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(CIDI)



**MEETING OF THE WORKING GROUPS 1 AND 2
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OF MINISTERS OF LABOR (IACML)**
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REPORT OF THE INTER-AMERICAN NETWORK FOR LABOR ADMINISTRATION (RIAL)
FOR THE PERIOD 2006 TO SEPTEMBER 2020

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*Virtual Meeting of the Working Groups of the XX Inter-American Conference of Ministers of Labor
(IACML) of the OAS - September 10 and 15, 2020*

CONTENTS

I. Introduction	1
II. Outputs and outcomes.....	2
III. Activities.....	12
IV. Lessons learned	23
V. Note on Funding.....	25

APPENDICES

Appendix 1: Summary of the Hemispheric Workshops.....	26
Appendix 2: List of activities of the RIAL Cooperation Fund.....	33

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 Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Colombia, Chile, Ecuador, El Salvador, Grenada, Guyana, Jamaica, Mexico, Panama, Paraguay, Peru, Dominican Republic, St. Kitts and Nevis, Suriname, Trinidad and Tobago, and the United States, to this date.

II. OUTPUTS AND OUTCOMES

From its formal creation in May 2006 thru September 2020, the following are RIAL's main accomplishments in number of people, organizations involved, and products delivered.

RIAL in numbers:

- **1259 government officials** have been trained on priority labor administration issues through hemispheric workshops and bilateral cooperation activities.
- **1044 officials from Ministries of Labor** have been trained on priority labor administration issues through hemispheric workshops and bilateral cooperation activities.
- **+3500 public officials** have been indirectly trained.
- **103 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:

- **24 hemispheric exchange workshops** completed and one in planning on priority labor administration topics. Twenty-two (22) Ministries of Labor were represented in each workshop on average, along with workers, employers, and heads of international organizations.
- **113 completed bilateral cooperation activities** (on-site visits or experts' visits) that have allowed for direct technical assistance between Ministries through the RIAL.
- **+150 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.
- **5 technical studies completed and 1 under development:** "Gender equality for Decent Work: Proposals for mainstreaming gender into labor and employment policies within the framework of the IACML" (2007), "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), "Analysis of Bilateral and Multilateral Social Security Agreements as they relate to Pensions" (2015), and "The Coordination between Education and Labor in the Americas: Results of the Inter-Sectoral Workshop on Youth Employment" (2017). The first version of the study "The Institutionalization of a Gender Approach in the Ministries of Labor of the Americas: An update" was distributed for comments in February 2020, and the final version will be available by the end of 2020.
- **More than 160 newsflashes** published every two weeks about RIAL's activities, relevant events for the CIMT, and any new and interesting information regarding international labor.
- **6 web seminars**, four of them organized with PAHO, and ILO's Regional Office for Latin America and the Caribbean about health in the workplace and youth employment, another one about Labor Inspections in Trinidad and Tobago, and one developed in 2019 along with the government, workers' and employers' representatives of Castilla and Leon, Spain, on their

internationally recognized experience of Social Dialogue. These webinars allowed for the exchange of successful experiences and contributed to strengthening of labor administration in the region.

- **3 Gender Audits** in partnership with the ILO, the first of its kind in Ministries of Labor in the region.

Additionally, in 2020, the RIAL has published two products in response to the COVID-19 pandemic:

- **Portfolio of Responses from Ministries of Labor to COVID-19**, launched on April 1st, 2020, and permanently updated. To this date, it includes more than 300 measures taken by Ministries of Labor of all the countries in the region.
- **Repository of Guidelines and Protocols for Deconfinement and return to work**, launched in May, 2020, to this date gathers more than 60 resources published by governments (both from OAS Member States and outside the OAS), international organizations, and organizations of workers and employers for a safe and orderly return to work that prioritizes the safety and health of workers.

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 final reports and 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, more than 90% 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.

Additionally, during the first months of the COVID-19 pandemic, several representatives of Ministries of Labor and organizations of workers and employers stressed that the information gathered in the Portfolio of Responses from Ministries of Labor to COVID-19 and the Repository of Guidelines and Protocols for Deconfinement was valuable when planning and adjusting their own responses.

