



ORGANIZATION OF AMERICAN STATES
Inter-American Council for Integral Development
(CIDI)



**SECOND MEETING OF THE WORKING GROUPS
OF THE XIX INTER-AMERICAN CONFERENCE
OF MINISTERS OF LABOR (IACML)**

April 28 and 29, 2016
Asunción, Paraguay

OEA/Ser.L/XIX.VI.1
CIMT-19/GT1-GT2/doc.5/17
12 Abril 2017
Original: Spanish

REPORT OF THE INTER-AMERICAN NETWORK FOR LABOR ADMINISTRATION (RIAL)
FOR THE PERIOD 2006 TO APRIL 2017

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*Second Meeting of the Working Groups of the XIX Inter-American Conference of Ministers of Labor
(IACML) of the OAS
April, 2017*

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I. INTRODUCTION

The Inter-American Network for Labor Administration (RIAL) is the cooperation and technical assistance mechanism of the Inter-American Conference of Ministers of Labor (IACML). It was created by the region’s Ministries of Labor, following the XV IACML in 2005, in order to strengthen their human and institutional capacities through an integrating mechanism for dissemination of knowledge and experiences.

The RIAL functions as a system made up of the following complementary and mutually reinforcing tools: Portfolio of Programs, Hemispheric Workshops, technical studies, bilateral cooperation activities, newsletters, web pages and, virtual forums and webinars.

The OAS Executive Secretariat for Integral Development (SEDI) is responsible for the coordination and operation of the RIAL, in its capacity as the Technical Secretariat of the IACML, while its priorities and actions are set by the IACML itself. It is now funded through a Fund for voluntary contributions from all its members. In the period 2006-2010, it was funded primarily by the Canadian Labour Program, whose contributions made it possible to establish the Fund and to carry out most of the activities described in this document. It has also received financial contributions from the Ministries of Labor of the United States, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Colombia, Ecuador, Jamaica, Mexico, Panama, Peru, Dominican Republic, Suriname and Trinidad and Tobago to this date.

II. OUTPUTS AND OUTCOMES

From its formal creation in May 2006 thru June 2016, the following are RIAL's main accomplishments in number of people, organizations involved, and products delivered.

RIAL in numbers:

- **1131 government officials** have been trained on priority labor administration issues through hemispheric workshops and bilateral cooperation activities.
- **943 officials from Ministries of Labor** have been trained on priority labor administration issues through hemispheric workshops and bilateral cooperation activities.
- **+3000 public officials** have been indirectly trained.
- **76 workers' and employers' representatives** have been trained.
- **17 international agencies** (ILO, IDB, PAHO, WAPES, IACHR, CARICOM, IDB, etc.) are involved with the RIAL.
- **27 research centers and NGOs** are involved with RIAL activities.
- **All OAS member states** have participated in RIAL activities through their Ministries of Labor.

RIAL products:

- **21 hemispheric exchange workshops** completed and one in planning on priority labor administration topics. Twenty-five (25) Ministries of Labor were represented in each workshop on average, along with workers, employers, and heads of international organizations.
- **95 completed bilateral cooperation activities** (on-site visits or experts' visits) and 5 more in planning that will allow for direct technical assistance between Ministries through the RIAL.
- **+120 updated programs**, which are part of the online Portfolio of Programs from the Ministries of Labor.
- **1 new RIAL website:** www.rialnet.org, recently published with improvements implemented directly from suggestions from the Ministries themselves, to make it more interactive and efficient.
- **4 technical studies:** "Gender equality for Decent Work: Proposals for mainstreaming gender into labor and employment policies within the framework of the IACML" (2007) and "The Institutionalization of a Gender Approach in the Ministries of Labor of the Americas" (2009). "Advancing the institutionalization of a gender approach in the Ministries of Labor of the Americas. Lessons learned, findings and recommendations from three Participatory Gender Audits" (2013), and "Analysis of Bilateral and Multilateral Social Security Agreements as they relate to Pensions" (2015).
- **More than 80 newflashes** published every two weeks about RIAL's activities, relevant events for the CIMT, and any new and interesting information regarding international labor.
- **4 web seminars**, three of them organized with PAHO, and ILO's Regional Office for Latin America and the Caribbean about stress in the workplace, and another one about Labor Inspections in Trinidad and Tobago. These webinars allowed for the exchange of successful experiences and strengthened health and labor inspection practices in the region.
- **3 Gender Audits** in partnership with the ILO, the first of its kind in Ministries of Labor in the region.

Together, these outputs are aimed towards achieving the RIAL's objective of building human and institutional capacities in the region's Ministries of Labor. Institution-building is a complex and hard-to-measure concept but, for the purposes of the RIAL, it has been divided into the following components:

- Greater knowledge and tools in Ministries for the fulfillment of their functions.
- Development of new products, services, or programs.
- Creation of areas, offices, or units within Ministries.
- Review, modification and/or improvement of programs in execution.
- Design, modification and/or improvement of internal processes.
- Design or improvement of training activities for government officials.
- Reform of the regulatory or legislative framework.
- Enhanced capacity to identify cooperation priorities and needs.
- Greater communication and cooperation between each Ministry and its peers within the region.

After more than ten years of operation, it can be said that the RIAL has had a clear impact on these institution-building components, in some cases with impressive outcomes, as may be seen below. The outcomes were taken from follow-up surveys of RIAL bilateral cooperation activities, surveys of Hemispheric Workshop participants, and internal OAS records on their ongoing communications with ministries in the region.

RIAL's Impact: Concrete Results

- **Greater knowledge and tools in Ministries of Labor for the fulfillment of their functions**

All of RIAL's outputs are aimed at increasing knowledge within Ministries of Labor and providing them with additional tools to strengthen internal management. This knowledge translates to the development of new products, redefinition of internal processes, and the creation or strengthening of areas or units

Several RIAL Hemispheric Workshop participants were consulted regarding the contributions that the information they received at our events had on their Ministries in the past. From those consulted, 93% considered that the information they received at our Workshops helped them improve their services about the topic discussed at the event, increase awareness about gender issues, and become more efficient in their respective countries.

- **Development of new products, services, or programs**

The RIAL facilitates new ideas within ministries for the development of products, services, or programs, whether by consulting the RIAL Portfolio, a source of information on interesting initiatives, or through their participation in Hemispheric Workshops or in bilateral cooperation activities. From these exchanges a decision may emerge to develop new initiatives or, if this decision has already been made, elements for their implementation may be drawn.

Almost 60% of RIAL bilateral cooperation activities documented resulted in the development of new products, services, or programs. Some important examples are:

- The terms of reference for the establishment of the Disabilities Rights Tribunal in Jamaica in 2016 and 2017, as well as the communication strategy and the complaints procedures to comply with Jamaica's Disabilities Act of 2014, were drafted including the lessons learned and the procedures in place in the United States. This was possible, after the Director of the Jamaica Council for Persons with Disabilities and other officers in charge of developing such

instruments travelled to Washington to learn from the United States vast experience in enforcing the Americans with Disabilities Act (ADA) of 1990.

- The first Municipal Child Labor Diagnostic in Guatemala was conducted in 2013 after receiving technical assistance from Ecuador on evaluating baselines and diagnostics on child labor, and having been able to learn from first-hand experience how municipal authorities work. The participants highlighted that before the exchange, they did not have enough resources to undertake this work.
- After the technical assistance received through an on-site visit from the Ministry of Labor of Guatemala, Paraguay designed a training and awareness programs for female domestic workers
- The Public Employment Service of Panama (SERPE) finalized the installation of an employment unit at each training center of the National Institute of Vocational Training for Human Development (INADEH) to facilitate the hiring of graduates from the training courses that they have created. It also considered the creation of a Youth Employment Office as a result of the exchange of cooperation with the Ministry of Labor, Employment and Social Security of Argentina.
- The Occupational Health and Safety Administration (OSHA) of Trinidad and Tobago created a web page after receiving technical assistance from the United States Department of Labor. The web page can be used to distribute information and to maintain a permanent channel for interaction with the public. The Ministry of Labor of Trinidad and Tobago also developed brochures available in print and online on various topics regarding OSHA, and developed and implemented an awareness program to reach specific audiences throughout the country.
- The Ministry of Labor of Costa Rica made the decision to regionalize the conciliation service (presence of conciliators in regional offices) following a cooperation activity with Argentina wherein greater awareness was gained of the value of conciliation, and training and hiring processes were reviewed. The Argentine experience also served to improve conciliator training in Costa Rica.
- The recent establishment of the Job Training Center in the Ministry of Labor of El Salvador took account of the success of worker and employer education in the Ministry of Labor of the Dominican Republic, and some of its lessons learned were replicated.
- The Ministry of Labor, Employment and Social Security of Argentina is studying the possible implementation of a program similar to the Preventive Mediation Program of Canada, following an on-site visit to Canada.
- El Salvador's Ministry of Labor launched its Gender Equality Seal after learning about Colombia's experience with its own Equipares Seal and its mode of implementation. This included learning about the experience of private Colombian companies certified with the seal.
- Based on the Costa Rican experience, Guatemala developed a pilot program for the eradication of child labor in Guatemala City's main food distribution center.
- **Creation of areas, offices, or units within Ministries**

To a lesser extent, the RIAL has contributed to creating areas or units within Ministries of Labor. Around 25% of RIAL bilateral cooperation activities report this as an outcome. These include:

- The consolidation of the Unit for Gender Equality in the Ministry of Labor and Social Welfare of El Salvador, which reviewed and improved the Ministry's practices and procedures after an on-site visit from the Ministry of Labor, Employment and Social Security of Argentina and Colombia in 2012.
- The inclusion of a Medical Unit and Technical Unit in the Occupational Health and Safety Administration of Trinidad and Tobago after a bilateral cooperation with the United States.
- The creation of the Fundamental Rights Unit in the Ministry of Labor of Bolivia, after collaborating with Chile through the RIAL.
- The drive to increase the number of municipal employment offices run by the Ministry of Labor and Social Security of Costa Rica through a Framework Agreement with the Municipal Development Institute, signed after a visit to the Ministry of Labor, Employment and Social Security of Argentina.
- The establishment of a committee to develop an Inspection Program to guide the activities of the Department of Labor of Saint Lucia in that field, one of the lessons learned during cooperation with the United States.
- The creation of the Colombian Tripartite Commission on International Affairs after receiving technical and legal assistance from Brazil's own Tripartite Commission.

