



REPORT TO THE 43RD MEETING
OF THE TRADE UNION TRAINING COMMITTEE
PROGRAMME FOR WORKERS' ACTIVITIES
2023

ACTRAV
Programme for Workers' Activities

Report to the 43rd Meeting
of the
Trade Union Training Committee
of the International Training Centre
of the ILO
2023

This report covers the activities of the Workers' Programme of the ITCILO during 2023
and sets out the scheduled programme of work for 2024 and 2025.

CONTENTS

Introduction	1
The Team.....	3
Key achievements in 2023*	4
Programme for Workers' Activities 2023: Key Data.....	4
Financial Report 2023	5
Highlights of 2023	7
Some insights into the activities implemented in 2023	7
Evaluation by participants	13
Participants' contributions to the evaluation	14
Strategic issues	17
Key messages - The ten key messages of the global symposium are the following:	18
External Evaluation of the activities 2023	19
Evaluation of the training activities of the Centre to strengthen Workers' organizations	19
Executive summary	19
The ACTRAV ITCILO training activities	19
Purpose and Scope of the evaluation	19
Methodology	20
Relevance-Coherence-Outreach	20
Validity of Training activities	21
Effectiveness	21
Efficiency	22
Impact	23
Five Case studies:	24
Sustainability.....	24
Programme Implemented in 2023.....	28
Core activities implemented in 2023.....	28
Table of Activities	29
Outlook of the Core Programme 2024-2025	35
2024-2025 Global Workers' Academy (GWA).....	36
2024-2025 Regional Academies	36
OBJECTIVES FOR 2024-2025.....	38
Acknowledgements	39

INTRODUCTION

The Bureau for Workers' Activities (ACTRAV) is the link between the International Labour Office and the world of work through one of its constituents: workers' organizations.

The Programme for Workers' Activities at the ITCILO is part of ACTRAV's capacity building strategy. It aims to be a global centre of excellence in building and strengthening the capacities of workers and their organizations by deploying appropriate and innovative training technologies, methodologies and approaches, and thus assisting them to achieve social justice, decent work, and sustainable, inclusive and resilient development for all. ACTRAV offers the largest global training programme designed for workers and their organizations. The programme is delivered globally, inter-regionally and regionally, as well as providing activities tailor-made for different countries.

This report summarizes the ACTRAV ITCILO activities implemented in the second year of the 2022-2023 biennium. With some 50 activities, ACTRAV has reached out to more than 2,600 workers and their organizations.

2023 was a transition year for the ACTRAV team at the ITCILO, with a change in management and a short transition period. The team has nevertheless demonstrated resilience and professionalism in maintaining, implementing and even expanding the programme of activities for 2023.

The report will highlight some of the remarkable achievements of the ACTRAV programme in 2023, give a snapshot of the outreach and its composition, and share the conclusions of the 2023 ACTRAV Symposium for Education as it will shape future choices and strategies.

This year (2024), ACTRAV will be evaluated for the activities implemented in 2023. Each year, the ITCILO commissions an external evaluation of selected learning activities conducted in the previous calendar year. This enables the Board to objectively verify the results of the activities implemented. The conclusions of the evaluation are made available in this report.

Finally, the report will re-emphasize the biennium approach for the 2024-2025 programme and propose a framework of activities.

In October 2023, the new ACTRAV programme manager started work.

Vera dos Santos Costa is a political scientist with a strong commitment to workers' organizations. She has designed many educational and communications-related programmes on capacity building and economic and social issues. Vera uses her experience in the capacity building of workers to contribute to the ITCILO ACTRAV educational objectives and to exert wider influence. Vera has a bachelor's degree in political science and a master's in

human resources management and organizational dynamics, and holds a teaching degree in political, economic and social sciences. After a career of twenty years as the international and European affairs secretary of a Belgian trade union, Vera was for six years director of the Education Department of the European Trade Union Institute (ETUI). She is an innovative learning-and-training-driven workers' education manager with social justice as a main objective.

THE TEAM



The ITCILO ACTRAV Team¹

In 2023 the team was composed of four senior programme officers:

- ▶ Jimenez Garcia Jesus
- ▶ Toth Mucciacciaro Evelin
- ▶ Mapalo Rafael
- ▶ Chakanya Naome

The team was supported by:

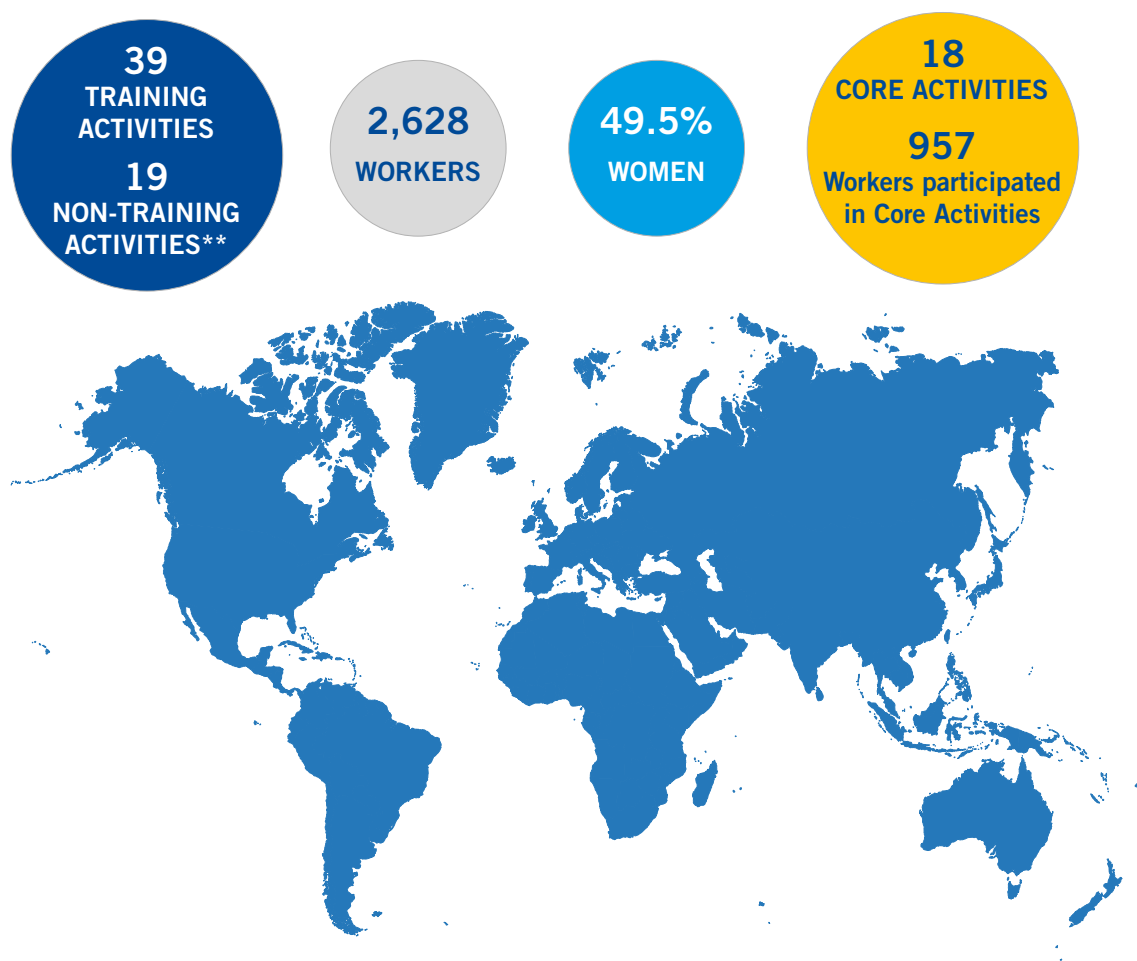
- ▶ Ciot Dana – Programme assistant
- ▶ Pellerino Clelia – Senior training activity assistant
- ▶ Bertolino Giulia – Training activity assistant
- ▶ Boumerdassi Amina – Junior training activity assistant
- ▶ Perrone Claudia Emily – Junior training activity assistant
- ▶ Menshikh Yulia – Junior training activity assistant
- ▶ Bona Emanuela – Training activity assistant

The team manager:

- ▶ Dos Santos Costa Vera – Programme manager

1. Photo taken in December 2023

KEY ACHIEVEMENTS IN 2023*



Programme for Workers' Activities 2023: Key Data

Growth of activities, participants, days of training and participant days

Year	2018	2019	2020	2021	2022	2023
No. training activities	43	31	23	58	46	58*
No. participants	1,373	1,233	1,719	3,504	2,784	2,628
No. days of training	244	207	110	291	215	234
No. participant days	8,667	9,290	7,738	17,791	16,278	11,389

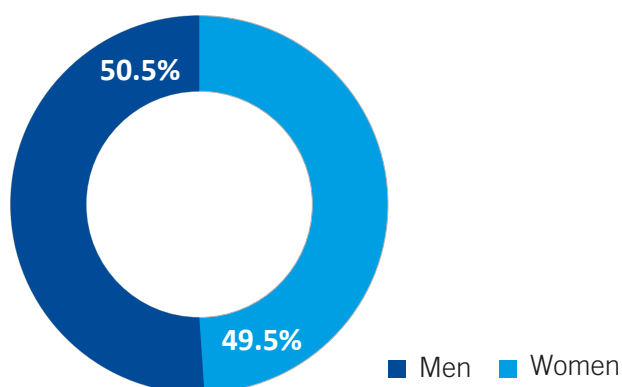
* Source: MAP 2023

**Including non-training activities (Community of Practice, Training Materials, Events/Symposium, Project Management). Please refer to the Table of Activities, p. 29.