- **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:

- Development and improvement of the program for returned Ecuadorian workers in 2019, as a result of technical assistance from Colombia on services for migrant populations.
- Design of a Pilot Plan for Implementation of Convention 189 on Domestic Work in Costa Rica in 2019, as a result of technical assistance from Uruguay, first country to ratify such Convention.
- 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.
- Development of electronic declaration for employers in Peru to improve compliance with labor legislation, with lessons learned from Mexico's experience.
- 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:

- In Chile, a country that in recent years has seen an increase in immigration flows, programs to assist migrant workers were expanded and the Labor Directorate’s Action Plan for Migration was strengthened after receiving technical assistance in 2017 from Costa Rica, a country with a long and recognized experience on the topic.
- The youth employment programs of St. Kitts and Nevis were reviewed and improved in 2017 after a cooperation mission in the United States, specifically on the components of apprenticeships, summer internships, and linking the Ministry with technical and vocational training institutions.
- Honduras efforts on identification and eradication of child labor in the agricultural sector were reviewed in the light of Colombia’s experience in this area in the coffee sector. The Child Labor Regulation, now called Protected Teenage Work Regulation, was amended.
- The strategy of communications and dissemination, as well as the implementation of the projects “Mi Primer Empleo” (My First Job) and “Empleo Joven” (Youth Employment) of Ecuador were improved in 2018 after adopting good practices from Panama’s “Programa de Apoyo a la Insercion Laboral-PAIL” (Labor Insertion Support Program)
- The Ministries of Labor of Barbados, Grenada, St. Kitts and Nevis and St. Lucia reported having improved and strengthened their youth employment strategies -in components such as internships, linking the productive sector with training institutions and promotional campaigns- after acquiring detailed knowledge of the youth employment initiatives in Jamaica during an on-site visit in 2018.

- 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:

- The implementation of the Occupational Safety and Health Act of Saint Vincent and the Grenadines, enacted in 2017, was defined in great measure after receiving technical assistance from Barbados in 2018. The experts from Barbados supported the elaboration of an Implementation Plan for the Act, which includes dispositions on labor inspection, inter-institutional cooperation, and the development of guidelines for worker and employer organizations.
- The regulation and design of procedures and instruments of the Registry of Labor Training and Training Institutions (REIFOCAL) of Paraguay was carried out based on the experience of the Registry of Training and Employment Institutions (REGICE) of Argentina.
- 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:

- Labor inspectors from Guatemala improved their knowledge and capabilities on conciliation and conflict resolution after receiving training from Argentinian experts in 2018
- As a result of an experts' visit from Colombia to Ecuador in 2019, officers from both the Ministry of Labor and the Ministry of Foreign Affairs received training on services and measures to serve returned national workers.
- Labor inspectors from México received direct training and technical assistance from Argentinian experts regarding identification, prevention and eradication of child labor in 2019.
- 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 has been carried out every two years from 2005 to 2017 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 twelve 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.

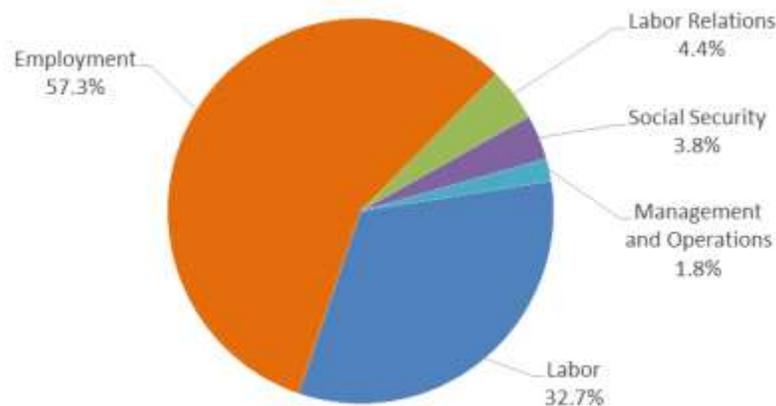
- The Ministry of Labor of Trinidad and Tobago presented a cooperation proposal through the RIAL on Occupational Health and Safety in the workplace with the United States Department of Labor. This activity took place in 2011 under the Fourth Call for proposals of the RIAL.
- After a RIAL Bilateral Cooperation in 2017, the Ministry of Labor of Paraguay received an additional technical assistance in 2019 from the Ministry of Labor of Argentina to strengthen the management of professional training centers administered by labor unions. On their final report, the Paraguayan delegation noted that further improvements in their workforce development services would be pursued in partnership with their Argentinian peers.