The Inter-American Commission of Women (CIM), in collaboration with the RIAL, organized four subregional workshops (Caribbean, Central America, Andean Region, and Southern Cone) in 2010 to strengthen a gender-based approach in Ministries of Labor, which may include the creation of gender units. Some Ministries (El Salvador and Barbados mainly) have reported that following the workshop, they could advance in constituting a gender unit or focal point. These workshops are based on the achievements and recommendations of the RIAL study on "The Institutionalization of a Gender Approach in the Ministries of Labor of the Americas" and follow-up on the Gender Strategic Guidelines approved by the Inter-American Conference of Ministers of Labor (IACML) in 2007.

Additionally, the OAS and ILO partnered to develop "Participatory Gender Audits" in the Ministries of Labor of El Salvador, Barbados, and Peru, with financial support from Canada and in keeping with the efforts developed by the IACML and RIAL on gender issues. Audits have allowed comprehensive assessment of the situation in each Ministry with regard to gender mainstreaming and the development of Plans of Action to strengthen their efforts, in particular units or areas responsible for gender. In the case of El Salvador, the Audit helped launch the Unit for Gender Equality.

- **Review, modification, and improvement of programs in execution**

A review of RIAL bilateral cooperation activities shows specific results in terms of program improvement, but RIAL's workshops should also be taken into account in measuring program improvement. In fact, 70% of discussions during these workshops revolve around the outcomes and difficulties of, and lessons learned from, national programs. Additionally, most participants are program technical staff or coordinators. Although no rigorous follow-up to these workshops has been made, they may have led to reviews and modifications of programs in execution.

Some specific outputs of bilateral cooperation activities may be noted:

- The Ministry of Labor of Nicaragua, combining the best practices of the Ministry of Labor and Employment of Brazil with new institutional policies, strengthened their employment service (SEPEM) and their implementation of the “My First Job” (“Mi primer empleo”) program, increasing the placement of young graduates from universities and technical centers.
 - The initiatives promoted by the Ministry of Labor of Costa Rica on working children and youth were reviewed and improved based on successful practices in Uruguay. In particular, the regulations for the registry of working adolescents were amended to include a medical report requirement and instruments such as the social and job assessment record of the working child or adolescent were improved.
 - The More and Better Jobs for Youth Program of the Ministry of Labor, Employment and Social Security of Argentina was strengthened with new management elements and services following an on-site visit by its senior staff to the United States. Warranting mention are the regulations redesigned to allow for internships in the public and nongovernmental sector, improved management instruments, better relations with the private sector, and additional assistance provided to youth by the Secretariat of Employment.
 - After San Vicente’s on-site visit to Canada in 2009, San Vicente improved its labor accidents data collection capacity and their health and occupational security policies.
- **Design, modification and/or improvement of internal processes**

This is one of the components of institutional strengthening where the RIAL’s impact is most clearly seen, specifically in its bilateral cooperation activities. In effect, about 55% of the cooperation activities which have been followed up have resulted in more efficient internal procedures, better-designed management tools and operational manuals, and more solid information and management systems, among others.

Some notable outcomes are described below:

- Manuals for users and administrators of Guatemala’s Public Employment Portal were developed, incorporating lessons learned from the experience of the Ministry of Labor, Employment and Social Security of Argentina.
- The Occupational Health and Safety Administration (OSHA) of Trinidad and Tobago finalized and implemented a multi-year strategic plan after receiving expert assistance from the United States Department of Labor. This plan guides the work plans of each of the inspection sub-units and focuses on initiatives and performance evaluations. Also developed and implemented was a performance evaluation system for inspectors and other Administration personnel.
- As part of a cooperation activity with the Ministry of Labor, Employment and Social Security of Argentina, the Ministry of Labor and Social Development of Panama began to strengthen their employment counseling services as part of their labor intermediation services. The Directorate General of Employment also consolidated a network based on complementarity, group cohesion, and management on the basis of results.
- The cooperation activity with the Ministry of Labor and Employment of Brazil enabled policies and actions to reorient and transform the Directorate General of Employment and Wages of the Ministry of Labor of Nicaragua’s strategic objectives. Some actions relate to the training process, the involvement of local actors, and the consolidation of a network of institutional work.

- The on-site visit from officials of the Ministry of Labor and Social Security of Costa Rica to their counterparts in Argentina helped to improve the skills of employment managers through training in the use of electronic job-search platforms, with the goal of standardizing procedures.
- The modernization of the Department of Social Organizations of the Ministry of Labor of Costa Rica was facilitated and strengthened through technical assistance from Mexico, specifically regarding the simplification of the social organizations registry, and computerization and design of oversight and monitoring tools, achieving greater efficiency and better service for users.
- Statistics development processes in the Ministry of Labor of Paraguay were streamlined and made more efficient and timely, better training was provided for statistics area officials, and that area was strengthened following assistance received from Argentina.
- The Occupational Health and Safety area of the Ministry of Labor of Guyana, following cooperation activities with Trinidad and Tobago and Barbados, made the following significant improvements: inspection kits were prepared as part of the inspectors' tools, the 4P model for evidence gathering implemented in Barbados was adopted, which enhanced investigations of workplace accidents and fatalities, and the use of scientific equipment and information systems in labor inspections was improved, resulting in increased efficiency in reporting.
- The procedures and structure of the Social Security Office of the Ministry of Justice and Labor of Paraguay, created in late 2008, and of the National Social Security System were strengthened following cooperation with Chile in March 2009.
- The restructuring of the data compilation system for labor statistics generation and the design of new indicators in Guatemala were based on training provided by Argentina.
- Occupational health and safety procedures of the Department of Labour of Saint Vincent and the Grenadines were developed using information and knowledge gained from seeing the Intervention Model of Canada. Among other issues, follow-up visits are part of inspectors training and forms used on inspection visits are currently being re-designed.
- ILO convention report preparation procedures were redefined in El Salvador following cooperation with Argentina to improve consultations with workers and employers.
- Proposed improvements to the organizational and functional structure of labor inspection in El Salvador, including the inspector career service, were developed based on the Dominican Republic model.
- **Design or improvement of training activities for government officials**

The RIAL contributes to Ministry training activities in two ways: (1) Directly, through visits by experts in bilateral cooperation activities which may include training activities; and (2) Indirectly, as advantage may be taken of the content of the Hemispheric Workshops and RIAL bilateral cooperation activities to improve Ministry training activities. Fifty-two percent of bilateral cooperation activities have had impact in the design or improvement of training exercises, which represents a very valuable multiplicative effect of cooperation.

Among direct contributions, the following activities warrant mention owing to their multiplier effect:

- Experts from the Ministry of Labor Relations of Ecuador, accompanied by representatives of the private sector and UNICEF, presented the Workshop “Transfer of a Public-Private Partnership Model for the eradication of child labor in Ecuador,” sponsored by the RIAL, to transfer Ecuador’s successful model of the Network of Businesses against Child Labor to Costa Rica.
- Experts of the Ministry of Labor of Manitoba, Canada provided a workshop for officials of the Ministry of Labor of Mexico on the design and implementation of the Safe Work program, aimed at the prevention of workplace accidents. The workshop was held in Mexico City and simultaneously transmitted by videoconference to Mexico’s 32 federal labor offices.
- Experts of Trinidad and Tobago provided training at the “Seminar on Occupational Health and Safety” to officers of the Ministry of Labor of Guyana and employer and worker associations.
- Experts of Argentina provided a training workshop on labor conciliation for Ministry of Labor officials of the Dominican Republic, mediators, prosecutors, employers, and workers.
- Canadian experts provided training to all Regional Directors of Labor of Chile on mediation, and presented the Federal Mediation and Counseling Service (FMCS) of Canada, including its structure, functioning, the challenges faced by the Service and the reforms introduced over time, with the goal of strengthening the labor mediation system in Chile.

Indirect effects include the following examples:

- As a result of a visit from experts followed by an on-site visit between the Ministry of Labor, Employment and Social Security of Argentina and the Ministry of Labor and Social Development of Panama, the latter has strengthened its training programs for officials of the Public Employment Service (SERPE) at the national level.
- The strengthening of permanent training programs of the Ministry of Labor and Social Development of Panama after visiting the Occupational Health and Safety Administration (OSHA) of the United States. This, through talks with Labor Inspectors, the development of information pamphlets, the design of a training program, lectures, and the participation of inspectors in OHS conferences are some of the fruits of cooperation activity.
- The redesign of training programs for labor inspectors in Panama, an outcome of the training assistance received from Brazil during and on-site visit that provided guidance on developing skills and attitudes that promote harmonious work relations.

Although practices in this area have not been documented, Ministries in their training activities could refer to the Hemispheric Workshops’ presentations and sound recordings, available at the OAS/RIAL website.

