

Acuerdos Bilaterales

Clasificación: 268-2008

Fecha-de Ingreso: 14 de noviembre de 2008

Nombre de Acuerdo: Funding arrangement between the General Secretariat of the Organization of American States and the Labour Program of the Department of Humana Resources and Social Development of Canada, concerning the project entitled "Strengthening the Inter.-American network for Labor Administration (RIAL)".

Partes: SG/OAS &. LABOUR-HRSDC

Referencia: CANADA

Fecha de Firma: 29, de agosto de 2008

Fecha de Inicio:

Fecha de Terminación:

Lugar de Firma:

Unidad Encargada:

Persona Encargada:

Original:

Claves:

Cierre del proceso:



fill

**Organización de los Estados Americanos
Organização dos Estados Americanos
Organisation des États américains
Organization of American States**

9738

Date: 18/09/2008

SEDI/DDSE/322/08

To: Kenneth Frankel, Legal Advisor to the Secretary General and Director of the Department of Legal Services

From: Francisco Pilotti, Director, Department of Social Development and Employment, SEDI

Subject: Grant Agreement between the GS/OAS and Canada, represented by the Labour Program of Human Resources and Social Development Canada

[Handwritten signature]

Attached please find the signed original of the "Funding Arrangement between the General Secretariat of the OAS and the Labour Program of Human Resources and Social Development Canada".

This arrangement was reached after receiving the very valuable support from your Office, through Mr. Ruben Farje, whom we want to thank and recognize for all his guidance and support.

Warmest regards.



**FUNDING ARRANGEMENT
BETWEEN
THE GENERAL SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES
AND
THE LABOUR PROGRAM OF THE DEPARTMENT OF HUMAN RESOURCES AND
SOCIAL DEVELOPMENT OF CANADA,
CONCERNING
THE PROJECT ENTITLED "STRENGTHENING THE INTER-AMERICAN NETWORK
FOR LABOR ADMINISTRATION (RIAL)"**

The General Secretariat of the Organization of American States (GS/OAS) and the Labour Program of the Department of Human Resources and Social Development of Canada (Labour-HRSDC), hereinafter referred to as the "Participants", have reached the following understanding,

1. (a) Subject to the provisions of this Arrangement, Labour-HRSDC will grant the GS/OAS \$900,000 Canadian dollars in support of the costs of the Project entitled "Strengthening the Inter-American Network for Labor Cooperation (RIAL)" ("the Project") and described in Annex 1 to this Arrangement.

(b) The GS/OAS will use the monies exclusively for the purpose of the Project and in accordance with the provisions of this Arrangement. The GS/OAS will not make any substantial changes to the Project objectives and activities without the prior written approval of Labour-HRSDC.

(c) The effective date of this Arrangement will be the latest date of signature and all work is to be completed within 24 months of this date.

PAYMENT

2. (a) Labour-HRSDC will make the payments of its funding pursuant to the Instalment Schedule in Annex 2.

(b) The GS/OAS will commence the implementation of the Project and its activities no later than one month after receiving the initial monies. Similarly, the subsequent phases of the Project will proceed as monies under Annex 2 are received.

(c) Any payment to be made under this Arrangement will be subject to there being an appropriation of funds by the Parliament of Canada for the fiscal year in which the payment is to be made and to the maintenance of current and forecasted funding allocation levels for the International Program for Professional Labour Administration (IPPLA) Project. In the event that the IPPLA is cancelled or that the Department of Human Resources and Social Development's overall appropriation is reduced by the Parliament of Canada, Labour-HRSDC may reduce the amount of its funding for the Project.



3. The Participants have applied and will continue to apply to this Project their respective rules, regulations and policies regarding conflict of interest. The Participants recognize that, under Canadian law, no member of the House of Commons of Canada may be admitted to any share of or part of this Arrangement or to any benefit to arise therefrom.
4. (a) If the GS/OAS has received or receives, before the Project end date, any financial assistance in support of the same project that is additional to that declared in the application, it will inform Labour-HRSDC promptly in writing of the assistance received.

(b) Where the GS/OAS receives any financial assistance for the Project additional to that declared in its application, Labour-HRSDC may, at its discretion, reduce the amount of its funding by the amount of any assistance that is to be received by the GS/OAS, or if the monies have already been paid, require repayment of an amount equal to the amount of such assistance. Upon receipt of notice to repay under this section, the GS/OAS will repay the amount.

PUBLIC ACKNOWLEDGEMENT

5. (a) During the sixty (60) days from the date of signature of this Arrangement, if Labour-HRSDC so requests, the GS/OAS will not make any public announcements of funding and will instead defer all questions to Canada. After the expiry of the sixty (60) day period, the GS/OAS may begin its own communication activities for the Project.

(b) The GS/OAS will notify Labour-HRSDC twenty (20) working days in advance of any initial and subsequent official ceremonies related to the announcement of the funding and promotion of the Project. Labour-HRSDC will be requested to approve the time, place and agenda of the ceremony.

(c) The GS/OAS will notify Labour-HRSDC fifteen (15) working days in advance of any and all communications activities, publications, advertising and press releases planned by the GS/OAS or by a third party with whom it has an understanding relating to the Project.

(d) The GS/OAS will ensure that in any and all communication activities, publications, advertising and press releases regarding the Project, recognition, in terms and in a form and manner satisfactory to Labour-HRSDC, are given to Labour-HRSDC's financial assistance to the Project.

(e) In official ceremonies related to the Project, the GS/OAS will display such signs, plaques or symbols as Labour-HRSDC may provide in such locations on its premises as Labour-HRSDC and the GS/OAS may jointly designate.

COMMUNICATIONS

6. (a) Any communications between the Participants concerning this Arrangement will be given or provided by mail, fax or email at the postal address, fax number or email address, as the case may be, of the receiving party as shown below.



For Labour-HRSDC

Postal Address:

Office for Inter-American
Labour Cooperation,
Labour Program,
HRSDC, Place du Portage, Phase II
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Gatineau (Québec) K1A 0J2
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Fax Number: 819-953-8494

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For the GS OAS

Postal Address:

Department of Social Development
and Employment,
Organization of American States,
1889 F St. NW,
Washington D.C, 20006
U.S.A.

Fax Number: (202) 458-3149

Email address: fpilotti@oas.org

(b) The Participants will advise one another of any change of this contact information.

ADMINISTRATION, EVALUATION, AND REPORTING

7. The GS/OAS will provide Labour-HRSDC with a report within three (3) months of the end of the Project activities or the expiry or termination of this Arrangement, whichever comes first, detailing major activities, outputs and results of the Project, as described in Annex C of Annex I. The GS/OAS will provide a certified financial report at this time.
8. (a) Evaluation of the activities financed under this Arrangement will be undertaken in accordance with Annex C of Annex I. The GS/OAS will endeavour to ensure that all evaluations are done with the knowledge, consent, and involvement of all participants.

(b) The GS/OAS will provide a copy of the evaluation report to Labour-HRSDC. Representatives of Labour-HRSDC may discuss the report and have access to, inspect and make copies of the evaluation's working papers prepared in relation to the report.

