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## A. ACTRAV TURIN WHAT IT IS AND WHAT IT DOES

### A.1 Background

ACTRAV-Turin is the specialized ACTRAV's unit for capacity-building and labour education. It has usually been presented as the "labour education arm" of the Bureau for Workers' Activities". In summary, the major developments that took place in the Programme were the following:

- It started as a hub for training of trainers of labour educators, where training methodologies and the development of trade union educational systems were the major objectives of the Programme targeting national trade union labour education departments.
- In the 90s the Programme moved its operations into a new phase framed around the notion of decent work and aimed at strengthening workers' organizations and their capacity on specific subject areas via a larger portfolio of courses that were delivered with the support of active learning methodologies embedded in the course curricula. Target groups shifted gradually from labour education departments to union officials in charge of technical departments related to the subject area of the course. New modalities for delivery, related to distance education, started to emerge and had an impact on the offerings of the Programme with the development of on-line and blended courses.
- Since last year the Programme made an effort to further focus its delivery in areas related to the ILO's strategic agenda (key issues such as standards and topics that will be discussed by the ILC) for supporting the process of capacity development in these key areas and enabling workers' organizations to play a more proactive role within the ILO.

The Programme strives to achieve the following objectives: i) design of integrated educational pathways aimed at enhanced capacity-building *via* training of networks of specialists on specific subjects and on promotion of training capacities for further dissemination; ii) stronger integration and sharing of information with other training activities implemented in the field by ACTRAV field specialists and by international, regional and national trade union organizations; iii) implementation of activities through projects with a special focus on conducting more interregional activities; iv) better interaction with national organizations and more emphasis on evaluating the impact of training, which could also stimulate more suitable selection of candidates for our courses; v) increased focus on priorities collectively identified by ACTRAV and the Workers' Group; and vi) increased cooperation with other ITC-ILO Technical Programmes to enhance the added value of more inputs from the workers' side in their activities.

ACTRAV Turin will continue to play an important role in developing labour education as one of the major programmes active in the world, if its training offer, methodologies and modalities of delivery will be further updated and revised for meeting the changing needs of workers' organizations.

## A.2 ACTRAV-Turin team

ACTRAV-Turin has nine staff members, eight on the regular budget and one project-based. Five staff members are women (mainly administrative staff) and four are men.

The Programme's staff in 2015 and their main responsibilities were as follows:

Mr Giacomo Barbieri	Programme Manager, Desk for interregional courses (until 31 January 2015);
Ms Evelin Toth Mucciacciaro	Senior Programme Officer, Desk for Europe and Officer in Charge of the Programme (2 February – 31 December 2015);
Mr Jesus García Jimenez	Senior Programme Officer, Desk for Latin America and the Caribbean;
Mr Mban Kabu	Programme Officer, Desk for Africa;
Mr Ariel Castro	Senior Programme Officer, Desk for Asia and Pacific;
Ms Martha Tirelli	Programme Assistant;
Ms Daniela Klein	Programme Secretary;
Ms Clelia Pellerino	Programme Secretary; and
Ms Daniela Ciot	Junior Programme Secretary (project-based)

Upon retirement of the former Programme Manager, Mr Giacomo Barbieri, for eleven months the Programme worked with reduced professional staff. The intense workload was shared among all the members of the team. In her capacity of Officer in Charge, Ms Evelin Toth Mucciacciaro took over the responsibility for overseeing the implementation of the global programme as well as the core course for the Arab States. The responsibility for the implementation of the interregional courses was shared among the programme officers. The staff was severely overstretched to meet the requirements of all the activities and to maintain high professional standards. The Report would like to acknowledge these exceptional efforts and thank each and every person in the ACTRAV team for their commitment, determination and willingness to go an extra mile for the Programme. Despite the financial unpredictability and uncertainty that marked the year from the beginning until the very end, the team successfully implemented all the core courses and almost all activities from its work plan with a highly rewarding feed-back from the participants.

Special thanks go to Mr Enrico Cairola, a liaison officer for Turin in the ACTRAV ILO team in Geneva for his guidance and his constant and active support to the ACTRAV Turin team throughout 2015.

2015 was also a record year in terms of number of young people among our ranks. The team was active in providing the mentorship and the overall support to the integration of the interns in its challenging work. The ACTRAV Programme wishes to thank Ms Margherita Mini, Mr Paul Bertrand Mbarga Mengue and Mr Armando Pelaez Enrique for their support.

## **B. REPORT ON 2015 PROGRAMME DELIVERY**

### **B.1 Executive summary and general remarks**

In 2015, ACTRAV ITC-ILO designed and delivered fifty-five (55) training activities and trained 1567 participants. The work plan was mainly built around the following thematic areas: (i) International labour standards; (ii) Freedom of association and organizing; (iii) Social dialogue, collective bargaining and labour laws; (iv) Employment, especially youth employment; (v) Labour migration; (vi) Informal economy; (vii) Social security, wages and working conditions; (viii) Multinational enterprises and global supply chains; (ix) Sustainable development; and (x) Labour education.

According to the criteria of training delivery, fifty (50) activities were delivered face to face, four (4) as distance courses and one blended course (face-to-face training in the field accompanied by an on-line component). The majority of face to face courses was delivered in the field (32 courses or 64%) and 18 courses on campus (36%). As regards geographical coverage, the distribution of the activities is presented hereafter in descending order: Asia-Pacific (15), Americas (14), Europe (10), Africa (8), inter-regional (7) and Arab States (1).

In 2015, ACTRAV highlights the following achievements:

- Distance education at its highest level in terms of number of participants and participant days;
- Emerging focus from regional to global with significant increase in the number of interregional courses;
- Level of participants maintained, even slightly increased;
- Continued engagement of ACTRAV with the Technical Programmes of the ITC-ILO, especially EMLD<sup>1</sup> and SPGT<sup>2</sup>, to run special learning tracks for workers' representatives in the academies; commendable results were achieved in the Labour Migration Academy as well as in the academies on the Social and Solidarity Economy and the Rural Economy;
- Strategic collaboration with ILS-GEN<sup>3</sup> in mainstreaming ILS and gender equality in ACTRAV core courses; pioneering a gender-sensitive curriculum in the course on International Labour Standards - Mainstreaming Gender Equality and Non-Discrimination supported by the Innovation Fund and joint implementation of the inter-regional course on Diversity, Inclusiveness and Non-Discrimination in the World of Work;
- Focus on decent work in public services in large-scale projects and tailor-made activities;
- Development of new curricula on priority topics, namely on trade union strategies towards decent work in global supply chains, on the transition from the informal to formal economy and on global governance and trade agreements piloted in 2015 and to be replicated in 2016 -2017 in global workers' academies, regional courses and tailor-made activities

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<sup>1</sup> EMLD stands for Enterprise, Microfinance and Local Development

<sup>2</sup> SPGT stands for Social Protection, Governance and Tripartism

<sup>3</sup> ILS-GEN stands for International Labour Standards, Rights at Work and Gender Equality

The following critical aspects were noted in 2015:

- Unpredictable resources; the Programme started the year with a major financial gap - gradually recovered in the course of the year – posing major challenges to the planning and the overall management of the work plan;
- ACTRAV team operated with reduced human resources (the vacancy after the retirement of the former Programme Manager in February 2015 wasn't filled in during 2015) which affected the team's capacity to fully deliver the planned amount of work

## B.2 Overall delivery and participants in 2015

The main achievements in 2015 can be summarized as follows:

- ✓ Higher number of participants and participant days,
- ✓ More interregional courses,
- ✓ More distance courses.

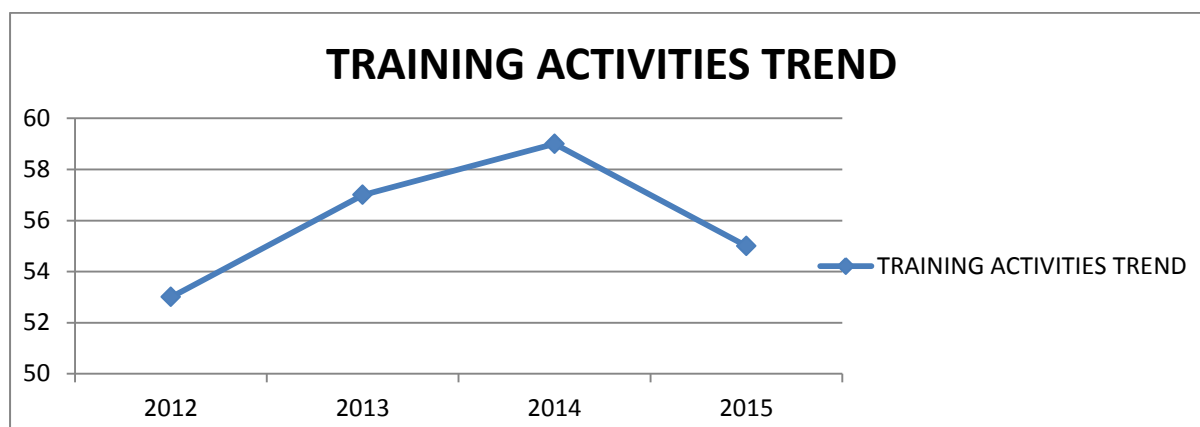
In this chapter, 2015 is compared to 2012, 2013 and 2014 using the numerical data on different parameters, namely the number of i) training activities; ii) participants; iii) days of training and iv) participant days.

The table below shows the figures for the last four years on the following parameters: (i) number of training activities; (ii) number of participants; (iii) number of days of training and (iv) number of participant days.

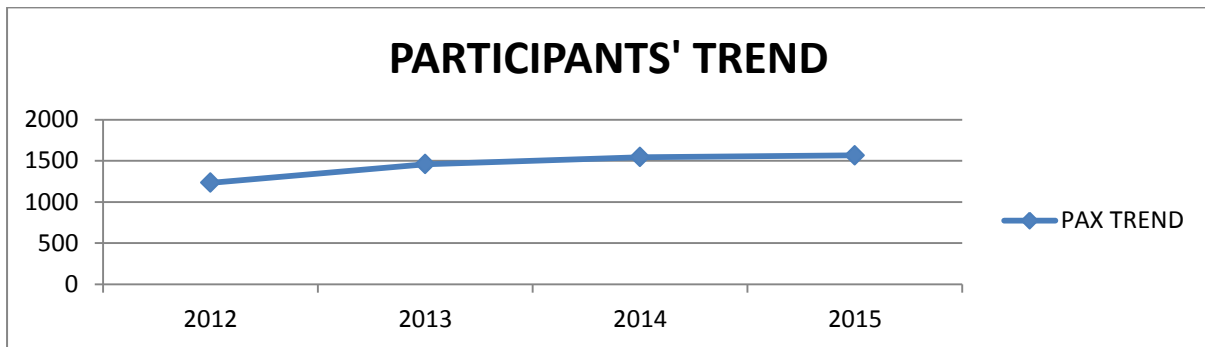
ACTIVITIES, PARTICIPANTS, DAYS OF TRAINING AND PARTICIPANT DAYS 2012-2015

Year	2012	2013	2014	2015
No. training activities	53	57	59	55
No. participants	1,233	1,460	1,545	1,567
No. days of training	306	319	349	321
No. participant days	6,042	7,057	7,672	9,416

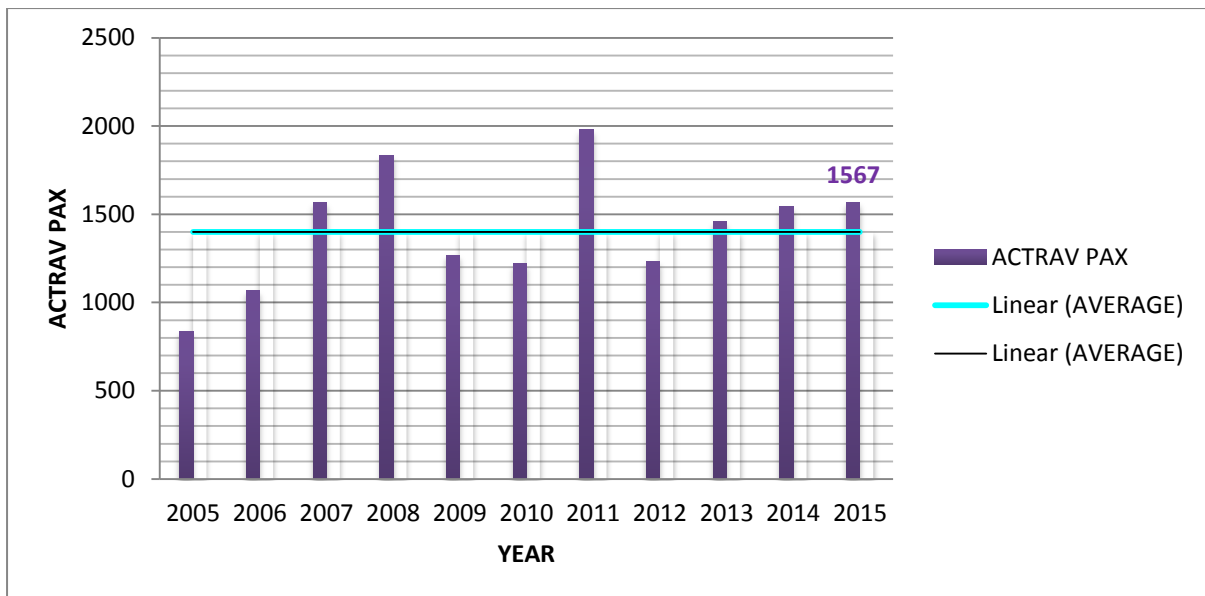
In 2015, ACTRAV organized fifty-five (55) training activities which is slightly lower than in 2013 (57) and 2014 (59) and higher than in 2012 (53) as illustrated in the line chart below.



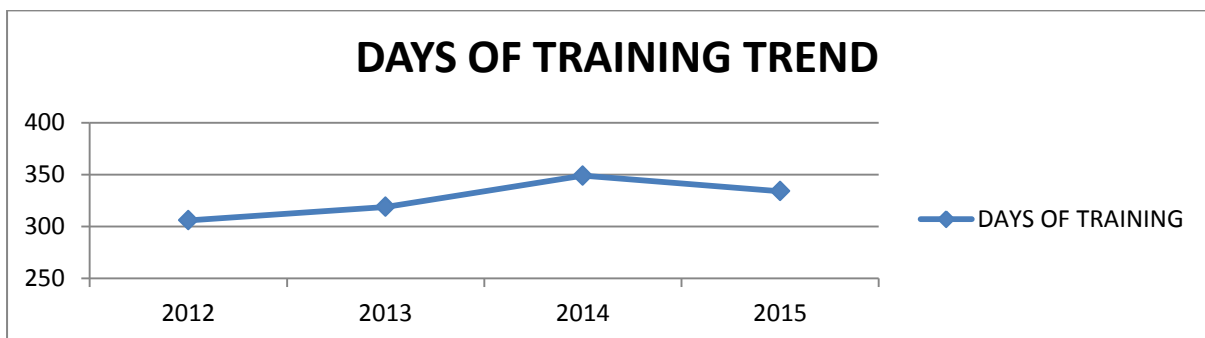
The chart below shows an upward trend in the number of participants, which grew constantly from 1233 (year 2012) to 1460 (2013) and 1545 (2014) and finally to 1576 (2015).



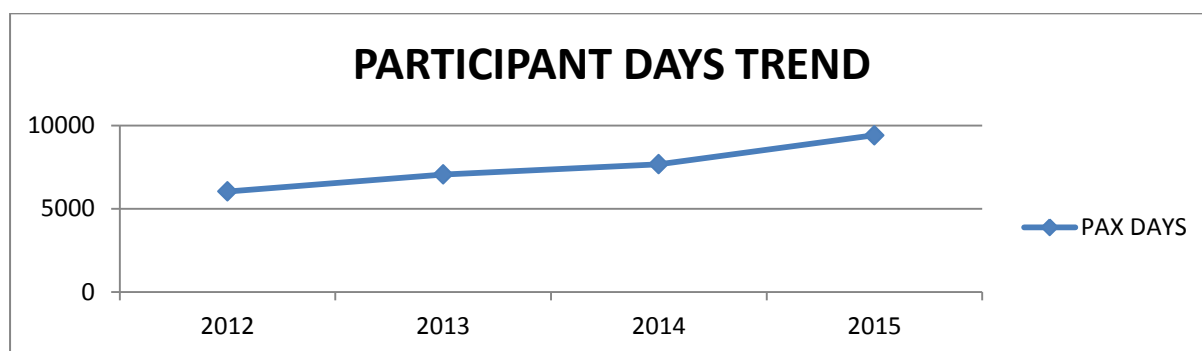
The bar chart below shows the variations in the number of participants trained by ACTRAV in a wider time span 2005-2015 with an average of 1415 participants (highlighted linear average). While the record year was 2011 in which ACTRAV trained as many as 1982 participants, primarily due to several large-scale projects, the number of annually trained participants stabilized at around 1500.



In 2015, the Programme achieved 334 days of training which is in line with the same parameters in the previous years, namely 306 (2012), 319 (2013) and 349 (2014).

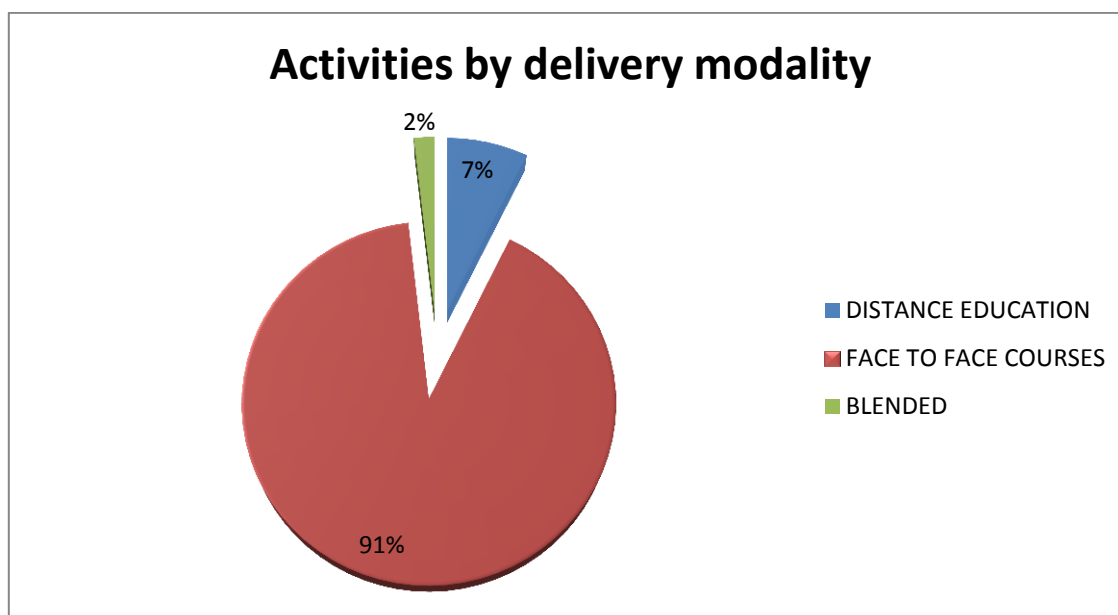


A noticeable positive trend is observed in the number of participant days, mostly due to distance education. The number of participant days grew from 6042 (2012) to 7057 (2013), 7672 (2014) and finally to as many as 9416 in 2015.