Participants by region

Participants by region	2018	2019	2020	2021	2022	2023
Africa	246	354	555	900	1269	1206
Americas	548	371	546	884	530	612
Asia - Pacific	212	236	226	622	447	412
Europe and Central Asia	28	257	79	938 ^A	414	298
Arab States	28	15	53	160	101	85
International civil servants					23	15
Total						2,628

Women's overall participation 2023



Type of activities by region – 2023*

Region	Type of activity					Total per region
	Campus	Field	Distance	Blended field	Blended campus	
Africa	1	5	7	3	1	17
Americas - Latin America	0	0	6	1	0	7
Asia - Pacific	0	2	5	3	0	10
Europe	2	2	3	1	0	8
Arab States	0	0	3	0	0	3
Interregional	3	1	6	1	2	13
Total	6	10	30	9	3	58
Grand Total						58

**Includes training activities and non-training activities with/without participants (Please refer to the table "Programme Implemented in 2023 - Table of Activities")*

FINANCIAL REPORT 2023

	2018	2019	2020	2021	2022	2023
Italian contribution	€240,000	€280,000	€265,000	€185,000	€150,000	€150,000
RBTC/TC/ACTRAV	€787,610	€582,797	€877,706	€1,200,266	€860,000	€ 887,857
RBTC/TC/ REGIONAL	\$299,220	\$180,318	\$144,924	\$106,665	\$187,000	\$188,128
ILO Various	€99,078	€88,728	€52,676	€121,343	€83,000	€396,742
Captive (special allocation ACTRAV/ACTEMP) including surplus	€140,000	€160,000	€0	€0	€250,000 Fellowship Fund	€306,063 Fellowship Fund
Additional allocation from Training Department	€28,730	€30,000	€0	€0	€0	€0
Contribution from projects	€358,488	€511,500	€522,825	€466,515	€263,109	€139,536
Self-paying	€15,000	€8,280	€0	€0	€0	€0
	2018	2019	2020	2021	2022	2023
Total income	€2,004,417	€1,865,503	€672,110	€2,018,610	€1,561,000	€ 2,053,880
Total CFC*	€606,472	€531,896	€401,019	€844,744	€501,000	€747,394
%CFC vs target	93.3%	77.1%	62%	130%	77%	99.7%
Target	€650,000	€690,000	€650,000	€650,000	€650,000	€750,000

*CFC= Contribution to Fixed Costs

HIGHLIGHTS OF 2023

Some insights into the activities implemented in 2023

AMPLIFYING CAPACITY FOR CLIMATE ACTION AND GENDER-INCLUSIVE JUST TRANSITION FOR TRADE UNIONS IN EGYPT, MOROCCO AND TUNISIA

The ILO Country Office for Egypt and Eritrea and the Decent Work Team for North Africa, in exclusive partnership and collaboration with ACTRAV, launched a one-of-a-kind, demand-driven and multi-disciplinary capacity building programme for trade unions in Egypt, Morocco, and Tunisia. This programme, designed exclusively for identified organizations, aimed to strengthen trade unions' capacities in the areas of climate change and gender-inclusive just transition.

The training activity, delivered in both Arabic and English, was attended by participants from the trade union federations of each country: the Egyptian Trade Union Federation (ETUF) and the Egyptian Federation of Independent Trade Unions (EFITU) from Egypt, the Confédération Démocratique du Travail (CDT), the Union Générale des Travailleurs du Maroc (UGTM) and the Union Marocaine du Travail (UMT) from Morocco, and the Union Générale Tunisienne du Travail (UGTT) from Tunisia.

Structured into three parts, the programme began with three days of face-to-face orientation workshops, implemented between February and May 2023. These workshops aimed to assess participants' backgrounds, knowledge levels and training needs, and to gather data and information regarding the country contexts. Following this orientation, a four-week online training activity was conducted from 22 May to 21 June 2023, attracting 87 participants from the three countries. The training focused on integrating climate and gender considerations into organizational structures and policies on just transition. Self-paced learning modules and thematic webinars led by experts supported participants in developing practical strategies for national policy influence, sharing and learning global trade union experiences, and collaborating on action plans for organizing workers in climate-sensitive sectors - an area which most of the participants had not fully explored before the training.

Building on the knowledge gained from the online learning, the programme culminated in a one-week face-to-face training activity on the ITCILO Campus in Turin from 2 to 6 October 2023, attended by twenty-nine top achievers from the online phase. Participants deepened their understanding of the relevant ILO instruments, frameworks and sustainable development goals (SDGs). Innovative and interactive methodologies such as peer review and group work contributed to a critical review of the different participants' actions plans, provided constructive feedback, strengthened the plans by leveraging others' experiences and good practice, and enhanced team collaboration across sectors and countries. A study tour supported by Italian trade unions was a further highlight for the participants, who toured

the Società Metropolitana Acque Torino (SMAT) S.p.A. to learn about green technologies in municipal water management systems.

Overall, this initiative empowered trade unions to proactively address climate change challenges and promote gender-inclusive transitions. By equipping participants with knowledge, tools and networking opportunities, the training activity fostered collaboration, networking and advocacy for sustainable and equitable labour practices in the face of environmental changes. Follow-up activities included implementing action plans for organizing workers in climate-sensitive sectors; developing trade union position papers for engagement at climate change conferences and in national dialogue processes; liaising with UN resident coordinators; forming alliances for stronger advocacy; incorporating just transition clauses into collective bargaining agreements; and highlighting participants' ongoing collaboration and support, as well as the relevance of these topics to trade unions.



HEALTH AND SAFETY AT WORK AS A FUNDAMENTAL RIGHT: IMPLICATIONS FOR TRADE UNION POLICIES AND STRATEGIES

Distance learning phase: from 20 March to 7 April 2023

Face-to-face: from 10 – 14 April in Buenos Aires, Argentina

The aim of this activity was to strengthen the capacity of trade unions to develop OSH policy proposals in line with the new reality of OSH as a fundamental right and principle, focusing on C155 and C187 as new fundamental Conventions, given that only 76 and 59 countries respectively have ratified C155 and C187.

The course lasted five weeks and was structured in two stages: a distance-learning stage via the ITCILO training platform (from 20 March to 7 April 2023) and a face-to-face stage, which took place in the Autonomous City of Buenos Aires, Argentina, from 10 April to 14 April 2023.

The four weeks of distance learning were used to prepare for the asynchronous training (week 1); to discuss the implications of including a safe and healthy working environment

in the framework of the ILO fundamental principles and rights at work (week 2); to review the implications of designing and implementing global OSH policies and guidelines for the management of OSH in global supply chains (week 3); and to share the challenges for social dialogue and collective bargaining (week 4).

For the organization and development of the face-to-face stage, support was given by the Argentinean Construction Workers' Union, an organization affiliated to the General Confederation of Labour of the Argentinean Republic (CGT RA).

Twenty-nine people participated in the classroom phase of the course, including registered participants, speakers and invited trade union leaders, all members of trade union organizations from the Latin American region. Participants representing

the Trade Union Confederation of the Americas (TUCA), the International Trade Union Confederation (ITUC) and the UNI, PSI and INDUSTRIALL global union federations also attended.

The face-to-face week, as part of the regional course, has enabled trade union representatives to take national and regional actions to promote and support the ratification of core OSH Conventions and their effective implementation as new fundamental rights. It has also enabled them to engage in and offer evidence-based proposals for the design and implementation of global OSH policies and guidelines at national level and for the management of OSH in global supply chains (GSCs), to replicate good practices, to incorporate inclusive approaches, and to address new challenges for health and safety in the world of work.



THE DIGITAL GLOBAL WORKERS' ACADEMY ON THE FUTURE OF TRADE UNIONS

Distance learning: from 19 June to 21 July 2023

In a world marked by rapid change and uncertainty, trade unions stand as pillars of resilience, adapting to evolving landscapes and championing workers' rights. The Digital Global Workers' Academy on the Future of Trade Unions, held from 19 June to 21 July 2023, emerged as a beacon of innovation and collaboration, drawing 111 participants from 40 nations across the globe.

The Academy was organized in close collaboration with ACTRAV ILO Geneva, INWORK ILO, the ITUC, the ETUI, the Solidarity Center (USA), the Friedrich Ebert Stiftung (Germany), the School of Labour and Industrial Relations (Philippines) and numerous contributors from national trade union confederations worldwide.

Innovative pedagogy for dynamic challenges

Crafted as a five-week journey, the Academy employed a blend of asynchronous and synchronous learning sessions, guided by tutors. Each week participants delved into distinct themes, from assessing the current state of trade unions to envisioning a roadmap for the future. Through live webinars, reading materials and practical tasks, they honed their skills and deepened their understanding of trade union dynamics in the modern era.

Addressing new horizons through partnership

Amid the complexities of the global labour landscape, the Academy fostered a spirit of inclusivity and adaptability. It showcased success stories from trade unions worldwide, from embracing digital unionism to advocating for emerging workforce segments. Moreover, it emphasized strategic partnerships, empowering unions to navigate legal frameworks, foster good governance and engage in innovative collective bargaining.

Charting a course for resilience

At its core, the Academy aimed to fortify trade unions against external pressures and internal challenges. Modules dissected critical issues such as membership innovation, technological and climate transitions, and effective governance. Participants emerged equipped with tools that would enable them to assess their organizations, identify opportunities for growth and envision a resilient future amid shifting realities.

A call to action

As the global labour landscape continues to evolve, the Digital Global Workers' Academy underscores the imperative for trade unions to innovate, collaborate and adapt. Armed with newly acquired knowledge and strategic insights, participants are empowered to champion inclusive trade unions, strengthen democracy, promote sustainable development and advance social justice on a global scale.

In a world of perpetual change, the Digital Global Workers' Academy stands as a testament to the enduring spirit of trade unions, propelling them towards a future of resilience and relevance.



TRAINING OF TRADE UNION ONLINE TRAINERS

Transcending digital barriers in workers' education

Distance learning phase: from 12 June to 7 July 2023

Face-to-face workshop: from 12 to 14 July 2023 in Bangkok, Thailand

The COVID-19 pandemic accelerated the evolution of workers' education, prompting the Programme for Workers' Activities at the ITCILO to embrace digital applications for training purposes. Three crucial lessons emerged from the crisis: the necessity for agile trade unions, the crucial role of innovation in workers' education, and the need to keep in step with beneficial technological developments.

To address these issues, ITCILO ACTRAV developed the Training of Trade Union Online Trainers (ToT) programme, with support from the ACTRAV ACFTU South-South Cooperation Project.

The aim of the tailored training programme, implemented in July 2023, was to ensure uninterrupted union activity amid pandemic disruptions. It focused on enhancing the skills of trade union trainers, educators and facilitators, specifically in instructional design, content development and online facilitation, building on previous training activities on digital learning tools carried out in 2022 in conjunction with common.sense, an eLearning and training organization.

The blended approach included a four-week online component and a five-day face-to-face session, allowing participants to simulate online teaching environments. Through hands-on experience on the eCampus platform, they acquired proficiency in the structuring and delivery of digital content, successfully transitioning traditional courses to digital formats.

Thirty-two participants (W=21 or 68%) from seventeen countries representing twenty-two national labour centres benefitted from the training, gaining confidence in designing online learning programmes. Participants' feedback highlighted the benefits of transitioning from traditional to online learning, the technology making it possible to transcend geographical barriers, reduce costs and accommodate diverse learning needs.