(c) Representatives of Labour-HRSDC may, with reasonable notice to the GS/OAS, at any time request it to schedule a site visit where the Project and its activities are being implemented. This visit will provide Labour-HRSDC with an opportunity to assess first-hand the outputs, results and possible changes resulting from the provided monies.

SHARING OF INFORMATION

9. The works produced by the GS/OAS in the context of this Project may be shared (including by reproduction, publication, translation) or adapted on a not-for-profit basis with and by Ministries of Labour, workers' and employers' organizations either targeted by this Project or who wish to accomplish similar objectives, subject to certain conditions. Therefore, a notice will be on the front or back covers of any publications specifying that the publication may be reproduced according to certain conditions.



CONSULTATIONS, INTERPRETATION AND APPLICATION

10. (a) The Participants will hold consultations and use their best efforts to resolve amicably any concerns on any matter related to this Arrangement upon request by either of them.

(b) This Arrangement is an administrative arrangement between the Participants and does not create legally binding obligations under domestic or international law.

AMENDMENT AND TERMINATION

11. (a) The Participants may by their written mutual consent amend any of the provisions in this Arrangement.

(b) This Arrangement may be discontinued, by mutual consent following consultations between the Participants, or by one Participant upon 90 days notice in writing to the other Participant. If this Arrangement extends beyond March 31, 2010, Labour-HRSDC may discontinue it upon 60 days notice.

(c) Upon expiry or discontinuation of this Arrangement, the GS/OAS will repay to Labour-HRSDC any unspent monies and interest, except to the extent necessary to permit the orderly conclusion of activities, the withdrawal of personnel, funds and property, the settlement of accounts between Labour-HRSDC and the GS/OAS and the settlement or termination of contractual liabilities that are required in respect to any personnel, subcontractors, consultants or suppliers.

(d) Following consultation, the Participants may decide that any unspent monies and interest be used for related projects.

SIGNED in duplicate,

For the Labour Program of the
Department of Human Resources
and Social Development of Canada

Jean-Pierre Blackburn, P.C., M.P.
Minister of Labour

For the
General Secretariat of the OAS:

Francisco Pilotti
Director
Department of Social Development and
Employment, SEDI

AUG 29 2008

(Date)

August 28, 2008 WASHINGTON DC.

(Date)

**The Strengthening the Inter-American Network for Labor Administration
(RIAL)**

**Presented by
The Department of Social Development and Employment of the
Organization of American States (DSDE-OAS)**

**To
The Office for Inter-American Labour Cooperation of Human Resources
and Social Development Canada
(HRSDC)**

**for funding under the
International Program for Professional Labour Administration (IPPLA)**

July 2008

List of Acronyms

CAFTA-DR	Central America and Dominican Republic Free Trade Agreement (U.S.)
CARICOM	Caribbean Community
CAN	Andean Community
CEATAL	Business Technical Advisory Committee on Labour Matters
CIM	Inter-American Commission of Women
COSATE	Trade Union Technical Advisory Council
COTPAL	Permanent Technical Committee on Labor Matters
DSDE	Department of Social Development and Employment (of the OAS)
FTA	Free Trade Agreement
HRSDC	Human Resources and Social Development Canada
IACML	Inter-American Conference of Ministers of Labour
IDB	Inter-American Development Bank
ILO	International Labour Organization
IPPLA	International Program for Professional Labour Administration
LCA	Labour Cooperation Agreement
LFA	Logical Framework Analysis
OAS	Organization of American States
OHS	Occupational Health and Safety
PAHO	Pan American Health Organization
PES	Public Employment Services
RIAL	Inter-American Network for Labor Administration (OAS)
SEDI	Executive Secretariat for Integral Development (of the OAS)
TBD	To be determined
USDOL	United States Department of Labour
WAPES	World Association of Public Employment Services
WG	Working Group

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1. Executive Summary

The Strengthening the Inter-American Network for Labor Administration (RIAL) Project (hereinafter called the "Project") is a proposal put forward by the Department of Social Development and Employment of the Organization of American States (DSDE-OAS). The Inter-American Network for Labour Administration (RIAL, for its acronym in Spanish), a program managed by DSDE-OAS, was created in 2005 as a mechanism to strengthen the institutional capacity of the Ministries of Labour in the region, as result of a ministerial decision taken at the 14th Inter-American Conference of Ministers of Labor (IACML).

The proposed Project has a two year duration and a 900,000 dollars (Canadian) value. The purpose of the project is to strengthen the institutional and human capacities of Labour Ministries of the hemisphere through an integrating mechanism for the sharing and dissemination of knowledge and experiences.

The goal is to contribute to the enhancement of ministerial hemispheric dialogue and cooperation to improve labour administration in the Americas.

Based on that goal, the project intends to produce concrete improvements in labour administration through the work carried out in the various components and activities. Components include: capacity building; knowledge compilation and sharing; bilateral cooperation among Labour Ministries; and technical assistance coordination in the area of labour.

The Project will work primarily with Labour Ministries in the hemisphere, the Trade Union Technical Advisory Council (COSATE), the Business Technical Advisory Committee on Labor Matters (CEATAL), and other key institutional partners.

This document contains a description of the proposed project, providing information on the Project's background, activities, results, timeline, and budget.

2. Background, Justification and Development Context

Background

The Inter-American Conference of Ministers of Labor (IACML) is the oldest sectoral conference of the Organization of American States (OAS) operating since 1963. It is considered the main hemispheric forum for discussion and decision-making regarding policy priorities and actions on labour issues.

During the 14th IACML, which took place in Mexico in 2005, Ministers decided to create the Inter-American Network for Labor Administration (RIAL), as a mechanism to strengthen the institutional capacity of the Ministries of Labour to respond to common challenges in the region.

The labour administrations in the region are exposed to great challenges when facing economic and social transformations caused by globalization. They need to modernize and strengthen their managerial capacities to improve the functioning of labour markets, guarantee suitable professional training, strengthen the enforcement of labour law and intensify tripartite social dialogue. The RIAL was created to address these challenges, with the understanding that

horizontal cooperation and technical assistance play a key role in the institutional strengthening of the Ministries of Labour.

The RIAL was created and has been supported through 3 grants received from the Labour Program of Human Resources and Social Development Canada (HRSDC) and it is managed by the Department of Social Development and Employment (DSDE) of the OAS, as Technical Secretariat of the IACML.¹

Justification:

The Project will be carried out by DSDE-OAS, which acts as a Technical Secretariat of the IACML. RIAL was created to address the common labour challenges in the Americas, with the understanding that horizontal cooperation and technical assistance play a key role in the institutional strengthening of Ministries of Labour.

Many countries in the Americas have a high level of political will to meet internationally recognized labour standards, but lack the capacity to do so and are further hampered by the fact that labour is an area that traditionally does not enjoy much assistance. Therefore the resources provided by RIAL, to address locally identified needs, can be of great interest to these countries and will ultimately assist them to meet their obligations under the International Labour Organization (ILO—which sets international labour standards), their obligations under their own national legislation as well as commitments under bilateral labour cooperation agreements (LCAs).