Face-to-face training remains the predominant delivery modality of the ACTRAV Programme in 2015. Distance courses are regularly implemented in the Americas. In 2015 there was a pilot implementation of one course in Africa.

The pie chart below shows the distribution of the activities by type: (i) face to face activities carried out in Turin and in the field; (ii) distance and (iii) blended (face to face with on-line component).

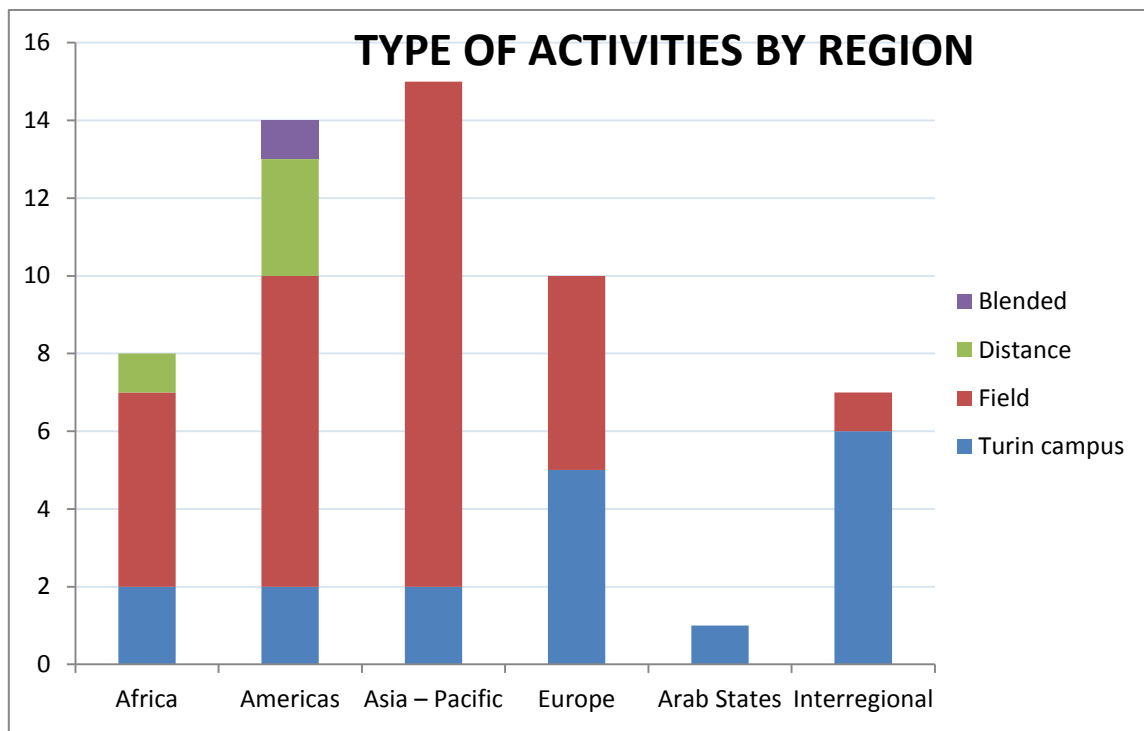


The numerical table below shows the number of activities by type and by region.

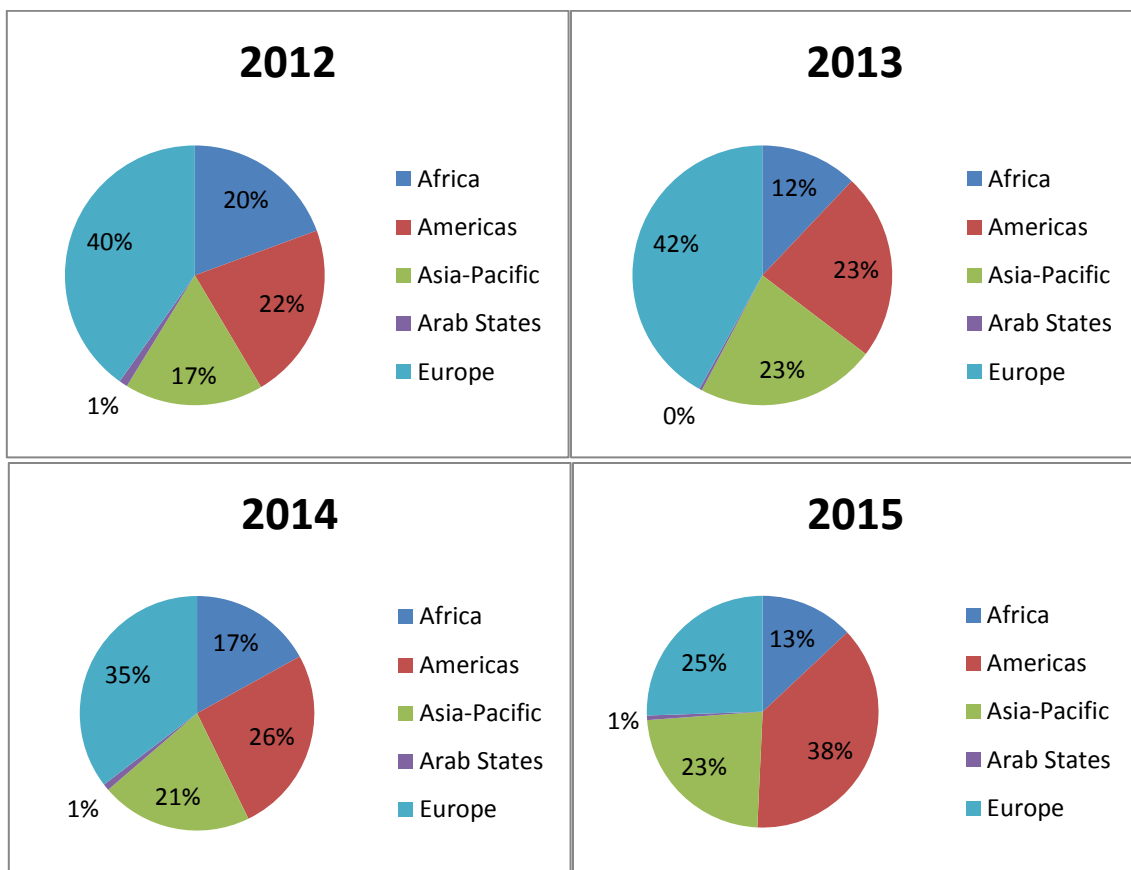
Region	Type of activity				Total by region
	Turin campus	Field	Distance	Blended	
Africa	2	5	1	-	8
Americas	2	8	3	1	14
Asia – Pacific	2	13	-	-	15
Europe	5	5	-	-	10
Arab States	1	-	-	-	1
Interregional	6	1	-	-	7
<b>Total</b>	<b>18</b>	<b>32</b>	<b>4</b>	<b>1</b>	<b>55</b>



The bar chart below shows the activities by type and by region.



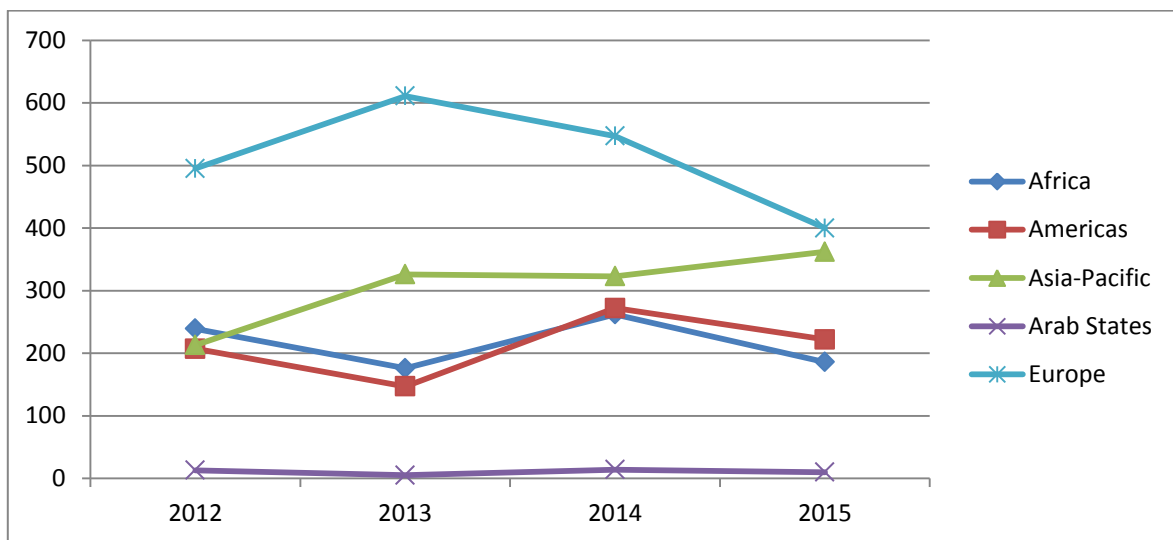
The pie charts below illustrate the ACTRAV regional breakdown in 2012, 2013, 2014 and 2015, showing the distribution of participants by region and by year. All training activities are considered, including face-to-face, distance and blended courses.



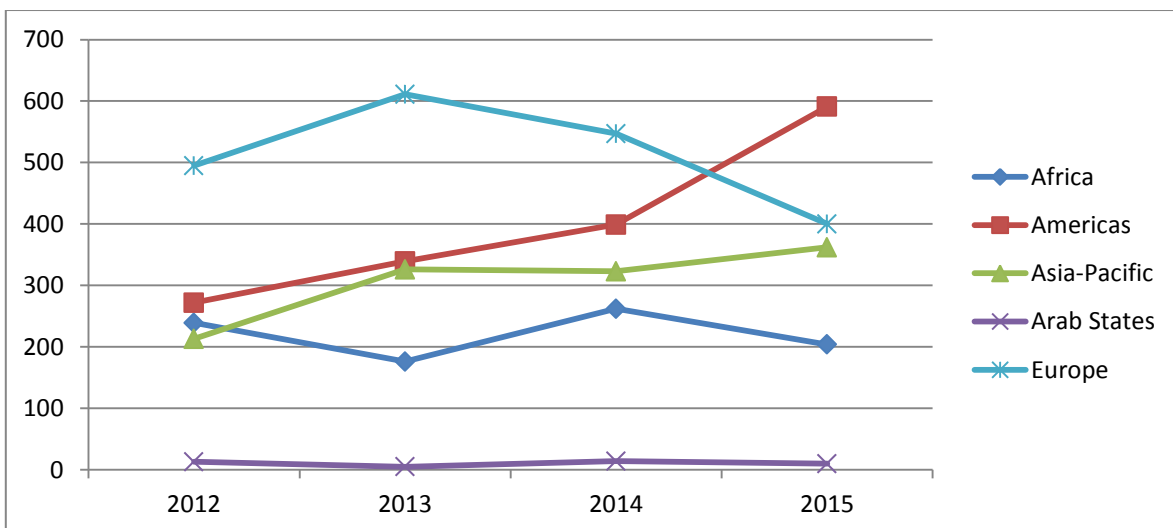
For a number of years the Programme has been struggling with imbalances among the regions, primarily linked to funding opportunities. The charts on the previous page indicate the percentages of participants from each region annually trained in all the activities of the Programme. The region with the highest level of participants used to be Europe (for three years in a row) mainly due to EU-funded projects. While African region is experiencing ups and downs, Asia and Pacific stabilized with over 20% and the Americas experienced the most remarkable growth from 22% to 38% mainly attributed to successfully implemented distance education portfolio. The most recent orientation of the Programme towards more global courses will probably have positive impact towards the achievement of a better regional balance.

The charts below show the regional trends, with and without the component of distance education and blended courses. For several years, distance education has accounted for a significant number of participants in the Americas. This is the region in which ACTRAV has been most successful in implementing on-line courses. In 2015, 369 participants were trained on-line. The potential of distance education is being explored in Africa and Asia and Pacific as well.

**PARTICIPANTS TREND BY REGION 2012-2015 IN FACE TO FACE TRAINING**



**PARTICIPANTS' TREND BY REGION 2012-2015 IN ALL TYPES OF TRAINING**



The numerical table below shows the number of participants per year and per region.

#### PARTICIPANTS BY REGION 2012-2015

Region	Participants in 2012	Participants in 2013	Participants in 2014	Participants in 2015
Africa	239	176	262	204
Americas*	272	339	399	591
Asia-Pacific	213	326	323	362
Arab States	13	5	14	10
Europe	495	611	547	400

\*Whereas in Africa, Asia-pacific, Europe and the Arab States the number of participants reflects face-to-face training, in the Americas a significant number of participants is trained through distance education

The Arab States continue to be underrepresented in the courses run by ACTRAV Turin. For the time being, the training offer is limited to one core course per year. The Programme can address it by exploring opportunities for introducing a large-scale capacity-building project especially for this region.

### B. 3 Strategic approach

In 2015, the Programme envisaged the following strategic developments:

- ✓ Increased number of training activities compared to 2014
- ✓ Increased number of inter-regional courses (double that for 2014)
- ✓ Increased global approach in delivery of regional and sub-regional activities
- ✓ Higher level of interfacing with regional desk officers in ACTRAV-ILO Geneva and ACTRAV thematic teams with a view to integrating the contribution of the Programme into the overall implementation of the Bureau's activities
- ✓ Increased collaboration with other ITC-ILO technical programmes in the design of the curricula of the Academies
- ✓ Renewal of distance learning and network development by preparing the ground for creating a sustainable labour education platform capable of operating in all the regions and with interregional programmes (this project could be partially supported by the Innovation Fund 2015)
- ✓ Greater use of e-campus in ACTRAV-Turin training activities.

The Work Plan implemented in 2015 reflected ACTRAV's priorities and contributed to the ILO Strategic framework, outlined in the ILO Programme and Budget for 2014-15 by focusing the institutional capacity-building of trade union organizations around the world on the key topics of the ILO. The Programme contributed specifically to ILO Outcome 10 and to all the other outcomes of major interest for the trade unions. The Programme equally contributed to the ITC-ILO Results-based Strategic Plan for 2012-15 as well as to the Training Programme Department Strategy Framework. The programme was implemented in close collaboration with ACTRAV in Geneva and in the field,

including its thematic teams. The International Labour Movement and regional and national trade union organizations were also closely associated with the operations of the Programme. The Programme placed great emphasis on collaboration with other technical programmes of the ITC-ILO through information-sharing, consultations, sharing of expertise, training materials, examples of good practice in training methodology, and so forth.

The complete list of activities implemented in 2015 and grouped by regions is provided in Annex 3, showing the title of each activity, venue, implementation dates, days of training, number of participants, working languages, and funding resources. Relevant information on the courses is provided in Annex 2 and in the Regional Reports. Annex 2: Summary of Course Descriptions – 2015 contains information on the specific content of all the courses implemented by ACTRAV-Turin in 2015.

The Programme doubled the number of inter-regional core courses (from two to four) and implemented three additional inter-regional courses, achieving the total of seven inter-regional courses. The curricula of the twelve core courses was designed with the involvement of all four activity managers, looking at the topics from different angles thus increasingly moving towards a global approach to topics and more standardized curricula. Core courses were also coordinated with ACTRAV global teams.

We would like to recognize a strategic collaboration with the colleagues from the International Labour Standards, Rights at Work and Gender Equality Programme in mainstreaming ILS and gender equality in ACTRAV core courses, in pioneering a gender-sensitive curriculum in the course on International Labour Standards - Mainstreaming Gender Equality and Non-Discrimination supported by the Innovation Fund and joint implementation of the inter-regional course on Diversity, Inclusiveness and Non-Discrimination in the World of Work.

The Programme acknowledges excellent cooperation with the Enterprise, Microfinance and Local Development Programme (EMLD) and the Social Protection, Governance and Tripartism Programme (SPGT) making it possible to ensure a meaningful workers' participation both in qualitative and quantitative terms in the following three academies: Labour Migration Academy in Turin, Academy on Social and Solidarity Economy: Social innovation in the World of Work in Johannesburg and Academy on Rural Development: Towards Decent Work in the Rural Economy in Turin. ACTRAV was engaged in the process of designing the tripartite curricula, the overall coordination in the preparation of the training events and in the delivery of the activities. Trade unions and ACTRAV took part in the academies as participants as well as resource persons, making sure that workers' perspective on the subject matter is visible. Other academies remain a challenge. Further explanation is provided under B.15 Workers involved in ITC-ILO Programmes.

E-campus was used in five field training activities in Asia and Pacific, namely in 1) Sustainable development, green jobs and decent work in Bangkok; 2) Workers' Education for Change; 3) Training for young trade union leaders on organizing and collective bargaining for decent work in Seoul; 4) Effective organizing and wage bargaining skills in MNEs in Singapore and 5) Global governance and role of trade unions in Chiang Mai. Analyzing evaluation questionnaires, the use of e-campus resulted in higher evaluation score under 'preliminary information' as well as the 'overall quality' of the courses.

The Programme continued to deliver distance courses with remarkable results achieved in the Americas. The new Moodle platform has been operational since October 2015. Activities were implemented in Spanish and English with participants from Africa and the Americas. For the first time, an interregional distance programme was designed linked to the course on international labour standards with a gender-sensitive curriculum. It will be implemented in 2016.

More information about distance and blended courses is available under B.6 Distance education and blended courses.