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-four (24) 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 22 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 **166 registered programs to date**. Programs are reviewed and updated permanently in consultation with the Ministries of Labor.
- c) **RIAL's Portfolio of Programs** was launched in 2008, and redesigned in 2010 and 2017, to ensure it uses the latest and best technology available. The process of actualization and re-launching of 2017 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 is publicly accessible, but program updates can only be done by Ministries using confidential usernames and 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 159 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 160 newsflashes have been produced and distributed. During the COVID-19 pandemic, the newsletters have proven to be a valuable communication tool to inform the Ministries on the evolution of the labor situation worldwide, and share useful resources such as publications, reports, and the Portfolio of Responses from the Ministries of Labor to the COVID-19 pandemic itself.

Figure No. 2
Images of the Newsflash



OAS RIAL

VERSIÓN EN ESPAÑOL

A bi-weekly look at Labor Administration in the Americas

August 2020
NEWSLETTER # 164

 RIAL OEA

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Invitations sent for the Meeting of the IACML Working Groups

Invitations, Information Guide, and Preliminary Agenda for the meeting of the IACML Working Groups, to take place on September 10 and 15, were sent last week to Ministers of Labor, COSATE, CEATAL, and international organizations. These documents include a series of Guiding Questions, whose answers will be a valuable input to discuss priority topics of labor administration responses to COVID-19, such as telework and the platform economy, occupational safety and health, social dialogue, among others.

RELEVANT LINKS

- [Web page of the Virtual Meeting of the Working Groups](#) - [external documents](#)
- [Road map on the Working Groups](#)
- [RIAL Website](#)



Technical Secretariat of the RIAL/OAS participates in dialogue of the Presidency of Colombia on COVID-19 and Labor

On Thursday, August 20th, the Technical Secretariat of the RIAL/OAS, represented by Marie Claude Camacho, participated in the dialogue "Ambos a Muestra Posible" (Together we make it Possible) of the Presidency of the Republic of Colombia. The event also included interventions from Madame Vice-President Martha Lucía Ramírez, the Minister of Labor, Angel Corona and the President of the Chamber of Electronic Commerce, María Fernanda Quiroz. In this occasion, the participants exchanged views on Colombia's economic reactivation, the international outlook on employment, and how to build a new and better normal.



OAS RIAL

VERSIÓN EN ESPAÑOL

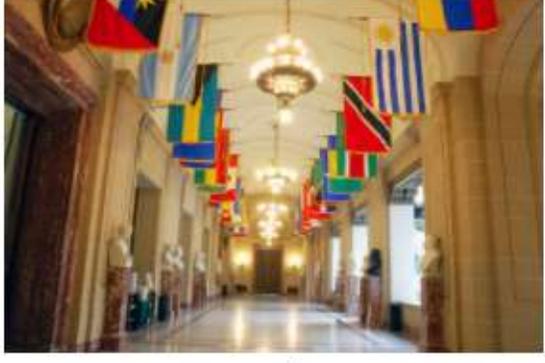
A bi-weekly look at Labor Administration in the Americas

July 2020
NEWSLETTER # 163

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OAS CIDI Approves Resolution to convene next IACML in 2021

On July 20th, the OAS Inter-American Council for Integral Development (CIDI), gathering the 34 OAS Member States, approved the Resolution "Convocation for the XXI Inter-American Conference of Ministers of Labor", accepting with gratitude the offer of the Government of Argentina, and convening the XXI IACML in Buenos Aires, Argentina, from September 22 to 24, 2021.