Development context:

There are several challenges to effective labour administration in the Americas. Although many countries in the Americas have labour laws in place – a good number of which reflect internationally-recognized core labour standards, much of the difficulty lies in their implementation.

Even where a strong desire to do so exists, many countries do not have the expertise, human or financial resources to effectively implement their own legislation. Many governments lack the capacity to conduct appropriate labour inspections.

Some countries lack labour legislation/policies altogether, while other have outdated labour legislation and regulations, and still others have legislation that lacks specificity. Labour Ministries are traditionally among the most under-funded Ministries in the region.

The application and enforcement of national labour legislation is hindered among other things by the dichotomy between the formal and the informal economy. Overburdened, under-financed Labour Ministries and legislative ambiguities, combined with antiquated labour codes, certain inefficiencies in the judicial complaints system and entrenched mistrust in labour-management relations all contribute to the growth of the informal economy and undermine the effective promotion and enforcement of internationally recognized core labour standards. According to the ILO, the informal economy has accounted for eight out of ten new jobs in Latin America over the

¹ Please note: the terms Department of Social Development and Employment (DSDE) and Technical Secretariat are used as synonyms throughout this document.

past 17 years², and by 1999 the participation of the informal sector in total employment had reached almost 60 per cent in Latin America³.

Other issues include (but are not limited to): the lack of a culture of social dialogue; discrimination in the labour force based on gender, age, ethnicity, health status, and sexual orientation; weak health and safety practices; and the lack of protection for migrant workers. In some countries, the national division of jurisdictions also complicate the enforcement of labour standards.

In addition, there are currently several Free Trade Agreements (FTAs) being negotiated and signed in the Americas. Labour cooperation agreements (LCAs) are negotiated in parallel to FTAs by some countries. LCAs normally oblige their signatories to: (a) ensure that their domestic labour laws reflect internationally recognized, fundamental labour rights and (b) effectively enforce these laws. Increasingly, developing countries willing to meet the basic LCA obligations but unable to because their legislative, administrative, and related labour infrastructures are severely underdeveloped are negotiating FTAs that include labour provisions. In this context, these countries can particularly benefit from technical assistance in area of labour. Labour cooperation can also contribute to good relations between trading partners and to the credibility and viability of LCAs in general.

3. General Objective and Specific Objective

Overall Objective: Enhancement of ministerial hemispheric dialogue and cooperation to improve labour administration in the Americas.

Specific Objective (Project's Purpose): To strengthen the institutional and human capacities of Labour Ministries of the hemisphere through an integrating mechanism for the sharing and dissemination of knowledge and experiences.

4. Project Description

The Project is intended to produce concrete improvements in labour administration in the Americas through activities carried out under four key components. These components and their corresponding activities, outputs, outcomes, and impacts are described below. A more schematic representation of the Project's conceptualization is also available in the logical framework analysis (LFA) in Annex C.

The project will work primarily with Labour Ministries in the hemisphere, the Trade Union Technical Advisory Council (COSATE), the Business Technical Advisory Committee on Labor Matters (CEATAL), and other key institutional partners such as the International Labour Organization (ILO), the Pan American Health Organization (PAHO), and the Inter-American Development Bank (IDB).

² Report of the Director-General: Decent Work, International Labour Office - Geneva, 87th Session, Geneva, June 1999 – 3. The regional perspectives – Responding to regional realities – The Americas – The economic situation in Latin America and the Caribbean (posted at <http://www.ilo.org/public/english/standards/relm/ilc/ilc87/rep-i.htm#Human%20rights%20and%20work>).

³ Ibid. 1. The primary goal – A concern for all workers.

The Project is expected to have the following direct and indirect beneficiaries:

Direct beneficiaries:

- 240 employees of Ministries of Labour of the 34 OAS Member States participate directly in workshops, and in cooperative and/or technical assistance activities; these Ministries are thus also considered direct beneficiaries.
- 12 members of the COSATE unions' organization participate in workshops; this organization is thus also considered a direct beneficiary.
- 12 members of the CEATAL employers' organization participate in workshops; this organization is thus also considered a direct beneficiary.
- 10 members of international agencies working on labour related issues in the hemisphere (e.g. IDB) participate in workshops; their respective organizations are thus also considered beneficiaries.

Indirect beneficiaries:

- Workers in the hemisphere
- Employers in the hemisphere
- Unions organizations in the hemisphere
- Employer organizations in the hemisphere
- Member states involved in LCAs (enhanced compliance with obligations)

1000. LABOUR ADMINISTRATION CAPACITY BUILDING

Activities:

1100 The organization and holding of six workshops on the following identified priority areas: occupational health and safety, public employment services, gender mainstreaming, labour inspections, labour migration, and one on a topic TBD during the 16th IACML.

1200 Creation of WebPages included in the RIAL-OAS Website for each of the workshops undertaken.

Outputs:

100.1 Employees of the Ministries of Labour as well as members of COSATE, CEATAL, and key international agencies share knowledge and best practices on occupational health and safety, public employment services, gender mainstreaming, labour inspections, labour migration, and a topic TBD at the next IACML.

100.2 Accessible WebPages are set up for each workshop, containing workshops' presentations, supporting documentation, participants' lists and key findings.

Outcomes:

10.1 Ministries of Labour increased their knowledge and acquired new tools related to occupational health and safety, public employment services, gender mainstreaming, labour inspections, labour migration, and another topic TBD.

10.2 Employees of different Ministries of Labour as well as members of COSATE, CEATAL, and key international agencies networked and shared best practices.

10.3 Accessible workshop information on the Internet facilitated participants' continued learning and enhanced their ability to share information within their organizations.

Impact:

1. The human and institutional capacity of Labour Ministries, COSATE, CEATAL, and key international agencies to address particular labour issues, enforce their legislation and administer their services in the hemisphere is enhanced.

Component description:

Component 1000 facilitates knowledge sharing and training on labour administration priority areas in the hemisphere through workshops. These workshops allow Ministries of Labour, international agencies, social partners and financing agencies to exchange information, gain first-hand knowledge about policies and programs, share lessons learned and best practices and analyze specific issues. Based on the results of the IACML planning meeting in December 2007, the following are the priority areas/workshops for 2008-2009:

- Occupational health and safety (Peru, October 2008)
- Public employment services (Panama, December 2008)
- Labour migration (Canada, February 2009)
- Labour inspection (Mexico, April 2009)
- Gender mainstreaming (Guyana, May or June 2009)
- TBD by IACML authorities at the next planning meeting (December 2009)

A description of these workshops is provided below:

Third Hemispheric Workshop on Occupational Health and Safety (OHS)

Location and date: Cusco, Peru, October, 2008.