Looking ahead (given adequate resources), similar updated training activities can benefit more trade union trainers in the region..

Three key lessons will guide future endeavours:

Partnership and collaboration are crucial for pooling resources and expertise effectively. Collaborating with the ACTRAV ACFTU South-South Cooperation Project, regional ACTRAV colleagues and subject-matter experts enriched the programme's implementation.

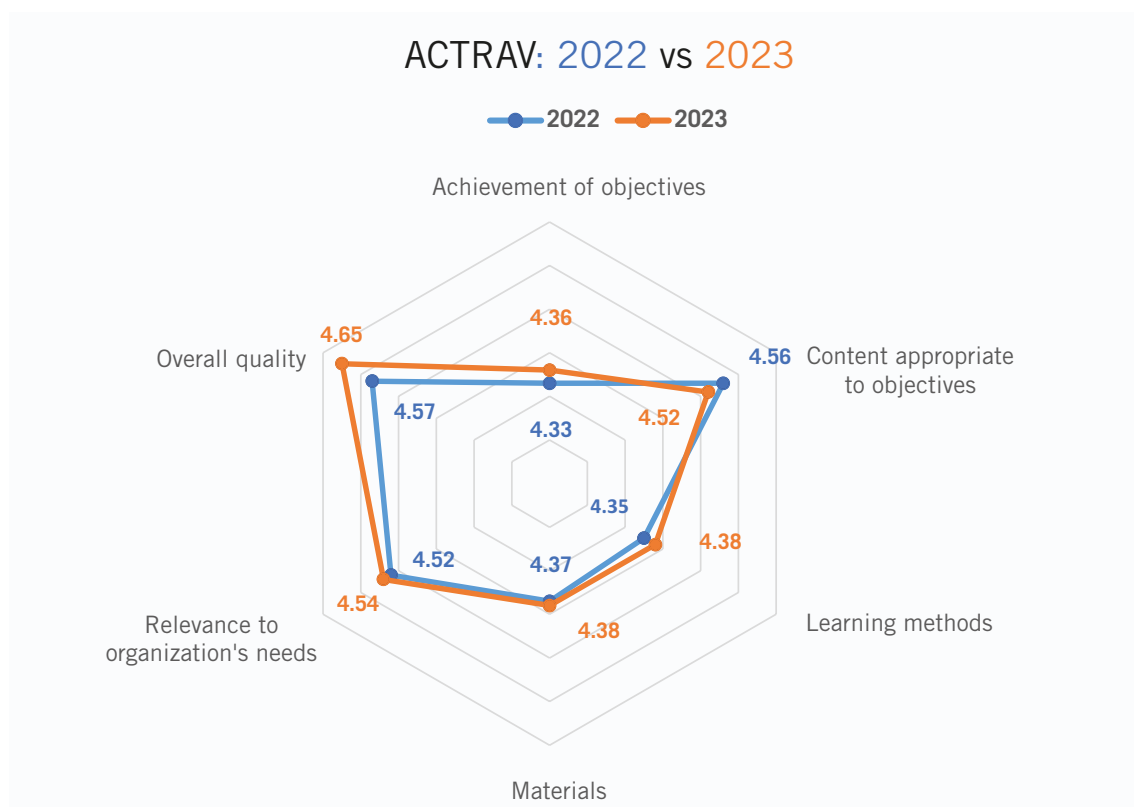
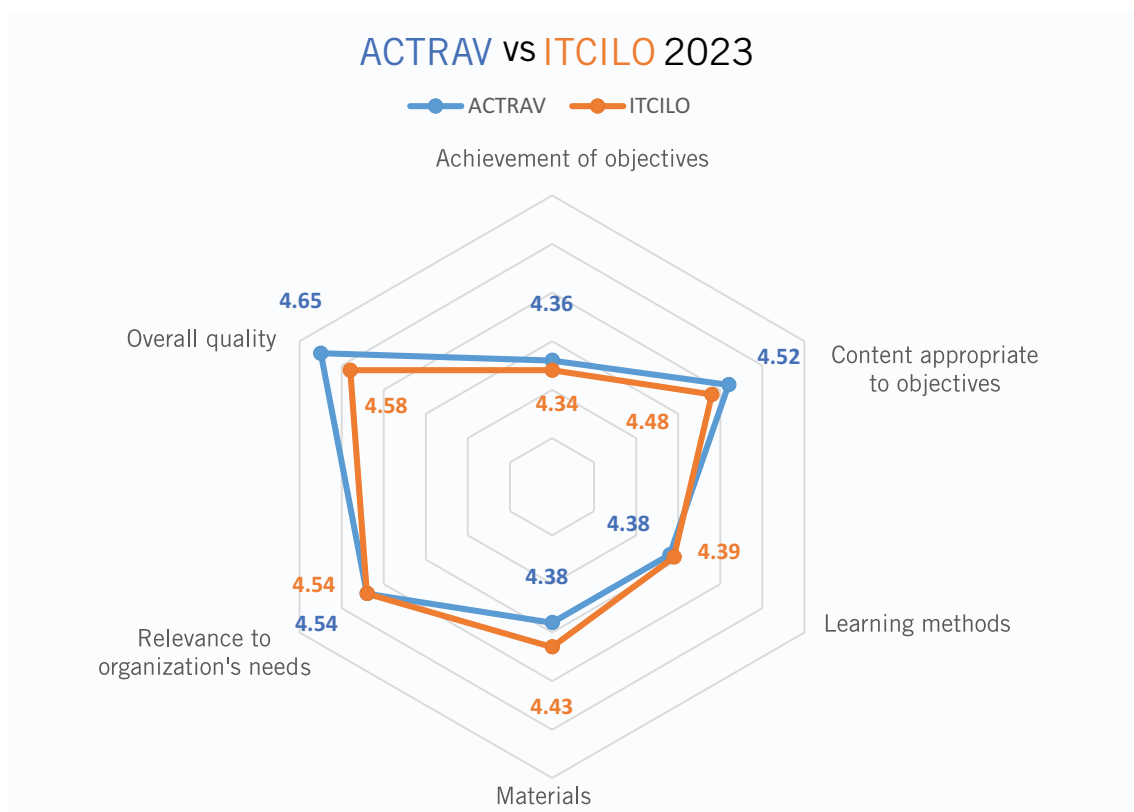
A bottom-up approach and co-creation of content foster ownership, inclusivity and relevance. Generating training needs and priorities through a needs analysis exercise, tailoring content to those diverse needs and promoting active engagement ensures effective skills development and knowledge dissemination.

The training theme's direct applicability to trade union work was evident from the workplace examples provided by participants. Focusing on practical skills empowered them to initiate meaningful organizational innovations in workers' education.

By embracing digital learning technologies and fostering collaboration, trade unions can equip workers with the skills they need to navigate today's dynamic labour landscape effectively.



EVALUATION BY PARTICIPANTS



Participants' contributions to the evaluation

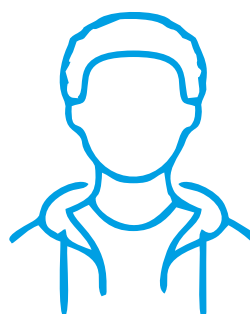


“Je tiens remercier et féliciter les organisateurs, les formateurs les tuteurs et tous ceux qui ont joué un rôle afin que cette formation soit effective. J’ai beaucoup appris et acquis d’expérience sur les normes internationales, les politiques et stratégies nationales et internationales du travail et de la SST en particulier et je ferai profiter tout ceci aux camarades de mon syndicat. Que ces genres de formation continuent avec des suivis périodiques.”

Participant A1716282

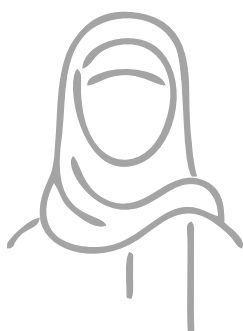
OSH as a Fundamental Right at Work: Implications for Trade Union Policies and Strategies in Africa

“La formation c’est une belle initiative car elle me permettra d’exprimer clairement en matière de sécurité et santé au travail avec les autres camarades en tant que secrétaire adjointe national chargé de la santé et de la sécurité au travail du syndicat national des agents de l’administration publique et parapublique aussi la Confédération Nationale des Travailleurs du Sénégal SNAAP-CNTS.”



Participant A1716282

OSH as a Fundamental Right at Work: Implications for Trade Union Policies and Strategies in Africa



“A humble suggestion if impossible we can meet in one country and have this training done both face to face and online, so that we can interact with each other.”

Participant A1716282

Advancing Women's Leadership in Trade Unions

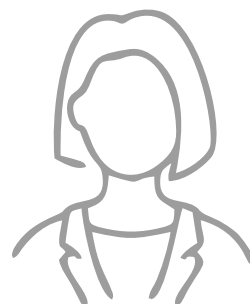


“La verdad es que la manera de enseñar durante todo el curso ha sido de mucha calidad, ya que nos tienen mucha paciencia para darnos las indicaciones para cada actividad a realizar, de esa manera ponemos en práctica lo aprendido durante el curso.”

Participant A2716057

Equal pay, equal opportunities and equal treatment in the world of work

“Me encanta participar y estudiar en sus cursos yo estoy muy agradecida con ustedes no saben cuánto significa para mi esta experiencia, mi sindicato hoy se encuentra muy golpeado y dividido estamos muy mal y los afiliados están bien decepcionados de los dirigentes y ser parte de ellos me hace responsable: estar en estos cursos me hace abrir y expandir mis conocimientos y en la formación es excelente. Mil gracias !!!!”



Participant A2716057

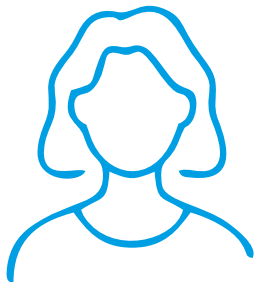
Equal pay, equal opportunities and equal treatment in the world of work



“To begin, I’d like to express my heartfelt thanks to the esteemed trainer, managers, and associates for organizing this vital training session. Organizing online training and gathering participants isn’t an easy task, as the in-person classroom offers a distinct environment that encourages easy interaction with others. If I may give a suggestion, it would be beneficial to incorporate physical classes alongside the online sessions. Additionally, group activities should be integrated after each session, with everyone taking turns as presenters. This approach would provide insight into participants’ understanding and boost their confidence in speaking.”

Participant A3716061

Trade Agreements and the Decent Work Agenda



“Lo que me llamo la atención fue la cohesión, el formato y la participación del equipo involucrado, siempre presente a lo largo del desarrollo del trabajo.”

