



REPORT TO THE 39TH MEETING OF THE TRADE UNION TRAINING COMMITTEE

PROGRAMME FOR WORKERS' ACTIVITIES

2020

ACTRAV
Programme for Workers' Activities

Report to the 39th Meeting
of the
Trade Union Training Committee
of the International Training Centre
of the ILO
2020

This report covers the activities of the Workers' Programme in 2019 and the overview of the 2020 work plan.

This report includes information in response to the COVID 19 global pandemic which seriously affected the implementation of the Programme throughout 2020.



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1. Introduction

The Bureau for Workers' Activities (ACTRAV) is the main link between the International Labour Organisation and the world of work through one of the three ILO constituents; workers' organisations.

The Programme for Workers' Activities is the training arm of the Bureau of Workers' Activities (ACTRAV) and delivers training in Turin and selected venues around the globe.

The Programme seeks to be a global centre of excellence in the design and implementation of capacity building services for workers' organisations in support of achieving Decent Work and Social Justice.

The role of the ACTRAV Programme of Workers' Activities is to:

- **ASSIST** trade unions in their efforts to expand their memberships and activities;
- **IMPROVE** the bargaining capacity of trade unions;
- **STRENGTHEN** the ability of trade unions to represent workers; and
- **REINFORCE** trade union capacities to defend and promote the rights of workers.

To achieve its mission, ACTRAV Turin works closely with ACTRAV colleagues in

ACTRAV Geneva and in the field bringing a "One ACTRAV" approach to the work of the programme.

The content of the ACTRAV Programme reflects the wide range of issues that are connected to the activities of workers' organisations as well as matters related to the mission and mandate of the ILO.

The Workers' Activities Programme relies on partnerships and the long-standing link across the wider global ILO and ACTRAV team. This team approach enables the programme to maintain and extend the resource base for trade union education and training activities.

In addition, ACTRAV ITCILO continues to enjoy positive professional relationships with many organisations, including trade union organisations and individuals around the globe.

The TUTC shall advise the Director of the Turin Centre on all substantial aspects of training of trade union trainers executed by the Turin Centre, irrespective of the source of funding.

In particular, the TUTC shall advise on: Programme of activities; type and curricula of courses; procedures for the selection, evaluation and follow-up of courses, including regional follow-up activities where funds have been provided by the course sponsor; additional sources of funding.

2. ACTRAV ITCILO Turin Team

- ▶ Inviolata Chinyangarara, *Activity Manager*;
- ▶ Dana Ciot, *Programme Secretary*;
- ▶ Henry Cunningham, *Programme Manager*;
- ▶ Ilaria Iannazzo, *Programme Secretary*;
- ▶ Jesus Garcia Jimenez, *Activity Manager*;
- ▶ Daniela Klein, *Programme Secretary*;
- ▶ Rafael Mapalo, *Activity Manager*;
- ▶ Carlotta Monge, *Programme Secretary*;
- ▶ Clelia Pellerino, *Programme Secretary*;
- ▶ Martha Tirelli, *Programme Assistant*
- ▶ Evelin Toth, *Activity Manager*.

Janet Johnson in the roles of Junior Programme Officer working on the EU Funded Project and Luis Miguel Monje Gutierrez, gave significant levels of support to the work of ACTRAV Turin over the period.

ACTRAV Turin would like to acknowledge the substantial contribution made by Martha Tirelli who retired in 2019 after providing a consistently high level of support to the Programme and workers' organisations over many years' dedicated service at the ITCILO.

3. Key Achievements in 2019

Overview

The Programme for Workers' Activities delivered in 2019 was another successful year of implementing training activities building on the achievements of previous years.

One thousand two hundred thirty-three participants took part in the Programme across 31 training activities.

The total number of days training was 207, with a total of 9 290 participant days. Women's participation in the Programme stands at 51%.

As in previous years, participants continue to award a high post-training evaluation score to the activities attended. Scores given by participants who attended the ACTRAV Programme are one of the highest in all ITCILO programmes. Evaluation scores provided post-training by participants in 2019 consistently indicate improvements upon previous years, especially in relevance to organizational needs and learning methods.

The ACTRAV Programme offer is distinct and diverse in scope. Irrespective of the topic, the Programme continues to focus on quality and relevance. The Programme truly acts as a catalyst for further action leading to measurable and substantial improvements for workers and workers' organisations.

Following on from the previous years, a high number of participants involved with the Programme are now being reached using distance 'e-learning' modalities. The e-learning element of ACTRAV training continues to be delivered using the ITCILO dedicated e-learning platforms; e-campus, SoliComm and Decent Work Schools platforms, all offered using the ITCILO virtual learning environment.

The use of e-campus methodologies enhances the traditional face-to-face training offer and when applied as a blended offer, considerably strengthens face to face training.

As in the previous year, all core activities delivered in 2019 contained a distance-learning component to accompany the traditional face-to-face element of the training offer. This blended approach is designed to increase the participation of senior trade union officers and to ensure that all participants are adequately prepared for the face-to-face element of the training activity.

The Programme continues to include a strong focus on developing young trade union representatives and officers. By doing so, the Programme makes an invaluable contribution to the development of a future generation of union officers and activists.

The world of work across the globe presents a rapidly challenging and complex environment. The Workers'

Activities Programme and the ACTRAV team in the ITCILO who deliver it, provided direct support in strengthening workers' organisations in meeting those challenges. Throughout 2019, the Programme, following the recommendation of the TUTC, continued to serve the interests of workers organisations and at the same time, taking ILO priorities as determined by ILO Constituents into trade union organisations.

As part of this process, this report illustrates the assistance given to trade union participants to implement the priorities identified by the ILO Workers' Group building capacity with workers' organisations.

During 2019, ACTRAV Turin further strengthened its work by applying an even greater focus on ensuring effective collaboration across the ACTRAV global team, including desk officers and specialist focal points. This 'One ACTRAV' approach strengthened technical knowledge throughout the Programme, making available the best possible training experience at the disposal of participants.

The Programme continues to build on its established reputation a global centre of excellence in the design and delivery of capacity building services for workers' organisations in support of achieving

Decent Work and Social Justice. The case studies contained in this report, provide a small number of examples on how the Programme is taking forward this vision and mission.

No training Programme can stand still if it wishes to remain relevant, especially a Programme designed to promote rights at work, encourage decent employment opportunities and social protection and strengthen social dialogue, decent work and social justice.

The ACTRAV Programme and its key stakeholders should constantly and systematically, evaluate the work of the Programme and the training methodologies used with a view to the further development of the Programme to meet future needs and challenges. This annual report contains important suggestions to take forward to the work of the Programme and the service it delivers to ILO constituents.

It is hoped therefore, that this report will facilitate strategic discussions concerning important areas that strategically will enable the Programme to meet future challenges, ensuring the Programme continues to make an outstanding contribution to the work of ITCILO, the Bureau for Worker's Activities and the wider ILO.

2019 GLOBAL ACTIVITIES



Interregional

- 7 Inter-Regional-Activities
- 3 Blended Activities
- 3 Distance Learning Activities
- 1 Field Activity

Focus on:

- Freedom of Association
- Social Dialogue & Collective Bargaining
- Decent Work
- Social Security
- Labour Migration
- ILS

Americas and the Caribbean

- 4 Regional Activities
- 2 Blended Activities
- 2 Field activity

Focus on:

- Tripartism and Collective Bargaining
- Social Security
- Migration
- Decent Work

Europe & CIS

- 6 Regional Activities
- 2 Blended activities
- 1 Field activity
- 2 Campus Activities

Focus on:

- New Jobs
- Future of Work
- Wages
- Social Protection
- Youth Empowerment

Asia & Pacific

- 9 Regional Activities
- 5 Blended Activities
- 4 Field Activities

Focus on:

- Future of work
- Labour migration
- Tripartism
- Social Dialogue
- Collective bargaining
- Labour disputes
- ILS
- Promoting Gender Equality and Women Leadership

Africa

- 5 Regional Activities
- 3 Blended activities
- 2 Field Activities

Focus on:

- New Learning Methodologies
- Social Security
- Labour Migration
- International Labour Standards
- Recommendation 205

4. Follow-Up Comments Regarding the Conclusions and Recommendations from the TUTC meeting in 2019

ACTRAV Turin within the ITCILO

A.1 The TUTC adopted the Report of the training programme conducted in 2018 and congratulated ACTRAV Turin in implementing a comprehensive range of training activities.

A.2 The TUTC noted the success of the Programme in bringing a range of educational experts to support the training experience and recommended further work be done to further build partnerships with formal educational establishments and to use trade union experts as resource persons for training activities.

A.3 The TUTC welcomed the work done in developing systematic approaches to training. For example, the modular approach used in all the regional and interregional Future of Work training activities, the use of carefully designed pre and post-assessments to identify the level of the participants progress on training activities as well as the development of a roster of suitably skilled and knowledgeable experts and resource persons who are able to support a wide range of topics across the Programme.

A.4. The TUTC reiterated the importance of ensuring that International Labour Standards are mainstreamed in all training activities and that the MNE Declaration is systematically integrated into global supply chains training activities.

The Programme scores highly on the ITCILO marker system that indicates the coverage of ILS in all ITCILO training activities. The score attributed to ACTRAV is one of the highest across all ITCILO training programmes.

The Programme places great emphasis on relevance as well as using appropriate training methods that best support participants. This work is acknowledged by participants in their post evaluations scores and comments.

A.5 The TUTC welcomed the actions to ensure that participants are encouraged to develop their learning using a wide range of educational tools and techniques that are appropriate to their needs. This is evident in the increased level of satisfaction shown by participants in the ITCILO end of course evaluations.

A.6 The TUTC welcomed the increased satisfaction shown by participants in the area of learning resources and materials. A bank of accessible and up to date materials, linked to dedicated ILO themes that participants can make use of in post training activities, should be developed in 2020.