- **Reform of the regulatory or legislative framework**

The RIAL has shown clear results in internal Ministry of Labor management, but examples have also been found of its impact on regulatory or legislative framework reform. Although the negotiation of these reforms and their adoption transcends Ministries, RIAL impact may be seen in their conception, rationale, and preparation. Some very important cases have been identified:

- The assistance that the Ministry of Labor and Employment Promotion of Peru received from the Ministry of Labor and Employment of Brazil in September 2013 contributed to the development of regulations pursuant to the General Law on Persons with Disabilities of Peru, issued in 2014, especially as it relates to the employment quota for persons with disabilities and monitoring compliance.
- The formulation of a new National Plan for the Prevention and Progressive Eradication of Child Labor and the Protection of Adolescent Workers in Bolivia included lessons learned from the experience of Argentina.
- The Ministry of Labor of Belize sent the National Health and Safety at Work bill to the Cabinet in 2010 after eight years of hard work. The Ministry also developed the National Labor Inspection Manual, aided by contributions of technical assistance from the Ministry of Labor of Trinidad and Tobago, among others.
- Evaluation and development of a proposal to amend the rules that govern the Standing Committee and Departmental Subcommittees for Consensus on Salary Policies as spaces for social dialogue in Colombia, as part of the cooperation received from the Ministry of Labor and Employment of Brazil.
- A bill drafted by the Ministry of Labor of Peru on mandatory payment through the financial system. Technical assistance from Argentina served to define proper mechanisms for the implementation of this law, provide the bill with additional technical support and greater soundness, and identify more benefits from this procedure than costs, the latter enabling the decision to draft this bill to be made. In July 2010, the bill had been approved by the congressional technical committees and was on the agenda for the Plenary.
- A preliminary draft law prepared by the Ministry of Labor of the Dominican Republic to make mandatory individual labor conciliation with it prior to having recourse to the courts. This preliminary draft law is based on the experience of the Mandatory Labor Conciliation Service (SECLLO) of Argentina. The Labor Advisory Council of the Dominican Republic approved the preliminary bill as drafted.
- Barbados' Labor Rights law was created after their on-site visit to Jamaica in 2013. This law is based on the experience and knowledge that Jamaica provided Barbados' Ministry of Labor about its own labor rights law.
- The knowledge that the Argentine Ministry of Labor shared with the Colombian Ministry of Labor was crucial for the development of Teleworking laws and the creation of the National Network for the Promotion of Teleworking in Colombia.
- **Enhanced capacity to identify cooperation priorities and needs**

The Technical Secretariat of the IACML consults all Ministries of Labor every two years, immediately following each Conference, on its cooperation priorities and needs. This exercise was carried out in 2005, 2007, 2009, 2011, 2013 y 2015 and it may be noted that for some countries, especially in the Caribbean, there is greater clarity in replies, and areas of cooperation are more specifically defined.

The RIAL calls for bilateral cooperation, enabling Ministries to present proposals to receive technical assistance from their peers in the region, have afforded international affairs areas and opportunity to consult other Ministry areas each year regarding their cooperation needs. This exercise facilitates the building of capacities for the identification of cooperation areas and for

proposal preparation. In the tenth calls for proposals conducted, the quality of proposals for some countries has improved year by year, especially in those where the same officials responsible for cooperation matters have remained the RIAL focal point.

- **Greater communication and cooperation between each Ministry and its peers within the region**

The RIAL has provided wide-ranging opportunities for interaction among Ministries of Labor, in both their international affairs areas and technical areas. The RIAL Workshops and bilateral cooperation activities have enabled technical staff to meet, debate, and exchange experiences in their areas of specialization, in and of itself an outcome as regards greater communication, but the challenge remains for this interaction to continue and be maintained.

More than half of participants in bilateral cooperation activities report that they remain in communication with the ministry that provided them with technical assistance. Among them, there are also countries that have received additional follow-up technical assistance after their cooperation; some examples worth noting are:

- The Ministry of Labor and Social Security of Costa Rica received financial support from the Ministry of Labor, Employment, and Social Security of Argentina to participate in the Workshop on Public Employment Services that was held in Mexico City in 2011 after receiving technical assistance to strengthen municipal employment offices.
- The Ministry of Labor of Colombia, after receiving assistance from the Ministry of Labor and Employment of Brazil, presented through RIAL's Fourth Call a new application for bilateral cooperation in the areas of Decent Work and the Elimination of Child Labor. This proposal was selected and resulted in a visit in 2011 from officials of the Directorate of Labor Inspection, Monitoring, and Control of Colombia to Brazil.
- The Ministry of Labor of the Bahamas, following technical cooperation on Occupational Health and Safety at the workplace with the United States Department of Labor, presented a proposal during RIAL's Third Call. This proposal was selected and Bahamas received a group of experts from the Occupational Health and Safety Administration (OSHA) in 2011. Notably, the relationship between the two institutions has continued to strengthen due to mutual interest in this area.
- The Ministry of Labor of Trinidad and Tobago presented a cooperation proposal through the RIAL on Occupational Health and Safety in the workplace with the United States Department of Labor. This activity took place in 2011 under the Fourth Call for proposals of the RIAL.

III. ACTIVITIES

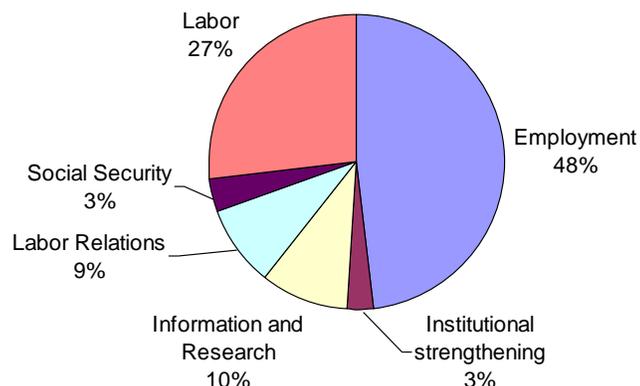
Below is a more detailed description of RIAL's outputs and the activities undertaken to achieve them:

- a) Planning, organizing and conducting **twenty-one (21) Hemispheric Workshops or seminars** on priority areas defined by the Inter-American Conference of Ministers of Labor (IACML). These Workshops allow for the exchange and analysis of experiences, the holding of a technical dialogue among Ministries, employers, workers, international organizations, and civil society, and the identification of lessons learned and making of policy recommendations. They emphasize wider sub-regional participation and representation by Ministers of Labor (on average 25 per workshop). COSATE, CEATAL, and the ILO are present at all workshops, and the IDB, ECLAC, PAHO, and the World Bank have participated in several. The areas addressed by

these workshops are set by the IACML authorities at their planning meetings, following a survey conducted by SEDI/OAS to reveal the training needs of Ministries of Labor. Full information on each of these workshops, including presentations given, conclusions reached, and participants attending, can be found on the RIAL web page. A brief description of each one can be read in Appendix 1. Furthermore, progress has been made in holding webinars, as detailed in letters o) and p) of this section.

- b) Permanent consultation about and identification of programs undertaken by the region's Ministries of Labor that have yielded positive results and are offered for horizontal cooperation. These programs are included in the RIAL Portfolio of Programs, which can be found online and which has a total of 142 registered programs to date. During 2017, all programs will be reviewed and updated in consultation with the Ministries of Labor.
- c) **RIAL's Portfolio of Programs** was launched in 2008, redesigned in 2010, and is currently being re-launched in the framework of the meeting of the working groups of 2017, to catch up with recent technological advancements. The process of actualization and re-launching included changing the technological platform used, revising the information categories, reforming the search system, and improving the Portfolio's access, contents, and navigation structure. The portfolio will remain publicly accessible, but all program updates will be done directly by the Ministries with their passwords.
- d) Collection and systematization of ministerial programs in the RIAL Portfolio of Programs, online at www.rialnet.org. The Secretariat is providing personalized assistance to each Ministry to facilitate the uploading of their programs to the virtual platform.

Figure No. 1
Composition of the 142 programs currently registered in the Portfolio by area



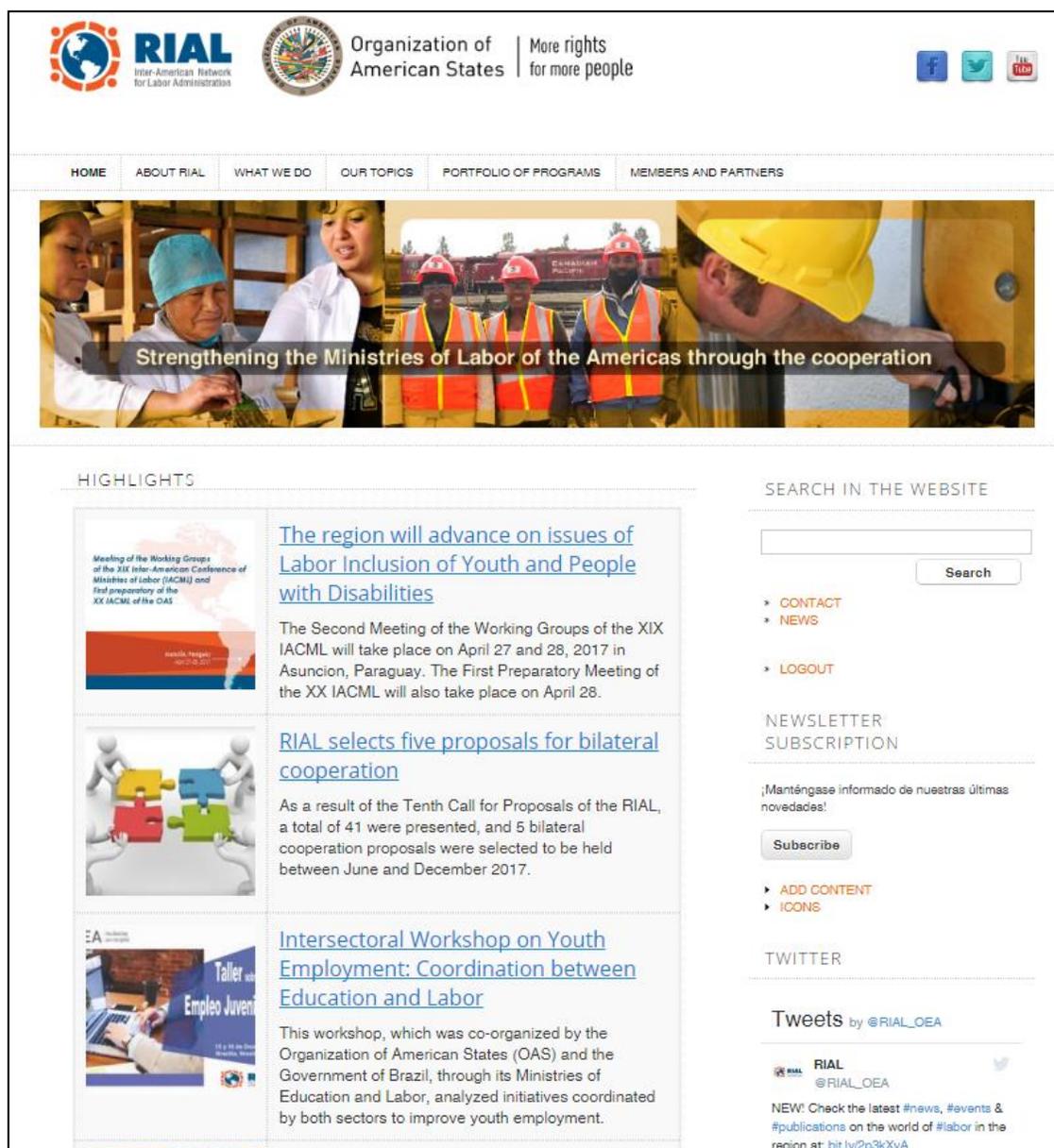
- e) Preparation, publication, and distribution the RIAL **electronic Information Bulletin or "Newsflash"**, which gives a bi-weekly look at Labor Administration in the Americas. Information is consolidated about cooperation activities, institutional changes, advancements in the sub regional and hemispheric labor and employment agendas, featured news from Ministries, events and publications. In addition to the electronic bulletins, five print Information Bulletins were published in 2007, 2008, 2009, 2010 and 2013, the last of which was on the occasion of the 50th Anniversary of the IACML. To date, more than 80 newsflashes have been distributed.