Participant A9015282

Knowledge-Sharing and Networking Event on Trade Union Actions on Sustainable Development

“Estuvo todo muy bien organizado como para poder aprovechar en vivo o en diferido los webinar y si en algún momento se pasaban demasiado los lazos recibir un correo alentando retomar, en una forma que no se sentí como presión sino como motivación a seguir. Me encantara que en el PIT-CNT se organizaran talleres de difusión de las temáticas del curso y que quienes tuvimos el privilegio de participar tuvimos la oportunidad de contar a nuestras compañeros y compañeras todo lo que se nos mostrar a nosotras en el curso!!!”



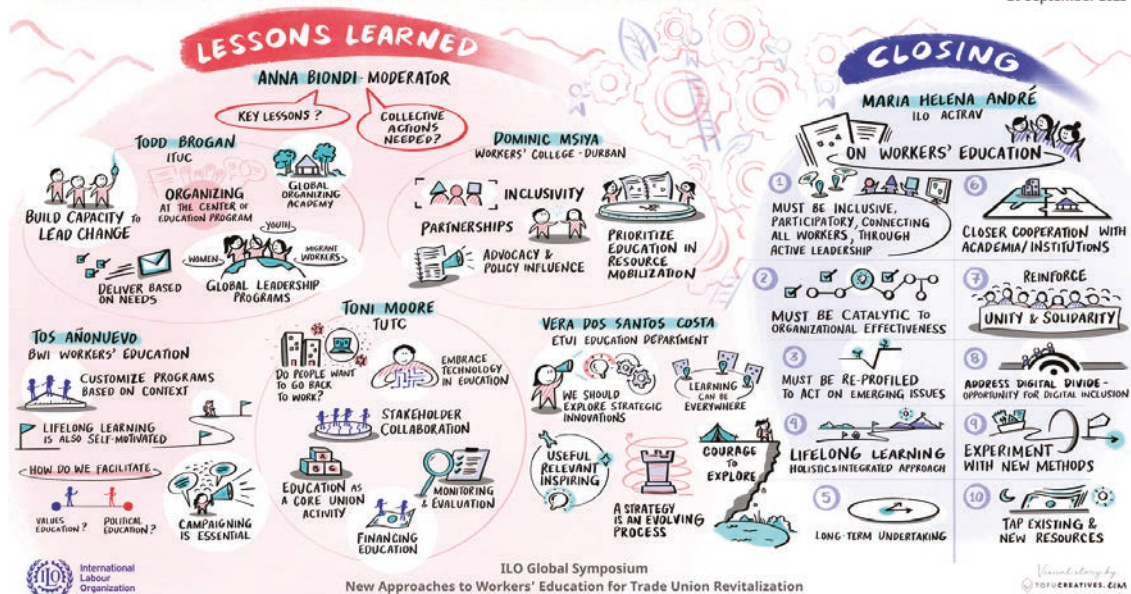
Participant A9716893

OSH and Violence in the World of Work

STRATEGIC ISSUES

THE FUTURE OF WORKERS' EDUCATION: POLICY DEBATES AND PERSPECTIVES

20 September 2023



Sixteen years after the last ACTRAV-led Global Symposium on Labour Education in 2007, many developments have transformed and continue to change the world of work, hence also the way trade unions need to organise and function in order to provide relevant representation and services for their members. For example, technological development significantly influences production and work processes, requiring new negotiation skills and competencies. For example, many traditional skills and jobs have been faced with redundancies and new and emerging jobs like digital labour platforms still have provided job opportunities for many, but gaps in labour and regulatory policies and are not easy to represent under classic labour relations. In addition, climate change, demographic shifts, industrialization 4.0, and the COVID-19 pandemic, among others, are driving dramatic transformations in the work of work. Hence, Trade Unions need to be prepared to influence the national decision-making processes in the context of bi and tripartite dialogue, having this concern of looking both on wards and outwards.

In 2023, ACTRAV organized five online regional symposia on workers' education that gathered over six hundred (600) participants from hundred and ten (110) countries.

They converged in a Global Workers' Symposium on New Approaches to Workers' Education for Trade Union Revitalization held from 18 to 20 September 2023.

It brought together senior trade union leaders, workers' education experts and practitioners, activists and cooperation partners from all regions to engage in a collective analysis of the current state of workers' education around the world, recommend and adopt innovative strategies and solutions to the pressing and emerging needs of workers in the context of an ever-transforming world of work through workers' education.

The Symposium confirmed that, looking ahead, the future of workers' education remains critical for ensuring trade unions' strength, independence, democracy, and representation of all workers.

KEY MESSAGES

The ten key messages of the global symposium are the following:

1. Workers' education should embrace inclusivity, participation, and connectivity with all types of workers in today's labour market.
2. It must act as a catalyst for enhancing trade unions' organizational effectiveness, particularly in organizing and collective bargaining efforts.
3. There's a necessity to reprofile workers' education to effectively address emerging issues and support workers in vulnerable employment situations.
4. Embracing skills, qualifications, and lifelong learning is crucial for a holistic and integrated approach to workers' education.
5. A long-term visioning approach is essential for workers' education, incorporating new forms of training delivery.
6. Closer collaboration with academia and training institutions is needed to enhance training design and delivery.
7. Workers' education should reinforce unity and solidarity among workers to revitalize unions.
8. There should be increased opportunities for digital inclusion and access to skills development.
9. Experimentation with new delivery methods and greater flexibility in learning time and location should be explored.
10. Collaboration and resource tapping from various stakeholders are necessary to ensure the sustainability of workers' education initiatives.

EXTERNAL EVALUATION OF THE ACTIVITIES 2023

Evaluation of the training activities of the Centre to strengthen Workers' organizations²

EXECUTIVE SUMMARY

The ACTRAV ITCILO training activities

The ITCILO ACTRAV training program has several unique features. It offers training modules free of charge, funded by contributions from ACTRAV and support from ITCILO, aiming to support unions in countries where resources for training are limited. The program consists of a core program and additional activities, structured around the needs and challenges of workers and their organizations. The core program is developed annually and requires approval from the Trade Union Training Committee, which plays a significant role in the governance of ITCILO. Financially, the program is supported by ACTRAV Geneva and can access various funding sources within the ILO for additional activities, including tailored partnerships with regional and national organizations. The programme furthermore receives substantial indirect and direct financial support from the Centre to pay staff costs and grant fellowships for participants. The selection process for participants is distinctively managed, involving a list of organizations proposed by ITCILO ACTRAV, which is then vetted and approved through a structured process ensuring representation and gender balance. Overall, the program is a collaborative effort that involves detailed planning and governance, reflecting the priorities of the workers' groups within the ILO.

Purpose and Scope of the evaluation.

The evaluation aims to assess the relevance, validity, coherence, effectiveness, efficiency, impact, and sustainability of training activities provided by the Workers Activities Programme. It focuses on evaluating different training modalities used to enhance Workers Organizations and gathers insights into best practices and lessons learned.

The evaluation covers a selection of training activities designed for Workers' organizations, including a variety of training formats and up to 20 specific activities from 2023. These activities, which include online, face-to-face, and blended learning methods at various locations, are chosen to represent a broad spectrum of methodologies and regional diversity. In some cases, however, the evaluator included all 40 training activities organized by the ACTRAV Unit in 2023 in the evaluation.

² Evaluation conducted between May and July 2024, by Patrick Vander Weyden, FocusUP. For the Full Report, please access: <https://www.itcilo.org/sites/default/files/inline-files/Final%20Report%20ITCILO%202024%20external%20evaluation%20of%20training%20activities.pdf>

The main stakeholders of this evaluation are the Board of ITCILO, the Training Department, and other internal units of the Centre. An evaluation matrix, which lists specific questions for each criterion, frames the study and structures the presentation of findings.

Methodology

The desk review for the ITCILO ACTRAV Training program in 2023 involved a detailed examination of 20 selected trainings from a total of 40. This evaluation phase utilized the software atlas.ti to code various documents according to specific evaluation questions. The analysed documents included course materials, survey results from participants, timetables, information notes, course descriptions, resource materials, and PowerPoint presentations. Institutional documents from both ITCILO and ILO were also part of the analysis, providing a comprehensive overview of the training program's documentation and helping to shape the subsequent phases of data collection.

Data collection for the evaluation was multifaceted, incorporating both qualitative and quantitative methods. Interviews and focus groups were conducted between May and July 2024, involving ITCILO directors, management, ACTRAV teams, training participants, and some sponsors. A total of 32 individuals were interviewed to gain indepth insights into the training's impact and effectiveness. Additionally, an online survey was deployed using the ITCILO CRM tool to 1152 training participants across four languages, achieving a response rate of 29% after data cleaning. This survey aimed to assess the representativeness of the training participants, revealing discrepancies in gender, age, and regional distributions between the overall participants and the respondents.

The data analysis stage leveraged data triangulation, combining findings from surveys, interviews, focus groups, and document reviews to enhance the reliability and validity of the conclusions. Quantitative data was managed and analysed using software like STATA and Excel, while qualitative data utilized Atlas.ti.

Relevance-Coherence-Outreach

The relevance-coherence-outreach analysis highlights the International Training Centre of the International Labour Organization (ITCILO) as strategically aligned with the ILO's objectives, notably the 2019 Centenary Declaration and the 2021 Call to Action for post-COVID-19 recovery, focusing on lifelong learning, gender equality, and social protection. The 2022-25 strategy involves capacity development via combined face-to-face and online training, supported by advisory services and an emphasis on digital transformation.

The ITCILO's 496 trainings included 40 by ACTRAV, making up 8% of total offerings. The majority of ITCILO training activities in 2023 was distance learning and blended training. These modalities were the most engaging, attracting 68.2% of the total 1,771 participants.

The shift towards online platforms reflects a broader approach to making training accessible globally, particularly in regional or global initiatives.

Survey results show high relevance of the training to participants' needs, with 98% reporting applicability of learned skills and 93% foreseeing institutional benefits. Training evaluations focused on gender issues, labour standards, and social dialogue, indicating strong integration of these themes.

Geographically, training participation of the ACTRAV training activities was highest from Africa and the Americas, with notable contributions from specific countries like Argentina and Uzbekistan, often due to targeted training programs. The demographic data shows a slight female majority among participants, predominantly in the 25-54 age range, highlighting broad and inclusive engagement across different demographics.