Description: The Workshop will follow-up on the two Hemispheric Workshops on Occupational Safety and Health that took place in the IACML-RIAL framework in 2004 and 2006 in El Salvador. The Ministry of Labour of Peru and the OAS are responsible for the planning of the Workshop, in close collaboration with PAHO and ILO. The main topics of the workshop will be: Policies and strategies for the promotion of OHS, including the role of employers and workers; strengthening of schemes to prevent and control occupational hazards; and HIV-AIDS in the workplace.

Workshop on Public Employment Services (PES)

Location and date: Panama City, December 10-11, 2008

Description: The Workshop will continue the exchange of experiences on PES, taking into account the recommendations that have emerged from IACML activities and other international forums on this matter. The Ministry of Labour of Panama and the OAS are responsible for the planning of the Workshop, in partnership with the Ministry of Labour of Argentina and the World Association of Public Employment Services (WAPES).

Workshop on Labour Migration and Foreign Credential Recognition

Location and date: Quebec City, Canada, February 2009

Description: This Workshop was agreed upon during the Working Groups meeting (Uruguay, April, 2008). The Canadian Labour Program at HRSDC and the OAS are responsible for the planning of the Workshop, in consultation with IACML Working Group 1 authorities.

2009 IACML Working Groups (WG) Meeting and Workshop on Labour Inspection

Location and date: Mexico, April 2009.

Description: This WG's meeting will take place together with a Workshop on labour inspection (1 day), coordinated by the Ministry of Labour of Mexico, with the objective of sharing successful inspection models.

Workshop on Gender Mainstreaming

Location and date: Guyana, 2009 (suggested: end of May or beginning of June).

Description: The Workshop responds to the "Strategic guidelines of the XV IACML for advancing gender equality and non-discrimination within a decent work framework", approved during the XV IACML. Therefore, it intends to strengthen the capacities of the Ministries of Labour to effectively mainstream gender in their operations, policies and programs.

Workshop TBD

Topic, location, and date to be defined by 16th IACML authorities at the next planning meeting (December 2009)

Host countries are responsible for defining the workshops' agenda, in consultation with the respective IACML Working Group authorities (Chair and Vice Chairs). The Technical Secretariat will coordinate this consultation exercise. Comments and inputs from all members will be gathered at the Working Groups' meetings. Host countries and the Technical Secretariat are responsible for the necessary coordination and logistics. The Technical Secretariat will invite officers from the Ministries of Labour, COSATE and CEATAL, who are practitioners or experts in the thematic area of each workshop or seminar, as well as experts from international organizations.

The travel expenses of 25 participants to each of these workshops will be covered through the Project, they will include: 2 representatives of COSATE (1 Canadian), 2 representatives of CEATAL (1 Canadian), and participants representing the Ministries of Labour of smaller economies and possibly speakers (4 at most). Project funds will also contribute to the costs of logistics, facilities, and simultaneous interpretation. The DDSE/OAS will make every effort to ensure that smaller economies participate in the workshops with the funding provided by the project, however, if not all the resources provided for travel expenses are used, the DDSE will use them to cover other costs of logistics or coordination of the workshops.

For each workshop undertaken, a Webpage, included in the RIAL-OAS Website, containing presentations, participant lists and conclusions will be developed (example: http://www.sedi.oas.org/ddse/english/cpo_trab_rial_jovenes.asp).

If during the timeframe of this project, any of the workshops are cancelled or postponed, the funding will be used for other RIAL workshops approved by the IACML authorities, in consultation with HRSDC.

2000. COMPILATION AND DISSEMINATION OF LABOUR EXPERIENCES AND KNOWLEDGE

Activities:

2100 Consultations via e-mail with the Ministries of Labour, in regards to policies and programs they would like to share with their peers in the region.

2200 Update the RIAL Portfolio of Programs, incorporating the policies and programs identified with the Ministries of Labour during consultations.

2300 Conduct a study on the institutional mechanisms to promote gender equity currently present in the Ministries of Labour in the hemisphere.

2400 Produce 3 studies/policy papers on the current state of labour related priority areas selected by IACML authorities. These studies will be produced by consultants, under the guidance of the SEDI-OAS.

2500 Produce and distribute two annual RIAL Newsletters.

Outputs:

200.1 Information on policies and programs, under the RIAL portfolio, has been updated.

200.2 Ministries of Labour's institutional capacity and strategies to promote gender equity have been assessed.

200.3 Increased knowledge on the current state of policies in areas defined by IACML authorities during the Working Group meeting in April, 2009 and the Planning Meeting in December, 2009.

200.4 Increased awareness among stakeholders of RIAL activities.

Outcomes:

20.1 Compilation and dissemination of experiences and knowledge of Ministries of Labour of the hemisphere has facilitated cooperation and knowledge sharing for the design and implementation of policies and programs, with particular attention to gender.

Impact:

2. Ministries of Labour are better able to identify policy and program options that meet their needs, through accessible information and cooperation with other Labour Ministries in the hemisphere.

Component description:

Component 2000 aims to facilitate the compilation and dissemination of experiences and knowledge of Ministries of Labour of the hemisphere in order to promote cooperation and knowledge sharing in the design and implementation of policies and programs, with particular attention to gender.

Under activities 2100 and 2200, RIAL project officers will consult the Ministries of Labour in regards to programs they would like to share with their peers in the region, in order to incorporate them in the RIAL Portfolio of Programs. The programs are classified in the following areas: Labour, Employment, Labour Relations, Social Security, Information and Research and Institutional Strengthening. The RIAL Portfolio of Programs, a virtual bank of information that systematizes the spectrum of programs and projects undertaken by the Ministries of Labour of the region, will then be up-dated. This portfolio facilitates horizontal cooperation and provides the IACML with an updated hemispheric overview of current programs. The Portfolio is available at the RIAL Website (http://www.sedi.oas.org/ddse/english/cpo_rial1.asp) in both English and Spanish. Therefore, information received from the Ministries has to be streamlined and translated.

Activity 2300 involves the production of a study on the institutionalization of gender in the Ministries of Labour, as commissioned by the "Strategic guidelines of the 15th IACML for advancing gender equality and non-discrimination within a decent work framework", approved during the 15th IACML in September, 2007, and further mandated by IACML authorities during its Planning Meeting in December, 2007. The study will analyze the different types of offices, units and/or commissions that deal with gender issues within the Ministries. For the execution of this exercise, each member of the IACML will be consulted and asked to send information and share the advances and

difficulties faced by their gender offices, units or commissions. The study will be published in English and Spanish.

Similarly, activity 2400 will lead to the production of 3 studies/policy papers that will contribute to horizontal cooperation activities, assist the implementation of the IACML Plans of Action and provide analytical frameworks and/or background information for specific RIAL projects. In this sense, these studies should provide useful insights about the current situation in the priority areas identified by IACML authorities, analyze the implementation process of labour policies and programs in the hemisphere, assess their outcomes and provide policy options. These studies and policy papers will be produced by specialized consultants, under the guidance of the DSDE-OAS, and will be published in English and Spanish.

In addition, under this component (activity 2500), DSDE-OAS will produce a RIAL Newsletter annually, available through the RIAL's Website and distributed by email. A limited number of paper copies will also be printed and sent through regular mail. This will contribute to the dissemination of information on RIAL activities and results among stakeholders.