Figure No. 2
Images of the Newsflash

<div data-bbox="94 283 300 378">  </div> <div data-bbox="389 283 690 378">  </div> <div data-bbox="86 409 232 457"> <p>October 2016 Newsflash #73</p> </div> <div data-bbox="86 474 443 493"> <p>A bi-weekly look at Labor Administration in the Americas</p> </div> <div data-bbox="86 516 532 840">  </div> <div data-bbox="86 861 532 913"> <p>Jamaica Advances Labor Inclusion of Persons with Disabilities</p> </div> <div data-bbox="86 917 526 1066"> <p>From October 17 to 21 a delegation from the Ministry of Labour and Social Security of Jamaica exchanged information and lessons learned with its U.S. counterpart in order to facilitate an effective implementation of labor protection mechanisms for people with disabilities. More Information >></p> </div> <div data-bbox="86 1092 482 1171"> <p>Workshop on Youth Employment in the Americas will Prioritize Dialogue between Education and Labor Sectors</p> </div> <div data-bbox="86 1176 537 1350"> <p>On December 15 and 16 in Brasilia, Brazil, an intersectoral workshop will convene the Ministries of Labor and the Ministries of Education of the OAS Member States and other stakeholders to discuss strategies that are in development, specially in the coordination part, to improve the situation of young people in the labor market. More Information >></p> </div> <div data-bbox="581 464 764 487"> <p>» VERSIÓN EN ESPAÑOL</p> </div> <div data-bbox="573 527 774 548"> <p>EVENTS AND PUBLICATIONS</p> </div> <div data-bbox="573 569 786 676"> <p>OAS: Preparatory Meeting for the IX Meeting of Ministers of Education October 26-28, 2016 Washington, D.C., USA</p> </div> <div data-bbox="573 697 768 785"> <p>OAS/RIAL: Workshop on Youth Employment December 14 & 15, 2016 Brasilia, Brazil</p> </div> <div data-bbox="573 806 774 932"> <p>ECLAC: XIII Regional Conference on Women in Latin America and the Caribbean October 25-28, 2016 Montevideo, Uruguay</p> </div> <div data-bbox="573 953 781 1100"> <p>SEGIB: Ibero-American Summit of Heads of State: "Youth, Entrepreneurship and Education" October 28 & 29, 2016 Cartagena de Indias, Colombia</p> </div> <div data-bbox="573 1123 781 1251"> <p>ECLAC: Meeting on Business and Compliance with the Sustainable Development Goals November 11, 2016 Santiago, Chile</p> </div> <div data-bbox="573 1270 774 1356"> <p>Inter-American Dialogue: "The Skills Development Challenge in Latin America"</p> </div>	<div data-bbox="836 283 1047 378">  </div> <div data-bbox="1128 283 1437 378">  </div> <div data-bbox="828 415 963 464"> <p>April 2017 Newsflash #83</p> </div> <div data-bbox="828 478 1193 499"> <p>A bi-weekly look at Labor Administration in the Americas</p> </div> <div data-bbox="909 535 1193 829">  </div> <div data-bbox="828 882 1218 934"> <p>RIAL selects five proposals for bilateral cooperation</p> </div> <div data-bbox="828 936 1284 1060"> <p>As a result of the Tenth Call for Proposals of the RIAL, a total of 41 were presented, and 5 bilateral cooperation proposals were selected to be held between June and December 2017. More Information >></p> </div> <div data-bbox="828 1081 1161 1113"> <p>Haiti appoints new Labor Minister</p> </div> <div data-bbox="828 1113 1279 1236"> <p>Rossevelt Bellevue took over the portfolio of Social Affairs and Labor last March 22, 2017. Bellevue committed to lend a hand to those who want to create jobs and find work, as well as to help people get out of poverty. More Information >></p> </div> <div data-bbox="828 1257 1278 1310"> <p>ILO concludes a global dialogue on the future of the work we want</p> </div> <div data-bbox="828 1312 1266 1360"> <p>On April 7, the global dialogue was concluded, structured around the four "centennial talks" of the initiative. The</p> </div> <div data-bbox="1323 470 1526 493"> <p>» VERSIÓN EN ESPAÑOL</p> </div> <div data-bbox="1315 531 1537 552"> <p>EVENTS AND PUBLICATIONS</p> </div> <div data-bbox="1315 573 1537 680"> <p>OAS: Meeting of Working Groups and Preparatory Meeting of XX IACML April 27-28, 2017 Asuncion, Paraguay</p> </div> <div data-bbox="1315 699 1479 743"> <p>OAS: Scholarship Opportunities</p> </div> <div data-bbox="1315 764 1547 890"> <p>ILO: Tripartite Meeting on Improving Employment and Working Conditions in Health Services April 24-28, 2017 Geneva, Switzerland</p> </div> <div data-bbox="1315 911 1537 1016"> <p>ILO: International Conference on Jobs and Skills Mismatch May 11-12, 2017 Geneva, Switzerland</p> </div> <div data-bbox="1315 1035 1554 1142"> <p>OAS-ADS: "The Agenda for Activism of Afro-descendant Women in Latin America" (in Spanish)</p> </div> <div data-bbox="1347 1161 1485 1346">  </div>
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- f) Preparation, launch, and continuous updating of the RIAL web page: www.rialnetportal.org, which organizes and systematizes programs and activities. The website has been in constant revision to guarantee that its contents are up-to-date, and that the platform is modern and agile. In 2015, the Ministries decided to fund a new website and choose a team of six people to coordinate that process. Today, in the framework of the Meeting of the working groups of 2017, the technical secretariat is launching the new website of the RIAL. This site has a new navigation structure, use a more responsive technological platform, and includes new contents, search engine optimized and complete and updated information of Ministries and activities of the RIAL. We highlight the creation of the "Our Topics" section, where all kind of activities realized by the RIAL can be found (workshops, bilateral cooperation, studies, etc.). The search engine also allows the user to find information by topic and kind of activity.

Figure No.3
Image of RIAL's new Homepage



- g) Preparation of **four RIAL technical studies**: The first one, “Gender equality for Decent Work: Proposals for mainstreaming gender into labor and employment policies within the framework of the IACML” served as the basis for the document “Strategic Guidelines of XV IACML for Advancing Gender Equality and Non-discrimination within a Decent Work Framework”. These guidelines were adopted at the XV IACML, thus, the topic has continued to be addressed within the RIAL framework, in order to promote gender mainstreaming in labor and employment policies and in the operations of Ministries of Labor. In December 2007, IACML authorities approved the components of a RIAL Gender Project, based on the Strategic Guidelines, one of which was the preparation of the second study on “Institutionalization of a gender approach in the Ministries of Labor of the Americas”, distributed during the XVI IACML. In 2013 and as part of the follow-up to these Strategic Guidelines, a third study was completed that draws upon the Gender Audit experiences, which are detailed further in this report. This study is titled “Advancing the institutionalization of a gender approach in the Ministries of Labor of the Americas. Lessons learned, findings and recommendations from three Participatory Gender Audits.” In 2015, the study “Analysis of Bilateral and Multilateral Social Security Agreements as they relate to Pensions” was released, and it provides an updated outlook on these types agreements and their operation.
- h) **Promotion of bilateral cooperation among Ministries of Labor** identified and negotiated directly by them, with support from the Technical Secretariat. The RIAL operates through open calls for proposals and funds cooperation activities and technical assistance among Ministries of Labor. These may be on-site visits or experts visits, depending on objectives pursued and the implementation site. The Ministries identify cooperation areas and initiatives or strengths of other Ministries through the Portfolio of Programs, the RIAL Hemispheric workshops, other regional or sub-regional events, and advice provided directly by the Technical Secretariat.

The bilateral cooperation and technical assistance activities funded by the RIAL make it possible to gain knowledge of a practice on-site or receive training from experts. The advisory services provided are direct and personalized and the contents of each activity are “tailor-made”, defined in keeping with the interests and needs of the participating Ministries.

- i) Launching **tenth calls for proposals for bilateral cooperation through the RIAL**, in January 2007, 2008, 2009, 2010, 2012, 2013, 2014, 2015, 2016, and 2017, as a result of which more than 474 cooperation proposals were received, as is detailed in Table No. 2. Eight (8) proposals were selected in the first call, 21 in the second, 20 in the third, 17 in the fourth, 10 in the fifth, 8 each in the sixth, seventh and eighth, and 5 in the ninth and the tenth. (See Appendix 2).