Work is constantly ongoing that builds a bank of resources across the Programme which at the same time, ensures that participants receive the best possible resources to support their training .This effort helps build sustainability across thematic areas.

A.7 The TUTC welcomed the investment and support made by ACTRAV HQ in the ACTRAV Turin Programme and called on the management of the Centre to enhance its financial support to the Programme.

A.8 The TUTC welcomed the Director's statement prioritising the ACTRAV Programme within the work of the Centre. The TUTC reiterated the importance of securing the financial sustainability of the ACTRAV Programme. The TUTC continues to emphasise in the strongest terms that the Programme for Workers' Activities cannot continue to be funded in a precarious manner relying in part on the generation of an unreliable and unpredictable surplus.

A.9 In achieving the targets set in Centre's Strategic Plan, the TUTC stresses the importance of focusing on the capacity building of constituents, and workers in particular.

A.10 The TUTC recommended that the Programme continues to target young workers on specific developmental training activities. In general, the Programme should continue to target trade union leaders under the age of 45 with a degree of flexibility being exercised to accept older participants when the type of activities may require it.

Details regarding the age of participants attending the core programme are given in this report.

A flavour of some of the work undertaken to develop young trade union leaders can be found in the case study; 'European Youth Academy on the Future of Work - A Bespoke ACTRAV Turin Project funded by the European Union' contained in this report.

Each year, designated activities that support the development of the young trade union leaders receive an important focus within the ACTRAV Programme. This report highlights in terms of numbers how many young trade union leaders have been involved in the Programme over recent years.

A.11 The TUTC welcomed progress on achieving a gender balance across the Programme whilst recommending more to be done in the case of Africa and the Arab States to achieve comparable gender rates on training activities across all regions.

Details regarding the gender balance of the programme are given in this report. Achieving a gender balance can sometimes be challenging depending on sectors or countries.

At all times, ACTRAV Activity Managers work actively to secure a gender balance across all activities and this effort is shown in the final statistics obtained for the Programme each year. Africa and Arab States remain a priority in achieving a gender balance across relevant training activities

A.12 The TUTC recommended that further work be undertaken with less represented groups such as Lusophone African trade unions, to ensure their effective participation in training activities.

When appropriate to do so, this matter is being addressed and remains a key implementation objective of the Programme.

A.13 The TUTC recommended further work to engage with the Workers' Group Secretariat, especially in relation to Global Workers' Academies.

The Programme continues to share details of all activities, including the course descriptors with the WG Secretariat.

A.14 The TUTC was once again, extremely disappointed with the low participation of Workers in ITCILO Academies in 2019 despite work done by the ACTRAV team

to increase workers' participation and involvement across the Campus. The TUTC reminds senior management that the ITCILO should ensure a balanced and appropriate participation of tripartite constituents in all ITCILO academies.

Up to date information on the performance of the ITCILO in 2019 in relation to workers' participation in Academies are given in this report. ACTRAV Activity Managers work closely with ITCILO colleagues to secure the highest number of workers' in ITCILO academies. As ever, the challenge is to ensure sufficient funding to support the maximum number of scholarships available for workers' organisations.

A.15 The TUTC recommended that consideration be given by the Director of the ITCTLO to extend the provision of infant care to participants attending ITCILO.

B.1 The TUTC welcomed the examples of partnerships with workers' organisations listed in the 2019 report and recommends further identification of good practice in providing additional examples of collaboration with regional partner organisations.

A summary of recent partnerships that support the work of the Programme are given in this report. Partnerships are already an established feature of the ACTRAV Programme. Current efforts in this area will need to be intensified if the Programme is to meet the challenges and demands of the Programme post-COVID 19 conditions.

Outcome-Based and Impact Focused Approach

C.1 The TUTC endorsed the training strategies for distance and blended learning and recommended the use of blended learning for core and regional activities. The TUTC recommended an appropriate balance be maintained between online and face-to-face modalities on training activities.

Appropriate training methodologies are offered at all times based on the needs of participants and achieving intended learning aims and outcomes. The Programme is sensitive to matching the needs of participants with the best and most appropriate training methodology. Not all participants need to have their training delivered face to face, and for some participants, online learning is not a realistic option. Professional judgements are constantly applied and evaluated in order to achieve a correct balance between the two training methodologies.

C.2 The TUTC recommended that the use of online learning be applied where the availability of technology supports the effective use of the modality in training activities. The TUTC requested that the digital divide is considered when building curricula and elaborating learning processes in order to promote inclusive learning.

Inclusive and collaborative learning is a cornerstone to the ACTRAV programme and remains so. These fundamental training elements have been successfully integrated into the ACTRAV online training offer and will continue to be as work in relation to online distance learning activities is improved and intensified.

C.3 The TUTC endorsed the approach designed to implement the project on developing Young Women Leaders. The Committee further underlined the added value of increased collaboration between ACTRAV Turin and external partners who specialise on equality in the implementation of the project. Care facilities should be provided for children whose parents participate in the course.

This matter has been brought to the attention of the ITCILO and is under consideration by the Director of the Centre.

C.4 The TUTC endorsed the proposals for undertaking a Training Needs Analysis, as well as developing an Impact Assessment on selected trainings and recommends both proposals be linked strategically. The TUTC recommended that both initiatives be implemented in the coming period in consultation with the Secretariat of the Workers' Group.

The Programme continues to work on developing a model of TNA which is appropriate to the needs of workers' organisations and which complements the political direction of ILC and WG discussions and ACTRAV operational objectives.

Activities for 2019-2020

D.1 TUTC supported the ACTRAV Turin Work Plan for 2019 and looked forward to full delivery of the Programme

D.2 The TUTC endorsed the draft 2020 Core Programme.

D.3 The TUTC recommended the inclusion of Just Transition and Climate Change as a topic in the 2021 Programme.

Long Term Strategic Developments set by the TUTC

Strategic developments identified and set by the TUTC over recent years remain on track. These developments are crucial to the ongoing success and further progression of the Programme and must be seen in relation to:

- **Ensuring quality** with a focus on training outcomes and impacts;
- The Programme remaining **innovative**;
- **Ensuring collaboration** in the design and delivery of training activities; and
- Placing a high priority on **meeting the needs of participants** and the organisations they represent.

Overall, the key developments that shape the Programme strategically are:

- The integration of the work of ACTRAV ITCILO within the ACTRAV Bureau. This approach is now established as the normal operating process for the design, development, implementation, evaluation and review of all training activities;
- Regular and systematic coordination between ACTRAV ITCILO with ACTRAV regional desk officers and ACTRAV focal points;
- The creation of effective partnerships that strengthen the Programme and which are constantly reviewed across all regions of the Programme.
- The use of distance learning methodologies that continue to be rolled out across all regions as internal experience and technical knowledge and skills development.
- Blended learning now strengthens the ACTRAV face-to-face offer in the Core Programme, improving the participants' training experience and learning journey.

5. Workers' Activities Programme 2019 – Key Facts and Figures

The Programme implemented in 2019 saw a fall in the number of training activities, the number of participants, number of training days with an with an increase in the number of participant training days. This was due

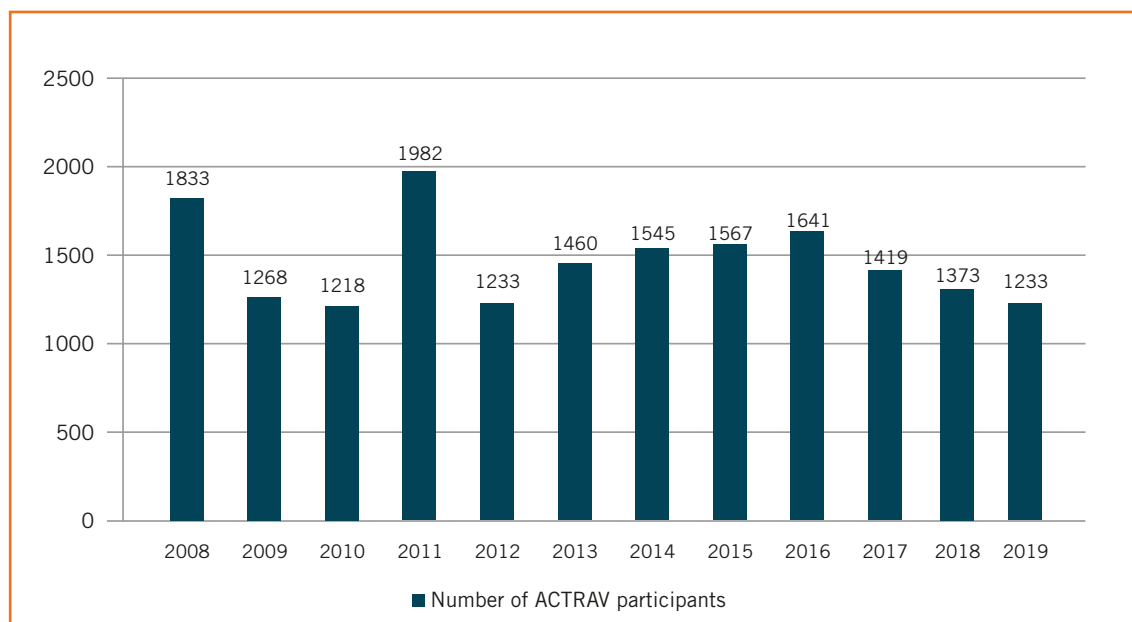
to an absence of internal funds within the ITCILO to implement activities during the summer period. Funds became available from September 2019 onwards.