#### **B.4 Core courses**

The Programme organized twelve (12) core courses in 2015: Africa (2), Americas (2), Asia and Pacific (2), Europe (1), Arab States (2) and inter-regional (4). The core courses by region are listed in Annex 3 – Activities in 2015 Divided by Region. An overview of the content of the courses is provided in the Summary of course descriptions – 2015, by regions. The core courses are listed below:

Region	Core courses 2015
AFRICA	<ol style="list-style-type: none"> <li>1. Trade union policies for Decent Work generation for young workers</li> <li>2. Decent Work, Green Jobs and Sustainable Development</li> </ol>
AMERICAS	<ol style="list-style-type: none"> <li>3. Fighting inequalities: capacity building for trade unions on wage policy</li> <li>4. Capacity building for trade unions on strategies for organizing youth</li> </ol>
ASIA PACIFIC	<ol style="list-style-type: none"> <li>5. Wages and social security policy for Decent Work and equality</li> <li>6. Trade union organizing strategies for development and inclusion</li> </ol>
EUROPE	<ol style="list-style-type: none"> <li>7. Trade union training on youth and organizing strategies</li> </ol>
ARAB STATES	<ol style="list-style-type: none"> <li>8. Developing a trade union network for Decent Work, organizing and collective bargaining rights</li> </ol>
INTER-REGIONAL	<ol style="list-style-type: none"> <li>9. Strategies on migration for more inclusive trade unions</li> <li>10. Trade union strategies for workers' rights in the global supply chains of multinational companies</li> <li>11. Trade union strategies on transition from the informal to formal economy</li> <li>12. ILS mainstreaming gender equality and non-discrimination</li> </ol>

In 2015, all the core courses were conducted in Turin. The standard duration of core courses is two weeks. In the core courses 185 participants were trained. The core courses account for 22% of the entire training programme and 12% of the total number of participants trained by the Programme. The core courses provide intense training to a relatively small group of participants (15 on average). The major challenge remains to get the right people into the courses taking into account the participant's level of technical competence on a given subject matter, his or her role in the organization and capacity to implement the acquired knowledge as well as fluency in working languages of the course. Some courses are accompanied by study visits hosted by national trade union centres in Western Europe. In 2015, a group of participants from the Americas (course on wage policy) were hosted by CC.OO in Madrid and a group of participants from Africa (course on green jobs) were hosted by OEGB in Vienna.

## B.5 Additional courses in Turin and in the field

In 2015, the Programme ran forty-three additional courses implemented on campus and in the field. Thirteen activities were linked to projects: the EPSU project for public services (6), the Bangladesh project (4), the WBI project (1) and the SIDA project (2).

### Additional courses in Turin

In addition to twelve (12) core courses, the Programme conducted six (6) additional face-to-face activities on the ITC-ILO campus: Europe (4) and inter-regional (2). The courses are listed by region in Annex 3 and their content is described in Annex 2: Summary of Course descriptions – 2015. In the additional courses in Turin 246 participants were trained, predominantly from Europe (233 European participants or 95%). The main feature of these courses is that they are tailor-made, designed and delivered according to the specific training needs of global, regional or national trade union organizations or training institutions.

### Additional courses in the field

The Programme organized thirty-two (32) additional courses in the field with the following regional distribution in descending order: Asia and Pacific (13), Americas (8), Africa (5), Europe (5) and inter-regional (1).

## B.6 Distance education and blended courses

2015 recorded a significant increase in distance education. Distance education has always been a strong pillar of the ACTRAV training programme in the Americas. In 2015, the programme ran four distance courses and one fully fledged blended course. One distance course was implemented for African and three distance and a blended course for the Americas. Distance and blended courses account for 9% of the ACTRAV activities but they account for 25% of the total number of participants trained by ACTRAV. The **blended course** on Collective bargaining, chemical risks and decent work was organized for 89 participants, over a period from 23/03-14/08, 14 days of training with residential component of 3 days organized on 27-29 April in Montevideo, Uruguay.

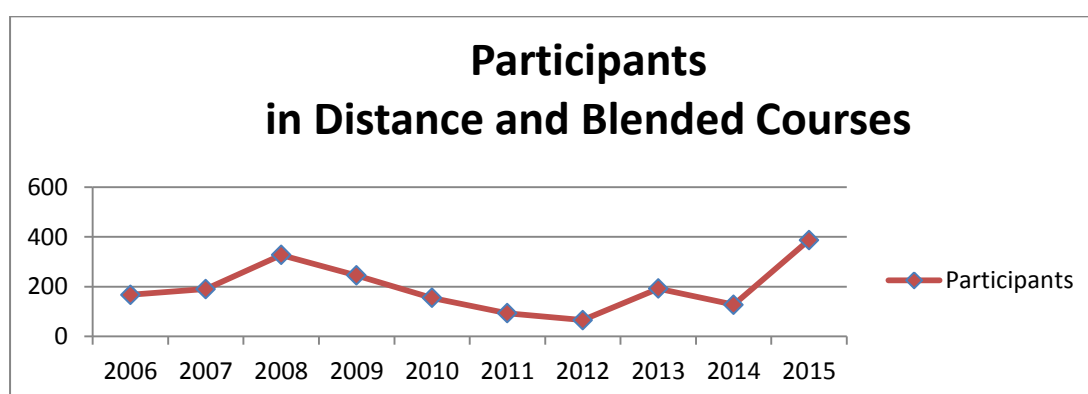
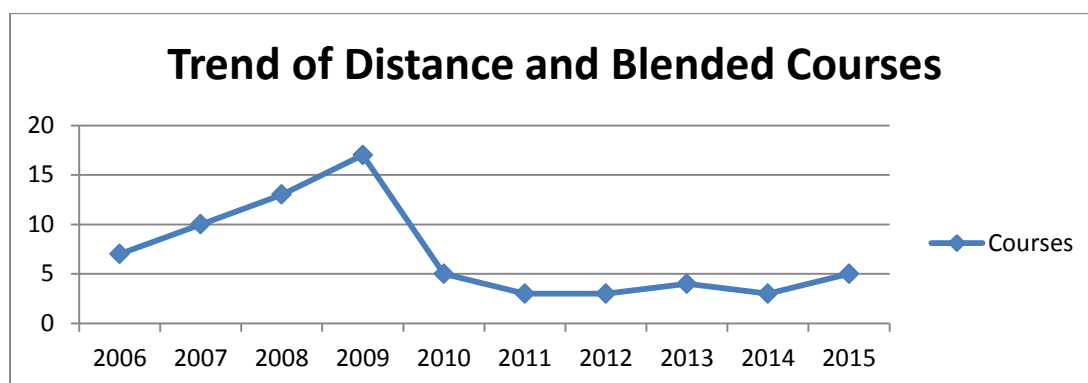
DISTANCE AND BLENDED LEARNING ACTIVITIES IN 2015				
Region	No. activities	No. participants	Men	Women
Latin America	4	369	235	134
Africa	1	18	7	11
Total	5	387	242	145

The table below shows the number of activities and participants in the time span from 2006 to 2015.

### Workers' Programme: Distance education and blended courses (2007–2015)

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total no. of courses	7	10	13	17	5	3	3	4	3	5
Total participants	167	190	327	245	155	93	65	192	127	387

The two charts below show 1) the trend in terms of number of distance and blended courses from 2006 to 2015 and 2) the trend in the number of participants in distance and blended courses.



The strategy for the continuation of the distance training and learning is further explained in D.1 d) Information Technology, Distance Education and Development of Labour Education Networks.

### B.7 Projects

In 2015, the Programme conducted thirteen (13) activities were linked to projects: Europe (6), Asia (4), Africa (1) and the Americas (2). The projects are described in Annex 2: Summary of Course Descriptions 2015 and are listed below for a quick reference:

Region	Project	Sponsor
AFRICA	Capacity-building of trade union organizations on social protection in the Great Lakes Region	WBI-Wallonie
ASIA PACIFIC	Institutional Capacity-Building under RMG Programme for Bangladesh	Canada, Kingdom of the Netherlands, UKAID
EUROPE	Decent Work for Workers in Public Services	European Union
AMERICAS	Sida-ILO Partnership Programme Global supply Chains: Activity in Panama and Activity in Paraguay	Swedish International Development Cooperation Agency
ARAB STATES	Project on "Social Dialogue in Morocco, Tunisia and Jordan" managed by ACT/EMP	European Union

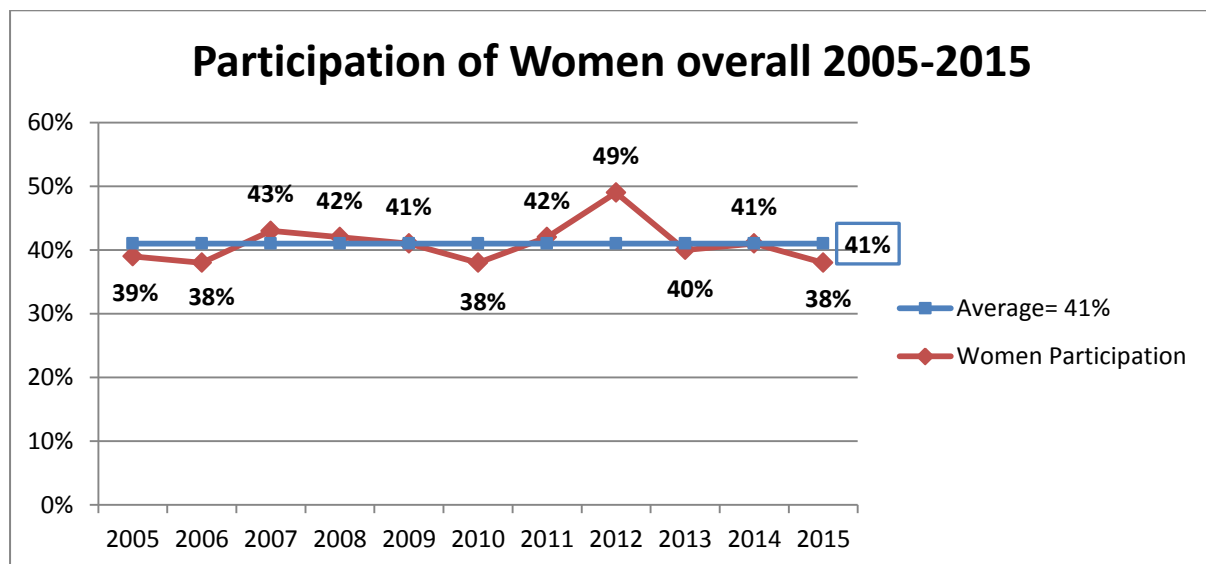
In addition to the five above-listed projects, ACTRAV Turin collaborated with the EU-funded project on 'Empowering the integration of younger workers in the European Metal, Transport, Food,

Services, Construction and Wood Industries as part of the EU Social Agenda' carried out by EFBWW, EPSU, ETF, UniEuropa, IndustriAll Europe and EFFAT by providing an input to the European Youth Conference held on 13-15 May 2015 in Cavtat, Croatia.

## B. 8 Cross-cutting issues

### a) Equality

The ITC-ILO collects gender-disaggregated data that indicates women's participation in the training activities organized by the Centre and places great emphasis on achieving gender equality. ACTRAV-Turin is contributing to this goal by: i) selecting women participants; ii) selecting women as resource persons; iii) promoting empowerment of women trade union leaders; iv) introducing a gender approach in different thematic sessions and v) having a focal point for gender. The statistical data on participation of women in the courses conducted by ACTRAV is shown in graphs and charts in Annex 5 Gender Data. The table below shows the trend in participation of women trade unionists in ACTRAV-Turin courses in the period 2005-2015.



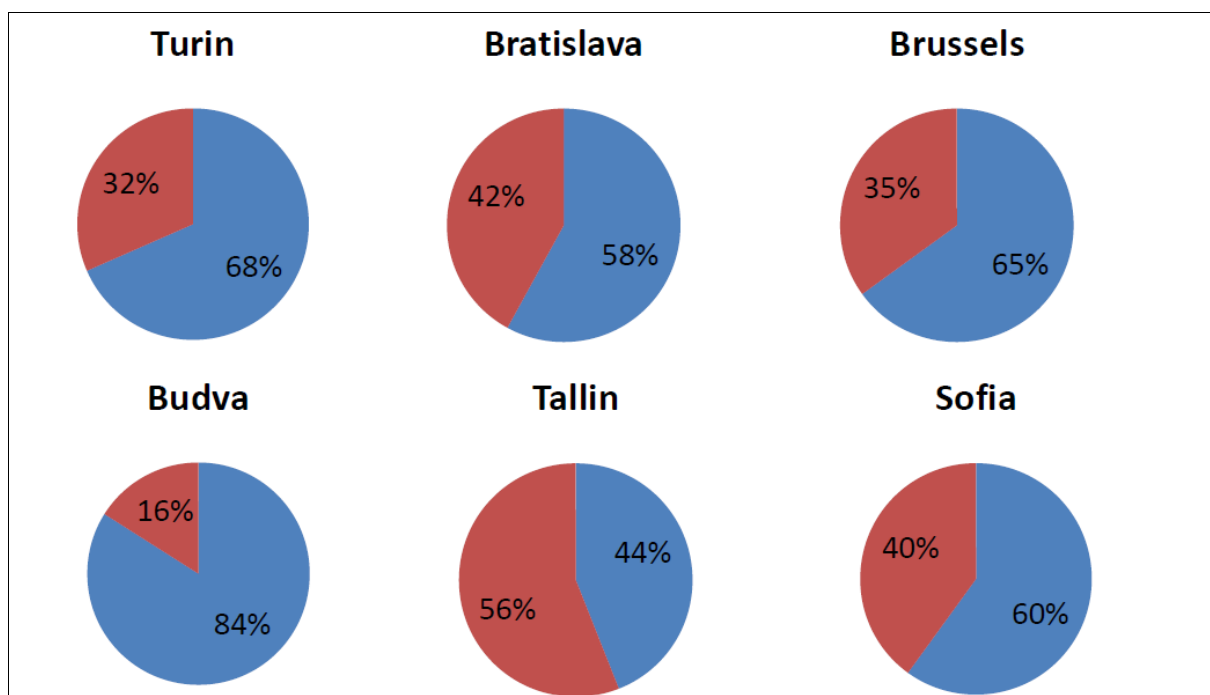
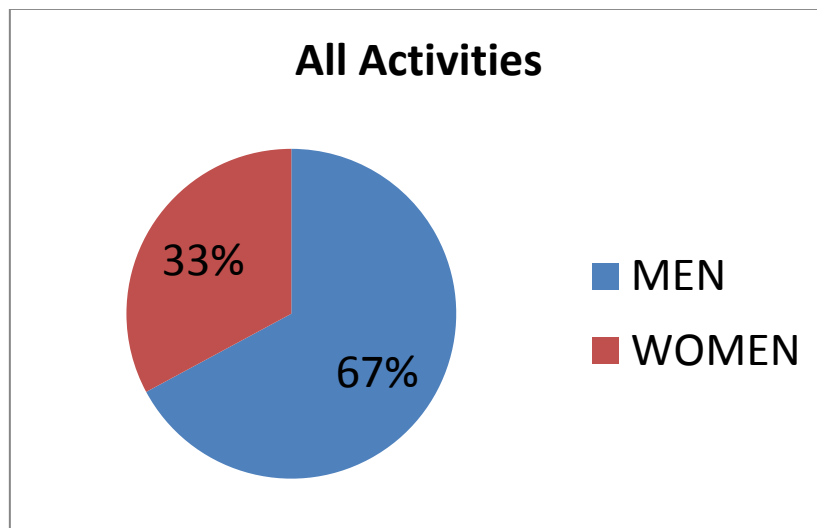
Over a time span of 10 years ACTRAV has shown a stable trend of participation of women in its overall activities. The fluctuations are mainly due to activities which are either related to projects or tailor-made courses and in which the standard nomination procedure is not applied (one woman and one man candidate per fellowship). There are several examples in this regard, i.e. in the automobile industry, there was a course organized for the global network of FIAT Chrysler in which 64 participants attended (53 men and 11 women or 17%). In such activities it is difficult to insist on the participation of women since the objective is to get the participation of a person responsible for a specific technical area in the national organization, so the function prevails over gender equality considerations.

On the other hand, in 2015, the core courses reached 48% of women participation, with regional results averaging the goal of 50% except for Europe. In the activity for the Arab States among 15 participants 8 were women, scoring 53%. The activities in the field are facing the challenge of gender balance since in some cases they are project-based or tailor made. However, where the activities are standard we reach 50% participation of women as in the case of Africa.



### Example of EU-funded project on Decent Work for Workers in Public Services

Within the framework of this project six training activities were organized, achieving the total number of 213 participants (143 men and 70 women) from Central and Eastern Europe and Turkey. The project was addressed to trade union representatives from the following sectors: health, public administration, defence, social security, energy and related sectors. The activities were mostly attended by trade union leaders and members of decision-making bodies. The experience of this project shows that high level positions on the national level are mostly occupied by men and the gender imbalance among the participants is a reflection of the national reality. Nevertheless, there are sub-regional differences. The best result in terms of women's participation was achieved in the Baltic States (Estonia, Latvia, Lithuania) with 56% representation of women. The gender statistics was reported to the European Public Services Union for information and follow up. A large-scale project on the promotion of gender equality in public services' trade unions could be considered as a way of addressing this issue in future training in this geographical area.



### **Example of good practice: ILS Mainstreaming Gender Equality and Non-Discrimination supported by the Innovation Fund**

ILS Gender Mainstreaming and Non-Discrimination was a joint proposal by the Programme for Workers' Activities and the Programme for International Labour Standards, Rights at Work and Gender Equality that responded to the main objective of the Call for proposal for 2015 Innovation Fund of the ITC-ILO to further increase the outreach of the Centre's training and learning activities among women by elaborating innovative and gender-sensitive curriculum. The two programmes co-designed i) new curriculum for blended course on ILS; ii) research on equality and diversity clauses in national labour codes and collective agreements; iii) report with data on equality and non-discrimination from the CEACR and iv) new training material.

#### **b) ILS with a focus on freedom of association and the right to collective bargaining**

Freedom of association and the right to collective bargaining are central topics in the Programme's activities and there is a good long-standing cooperation on these issues with the ITC's technical programmes ILS-GEN and SPGT. In principle, sessions on freedom of association and collective bargaining, along with an introduction to the international labour standards and their supervisory mechanism, are included as a mandatory component of all the core courses. Freedom of association and collective bargaining are mainstreamed in all the training projects and in the large majority of tailor-made training activities. Annex 2: Summary of Course Descriptions 2015 provides the titles of the main sessions of all the courses and it is clearly visible that freedom of association and collective bargaining are regularly addressed during the training.

In recent years these issues progressively gained relevance for the Programme through specific activities aimed at strengthening the capacities of trade unions to organize workers in marginalized areas of the labour market and, in cooperation with global union federations, in multinational enterprises and their supply chains. Increasing attention was also paid to analysis of economic performance for collective bargaining, and to collective bargaining skills.

