and remained in work with the same enterprise that sponsored their training (PNUD, 2010). By bringing back into the labour market young people experiencing severe deprivation, the programme is changing existing recruitment practices in favour of social inclusion and reducing the social stigma attached to disadvantaged population groups.

Programme monitoring and evaluation system

With the objective of improving service quality, the Employment Service Network is gradually adopting a quality management system (QMS) with a customer-based approach. Work on this area started in December 2009 with a diagnostic study carried out by the National Directorate for Employment Services. This study found that 25 municipal employment offices were potential candidates to implement

a QMS designed by the Argentinian Standards Institute (IRAM) in accordance with ISO 9000 standards. The implementation process was divided into two levels to give the employment offices enough time to develop fully functional office facilities and train their staff to manage a system for documentation and data recording, including procedures to handle and follow up on complaints or suggestions from clients and to make corrective adjustments (Abad and Arroyo, 2011).

At level 1 the objective is to standardize and harmonize the provision of services. Completion of this level, during which all basic operational processes and mechanisms for corrective adjustment are set up, with technical assistance from the Argentinian Federation of Municipalities, takes between five and ten months. At level 2 the main purpose is to meet customer requirements consistently, in accordance with quality criteria set out by the MTEySS and embodied in the IRAM–ISO 9001:2008 standards. The management system thereby established underpins continuing operations and allows for continuous improvements based on audit findings.

A quality management certificate is issued when the employment office demonstrates compliance with the requirements of the standard, with a clear office structure, strategic objectives, a marketing strategy, sound profiling methods, and a capacity for providing job and vocational counselling, jobsearch support and referral services. By 2015, a total of 72 employment offices had been awarded the certificate. Although progress towards improved performance and increased client satisfaction has been slow, the employment offices operating in accordance with a QMS have an enhanced professional image and the initial feedback from clients is positive.

Regulation of private employment agencies

Argentina adopted a regulatory approach towards private employment agencies to promote flexibility in the labour market and ensure adequate protection of workers. Two categories of private employment agencies are authorized to operate: (1) agencies providing job placement services conducted either for profit or not for profit;⁹ and (2) agencies employing workers temporarily to place them with a third party (user enterprise).¹⁰ The MTEySS is responsible for administering a licensing system and keeping a register of all private employment agencies. The Federal Labour Inspectorate monitors the activity of private employment agencies and collaborates systematically with the judicial authorities to enforce compliance with the law. In 2013, 79 agencies, encompassing a total of 500 offices were registered with the MTEySS, and 91,000 temporary agency workers were declared (CSA/CSI, 2013).

The placing of temporary agency workers in user enterprises has increased between the first quarter of 1998 and the first quarter of 2013 by 133 per cent. However, the penetration rate of the private employment services industry in Argentina (0.5 per cent) remains lower than the global average (0.9 per cent) (CIETT, 2014). Most agency workers are

concentrated in the industrial sector, which accounts for 55 per cent of the total, with a particular emphasis on low-skilled jobs in manufacturing, usually performed by male workers (75 per cent). Other sectors using agency workers, though in much smaller proportions, include trade (15 per cent), transport (8 per cent) and business (6 per cent).¹¹

9 Decree No. 489 (2001) sets out the legal framework regulating this category of private employment agencies.

10 Employment Law No. 24.013 (1991) and Decree No. 1694/06 (superseding Decree No. 342/92) regulate the activity of these agencies, which in Argentina are known as “empresas de servicios temporales”.

11 Even lower rates of recourse to temporary agency workers are registered in community and social services (4 per cent); financial services and mining (3 per cent); hotels and restaurants, and construction (2 per cent); and health, and electricity, water and gas (1 per cent) (Goldflus, 2014).



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The activities of all private employment agencies, especially those specializing in placing temporary agency workers, are subject to the general principle of protection of workers' rights. All private employment agencies are prohibited from charging fees to jobseekers. The law establishes that the private employment agency and the user enterprise have joint liability for workers' rights and social protection benefits. Moreover, temporary agency workers are entitled to the same levels of benefits and wages as those enjoyed by workers directly employed by the user enterprise, including the right to freedom of association and the right to collective bargaining. In the interests of certain categories of workers, private employment agencies are excluded from providing services (including temporary agency work) in the construction, domestic and agricultural sectors.¹²

Another body established for monitoring adherence to good practice by private employment agencies is the Observatory of Good Recruitment Practices

(*Observatorio de Buenas Prácticas en Materia de Servicios Eventuales*). The Observatory was created in 2007 by the MTEySS and consists of representatives of workers' organizations, user enterprises and private employment agencies. This is a self-regulatory system empowered to receive complaints about unethical practices and could require the Federal Labour Inspectorate to investigate alleged abuses.

The national legal framework regulating the operation of private employment agencies is aligned with the provisions set out in the Fee-Charging Employment Agencies Convention (Revised), 1949 (No. 96), which was ratified by the Argentinian government in 1996.¹³ Work is continuing on the part of the MTEySS and the social partners to promote a draft law that enables the country to align existing regulations with the most recent international labour standards set out in the Private Employment Agencies Convention, 1997 (No. 181).

¹² The MTEySS determined in Resolution No. 2229 (2013) that provision of services to agricultural workers was the sole responsibility of the Network of Employment Services.

¹³ Argentina has accepted the provisions of Convention No. 96, Part III, concerning the regulation of fee-charging employment agencies.

ANNEX

MILESTONES IN THE INSTITUTIONAL EVOLUTION OF PUBLIC
EMPLOYMENT SERVICES IN ARGENTINA

1956	Employment Service Convention, 1948 (No. 88) ratified
1991	National Employment Law enacted ^{a/}
1995	Public employment service system reorganized: public employment agency created Job vacancies database implemented
1996	Fee-Charging Employment Agencies Convention (Revised), 1949 (No. 96) ratified
2002-2003	Measures to cushion the negative effect of the economic crisis implemented: – transition from cash transfer programmes to activation policies and employability development begun – Heads of Household Programme implemented with the assistance of the public employment service
2005-2007	Employment Service Network established Expansion of employment offices begun (Phase 1) ^{b/}
2008-2013	Expansion of the Employment Service Network re-started (Phase 2) ^{c/} More and Better Job Opportunities for Youth programme implemented Youth employment units integrated within municipal employment offices Quality management system gradually introduced Employment services units implemented Services targeted to temporary farm workers introduced
2014	Fiscal incentives linked to good performance of employment offices introduced

a/ The Employment Law of 1991 (Law No. 24.013) sets out provisions for the implementation and organization of a network of public employment offices.

b/ The Support for the Reactivation of Employment in Argentina (AREA) project was part of a larger ILO technical cooperation programme implemented in Argentina to tackle the challenges to decent work caused by the economic crisis of 2002-03.

c/ The CEA Programme (Programa de apoyo a la consolidación y mejora de la Calidad del Empleo en la Argentina) was implemented to consolidate and improve the quality of employment in Argentina. Technical support was provided by the ILO in coordination with the Italia Lavoro agency and the Italian Ministry of Labour. Finance was provided by the Italian Development Agency.

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