Activities, Participants, Days of Training and Participants Days: 2015 to 2019

GROWTH OF ACTIVITIES, PARTICIPANTS, DAYS OF TRAINING AND PARTICIPANT DAYS 2015-2019

Year	2015	2016	2017	2018	2019
No. training activities	55	49	37	43	31
No. participants	1,567	1,641	1,419	1,373	1,233
No. days of training	334	311	209	244	207
No. participant days	9,416	12,893	9,027	8,667	9,290

NUMBER OF ACTRAV PARTICIPANTS 2008 TO 2019



PARTICIPANTS BY REGION 2016 TO 2019

Region	Participants in 2016	Participants in 2017	Participants in 2018	Participants in 2019
Africa	290	162	246	354
Americas	693	700	548	371
Asia-Pacific	347	187	212	236
Europe	284	343	339	257
Arab States	26	15	28	15

Type of Training	Number of participants
Blended-Campus	175
Blended-Field	220
Campus	139
Distance	496
Field	203
Total	1233

For activities delivered in 2019, the above table illustrates where training occurred.

Overall, the programme continues to address regional priorities with a training offer that is truly global in outreach.

The above table shows the number of training activities hosted in Turin and in the Field.

Some field activities delivered in Africa, the Americas and Asia and the Pacific were blended activities, i.e. they contained elements of online training with face-to-face classroom-based training.

Striking a balance between ITCILO Turin based and ITCILO Field-based activities contain a number of important and sensitive operational factors.

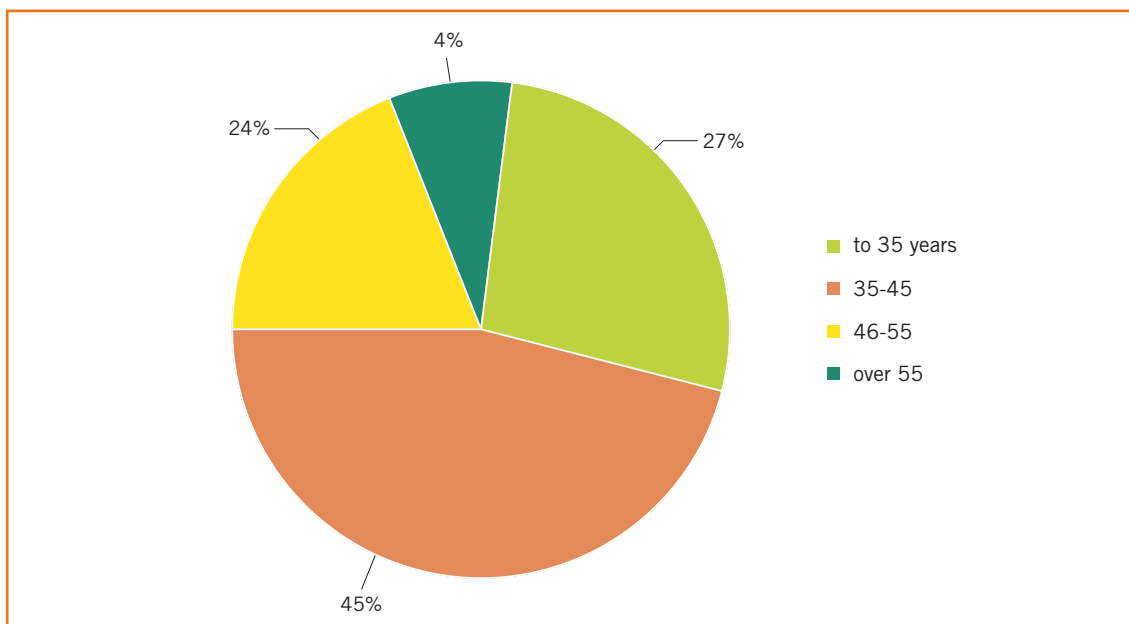
Key factors to be considered are the importance of involving a greater number of participants through activities delivered in the field, and at the same time, maintaining a significant level of ACTRAV led training on the ITCILO campus.

N.B.

Please note that the format for the data given in this report reflects the historical approach consistently used by ACTRAV ITCILO in previous TUTC reports. The statistical data provided in other ITCILO reports may be presented differently.

AGE OF PARTICIPANTS ATTENDING THE CORE PROGRAMME

Age (% of all core courses)	35 years or below	35-45 years	46-55 years	over 55 years
2017	28%	53%	15%	4%
2018	27%	46%	19%	8%
2019	27%	45%	24%	4%



The age of participants is always given great consideration when reviewing applications to the Programme.

In general, the Programme attempts to attract participants who have the ability to use and implement the ACTRAV training they receive. This also means that ACTRAV should be able to better track individuals over a longer period to evaluate the usefulness and impact of the training received.

Please note, for reasons of maintaining consistency, the analysis of age-related data concerns the core programme only.

Age-related data for the Programme is available for all activities. However, the focus on participants' age is consistently applied to the core programme since reliable historical data extending over many years exists for core activities.

In summary, 72% of participants in the core programme were 45 years or below. Significantly, 2019 saw a halving of participants aged over 55 from the previous year.

Ensuring a Gender Balance

The ITCILO collects gender-disaggregated data that shows the level of women's participation in training activities organized by the Centre. Along with ACTRAV, the Centre places great emphasis on achieving gender equality in all areas of its work.

ACTRAV Turin contributes to this goal by:

- Prioritising the selection of women participants;
- Prioritising the involvement of women as resource persons;

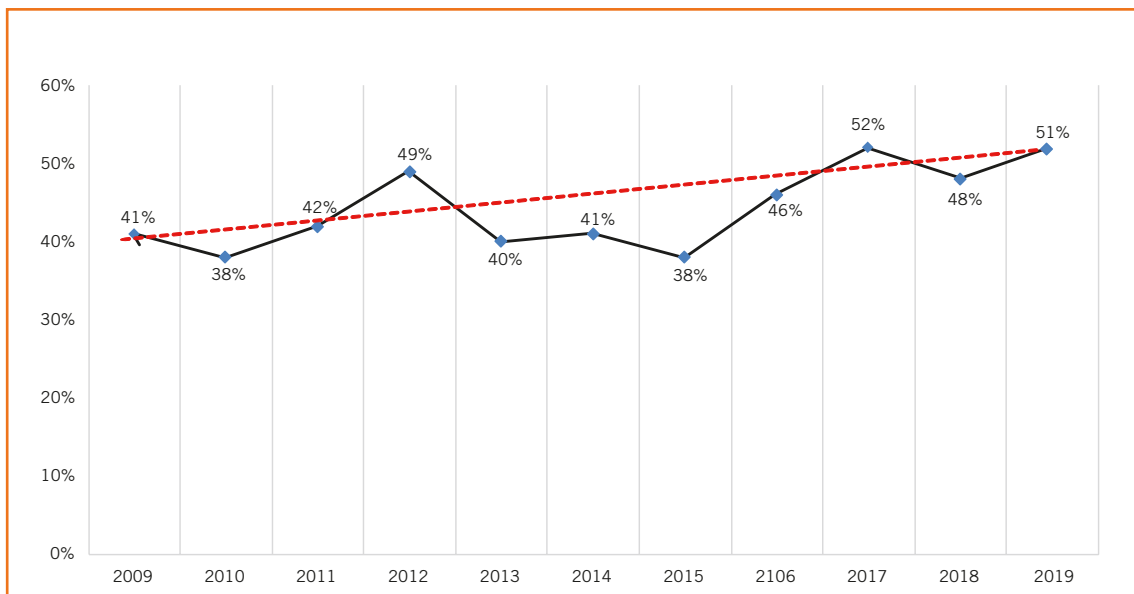
- Promoting the empowerment and development of women trade union leaders;
- Mainstreaming a gender approach in all activities; and
- Maintaining gender and diversity focal points in the ACTRAV team.

The overall participation of women on the Programme in 2019 is 51% of the total number of participants.

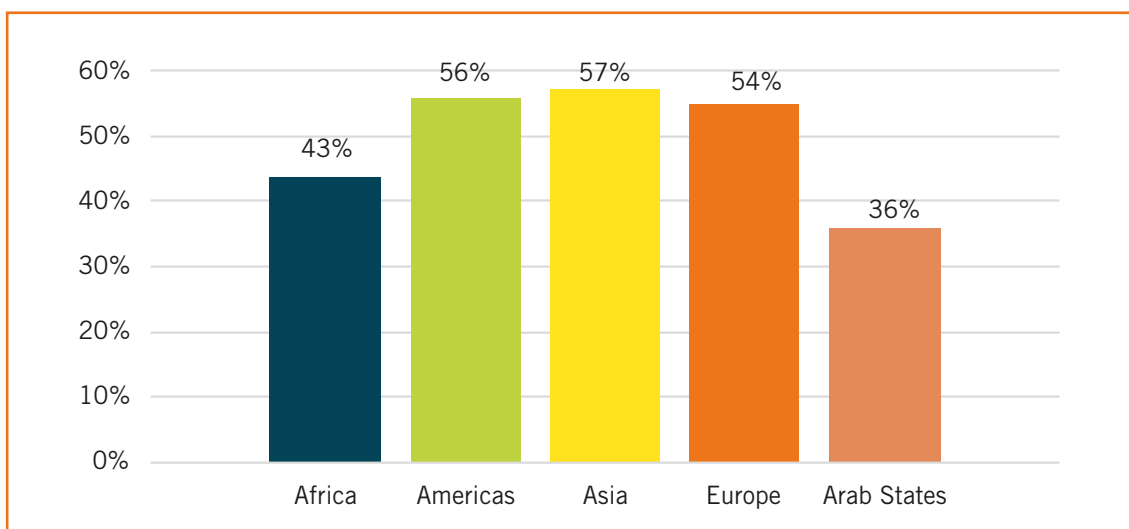
PARTICIPATION OF WOMEN ATTENDING TRAINING IN 2019 BY MODALITY

Women in Blended Turin Activities	52%
Women in Blended Field Activities	48%
Women in Distance Learning Activities only	55%
Women in Field Activities only	46%

The following graphs illustrate progress towards ensuring a gender balance across the ACTRAV Programme.