### **B. 9 Training methodology**

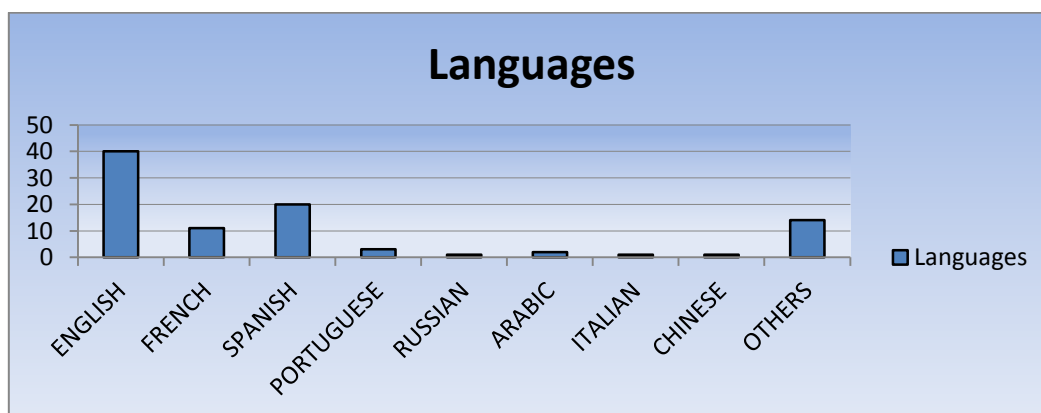
For a number of years the Programme has been implementing increasingly active training and learning methodologies. The majority of face-to-face training activities are designed in such a way that participants are actively engaged in the training prior to the course, mainly through pre-course assignments. The assignments can take the form of country reports and data collection on a selected topic, compilation of online survey questionnaires, preparation of PowerPoint presentations or case studies presented during the course. In some courses activity managers analyze the data and in others this work is done by researchers who develop comparative analyses, reports or papers based on contributions from participants which are then distributed to the participants as background papers. The courses combine theoretical sessions run by key experts with interactive training sessions in which participants work in smaller working groups on pre-defined assignments. The working groups allow active participation by all members of the groups and encourage brainstorming, sharing of experience, comparing and contrasting of national inputs, and a search for common denominators and shared ideas for future initiatives and actions. All the core courses and the majority of additional courses envisage the drafting of individual action plans that participants have to produce towards the end of the residential training. The action plans are designed to ensure implementation of the acquired knowledge at national level after the training. In the majority of training activities trade union representatives from other countries or international organizations

are invited to present case studies of good practice, thus contributing to knowledge-sharing, networking and international cooperation. As far as possible the Programme provides training in a variety of local languages, helping participants overcome language barriers and ensuring that participants with the right profiles are selected for the training, in line with their functions and competences rather than language criteria.

### B.10 Training material and languages

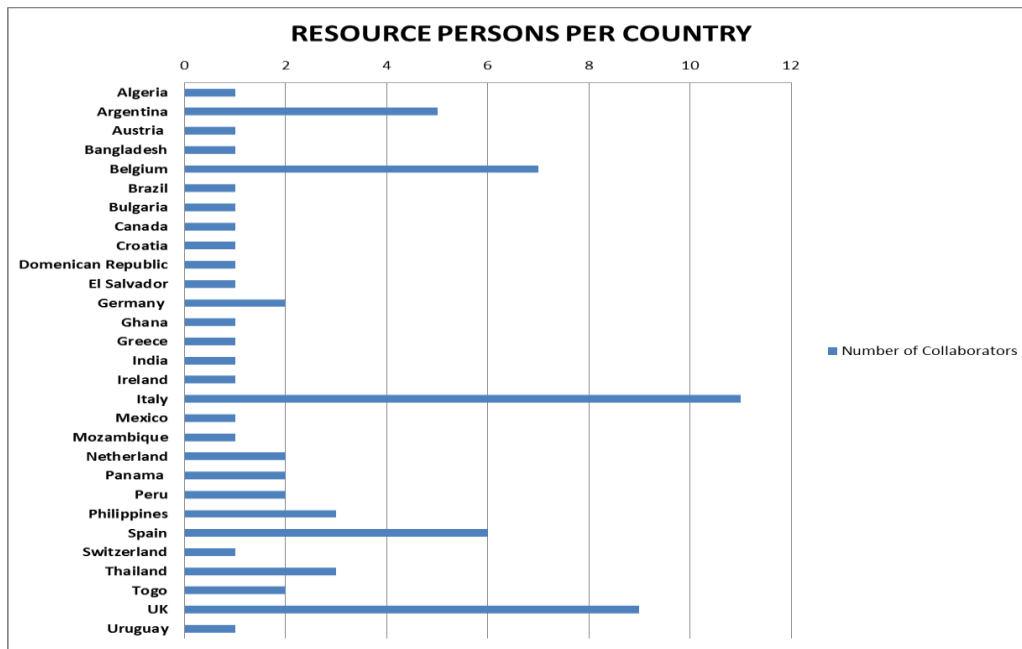
During 2015, the Programme continued with the review, updating and development of its training materials. One of the most relevant publications was the ILO ACTRAV Handbook on Educating Trade Union Educators entitled ‘Educating for Union Strength’ as a part of an ILO Asia Regional project. In the Americas, several training guides were developed in Spanish focusing on topics such as the use of agrochemicals in the informal economy and employment policies for equality. In the framework of the EPSU project, the manual for trade union education on Social Dialogue was printed in Albanian, Czech and Romanian. Two hundred-fifty multilingual copies were made available on a CD ROM. The list of publications is available in Annex 13.

ACTRAV delivers training in different working languages. Training activities are mainly organized in English, Spanish and French with simultaneous translation provided to languages such as Portuguese, Arabic, Russian, Chinese and Italian. Within the framework of EU projects, it is often the case that simultaneous interpretation is organized in languages of Central and Eastern Europe and in Turkish. In 2015, the following languages are considered among others: Albanian, Bulgarian, Croatian, Estonian, Romanian, Czech, Slovak, Hungarian, Polish, Serbian and Turkish.



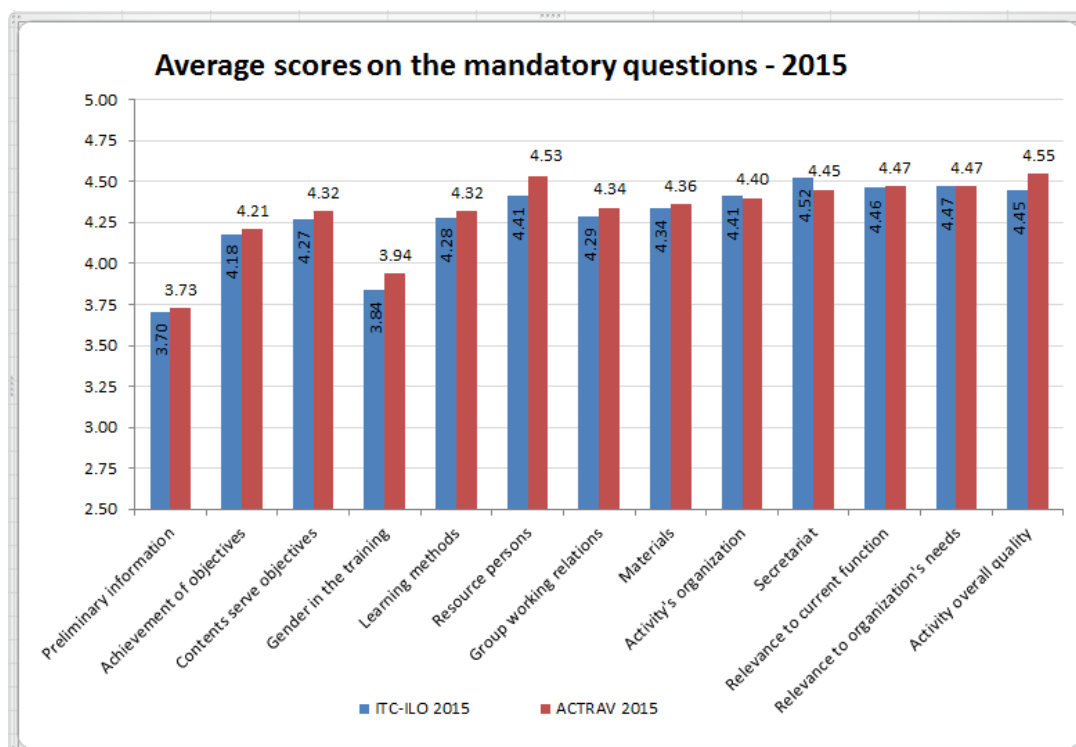
### B.11 Resource persons

In the implementation of its training courses the Programme uses internal expertise in ACTRAV-Turin as well as ACTRAV specialists in the headquarters and in the field; experts from the technical programmes of the ITC-ILO and from ILO departments and offices and external collaborators. The majority of training activities are implemented with contributions from leaders and technical experts from international, regional and national trade union organizations and training institutions. Looking at the overall volume of the training activities conducted in 2015 (55 activities for 1,567 participants), the Programme engaged around two hundred resource persons. The large majority of resource persons were from the ILO, the ITC-ILO, trade unions and other institutions, mainly locally recruited. The chart below shows twenty-nine different nationalities of non-ILO resource persons for whom ACTRAV paid travel, accommodation and/or fees.

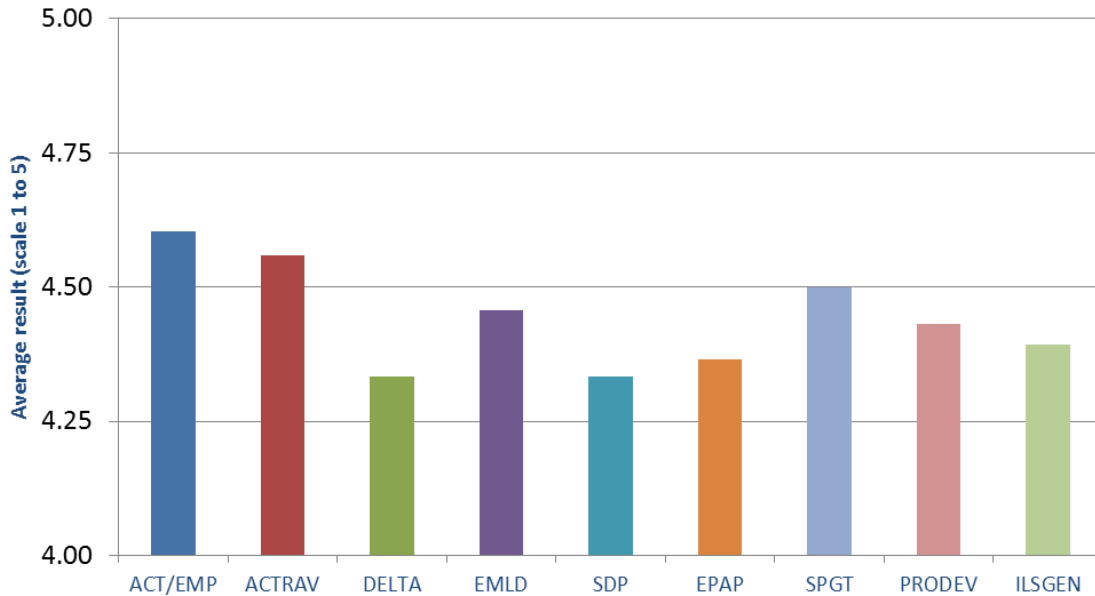


## B. 12 Evaluation

The quality of training performed by all the Centre’s technical programmes is monitored through standard end-of-course evaluations. The questionnaires are anonymous. On a scale from 1 (poor) to 5 (excellent), participants are asked to rate the training activity on several parameters. Average scores on the mandatory questions and criteria are shown in the chart below: Preliminary information (3.73); Achievement of objectives (4.21); Contents serve objectives (4.32); Gender in the training (3.94); Learning methods (4.32); Resource persons (4.53); Group working relations (4.34); Materials (4.36); Activity organization (4.40); Secretariat (4.45); Relevance to current function (4.47); Relevance to organization’s needs (4.47); and Activity’s overall quality (4.55).



According to the Strategy implementation framework of the Training Department (2016-2017), customer satisfaction with the activities of the Training Department has overall been high; on average, participants rank the quality of their service experience with 4.27 on a scale from 1 to 5. By direct comparison, the highest satisfaction levels are registered for ACT/EMP and ACTRAV training and learning activities as shown in the chart below.

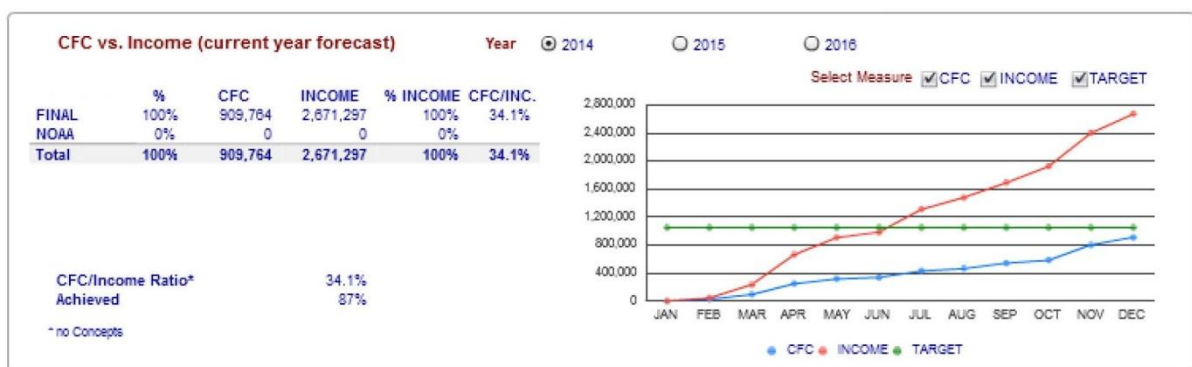


Source: Quality assurance function in the Office of the Director of Training, figures for 2015.

### B. 13 Financial report

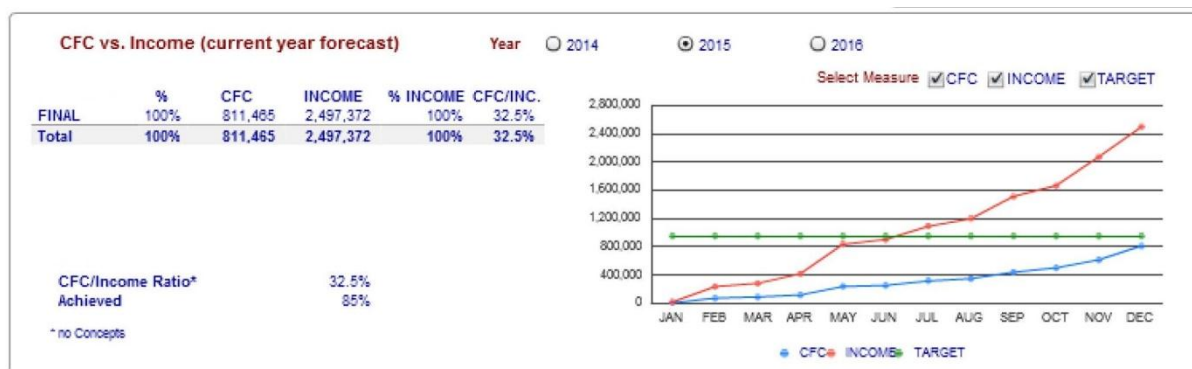
In the reported period, the total income following the accounting adjustments amounts to €2,452,372 with the contribution to fixed costs of 31,3%. Compared to 2014 when the income amounted to €2,671,297, the income in 2015 is lower by €218,925. The CFC target of €950,000 set for ACTRAV in 2015 proved to be difficult to reach in the light of the fact that 11 out of 12 months the Programme worked with one staff member less at P5 level. The CFC before the financial adjustment amounted to €811,465 (IBI Statistics of 29 February 2016) and after the financial adjustment it was reduced to €766,465 (IBI Statistics of 11 March 2016). The IBI statistics below allows for the comparison between 2014 and 2015. The data for 2015 is presented before and after the accounting adjustment.

ACTRAV INCOME AND CFC 2014



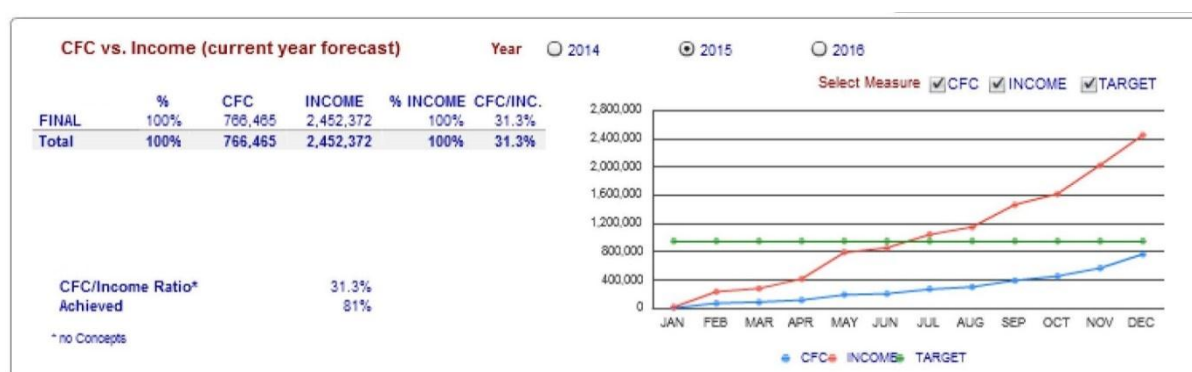
Source: IBI statistics, 11 March 2016

## ACTRAV INCOME AND CFC 2015 BEFORE ACCOUNTING ADJUSTMENT



Source: IBI statistics, 29 February 2016

## ACTRAV INCOME AND CFC 2015 AFTER ACCOUNTING ADJUSTMENT



Source: IBI statistics, 11 March 2016

It should be noted that the Programme started the year 2015 with a significant financial gap, mainly related to the lower allocation from the Italian contribution as well as the regional RBTC. Piecemeal allocations in the course of the year did not allow for proper management and resulted in cancellation and postponement of implementation of several training activities. The regional RBTC was subsequently recovered in the course of the year.

## FUNDS RECEIVED BY ACTRAV ITC-ILO PER YEAR, BY SOURCE OF FUNDS

	2014	2015	DIFFERENCE
<b>Italian contribution</b>	€300,000	€180,000	-€120,000
<b>RBTC/TC/ACTRAV</b>	€549,591	€653,702	
<b>RBTC/TC/REGIONAL</b>	\$234,000	\$263,516	\$29,516
<b>ILO Various</b>	€53,009	€149,017	€96,008
<b>Captive (special allocation ACTRAV/ACTEMP)</b>	€718,858	€549,000	-€169,858
<b>Additional allocation from Trg. Dept</b>		€179,556	
<b>Contribution from projects</b>	€761,844	€614,589	-€147,255
<b>Self-paying</b>	€17,500	€20,923	€3,423

YEAR	2014	2015 before accounting adjustment	2015 after accounting adjustment
<b>TOTAL INCOME</b>	€2,671,297	€2,497,372	€2,452,372
<b>TOTAL CFC</b>	€909,764	€811,465	€766,465
<b>% CFC INCOME</b>	34,1%	32,5%	31,3%

Annex 3 Activities in 2015 Divided by Region, Annex 7 Activities Financed or Co-financed by ACTRAV and Annex 7 bis Activities Financed or Co-financed by Italian Voluntary Contribution provide data on the sources of funds used in the implementation of the Work Plan 2015.