All the Technical Secretaries, we thank the commitment of all the Ministers of Labor, COSATE and CEATAL with the IACML. We trust that you will mark this important date in your agendas and participate in this important and relevant Ministerial dialogue. Ministers of Labor as well as inter-American dialogue and cooperation have a crucial role in facing the enormous challenges posed by the health, economic and social crisis caused by the COVID-19 pandemic, and tracing the path towards a new and better normal for the economy, workers and businesses.

The XXI IACML was originally scheduled for December, 2020. However, considering the COVID-19 pandemic, the authorities of the Conference decided to postpone it while keeping it as an in-person meeting.

RELEVANT LINKS

- [Resolution Convocation to the XXI Inter-American Conference of Ministers of Labor](#)
- [Labor and Employment Section page](#)
- [Website of the XI IACML](#)
- [RIAL Website](#)



Preparations advance for the Virtual Meeting of the Working Groups

The invitations and information bulletin with draft agenda of the Virtual Meeting of the Working Groups, to take place on September 10 and 15th, will be sent shortly to the Ministers of Labor of the 34 Member States, COSATE, CEATAL and international organizations. These meetings, announced on the previous edition, have the objective of examining with greater depth the

- f) Preparation, launch, and continuous updating of the RIAL web page: www.rialnet.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. In 2017, in the framework of the Meeting of the Working Groups, the Technical Secretariat launched the new website of the RIAL. This site has a new navigation structure, uses 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 undertaken 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 Homepage



- g) Preparation of **five RIAL technical studies and one in process**: 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 of agreements and their operation. In 2017, the study “The Coordination between Education and Labor in the Americas: Results of the Inter-Sectoral Workshop on Youth Employment” was distributed during the XX IACML, responding to one of the emerging priorities of the Conference. In February 2020, the first version of the study “The Institutionalization of a Gender Approach in the Ministries of Labor of the Americas: An update” was distributed for comments; the final version will be available by the end of 2020, and will provide an updated overview and a series of recommendations and next steps to strengthen the institutionalization of a gender approach in the Ministries. This study takes as a baseline the study of the same name published in 2009, in order to assess advancements in this area.
- 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 **thirteen annual calls for proposals for bilateral cooperation through the RIAL**, from 2007 to 2020, with the exception of 2011, as a result of which 570 cooperation proposals were received, as is detailed in Table No. 2. Number of proposals selected per year has varied based on available financial resources in the RIAL Fund and according to the decisions of IACML authorities. See Appendix 2 for a full list of proposals selected.

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
1 st - 2007	28	8	8	0	0
2 nd - 2008	61	21	18	0	3
3 rd - 2009	47	20	17	0	3
4 th - 2010	53	17	16	0	1
5 th - 2012	37	10	9	0	1
6 th - 2013	63	8	7	0	1
7 th - 2014	35	8	8	0	0
8 th - 2015	64	8	7	0	1
9 th - 2016	45	5	5	0	0
10 th - 2017	41	5	4	0	1
11 th - 2018	49	7	7	0	0
12 th - 2019	47	8	7	1	0
13 th - 2020	45	5	0	5	0
TOTAL	615	130	113	6	11

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 the quality of the proposals has improved over time. 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 it 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 has been repeated in every call, and it now includes a match-making session where Ministries can identify potential partners to address their cooperation needs. Officials from more than twenty (20) Ministries of Labor have participated in each of the webinars, and more than 80% of them indicated that they felt better prepared to present proposals to the RIAL, according to follow-up surveys. 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 **113 cooperation activities have taken place** and 6 activities are under planning. Appendix 2 provides the complete list of activities selected and carried out or under planning during the thirteen calls. 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.