WOMEN IN CORE COURSES BY REGION - 2019



Overview of the number of activities and participants over the previous five years

The following data may be useful in understanding a fuller picture in relation to the

number of training activities and participants attending training across each region.

Number of training activities per region	2015	2016	2017	2018	2019
Africa	8	8	5	6	5
Americas	14	10	10	7	4
Asia – Pacific	15	12	9	11	9
Europe	10	9	9	10	6
Arab States	1	1	2	2	0
Interregional	7	9	2	7	7
TOTAL	55	49	37	43	31

Number of participants per region	2015	2016	2017	2018	2019
Africa	204	290	162	246	354
Americas	591	693	700	548	371
Asia – Pacific	362	347	187	212	236
Europe	400	284	343	339	257
Arab States	10	26	15	28	15
TOTAL	1567	1640	1407	1373	1233

6. Assuring Quality in the Programme

The training offered in the Programme of Workers' Activities is regarded high quality by participants. All available evidence and data demonstrates this.

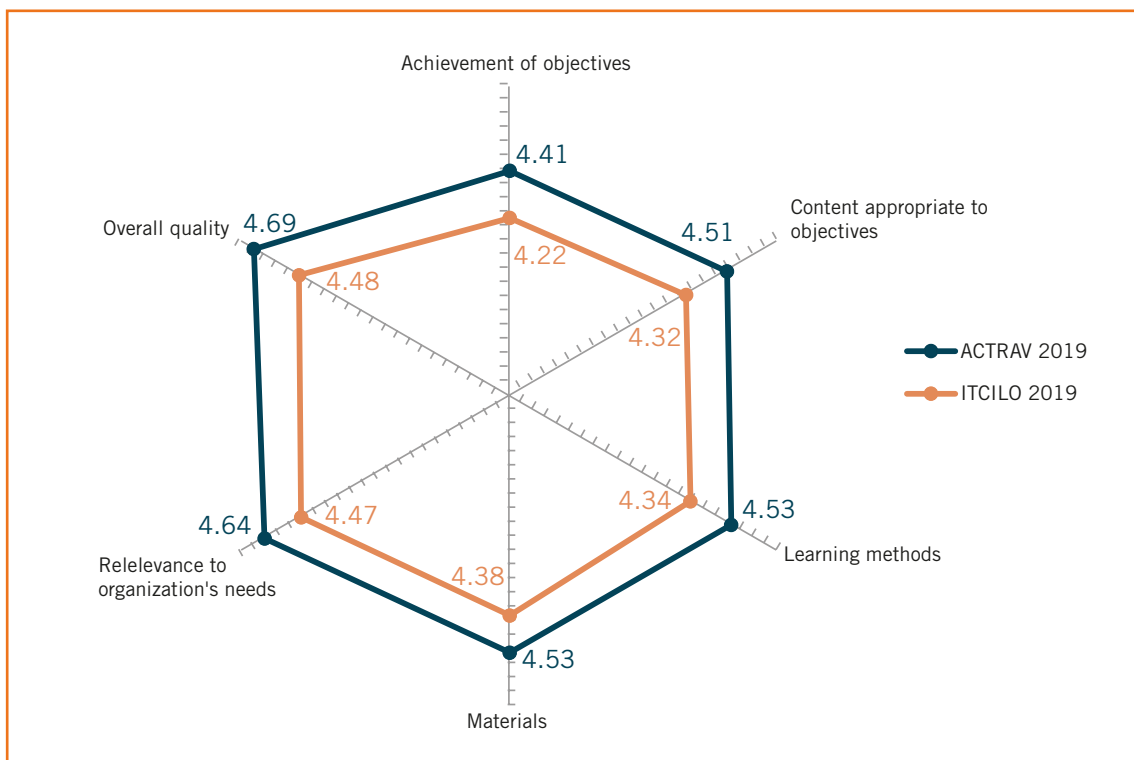
The ITCILO makes use of a long-established evaluation methodology independent of the training staff and activity managers. Participant responses are completely anonymous, with results provided at the end of training activities for consideration by the activity and programme manager.

ITCILO Evaluation Tools

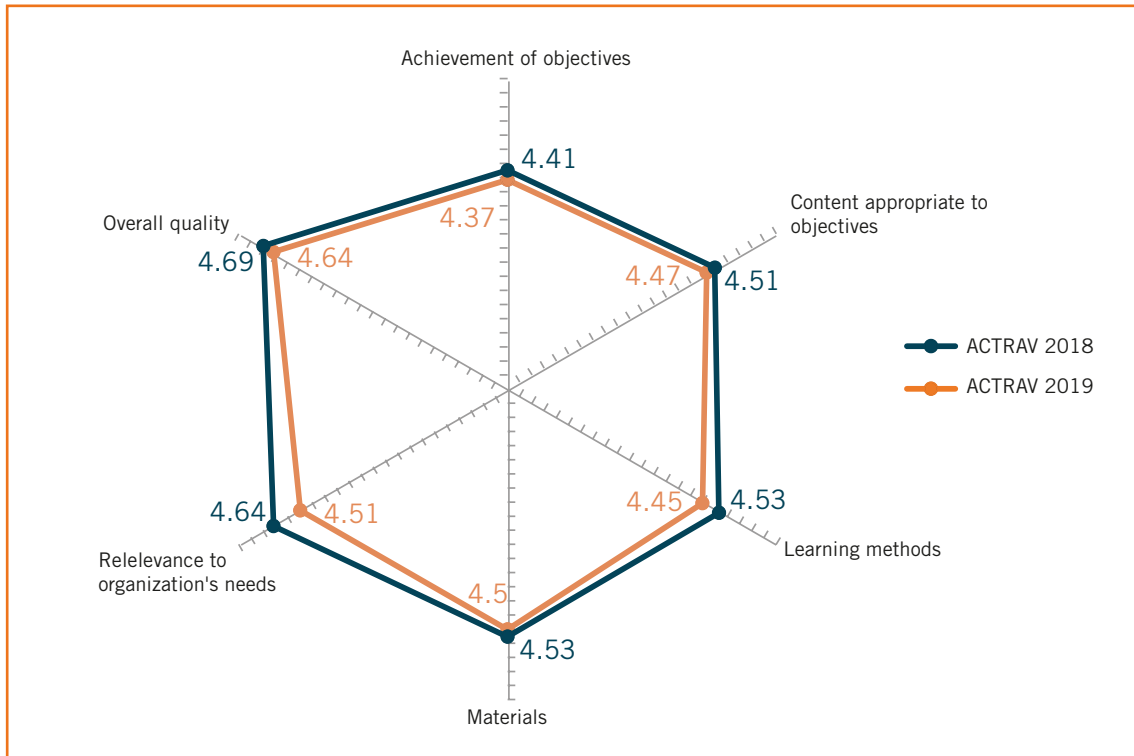
A key instrument in ensuring quality is the end of activity evaluations.

The aggregated evaluation scores for the Centre and the Programme are given below using the standard ITCILO 'radar' graph format.

ACTRAV AND ITCILO COMPARISON



ACTRAV PROGRAMME - YEAR ON YEAR COMPARISON



FOR DISCUSSION

Aside from the regular ITCILO elements that define 'quality', the TUTC is invited to discuss any additional factors we may wish to consider in defining quality from the perspective of delivering an educational and training service to workers' organisations.

7. Income and Expenditure 2019

The financial report shown provides the ACTRAV income and ACTRAV contribution to Fixed Costs for the Centre (CFC).

During 2019 the total income amounts to 1 865 503 Euros with a contribution to fixed costs of 531 896 Euros. The comparable figures for 2018 were 2 004 417 Euros and 606 472 Euros.

The tables below show:

- Overview of the income and contribution to fixed costs for the year 2019
- The complete financial report for 2019
- Allocation of Captive Funds and Regional RBTC for 2019

FINANCIAL REPORT 2019

	2015	2016	2017	2018	2019	Difference vs previous year
Italian contribution	€180,000	€360,000	€210,000	€240,000	€280,000	€40,000
RBTC/TC/ACTRAV	€653,702	€775,855	€674,935	€787,610	€582,797	€204,813
RBTC/TC/ REGIONAL	\$263,516	\$284,000	\$173,513	\$299,220	\$180,318	\$118,902
ILO Various	€149,017	€340,738	€56,063	€99,078	€88,728	€10,350
Captive (special allocation ACTRAV/ ACTEMP) including Surplus	€549,000	€90,000	€240,712	€140,000	€160,000	€20,000
Additional allocation from Training Department	€179,556	€180,000	None	€28,730	€30,000	€1,270
Contribution from projects	€614,589	€451,276	€497,549	€358,488	€511,500	€153,012
Self-paying	€20,923	€18,301	€7,500	€15,000	€8,280	€6,720

	2015	2016	2017	2018	2019
Total income	€2,497,372	€2,558,575	€1,834,576	€2,004,417	€1,865,503
Total CFC	€811,465	€719,490	€567,780	€606,472	€531,896
%CFC vs Target	85%	91.1%	71%	93.3%	77.1%
Target	€950,000	€790,000	€800,000	€650,000	€690,000

ALLOCATION OF CAPTIVE FUNDS

	Italy MAE	Surplus
2013	€300,000	€363,140
2014	€300,000	€718,858
2015	€180,000	€728,556
2016	€360,000	€270,000
2017	€210,000	€240,712
2018	€240,000	€168,730
2019	€280,000	€160,000

ALLOCATION OF REGIONAL RBTC

	RBTC/TC
2013	\$182,000
2014	\$234,000
2015	\$263,000
2016	\$284,000
2017	\$173,513
2018	\$299,220
2019	\$180,318

**Including allocation from the Training Department.*

Contribution to the Programme by Sponsors

As in previous years, several trade union organisations contributed to ACTRAV training activities by providing direct funds or by providing ‘in-kind’ contributions. Such contributions are increasingly important; they greatly assist the delivery, effectiveness and impact of the ACTRAV training programme.