3000. MINISTRIES OF LABOUR BILATERAL COOPERATION

Activity:

3100 Management of the RIAL Cooperation Fund to facilitate bilateral and multilateral cooperation exchanges among the Ministries of Labour (on site visits, study tours, expert visits).

Outputs:

300.1 Cooperation activities selected through calls for proposals have been undertaken.

300.2 Officers of Ministries of Labour participated in cooperative activities as trainers/trainees.

Outcomes:

30.1 Cooperative activities facilitated bilateral cooperation between Labour Ministries in the hemisphere and supported the development of strategies to meet punctual labour needs.

Impact:

3. Bilateral cooperation among Ministries of Labour of the hemisphere is increased and their capacity to address specific labour issues is enhanced.

Component description:

The RIAL Cooperation Fund was created in 2007 to facilitate bilateral and multilateral cooperation among the Ministries of Labour. The Fund covers the travel expenses of representatives of Ministries of Labour to undertake "cooperation activities." These activities can take the following 2 forms:

- On-site visits or study tours: Representatives from a beneficiary institution travel to a providing institution to learn first hand about a program or initiative, or to receive technical assistance. The visit/tour should be tailored to the needs of the beneficiary institution and as such, the funds will not be used to cover participation in general conferences or seminars.

- Experts' visits: Expert(s) from a providing institution travels to a beneficiary institution to provide specific training or technical assistance.⁴

In order to identify and select cooperation activities, two or more calls for proposals will be launched and completed. Ministries of Labour will submit funding applications specifying the objectives of the cooperation activities and guaranteeing their commitment to participate in or provide study tours or experts visits. The initial activities will be selected from the first call for proposals launched in January, 2008.

The Technical Secretariat will receive the final reports of each activity and post them on the RIAL Website. The reports of each activity will also be presented at the Working Groups meetings.

Thirty cooperation activities under the RIAL Cooperation Fund will be organized and funded.

4000. TECHNICAL ASSISTANCE COORDINATION IN THE AREA OF LABOUR

Activities:

4100 Permanent communication via e-mail, telephone, and participation in coordination meetings with institutional partners, especially ILO, PAHO, IDB and CAN and CARICOM secretariats, regarding their priorities and actions on labour cooperation, and engagement of these partners to participate in RIAL initiatives and IACML meetings.

Outputs:

400.1 RIAL coordinators ensured constant communication with key institutional partners on activities related to labour issues in the hemisphere, including workshops and IACML meetings, and contributed to coordinating efforts among like-minded organizations.

Outcomes:

40.1 Collaboration and coordination among Ministries of Labour, international agencies and donors has improved.

Impact:

4. Enhanced collaboration and coordination contribute to professional labour administration in countries in the hemisphere.

Component description:

Under component 4000, the Project will ensure communication and coordination with partners. Project officers will ensure permanent communication with institutional partners, especially ILO, PAHO, IDB, and the Andean Community (CAN) and the Caribbean Community (CARICOM) secretariats, regarding their priorities and actions on labour cooperation, and invite them to participate in RIAL and IACML activities. RIAL officers will also participate in the coordination meetings organized by the IDB regarding labour projects in the framework of the Central America and Dominican Republic Free Trade Agreement (CAFTA-DR) and other subregional coordination meetings.

⁴ Note: Providing and beneficiary institutions are Ministries of Labour that will either share a specific program or expertise or that will receive technical assistance.

5. Participating Institutions

The Project will be implemented by Department of Social Development and Employment of the Organization of American States.

The OAS brings together the nations of the Western Hemisphere to strengthen cooperation on democratic values, defend common interests and debate the major issues facing the region and the world. The OAS is the region's principal multilateral forum for strengthening democracy, promoting human rights, and confronting shared problems such as poverty, terrorism, illegal drugs and corruption. It plays a leading role in carrying out mandates established by the hemisphere's leaders through the Summits of the Americas.

The OAS is made up of 35 member states: the independent nations of North, Central and South America and the Caribbean. The government of Cuba, a member state, has been suspended from participation since 1962; thus only 34 countries participate actively. Nations from other parts of the world participate as permanent observers, which allow them to closely follow the issues that are critical to the Americas.

The member countries set major policies and goals through the General Assembly, which gathers the hemisphere's ministers of foreign affairs once a year in regular session. Ongoing actions are guided by the Permanent Council, made up of ambassadors appointed by the member states.

Four specialized secretariats coordinate OAS efforts in several broad areas. One of them is the Executive Secretariat for Integral Development (SEDI) and Department of Social Development and Employment (DSDE) is one of SEDI's six Departments.

The Inter-American Conference of Ministers of Labor (IACML) of the OAS, whose Technical Secretariat resides in the DSDE, is the main forum for discussion and decision-making on labour matters in the hemisphere. The Conference formulates priorities and approaches that guide cooperation activities necessary to face the labour challenges of the region.

The IACML guarantees the participation of workers and employers through its two advisory bodies: the Trade Union Technical Advisory Council (COSATE) and the Business Technical Advisory Committee on Labor Matters (CEATAL). The IACML has also created two Working Groups to deepen the analysis of the Conference's priority themes.

The IACML works under the leadership of the *troika*, conformed by the past, present and future Chairs of the Conference, with the aim to ensure continuity and coherence in its activities. The *troika* is currently composed by the following authorities:

- Secretary of Labor and Social Welfare of Mexico (Past, Chair of the 14th IACML – 2005)
- Minister of Labor and Small and Micro Enterprise Development of Trinidad and Tobago (Current, Chair of the 15th IACML – 2007)
- Minister of Labor, Employment and Social Security of Argentina (Future, Chair of the 16th IACML – 2009)

The most recent meeting, the 15th IACML, took place in Trinidad and Tobago in September, 2007 and the 16th Conference will be held in 2009 in Argentina.

To fulfill the mandates of the IACML, the Technical Secretariat (OAS) works in close coordination with other international organizations, especially with the International Labor Organization (ILO), the Pan-American Health Organization (PAHO) and the Inter-American Development Bank (IDB).

The RIAL's priorities have been and will continue to be established by IACML mechanisms, and are therefore direct results of member states' Ministries of Labour's decisions.

6. Project Management Structure

RIAL coordination:

The RIAL is managed by the DSDE of the OAS, which serves as the Technical Secretariat of the IACML. Therefore, the Director of the Department, its Labour Specialist and Administrative staff devote considerable time and expertise to the RIAL activities, which constitutes the in-kind contribution of the OAS and is estimated at around \$93,000 per year (\$186,000 for the Project, see Annex B). The OAS also devotes resources to the Project through its Departments of Financial Services, Human Resources and Legal Services, among other, as well as its National Offices in Member States; this contribution is captured in the Indirect Cost Recovery (ICR) item in the budget.