Validity of Training activities

The validity of the training activities is highly valued by the participants. There is a positive reception of a course's organization, where a substantial majority of participants praised its logical and consistent structure. Feedback indicated that over 95% of the respondents were satisfied with how the course was structured. Similarly, participants felt well-supported, with approximately 89% reporting that they received adequate support when needed and were satisfied with the learning resources, which they found relevant and of high quality. Despite some participants experiencing issues with internet connectivity, the overall technical support was viewed positively. The e-Campus online learning system was noted for its ease of access and navigation. The use of various educational technologies like discussion forums, video conferencing, and content was deemed appropriate by most learners, and the delivery modes of the courses were effective in meeting the participants' schedules and learning preferences. The courses were flexible, provided ample opportunities for participation, and were conducive to understanding and applying content effectively. In terms of the Community of Inquiry framework, there were improvements in teaching presence, social presence, and cognitive presence, with no significant differences noted between face-to-face and distance learning modalities, underscoring the effectiveness of both. Based on these findings, there is a recommendation to expand distance learning offerings. By increasing the number of distance training programs and participants, the organization can leverage the scalability of distance learning to efficiently accommodate more learners, maintaining or even enhancing the high satisfaction rates observed (*see Recommendation 3. Enlarge the number of Distance participants*).

Effectiveness

The analysis of the effectiveness and operational dynamics of training programs, specifically those managed by the ACTRAV-ITCILO are evaluated positively as well. These training programs exhibit consistent effectiveness across various modalities, including both face-to-face and online formats, despite facing logistical challenges such as accommodating different time zones and ensuring stable internet access. Survey data reveals a high approval rating for these

programs, with a significant majority of respondents acknowledging improved competencies and performance.

The organizational structure of the ACTRAV-ITCILO unit comprises senior program officers, a program assistant, training assistants, and a program manager, all integral to the unit's operations. Training programs are developed methodically through a collaborative process involving multiple stakeholders, aligning closely with trade union priorities and global labour issues. This careful planning extends to the adaptation of online training, which requires interactive tools to maintain engagement and the development of new skills to manage online environments effectively.

However, the unit faces challenges in inter-unit collaboration within ITCILO after the institutionalized tripartite peer review mechanism for the Centre's training activities had to be set aside during the Corona Pandemic to accelerate the crisis response at programme level. Recent managerial changes aim to improve this by enhancing coordination through regular consultations and initiatives like the Catalyst Program. Still, differences in operational approaches - particularly between market-driven units and the non-fee-based ACTRAV unit - complicate these efforts. Despite these challenges, instances of successful individual cooperation suggest potential for improved institutional collaboration, highlighting the need for enhanced inter-unit cooperation to optimize training effectiveness and resource utilization (*see Recommendation 4. Enhance collaboration between units*).

Efficiency

The ACTRAV unit advantage is having a stable and secure funding base, contrasting sharply with other ITCILO units that depend on more market driving funding sources. This financial security allows ACTRAV to plan and execute its core training programs well in advance, facilitating more structured and predictable training schedules. In contrast, other units often must manage ad hoc programs with much shorter lead times.

Despite the structural and financial readiness for distance learning programs, their utilization remains sometimes low, with participation rates not meeting potential. The effectiveness of these programs, in terms of knowledge and skills acquisition, matches that of face-to-face training, suggesting that learning outcomes are comparable across different delivery modes. However, there is a clear preference among trainees for face-to-face interactions, which are highly valued for the networking and cultural exchanges they facilitate. This underscores a significant aspect of learning that extends beyond mere knowledge acquisition, emphasizing the human need for interaction. The evaluation suggests a potential efficiency improvement by separating training from networking objectives, proposing that training could be predominantly conducted online with networking reserved for specific activities. This could help manage costs more effectively while still meeting the diverse needs of participants. Furthermore, the current model's scalability is limited by staff workload and the necessity for high-quality internet access among participants, indicating that strategic adjustments are needed to expand program reach and impact without compromising quality (*see Recommendation 3. Enlarge the number of Distance participants*).

Impact

The evaluation has revealed that the current focus of the Workers Activities Programme is on individual capacity development activities (i.e. training) while the ILO capacity development approach followed by the Centre is more holistic, with a triple emphasis on individual capacity development, institutional capacity development and system-level capacity development. Also, in cases where the Workers Activities Programme has carried out institutional capacity development activities (i.e. advisory services), it appears that it is yet to fully internalize the related Centre's monitoring and evaluation processes and tools. It might therefore be important to invest in staff development activities to further systematize the current approach to institutional capacity development followed by the unit.

An additional element for consideration is that at the level of individual capacity development, the emphasis of the evaluation activities of the Centre is on the verification of out-takes and outcomes, where attribution confidence is high. In turn, the validation of long-term impact of the Centre's activities on the world of work is taking place under the umbrella of higher level ILO impact evaluations (like the 2024 evaluation of long-term impact of the ILO development cooperation activities and the 2023 evaluation of the ILO Covid response). It is important to more clearly accentuate the link between ITCILO inputs and ILO impact along a multi-year results chain, possibly by further elaborating on the Theory of Change, as outlined in the Quality Management Document.

The impact of the program can also be assessed based on the high-level indicators, Immediate Outcome 2, as outlined. The results are presented in the table below, demonstrating that the ACTRAV training program has met the targets set for 2023.

Table 1. High level indicators, Immediate Outcome 2.

Dimension	Technical Performance		
High-Level Indicator of organization performance	Results (2022)	Target 2022-23	Results Training Activities ACTRAV Programme 2023
Immediate Outcome 2	The Centre has further increased its service impact		
Outcome indicator 2.A: Percentage of participants in s who agreed or strongly agreed that the courses were to their needs.	95 % (Source: External evaluation Survey)	75%	99% (Source: External evaluation Survey 2024)
Outcome indicator 2.B: Percentage of participants in who agreed or strongly agreed that the courses translated	90% (Source: External evaluation Survey)	75%	94% (Source: External evaluation Survey 2024)
Outcome indicator 2.C: Percentage of participants in training activities who agreed or strongly agreed that they can apply the knowledge in their work setting.	90% (Source: External evaluation Survey)	75%	97% (Source: External evaluation Survey 2024)
Outcome indicator 2.D: Percentage of participants in who provided concrete examples	52% (Source: External evaluation Survey)	50%	53% (Source: External evaluation Survey 2024)

Five Case studies:

Based on five case studies significant applications of acquired competencies by trainees from various training programs, emphasizing practical outcomes across different areas could be identified. The key outcomes include enhanced integration of Sustainable Development Goals (SDGs) in organizational activities and improved communication strategies, which have facilitated greater engagement and inclusion within workplace practices, notably increasing trade union membership. Additionally, the review and enhancement of Collective Bargaining Agreements have supported the inclusion of younger and female workers, alongside a developed reporting matrix for workplace accidents and a manual for Occupational Health and Safety. Moreover, the case studies could identify broader union activities in advocating for political stability, tackling health issues like antimicrobial resistance, and supporting disadvantaged groups. In the realm of education and research, there is a noted integration of climate change and sustainability into curriculums, promoting gender equality and addressing rural transportation needs. Lastly, the leadership and engagement of youth within unions have been strengthened through adapted leadership strategies and legal frameworks, underscoring a dynamic approach to organizational and community challenges.

Sustainability

The evaluation found that while it is too soon to assess the long-term effects, early indications suggest that trainees are actively applying their newfound skills in various professional settings.

From ITCILO sustainability point of view, the survey data suggest high loyalty with the training activities. A substantial 92.43% of the 317 survey respondents expressed a definite interest in enrolling in additional courses, signifying strong ongoing engagement with the training institution. Moreover, the survey facilitated the calculation of the Net Promoter Score (NPS), a key metric for gauging customer loyalty and satisfaction. With the majority of respondents rating their likelihood to recommend the training highly, the NPS reached a commendable 54.89. This figure reflects a dominant percentage of promoters (64.04% of respondents), who are enthusiastic about the training and likely to advocate for it, versus a minor fraction of detractors (9.15%), who were less satisfied. This blend of quantitative data and anecdotal evidence suggests that the training programs not only meet immediate educational needs but also establish a foundation for sustained engagement and endorsement among participants.

Four Recommendations

Recommendation 1. Build Consensus on the expected outcomes & impact

Based on the findings that there are different perspectives on what outcomes and impacts training programs should deliver, it seems advisable to clarify these aspects and align everyone behind a unified vision.

According to the Centre's Strategic Plan for 2022-25, the approach suggests that individual training primarily generates outcomes and impacts at the individual level, while institutional outcomes and impacts are mainly achieved through other forms of services (such as setting up platforms and software systems, membership management systems, etc...). Both types (training and service delivery at the institutional level) can naturally go hand in hand and are likely desirable in many forms to ensure the outcomes and sustainable impact on both individual performance and institutional strengthening.

Recommendation 2. Support to Workers Activities Programme to apply M&E processes

Support the Workers Activities Programme to more systematically apply the monitoring and evaluation processes and tools governing institutional capacity development. A comprehensive understanding of the holistic ILO capacity development approach at the unit level, along with full proficiency in utilizing the monitoring and evaluation tools, is essential. This necessity arises because the current practices at the unit level do not appear to be streamlined. ITCILO might also want to more clearly articulate the link between its capacity development services (inputs) and longer-term positive change assessed by ILO as part of its organization-wide impact evaluations.

Recommendation 3. Enlarge the number of Distance participants

The main findings of this evaluation research are that in terms of validity (across a wide range of dimensions) and effectiveness, there are no significant differences between the modes of delivery (F2F trainings, blended learning, distance learning). The assessments by participants across various dimensions do not differ significantly. This is, of course, an important finding. On the other hand, participants do indicate a preference for blended and F2F trainings if they are offered (88% of the respondents). As suggested in the text, it appears that participants in the training programs are looking for additional benefits such as networking, social contact, and multicultural experiences. These are not insignificant aspects within the international trade union community.

However, we believe that different objectives should not be conflated. If training and education are the objectives, distance learning proves to be a very good and high-quality offering. **Therefore, it seems advisable to certainly retain and, if possible, expand number the digital training activities.** This could be achieved by offering even more distance learning programme instead of blended learning with F2F components or exclusively F2F learning environments. If networking is an objective, and again, this is a very important aspect to strengthen the international trade union community, it seems better to develop other types of activities that explicitly foster networking. Other, possibly better, criteria can then be developed to select participants for networking activities.