In 2019, the Programme continued to receive finance and/or contributions in kind from: Singapore TUC (SNTUC), the Korean Labour Foundation (KLF) and the Japan International Labour Foundation (JILAF).

8. Workers and Employers Participation in all ITCILO Academies 2019

The following section contains information regarding the participation of workers representatives who attended ITCILO Academies in 2019.

The number of workers who participate in ITCILO Academies stands at 79 as compared to 58 in 2018.

For comparison, the data also shows the participation of Employers' representatives.

The list of ITCILO Academies is presented by the respective ITCILO Training Programme:

ILSGEN: International Labour Standards & Gender

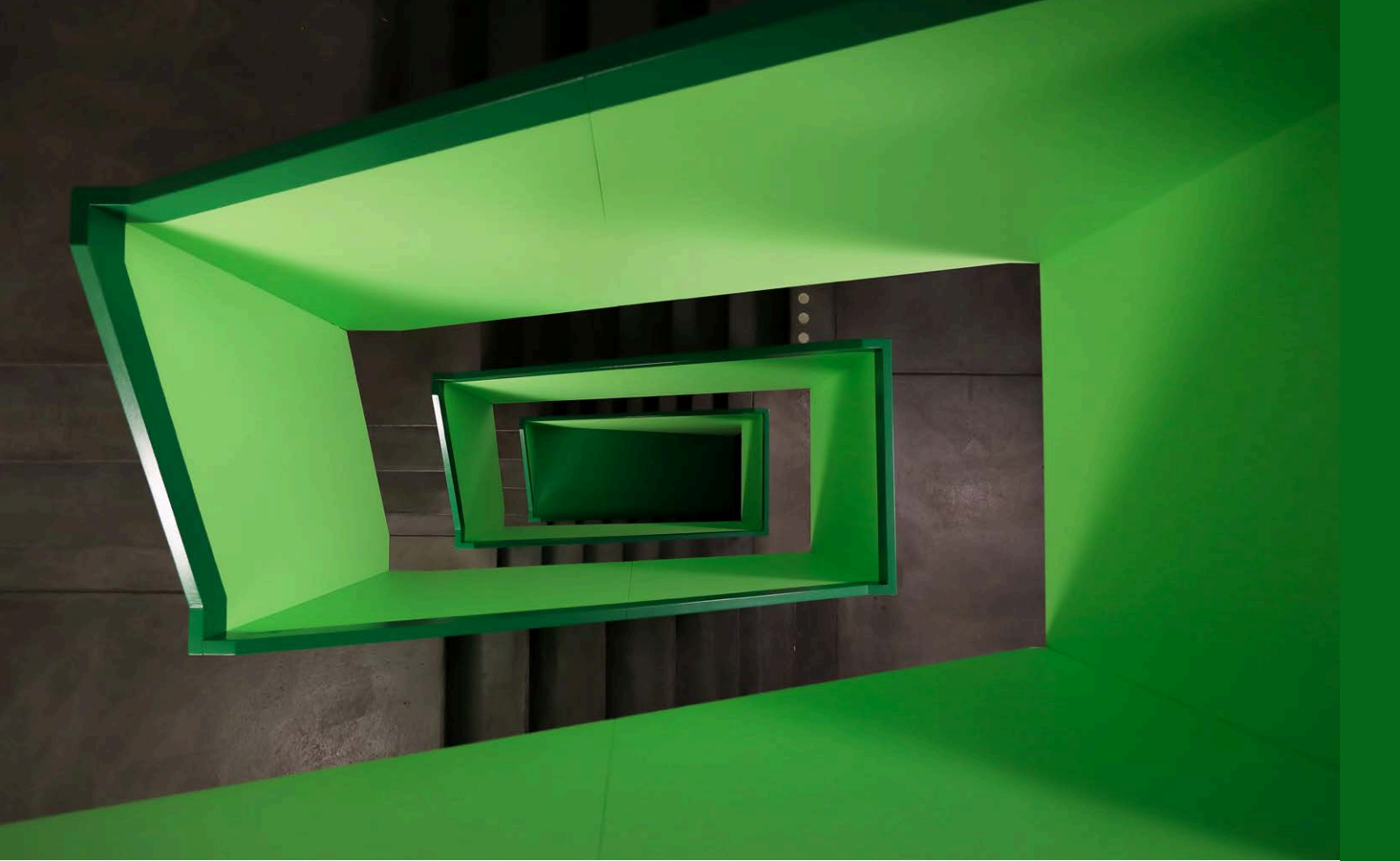
EMLD: Enterprise, Microfinance and Local Development

EPAP: Employment Policy and Analysis Programme

SPGT: Social Protection, Governance and Tripartism

TDIR: Training Department

(see table on the following page)



9. **European Youth Academy on the Future of Work - A Bespoke ACTRAV Turin Project funded by the European Union**
10. **Towards Strengthening Peace, Stability and Decent Work in the Horn of Africa and East Africa: Trade Union Policies and Strategies**
11. **Strengthening Trade Union Strategies to Promote and Defend Workers' Rights for Decent Work and Sustainable Development for Trade Unions in Central Africa: 2019-2020**
12. **Trade Union Training Designed to Strengthen Tripartism, Social Dialogue and Collective Bargaining**
13. **Trade Union training on Tripartism, Social Dialogue and Collective Bargaining.**
14. **Supporting Social Dialogue and Constructive Industrial Relations in the Ready-Made Garment Sector in Bangladesh**
15. **Recognising the Importance of Partnerships in Strengthening Capacity Development for Workers' Organisations**
16. **Blended and Distance Learning**

This section of the Report contains a 'snapshot' of selected case studies to enable TUTC members to review key thematic and regional activities implemented in 2019.

The following case studies demonstrate the Programmes commitment to:

- Developing young trade union leaders;
- Dealing effectively with issues surrounding peace, fragility and resilience;
- Promoting decent work and sustainable development;
- Promoting social dialogue and collective bargaining;
- Establishing harmonious industrial relations approaches in a manufacturing sector contributing to high levels of export earnings; and
- Developing collaborative action, ensuring greater training outcomes than the sum of any individual contributions.

9. European Youth Academy on the Future of Work: An ACTRAV Turin Project funded by the European Union



Introduction

In light of the ACTRAV long-standing commitment to promoting Decent Work for youth and the recent experience in delivering capacity-building projects dedicated to boosting young trade unionists' skills and knowledge, the 2019 edition has been designed with a strong linkage with the ILO Centenary initiatives. A total of 113 young trade union activists and officers from 26 European countries have participated in a training package composed by several activities, with a mixture of residential and online training and events.

Venue: Turin, Italy and the ITCILO e-campus

Training Aims and Objectives

As a result of the activity participants were able to:

- design trade union action based on the different drivers that will affect the future of work
- be equipped with a clear understanding of the possible scenarios and with a stronger capability to react and respond to the new challenges of the future of work
- debate and exchange knowledge on fundamental freedom and rights at work;
- improve young unionists' daily work, visibility and representation of young workers in trade union organisations
- empower and increase action and visibility of the ETUC Youth Committee

Participating Organisations (48 in total)

FGTB Belgium; CSC Belgium, PODKREPA Bulgaria; KNSB Bulgaria; ITUC, Croatia; UATUC, Croatia; LO, Denmark; EAKL, Estonia; STTK Finland ; UNSA France ; CFDT France ; CGT-FO France ; DGB Germany ; GSEE Greece ; SZEF Hungary ; ICTU] Ireland ; UIL Italy ; CGIL Italy ; CISL Italy ; LBAS Latvia ; LPSS/K Lithuania ; CMTU Malta ; GWU Malta ; FNV Netherlands ; FZZ Poland ; NSZZ SOLIDARNOSC Poland ; UGT Spain; CGTP-IN Portugal ; KSS Macedonia ; CCM Macedonia ; TUC NEZAVISNOST Serbia ; BNS Romania ; CNSLR-FRATIA Romania ; CARTEL ALFA Romania ; ZSSS Slovenia; CCOO Spain; USO Spain ; SACO Sweden ; LO Sweden ; HAK-IS Turkey ; TURK-IS Turkey ; UNITE the Union, UK ; EFBWW - European Federation ; EFFAT -European Federation ; ETF - European Federation ; and IndustriAll Europe

Summary of the Training

The project was designed around a training package that included the following elements:

■ **A4712327, European Youth Academy on the Future of Work**

ITCILO, 1 April 2019 – 5 April 2019

Fifty-two participants, with 56% of young women, from 22 countries had an intense four days and a half to complete a training programme around the following themes: labour standards, global dimension, inequalities and employment. The outcome of the academy was the collective draft of the youth statement endorsed by the ETUC Youth Committee.

■ **Survey on Youth Representation in Trade Unions**

Online, 1 May 2019 – 12 July 2019

The online survey gathered responses from 32 ETUC affiliated Organisations of 26 countries aiming to map different practices across Europe on youth representation in trade unions. The main findings of the survey were presented during the December European Youth Empowerment Conference and will inform the action of the new elected ETUC Youth Committee.

■ **Post-academy distance phase and collection of national action plans on E-campus**

Online, 13 May 2019 – 28 June 2019

The distance phase involved 29 participants with 22 submitted action plans mainly focused on the ETUC Youth Committee priorities linked to the modernisation of trade union structures, communication and on organizing strategies to address membership decline and related issues. Participants received online mentorship support, with consultations, guidance and an individual tailor-made support for developing their action plans. The mentoring offer was provided by Tea Jarc, President of Slovenian trade union Mladi plus, a junior project officer in charge of the distance learning of the project.