Given the magnitude of the RIAL activities, it is necessary to hire one full-time consultant and one part-time consultant to undertake the following tasks:

- 1) Full-time consultant devoted specifically to organize workshops, make travel arrangements for participants in workshops and RIAL Cooperation Fund activities, assist in the Portfolio update, translate documents and assist in procurement and logistical issues.
- 2) Part-time consultant (webmaster) to continuously update the RIAL Webpage and workshops' specific Webpages, to announce activities, compile the outcomes of workshops and cooperation activities, publish studies and, in general, allow for the dissemination of information.

These consultants will be an integral part of the DSDE-OAS and as such, will enhance its capacity and technical support services.

RIAL's decision making processes

The RIAL is the cooperation and technical assistance mechanism of the IACML, as such; it should be totally articulated within the operation mechanisms of the Conference. Thus, IACML decision making mechanisms, leadership schemes (troika and Working Groups authorities), Working Group meetings and the Technical Secretariat will be used to define and develop RIAL activities.

IACML authorities⁵ will decide on the priorities and activities of the RIAL during the biennial planning meeting of the Conference, taking into account the priorities, interests, requests and

⁵ Conformed by: past, present and future Chairs pro tempore of the Conference and Chairs and Vice-Chairs of the Working Groups.

offers of the IACML members. To this end, prior to each meeting, the Secretariat will consult all of the members. The decisions made during the planning meeting, formalized in a biennial work calendar, will be communicated to all the members by the Technical Secretariat.

During the annual Working Group meetings, the authorities will verify the degree of compliance with the work calendar and will adjust it, if necessary.

HRSDC's support for the RIAL

Since 2001, when it chaired the IACML, Canada has played a leadership role in addressing the labour dimensions of globalization and in developing options for building the capacity of Labour Ministries. Canada's profile and influence in the IACML has also increased as a result of becoming the main financial contributor to the RIAL. HRSDC has granted financial resources to start up the RIAL and execute its activities during 2006 and 2007. To date, Canada has provided support in excess of \$650,000.

Through these grants a number of institutional capacity building activities have been supported, including:

- five hemispheric workshops on priority IACML topics (occupational health and safety, the labour rights of migrant workers, technical assistance, the labour dimension of trade agreements and social dialogue);
- the initial stage of a gender project, and;
- the newly created RIAL Cooperation Fund, which has already undertaken 8 bilateral cooperation activities.

Other donors

The activities of the RIAL will be primarily funded by HRSDC. RIAL will also benefit from in-kind contributions of Ministries of Labour that are co-organizing activities and the OAS. The Ministry of Labour of Argentina offered to cover the accommodation and food expenses of the officers that visit Argentina during the activities of the RIAL Cooperation Fund. Activities under the Cooperation Fund have also been carried out in part through a contribution from the United States Department of Labor.⁶

The Technical Secretariat, following the mandates of the 14th and 15th IACML, is currently investigating other sources of financing and partnerships.

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⁶ The contribution was made through the USDOL-ILO project to support the IACML.

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7. Project Implementation Schedule

Activities and Timeline	2008		2009				2010	
	III	IV	I	II	III	IV	I	II
1000. Labour administration capacity building								
1100. Organizing and holding of 6 workshops								
-Workshop on occupational health and safety	■							
-Workshop on public employment services		■						
-Workshop on labour migration			■					
-Workshop on labour inspection				■				
-Workshop on gender mainstreaming					■			
-Workshop on a topic to be defined								■
1200. Elaboration of WebPages for workshops	■	■	■	■	■		■	
2000. Compilation and dissemination of labour experiences and knowledge								
2100. Consultations via e-mail with the Ministries of Labour	■	■	■	■	■	■	■	■
2200. Update the RIAL Portfolio of Programs			■	■	■	■	■	■
2300. Study on the institutionalization of gender	■	■						
2400. Produce 3 Studies or policy papers(*)				■	■	■	■	■
2500. Production of RIAL Newsletters in English and Spanish	■				■			
3000. Ministries of Labour bilateral cooperation								
3100. Management of the RIAL Cooperation Fund								
-Call for Proposals			■			■		
-Cooperation activities(**)	■	■	■	■	■	■	■	■
4000. Technical assistance coordination in the area of labour								
4100. Permanente communication and collaboration with other international agencies	■	■	■	■	■	■	■	■
5000. Administration								
- Full-Time Consultant - RIAL Project Officer	■	■	■	■	■	■	■	■
-Part-Time Consultant - Webmaster for RIAL Website	■	■	■	■	■	■	■	■
6000. Evaluation								
-Consultant to undertake overall Project evaluation								■

(*) 1 study conducted in 2009 and 2 studies in 2010

(**) Activities selected in the call for proposals in January 2008 will be conducted first.

8. Gender

There is a considerable gender element within the framework of the RIAL project.

During the Permanent Technical Committee on Labor Matters (COTPAL) meeting (held during the 15th IACML), it was decided that the IACML authorities would establish concrete activities related to gender in the framework of the RIAL, based on the approved "Strategic Guidelines."

During the IACML planning meeting, the following activities were agreed upon:

- 1) To conduct a study on the institutionalization of gender in the Ministries of Labour, where the different types of offices, units and/or commissions that deal with gender issues within the Ministries will be analyzed. For the execution of this exercise, each members of the IACML will be consulted and asked to provide information and share the advances and difficulties faced by their gender offices, units or commissions (Activity 2300).
- 2) To continue with the identification of programs related to gender implemented by the Ministries of Labour, in order to include them in the RIAL Portfolio of Programs (Activity 2200).
- 3) To carry out a hemispheric Workshop on gender mainstreaming (Activity 1100).
- 4) To explore the execution of high-level dialogues between authorities in women's mechanisms and Ministries of Labour on a sub-regional level (Activity 4100).

These activities will be developed by the Technical Secretariat in collaboration with the Inter-American Commission of Women (CIM) and the ILO. The planning and advancement of these activities will be presented by the Technical Secretariat in the Working Groups meetings.

In addition, for all workshops and training activities, efforts will be made to ensure gender balanced participation and the number of male and female participants for each activity will be monitored.

9. Project Risk Management

Assumptions:

- Labour Ministries in the Americas, COSATE, CEATAL, and other key organisations are interested in participating in RIAL activities and are willing to commit the human resources needed to ensure full participation in workshops, cooperative activities, and other RIAL initiatives, such as the RIAL Portfolio of Programs.
- Officers from Ministries of Labour participating in the RIAL are able and willing to improve specific programs and practices based on lessons learned identified through RIAL activities.

Challenges/Risks:

- Weak institutional capacity and lack of resources of Labour Ministries in the Americas could affect the execution of activities.
- Employee turnover could limit capacity building initiatives' long-term impact on institutions.

Risk management strategies:

- Activities are developed around priority areas established commonly by the 34 active OAS member states at the last IACML, thus there should be a significant degree of high-level of buy in, facilitating staff participation in RIAL initiatives. RIAL initiatives will particularly aim to ensure the participation of small economies, providing unique learning opportunities. The activities will also be conducted in different countries in the Americas in order to facilitate participation from the different regions. Project funds are allocated to cover travel related expenses of employees participating in workshops and other RIAL activities. To ensure full participation, Ministries of Labour and the other organization only need to commit the time of employees.