In 2015, the funding from projects was around 20% lower than in the previous year. The table below shows the funding from projects.

Contribution by projects in 2015	
Bangladesh	€70,185
Walloon	€33,454
EU	€430,950
SIDA	€80,000
<b>TOTAL</b>	<b>€614,589</b>

## B. 14 Regional Reports

### AFRICA

#### Background and training strategies

Africa is the world's second fastest growing region after East and South Asia. The key drivers of the region's growth are improved governance and macroeconomic management, investment in infrastructure, diversified trade and investment ties with emerging economies, improved regional integration and diversified trade partnerships within the continent, rapid urbanization, a growing middle class and rising aggregate demand.

Propelled by this development, and in partnership with the world, Africa has achieved remarkable gains in health, education and poverty alleviation. To begin with, the rate of new HIV infections has plummeted. Importantly also, African mothers are today more likely to survive childbirth and have healthy babies. In addition, deaths resulting from malaria have been slashed thereby saving the lives of millions of African children. Likewise, millions have been lifted from extreme poverty and Africa has led the world in sending more children to school. To put it succinctly, more and more African men, women and children are today living with dignity and with hope.

However, even with Africa's so-called impressive progress, many of these gains rest on a fragile foundation including an unprecedented illicit financial flows from the continent estimated at over 50 billion US dollars per annum, vulnerability to external shocks such as fall in commodity prices, raging global financial crisis and currency volatility, rise in Africa's dollar debt amid an increase in US interest rate with the attendant problem of high repayment cost, extreme weather events such as the severe drought that has affected countries of the Horn of Africa and Southern Africa and left

millions of people desperately in need of food aid, wars and conflicts that are raging in some countries, mass unemployment and underemployment due largely to high rate of illiteracy and a huge army of low skilled workers, unbridled corruption in low and high places, promulgation of business-friendly policies and regulations that entrench disrespect for labour rights, especially those concerning freedom of association and collective bargaining. Suffice it to say that the recent Ebola crisis that ravaged the Sierra Leone, Liberia and Guinea as well as the continuing fall in commodity prices, (minerals, gas and oil), environmental degradation, a painful fall in living standards, widening gap between the rich and poor are glaring examples of Africa's economic brittleness.

Also, alongside Africa's new wealth, hundreds of millions of Africans are still confronted with despicable human tragedies. The continent is home to 50 per cent of the 10 per cent of the world's population that are still trapped in extreme poverty and it also accounts for two-thirds of the 2.5 million women worldwide who die each year of stillbirth as well as millions others who die unnecessarily of preventable work-related accidents and diseases. Besides one-fifth of Africa's population are jobless and many Africans are still crowded into shantytowns without power or basic running water and barely survive one meal a day – a level of poverty that is battering the dignity of humanity.

The persistent youth employment crisis plaguing African countries carries very high social and economic costs. It threatens the fabric of societies by contributing to high levels of poverty and fuelling of social unrests, political instability, insecurity, informality and unprecedented migration. Also, it lowers growth and development potentials due to waste of scarce and valuable human capital and environment; diminishes innovation and creativity in the economy. Additionally, it threatens sustainability of inter-generational solidarity and pensions schemes; and undermines young people's faith in the current socio-economic and political system.

These challenges are indeed formidable and shall continue to haunt Africa today and for decades ahead if citizens fail in their collective responsibility to tackle them. The need for the continent to generate millions more decent jobs than it is doing right now is of essence to adequately overturn these challenges. Success in this direction will depend on unleashing economic growth whose benefits will not just be for the few at the top, but for the many, because an essential element of dignity is being able to live a decent life. This begins with a decent job and that requires trade, investment and respect for social justice and guaranteeing fundamental principles and rights at work, including the right to freedom of association and collective bargaining, which is still a distance away from an overwhelming number of Africa's labour force that operate within the informal economy.

Strategies need to be developed to close the human capital gap and this must be informed by respect for workers' rights and a culture of social inclusivity and inclusive governance germane upon institutionalized social dialogue. Also, the physical infrastructure and manufacturing deficits in Africa's growth need to be addressed. Moreover, there is urgent need to re-position Africa in global value chains through facilitated trade in international goods and services and to renew the trade union movement with a view to ensuring that it functions as an independent, united and effective countervailing force capable of advancing and defending the cause of working people with might and main.



In response to the aforementioned challenges, ACTRAV-Turin remained focused and continued to provide training assistance to trade unions in Africa aimed at enhancing the competencies of various cadres and to strengthen unions' influence on decision-making through their effective participation in social dialogue delivered through bipartite and tripartite mechanisms at all levels. By and large, ACTRAV-Turin implemented eight training activities including two core courses held at the Turin Centre, five activities carried out at field level and one distance education course that was coordinated from Turin. A total of 162 participants including 78 female trade unionists (48.14 per cent) attended these courses. The summary of the courses that were implemented are shown in the table below:

No.	Title	Venue	Dates	Participants	Languages	Evaluation
1	Trade union policies for decent work generation for young workers	Turin	16-27 Feb 2015	17 (8 ♀)	EN/PT	4.45
2	Decent work, green jobs and sustainable development	Turin	24 Aug. – 9 Sept 2015	17 (7 ♀)	EN/FR	4.64
3	Formation de suivi sur les stratégies de communication au XX le siècle pour les syndicalistes en charge de la communication	Lomé	11-15 Mai 2015	20 (8 ♀)	FR	4.51
4	Capacity building on organizing and innovative strategies for trade union renewal	Lomé	11-15 May	19 (9 ♀)	EN	4.52
5	Trade union training on formalization of the informal economy: concepts, policy building blocks and strategies	Accra	10-14 Aug. 2015	20 (9 ♀)	EN/FR	4.32
6	Séminaire régional d'évaluation e de suivi sur le renforcement des capacités des syndicats en matière de protection sociale	Kinshasa	16-20 Nov. 2015	20 (8 ♀)	FR	4.39
7	Strengthening and expanding trade union networks for promoting and defending workers' rights with a focus on the ILO supervisory system	Dakar	23-24 Nov. 2015	31 (17 ♀)	EN/FR/PT	4.23
8	Distance education on union training on OSH for Africa	-	21 Sept. – 20 Nov. 2015	18 (11 ♀)	EN	-

### Planning and coordination of training activities

The courses implemented in 2015 were identified through a consultative process involving the Regional Desk for Africa (ACTRAV), ACTRAV Field Specialists for Africa, ITUC-Africa, OATUU and their respective affiliates. The profiles of targeted cadres were used as benchmarks for determining the training courses' scope, curricula and selection of resource persons. The curricula were organized around problems rather than mere subjects, and these problems reflected the concerns of trade unions in Africa on key challenges affecting the working population and the world of work as a whole. The training activities were germane upon ACTRAV's strategic direction and also were in line with the core mandate of the ILO as articulated in the four interconnected and mutually inclusive strategic objectives of the Decent Work agenda.

The specific goal and objectives of each training course informed the creation of learning materials, products and tools that not only covered technical issues but also addressed the deeper concerns and felt needs of trade unions in Africa within the context of the critical challenges facing workers, the world of work and society as a whole. The suggestions and contributions by the staff of various

technical departments of ITC-ILO (EPAP, EMLD, SPGT and SDP), ILO (ACTRAV, NORMS, Green Jobs and YEP), UNDP-Brazil, PNPS-DRC, Agrindustria-Italy, Frutto Permesso-Italy, IREN-Italy, ITUC, Sustainlabour, Belgian National Trade Union Centres (CSC, FGTB and CGSLB), Austrian Federation of Trade Unions, CCOO-Spain, CGIL-Italy, ITUC-Africa, OATUU, OTM-CS and TUC-Ghana, who were involved as resource persons, shaped the structures, contents and timetables of the courses that were implemented.

### **Cooperation and partnerships**

The ILO, ACTRAV-Geneva, Walloon Community, Austrian Trade Union Federation, FES, ITUC-Africa and the Government of Italy were our main Cooperating Partners during the period under review. We were only able to implement a couple of our planned activities based on the cost-sharing support and assistance we received from ITUC-Africa, ILO-Dakar and ILO-ACTRAV.

All our field activities with the exception of just one were held in ITUC-Africa's Conference Centre in Lomé and OATUU's Kwame Nkrumah Africa Labour College in Accra. This enabled us to also profit from the services of their professional staff who served as facilitators in the courses that were carried out in their respective premises.

### **Assessment, observations and lessons learned**

The training courses that were conducted in 2015 focused largely on the ACTRAV's core priority themes of relevance to trade unions in Africa including youth employment, green jobs and sustainable development, organizing and trade union renewal, transition from informal to formal economy, ILO's supervisory system, occupational safety and health, communication and impact evaluation. These courses contributed to participants' improved intellectual capacity, which is an added institutional valuable asset that continues to help union representatives to effectively and efficiently articulate pro-worker cogent arguments in bipartite and tripartite social dialogue fora, especially in the on-going Decent Work Country Programs, National Economic and Social Councils and Boards of Parastatals on which labour unions are represented.

Also, the delivery of these courses have helped to reinvigorate trade unions' advocacy and campaigns for a Just Transition as African countries gradually move towards a greener economy aimed at achieving a balanced approach to economic growth, social progress underpinned by respect for decent work and environmental preservation. Importantly, these learning platforms were opportunities for fostering interactions and deepening cooperation among trade unionists from Lusophone, Francophone and Anglophone speaking African countries, especially on the need for union renewal and unification as well as strategically re-positioning organized labour to respond appropriately to the challenges being engendered by globalization and the on-going regional integration processes in Africa. The standing crop of network of trained volunteers with highly developed communication and facilitation skills, acquired through their participation in these training activities, remain a valuable asset for guiding trade unions' efforts in carrying forward the momentum generated through the implementation of these courses.

The individual action plans developed by participants in each course were the means of transferring knowledge and skills to their respective national trade union centres, sectoral unions, workplaces and communities with a view to achieving multiplier effects. The implementation of these action

plans is contributing to union renewal not only by assuring gradual increase in union density but also through members' involvement and constructive engagement in defining and driving the agenda of their unions. Besides they have helped to increase the visibility and importance of the role of trade unions in the social and economic arena.

The different Networks established by former participants remain platforms for continuing engagement, discussion and rumination around the themes of the courses that were implemented. It is expected that this will help boost members' activism that is so critical for the functioning of the trade union movement as an effective countervailing force. The knowledge and skills gained by participants are being cascaded to different cadres through the holding of similar training activities often conducted at workplaces to achieve multiplier effects and high impact in a cost-effective way.

## **Challenges**

Below are the critical challenges that should be addressed over the next period:

- The delivery capacity, multiplier effect and overall visibility of the impact of our training activities in Africa is being blurred by the lack of real harmonization of work-plans with ACTRAV Field Specialists and regional/sub-regional trade union structures. The harmonization of work-plans informed by a clear strategy for cost-sharing will help to better maximize the use of scarce resources, avoid duplication and achieve better results.
- Amid the scarcity of resources, it is important to earmark specific projects for the region as a strategy of mobilizing additional resources to meet the growing training demands of trade unions.
- The absence of improved IT infrastructure with capacity to host video-conference in the venues where our field-based activities are currently conducted poses a serious challenge and needs to be urgently looked into to enable us continue to benefit from the expertise of various technical programs at the ITC, ILO, ITUC and elsewhere in a more cost-effective manner.
- The newly reactivated distance education program in Africa needs to be strengthened through the training-of-trainers and the development of relevant learning products, materials and tools.
- There is need for improved mechanisms and coordination strategies on follow-up activities aimed at achieving multiplier effect and high impact.

## **THE AMERICAS**

### **Background and training strategy**

The Turin centre has a fundamental role in promoting trade union teams in spheres linked to decent work, including gender mainstreaming and the creation of trade union networks engaged in joint work with the Academy, members of civil society and, in particular, representatives of indigenous populations. In Latin America, efforts have been made to improve methods of participation, both in the creation of teaching materials and in the management of training processes. These processes are developed in a systematic way according to strategic areas with special links to the agenda of the International Labour Conference to strengthen trade union organizations' capacity to participate in discussions in an informed way.

The Academies on Decent Work respond to this strategy and are put forward as a dynamic instrument incorporating new materials suited to the priority areas set out in our work agenda.

It is still essential to have regional trade union teams in areas linked to decent work, designing and implementing our working plans within the framework of coordination and cooperation with trade union organizations on a national and international level, with trade union centres and international trade union confederations alike, in order to define training processes on strategic subjects linked to the promotion of decent work in its four components and in an articulated way. The programme Decent Work Cubed and the Academies on Decent Work have proved to be essential instruments that support learning and the strengthening of training process that address the priorities identified by trade union actors and the ILO.

### **Planning and coordination of training activities**

As in years past, all the regular courses held in Turin are previously defined by the Trade Union Training Committee, whose meetings are attended by the directors of the Bureau for Workers' Activities (ACTRAV). Training activities are necessarily coordinated with ACTRAV's Regional and Geneva offices, whose staff participate in both the design and implementation of the courses offered.

With regard to activities carried out in the field, as always, the coordination between ACTRAV's Regional Office and the Turin office when designing working plans has been crucial, representing an undoubted advantage in the form of combined efforts and increased efficiency. This synergy has led to successes in the following spheres:

- Greater depth in training on international labour standards, with a focus on freedom of association and collective bargaining from both general and sectoral perspectives;
- The training modules on Employment Policy have been completed and now form part of the Academy on Decent Work. These modules were validated by trade unionists in the region in both face-to-face and distance courses;
- Training processes on employment policy within the framework of decent work;
- Ratification and application of international standards referring to domestic work (Domestic Workers Convention, 2011 (No. 189)) and indigenous peoples (Indigenous and Tribal Peoples Convention, 1989 (No. 169));
- The development of activities on multinational enterprises, subcontracting and value chains, as well as their impact on decent work;
- Trade union organization and working conditions, focusing on the important role of young workers in the Americas;
- Work on training programmes in conjunction with Global Union Federations (GUFs) in different fields (such as international standards, multinational enterprises, or indigenous peoples), and strengthened coordination between GUFs and the Trade Union Confederation of the Americas (TUCA).

Similarly, the planning of distance training has been developed in line with ACTRAV's programme of activities, while training activities have been convened, implemented and run in conjunction with the Region.

In coordination with the ILO Regional Office for Latin America and the Caribbean, and thanks to Norwegian support for the Swedish International Development Cooperation Agency (SIDA) project, a subregional activity was carried out on export processing zones, with the presentation of a specific

study on this matter. The SIDA project also provided funding for the regional activity on multinational enterprises mentioned above.

During 2015, coordination has continued between TUCA-ITUC and the team at ACTRAV-Geneva, Regional Specialists and Turin on different spheres including trade union organization and young workers, employment policy, international standards, sectoral activities in the public sector, collective bargaining and equality clauses.

With respect to GUFs, work has been carried out with the majority of these. However, special mention should be made of the important collaboration undertaken with the trade union federation Public Services International (PSI), given the exemplary level of respect for standards and the promotion of decent work that must be set by public administrations.

### **Cooperation and partnerships**

#### **- *Coordination with national training centres and research institutions***

Study visits to Madrid continued during 2015 with participants on the regular courses held in Turin as part of the agreements with the Escuela Sindical Confederal (Confederal Trade Union School) of the Comisiones Obreras (Workers' Commissions, CC.OO.) and the Instituto Sindical de Cooperación al Desarrollo (Trade Union Institute for Development Cooperation, ISCOD) of the Unión General de Trabajadores de España (Spanish General Union of Workers, UGT).

Once again, we must mention our ongoing work this year with the Unión Obrera de la Construcción de la República Argentina–Confederación General del Trabajo (Argentinian Building Workers' Union–General Confederation of Labour Argentina, UOCRA-CGT), as well as with the Banco de Previsión Social (BPS) and Instituto Cuesta Duarte in Uruguay, both on different thematic areas.

#### **- *Cooperation with offices in the field and departments of the ILO Headquarters in Geneva, as well as other ITC programmes***

The activities held in Turin by ACTRAV also featured the centre's expert speakers on standards and gender, a contribution that was highly valued by participants.

In relation to coordination with other programmes on the implementation of joint activities, the collaboration and joint work carried out with the Enterprise, Microfinance and Local Development Programme (EMLD) on the Academy on the Social and Solidarity Economy that took place in Johannesburg was particularly significant. The new edition continued and expanded on the work carried out during the Brazilian edition held the previous year.

All the activities developed in the field during 2015 had the participation of experts from different offices depending on the theme to be dealt with. Descriptions of the activities and the programme proposal were previously shared through the ACTRAV Regional Office.

A large proportion of this work was incorporated into regional planning as a response to the focus on Areas of Critical Importance (ACIs), taking into consideration the conclusions of the different regional multidisciplinary teams constituted by the Regional Office for the purpose.

The ILO Headquarters in Geneva has offered support via departments such as Employment, the Multinational Enterprises and Enterprise Engagement Unit (MULTI), and the Gender, Equality and Diversity Branch (GED).

## **Evaluation, observations and lessons learned**

In light of the above, it can be concluded that the objectives set by the Programme for Latin America and the Caribbean have been fulfilled during 2015, with satisfactory execution of the training activities, which received a positive assessment from participants, according to the feedback received in the assessment forms made available to them. Equally, training activities have seen involvement from the Regional Office and the Geneva Headquarters alike, as well as other departments and programmes both in ILO Headquarters and the International Training Centre in Turin.

Work has continued on training processes to strengthen trade union capacities to promote decent work within the integrated approach which has been employed over the last year, based on the inseparable nature of the four components of decent work and with sights set on the creation of trade union networks and technical teams.

The inclusion of gender mainstreaming has been an essential characteristic of all activities, both in the development of each of the themes and in the inclusion of specific sessions. Participation of female trade unionists has continued at similar levels to those seen in previous years.

During 2015, the activities carried out in Turin have continued to enjoy an intercontinental exchange with shared sessions and training days, a feature which had already been implemented in previous years and will be further extended in years to come.

Also in 2015, we can highlight the coordinated work carried out jointly by ACTRAV and EMLD to design and implement an interregional Academy in the field with the excellent results mentioned above. Cooperation with other technical departments of the ITC on the curricula and implementation of the Academies is an important aspect of our working plan for the coming years.