Another significant finding of the evaluation study is that the number of participants in the distance learning programs varies greatly and, on average, has a low reach. **Therefore, it is recommended to increase the**

number of participants per distance learning program to achieve greater inclusivity and reach. This can be accomplished without significant additional costs (only the hiring of tutors). Increasing the number of enrolments per distance module would thus drastically enhance both effectiveness and efficiency.

Recommendation 4. Enhance collaboration between units

The final recommendation is based on the observation that the structural and intensive collaboration between different units within ITCILO is rather limited, despite initiatives taken to achieve this. The main reason for this lies in the fact that the ACTRAV-ITCILO unit should not strictly be regarded as a technical unit but as a multidisciplinary team that primarily serves workers and trade unionists as its target audience. In this sense, they operate multidisciplinary within the ILO mandate. Additionally, there is a significant difference in the client-driven approach of the training programs of the ACTRAV unit compared to most other units. Participants in the ACTRAV programs do not pay for their registrations. Furthermore, the selection of participants undergoes a multi-layered process. The different approaches thus hinder collaboration.

The current situation will not enhance collaboration in the future unless actions are taken. There is a need for greater structural collaboration between different units within the organization. Therefore, it is recommended that management and leadership seek creative ways to foster collaboration. Given the specific context of ACTRAV and from ACTRAV's perspective, this likely means that any established collaboration (such as e.g. a new joint training program) should allow trade union participants to participate without fees. It could be considered to reinstate the tripartite peer review mechanism in place before the Corona pandemic and to further expand the work done since the beginning of 2024 by the ITCILO CATALYST team. Creative strategies should be pursued to encourage interdisciplinary collaboration and to allow trade union participants to engage without financial barriers. This could involve developing joint training programs that waive fees for these participants.

Since 2014, the Centre has initiated evaluations encompassing various aspects of its operations. These evaluations have targeted its academies in 2014, training endeavours aimed at promoting gender equality and diversity in 2015, activities focused on bolstering employers' organizations in 2016, endeavours dedicated to promoting International Labour Standards in 2017, initiatives aimed at fostering Social Dialogue and Tripartism in 2018, efforts geared towards facilitating fair migration in 2019, and activities pertaining to skills development with a particular emphasis on employability skills in 2020. Subsequently, in 2021 and 2022, the evaluations concentrated on the Centre's training activities conducted exclusively through online modalities. In 2023, the evaluation expanded its scope to encompass a sample of face-to-face, blended, and online training activities alongside a Diploma program. The reports stemming from these evaluations are accessible through the ITCILO website. For 2024, The ITCILO decided to evaluate training activities run by the Workers' Activities Programme and which is the focus of this evaluation report.

Prior to 2018, the Centre primarily prioritized capacity development at the individual level, predominantly through face-to-face training initiatives. However, the strategic framework for 2018-2021 marked a pivotal shift towards broadening the service portfolio to effectively leverage digital learning tools and collaboration technologies. This strategic evolution was prompted by the International Labour Organization's heightened emphasis on institutional capacity development. Throughout the 2018-2019 biennium, the Centre made significant strides in extending its reach through distance learning channels and crafting a range of advisory services to complement its training endeavours.

Following the onset of the COVID-19 pandemic in the first half of 2020, the Centre experienced an accelerated transformation of its service portfolio. This transformation was characterized by a notable shift from traditional face-to-face training to online learning modalities, alongside a heightened emphasis on delivering institutional-level and system-level capacity development services.

Additionally, the Centre introduced Augmented and Virtual Reality (AVR) technologies as part of its service offerings. Recognizing the increasing significance of online activities, it is essential to assess the impact of these assets within the overall service mix. Significant investment was directed towards learning innovation, including the implementation of digital credentials utilizing blockchain technology. Furthermore, the Centre introduced new training products focusing on future foresight techniques, big data mining, and artificial intelligence.

In 2021, the Centre operated within a dynamic environment marked by significant pressures from political, economic, social, environmental, and technological factors. Notably, learners increasingly demonstrate technological proficiency, seeking round-the-clock access to learning services and desiring the ability to co-create their own learning experiences. Advances in digital technology present new opportunities for learning service providers to broaden their outreach, offer fully immersive experiences, and decrease unit costs. Within this context, distance learning activities continued to occupy a pivotal position in the Centre's service portfolio.

By 2023, the total number of learners witnessed a further increase of 7 percent, rising from 92,600 to 98,600. This growth was primarily driven by a substantial increase in the number of distance learners, supported by the resurgence of face-to-face training activities both on campus (3,085 individuals) and in the field (3,731 individuals). These figures reflect the Centre's strategic plan, illustrating a gradual rebuilding of its face-to-face training initiatives while simultaneously advancing the expansion of its online learner base through the introduction of new online learning services.

PROGRAMME IMPLEMENTED IN 2023

Core activities implemented in 2023

Global Workers' Academies 2023		Regional Workers' Academies 2023
<ol style="list-style-type: none"> 1. Global Workers' Academy on Health and Safety at Work as a Fundamental Right: Implications for Trade Union Policies and Strategies 2. Digital Global Workers' Academy on the Future of Trade Unions 3. Global Workers' Academy on Advocating Policy Coherence to Reduce Inequalities and Discrimination, and Create Decent Jobs 	Africa	<ol style="list-style-type: none"> 1. Strengthening Trade Union Capacities to Actively Participate and Influence the United Nations Sustainable Development Processes 2. OSHE as a Fundamental Right 3. Advancing Women's Leadership in Trade Unions
	Arab States	<ol style="list-style-type: none"> 1. OSH as a Fundamental Right at Work 2. Advancing Women's and Youth Leadership in Trade Unions
	Asia and the Pacific	<ol style="list-style-type: none"> 1. Advancing Universal Social Protection in Asia Pacific: The Role of Trade Unions 2. Employment Security and Industrial Relations. OSH and Responsible Supply Chains: The Role of Trade Unions (Bangkok, Thailand) 3. Promoting Decent Work and Social Justice through Social Dialogue (Seoul) 4. Digital Transformations and the Decent Work Agenda. The Role of Trade Unions (Singapore)
	Americas	<ol style="list-style-type: none"> 1. La salud y la seguridad en el trabajo como derecho fundamental: implicaciones para las políticas y estrategias sindicales (Buenos Aires) 2. Equal Pay, Equal Opportunities and Equal Treatment in the World of Work 3. Social and Solidarity Economy, Sustainable Development Model and Fundamental Rights 4. Transition of People Working Informally and Precariously towards Formalization of Employment through Just Transition
	Europe and Central Asia	<ol style="list-style-type: none"> 1. Protection and Empowerment of Vulnerable Groups 2. Future of Work: Overcoming the Challenges and Seizing Opportunities

Table of Activities

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	Region	TOT DOT	TOT PART	TOT DAYS
E9016363	Strengthening the Organizing Capacities of Trade Unions in a Changing World of Work: Community of Practice	Centre	Non-Training CoP	01-JAN 21-DEC	51 w	EN	Chakanya N. Jimenez Jesus G. Ciot D.	Interregional	0	0	0
E1716570	Strengthening the Capacity of Trade Unions in Egypt to Engage in National Employment Policy (NEP) Development(ILO CAIRO)	Blended-Field	Non-Training. Project Manag.	13-FEB 03-MAR	3 w	EN AR	Chakanya N. Mwamadzingo M. Boumerdassi A.	Africa	0	0	0
A1516523	Strengthening TU Capacities on Climate Change and Just transition for Egypt (Cairo, Egypt)	Field	Training	02-MAR 04-MAR	0.5 w	EN AR	Chakanya N. Boumerdassi A.	Africa	3	28	84
A4716285	Protection and Empowerment of Vulnerable Groups	Distance	Training	13-MAR 07-APR	4 w	EN RU	Toth E. Pellerino C.	Europe	4	100	400
A2716063	La salud y la seguridad en el trabajo como derecho fundamental: implicaciones para las políticas y estrategias sindicales(Buenos Aires)	Blended-Field	Training	13-MAR 14-APR	5 w	ES	Jimenez Jesus G. Chakanya N. Cammarata M.	Americas	9	55	495
E9016540	Development of Training materials for Foundational Online Courses	Centre	Non-Training. Materials	15-MAR 30-SEP	29 w	EN	Mapalo R. Bertolino G.	Interregional	0	0	0
E3716541	Community of Practice for TUs in AP	Distance	Non-Training CoP	15-MAR 24-NOV	36.5 w	EN	Mapalo R. Boumerdassi A. Pellerino C.	Asia and the Pacific	3	46	138
E9716532	Advocacy and Communication for Trade Union Revitalization	Blended - Centre	Non-Training Event	27-MAR 02-JUN	10 w	EN	Mwamadzingo M. Bona E. Pellerino C.	Interregional	7	13	91
E9716612	Global Survey of the Involvement of Trade Unions in Distance Learning	Distance	Non-Training. Materials	27-MAR 31-JUL	18.5 w	EN ES FR PT RU AR	Jimenez Jesus G. Pellerino C.	Interregional	0	0	0

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	Region	TOT DOT	TOT PART	TOT DAYS
E9016512	Report on the Global Survey on Trade Union Education Institutes	Centre	Non-Training. Materials	01-APR 31-AUG	22 w	EN	Chakanya N. Ciot D.	Interregional	0	0	0
A1516551	Young Workers and the Future of Trade Unions in Africa (Accra, Ghana)	Field	Training	11-APR 14-APR	1 w	EN FR	Chakanya N. Toth E. Bona E.	Africa	4	24	96
A2716057	Equal Pay, Equal Opportunities and Equal Treatment in the World of Work	Distance	Training	17-APR 12-MAY	4 w	EN ES	Jimenez Jesus G. Ciot D.	Americas	10	56	560
A1716283	Strengthening Trade Union Capacities to Actively Participate and Influence the United Nations Sustainable Development Processes	Distance	Training	24-APR 19-MAY	4 w	EN FR	Chakanya N. Toth E. Bertolino G.	Africa	4	90	360
A1516525	Strengthening TU Capacities on Climate Change and Just transition for Tunisia (Tunis, Tunisia)	Field	Training	26-APR 28-APR	0.5 w	EN AR	Chakanya N. Boumerdassi A.	Africa	3	27	81
E9716547	Global Symposium on Workers Education	Distance	Non-Training Event	01-MAY 29-SEP	22 w	EN	Mwamadzingo M. Mapalo R. Bertolino G.	Interregional	0	0	0
A1516524	Strengthening TU Capacities on Climate Change and Just transition for Morocco (Marrakesh, Morocco)	Field	Training	03-MAY 05-MAY	0.5 w	EN AR	Chakanya N. Boumerdassi A.	Africa	3	30	90
A9015282	Knowledge-Sharing and Networking Event on Trade Union Actions on Sustainable Development	Centre	Training	15-MAY 19-MAY	1 w	EN ES FR	Toth E. Pellerino C. Bona E.	Interregional	5	24	120
E4516780	LOS CONVENIOS 189 Y 190 DE LA OIT EN EL CASO DE ESPAÑA: el papel de los sindicatos (Madrid)	Field	Non-Training Event	16-MAY 17-MAY	0.5 w	ES	Jimenez Jesus G. Pellerino C.	Europe	1	31	31
A1716526	Strengthening Trade Union Capacities on Climate Change and Inclusive Just Transition for Egypt, Morocco Tunisia	Distance	Training	22-MAY 16-JUN	4 w	EN AR	Chakanya N. Boumerdassi A.	Africa	4	72	288
A5716447	OSHE as a Fundamental Right	Distance	Training	29-MAY 23-JUN	4 w	AR	Toth E. Jimenez Jesus G. Cammarata M.	Arab States	5	18	90