Table No. 2

RIAL bilateral cooperation proposals and activities for each call for proposals

Call for proposals	Proposals received	Proposals selected	Activities carried out	Activities at the planning stage	Activities suspended or cancelled
First - 2007	28	8	8	0	0
Second - 2008	61	21	18	0	3
Third - 2009	47	20	17	0	3
Fourth - 2010	53	17	16	0	1
Fifth - 2012	37	10	9	0	1
Sixth - 2013	63	8	7	0	1
Seventh - 2014	35	8	8	0	0
Eighth - 2015	64	8	7	0	1
Ninth - 2016	45	5	0	5	0
Tenth - 2017	41	5	0	5	0
TOTAL	474	110	95	5	10

The selection of bilateral cooperation activities to be carried out is based on the following criteria:

- Relevance and timeliness of the cooperation (the rationale for the activity shows why the cooperation is needed at this time);
- Clarity of objectives;
- Clarity and relevance of participant profiles;
- Explicit commitment by the parties involved;
- Relevance of the subject matter to the IACML;
- Priority accorded to proposals arising from activities of the RIAL and the IACML, and those with co-financing from the beneficiary institution.

In the first round of evaluation, each of the proposals received is graded based on these criteria and from a strictly technical standpoint. This grading puts special emphasis on the potential impact of the cooperation; that is, on proposals where a concrete result could be anticipated that would result in improved capacities and improvements in the operations of Ministries of Labor. Subsequently, it is verified that there is broad geographic representation among the most solid proposals, and special consideration is given to relatively less-developed countries.

The activities selected are canceled when they are not able to be held the year they were selected.

It is important to mention that in the last Calls the quality of the proposals has improved greatly. In particular, the justifications are more solid, clearly showing what cooperation was required and why, and detailing the current situation within the Ministry in terms of the topic being addressed; furthermore, the stated objectives are in general more relevant and achievable. During the months that the Calls for proposals remained open, as well as in the submission of proposals, we were able to observe that communication and collaboration among various ministries had been strengthened.

During the 7th Call, the Technical Secretariat held the first RIAL webinar, where the Technical Secretariat answered questions about the process and gave guidance for formulating proposals, which had a positive impact on the quality of the proposals presented. This exercise was repeated during the 8th, 9th, and 10th Call, but in those opportunities the webinar included a match-making session where Ministries could identify potential partners to address their cooperation needs. Officials from more than twenty (20) Ministries of Labor participated in each one of the webinars, and 84% of them indicated that they felt better prepared to present proposals to the RIAL, according to a follow-up survey. Webinars are an excellent first step in the RIAL's efforts to use more innovative technologies (see more on this at letters o) and p) of this section).

- j) Coordination and development of cooperation activities among Ministries of Labor under the aegis of bilateral cooperation in the RIAL. To date **95 cooperation activities have taken place** and 5 activities are being planned. Appendix 2 provides the complete list of activities selected and carried out during the ten calls, along with many of the results. Valuable examples of bilateral cooperation activities can be found in the RIAL Newsletters and many of their outcomes are set out in Section II of this report.

Below, Table No. 3 shows the distribution by country of RIAL bilateral cooperation activities implemented or at the planning stage. Seventeen (17) Ministries have participated by providing assistance, with very important leadership from Argentina, and 27 Ministries have participated as recipients, for a total of 30 Ministries of Labor having participated in bilateral cooperation activities.

Table No. 3
Ministries of Labor participating in bilateral cooperation activities
(2007-2017)

Ministry of Labor	Providing		Requesting	
	Completed Activities	Planned Activities	Completed Activities	Planned Activities
Argentina	27	1	5	
Bahamas			2	
Barbados	2		2	
Belize			2	
Bolivia			3	
Brazil	12		1	
Canada	6			
Chile	6		3	1
Colombia	5		7	
Costa Rica	3	1	7	
Dominican Republic	2		5	
Ecuador	2		5	1
El Salvador			4	1
Guyana			4	
Guatemala	2		5	
Grenada			1	
Honduras			3	
Jamaica	5		2	
Mexico	4		5	
Nicaragua			1	
Panama	1		3	
Paraguay			7	1
Peru	2		9	
St. Kitts and Nevis				1
St. Lucia			3	
St. Vincent & Grenadines			1	
Suriname			1	
Trinidad & Tobago	5	1	4	
United States	9	1		
Uruguay	2	1		
Total Activities	95	5	95	5

- k) **Follow-up on cooperation activities and identification of results.** On finishing each cooperation activity, the participants from the requesting institution create a Final Report in which they the most important lessons learned and the practical successes of the providing Ministry, and interpret how they can be replicated or adopted in their country. Furthermore, steps to take are detailed; in other words, what their Ministry will do with the information and lessons gained. Six months after each activity, the requesting institution should complete a Follow-up Questionnaire which 1) indicates how the information received and subsequent contact with the providing institution have been shared; 2) specifies what has followed from the steps to take, which have been completed, which have not and the circumstances that would allow or prevent their completion; 3) indicates the concrete result that were produced after the cooperation activity (development of new products, creation of new units, etc.), and 4) provides suggestions and comments to improve the bilateral cooperation component of the RIAL.

Following up on activities allows for the identification of the RIAL's results in terms of impact on institutional strengthening of Ministries of Labor, as is detailed in Section II of this Report.

- l) **Execution of 3 Participatory Gender Audits** in the Ministries of Labor of Barbados, El Salvador and Peru between 2011 and 2013 in partnership with the ILO and with financial support from the Canadian Labor Program. These audits are the latest and most innovative effort in strengthening gender mainstreaming in the Ministries of Labor of the Americas and are part of the follow up to the Strategic Gender Guidelines approved by the IACML.
- m) The creation of a **virtual library with institutional information** about the Ministries of Labor (authorities, organization, responsibilities, and operating manuals) that is available on the RIAL web page.
- n) The creation of a Facebook page: www.facebook.com/RIALOEa and Twitter account @RIAL_OEA to provide updated information on the activities of regional Ministries of Labor and, at the same time, make announcements to our followers on the movements of the RIAL. Additionally, there is ongoing monitoring of Ministries' websites, along with those of relevant International Organizations.
- o) Holding the first RIAL webinar in March 2014, on the occasion of the 7th Call for Bilateral Cooperation, with excellent results. The GoToMeeting platform was tested with the simultaneous participation of 17 Ministries of Labor. Eighty-two percent of the participants reported that the platform was user-friendly and said that they were satisfied with the webinar. During the 8th, 9th and 10th call for proposal, a webinar was also undertaken with the participation of 21 countries and a very productive match-making session in order to find the best partners for cooperation needs.

Additionally, the tool has been used in multiple teleconferences between the Secretariat and the Ministers of Labor, with excellent results. More virtual events will be held in the future through this platform.

- p) Launch of a Series of Webinars on Labor Inspection in April 2015 to encourage the exchange of experiences and best practices in this area and to facilitate a direct dialogue between labor inspectors. The Series was launched showcasing the experience of Trinidad and Tobago, which has very valuable elements such as the satellite offices, the public advocacy strategy, efforts on professional training of inspectors, the partnerships with other Ministries and stakeholders and the use of ICTs, among other. Officers and directors of labor inspection from

13 Ministries of Labor joined the webinar on-line. The Series will continue showcasing promising and consolidated experiences from other Ministries.

- q) Publication of the “10 Years of the RIAL”, which outlines the strengths, achievements, and the impact that the RIAL has had on the Ministries of Labor in the region for the last 10 years.



IV. LESSONS LEARNED

Throughout the Inter-American Network for Labor Administration’s (RIAL) ten years of operation, the Technical Secretariat has identified some lessons learned that would facilitate better results in the Network’s operation and create a greater impact:

- **Commitment and conviction:** Commitment to cooperation and a conviction that it is a valuable tool for institutional strengthening are essential on the part of Ministries of Labor. This includes efforts on the part of Ministries to share initiatives of their institutions through RIAL that may be scattered throughout the region.
- **Definition of priorities:** The RIAL is a dynamic policy and action that was created by and for the Ministries of Labor. As a tool of the IACML, the RIAL must address the mandates contained in the Declarations and Plans of Action adopted by the Conference. Since the mandates refer to a wide array of subject areas, these years have confirmed the importance of the definition, by the IACML authorities at the biennial planning meeting, of the priority action areas and main activities of the RIAL. The authorities define these areas based on the ministerial mandates and the results of questionnaires sent to all Ministries regarding their cooperation needs and priorities. The areas and guidelines established at the planning meeting then enable the Technical Secretariat to operate the RIAL.

- **Importance of the focal point:** Ministries with a clearly defined person or area (focal point) to follow up on the RIAL make greater use of the Network and take much more advantage of its activities. On the other hand, in Ministries where there is no clear channel for communication with the OAS and/or a person or area responsible for the RIAL, there is less participation, and opportunities for cooperation and resources are lost. The RIAL focal points can ensure that their ministries take greater advantage of it if they: (1) are aware of the technical assistance priorities of their Ministries; (2) disseminate within all Ministry areas information about the RIAL (calls for proposals, workshops, portfolio, etc.) ; and (3) raise awareness among the different areas regarding the usefulness of cooperation in strengthening Ministry management and enhancing Ministry initiatives and programs. Generally, this lack of definition of a RIAL focal point is also where no area for international affairs exists and, moreover, seems to arise from lack of information on or interest in international cooperation.
- **The role of offices for international affairs:** In general, ministries' offices for international affairs are the areas assigned to the RIAL. This is appropriate because they make use of the RIAL tools to deepen their cooperation ties and complement other initiatives being implemented at the level of sub regional blocs or under bilateral agreements.
- **Participants' profiles, the importance of including technical staff:** The impact that can be achieved through Workshops and bilateral cooperation activities is closely linked to the participants' profiles. Such activities can contribute effectively to Ministry institution-building (and leave installed capacity) if participants are technical personnel with broad experience and knowledge of the topic in question. Results will be still better if such personnel have authority to influence the formulation and implementation of policies and programs. In most cases, these requirements have been met.
- **Relations with other agencies and the importance of incorporating expertise.** Activities that are carried out in conjunction with other agencies from their planning stage show significant strength. This is the case, for example, of the studies on gender and the participatory gender audits conducted in conjunction with the ILO and the Inter-American Commission of Women (CIM). Mention may also be made of the workshops on Occupational Health and Safety (OHS) and Public Employment Services, planned and implemented in conjunction with the ILO, PAHO, and WAPES.
- **Hemispheric workshops are a valuable opportunity for exchange.** Workshops are of great value in raising awareness of different programs and strategies in a given area that are being implemented in the region, and have been evaluated very positively by participants. In general, they seem to be a "hotbed" for future bilateral cooperation activities in the framework of the RIAL.
- **Preparation for Workshops:** The quality of interventions during the Workshops is greater when the participants have prepared supporting documents that are based on the "Guiding Questions" elaborated by the Technical Secretariat. In addition, these documents enable us to have updated information about the initiatives in all of the countries on the relevant topic and they can serve as an excellent input for developing studies and recommendations.
- **Bilateral cooperation within the RIAL has shown excellent results and certain conditions facilitate greater impact:** In general, bilateral cooperation activities show valuable results because they facilitate direct exchange and because their content is defined in keeping with the priorities and needs of the beneficiary Ministry (tailored to its needs). It has been determined that these activities yield better results when: (1) they are carried out at an opportune time (for example, the country requesting cooperation is redefining a program or drafting a bill); (2) they address Ministry plans and priorities, i.e., the assistance is not fleeting and sporadic; and (3) they are planned from the outset by the technical teams that will participate in the on-site visit or experts' visit. To that end, the RIAL focal points should create opportunities for this to take place and follow up on the process without creating interference. The RIAL shortens the challenges that are presented to the Ministries throughout