## **Challenges**

Given the above, the challenges we face in the coming year can be summarized as follows:

- To strengthen intercontinental exchange in the activities held in Turin, based on the compatibility of regional activities on common themes and dates to facilitate joint work both in the design and implementation of such activities;
- To reinforce the participation of female trade unionists and strengthen gender mainstreaming in all activities, applying methodological criteria designed for that purpose;
- To increase collaboration with other technical departments on the implementation of the Academies with special attention to those thematic areas identified as priorities by the Workers' Group;
- To expand coordination with ACTRAV, at the regional and subregional levels, with the Geneva Headquarters, and with specialists in the field, aiming to fully harmonize working plans;
- To strengthen ACTRAV leadership as a source of proposals for technical collaboration over the medium and long term on the basis of international projects, with the inclusion of activities to train and develop the capacities of trade unions within the framework of decent work;

- To sustain and strengthen the distance training programme, with special attention to the training of trainer methodology and the development of materials and tools to support learning;
- To make systematic use of the Academies on Decent Work as a lifelong learning tool facilitating the work of technical/trade union networks and teams.

### **Training materials:**

During 2015, we produced a variety of training guides that have focused on aspects ranging from the use of agricultural chemicals in the informal economy to employment policies to promote equality.

## **ASIA PACIFIC**

### **Background and training strategy**

Despite great strides in reducing the number of people in abject poverty, Asia and the Pacific remains home to more than half of the world's extreme poor. Poverty, linked to income inequality, is aggravated by the rising incidence of non-permanent forms of employment, as well as growing unemployment and inactivity. High shares of vulnerable employment continue to persist in many parts of Asia-Pacific: accounting for 70 per cent of total employment in South Asia, more than 40 per cent in Southeast Asia and more than 30 per cent in East Asia. Further, approximately 24% of the global workforce is found in the region which still lives on less than \$2-a-day. Apart from these daunting challenges, many workers in the region are without any access to adequate systems of social protection and the basic workers' rights are not guaranteed. The Asia-Pacific region still has the lowest number of ratifications of the fundamental ILO Conventions on Freedom of Association (ILO C87) and Collective Bargaining (ILO C98).

The training strategy for the region took these realities into consideration and prioritized topics that address these and devise trade union strategies to overcome them. New curricula were developed and delivered which focused on increasing and strengthening trade union competencies on issues linked to the implementation of the Decent Work Agenda as well as the agenda to achieve social, economic and environmental justice for workers. Utilizing a mix of active, participatory and technology enabled learning methods, the programme in Asia and the Pacific delivered courses on the promotion of respect and adherence to the core ILO standards (C.87 and C.98), organizing strategies for development and inclusion, wages, promoting decent work in MNEs, rights and social protection for migrant workers, collective bargaining, global governance and union strategies to address economic integration and trade.

In addition, the training activities in the region adhered to the recommendations adopted by the TUTC as well as the ACTRAV 2014-15 priorities. More importantly, the activities were aligned to contribute to the achievement of Outcome 10: Workers have strong, independent and representative organizations of the ILO Programme and Budget (P & B) for 2014-15.

In 2015, fifteen (15) courses were delivered targeting the Asia and Pacific region. Two (2) of these courses were carried out in Turin while the rest (13) of the courses were in the field, including five (5) workshops for the unions in Bangladesh.

A total of 347 trade union representatives from the region attended the courses in which 39% (134 participants) were women. The overall number of participants represents an increase in the number of participants by about 4.8% from 2014 and is within the same percentage level of women

participants (39.57%) from the year 2014. There is still a lot of room to improve on number of women participation in the courses and greater efforts must be made to insist on ensuring respect for the recruitment criteria.

### **Planning and coordination of training activities**

In general, planning and coordination of the training activities ensure alignment to the recommendations adopted by the TUTC, ACTRAV priorities for 2014-15 and Outcome 10 of the ILO Programme and Budget (P & B) for 2014-15. Regular consultations and coordination with the ACTRAV Desk Officer for Asia and Pacific, relevant ACTRAV colleagues in Geneva and in the field were also carried out to ensure that the training activities fall within the priorities of the region. Whenever possible, the training activities both in Turin and in the field were delivered with the involvement of ACTRAV Specialists. Regular interaction with the ACTRAV team for Asia and the Pacific (Geneva and field) helped improve the quality and delivery of the training activities.

At the same time, the expertise that exists in the field through the ILO Decent Work Technical Support Teams (DWT) also offered important resources that were tapped in the planning and delivery of the training courses, especially the field based activities. This coordination remains important to ensure that the messages and information imparted during the training are grounded on the realities in the region. The involvement of the Specialists in the DWTs in the training activities should be actively pursued in future courses.

However, since ACTRAV-Turin was also given the task of implementing a capacity building service package for workers in the RMG sector in Bangladesh under a broader ITCILO project, interaction and coordination with ILO colleagues in the Bangladesh Office also became imperative.

All in all, the programme for the region ensured maximum involvement of relevant ACTRAV (Geneva and field), DWT and CO colleagues (wherever possible) in the planning and coordination of training activities. Alignment with relevant ILO and ACTRAV policies and priorities was also maintained.

One of the new approaches in delivering the courses in the region this year was the use and access to the e-campus site of the ITCILO. The e-campus is the virtual learning management system (LMS) of the ITCILO based on Moodle. It was created as the education platform and is widely used in a number of programmes of the Centre. In 2015, at least five (5) courses used the e-campus and the support provided in the site and based on the after-course evaluation, these courses were highly rated in terms of “preliminary information” as well as “overall quality”.

### **Cooperation and partnerships**

#### **- Coordination with national training centres and research institutions**

Cooperation with trade unions and their solidarity support organizations remains an important delivery mechanism for the training activities in the region. Over the years, partnerships have been maintained and established with these organizations for cost-sharing and co-organizing a number of training courses in the region.

In 2015, there were important developments for the programme in the region in terms of cooperation such as the marking of the 10 years of partnership between the Singapore National Trades Union Congress (NTUC) and ACTRAV-Turin, the increase in support by All-China Federation of Trade Unions (ACFTU) for field activities and the signing of a 3-year Memorandum of Understanding with the Korea Labour Foundation (KLF). These strategic



partnerships are keys to ensuring a wider reach of the programme in the region. These types of partnerships should continue to be aligned with the priorities of ACTRAV and trade unions.

- **Coordination with other ITC-ILO programmes, Coordination with offices in the field and Departments of the ILO Headquarters in Geneva**

In 2015, a number of training activities were delivered successfully with the support of other ITCILO technical programmes. Technical support provided by the ILS/GEN, SPGT and SDP units helped enhance the content and methodology of the activities and was well-received by the participants of the respective courses.

In addition, the coordination with the ILO Regional Office for Asia and the Pacific (ROAP), the ILO Country Office for Sri Lanka and the Maldives and the ILO Country Office for Bangladesh also enriched the delivery of relevant activities.

**Activities Implemented under the Bangladesh project**

Under the ITCILO-ILO Dhaka umbrella project, ACTRAV-Turin continued to develop and deliver training activities for workers organizations in Bangladesh focussed on two separate but related areas:

1. Improving safety & health at work: Training for Workers’ Representatives
2. Organizing and Collective bargaining for Decent Work in Garment Sector

Several training activities were delivered which enhanced the capacity of the core group of trade unionists mostly coming from affiliated unions under the National Coordination Committee for Workers’ Education (NCCWE) and the Industri-ALL Bangladesh Council (IBC). The trainers were provided with the necessary knowledge, skills and tools that enabled them to train and educate union members and workers in the ready-made garments (RMG) sector in Bangladesh.

Five (5) training activities were delivered and implemented where the core group of almost 60 union trainers participated. The table below describes the activities:

Course code and dates	Title of the Activity	Participants	Score
A3-58299 23-25/2/15	Training of Trainers Workshop on Wage and Collective Bargaining for Decent Work in RMG Sector	37 NCCWE	3.84/5
A3-58000 29-31/3/15	Trainers’ Workshop on Teaching and Learning OSH/Safe Workplaces	37 NCCWE	4.08/5
A3-57500 7-9/5/15	Trainers’ Follow-up Workshop on FOA, Organizing and Labour Law	37 NCCWE	4.02/5
A3-58610 14-17/9/15	Training of Trainers Workshop on Labour Law, OSH, Workers Organizing and Collective Bargaining	27 IBC	4.09/5
A3-58611 10-12/11/15	Trainers’ Workshop on Teaching and Learning OSH/Safe Workplaces	27 IBC	4.05/5
Average			4.02/5

Using the results of the after-course evaluation, it is clear that the training activities delivered in Bangladesh were well-received by the participants. This is not different from the feedback through discussions with the participants themselves. There remains a huge scope for capacity building in

the RMG sector in Bangladesh as the situation, in terms of violation of workers' rights, union avoidance by employers, etc. has very few changes to offer.

### **Evaluation, observations and lessons learned.**

While there remains no system of evaluation in place to assess and determine progress of participants after attending the courses delivered by ACTRAV Turin, the main source of measuring results are the end-of-activity questionnaires completed by the participants. Based on these, all of the 15 training activities delivered by the programme received an average rating of 4.15 out 5. The rating for the overall courses is about 4.29/5 if the Bangladesh specific activities are taken out. The A3-58345 course received the highest rating of 4.61/5.

Among the elements which were highly rated were resource persons (4.47/5) overall quality (4.45/5), relevance of training to organizational needs (4.35/5), organization of the course (4.27/5) and relevance of training to the job (4.27/5). On the other hand, among the elements that were poorly rated were providing preliminary information (3.47/5) and integration of gender issues (3.70/5).

Out of the 15 courses delivered in 2015, the training course for young trade union leaders on organizing and collective bargaining for decent work received the highest rating (4.61/5) while one of the courses (wages and CB) implemented under the Bangladesh project was rated low (3.84/5).

However, it is still important to put in place an evaluation system within the programme that will provide broader evidences, guidance and reliable information on whether the programme works and why, which parts are effective and which need improvement. A mechanism to track the participants' after-course work (especially the follow-up plans) should be part of this system.

There are a number of lessons learned and challenges in the delivery of workers' education and training courses for Asia and the Pacific that have emerged during the past year and these are the following:

1. Greater integration of gender perspectives and promote participation of more women and youth union leaders in the courses through adherence to the recruitment criteria.
2. There is a need to explore and develop technology enabled methodologies in future training courses. Unions should also be provided with opportunities to use this for their own programs.
3. In order to meet emerging issues and concerns of workers and unions, there should be conscious efforts to develop new and improve the existing training materials.
4. With the programme partners, there is a need to explore more long term arrangements and cooperation with national trade unions and solidarity support organizations.
5. Improve evaluation systems and mechanisms for follow up actions and after-course work of the participants.

### **Training materials**

1. **Educating for Union Strength: ILO ACTRAV Handbook on Educating Trade Union Educators**  
A handbook on "Educating for Union Strength" was also developed and published last year. The handbook aims to bring workers' education back into the agenda and in the forefront of trade union activities. Combining learner-centered and results-oriented techniques and methods, the handbook offers a unique approach as it emphasizes on the importance of training educators and trainers who will implement education activities that will remain

faithful to the ideals and principles of solidarity, democracy and collectivism. It also gives focus to education as vital to capacity building which will enable unions to gain more strength and confidence in negotiations, representation, mobilization and campaigns. The handbook was also guided by the outcomes of various train-the-trainer courses implemented under the ILO-ACFTU Regional Project for Asia.

## **2. Training Materials on OSH for union educators in Bangladesh RMG**

In order to assist the trained union trainers in Bangladesh when they carry out the follow-up activities for the factory level union OSH representatives, a series of OSH flip charts is being developed which can be used in informal settings to provide visual reinforcement of the information that is covered in the sessions with the educators and workers in the garment industry in Bangladesh as target groups.

## **EUROPE**

### **Background and Training Strategy**

The programme continued to address some of the most important priorities in Europe identified for the biennium 2014-2015, such as employment, growing inequalities, labour migration and undeclared work. It tackled the challenges of legal uncertainty and erosion of trade union and labour rights caused by current labour law reforms as well as the worrying trend in decentralization of collective bargaining that left numerous workers unprotected. Many trade unions were facing significant difficulties in their attempts to increase and strengthen their membership base, which was the reason why organizing workers into unions remained one of the high priorities of this training programme. Importance was equally placed on social dialogue as an important instrument in addressing the economic crisis, recovery and economic and social issues in general. Systematic attention was paid to trade union strategies in multinational companies. Finally, the programme was actively engaged with national and European trade union education structures and institutions in the area of promoting methodological and technological cooperation for better trade union and workers' education, particularly through its annual meeting.

In 2015, ACTRAV-Turin trained 400 European participants. Ten activities were organized, five in Turin and five in the field. The programme is organized in the following way: (i) a series of training activities linked to EU-funded projects, (ii) a core course, and (iii) tailor-made activities. In 2015, six activities were linked to an EU project, one was a core course and three were tailor-made in collaboration with the ETUI-European Trade Union Institute and national trade union organizations. The activities are listed in Annex 2 of the Report. The key thematic areas were: collective bargaining in public services, labour migration, labour education, labour law reforms and youth.

For a number of years, the training strategy has been impact-oriented, focusing on projects rather than individual training activities. Whenever possible, continuity through the cyclical approach is implemented in the form of follow-up projects and activities with the same project partners. This approach has the advantage of guaranteeing the continuation of collaboration beyond the duration of a single project as well as giving a precious insight into developments at national level directly and indirectly linked to the projects. The regularly-organized evaluation conferences provide a valuable input and recommendations from the beneficiaries and the European organizations on future common initiatives and actions.

In 2015, the programme implemented a large-scale EU-funded project for public services targeted at trade unions from Central and Eastern Europe and Turkey. After a decade of continuous focus on industries and private sector, this was the first time that capacity-building was organized specifically for public services. The project addressed some of the issues facing the public services since the onset of the economic crisis in 2008: a return to unilateralism on the part of governments, which reduced the potential for different forms of social dialogue; top-down wage setting, slowing down, freezing or cutting the wages and salaries of public sector employees; exposure of public sector employment relations to external market forces, especially in the most financially vulnerable countries; cutting the number of public sector employees, either via redundancies or by freezing turnover ratios; suspending the bargaining mechanisms where collective bargaining rights did exist; an overall reduction in the role of trade unions. Collective bargaining was the topic that dominated all the training activities as well as the on-line survey organized in the framework of this project. Due to the challenges encountered in attracting women and young trade union representatives in the activities, the recommendation is to further invest in gender equality and youth empowerment projects in public services in Central and Eastern Europe.

In 2015, an emphasis was put on thematic coordination across the regions. ACTRAV implemented three regional core courses linked to the topic of youth. Youth employment, youth rights at work and organizing and empowering youth in trade unions were the topics tackled in the courses in Africa, Europe and the Americas. Youth was the main topic of the core course, youth sessions were mainstreamed in several workshops as well as in the final conference of the EPSU project (youth track) and the activity manager participated in the EU Youth Project carried out by the European Trade Union Federations. Labour migration prioritized in an inter-regional course delivered in collaboration with the SPGT's Labour Migration Academy, was also the main topic of a tailor-made course for trade unions from Italy, France, Spain and Portugal called 'Trade unions in action to promote the rights of migrants in the Mediterranean region'.

The Programme continues its strategic cooperation with the ETUI Education Department in the activities related to labour education strategy as well as involving ETUI participants with ACTRAV participants from other regions, creating interesting exchanges between regions, contribution to international trade union cooperation and solidarity. Tailor-made course on labour law reforms, social dialogue and collective bargaining co-designed and co-managed with the ETUI Education Department was implemented together with the ACTRAV core course for the Arab States on decent work, organizing and collective bargaining rights. The common engagement in the Community of Practice on learning methodology and technology for a better trade union education continued in 2015.

### **Planning and coordination of training activities**

Training projects and activities are planned in consultations with the ACTRAV Desk Officer for the European region. In Europe the fruitful collaboration and building of synergy with the ETUC, ETUI and the European Trade Union Federations is of the utmost importance. Prior to engaging in any project there is an extensive consultation process around both the assessed needs of the beneficiary organizations and the specific content, delivery modality and methodology of training activities, as well as the definition of target groups and results to be achieved. Very high emphasis is placed on strong involvement by the partner organization at European level and on ownership of the project

by the beneficiaries. In 2015, a large-scale project was coordinated with the EPSU-European Public Services Union.

The ITUC-PERC is informed and consulted on the implementation of the core course. In coordination with Global Union Federations, tailor-made activities are organized, relating mainly to multinational companies.

When possible, activities are coordinated with other technical programmes of the ITC-ILO and the ILO who provide their technical input. This is often the case in the domain of international labour standards, sectoral activities, social dialogue, learning technology applications, and so forth.

### **Cooperation and partnerships**

According to the TUTC decision taken in 2015, the core course for Europe was implemented on youth and organizing strategies for Central and Eastern Europe, delivered in Russian and English. The course built on the long-standing experience of the Programme in young leadership training developed over the last ten years. The course was carried out by implementing joint sessions with the course for Latin America on 'Capacity-building for trade unions on organizing strategies for youth'. ACTRAV desk officer for Europe, ACTRAV senior workers' specialist from the ILO Moscow Office, ITC-ILO experts as well as national trade union centres such as the TUC (UK) and CGIL (Italy) contributed to the implementation of the course. The experience of merging two regions was a very positive one, contributing to knowledge and experience sharing and cross-fertilization on this topic of high interest for trade union organizations.

With the ETUI and SOLIDAR, and supported by ITC-ILO DELTA Programme, ACTRAV Turin continued its engagement in the Community of Practice on Learning and Methodology Technologies for a Better Trade Union Education. The online platform created the previous year, operated with a specific focus on supporting an exchange of content, methodology and technology for better trade union and workers' education so as to strengthen the capacity of trade unions and workers' organizations to deliver innovative training events to equip workers with the knowledge, skills and competences needed to address the new challenges of the labour markets across Europe.

In close cooperation with the ETUC, in 2015 ACTRAV Turin designed a pilot project called 'Academy for Young Trade Union Leaders' that links industrial relations and social dialogue with young people. It is targeted at the ETUC affiliates in the EU and candidate countries. By increasing the level of expertise and skills of young trade union representatives, it aims to contribute to the following objectives: (i) increased representativeness and visibility of young workers among trade union membership; (ii) consolidated youth structures and higher participation of youth in decision-making bodies; (iii) increased level of knowledge on work-related issues: youth employment, youth rights at work, organizing, social dialogue and collective bargaining, OSH, workplace learning and related topics. Apart from the focus on the acquisition of technical competences, the training project will streamline the acquisition of so-called soft skills, such as communication and negotiation skills.

In addition to this, ACTRAV Turin collaborated with the EU-funded project on 'Empowering the integration of younger workers in the European Metal, Transport, Food, Services, Construction and Wood Industries as part of the EU Social Agenda' carried out by EFBWW, EPSU, ETF, UniEuropa,

IndustriAll Europe and EFFAT by providing an input to the European Youth Conference held on 13-15 May 2015 in Cavtat, Croatia.