In 2020, considering the challenges and mobility restrictions posed by the COVID-19 pandemic, the Technical Secretariat, instructed by the IACML authorities, has defined with each pair of involved Ministries if cooperation activities can be held virtually or should be postponed until 2021. The fundamental criteria to decide to hold the cooperation virtually has been to guarantee that the cooperation's objectives can be fulfilled and that it is desirable and feasible for both countries to move forward under this setting. The first virtual RIAL bilateral cooperation activity will take place by the end of September, 2020, as a series of online meetings between the Ministries of Labor of Canada and Argentina.

Below, Table No. 3 shows the distribution by country of RIAL bilateral cooperation activities. 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
(2007-2020)

Ministry of Labor		Providing		Requesting	
		Completed Activities	Planned Activities	Completed Activities	Planned Activities
1	Argentina	33		5	1
2	Bahamas	-		2	
3	Barbados	3	1	4	
4	Belize	-		2	1
5	Bolivia	-		3	1
6	Brazil	12		1	
7	Canada	7	1	-	
8	Chile	6	1	4	
9	Colombia	7	1	7	
10	Costa Rica	4		8	
11	Dominican Republic	2		5	
12	Ecuador	2	1	7	
13	El Salvador	-		6	
14	Guyana	-		4	
15	Guatemala	2		6	1
16	Grenada	-		1	
17	Honduras	-		4	1
18	Jamaica	6		2	
19	Mexico	5		7	
20	Nicaragua	-		1	
21	Panama	3		3	1
22	Paraguay	-		9	
23	Peru	2	1	11	
24	St. Kitts and Nevis	-		1	
25	St. Lucia	-		3	
26	St. Vincent & Grenadines	-		2	
27	Suriname	-		1	
28	Trinidad & Tobago	5		4	
29	United States	10		-	
30	Uruguay	4		-	
	Total Activities	113	6	113	6

- 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.

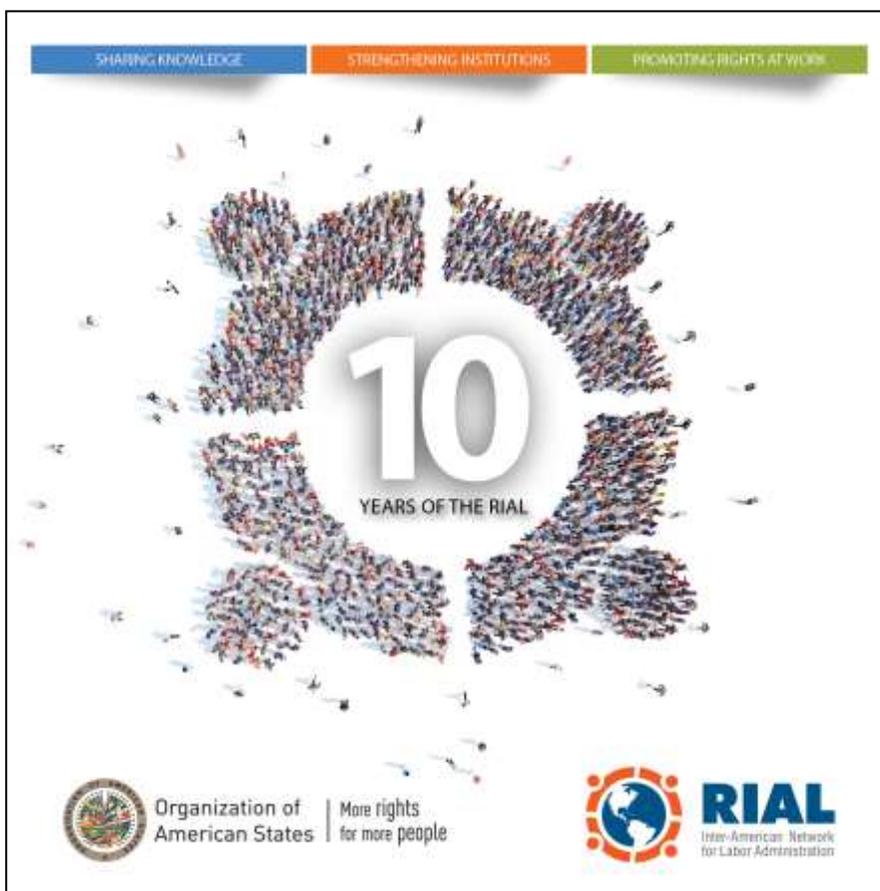
Following up on activities allows for the identification of the RIAL's results in terms of impact on institutional strengthening of Ministries of Labor, as is detailed in Section II of this Report.