- A certain degree of turnover is inevitable. This is one of the reasons RIAL is investing a significant amount of time and resources to document all their activities and ensure information is available and in a user friendly format on their Website. RIAL will also use the IACML structure to publicize its results and make relevant adjustments. RIAL activities and results will be presented during IACML Working Groups meetings and Planning Meetings. This will contribute to the project's sustainability and sphere of influence.

10. Sustainability

RIAL's activities revolve primarily around capacity building and cooperation activities to promote professional and efficient labour administration in the hemisphere. Thus RIAL is working towards empowering Labour Ministries to effectively carry-out their jobs and is not aiming to assume some of their responsibilities or create a dependency. The knowledge gained by participants, the studies published, and the networks created should be self-sustainable.

This being said, labour challenges are ever evolving, particularly in the current context of globalization, and labour has historically been an under funded public sector. Hence, there is a significant need for capacity building to advance the adoption and, more importantly, the enforcement of core labour standards. RIAL is an excellent tool to help address these issues and is associated with a long standing and reputable regional organization, the OAS. Although the results of this particular project are sustainable, it is also hoped that RIAL as mechanism to promote regional labour cooperation could become sustainable. During 2006 and 2007, a financial contribution from the Ministry of Labour of Canada was received, this allowed for the launching of the RIAL and the realization of the majority of its activities during this period. In-kind contributions from other Ministries were also received. The Technical Secretariat, following the mandates of the 14th and 15th IACML, is currently investigating other sources of financing and partnerships. For example, it is currently exploring a potential partnership with the World Bank's Global Development Learning Network to develop videoconferencing capacities.

Canada will also continue to actively encourage other IACML member countries to make a financial and/or in-kind contribution to the RIAL.

11. Dissemination of Results

One of the biggest achievements of the RIAL so far has been its' ability to keep IACML members permanently informed about the activities undertaken and their results through the RIAL Website and constant communication with member states and institutional partners. The DSDE-OAS will strive to keep the RIAL Website updated, with the support of the part-time Web consultant.

In 2007, the RIAL produced its First Newsletter, which served as a means to inform all its members and partners about the activities that took place during the first year of operation of the RIAL and highlighted particular achievements. The Newsletter is produced annually; therefore two of such publications are accounted for in the Project budget.

12. Project Budget

1000	Labour administration capacity building	317,500	63,500	381,000
2000	Compilation and dissemination of labour experiences and knowledge	58,000	58,000	116,000
3000	Ministries of Labour bilateral cooperation	99,000	99,000	198,000
4000	Technical assistance coordination in the area of labour	0	0	0
5000	Administrative costs	97,500	97,500	195,000
6000	Other - Final evaluation	0	10,000	10,000
	Total	572,000	328,000	900,000

Annex A

1	Consulting fees					
1.1	Full-time project officer (consultant)	3,000\$ per month	24	36,000	36,000	72,000
1.2	Part-time webmaster (consultant)	1,000\$ per month	24	12,000	12,000	24,000
1.3	Consultant to produce gender study (activity 2300)	12,000\$ per study	1	12,000	0	12,000
1.4	Consultants to produce 3 studies (activity 2400)	12000\$ per study	3	12,000	24,000	36,000
1.5	Communications consultant to help produce RIAL newsletter (activity 2500)	2000\$ per newsletter	2	2,000	2,000	4,000
1.6	Consultant to undertake overall evaluation (HRSDC will mandate)	10,000\$ per evaluation	1	0	10,000	10,000
2	Travel					
2.1	Airfare for 25 participants per workshop (6 workshops - activity 1100)*	1000\$ per participant	150	125,000	25,000	150,000
2.2	Airfare for members of ministries of labour participating in 30 cooperative activities (activity 3100)*	1000\$ per participant	90	45,000	45,000	90,000
3	Per diems					
3.1	Per diem for 25 participants per workshop, average 4 days (6 workshops - activity 1100)*	320\$ per person	150	40,000	8,000	48,000
3.2	Per diem for 90 members of ministries of labour participating in 30 cooperative activities, average 6 days (activity 3100)*	480\$ per person	90	21,600	21,600	43,200
4	Accommodations					
4.1	Accommodations for 25 participants per workshop, average 4 days (6 workshops - activity 1100)*	480\$ per person	150	60,000	12,000	72,000
4.2	Accommodations for 90 members of ministries of labour participating in 30 cooperative activities, average 6 days (activity 3100)*	720\$ person	90	32,400	32,400	64,800
4.3	Rental of facilities, including projection material, for 3 day workshops (activity 1100)	8000\$ per workshop	6	40,000	8,000	48,000
5	Translation/interpretation					
5.1	Interpretation services for 3 day workshops (English/Spanish - activity 1100)	7000\$ per workshop	6	35,000	7,000	42,000
5.2	Translation of workshop materials (activity 1100)	3,500\$ per workshop	6	17,500	3,500	21,000
5.3	Translation of studies (activities 2300 and 2400)	6,000\$ per study	4	12,000	12,000	24,000
5.4	Translation of RIAL Newsletter (activity 2500)	2,500\$ per newsletter	2	2,500	2,500	5,000
6	Training material and printing					
6.1	Printing and distribution of RIAL Newsletter (activity 2500)	9,500\$ per newsletter	2	9,500	9,500	19,000
6.2	Printing of studies (activities 2300 and 2400)	4,000\$ per study	4	8,000	8,000	16,000
7	Administrative costs					
7.1	Indirect cost recovery by OAS-RIAL (11%)	99,000	1	49,500	49,500	99,000
	Total			572,000	328,000	900,000

*Please note: Cost per participant may vary. Figures represent an average.

Annex B

1	Employees salaries					
1.1	Director of DSDE-OAS	2000\$ per month	24	24,000	24,000	48,000
1.2	Labour Specialist DSDE-OAS	4000\$ per month	24	48,000	48,000	96,000
1.3	Administrative Assistant DSDE-OAS	1750\$ per month	24	21,000	21,000	42,000
	Total			93,000	93,000	186,000