the region and allows for an immediate and effective response to their needs.

- **The strengths or shortcomings that are evident in proposals submitted for bilateral cooperation:** The majority of the proposals received in the calls, particularly during the last call, are well developed and they include very clear justification and objectives; however, there are other proposals that are weak and this could be a reflection of the institutional weaknesses in the formulation of proposals in general, in the definition of priorities for technical assistance and/or in the identification of possible partners, through the RIAL itself or through bilateral or multilateral relationships.
- **Final Reports on bilateral cooperation activities:** These reports are key to understanding the results of the activities and their potential impact. Additionally, according to some of the participants, the elaboration of the reports can help in reflecting on the lessons of the experiences that they have observed and in defining how these lessons can be used to improve the management of the Ministry (the Secretariat requests that this analysis is included in the report).
- **A need for recognition of the administrative capacity of focal points in planning activities:** Some ministries have personnel and resources enabling them to administer several activities simultaneously and handle commitments with different agencies, but others do not. In the Technical Secretariat, we seek to schedule activities so that they do not exceed the administrative capacity of the focal points.

V. NOTE ON FUNDING

This report complements the Report of the RIAL Voluntary Contribution Fund, which contains the state of contributions and costs since 2010, when the Fund was created. As indicated in that report, countries have made contributions since 2011 of \$557,745, including an important contribution of \$200,000 from Canada, which was made to match and encourage contributions from other countries.

Between 2006 and 2010, the vast majority of RIAL activities were financed through an important contribution from the Labour Program of Canada, which was solidified with the signature of four agreements with the OAS for a total of US \$ 1.35 million. This financing covered the costs of activities as well as the RIAL's basic operating costs.

These contributions were complemented by financial and in-kind support from various Member States and the General Secretariat of the OAS in terms of coordination and operation of the RIAL. Support from the OAS, which involves not only the Technical Secretariat headed by the OAS/SEDI, but National Offices and other administrative areas, is calculated at approximately \$80,000 annually.

APPENDIX 1

Summary of RIAL Hemispheric Workshops

- 1. Hemispheric Workshop on Occupational Health and Safety (OHS); San Salvador, El Salvador, May 16-17, 2006** (Second OHS Workshop under IACML, first one under RIAL): Inaugurated by the President of El Salvador, Elías Antonio Saca, this workshop was jointly organized by the OAS, PAHO, ILO, the Ministries of Labor of El Salvador and Canada, and Fundaceresso, and thus provided an example of genuine and fruitful interagency coordination. The workshop brought together more than 80 OHS experts from more than 20 of the region's Ministries of Labor, from OHS collaborating centers in Chile, Central America, Brazil, and Canada, from international agencies, and from COSATE and CEATAL. The workshop provided follow-up to the first IACML workshop on OHS held in 2004 in El Salvador. Its most important achievement was the adoption of strategic guidelines for three topics – occupational health and safety management systems, occupational health and safety information systems, and HIV in the workplace – which will serve to guide the work of governments, OHS centers, and international agencies on those issues, through actions at the national, subregional, and hemispheric levels.
- 2. Seminar on Labor Intermediation and Labor Market Observatories: Opportunities and Challenges in the Hemisphere; Cocoyoc, Morelos, Mexico, November 7, 2006:** Organized by Mexico's Secretariat of Labor and Social Welfare (STPS) in its capacity as the pro tempore chair of XIV IACML, this workshop analyzed experiences with labor market observatories and employment services in Argentina, Chile, El Salvador, Mexico, the United States, and Europe, and was attended by representatives of the IDB, ILO, WAPES, OAS, COSATE, and CEATAL. In their exchanges, the participants emphasized the progress made by employment services in addressing demand and in the use of new technologies (ICTs). They also identified, as the main challenge facing those services, the need to respond to two new realities in the labor market: the expansion of the informal sector and increasing migratory flows.
- 3. Workshop on Migrant Workers: Protection of Labor Rights and Labor Market Programs; Ottawa, Canada, November 28-29, 2006:** This workshop was attended by representatives of 28 of the Hemisphere's Ministries of Labor, the ILO, the Inter-American Commission on Human Rights (IACHR), the Organization of Eastern Caribbean States (OECS), the North-South Institute, the OAS, COSATE, and CEATAL. The event facilitated a dialogue and cooperation among the labor ministries on ways to promote the labor rights of migrant workers and on labor market programs, with emphasis on Canada's program for temporary migrant workers. The workshop followed up on the relevant IACML and Summit mandates and on the Inter-American Program adopted by the OAS General Assembly in 2005.
- 4. Workshop on Technical Assistance; San José, Costa Rica, May 8, 2007:** This workshop was organized in response to a request made repeatedly by several IACML members regarding the need for greater awareness about technical assistance channels and priorities and for identifying the difficulties encountered by executing agencies in their dealings with donors; it was attended by representatives from 26 Ministries of Labor. At the event several donor countries and institutions (Canada, United States, AECI, IDB) and several technical assistance executing countries shared their experiences, and the participants received training on the basic components of successful proposals.

5. **Workshop on Labor Dimension of FTAs and Regional Integration Processes; Port-of-Spain, Trinidad and Tobago, July 10, 2007:** This workshop, attended by representatives from 21 Ministries of Labor, studied two topics: (1) the specific labor provision components (chapters, side agreements, memoranda of understanding, declarations) that have been incorporated into various bilateral and multilateral free trade agreements, and (2) the labor provisions of various subregional integration processes and the progress they have made with them. The workshop heard presentations by representatives from several governments, COSATE, CEATAL, and CARICOM.
6. **Workshop on Social Dialogue and Social Cohesion; Montevideo, Uruguay, April 15, 2008:** This workshop brought together technical specialists from the Ministries of Labor of 27 countries of the Americas, together with representatives from COSATE, CEATAL, and the ILO, to study the characteristics and challenges facing various social dialogue forums in the region, such as consultative councils, employment councils, economic and social forums, etc. The workshop lasted one day, during which the participants exchanged experiences and approaches and concluded that social dialogue is a key element in democratic governance and a basic tool for constructing inclusive societies and ensuring social justice. They concluded that social dialogue must be effective and institutionalized and must take place in conditions of constructive cooperation. The seminar's presentations and discussion sessions were extremely rich in content and ideas.
7. **Seminar on Youth Employment; Rio de Janeiro, Brazil, May 20-21, 2008:** This seminar was jointly organized by the Ministry of Labor and Employment of Brazil, the Department of Labor of the United States, and the OAS. It offered an excellent opportunity for exchanging experiences and analyzing key issues affecting youth employment in the Americas, particularly the need to forge alliances to create decent jobs for young people; the benefits of establishing comprehensive or integrated strategies, policies, and services; youth entrepreneurship initiatives as an alternative way to create decent work; and the importance of implementing labor inclusion strategies for at-risk youth. It was attended by technical representatives from 29 of the region's Ministries of Labor, members of COSATE and CEATAL, representatives of international agencies such as the ILO, IDB, World Bank, and WAPES, and more than 10 nongovernmental organizations.
8. **Third Hemispheric Workshop on Occupational Health and Safety (OHS); Cusco, Peru, October 21-22, 2008:** This Workshop provided follow-up to the two Hemispheric Workshops on OHS that took place in the IACML-RIAL framework in 2004 and 2006 in El Salvador. It was organized by the Ministry of Labor of Peru and the OAS, in close collaboration with PAHO and ILO. The main topics of the workshop were: 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. The Workshop was attended by OHS specialists and officers of 26 Ministries of Labor, representatives of COSATE and CEATAL, international agencies, experts and OHS collaborating centers. The document of Summary of discussions and lessons learned, produced at the end of the event, also contains some steps to follow.
9. **Workshop on Public Employment Services (PES), Panama City, Panama, December 10-11, 2008:** This Workshop was jointly organized by the Ministry of Labor and Labor Development of Panama and the OAS, in partnership with the Ministry of Labor, Employment and Social Security of Argentina and the World Association of Public Employment Services (WAPES). It has three thematic panels, where the main the main tendencies of PES were discussed: 1) PES and Local Development: linkages with the productive environment to ensure access to quality and productive employment; 2)

Articulation of PES with workforce development (training) systems and information systems; 3) PES' approach to addressing vulnerable groups or persons with greater barriers to employment. The document of conclusions of the event reflects the richness of this Workshop that was attended by 25 Ministries of Labor, represented by their employment directors or officers with responsibilities on PES, members of COSATE and CEATAL, as well as representatives from ILO, WAPES and OAS.