- 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/RIALOEAS and Twitter account @RIAL_OAS 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. This exercise has taken place in every Call for proposals since then, with the participation of 20 countries in average, and including very productive match-making sessions 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, and for with meetings with the IACML authorities.

In April 2020, within the COVID-19 pandemic and in an effort to standardize the virtual meeting platforms of the OAS Department of Human Development, Education and Employment, it was decided to replace the GoToMeeting Platform with Zoom. This platform, with more advanced functions, will be used from now on for RIAL and Technical Secretariat activities and virtual meetings.

- p) Undertake a series of Webinars, beyond those used to provide information and match-making in the RIAL Calls for Proposals, to exchange experiences and analyze particular topics. Four webinars have been organized with PAHO and ILO on workers' health. One webinar on labor inspection took place in 2015, particularly to showcase the experience of Trinidad and Tobago. In March 2019, the Technical Secretariat organized one webinar along with the government, workers' and employers' representatives of Castilla and Leon, Spain, on their internationally recognized experience of Social Dialogue. This webinar was attended by officers from 17 OAS Member States.
- 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.



r) Publication of the Portfolio of Responses from Ministries of Labor to COVID-19

On April 1st, 2020, as part of the response to the COVID-19 pandemic, the RIAL launched on its website the Portfolio of Responses from Ministries of Labor to COVID-19, which includes information and direct links to actions taken by the labor administrations in the region to protect workers, employment and income. This Portfolio has been updated permanently and by September 2020, gathers more than 300 measures and 5 thousand visits. It has proven to be a useful tool to monitor the situation at the regional level, identify lines of action of every country, and determine trends in the management of the crisis. For example, it was noted that a broad number of countries, after taking emergency measures regarding lockdowns and protecting jobs and employment, canalized their efforts to promote on-line training. Other

clear trends are the Ministries' efforts to digitalize their services during the pandemic, and strategies to attend the more vulnerable populations, among others.

In addition to the actions taken by each country, the Portfolio gathers a series of key resources on the labor dimension of the crisis, such as publications and reports of international organizations, telework guides, and projections on the effects of the crisis on employment, among others.

Apart from being a monitoring and follow-up tool, representatives from the Ministries of Labor have told the Technical Secretariat that the Portfolio of Responses has proven to be useful for the Ministries to obtain information on their peers in the region, and adopt elements that they find useful in their own responses.

During the Virtual Meeting of IACML Authorities held in May 2020, the leaders of the Conference recognized the importance and usefulness of the Portfolio and instructed the Technical Secretariat to continue updating it.

This exercise allowed the RIAL to develop a second product in response to the pandemic, the "Repository of Guidelines and Protocols for Deconfinement and Return to Work", explained in the section s) of this report.



s) Publication of the Repository of Guidelines and Protocols for Deconfinement and Return to Work

As a second product of the RIAL in the face of the COVID-19 pandemic, in May 2020 the "Repository of Deconfinement and Return to Work Guides and Protocols" was published in the RIAL website. This tool was developed to provide Ministries of Labor of the Americas with information on the actions taken by countries outside the region to ease confinement measures, return to the workplace, and ensure the safety and health of workers at all times, considering those countries were at a different stage of the pandemic. In this regard, the Technical Secretariat made available resources published by governments outside the region, such as the European Union, Singapore, Germany and Australia, international organizations such as the ILO and the IDB, and workers' and employers' organizations such as the IOE. As the

OAS Ministries of Labor published their own deconfinement guidelines and Occupational Safety and Health protocols, they have also been included.

This exercise has made it possible to identify innovative measures to lead the return to work, such as the creation of occupational health and safety committees, technological tools, 'traffic light' systems, as well as various sectorial OSH protocols.