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	Region	TOT DOT	TOT PART	TOT DAYS
A3716561	Advancing Universal Social Protection in Asia Pacific: The Role Of Trade Unions	Distance	Training	29-MAY 24-JUN	4 w	EN	Mapalo R. Jimenez Jesus G. Ciot D.	Asia and the Pacific	5	41	205
A9716126	Global Workers Academy on Health and Safety at Work as a Fundamental Right: Implications for Trade Union Policies and Strategies	Blended-Centre	Training	29-MAY 30-JUN	5 w	EN ES FR	Jimenez Jesus G. Chakanya N. Pellerino C.	Interregional	10	21	210
A3716442	Training of Online Trainers(Bangkok, Thailand)	Blended-Field	Training	12-JUN 14-JUL	5 w	EN	Mapalo R. Boumerdassi A.	Asia and the Pacific	7	23	161
A9716288	Digital Global Workers' Academy on the Future of Trade Unions	Distance	Training	19-JUN 21-JUL	5 w	EN ES FR	Toth E. Mwamadzingo M. Cammarata M. Ciot D.	Interregional	5	117	585
A1716552	Strengthening Active Participation of Trade Unions in Africa in the ILO Supervisory Mechanism(Kenya, Nairobi)	Blended-Field	Training	26-JUN 07-JUL	2 w	EN FR PT	Chakanya N. Pellerino C.	Africa	6	27	162
A1716474	Training of Trainers on E-Learning and Digital Communication in Southern Africa	Distance	Training	03-JUL 28-JUL	4 w	EN	Chakanya N. Bertolino G. Pellerino C.	Africa	4	16	64
A1716660	Formation des cadres syndicaux dans les pays francophones	Blended-Centre	Training	10-JUL 28-JUL	3 w	EN FR	Chakanya N. Bertolino G. Perrone Claudia E.	Africa	7	42	294
A9716465	Trade Union Actions on Sustainable Development (CPLP Countries)(Capo Verde)	Blended-Field	Training	10-JUL 09-AUG	4,5 w	EN	Chakanya N. Boumerdassi A. Ciot D.	Interregional	7	29	203
A9716893	OSH and Violence in the World of Work	Distance	Training	17-JUL 11-AUG	4 w	EN ES FR	Jimenez Jesus G. Perrone C.	Interregional	4	121	484
A2716062	Social and Solidarity Economy, Sustainable Development Model and Fundamental Rights	Distance	Training	14-AUG 08-SEP	4 w	EN ES	Jimenez Jesus G. Ciot D. Perrone Claudia E.	Americas	4	45	180
E3716828	Regional symposium on Workers Education in Asia	Distance	Non-Training Event	16-AUG 18-AUG	0,5 w	EN	Mapalo R. Perrone Claudia E.	Asia and the Pacific	3	58	174

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	Region	TOT DOT	TOT PART	TOT DAYS
E4716784	New Approaches to Workers' Education for Trade Union Revitalization in Europe and Central Asia	Distance	Non-Training Event	22-AUG 24-AUG	0.5 w	EN ES FR RU IT	Toth E. Bertolino G.	Europe	3	75	225
E1716778	High-level Symposium on Workers Education in Africa	Distance	Non-Training Event	23-AUG 25-AUG	0.5 w	EN FR PT	Chakanya N. Cammarata M. Boumerdassi A.	Africa	3	251	753
E5716921	Regional Symposium on Workers' Education for the Arab States: New Approaches to Workers' Education for Trade Union Revitalization	Distance	Non-Training Event	28-AUG 30-AUG	0.5 w	EN AR	Toth E. Cammarata M.	Arab States	3	62	186
A3716061	Trade Agreements and the Decent Work Agenda	Distance	Training	28-AUG 22-SEP	4 w	EN	Mapalo R. Perrone Claudia E.	Asia and the Pacific	4	36	144
E2716896	Regional symposium on Workers Education in Americas	Distance	Non-Training Event	29-AUG 31-AUG	0.5 w	EN ES	Jimenez Jesus G. Bertolino G. Pellerino C.	Americas	3	160	480
A1516553	Promoting Worker's Rights and Gender Equality at Work in Africa: Trade Union Actions to Advance Decent Work for Women and Youth (Johannesburg, South Africa)	Field	Training	04-SEP 08-SEP	1 w	EN FR	Chakanya N. Ciot D.	Africa	5	19	95
A2716431	Inclusion of Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) Persons in the World of Work	Distance	Training	04-SEP 29-SEP	4 w	ES	Jimenez Jesus G. Pellerino C.	Americas	8	40	320
A3716486	Trade Unions in Transformation: Strategic Foresight Training for Young Trade Leaders	Distance	Training	18-SEP 13-OCT	4 w	EN	Mapalo R. Boumerdassi A.	Asia and the Pacific	4	27	108
A1716282	OSH as a Fundamental Right at Work: Implications for Trade Union Policies and Strategies in Africa	Distance	Training	25-SEP 20-OCT	4 w	EN FR	Chakanya N. Perrone C. Menshikh Y.	Africa	4	124	496

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	Region	TOT DOT	TOT PART	TOT DAYS
A3515266	Building Trade Union Power: Leading the Future of Work - Climate Change, Just Transition, and Trade Union Strategies for Resilience (New Delhi, India)	Field	Training	27-SEP 29-SEP	0.5 w	EN	Mapalo R. Bertolino G.	Asia and the Pacific	3	63	189
E4017183	WP1: Project Management and Coordination (CapDevGDT project) - linked to P4717181	Centre	Non-Training. Project Manag.	01-OCT 31-DEC	13.5 w	EN ES FR IT	Toth E. Bertolino G.	Europe	0	0	0
A1016527	Strengthening TU Capacities on Climate Change and Just Transition for Egypt, Tunisia and Morocco	Centre	Training	02-OCT 06-OCT	1 w	EN AR	Chakanya N. Boumerdassi A.	Africa	5	36	180
A4716440	Work, Peace and Resilience (Chisnau, Moldova)	Blended-Field	Training	02-OCT 27-OCT	4 w	EN	Toth E. Bertolino G. Menshikh Y.	Europe	6	19	114
A2716056	Transition of People Working Informally and Precariously towards Formalization of Employment through Just Transition	Distance	Training	16-OCT 10-NOV	4 w	EN ES	Jimenez Jesus G. Pellerino C.	Americas	4	33	132
A2716430	Formacion Profesional, cambios en el mundo de trabajo de hoy y aplicación práctica de nuevas tecnologías	Distance	Training	16-OCT 10-NOV	4 w	ES	Jimenez Jesus G. Ciot D.	Americas	4	87	348
A3716290	Employment Security and Industrial Relations. OSH and Responsible Supply Chains: The Role of Trade Unions(Bangkok, Thailand)	Blended-Field	Training	23-OCT 10-NOV	3 w	EN	Mapalo R. Ciot D.	Asia and the Pacific	9	29	261
A1716895	Strengthening Active Participation of Trade Unions in Guinea Bissau in the ILO Supervisory Mechanism and National Social Dialogue(Guinea Bissau)	Blended-Field	Training	06-NOV 16-NOV	2 w	EN PT	Chakanya N. Menshikh Y. Bertolino G.	Africa	5	24	120
A3716284	Promoting Decent Work and Social Justice through Social Dialogue(Seoul)	Blended-Field	Training	06-NOV 17-NOV	2 w	EN	Mapalo R. Pellerino C.	Asia and the Pacific	5	17	85

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	Region	TOT DOT	TOT PART	TOT DAYS
A4716280	Future of Work: Overcoming the Challenges and Seizing Opportunities	Distance	Training	06-NOV 01-DEC	4 w	EN RU	Toth E. Menshikh Y.	Europe	4	15	60
E4516992	Empowering Workers through Trade Union Education in Central Asia: A Vision for the Future (Tashkent, Uzbekistan)	Field	Non-Training Event	13-NOV 15-NOV	0.5 w	EN RU	Toth E. Menshikh Y.	Europe	3	29	87
A9716125	Global Workers' Academy on Advocating Policy Coherence to Reduce Inequalities, and Discrimination, and Create Decent Jobs	Distance	Training	13-NOV 08-DEC	4 w	EN ES FR	Mapalo R. Chakanya N. Perrone Claudia E.	Interregional	5	41	205
A1716287	Advancing Women's Leadership in Trade Unions	Distance	Training	13-NOV 08-DEC	4 w	EN FR	Chakanya N. Perrone Claudia E.	Africa	4	94	376
A5716448	Advancing Women's and Youth Leadership in Trade Unions	Distance	Training	20-NOV 08-DEC	3 w	AR	Toth E. Bertolino G.	Arab States	5	34	170
E1716477	OSH in the Mining Sector in Central Africa	Distance	Non-Training. Materials	20-NOV 15-DEC	4 w	EN	Chakanya N. Ciot D.	Africa	0	0	0
A3516281	Digital Transformations and the Decent Work Agenda. The Role of Trade unions (Singapore)	Field	Training	22-NOV 24-NOV	0.5 w	EN	Mapalo R. Pellerino C.	Asia and the Pacific	3	27	81
E9517369	Global Survey on Trade Union Education and Training. Part I	Field	Training	27-NOV 21-DEC	4 w	EN ES FR PT RU AR	Dos Santos Costa V. Chakanya N. Ciot D.	Interregional	0	0	0
E9717386	ELearning Course on the United Nations Sustainable Development Cooperation Framework and the Decent Work Agenda	Distance	Non-Training MOOC	04-DEC 21-DEC	3 w	EN ES FR	Mapalo R. Bertolino G.	Interregional	4	132	528
Grand Total									234	2,628	11,389