■ **A4012330 , Follow up event: European Youth Empowerment Conference**

ITCILO, 9 December 2019 – 12 December 2019

The final conference was the opportunity for 94 participants for networking and strengthened alliances and relationships

at National and European level. The event included a mixture of training methodologies and interactions with a focus on the future of Trade Unions, future of work, climate change and eliminating violence and harassment in the world of work. The participants have gained

knowledge and experience thanks to the high-level contributions from, among the others, ACTRAV HQ Director M.H. André, ILO Future of Work Global Commissioner P. Jennings, ETUC newly elected Confederal secretary L. Voet and UNI Global Union Finance Director A. Di Cristo.

FOLLOW UP AND FUTURE ACTIONS

From the final report of the ITCILO impact assessment, the selection of 15 interviewed participants declared their appreciation for the project. They testified to have acquired significant skills allowing them to improve their position within their organization based on their increased capacity to plan and implement actions of quality on the different topics presented.

At the end of the project, the global outreach of 113 participants coming from 26 European countries, has resulted in the establishment of a group able to strengthen the impact of the training thanks to the valuable peer-to-peer exchanges. The strong partnership with ETUC and ETUI has highly contributed to the successful implementation. Its positive effect is also reflected in the composition of the newly elected Youth Committee. The youth body at European Level now counts a great number of ACTRAV former participants, demonstrating the deep empowerment deriving from an accurate training offer. In addition, the newly elected President Tea Jarc, has worked four months for with ACTRAV within the framework of the project.

The 2020-2021 edition of EU project is focusing on the world of industry with the IndustriAll-Europe Youth Academy, with a great emphasis on digitalisation and just transition.

10. Towards Strengthening Peace, Stability and Decent Work in the Horn of Africa and East Africa: Trade Union Policies and Strategies



Venue: Nairobi, Kenya,
9th - 13th December 2019

Introduction

This training was a follow up of previous capacity building programmes implemented by ACTRAV Geneva and ACTRAV Turin in collaboration with ITUC- Africa. It builds upon the ongoing peace processes in the sub-region discussing common approaches and strategies for the sub-region leveraging on the opportunities availed by the tools developed by ACTRAV. ACTRAV has developed a number of tools relevant in enhancing trade union understanding of ILO R.205 focusing on its practical implementation and on the role trade unions can play in promoting peace and stability during situations of conflict and disaster. These include the ACTRAV Guide to employment and decent work for peace

and resilience R. 205. *A training manual on R.205 supplements this guide. These tools complement the ACTRAV policy brief on R.205 developed in 2017.*

Training Aims and Objectives

As a result of the activity participants were able to:

- Become aware of the content of the final version on the 'ACTRAV Guide to employment and decent work for peace and resilience R. 205' and its practical use in trade union training within the framework of ILO R.205
- Be exposed to real-life experiences and concrete practices of R.205 implementation based on the case studies and best practices exposed in the ACTRAV guide.

- Envision feasible and sustainable strategies to promote workers' rights in times of crisis, conflict and disaster with special focus on the rights of vulnerable groups (migrants, women, youth and children)
- Revisit union-owned roadmap, policy guidelines and intervention tools for promoting a culture of peace and resilience in the sub-region.
- South Sudan Workers' Trade Union Federation (SSWTUF), South Sudan
- National Organization of Trade Unions (NOTU), Uganda
- Central Organisation of Trade Unions (COTU-K)
- Rwanda Workers' Trade Union Confederation (CESTRAR), Rwanda,
- Trade Union Confederation of Tanzania TUCTA (Tanzania),

Sub-Regional Organisations: EATUC, HACTU, ITUC-Africa

Participating Organisations

Priority in the selection of participants was afforded to participants who had been involved in previous capacity building programmes on R. 205 organised either by ACTRAV and/or by the ITUC-Africa. The aim was to build upon the theoretical knowledge and utilise this training more practical approaches in the practical use of R205 and other ILO tools on promoting peace and stability.

The training involved 28 participants comprised of decision-makers and/or technical experts of national and sub-regional trade union organizations directly responsible for issues of conflicts, crises, disasters, industrial relations and social dialogue. Focal persons responsible for women and youth committees were fairly represented. The following organizations were represented:

- Confederation of Ethiopian Trade Unions (CETU), Ethiopia
- National Confederation of Eritrean Workers (NCEW), Eritrea
- Central Organization of Trade Unions (COTU), Kenya
- Federation of Somalia Trade Unions (FESTU), Somalia
- Sudan Workers' Trade Union Federation (SWTUF), Sudan

Summary of the Training

Using the world café methodology, participants reflected on the peace and stability situation in the sub-region. This facilitated sharing of information and experiences of trade union involvement in promoting peace and stability through social dialogue. A 'R.205 glossary' interactive activity helped participants to revisit the key principles embodied in the content of R.205 as well as connecting them to approaches and measures promoted in ILO policies and ACTRAV materials and tools on R.205.

An intervention by ILO Kenya outlining the activities of PROSPECTS project (Partnership for improving prospects for forcibly displaced persons and communities) exposed participants to active real-life situations on promoting decent work in crisis situations including armed conflicts and natural disasters. Participants from NOTU (Uganda) shared experiences on their involvement in the PROSPECTS technical cooperation project.

An overview on a joint study conducted by ACTRAV and ACT/EMP "*Managing conflicts Disasters: Exploring Collaboration between Workers' and Employers' Organisations*"

prepared participants for a fishbowl discussion and sharing of experiences, opportunities and prospects around the following issues:

- Existing initiatives and policies that seek to maintain an environment for continued employment, decent work, and commercial activity,
- Existing efforts to build resilience in situations of conflict and/or major destruction by disasters, examples on how have employers and workers' organizations cooperated through social dialogue to prevent crises, promote peace, and enable recovery?
- How workers' and employers' organizations collaboration in crises can

be strengthened and good models replicated elsewhere?

Active training methods empowered participants to discuss in small groups some of the case studies and questions raised in the ACTRAV R 205 guide. As a result, participants fully engaged in discussion groups throughout the different phases of the training. Video clips illustrating various aspects of the impact of crisis, conflict and disasters provided a framework for small group discussions on what role trade unions in collaboration with other stakeholders can play in various phases of disaster management cycle.

FOLLOW UP AND FUTURE ACTIONS

Participants developed action plans to be implemented at various levels. A common request was the need for national tripartite training on ILO R.205 and its potential in stimulating peace and stability. Somalia, Kenya and South Sudan were proposed as pilot countries for this training. ACTRAV Turin will explore possibilities for designing online courses on R.205 and role of trade unions in peacebuilding. East Africa Trade Union Confederation (EATUC) and Horn of Africa Confederation of Trade Unions (HACTU) in cooperation with ACTRAV field will follow up the implementation of national plans of action.

To ensure constant sharing of information and sustained efforts in strengthening and empowerment of trade unions with updated information and tools on ILO R.205, participants committed to set up and East Africa/Horn of Africa Trade Union Network on Promotion of Peace Building. This initiative aligns with the resolves of EATUC, HACTU and ITUC-Africa to promote sharing of best practices and lessons learnt from various trade unions initiatives in peace building efforts.

11. Strengthening Trade Union Strategies to Promote and Defend Workers' Rights for Decent Work and Sustainable Development for Trade Unions in Central Africa: 2019-2020



Venue: Yaoundé, Cameroon,
2nd - 6th December 2019

Introduction

Despite the almost universal ratification of the key ILO Conventions by countries in the Central African sub-region, the 2019 report of CEARC confirms that ratified ILS is not being given adequate importance by ILO member states. Also, while doing their best to promote compliance with fundamental ILO Conventions, participants reported that trade unions are challenged with limited capacities, meagre resources, and many other competing priorities constraining them to maximize opportunities and strategic use of ILS and the ILO supervisory mechanism altogether.

This project being implemented with financial support from the **Walloine-Bruxelles International**. Aimed to scale up and continue the capacity building efforts for strengthening capacities of workers' organizations to be able to address the deteriorating trade union and human rights situation in the Central Africa Sub-Region. The training is a follow up to a series of distance learning (DL) courses organised by ACTRAV Turin and ACTRAV Yaoundé in collaboration with ITUC-Africa.

Training Aims and Objectives

As a result of the activity participants were able to:

- **Recognise** the critical role trade unions play in promoting peace and social

justice through the strategic use of ILO ILS.

- **Function** as trade union focal points on the strategic use of the ILO system for the promotion of social justice.
- **Advance** trade union influence in human and trade union rights agenda, especially within the context of instability and fragility.
- **Formulate** union agendas for promotion of human and trade union rights and influencing contents of members' states reports to the ILO Committees.
- **Establish** solidarity networks for active exchange, sharing of information and united actions in relation to trade union and human rights promotion.

Participating Organisations

Twenty-four participants (15 women) middle-level trade union human and trade union rights activists responsible for trade union education, campaigns on decent work and workers' rights were the central focus for the training.

The following organisations were involved:

1. **Cameroon** (Centrale Syndicale du Secteur Public – CSP, Confédération des Syndicats Autonomes du Cameroun (CSAC), Unions des Syndicats Libres du Cameroun (USLC), Confédération Syndicale des Travailleurs du Cameroun (CSTC).
2. **Chad**; Union des Syndicats du Tchad (U.S.T), Confédération Libre des Travailleurs du Tchad (CLTT)
3. **Congo Republic**, Confédération Syndicale Congolaise (CSC), Confédération des Syndicats Libres et Autonomes du Congo COSYLAC.