Annex C

RESULTS BASED LOGICAL FRAMEWORK ANALYSIS

Total budget requested: 1 000 000 \$CND	Specific Project Objective(s): To strengthen the institutional and human capacities of Labour Ministries of the hemisphere through an integrating mechanism for the sharing and dissemination of knowledge and experiences.	General Project Objective: Enhancement of ministerial hemispheric dialogue and cooperation to improve labour administration in the Americas.
1000. Labour administration capacity building Activities include: 1100 The organization and holding of six workshops on the following identified priority areas: occupational health and safety, public employment services, gender mainstreaming, labour inspections, labour migration, and one on a topic TBD during the 16 th IACML. 1200 Creation of WebPages included in the RIAL-OAS Website for each of the workshops undertaken.	100.1 Employees of the Ministries of Labour as well as members of COSATE, CEATAL, and key international agencies share knowledge and best practices on occupational health and safety, public employment services, gender mainstreaming, labour inspections, labour migration, and a topic TBD at the next IACML. 100.2 Accessible WebPages are set up for each workshop, containing workshops' presentations, supporting documentation, participants' lists and key findings.	10.1 Ministries of Labour increased their knowledge and acquired new tools related to occupational health and safety, public employment services, gender mainstreaming, labour inspections, labour migration, and another topic TBD. 10.2 Employees of different Ministries of Labour as well as members of COSATE, CEATAL, and key international agencies networked and shared best practices. 10.3 Accessible workshop information on the Internet facilitated participants' continued learning and enhanced their ability to share information within their organizations.
2000. Compilation and dissemination of labour experiences and knowledge Activities include: 2100 Consultations via e-mail with the Ministries of Labour, in regards to policies and programs they would like to	200.1 Information on policies and programs, under the RIAL portfolio, has been updated.	1. The human and institutional capacity of Labour Ministries, COSATE, CEATAL, and key international agencies to address particular labour issues, enforce their legislation and administer their services in the hemisphere is enhanced. 2. Ministries of Labour are better able to identify policy and program options that meet their needs,

<p>share with their peers in the region.</p> <p>2200 Update the RIAL Portfolio of Programs, incorporating the policies and programs identified with the Ministries of Labour during consultations.</p> <p>2300 Conduct a study on the institutional mechanisms to promote gender equity currently present in the Ministries of Labour in the hemisphere.</p> <p>2400 Produce 3 studies/policy papers on the current state of labour related priority areas selected by IACML authorities. These studies will be produced by consultants, under the guidance of the SEDI-OAS.</p> <p>2500 Produce and distribute two annual RIAL Newsletters.</p> <p>3000. Ministries of Labour bilateral cooperation</p> <p>Activities include:</p> <p>3100 Management of the RIAL Cooperation Fund to facilitate bilateral and multilateral cooperation exchanges among the Ministries of Labour (on site visits, study tours, expert visits).</p> <p>4000. Technical assistance coordination in the area of labour</p> <p>Activities include:</p> <p>4100 Permanent communication via e-mail, telephone, and participation in coordination meetings with institutional partners, especially ILO, PAHO, IDB and CAN and CARICOM secretariats, regarding their priorities and actions on labour cooperation, and engagement of these partners to participate in RIAL initiatives and IACML meetings.</p>	<p>200.2 Ministries of Labour's institutional capacity and strategies to promote gender equity have been assessed.</p> <p>200.3 Increased knowledge on the current state of policies in areas defined by IACML authorities during the Working Group meeting in April, 2009 and the Planning Meeting in December, 2009.</p> <p>200.4 Increased awareness of stakeholders among RIAL activities.</p> <p>300.1 Cooperation activities selected through calls for proposals have been undertaken.</p> <p>300.2 Officers of Ministries of Labour participated in cooperative activities as trainers/trainees.</p> <p>400.1 RIAL officers ensured constant communication with key institutional partners on activities related to labour issues in the hemisphere, including workshops and IACML meetings, and contributed to coordinating efforts among like-minded organizations.</p>	<p>hemisphere has facilitated cooperation and knowledge sharing for the design and implementation of policies and programs, with particular attention to gender.</p> <p>30.1 Cooperative activities facilitated bilateral cooperation between Labour Ministries in the hemisphere and supported the development of strategies to meet punctual labour needs identified.</p> <p>40.1 Collaboration and coordination among Ministries of Labour, international agencies and donors has improved.</p>	<p>through accessible information and cooperation with other Labour Ministries in the hemisphere.</p> <p>3. Bilateral cooperation among Ministries of Labour of the hemisphere is increased and their capacity to address specific labour issues is enhanced.</p> <p>4. Enhanced collaboration and coordination contribute to professional labour administration in countries in the hemisphere.</p>
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	<p>100.1 Project reports and information available on the RIAL Website demonstrate that 6 workshops on labour priority areas have taken place.</p> <p>100.2 Project reports demonstrate that 120 officers from the Ministries of Labour (at least 24 countries and 4 sub-regions represented per workshop), 20 representatives from COSATE and CEATAL, and 10 members of key international agencies have participated in these workshops.</p> <p>200.1 100 additional policies and programs (from at least 20 Ministries of Labour) have been added to the RIAL Portfolio of Programs.</p> <p>200.2 Publication of a study on the institutional mechanisms to promote gender equity in the Ministries of Labour.</p> <p>200.3 Publication of three studies/policy papers on topics identified by IACML authorities.</p> <p>200.4 Publication and distribution of two RIAL Newsletters.</p> <p>300.1 Project reports demonstrate that 30 cooperation activities were held, with a total of 90 officers of Ministries of Labour participating.</p> <p>400.1 Project reports and informal consultations with institutional partners confirm that RIAL officers have ensured constant</p>	<p>10.1 Post-workshop electronic surveys report that workshop participants feel their ability to address certain labour administration priority issues has been enhanced and that they have maintained some degree of contact with other workshop participants.</p> <p>20.1 Informal consultations with Ministries of Labour demonstrate that Ministries of Labour in the hemisphere are aware of the RIAL Portfolio of Programs and consult the database to strengthen their policies and programs.</p> <p>20.2 Monitoring of the number of hits on the RIAL Website, including the RIAL Portfolio of Programs.</p> <p>30.1 Cooperative activities reports show that activities allowed bilateral cooperation between participating Labour Ministries and facilitated the development of strategies to meet specific labour related needs.</p> <p>40.10 Informal consultations confirm that institutional partners feel RIAL has played an important role in ensuring constant communication on labour issues in</p>	<p>Optional</p>
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Challenges/Risks:

- Weak institutional capacity and lack of resources of Labour Ministries affect the execution of activities.
- Employee turnover limit capacity building initiatives long-term impact on institutions.

Challenge and risk management strategies:

- Activities are developed around priority areas established commonly by the 34 OAS member states at the last IACML, thus there should be a significant degree of high level of buy in, facilitating staff participation in RIAL initiatives. RIAL initiatives will particularly aim to ensure the participation of small economies, providing unique learning opportunities. The activities will also be conducted in different countries in the Americas in order to facilitate participation from the different regions. Project funds are allocated to cover travel related expanses of employees participating in workshops and other RIAL activities. To ensure full participation, Ministries of Labour and the other organization only need to commit the time of employees.
- A certain degree of turnover is inevitable. This one of the reason RIAL is investing a significant amount of time and resource to document all their activities and ensure information is available and user friendly on their Website. RIAL will also use the IACML structure to publicize its results and make relevant adjustments. RIAL activities and results will be presented during IACML Working Groups meetings and Planning Meetings. This will contribute to the project's sustainability and sphere of influence.

Installment Schedule

Date	Payment	Amount
September 12, 2008	1	\$250,000 (CDN)
December 12, 2008	2	\$250,000 (CDN)
February 12, 2009	3	\$250,000 (CDN)
September 25, 2009	4	\$140,000 (CDN)*

* HRSDC will without \$10,000 (CDN) to conduct a final project evaluation.