10. **Workshop on Labor Migration and Labor Market Information Systems, Quebec City, Canada, February 24-25, 2009:** During this Workshop, organized jointly by Human Resources and Skills Development Canada and the OAS, information was shared about the development of labor market information systems in the region, particularly in Canada, the importance of these systems in managing migration was analyzed and various dynamics between labor mobility, migration and labor markets in the context of the current economic crisis were discussed. Ministries of Labor from 22 countries were represented at the workshop, along with members of COSATE and CEATAL and specialists from ILO, IOM, OAS, the Inter-American Dialogue and the Inter-American Conference of Social Security, among others.
11. **Workshop on Successful Labor Inspection Models, Washington D.C., USA, May 19, 2009:** This workshop made it possible to exchange information on the most crucial current labor inspection issues: 1) Steps taken to attain greater effectiveness, impact, and coverage of labor inspection; 2) Actions to ensure compliance with standards and improve working conditions; 3) Strategies for optimizing oversight and supervision and for combating corruption in labor inspections; and, 4) Challenges facing labor inspection in the current economic climate. The Workshop was organized by the Secretariat of Labor and Social Welfare (STPS) of Mexico and the OAS, and attended by 26 Labor Ministry delegations and representatives of COSATE, CEATAL, ILO and PAHO.
12. **Workshop on Gender Mainstreaming in the Ministries of Labor of the Americas, Buenos Aires, Argentina, July 21, 2009:** This Workshop complies with one of the strategic guidelines adopted by the XV IACML in 2007 for moving forward with the incorporation of a gender perspective in the framework of the Conference. The main topic of the Workshop's discussions was the preliminary version of the study "The Institutionalization of a Gender Approach in the Ministries of Labor of the Americas," which was prepared in 2009 in close consultation with the Ministries and which also complies with the strategic guidelines. The event was attended by delegations from 25 ministries, most of which were represented by their highest authorities on gender. Also present were representatives from COSATE and CEATAL. Based on the preliminary study, the Workshop analyzed the progress made by ministries in this area and identified priority training needs.
13. **Workshop on the Labor Dimension of Globalization and the Free Trade Agreements: impacts and labor provisions, Santo Domingo, Dominican Republic, July 27, 2010 -** Officials of 26 Ministries of Labor, COSATE and CEATAL representatives, and international experts of the European Union, ECLAC, the ILO and the OAS (from Trade and Labor areas), discussed the impacts of globalization on labor, the labor provisions contained in free trade agreements and integration processes, and the role of labor ministries in the negotiation of such provisions. One highlight of the event was a round-table of trade experts and negotiators who discussed labor provisions of FTAs.
14. **Seminar on Intersectoral Public Policies: Social Protection and Employment.** Río de Janeiro, Brazil, November 30 to December 2, 2010 - This seminar was a joint activity of the Inter-American Network for Labor Administration (RIAL) and the Inter-American Social Protection Network (IASPN), and was co-organized by the Organization of American States

(OAS), the Ministry of Labor and the Ministry of Social Development and Hunger Fight of Brazil. It was an opportunity to analyze innovations and progress with an intersectoral approach to social protection and employment generation. It brought together Ministries of Labor and Social Development of 25 member states of the Organization, and representatives of 10 international organizations, civil society, the private sector, IACML advisory bodies, and academia. In preparation for this event, a concept document was prepared, entitled “Social Protection and Employment Generation: Analysis of Experiences from Co-responsibility Transfer Programs.” This base document was prepared by the OAS, ECLAC, and the ILO and subsequently enriched with discussions during the event.

15. **Workshop “Decentralized Public Employment Services and their Linkage with the Business World - Inter-regional event”**. Mexico City, March 16 to 18, 2011 - This workshop was an output of the productive interagency partnership among: the World Association of Public Employment Services (WAPES), the Ministry of Labor and Social Welfare (STPS) of Mexico, the Ministry of Labor, Employment and Social Security of Argentina and the OAS Department of Social Development and Employment. It was also an interregional event that brought together authorities and officials of the employment areas of 24 Ministries of Labor and Employment of countries of the Americas and Europe, representatives of employment services of 17 Mexican states, COSATE, CEATAL, Manpower, the ILO, the World Bank, the IDB, WAPES, and the OAS. The event facilitated effective and active exchange regarding decentralization of employment services, their contributions to local development strategies, and the challenges they face in achieving greater linkage with the private sector. It also identified recommendations as to how employment services could better address employer expectations and strengthen strategic partnerships with this sector.
16. **Seminar “Freedom of Association, collective bargaining and sustainable development in a context of economic crisis: Preservation of citizenship”**. Washington, D.C., October 11, 2012. This event is an IACML response to a demand reiterated by COSATE. Given its theme, it was planned by the authorities of Working Group 1, the OAS and consultative organs. The objectives of the workshop were to stimulate the debate on freedom of association and collective bargaining in both, the public and private sector; Value the importance of freedom of association as a key component of democracy and guarantee of citizenship in a new model of development; Advance in Social Dialogue, strengthening the processes of collective bargaining as instruments to prevent and resolve social conflicts. Twenty-three Ministries of Labor participated, along with COSATE, CEATAL and the ILO.
17. **Workshop against Child Labor “Moving towards better horizons for children and adolescents in the Americas”**. San José, Costa Rica, February 21-22, 2013. In this workshop, authorities from 24 Ministries of Labor of the region, employer and worker representatives (CEATAL and COSATE), ILO, IIN, UNICEF and civil society organizations shared experiences and presented recommendations from the Americas for the III Global Child Labor Conference to be held in Brazil in October 2013. The recommendations aim to overcome challenges and reinforce the fulfillment of the proposed goals in the Roadmap approved in the II Global Child Labor Conference in The Hague in 2010. This Workshop was guided by the 39th to 42nd mandates of the Declaration of San Salvador, which are found under the section “The scourge of child labor: an obstacle for the integral development of societies.”
18. **Workshop “Towards fairer labor conditions: promoting labor inclusion with equity”**. Nassau, The Bahamas, April 16, 2013. The objective of this workshop was to identify key lessons learned and policy recommendations to promote labor inclusion of the most vulnerable populations, who have traditionally been marginalized or discriminated in the

labor market. This meeting was attended by delegations from 22 Ministries of Labor of the Hemisphere, as well as employers' representatives (CEATAL), the ILO, the Inter-American Commission on Human Rights and PAHO. It was approved by the authorities of the IACML as part of the 2012-2013 Calendar in keeping up with the mandates of the Declaration of San Salvador regarding equality and non-discrimination in the workplace, in particular articles 25, 27 and 34.

19. **Workshop “Social Dialogue for Formalization”. Bridgetown, Barbados, September 17, 2014.** During this Workshop, delegates from 22 Ministries of Labor of the region, workers' and employers' representatives and specialists from ILO, PAHO and OAS, discussed “efforts to transition workers from informal to formal jobs and, in the framework of the Regional Programme for the Promotion of Formalization in Latin America and the Caribbean (FORLAC), consider strategies to achieve this goal”, in compliance with mandate 6,f of the Plan of Action of Medellin. The FORLAC program, as well as some strategies to increase formalization, including Colombia, Paraguay, Brazil, United States and Barbados, were showcased. During very active sub-group working sessions a set of “Recommendations to Address the Phenomenon of Informality” were approved, including recommendations related to social protection, labor inspection, registry and promotion of enterprises, hiring incentives, education and training.
20. **Workshop on social protection and employment “Toward an Intersectoral focus on social protection in the Americas: Labor, Social Development and Social Security”. Mexico City, December 10-12, 2014.** This workshop brought together officials from Ministries of Labor, Ministries of Social Development and Social Security authorities from 21 countries in the region, along with representatives for workers' and employers', as well as experts from ECLAC, ILO, World Bank, Eurosocietal and GIZ, with the objective of sharing and discussing experiences and challenges in intersectoral coordination in the area of social protection. It was organized jointly by the OAS, through its RIAL and IASPN networks, CISS and the Government of Mexico, through its Secretariats of Social Development (SEDESOL) and Labor and Social Welfare (STPS), with financial support from GIZ, attained through IASPN network. The event included presentations from various countries and international organizations, as well as an on-site visit to Tepoztlan, Morelos to witness the operation of the “Prospera” program. The document titled “Results of the Workshop” contains challenges, lessons learned and recommendations identified by participants during sub-groups discussions regarding intersectoral coordination in social protection and employment.
21. **Intersectoral Workshop on Youth Employment: Coordination between Education and Labor, December 15 and 16, 2016.** This was the first meeting at the level of the Americas that brought together ministries of education and labor. In attendance were officials from both ministries, 21 member states of the OAS, representatives of workers and employers, and specialists from the ILO, World Bank, OECD, OCDE, YABT, IOHE, Manpower, OIJ, and OAS, making for a true intersectoral dialogue. During the event, there was an exchange of the experiences being pursued by the Ministries of Labor and Education, with an attempt to highlight coordination-related components to promote youth employment. These strategies include professional training, vocational and technical education, skills certification, first-job programs, and employment services. The current challenges of the labor market, marked by rapid technological changes, the demand economy, and the fourth industrial revolution, as well as millennials' expectations of a new work culture were consistently brought up during the event and were also recognized as being an additional pressure on the already urgent need to coordinate intersectoral policies. As a result of the Workshop, a series of challenges, lessons learned and policy recommendations were identified to achieve a better coordination between the education and labor sectors.