Confédération Syndicale des Travailleurs du Congo CSTC

4. **Democratic Republic of Congo**, Confédération Démocratique du Travail (CDT), Confédération Syndicale du Congo (CSC), Union Nationale des Travailleurs du Congo (UNTC), Confédération Syndicale du Congo (CSC)
5. **Central African Republic**; Confédération Syndicale des Travailleurs de Centrafrique (CSTC). Union Syndicale des Travailleurs de Centrafrique (USTC), Confédération Nationale des Travailleurs de Centrafrique (**CNTC**)
6. **Gabon**: Confédération Syndicale Gabonaise(COSYGA), Confédération Gabonaise des Syndicats Libres (CGSL)

Summary of the Training

The project through which this training was possible was designed in a modular approach:

- **First phase:** included a DL training eight weeks tailor-made activity on ILS, gender mainstreaming and non-discrimination for Francophone African trade unions. Of the 300 participants that enrolled for training, 60% were from the six countries prioritised for this project.
- **Second phase:** was a face-to-face training organised by ACTRAV Yaoundé in collaboration with the ITUC-Africa. The course entitled "Trade unionism for social justice in Central Africa": November 2018 targeting 24 union activists' workers' representatives in Central Africa. The training took place in Brazzaville, Congo.

- **Third phase** involved a certificated course implemented for 8 weeks via DL from May- July 2019 targeting 200 men and women unionists from trade union organisations in the six Francophone countries of the sub-region: (Cameroon, Congo Republic, DRC, Chad, Central Africa Republic and Gabon).
 - **Fourth phase:** was a culmination of phase 1- 3. The WBI financially supported the implementation of the final face-to-face training bringing together former participants from the 1st- 3rd phase of the training on ILS.
- The fourth phase had other sub-methodologies that included:
- i. Development of a 9 module USB Trainers' Handbook on ILS (French edition) which was compiled by leveraging on already existing ACTRAV database of training materials on the various elements of the decent work agenda, a collation of relevant ILS materials.
 - ii. The ILS USB handbook is a comprehensive guide resource with materials useful in training workers on the basic principles of the ILO ILS system and its potential for protecting and promoting workers' rights for the achievement of sustainable development. The USB handbook comprises materials of learning per theme or session complemented by handouts, videos and exercises.
 - iii. The face-to-face training methodology utilised interactive and hands-on approaches, aimed at increasing the participants' capacity to increase their competencies.
 - iv. Participants had the opportunity to interact with trainers and peer learners and addressed any concerns faced in articulating the topics.

FOLLOW UP AND FUTURE ACTIONS

In line with the WBI project design, six national ToT activities replicating the format and content of Yaoundé face-to-face training will be organised by participants in their own countries. The USB ILS handbook will allow participants to tailor-make and adapt national training. These activities are also a practical process for individual implementation of the follow-up action plans developed by the participants. In order to foster inter-union close collaboration and cooperation federations in one country will organise joint activities, and each of the trainers will take turns to facilitate sessions. National ToT phases will be organised with the support and financial resources from ACTRAV Yaoundé office and the ITUC-Africa.

ACTRAV Turin will develop another funding proposal to WBI for 2020-2021 activities targeting trade unions in the Central Africa sub-region.

12. Trade Union Training Designed to Strengthen Tripartism, Social Bargaining and Collective Bargaining in Asia



Venue: Seoul, Korea 22nd - 26th July 2019

Introduction

The blended training programme was comprised of a three-week distance learning (DL) and a five-day face-to-face learning event. It was a capacity development event to help improve trade union capacities to influence policies and address decent work deficits through tripartism, social dialogue, and collective bargaining at the regional, country, and factory levels. ACTRAV Turin implemented the course in cooperation with the Korea Labour Foundation (KLF) on the event of the 10th anniversary of ITCILO-KLF framework of collaboration.

Training Aims and Objectives

Specifically, the training aimed to contribute to strengthening the participants' knowledge

and understanding of the key concepts, normative framework, trade union tools and resources, challenges, country-specific contemporary experiences, and good practices on tripartism, social dialogue, and collective bargaining.

It also aimed to promote the effective practice of social dialogue, primarily as an approach towards effective recognition of workers' rights to join unions and bargain collectively, in preventing and resolving labour disputes, in promoting gender equality, stronger trade union voice and representation in the SDG processes. It was designed to enable trade unions to use social dialogue mechanisms and processes to influence the development and implementation of labour and social policies, including Decent Work Country Programmes (DWCPs) in the context of the reformed UN Governance System.

Participating Organisations

Eighteen participants from 11 countries, representing 15 national labour centres, one global union federation, and a local cooperation partner benefitted from the training. The participation rate of women was 56 per cent.

Participating workers' organizations included the Bangladesh Mukto Sramik Federation (BMSF), the Fiji Trades Union Congress (FTUC), the India National Trade Union Congress (INTUC), the Hind Mazdoor Sabha (HMS), the Confederation of Indonesian Trade Union (CITU), and Konfederasi Serikat Buruh Sejahtera Indonesia (KSBSI).

The Malaysian Trades Union Congress (MTUC), the Nepal Trade Union Congress (NTUC), the General Federation of Nepalese Trade Unions (GEFONT), the Pakistan Workers Federation (PWF), the Federation of Korean Trade Union (FKTU), the Federation of Free Workers (FFW), and the Sentro ng mga Nagkakaisa at Progresibong Manggagawa (SENTRO).

The Samoa Workers Congress (SWC), the Vietnam General Confederation of Labour (VGCL), the Korea Labour Foundation (KLF), and the Building and Woodworkers International (BWI – Bayanihan, Qatar).

Summary of the Training

The DL component covered three important subthemes of the course. These include: (a.) The ILO Decent Work Agenda and international labour conventions, (b.) the ILO Centenary Campaign towards Universal Ratification of Convention No. 144, and (c.) Experiences in advancing the 2030 Agenda through social dialogue.

The DL provided an overview and presented the desired outcomes of the course. It offered space for an initial virtual interaction among the participants. The content and resource materials were in a combination of formats such as PDF documents, hand-produced materials, and videos, among others. Participants completed weekly tasks and interacted with fellow participants and with the online tutors. Participants were also required to complete two ITCILO massive open online courses (MOOCs), which were integrated into the DL design: (1) Introduction to International Labour Standards, and (2.) Tripartism, Social Dialogue, and Collective Bargaining.

The face-to-face component provided a comprehensive discussion on the ILO's normative framework on tripartism, social dialogue, and collective bargaining, particularly the ILO C144 Tripartite Consultation Convention (1976) and the fundamental labour standards, specifically C87 (1948) and C98 (1949) Freedom of Association and Collective Bargaining Conventions. Participants shared contemporary experiences, good practices and lingering challenges at the national and factory levels. They assessed the efficiency and state of workers participation in social dialogue mechanisms in their respective countries through a mapping exercise. They analyzed and proposed policy recommendations to ensure the consistency of national legislations, mechanisms, and processes with the principles of the Conventions. The Federation of Korean Trade Unions (FKTU) and the Korea Confederation of Trade Union (KCTU) shared experiences, insights, and recommendations on promoting social dialogue.

The training underlined the importance of achieving the SDGs of the 2030 Agenda vis-à-vis the Decent Work Agenda.

Focused discussions covered priority SD Goals (8, 16, 1, 5, and 10) and Targets (8.6, 8.7, 8.8, 16.3, 16.6, and 16.7). Participants understood and agreed on the indispensable role of social dialogue as well as active workers' participation in the preparation of voluntary national reports (VNR), in the high-level political forum (HLPF) and other SDG processes.

Furthermore, with technical guidance from ACTRAV, the training looked at the implications, opportunities and challenges of the current reforms in the UN system, specifically on its impact on Decent Work Country Programmes as well as to many workers' advocacies and priorities. The pointed discussion focused on two processes which unions and workers should be mindful about --the common country analysis (CCA) and the UN Sustainable

Development Cooperation Framework (UNSDCF). ACTRAV emphasized that the UNSDCF is "the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda." Unions should ensure workers engagement in these processes to be able to influence and gain the most from the reformed UN system.

The training resulted in the development and adoption of a *Social Dialogue Assessment Checklist for Trade Unions*, a practical tool, which aims to assist trade unions in measuring the effectiveness and determine areas of improvement of tripartite social dialogue institutions in various levels, national, sectoral, industry, etc. The tool can be adapted to the specific context and country situations.

FOLLOW UP AND FUTURE ACTION

Online discussion through the eCampus remains open. Technical support is available, and continuing sharing of information is undertaken at a regular intervals with the participants. A rapid impact assessment is planned to determine the outcomes and impact of the training at the organization and individual levels. The rapid assessment will also gather information on training needs and proposals for more effective implementation of trade union education.

13. Trade Union Training on Tripartism, Social Dialogue and Collective Bargaining



Venue: The course took place from 6 to 31 May. The first three weeks were distance learning, while there was a face-to-face session at the ILO Regional Office in Lima in the last week of May.

Introduction

Labour law, labour relations and social dialogue are central to the economic and social organization of the ILO member countries. Good labour relations and effective social dialogue are not only measures to promote better wages and working conditions: they are also essential to promoting peace and social justice. As instruments of good governance, they encourage cooperation and good economic performance, helping to create the right environment for achieving the objective of decent work in countries.

Training Aims and Objectives

At the end of the course, participants were able to:

- **Define** social dialogue and related concepts, and describe the main causes of weaknesses in social dialogue in Latin America and the Caribbean;
- **Identify** the main challenges in social dialogue: inclusion and efficiency from the perspective of formalization and a fair transition within the framework of the Centenary of the ILO;
- **Analyse** the conditions required for effective social dialogue: institutionality, freedom of association, independence, representativeness, and so on;
- **Analyse** the way in which social dialogue and collective bargaining provide useful instruments for achieving the targets of the 2030 Agenda;
- **Prepare** individual action plans;

- **Make conclusions and recommendations** for future action.