CORE PROGRAMME PLANNED FOR 2024-2025

2024 CORE PROGRAMME FOR WORKERS' ACTIVITIES (ACTRAV)*

ITC
International Training Centre

AFRICA

A3717067 ONLINE: 09 SEPTEMBER – 04 OCTOBER 2024
PROMOTING LABOUR PROVISIONS AND DECENT WORK IN TRADE AND INVESTMENT AGREEMENTS: ROLES AND ACTIONS OF TRADE UNIONS
Languages: EN, FR, PT

A3717400 ONLINE: 11 NOVEMBER – 06 DECEMBER 2024
STRUCTURAL TRANSFORMATION IN AFRICA: ROLES AND ACTIONS FOR TRADE UNIONS
Languages: EN, FR, PT

TRANSVERSAL ACTIVITIES

A3717405 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE IN NIGERIA: 05 – 09 AUGUST 2024
ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR AFRICA
Languages: EN, FR, PT

A3717406 ONLINE: 02 – 27 SEPTEMBER 2024
TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR AFRICA
Languages: EN, FR

AMERICAS

A3717409 ONLINE: 09 APRIL – 03 MAY 2024
PREVENTING AND ADDRESSING VIOLENCE AND HARASSMENT IN THE WORLD OF WORK THROUGH OCCUPATIONAL SAFETY AND HEALTH IN THE AMERICAS
Languages: EN, ES

A3717410 ONLINE: 08 JULY – 02 AUGUST 2024
INTERSECTIONALITY IN THE CARE ECONOMY IN THE AMERICAS
Languages: EN, ES

TRANSVERSAL ACTIVITIES

A3717400 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE IN BRAZIL: 15 – 19 JULY 2024
ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR AMERICAS
Languages: EN, ES, PT

A3717407 ONLINE: 02 – 27 SEPTEMBER 2024
TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR AMERICAS
Languages: EN, ES

GLOBAL WORKERS' ACADEMIES

A3717411 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE AT ITCILO: 05 – 09 MAY 2024
GLOBAL WORKERS' ACADEMY ON ADDRESSING TRANSITIONS: TRADE UNION RESPONSES AND STRATEGIES
Languages: EN, ES, FR, RU, AR

A3717418 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE AT ITCILO: 05 – 09 MAY 2024
GLOBAL WORKERS' ACADEMY ON WORKERS' EDUCATION
Languages: EN, ES, FR, RU, AR

A3717434 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE AT ITCILO: 05 – 09 MAY 2024
GLOBAL WORKERS' ACADEMY ON THE NEW SOCIAL CONTRACT
Languages: EN, ES, FR, RU, AR

A3717440 ONLINE: 14 OCTOBER – 06 NOVEMBER 2024
GLOBAL WORKERS' ACADEMY ON POLICY COHERENCE
Languages: EN, ES, FR, RU, AR

ASIA AND THE PACIFIC

A3717442 ONLINE: 22 APRIL – 17 MAY 2024
MAKING WORKPLACES SAFER AND HEALTHIER: BOOSTING STRATEGIC TRADE UNIONS ACTIONS (OSR AS FPRW)
Languages: EN

A3717440 ONLINE: 20 MAY – 14 JUNE 2024
PROMOTING DECENT WORK IN SUPPLY CHAINS - STRATEGIC USE OF INTERNATIONAL LABOUR STANDARDS AND HUMAN RIGHTS INSTRUMENTS FOR ASIA AND THE PACIFIC
Languages: EN

TRANSVERSAL ACTIVITIES

A3717427 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE AT ITCILO: 22 – 26 JULY 2024
ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR ASIA AND THE PACIFIC
Languages: EN

A3717446 ONLINE: 02 – 27 SEPTEMBER 2024
TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR ASIA AND THE PACIFIC
Languages: EN

ARAB STATES

A3717417 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE AT ITCILO: 07 – 11 OCTOBER 2024
ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR ARAB STATES
Languages: EN, AR

A3717444 ONLINE: 02 – 27 SEPTEMBER 2024
TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR ARAB STATES
Languages: EN, AR

EUROPE AND CENTRAL ASIA

A4717436 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE IN MOLDOVA: 17 – 21 JUNE 2024
ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR EUROPE AND CENTRAL ASIA
Languages: EN, RU

A4717445 ONLINE: 02 – 27 SEPTEMBER 2024
TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR EUROPE AND CENTRAL ASIA
Languages: EN, RU

* Participation in ITCILO ACTRAV courses is limited to nominated Trade Union Organizations

The objective of the Core Programme is to support trade unions in the process of transformation.

An effective ACTRAV training programme should be based on the needs of workers and their organizations, and should be aligned with the objectives of the ILO. As such, the training programme should be adaptable, engaging and relevant for the workers concerned.

To achieve these goals, the ITCILO ACTRAV programme is designed following a biennium approach, allowing for orientation with global, regional and local realities. Financial contributions are also managed on a biennium basis.

The TUTC decided on this approach in December 2023, aiming to maintain continuity while adapting to the changing context.

Some major conditions were also set for the Core Programme:

- Propose innovative topics and approaches.
- Be relevant and consistent with past core academies.
- All academies should be blended as a standard design.

2024-2025 Global Workers' Academy (GWA)

GWA on New Social Contract

GWA on Addressing Transitions

GWA on Workers' Education

GWA on Policy Coherence

2024-2025 Regional Academies

AFRICA 2024

- ▶ Enhancing Trade Unions' Actions for Sustainable Development*
- ▶ Trade Union Actions to Protect and Promote the Inclusion of Workers in Vulnerable Employment Situations*
- ▶ Promoting Labour Provisions and Decent Work in Trade and Investment Agreements: Role and Actions of Trade Unions
- ▶ Structural Transformation in Africa: Role and Actions for Trade Unions

Adjustments 2025

- ▶ The Role and Actions of African Trade Unions in Trade Policy and Practice in view of a new social contract (wage dimension)
- ▶ Structural transformation in Africa - Promoting Occupational Safety and Health in Supply Chains as Trade Union Actions and Strategies

AMERICAS AND THE CARIBBEAN 2024

- ▶ Enhancing Trade Unions' Actions for Sustainable Development*
- ▶ Trade Union Actions to Protect and Promote the Inclusion of Workers in Vulnerable Employment Situations*
- ▶ Intersectionality
- ▶ OSH and Violence

Adjustments 2025

- ▶ Strategic use of International labour standards (ILS): Training of trainers on ILS and the ILO supervisory system.
- ▶ Living wage and wage setting from the ILO perspective: the role of Social Dialogue and Collective Bargaining.

ASIA AND THE PACIFIC 2024

- ▶ Enhancing Trade Unions' Actions for Sustainable Development*
- ▶ Trade Union Actions to Protect and Promote the Inclusion of Workers in Vulnerable Employment Situations*
- ▶ Promoting Decent Work in Supply Chains
- ▶ Making Workplaces Safer and Healthier: Boosting Strategic Trade Unions' Actions

Adjustments 2025

- ▶ Supply Chains, Trade Agreements and Decent Work (International labour standards): Elevating TU Engagement in Human Rights Due Diligence
- ▶ [Alternative] Empowering Unions through technology-driven strategies: Innovating Trade Union Organizing, Outreach, and Services
- ▶ Driving Fair Wages, Safe Work, and Decent Jobs through Dynamic Social Dialogue and Collective Bargaining

EUROPE AND CENTRAL ASIA 2024 – 2025

- ▶ Enhancing Trade Unions' Actions for Sustainable Development*
- ▶ Trade Union Actions to Protect and Promote the Inclusion of Workers in Vulnerable Employment Situations*

ARAB STATES 2024 – 2025

- ▶ Enhancing Trade Unions' Actions for Sustainable Development*
- ▶ Trade Union Actions to Protect and Promote the Inclusion of Workers in Vulnerable Employment Situations*

***2024-2025 Transversal Academies:** the novelty of the 2024-2025 core programme is that we have introduced a transversal approach. We shall be organizing two transversal regional academies. The concept is that the same academy (the asynchronous part) will be delivered at the same time by the same activity manager in the five regions.

Deviations from the main content (examples, exercises, webinars) will of course be adapted to the specific region and language.

The fine-tuning of the content of each academy of the 2025 Core Programme will be performed after the meeting of the Trade Union Training Committee (September 2024) and will be shared accordingly. ACTRAV ITCILO will take into consideration the key social and labour questions that were at the heart of the 2024 ILC, the main challenges faced by workers as expressed by the TUTC and, of course, the objectives of ACTRAV.



OBJECTIVES FOR 2024-2025

Our main goal is to **extend our outreach**: more workers involved in our activities, more possibilities for trade unions to be actors of change and more opportunities for workers to increase their competences and skills.

The **continuity** of our programme (biennium approach) is a first step towards this goal. It is crucial for a training programme to build on past results and learning outcomes as we review our approaches to the courses. It is also important to reach out to more countries. We will use learning analytics to ensure a greater diversification of participants in our activities. More workers will access the same learning opportunities.

Inclusivity and equal opportunities are also important elements in reaching our goal. This is achieved by offering the GWA (online part) in five languages. We thus aim to ensure that workers participating in our course feel more comfortable in their learning journey by having different tools at their disposal to provide translation, and we also provide translation during the webinars. We have to embrace greater diversity and multiculturality. These are key elements in our learning approach. Being more comfortable in accessing learning in one's mother tongue is an encouragement to further learning.

Active participation remains central to our learning approach and a lot of care is given to diversifying engaging moments and exercises for our participants.

At ACTRAV ITCILO, we are constantly updating our tools and methodologies to enrich the learning journey of participating workers. Constantly adapting our methodologies also makes it possible to respond to participants' learning preferences and so engage more closely with them. This requires constant attention to the development of innovative learning techniques.

ACTRAV ITCILO will also take the necessary steps to promote greater worker participation in all the ITCILO's activities.

ACKNOWLEDGEMENTS

The success of the ACTRAV training programme is due to the continuous support of our colleagues in the Geneva office and in the field. Their expertise and ability to enrich the training programme are crucial. We are grateful to be able to work as one in the ACTRAV Team across the globe. We particularly thank our ACTRAV Director, Maria Helena André, for her guidance, support and enthusiasm. She attends most of our Academies and is truly committed to building the capacities of workers.

We would also like to thank the Secretariat of the Workers' Group and the Trade Unions' Training Committee (TUTC) for their trust and support.



INFO

**FOR FURTHER INFORMATION
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