### **Lessons learned**

As far as lessons learned are concerned, training activities implemented in 2015 demonstrated mainly positive experience on many aspects. The project for public services was designed in such a way that several EPSU affiliates took an active part in the kick-off workshop where they engaged in co-designing the sub-regional workshops by suggesting the topics and training methodologies. This created a greater feeling of ownership, active interest and commitment to participation in project activities, including workshops, on-line survey and final conference. Nevertheless, we have noticed some difficulties regarding the participation of women and youth that should be addressed in one of the future projects targeted for trade unions for public services and from this geographical area.

Tailor-made activities are usually very successful because they target participants of similar profile working on the same specific goals, so there is a high level of engagement and interaction. The negative aspect is that the participants for such activities are often pre-selected by a partner organization and we have seen in some cases that there were problems in achieving gender balance. ACTRAV-Turin should make additional efforts and try to convince its partner organizations to promote the participation of women in such activities. Similar problems are linked to the selection of young participants. ACTRAV Turin should continue to actively promote young trade union leaders in its training activities and projects.

### **Challenges**

In the current biennium, the European programme will tackle the following challenges: i) stronger integration with the national and transnational training activities run by ACTRAV HQ and field offices in Europe; ii) improvement of co-operation with the ITUC-PERC, mainly by enlarging the training provision for the Russian-speaking countries as well as for South-East Europe; iii) dependence on projects and increasingly complex work related to management of and participation in international project teams; iv) the necessity of conducting training activities in several languages and the need to provide the main training materials on a regular basis in most of them, which is very costly and time-consuming; v) combining a Europe-centred approach with the inter-regional approach whenever possible; vi) strengthening training by regularly integrating the research component; vii) developing new and innovative training materials which requires resources; (viii) addressing the imbalance that exists in the European programme insofar as the training is organized predominantly for the EU Member States and candidate countries while the training delivery for the countries covered by the ILO Moscow Office remains limited.

### **THE ARAB STATES**

The Arab States benefit the least from the training offer of ACTRAV Turin. On average, annually only one course is organized. It's a core course held in Turin and delivered in English with simultaneous interpretation in Arabic. In 2015, a course entitled 'Developing a Trade Union Network for Decent Work, Organizing and Collective Bargaining Rights' was organized, with participants from Algeria,

Bahrain, Egypt, Iraq, Jordan, Lebanon, Mauritania, Morocco, Occupied Palestinian Territory, Sudan and the ATUC-Arab Trade Union Confederation. The consultation on the programme and the selection of participants was done in close cooperation with the regional desk officer for the Arab States in ACTRAV-ILO in Geneva. His inputs were extremely valuable particularly given the fact that ACTRAV Turin team neither has a desk officer for the Arab States nor has Arabic speaking staff and therefore the possibilities for direct communication with trade unions are rather limited. The selection of active and highly motivated participants proved to be really a key factor for the successful implementation of the course. Looking at the aspect of gender balance, we would like to emphasize that this was one of the first courses organized for this region with more women than men (eight out of fifteen), all having relevant profile for the topic of the training. Another interesting feature of this course was that in the second week of the training, a group of twenty-five European participants brought by the European Trade Union Institute joined the course for a series on common sessions on social dialogue, collective bargaining, changes in the labour code and fundamental rights. This was an innovative part of the programme in which both regional groups were exposed to political, economic, social and legislative realities significantly different from their own and were able to compare and contrast their trade union experiences and learn from a mutually enriching exchange of information and experience. The merged programme successfully demonstrated a great potential for developing an inter-regional course on this topic. This activity successfully promoted cross-fertilization and mutually beneficial exchanges on good and bad practices and experiences between trade unions from the two regions. While in many aspects it was an eye-opening experience for the participants from Europe, exposing them to the 'flavour' of the trade union movement in the Arab States, by far the most rewarding experience both for the training team and for the participants was the realization of the similarities in trade union values, despite the differences in trade union contexts and realities.

The course was aimed at developing the organizational and development capacities of trade unions to confront new challenges faced by them such as including in their membership the emerging sectors of the world of work (youth, precarious workers, informal economy, domestic workers and migrant workers) and developing new models of organizing and recruitment approaches, expanding the coverage of collective bargaining, promoting inclusive democratic leadership of trade unions, increasing their ability to defend and safeguard the interests of their members and educating workers for change. Participants were exposed to different models and practices of union development via case studies, group work and exercises.

The training contributed to: (i) Building and strengthening the capacities of trade union to promote fundamental rights of workers to freedom of association & collective bargaining; ii) Developing understanding on the role of ILO standards as tools for promoting decent work for all workers; iii) Developing negotiation skills among younger union representatives for effective collective bargaining; and iv) Expanding their knowledge of organizing approaches that have succeeded.

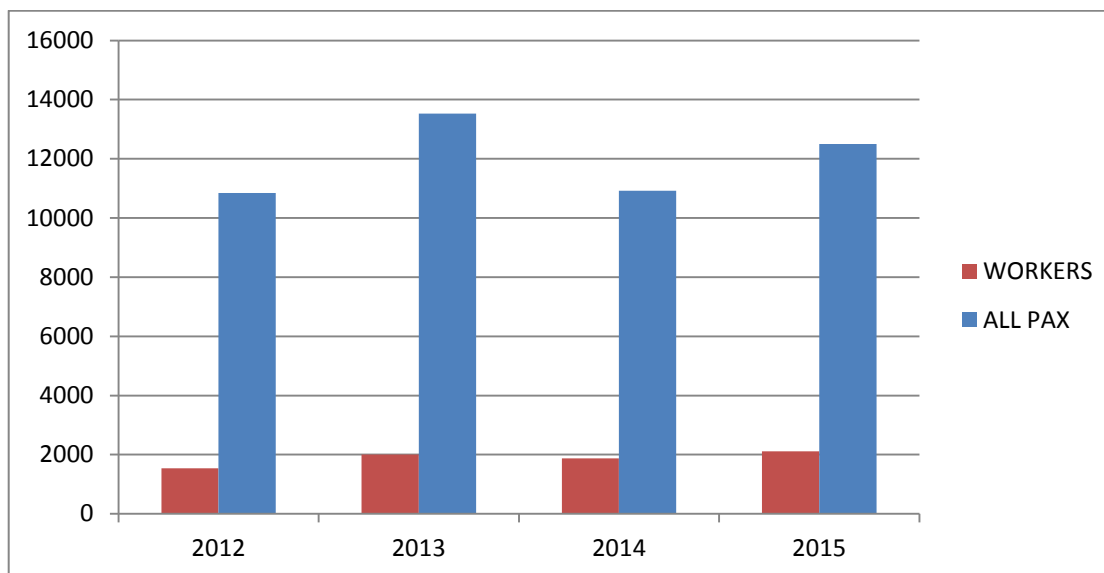
Upon completion of the workshop, the participants were able to i) review the key issues facing their countries and identify main challenges and difficulties being faced by trade unions in the field of freedom of association, organizing, collective bargaining and social protection of workers; ii) demonstrate understanding of challenges posed by on-going global economic downturn, impact on employment relations, ILO response and proposals for fair globalization & Decent Work led recovery policies; iii) demonstrate understanding of key areas for collective bargaining and formulate

effective charter of demands; iv) share experiences on innovative organizing initiatives undertaken by trade unions in different countries; v) mainstream gender issues in the programmes and actions of unions, including in union organizing and collective bargaining activities; and v) prepare follow up work plans for promoting freedom of association, organizing and collective bargaining rights in the Arab States. The training proved to be very successful. On a scale from 1 to 5, participants rated the applicability of the acquired knowledge at 4.60, relevance for their organizations at 4.73 and the overall quality of the activity at as much as 4.80. This is an exceptionally high achievement taking into account the difficulties that the Programme faced in engaging Arabic-speaking resource persons.

In the final part of the programme, the participants proposed that ACTRAV Turin should provide more training opportunities on the topic of trade union communication strategies as well as on the empowerment of youth and of women trade union leaders. The Programme should definitely explore the opportunities for increasing its training offer in the Arab States in the current biennium and take on board the suggestions and the feed-back from the participants when deciding on the topics of the new training activities.

### B. 15 Workers involved in ITC-ILO Programmes

The overall number of workers' participants trained by the ITC-ILO in 2015 amounts to 2,114, which is 239 more than in 2014 when workers accounted for 1,875 participants. The bar chart illustrates the number of workers compared to the total number of participants trained by the ITC-ILO in the last four years. We observe a positive trend and hope it will continue in the current biennium and beyond.



The tables below provide numerical data of the participation of worker and employer representatives trained by ACTRAV and ACT/EMP as well as by other technical programmes of the



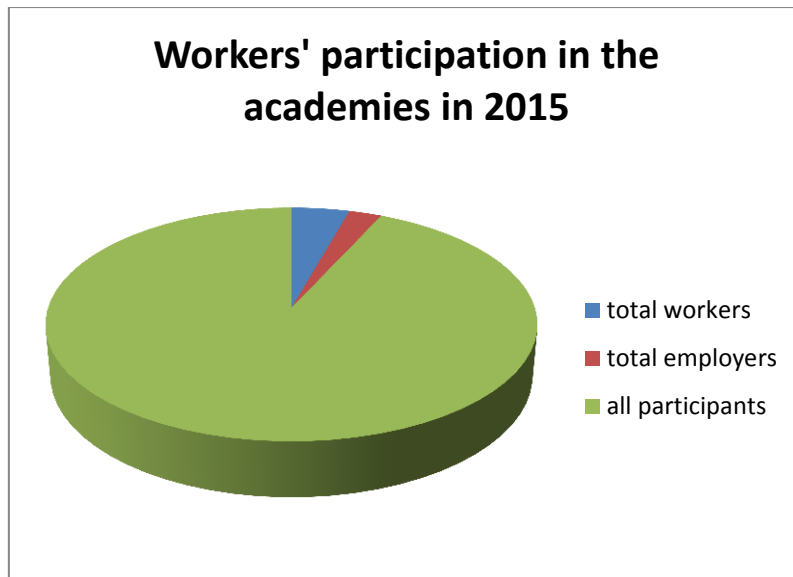
Centre. The data is shown for the time span from 2012-2015. The total number of workers' participants annually trained by the Centre is within the range from 1,500 to 2,100. The data showing that some workers' participants were trained by the employers' programme and vice versa mostly refer to the bipartite activities, the management of which was assigned to either ACTRAV or ACT/EMP.

#### **PARTICIPATION BY EMPLOYER AND WORKER REPRESENTATIVES 2012-2015**

	2012		2013	
	Employers	Workers	Employers	Workers
Employer-specific activities	591	0	867	33
Worker-specific activities	0	1,232	44	1,403
Other Centre activities	174	311	361	563
<b>TOTAL</b>	<b>765</b>	<b>1,543</b>	<b>1,272</b>	<b>1,999</b>
<i>% of Centre total</i>	<i>7.05%</i>	<i>14.23%</i>	<i>9.41%</i>	<i>14.78%</i>

	2014		2015	
	Employers	Workers	Employers	Workers
Employer-specific activities	1,259	33	1,281	0
Worker-specific activities	0	1,525	0	1,563
Other Centre activities	243	317	346	551
<b>TOTAL</b>	<b>1,502</b>	<b>1,875</b>	<b>1,627</b>	<b>2,114</b>
<i>% of Centre total</i>	<i>13.75%</i>	<i>17.17%</i>	<i>13.02%</i>	<i>16.92%</i>

We are particularly concerned that workers' participation in the overall number of participants in the ITC-ILO Academies further decreased, from 6.7% in 2014 to 4,69 in 2015. In the pie chart below, the workers' participation is marked in blue. It includes the new formula for cooperation implemented in the Labour Migration Academy, adding the participation of 17 workers through an ACTRAV course integrated in the LMA. Detailed tables of the academies are available in Annex 8 bis. ILO Maritime Labour Academy is not included in this statistics.



## C. PRELIMINARY REPORT 2016

### C.1 Summary Report

As set out in the Work Plan for 2016, the Programme is planning to implement fifty-nine (59) training activities in which it will train around 1,476 participants. The full list of planned and implemented activities for 2016, with course codes, titles, venues, dates, working languages, training days, number of participants, sponsors as well as probability of delivery is presented in Annex 10 – MAP Table of Operational Activities by Region. The activities have been consulted and approved by the regional desk officers in Geneva and they reflect the priorities of ACTRAV and of the Workers' Group as well as the TUTC recommendations.

During the first two and a half months, the Programme implemented four training activities, including one inter-regional – 'Global Organizing Academy' with the ITUC in Turin, core course in Africa on global supply chains in Lomé, one tailor-made course with the ETUI in Turin and one bipartite activity with ACT/EMP in Latin America which is counted among ACT/EMP activities. There are seven activities with open NOAAs to be implemented from the end of March.

Following the ACTRAV retreat in 2015, a great effort has been made to integrate the Programme in Turin in the framework of the ACTRAV global work plan, with an increased focus in areas related to the ILO's strategic agenda (key issues such as standards and topics that will be discussed by the ILC) for supporting the process of capacity development in these key areas and enabling workers' organizations to play a more proactive role within the ILO. In view of ensuring greater coherence and coordination, ACTRAV Turin training programme must be agreed with respective regional desk officers and delivered in consultation and collaboration with ACTRAV global teams.

The Work Plan presented in the format of the Table of Operational Activities in Annex 10 – Planned and Implemented Activities for 2016 - reflects a proactive approach by ACTRAV in which funding for the majority of activities, especially in the field, is envisaged on a co-sharing basis. It contains a column on probability linked to the agreement reached with the regional desks of ACTRAV Geneva and to the availability of funds. For the time being as many as thirty-six (36) activities are classified as 50% funded, which means that they are not fully covered and that their implementation partly

depends on future allocation of funds. As the end of the biennium is approaching, some supplementary funds are expected to be made available for delivery of these activities.

In 2016, the ACTRAV allocation amounts to 860,768 euro (out of 1,555,980 USD planned for the biennium).

The table below shows the preliminary data regarding the allocations of captive funds for 2016.

#### ALLOCATIONS OF CAPTIVE FUNDS FOR 2016 PRELIMINARY DATA

YEAR	RBTC/TC	ITALY MAE	OTHER ITC-ILO FUNDS	ADD. ALLOCATION FROM TRG DEPARTMENT	TOTAL CAPTIVE
2015	€242,961	€180,000	€549,000	€179,556	€1,151,517
2016		€360,000	€90,000		€450,000

### C.2 Key strategic developments envisaged for 2016

In the year 2016, the major strategic developments are the following:

- Integrate ACTRAV Turin programme in the framework of the ACTRAV global programme, cascading the themes from global to regional and national level
- Coordinate the training programme with regional desk officers
- Deliver Global Workers' Academies
- Start delivering regional core courses in the regions in collaboration with trade union training institutions
- Expand and further develop distance education and labour education networks
- Propose a workers' track in the Masters on Industrial and Employment Relations organised by ITC-ILO and the Turin School of Development
- Increase women's participation in the Programme (target of 50% for the GWA and regional programme) and mainstream gender issues in the curricula of its core training activities
- Explore the opportunities for new training projects and activities for young trade unionists
- Prepare training packages related to delivery of Global Workers' Academies
- Increase the portfolio of training projects for the delivery of capacity-building programmes with the support of the Bureau for Workers' Activities

### C.3 Core Courses

As per TUTC decision, in 2016 the Programme will implement eleven (11) core courses. This represents a reduction in the number of courses from twelve to eleven, due to that fact that the Committee decided to substitute one core course with 20 fellowships to be allocated to Global Union Federations and fairly distributed among the regions on the themes of the core courses.

The scheduled courses are listed below:

Region	Core course
AFRICA	<ol style="list-style-type: none"> <li>1. Global supply chains and trade union strategies / Chaînes d'approvisionnement mondiales et stratégies syndicales (Lomé, Togo)</li> <li>2. Trade union training on International Labour Standards / Formação sindical sobre as normas internacionais do trabalho</li> </ol>
LATIN AMERICA	<ol style="list-style-type: none"> <li>3. Cadenas globales de suministro y estrategias sindicales (Sao Paulo, Brazil)</li> <li>4. Formación sindical sobre migración laboral</li> </ol>
ASIA PACIFIC	<ol style="list-style-type: none"> <li>5. Asia and the Pacific Regional Workers' School on global supply chains and trade union strategies (Singapore)</li> <li>6. Trade union training on International Labour Standards</li> </ol>
EUROPE	7. Global supply chains and trade union strategies
ARAB STATES	8. Trade union training on International Labour Standards
INTER-REGIONAL	<ol style="list-style-type: none"> <li>9. Global workers' academy on sustainable development goals: trade union policies and action plans</li> <li>10. Global workers' academy on international labour standards with a focus on freedom of association and collective bargaining</li> <li>11. Global workers' academy on the transition from the informal to the formal economy: trade union strategies and follow-up of the International Labour Conference discussion</li> </ol>

#### C.4 Projects

In 2016 the Programme is implementing the following projects:

i) Academy for Young Trade Union Leaders in partnership with the ETUC

The pilot project entitled 'Academy for Young Trade Union Leaders' is a new capacity-building initiative by the Programme for Workers' Activities at the ITC-ILO that links industrial relations and social dialogue with young people (under 35). By increasing the level of expertise and skills of young trade union representatives, it aims to contribute to the following objectives: (i) increased representativeness and visibility of young workers among trade union membership; (ii) consolidated youth structures and higher participation of youth in decision-making bodies; (iii) increased level of knowledge on work-related issues: youth employment, youth rights at work, organizing, social dialogue and collective bargaining, OSH, workplace learning and related topics. Apart from the focus on the acquisition of technical competences, the training project will streamline the acquisition of so-called soft skills, such as communication and negotiation skills. The project consists of 6 training activities: five thematic workshops and youth conference as well as on-line surveys and pre-course assignments that will serve to encourage the exchange of information, dissemination of good practices and to make the project more interactive. In order to obtain the certificate of achievement, it is mandatory for the participants to take part in (3) three courses (minimum requirement of 60 hours of training) as well as to pass end-of-course exam for all three courses. Participants can choose their own learning path from among 5 offered courses.

ii) ACTRAV component of the project on Improving Working Conditions in the Ready-Made Garment Sector: Capacity Building of Workers' Organizations in Bangladesh. This is the continuation of the large-scale Bangladesh project referred to in the Regional Report for Asia-Pacific under B.14 c).

iii) Capacity building actions for strengthening the research capacities of Confederation of Trade Unions Myanmar CTUM. This project is an initiative of CGIL, steered by the European and International Policies Department in cooperation with ACTRAV Turin. The project consists of a two training activities for CTUM targeted at developing strategies aimed at reinvigorating the research network of the Myanmar trade union movement.

iv) Global product: International Labour Standards: concrete and powerful tools to defend workers' rights

In 2016, ACTRAV Turin will implement four training activities linked to the Global Product on ILS. In a continuation of the work conducted in recent years by ACTRAV, the global product will provide new and existing tools to workers' organizations so that they can rely on international labour standards in their daily struggle to better defend workers' rights. The cluster on 'ILS as practical tools for trade unions', the focus will be on strengthening the capacity of trade unions to rely on ILS to support submissions before national tribunals; to actively participate in the context of labour law reform processes and to obtain relevant recommendations from the ILO supervisory mechanisms. It will cover two components: i) Training for trade union lawyers on the use of ILS before national tribunal and ii) Training for trade unions on the strategic use of the supervisory mechanisms.