As of August 31, 2020, the Repository gathers over 60 resources.

As in the case of the Portfolio, during the Virtual Meeting of Authorities held in May 2020, the Ministries that lead the IACML, COSATE and CEATAL recognized the importance and usefulness of this tool and instructed the Technical Secretariat to update it permanently as one of the RIAL activities during the pandemic.



IV. LESSONS LEARNED

Throughout the Inter-American Network for Labor Administration's (RIAL) 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.
- **The importance of regional dialogue and cooperation within the crisis:** The COVID-19 pandemic has proven the importance of regional dialogue and cooperation among labor administrations, by allowing the exchange of knowledge, experiences, challenges and lessons learned in designing and adjusting the responses to the crisis. In various regional and international dialogues, it has been recognized that labor international cooperation is an indispensable underpinning of the construction of a new and better normal.

V. NOTE ON FUNDING

This report is complemented by the document "Financial Status of the RIAL", which contains the state of contributions and expenditures up-to-date (document: CIMT-20/GT1-GT2/doc.15/20). As indicated in that Financial report, the RIAL Voluntary Contribution Fund has received contributions since 2011 in an amount of \$903,226; \$550,336 of those resources come from 21 countries, and \$353,000 from Canada.

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.

The contributions made to RIAL have been complemented by financial and in-kind support from various Member States, partner international organizations 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, Mexico, 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, Eurosocial 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. **Inter-sectoral Workshop on Youth Employment: Coordination between Education and Labor. Brasilia, Brazil, December 15-16, 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 inter-sectoral 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 inter-sectoral 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.

22. **Workshop “Labor Migration: Contributions from the Ministries of Labor of the Americas”.** San Jose, Costa Rica, July 13-14, 2017. This workshop was co-organized by the OAS, ILO, and IOM, in a genuine interagency partnership. Migration Directors and officials responsible for attending to migrant workers in 20 Ministries of Labor, workers' and employers' representatives, subregional organizations, such as CARICOM and SISCA, as well as the Chairmanship of the OAS Committee on Migration Issues (CAM) attended the meeting. Following a regional consultation, the Workshop focused on two priority areas for Ministries of Labor, for which they bear direct responsibility: 1) the development of labor market information systems and the provision of relevant information for shaping a comprehensive migration policy; and 2) protection of the labor rights of migrant workers, including the role of labor inspection and tasks relating to awareness-raising and the dissemination of information. In wrapping up the workshop, and as the outcome of a participatory exercise, lessons learned and policy recommendations for labor migration management, especially within Ministries of Labor, were identified. A prominent recommendation was that Ministries of Labor continue to improve their labor inspection system, their strategies for labor formalization, and their information systems, but at the same time highlight and explicitly address the circumstances migrants face and their vulnerability. The Workshop also recognized that the Ministries' efforts need to be accompanied by regularization of migrants' status. There was a call for more extensive inter-sectoral - interagency - coordination among Ministries of Labor, Ministries of Foreign Affairs, and employment services, not only domestically but also among countries.
23. **Workshop “Strategies to improve compliance with Labor Legislation”.** San Jose, Costa Rica, December 6-7, 2018. This workshop gathered representatives of 20 Ministries of Labor of the region, workers and employers to exchange of information and obtain first hand knowledge on strategies to improve compliance with labor legislation, especially in the fields of: 1) strengthening of labor inspection through innovative approaches and with special emphasis on protecting the rights of freedom of association and collective bargaining, 2) alternative resolution of individual and collective labor disputes; and 3) coordination between Ministries of Labor and other public institutions. The Workshop was organized by the OAS in collaboration with the ILO, sponsored by the Ministry of Labor and Social Security of Costa Rica and financed by the Government of Canada. As a result, a document was produced pointing out challenges, lessons learned and policy recommendations on the three topics of emphasis of the event.
24. **RIAL workshop "Skills for the future: Contributions from the Ministries of Education and Labor".** Santiago, Chile, May 16-17, 2019. This event followed up on the dialogue between the Ministers of Labor and Education held at the IACML, and the Intersectoral Workshop on "Youth Employment: Articulation between education and labor" held in Brasilia in December 2016. It responded to mandates of the IACML and Inter-American Committee on Education (CIE), as well as to the joint Declaration from COSATE and CEATAL to the XX IACML. The event gathered technical officers from the Ministries of Education and/or Labor from 18 Member States, representatives from international organizations (IADB, ILO, ECLAC, World Bank and CAF), academic institutions, representatives from workers' and employers' organizations, and private sector, including Google, Telefonica Foundation, Nestle and Ford. The main outcome of the Workshop was the identification of lessons learned and policy recommendations to strengthen the coordination between Ministries of Labor, Ministries of Education, and professional training institutions, develop skills for the future, address the skills gap, and align the education and training offers to the current and future needs of the world of work. These lessons and