APPENDIX 2

Bilateral Cooperation Activities of the RIAL

First Call for proposals - 2007

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Date (2007)
1	Dominican Republic	Argentina	Labor conciliation (Phase 1)	On-site	May 29-31
2	Costa Rica	Argentina	Alternative resolution of labor conflicts	On-site	June 4-6
3	Paraguay	Brazil	Re-organization of the ML of Paraguay	On-site	July 23-27
4	Argentina	Brazil	Labor Inspection in maritime and fluvial activities	On-site	August 6-10
5	Peru	Argentina	National Plan for Work Regularization (Phase 1)	Experts	August 6-10
6	Trinidad and Tobago	United States	Occupational Health and Safety	On-site	Sept. 17-21
7	Dominican Republic	Argentina	Labor conciliation (Phase 2)	Experts	October 1-5
8	Peru	Argentina	National Plan for Work Regularization (Phase 2)	On-site	October 8-12

Second call for proposals - 2008

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Date
1	Guyana	Trinidad and Tobago	Occupational Health and Safety (Phase 1)	On-site	June 23-27, 2008
2	Guyana	Trinidad and Tobago	Occupational Health and Safety (Phase 2)	Experts	July 21-25, 2008
3	El Salvador	Dominican Republic	Labor Inspection and International Labor Relations	On-site	July 28-Aug. 1, 2008
4	Peru	Argentina	Payment of salaries through the banking system	On-site	Sept. 3-5, 2008
5	Honduras	Argentina	Enterprise demography and employment dynamics	Experts	Sept. 22-26, 2008
6	Costa Rica	Mexico	Social Organization registration	On-site	Oct. 27-31, 2008
7	Panama	Brazil	Occupational Health and Safety	On-site	Oct. 28-31, 2008
8	Costa Rica	Chile	Promotion of a culture of compliance through the web page	On-site	Nov. 10-12, 2008
9	Ecuador	Argentina	Registry and labor statistics system	Experts	Nov. 17-21, 2008
10	Bahamas	United States	Occupational Health and Safety	On-site	Dec. 8-12, 2008
11	Bolivia	Chile	Gender equity	On-site	Dec. 9-12, 2008
12	El Salvador	Argentina	Labor inspection and International relations	On-site	Dec. 15-19, 2008
13	Bolivia	Chile	Strategic planning	On-site	Dec. 17-19, 2008
14	Paraguay	Chile	Social Security System	On-site	March 24-26, 2009
15	Argentina	Canada	Preventive Mediation Program	On-site	May 12-14, 2009
16	Dominican Republic	Argentina	Decent Work National Programs	On-site	July 27-30, 2009
17	Ecuador	Argentina	Public Employment Service	Experts	Sept. 30 -Oct. 2 and Nov. 23-27, 2009
18	Dominican Republic	Costa Rica	Labor statistics	On-site	Nov. 24-26, 2009

Third call for proposals - 2009

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Date
1	Belize	Jamaica	Public employment service	On-site	Sept. 7-11, 2009
2	Colombia	Brazil	Social dialogue and freedom of association	On-site	Sept. 21-25, 2009
3	Chile	United States	Improvement of the enforcement of labor laws / National Call Center	On-site	Sept. 21-Oct.1 2009
4	Guyana	Barbados	Occupational Health and Safety	On-site	Oct. 5-9 , 2009
5	Saint Vincent and the Grenadines	Canada	Occupational Health and Safety	On-site	Oct. 19-23, 2009
6	Nicaragua	Brazil	Public employment system	On-site	Oct. 19-23, 2009
7	Paraguay	Brazil	Public employment system	On-site	Oct. 19-23, 2009
8	Ecuador	Peru	Certification and evaluation of labor competencies	Experts	Nov. 9-13, 2009
9	Costa Rica	Uruguay	Enforcement of labor legislation regarding children and youth	On-site	Nov. 16-19, 2009
10	Paraguay	Argentina	Labor statistics	On-site	Nov. 30- Dec.4, 2009
11	Guatemala	Argentina	Strengthening of the Labor Statistics Unit in the Ministry of Labor	On-site	Nov. 30- Dec.4, 2009
12	Argentina	United States	Youth employment services	On-site	Dec. 7-9, 2009
13	Belize	Trinidad and Tobago	Occupational Health and Safety	On-site	Mar. 15-19, 2010
14	Mexico	Canada	Occupational Health and Safety - Safe Work Program	Experts	Mar. 29-31, 2010
15	Panama	Argentina	Public employment service	On-site	Sept. 20-24, 2010
16	Peru	Chile	Employment service - new technologies	Experts	Dec. 16-17, 2010
17	Bahamas	United States	Occupational Health and Safety	Experts	Jun. 27 - Jul.1, 2011

Fourth call for proposals - 2010

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Tentative Date
1	Barbados	Trinidad and Tobago	Labor inspection	On-site	June 28 - July 2 2010
2	Argentina	Colombia	Information management systems - E-government	On-site	June 12-16, 2010
3	Chile	Argentina	Professional training and certification of labor competencies	On-site	June 14-16, 2010
4	Brazil	Canada	Occupational Health and Safety in the maritime sector	On-site	Sept. 14-17, 2010
5	Costa Rica	Argentina	Employment service network	On-site	Sept. 20-24, 2010
6	Saint Lucia	United States	Labor inspection	On-site	Oct. 19-22, 2010
7	Panama	United States	Occupational Health and Safety	On-site	Oct. 19-22, 2010
8	Ecuador	Peru	Certification and evaluation of labor competencies	On-site	Nov.8-11, 2010
9	Guyana	Barbados	Dispute resolution	On-site	Nov. 8-12, 2010
10	Dominican Republic	Colombia	Follow-up, monitoring, and evaluation of plans, programs, and projects	On-site	Nov.29 - Dec.1, 2010
11	Mexico	Brazil	Labor relations - Labor union register	On-site	Dec. 6-10. 2010
12	Saint Lucia	Jamaica	Employment programs abroad	On-site	Feb.21-25, 2011
13	Trinidad and Tobago	United States	Occupational Health and Safety	Experts	Mar. 14-18, 2011
14	Colombia	Brazil	Labor inspection	On-site	April 4-8, 2011
15	Paraguay	Argentina	Labor statistics	On-site	June 7-9, 2011
16	Trinidad and Tobago	Argentina	Labor inspection	On-site	Jun.27 - Jul.1, 2011

Fifth call for proposals - 2012

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Date
1	Colombia	Argentina	Telework as an instrument to generate employment	On-site	August 12-17, 2012
2	Guatemala	Argentina	Employment Service: Use of new technologies	On-site	Sept. 3 - 7, 2012
3	Bolivia	Argentina	Child Labor	Experts	Sept. 17 - 21, 2012
4	Argentina	Canada	Public Employment Service - Linkages with local employers and older persons	On-site	Sept. 24 - 28, 2012
5	Trinidad & Tobago	Brazil	Youth Entrepreneurship: Incubators and non-financial cooperatives	On-site	Oct. 22 - 26, 2012
6	Peru	Brazil	Methodology to design employment and wage indicators	On-site	Oct. 22 - 26, 2012
7	Costa Rica	Argentina	Employment promotion: customer service	Experts	Dec. 3 - 7, 2012
8	El Salvador	Argentina	Gender mainstreaming in the Ministry of Labor	On-site	Dec. 3 - 7, 2012
9	Paraguay	Guatemala	Strengthening the Assistance Center for domestic workers	On-site	Nov. 26-30, 2012

Sixth call for proposals - 2013

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Date
1	Guatemala	Ecuador	Eradication of Child Labor	On-site	July 29 - Aug. 2, 2013
2	Mexico	Argentina	Unemployment benefit schemes	On-site	August 5-9, 2013
3	Peru	Brazil	Protection of the rights of People with Disabilities	On-site	Sept. 2-6, 2013
4	Honduras	Mexico	Trade union registration	On-site	Sept. 11-13, 2013
5	Barbados	Jamaica	Labor legislation	On-site	Oct. 14-19, 2013
6	Suriname	Trinidad & Tobago	Employment services	On-site	Oct. 16-19, 2013
7	Colombia	Brazil	Social dialogue / Operation of Tripartite Commission on Int'l Relations	On-site	May 5-8, 2014

Seventh call for proposals - 2014

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Date
1	Guatemala	Mexico	Control and oversight of labor inspection	On-site	July 29 - Aug. 1, 2014
2	Paraguay	Argentina	Strategic planning - organization and functioning	On-site	Aug. 25-29, 2014
3	Costa Rica	Ecuador	Public-private partnerships to fight child labor	Experts	Aug. 26-28, 2014
4	Saint Lucia	Jamaica	Labor Market Information Systems	On-site	Sept. 8-12, 2014
5	Ecuador	Panama	Eradication of child labor and protection of adolescent workers	On-site	Sept. 22-26, 2014
6	Mexico	Argentina	Labor conciliation	On-site	Nov. 17-19, 2014
7	Colombia	Guatemala	Prevention of domestic child labor in indigenous communities	On-site	Dec. 2-5, 2014
8	Peru	Colombia	Conflict prevention and resolution	On-site	Oct. 21-23, 2014

Eighth call for proposals - 2015

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Date
1	Guatemala	Costa Rica	Child Labor	On-site	August. 4-7, 2015
2	Peru	Uruguay	Social Security for All Program	On-site	October. 19-23, 2015
4	Chile	Canada	Alternate Dispute Resolution - mediation	Experts	October. 5-9, 2015
5	El Salvador	Colombia	Gender Equity - Seal "Equipares"	On-site	July. 27-30, 2015
6	Colombia	Argentina	MOL Human Resource Administration	On-site	November. 16-20, 2015
7	Jamaica	Colombia	Labour Market Information System	On-site	October 5-8, 2015
8	Mexico	Chile	Labor Inspection Professionalization - technical training school	On-site	October. 19-20, 2015

Ninth call for proposals - 2016

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Date
1	Grenada	Jamaica	Labor Market Information Systems	On-site	July, 13-15
2	Jamaica	United States	Disability Legislation and Enforcement	On-site	September, 6-8
3	Honduras	Costa Rica	Minimum Wage Enforcement	On-site	September, 26-30
4	Peru	México	Labor Observatory and Public Information System	On-site	September, 28-30
5	Colombia	Dominican Republic	Youth Employment	On-site	October, 17-21

Tenth call for proposals - 2017

	Beneficiary Institution	Providing Institution	Thematic Area	Type of Activity	Date
1	Chile	Costa Rica	Labor Migration	Experts	In planning
2	Ecuador	Trinidad & Tobago	Youth Employment	On-site	In planning
3	El Salvador	Uruguay	Working Conditions	Experts	In planning
4	Paraguay	Argentina	Employment Services	On-site	In planning
5	St. Kitts & Nevis	United States	Professional training and skills certification	On-site	In planning

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