ACTRAV is actively looking for opportunities to take part in competitive bidding either as project leader or partner. In 2016, ACTRAV ITC-ILO is a partner in the ETUC-led project on Labour Migration Integration of Migrants presented in February 2016 to the European Commission (DG Home) for funding.

### **C.5 Tripartism**

ACTRAV-Turin advocates a stronger role of trade unions in all the activities that the Centre runs, that is to say increased trade union participation and representation in training activities and a stronger influence on the content of the activities. In 2016, ACTRAV will increase its engagement with the Technical Programmes of the ITC-ILO in the process of designing bipartite and tripartite curricula and in the delivery of activities.

ACTRAV has already started engaging with the managers of several academies on workers' inputs and participation. ACTRAV has already indicated its interest in being actively involved in the Academy on the Social and Solidarity Economy, taking into account the previous experiences in Campinas (2014) and Johannesburg (2015); Academy on Sustainable Enterprise; Academy on the Green Economy; Academy on Social Dialogue and Industrial Relations (we have three regional core courses on ILS on the same dates, therefore it would be interesting to envisage an elective workshop during the Academy); Academy on the Formalization of the Informal Economy. This is not an exhaustive list. ACTRAV is interested in collaborating in the design of the curricula of all the major tripartite and tripartite *plus* training activities held at the Centre and in the field to make sure that the workers' points of view are reflected in a meaningful way in the content of these activities.

## **D. PROPOSALS FOR 2017 AND SUGGESTED PLANS FOR 2018**

### **D.1 Strategic developments of the Programme for 2017-2018**

#### **Key strategic developments**

This section provides some indications on how to further strategize and focus the objectives and the related operations of ACTRAV Turin.

#### **a) Creating capacity/institution building of trade unions with the delivery of labour education programmes focused on the ILO's agenda and with a focus on workers' rights**

Last year the TUTC agreed to further focus the "core activities" of the Programme by strengthening the capacity of trade unions to be active (and proactive) partners in ILO's policies, programmes and activities. Trade unions are part of the institutional setting of the ILO and their active involvement is vital for orienting the policies and the programmes of the ILO.

The Programme should continue to shift its focus from offering a wider typology of courses aiming at broadly supporting the development or strengthening of specialized trade unions' technical departments to a more focused training agenda shaped around the needs of workers' organizations in relation to the ILO's mandate and policies.

Key strategic areas of delivery were also identified as a result of the ACTRAV's global retreat (2014 and 2015) which were aimed at devising "One ACTRAV's global programme" with an increased integration and coherence in planning, delivery and evaluation.

#### **b) Integration and development of One ACTRAV's Programme for the current and for the next biennium**

The process of integration between Turin and Headquarters, which started in the early 1990s, should continue and should be further strengthened for organizing a global integrated programme.

The integration of ACTRAV Turin will have a regional dimension with the regional desks, as well as a technical dimension, related to the subject areas of the courses, with the Global ACTRAV Teams.

The overall objective is to deliver one ACTRAV programme by integrating the operations of the field structure, ACTRAV Turin and HQs. Information on the overall programming of the Bureau for the current biennium will be made available in ACTRAV Turin. At the same time ACTRAV Turin will post on the web-site an updated information of the planning and delivery of activities.

#### **c) Strengthening methodological capacities in the area of labour education (face-to-face, distance learning and blended programmes)**

The Programme should continue to strengthen labour education methodologies and concentrate its efforts on the development of global, regional and sub-regional labour education programmes which would help national trade union centres develop their educational programmes and activities in selected areas of interest and with innovative methodologies.

#### **d) Information technology, distance education and development of labour education networks**

The Programme has built up extensive expertise and services for the use of IT by unions, especially in developing countries. With the creation of SoliComm the programme was able to develop distance education and pilot labour education networks.

The Programme will refocus its activities in this strategic area of work in the following areas;

- Use of the e-learning platform based on Moodle and of the SoliComm methodology for distance education courses (available in ITC e.campus)
- Introduce in all the Academies/Global Workers' Programmes a preparatory on-line orientation component, using the ITC e.campus.
- Expanded distance education courses and activities
- Further improvement of the website and further development of the library.
- Strengthening networks with participants and improving the follow-up of former participants

A specific area of work will be related to the adaptation, to the different Regions, of an e-learning platform (Decent Work Schools) that was originally developed in Spanish for Latin America, with the support of the Spanish trade unions.

The strategic objective of the Programme is to extend the regional coverage of its operation with the following proposal:

- Adapt and redesign this e-learning space for "lifelong learning", originally designed for one region, for the delivery of online services for the other regions
- The software and the operating system of this platform should be hosted in the campus for assuring sustainability and ownership, using Moodle.

During the current biennium this dimension of the programme should be further strengthened. Labour education programmes and networks should be developed with an initial support from ACTRAV. The task of ACTRAV Turin would be to create the conditions for the development of educational networks operated by national and international labour organisations willing to strengthen the work of labour educators.

#### **e) Training material for residential and online training**

The programme must produce or update relevant multilingual training manuals and materials related to each Global Workers' Academies (GWA). The preparation of this material would be a collective process of the ACTRAV turin programme and it will be done in close consultations with the Global Teams of the Bureau.

This training material used for running the GWA should be further adapted through the development of regional programmes of ACTRAV Turin. The final use of this material is foreseen at the national level for supporting national/sectoral programmes.

In 2016 a new library will be developed and organised in close collaboration with ACTRAV Geneva.

#### **f) Development of higher education within ACTRAV Turin**

A key strategic development of the Programme that needs to be carefully prepared is the development of partnerships with universities or labour-oriented colleges that could work together with ACTRAV Turin for the delivery of labour education courses. These new programmes would strengthen content/curricula and better target participants and their training path aimed at obtaining a recognised degree.

In the medium term ACTRAV should develop a new generation of training activities, both residential and online, aimed at providing higher education and certification to selected union staff while they are still working in their organizations. For this reason the delivery of these programmes, jointly developed in partnership with universities, should include a consistent component of local research and distance education.

The Global Labour University (GLU), as an ACTRAV project, should also be linked up with ACTRAV Turin. Collaboration and synergies between ACTRAV Turin and the GLU's project should be explored and further discussed.

**g) Gender**

The Programme should continue to put systematic emphasis on gender mainstreaming in designing the curricula and strive to increase its outreach to women and achieve a target of 50% of women participation in the overall delivery of the Programme. It should be remembered that sectoral training activities and projects can have an important impact on the gender target. The gender ratio reached in such activities should be assessed, taking into account the sectoral context (i.e. while in a project for domestic workers wider female participation is expected, in another project for construction workers the opposite is the case).

**h) Evaluation of long-term objectives**

In 2016 national workers' academies will take place in the regions for starting this process of assessing the impact of labour education on union structures on the ground.

As regards labour education, the achievement of long-term objectives depend mainly on two key factors: a) the quality and the effectiveness of the work provided by ACTRAV; b) the existence in the receiving workers' organizations of a clearly defined and agreed educational policy and the consequent existence of a national labour education system and programme. In future the operations of ACTRAV should be guided by a constant process of assessment and evaluation of these dimensions.

For the future it would be wise to develop a follow-up mechanism within ACTRAV and in consultation with the labour movement so as to provide an opportunity to assess the impact of the objectives of ACTRAV, including large educational programmes such as ACTRAV Turin.

**i) Participation of workers in the training programmes of the Centre (Academies and bi-tripartite programmes)**

The Programme should continue to influence the overall policy of the Centre to further increase the participation of workers in the Academies as well as in bi-tripartite training activities organised by ITC-ILO. ACTRAV should contribute to the development of these course curricula and it should facilitate the participation of resource people from the labour movement.

Some core courses (GWA) could also be delivered with exchanges organised with the other Academies of the Centre.

**j) Support to national trade unions and labour education structures**

The broad support to national trade unions and labour education structures should be covered by ACTRAV with the workers' specialists in the regions. The work of ACTRAV in the field should be aimed at establishing national labour education systems and programmes for strengthening trade unions' capacity to plan, deliver and evaluate labour education programmes at national level. ACTRAV Turin could provide its support and advice at national level on the request of the workers' specialists.

**Proposed structure of the Programme and its integration with the Bureau for Workers' Activities.**

The delivery of the Programme should be reorganised around three broad **types or categories of training activity**:

**a) Global Workers' Academies organised on campus**

The curricula of these courses will be mainly developed in line with major ILO's strategic issues and topics such as:

- international labour standards with a focus on freedom of association, organizing and collective bargaining



- global supply chains
- labour migration
- post–2015 development agenda
- future of work; organising and collective bargaining
- transition from informal to formal economy
- violence at work
- training methodology with a focus on IT and distance education

The curricula that will be prepared for a Global Workers' Academy (GWA) will be supported by training packages designed together with the ACTRAV's Global teams.

All the above curricula will be designed to improve the specific skills of trade union professional staff working mainly in national trade union centres and sectoral trade unions, or in charge of departments concerned with the subject area of the workers' Academy.

These curricula will incorporate a component of training methodology, based mainly on active learning methods and collaborative learning. The content of the programme will be based on an exchange of best practices between the different regions in the field of reference, and promote the key knowledge and expertise of the participants, accompanied by soft skills such as communication, negotiation and related subjects.

ACTRAV's GWA will have a limited number of tracks and their main feature will be based on the comparative approach developed within the different regions involved. For ACTRAV Turin the notion of Academies is based on the development of a maximum of 2-3 tracks within the GWA. Academies targeting tripartite constituents at the Centre have a greater number of "tracks" for responding to the training needs of different target groups.

Participants from industrialised countries should also attend GWA. Their participation would have a positive influence on the development of the curricula and on enhancing the comparative approach needed in those Academies. The Programme will offer packages at a reduced fee so as to facilitate participation of union representatives from industrialised countries. In addition the Programme should discuss with national and regional organisations the possibility of enlarging the participation of workers in the GWA.

***b) Regional/Sub-regional Workers' Programmes organised in the regions with the support of labour education centres***

The Programme will continue to organise, as core activities, regional programmes. The delivery of these programmes will be shifted to the regions. Labour colleges and training centres located in the different regions will actively support delivery of these programmes by bringing their methodologies and experience into the regional courses.

The choice of moving regional activities into the field is related to the need for strengthening the regional comparative dimension of these programmes as well as supporting a process of capacity development of regional labour colleges.

In 2017, after an evaluation that will be carried out and presented to the next TUTC, all the regional courses should be organised in the respective regions.

The curricula of the regional courses will be closely related to the GWA. The overall structure of the core programme will be based on the delivery of GWA followed by the delivery of regional programmes that will adapt and disseminate the content of the Academy to regional needs. In summary, the regional programmes for the next biennium should be the following;

- Two regional courses for Africa: two weeks
- Two regional courses for Asia /Pacific: two weeks
- Two regional courses for the Americas: two weeks
- One regional course for Arab States: two weeks
- One regional course for Europe: two weeks (this course will be organised at ITC-ILO).

***c) Follow-up (regional/sub regional) seminars jointly developed with the field structure of ACTRAV***

Follow-up activities should be jointly organized with the ACTRAV's field structure and they should analyze the impact of training in terms of capacity-building in the beneficiary organization.

In future this type of training activity should be further strengthened with a view to measuring the real impact of the ACTRAV's educational programme on trade union capacity-building.

**D. 2 Trade union training activities proposed for 2017**

**Major Features**

In line with the new strategic areas and the new format, the Programme will deliver three GWAs. The Programme will also deliver eight regional courses in the regions with the support of labour colleges.

A series of proposals for 2017 are submitted for consideration by the Committee (Annex ...).

**Strategic developments/way forward in 2017**

The major strategic developments could be the following:

- Deliver Global Workers' Academies
- Prepare training packages related to delivery of global workers' Academies
- Deliver a concrete proposal for the development of a new curricula on higher education in collaboration with a labour college.
- Expand and further develop distance education and labour education networks
- Increase women's participation in the Programme (target of 50% for the GWA and regional programme) and mainstream gender issues in the curricula of its core training activities
- Increase the portfolio of training projects for the delivery of capacity-building programmes with the support of the Bureau for Workers' Activities

**D. 3 Indicative plans for 2018**

**Major Features**

Next year the Committee will evaluate the impact of the GWA and of the regional courses run in the regions. The result of this assessment will guide the process of finalising the programme for 2018. The Committee could begin to discuss some indicative plans in order to facilitate the strategic evolution of the Programme.

For the year 2018 a series of indicative proposals are presented in Annex 11.

## **E. Actions taken in relation to the Conclusions of the TUTC meeting held in 2015 (in Annex 1)**

The Conclusions of the TUTC held on 5-6 May 2015 addressed three main points: a) review and implementation of the programme 2014-2015; b) planning 2016-2017 and c) ACTRAV-Turin within the ITC-ILO.

### **Implementation of the programme 2015**

According to the Work Plan for 2015 (Annex 10 of TUTC Report 2015), the programme planned to implement sixty-two (62) training activities, including twelve (12) core courses and fifty (50) additional activities for a total number of 1,450 participants. It was estimated that it would achieve 400 training days and 8,850 participant days. The Programme implemented twelve core courses and forty-three (43) additional activities for a total number of 1,567 participants. It achieved 334 training days and 9,416 participant days. In agreement with regional desk officers in Geneva and ACTRAV specialists in the field, some activities were shifted from 2015 to 2016 and 2017. This is the case with the course on employment policy in Brazil, rural sector in Lima, inter-regional and two regional courses on international labour standards in Accra and Turin (related to the Global Product on ILS), HIV and AIDS in Kisumu, poverty eradication in Accra, migrant workers in Lomé and collective bargaining in Yangon. Four activities were cancelled and/or substituted by others. For example, we planned a five-day training in Turin for ACFTU officials. Subsequently, ACFTU took a decision to discontinue the training for their officials and instead provide resources for field-based activities. This explains why we had three (3) activities with ACFTU last year compared to two (2) the year before last (2014). This was also prompted by policy changes in the international cooperation agenda and priorities of the ACFTU, in general.

A number of activities have been added, such as the activity on domestic workers in Santiago and activities related to the SIDA project (Paraguay and Panama) and the Bangladesh project.

While the TUTC decided to introduce age-disaggregated data for core activities and promote higher participation by young workers' representatives in the biennium 2016-2017, in 2015 ACTRAV Turin already piloted such collection of data in the framework of the European project on Decent Work for Workers in Public Services. It should be noted that the project was intended for trade union leaders and the following age averages were achieved in the six activities: Turin (46), Bratislava (55), Brussels (56), Budva (45), Tallin (51) and Sofia (46). The average age of the participants in the project was 50 years. The conclusion drawn from this experience is that in the future a systematic attention should be paid to the empowerment of young trade union leaders. The Programme will address this in 2016 by implementing an inter-sectoral project entitled 'Academy for Young Trade Union Leaders' in partnership with the European Trade Union Confederation.

### **Planning 2016-2017**

As recommended by the TUTC, in 2016 three Global Workers' Academies will be implemented on sustainable development goals, international labour standards and informal economy. The list of planned and implemented activities for 2016 is available in Annex 10. Indicative plan for 2017 is available in Annex 11. The strategy of the Programme is to introduce the topic in a Global Workers' Academy and to cascade it further to the regional and sub-regional level in the following year and keep an active involvement in the follow-up and impact on the national level in cooperation with the field specialists and in direct contact with trade union organizations and with alumnae.

Following the recommendation to increase the portfolio of activities delivered in Portuguese, in 2016 three activities are foreseen: i) core course on international labour standards in Turin; ii) a field activity on transition from the informal to formal economy and iii) training for trade union lawyers in Cape Verde.

Regarding the impact evaluation, in 2016 four national evaluation workshops on labour education will be implemented in the following countries: Croatia for Europe, Uruguay for the Americas, India for Asia and Ethiopia for Africa.

### **ACTRAV Turin within the ITC-ILO**

ACTRAV-Turin continues to record a positive trend in the number of participants trained in 2015 as compared to 2014. The overall number of workers' participants trained by the ITC-ILO in 2015 amounts to 2,114, which is 239 more than in 2014 when workers accounted for 1,875 participants.

The Programme is actively promoting tripartism and mainstreaming of international labour standards with a special focus on freedom of association and collective bargaining in all its activities, and is using every opportunity to influence the other programmes of the Centre and ensure that the workers' voice is heard in different training events. This requires the possibility of peer-reviewing the curricula of at least the most relevant activities to ensure that the workers' perspective is well integrated. This is an area that will continue to be a permanent priority of the Programme.

Regarding the workers' participation and streamlining workers' perspectives in the curricula of the academies, ACTRAV notes with satisfaction the continued engagement with the Technical Programmes of the ITC-ILO, especially EMLD and SPGT, to run special learning tracks for workers' representatives in some academies. Commendable results were achieved in the Labour Migration Academy as well as in the academies on the Social and Solidarity Economy and the Rural Economy. We would like to highlight our disappointment with workers' representatives in the Gender Academy, five out of one hundred fifty-seven (5/157), one out of one hundred and four (1/104) in the Academy on Skills Development and three out of one hundred fifteen (3/113) in the Academy on Social Security.

In this Report we regret to confirm, once again, that workers' participation in the overall number of participants in the Academies further decreased, from 6.7% in 2014 to 4.69 in 2015, including the new formula for cooperation implemented in the Labour Migration Academy. The Academies are the training events with high visibility and high numbers of participants, and are envisaged as the events that offer 'excellence' on specific topics. We reiterate our view that the Academies should fulfil the following criteria: genuinely tripartite composition of participants, tripartite curricula, and mainstreamed international labour standards. The large majority of participants should certainly be the representatives of the constituents of the ILO: governments, employers' organizations and workers' organizations. ACTRAV-Turin will continue to insist that the Centre maximizes its efforts to achieve this through financial modalities that guarantee the representation of social partners and especially of the workers. In 2015 some new formulae for ACTRAV cooperation with the Academies were tested, but the issue requires systematic rather than sporadic solutions. We are expecting from the management of the Centre to take appropriate action to remedy the situation which worsened since 2014. In 2016-2017, the ITC-ILO is implementing a new Strategic Plan accompanied by the Strategy implementation framework of the Training Department (2016-17).