recommendations are included in the Outcomes Document presented in the Tenth Inter-American Meeting of Ministers of Education (CID/IME/INF.2/19) in July 2019. Some recommendations worth highlighting are: strengthen training on socio-emotional skills, create an all-stakeholder ecosystem (individuals, governments, academic institutions, companies, international organizations, etc) to facilitate life-long learning, create and strengthen national qualification frameworks, improve teacher training, revalue technical and technological higher education, and strengthen dual vocational training and apprenticeships programs.

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	Paraguay	Argentina	Professional Training	On-site	August 30-31, 2017
2	El Salvador	Uruguay	Working conditions - Domestic Work	Experts	October 23 - 26, 2017
3	Chile	Costa Rica	Labor Migration	Experts	November 6 - 9, 2017
4	St. Kitts y Nevis	Estados Unidos	Youth Employment	On-site	November 6 - 10, 2017

Eleventh call for proposals - 2018

	Beneficiary Institution	Providing Institution	Thematic area	Type of Activity	Date
1	Honduras	Colombia	Child Labor	On-site	August 27-31, 2018
2	Ecuador	Panamá	Employment Services - Youth Employment	On-site	August 27-31, 2018
3	Barbados	Jamaica	Youth Employment	On-site	September 10-14, 2018
4	St. Vincent and the Grenadines	Barbados	Occupational Safety and Health	Experts	September 10-14, 2018
5	México	Canadá	Occupational Safety and Health	On-site	November 7-9, 2018
6	Perú	Argentina	Professional Training and Skill Certification	Experts	November 13-17, 2018
7	Guatemala	Argentina	Individual and collective conflict resolution	Experts	November 26-30, 2018

Twelfth call for proposals - 2019

	Beneficiary Institution	Providing Institution	Thematic area	Type of Activity	Date
1	Barbados	Panamá	Labor Inspection	On-site	June 25 - 27, 2019
2	Paraguay	Argentina	Professional Training and Skill Certification	On-site	August 26-30, 2019
3	Costa Rica	Uruguay	Labor Inspection for Domestic Work	On-site	September 9-12, 2019
4	Perú	México	Labor Inspection	Experts	September 10-11, 2019
5	México	Argentina	Labor Inspection for Child Labor	Experts	September 23-26, 2019
6	Ecuador	Colombia	Labor Migration	Experts	October 16-17, 2019
7	El Salvador	Argentina	Individual and Collective Conflict Resolution	Experts	November 11-15, 2019
8	Honduras	Peru	Employment Services	On-site	Under planning

Thirteenth Call for Proposals - 2020

	Beneficiary Institution	Providing Institution	Thematic area	Type of Activity	Date
1	Bolivia	Colombia	Public Management - Monitoring and Development system	On-site	Under planning
2	Belize	Barbados	Occupational Safety and Health	Experts	Under planning
3	Guatemala	Ecuador	Labor Inclusion of people with disabilities	On-site	Under planning
4	Panama	Chile	Labor inspection and occupational health in mining	On-site	Under planning
5	Argentina	Canada	Social Security Systems	Experts	September 29th, and other dates to be determined, 2020 (Virtual)