Participating Organisations

Argentina: Confederación General del Trabajo de la República Argentina (General Confederation of Labour of the Republic of Argentina – CGTRA, Central de Trabajadores de los Argentinos de Argentina (Argentine Workers' Central Union – CTA–T), Central de Trabajadores de la Argentina Autónoma (Confederation of Workers of Argentina – CTA); Brazil: Central Unitaria de Trabajadores (Single Confederation of Workers – CUT) and Unión General de Trabajadores (General Union of Workers – UGT); Colombia: CUT and Confederación de Trabajadores de Colombia (Confederation of Workers of Colombia – CTC); Chile: CUT; Dominican Republic: Confederación Autónoma Sindical Clasista (Autonomous Confederation of Workers' Unions – CASC), Confederación Nacional de Unidad Sindical (National Confederation of Trade Union Unity – CNUS), Confederación Nacional de Trabajadores Dominicanos (National Confederation of Dominican Workers – CNTD); El Salvador: Central Autónoma de Trabajadores Salvadoreños (Autonomous Confederation of Salvadorian Workers – CATS) and Confederación Sindical de Trabajadores y Trabajadores de El Salvador (Workers' Trade Union Confederation of El Salvador – CSTS); Panama: Confederación Nacional de Unidad Sindical (National Confederation of Trade Union Unity – CONUSI) and Convergencia Sindical; Mexico: Unión Nacional de Trabajadores (National Union of Workers – UNT); Peru (host country) CUT, Central Autónoma de Trabajadores del Perú (Autonomous Workers' Confederation of Peru – CATP) and Confederación General de Trabajadores del Perú (General Confederation of Workers of Peru – CGTP) and Trade Union Confederation of the Americas (TUCA).

Summary of the Training

- Collective bargaining is the most meaningful form of social dialogue since social partners normally reach agreements that are of a binding nature.
- The importance of social dialogue is closely linked to its effectiveness. Social dialogue is only a true pillar of decent work when decisions taken in social dialogue processes are made effective.
- The instruments of social dialogue are: the international labour standards, the criteria for interpreting the ILO supervisory bodies and declarations, such as the recent Panama Declaration.
- Tripartism is a means of revitalizing the social contract through fair participation in economic progress and the application of equitable solutions to challenges.
- Digital jobs take different forms deriving from globalization, global supply chains and other, new types of employment such as application-based work and teleworking.
- Trade Unions are facing a new challenge: to promote the exercise of the right to freedom of association and collective bargaining in the digital jobs sector.
- The transition from the informal to the formal economy must take digital jobs into account.
- Trade union participation through social dialogue must promote the creation of policies in productive development, a fair transition, environmental sustainability and climate change, social equality and gender equality and vocational training.
- Active learning methods were used throughout the activity, encouraging participants to fully take part in group discussions and all aspects of the training, both in its distance and face-to-face components.

FOLLOW UP AND FUTURE ACTIONS

The capacity to participate in collective bargaining is an important part of social dialogue for the strengthening of tripartite institutions.

The priority topics to be promoted include:

- ▶ The transition from the informal to the formal economy;
- ▶ Collective bargaining in labour relations;
- ▶ Increased enterprise productivity;
- ▶ Labour market policies;
- ▶ Professional skills and lifelong learning;
- ▶ Participation of women and underrepresented groups.

It is also important to promote policy research on the forms of social dialogue, the exchange of experiences and the expansion of the publicly accessible database. It is also necessary to improve policy consistency, generating strategic partnerships between trade union organizations and United Nations agencies. Finally, it is essential to focus on standard-setting activity through the effective application of Conventions on freedom of association and collective bargaining, as well as Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144).

14. Supporting Social Dialogue and Constructive Industrial Relations in the Ready-Made Garment Sector in Bangladesh

ACTRAV Turin has been active in supporting the capacity development of workers in the RMG sector in Bangladesh under the “Promoting Social Dialogue and Harmonious Industrial Relations in the Bangladesh Ready-Made Garments Industry.” With fund support from the Danish and Swedish governments, the project aims to establish social dialogue and labour disputes mechanisms at the factory level by developing sustainable and effective mechanisms for conciliation and arbitration, and by enhancing the capacities of employers’ and workers’ organizations on social dialogue and labour dispute prevention and resolution.

Over the past couple of years, ACTRAV Turin has supported the project in the establishment of the Workers’ Resource Centre (WRC), trained some 60 master trainers, and developed training materials to support factory-level seminars on collective bargaining, grievance handling, and trade union organizing and administration. Women trade union leaders were also trained on gender equality and non-discrimination at the workplace.

In 2019, ACTRAV Turin trained 27 trade union activists --33% of whom are women --in a ten-day intensive **Certificate Training Programme for Trade Union Paralegals in the RMG Sector**. The training design includes a three-month internship programme, which allowed to the paralegals to apply newly learned knowledge and skills and to build a case-handling portfolio of five cases. The specific results include: (a.) Trade Union Paralegal Training and Reference Manuals, developed in partnership with

the Centre for Advanced Legal Studies (CALs) of the Dhaka University; (b.) development of important and practical case handling documentation and reporting tools, work flow chart, and a paralegal competency assessment metrics; (c.) 100% passing rate of the 22 paralegals who underwent the CALs-administered competency assessment; and (d.) successful implementation of the three-day **Follow-up Coaching and Continuing Education Course for Trade Union Paralegals** resulting in a service implementation plan with work systems and a regular update and monitoring components within the Workers’ Resource Centre (WRC) framework. The WRC is a joint platform of the two leading worker organizations --the National Coordination Committee on Workers Education (NCCWE) and the IndustriALL Bangladesh Council (IBC) --to help trade unions operate more effectively and provide better services to unions and workers.

The three-day **Trade Union Training on Organizational Effectiveness and Sustainability** workshop for members of the WRC Board of Trustees enabled the WRC leadership to study feasible ways and means to sustain the Centre and to prepare a no-cost extension work plan with the ILO SDIR project.

The **Gender Equality and Mainstreaming Women Leadership in the RMG Sector** workshop for the Women’s Committee of the WRC resulted in the development and adoption of the committee’s vision and mission statements and work plan to pursue and promote decent work for women workers in the RMG sector.

15. Recognising the Importance of Partnerships in Strengthening Capacity Development for Workers' Organisations

ACTRAV Turin has a long history of partnerships in the delivery of its training courses for workers. Collaboration with local, regional and international partners have been an important approach in delivering capacity development activities on the ITCILO campus and in the field, in mobilizing technical and fund resources, in knowledge and expertise-sharing and in ensuring that our programmes are rooted to the local context and the needs of workers and their organizations.

ACTRAV Turin has sustained an enduring partnership with labour foundations, regional labour confederations/councils, national labour centres, global union federations, and training, research, and academic institutions.

In 2019, ACTRAV Turin collaborated with a range of local and international partners across the five regions of our operation in the delivery of activities.

The Americas

In the case of Latin America, in 2019 ACTRAV Turin received support and collaboration from TUCA, the Argentine Building Workers Union (UOCRA), the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) and the Uruguayan Social Security Institute (Banco de Previsión Social, BPS). It has also seen support and coordination from the ILO Regional Office for Latin America and the Caribbean, the ILO Office for Mexico and Cuba, and the subregional offices in Santiago and Lima.

The collaborative activity of **CINTERFOR**, **TUCA** and the **UOCRA** Foundation came together in the regional meeting of the Trade Union Network of Vocational Training to discuss vocational training for the future of work. This activity had 25 participants. The UOCRA Foundation was responsible for accommodation and food for the whole group, and shared the experience in vocational training the Foundation has accumulated over the years.

The BPS lent its facilities and some of its technical equipment for use in the regional course offered by the Social Security system in Montevideo in November for 17 participants. The Ministry of Labour also participated strongly in the activity, and the group was able to visit the various services and facilities of the Institute.

Africa

2019 witnessed a progression in the number of ACTRAV Turin training programmes that were implemented in joint forces within regional labour-based organisations.

The partnership with the Civil Society Research and Support Collective (CSRSC), a labour-based organization resulted in the consolidation of a desktop research highlighting the major trends in the evolution of trade union training and education in the past 20 years. The paper entitled **21st Century Workers' education in a rapidly changing context: by Michael Koen** was instrumental in shaping the training design and methodology for course **The evolving world of work: new learning methodologies**

and technologies for enhanced trade union training and education in Africa.

ACTRAV Turin cooperated with the African Labor Research and Education Institute (ALREI) in delivering a blended training course entitled **“Evolving world of work: new learning methodologies and technologies for enhanced trade union training and education in Africa”** (Lomé, Togo). The training was directed at 28 participants comprising educators, union policy officers and researchers.

At the occasion of the 9th Edition of the ITUC-Africa New Year School (NYS) organized in February 2019, under the theme **“Africa Trade Unions: Time for Change”** ACTRAV Turin teamed up with the ITUC-Africa in the facilitation of selected thematic sessions in the 5 days school, including organizing a knowledge fair running parallel to the NYS activities.

ACTRAV Turin contributed a paper **“The future of workers’ education in the context of the future world of work”** during the 30th anniversary celebration of the Pan African Education Programme (PANAF). PANAF is a grassroots rank and file focused education programme aimed at improving workers and trade unions’ capacity.

The Labor and Economic Development Research Institute of Zimbabwe (LEDRI) collaborated with ACTRAV Turin in consolidating a background document **“Key Labor Migration Trends in Sub-Sahara Africa”**: Nyasha Muchichwa, 2019. The paper inspired the design for course **Promotion of Labor Migration Standards for Sustainable Development**, May 2019.

With financial support from the *Walloon Balloon International (WBI)*, ACTRAV Turin in cooperation with ACTRAV Yaoundé delivered a training entitled **“Strengthening**

Trade Union Strategies to promote and defend workers’ rights for Decent Work and Sustainable Development” Yaoundé, Cameroon, Dec, 2019. The course involved human and trade union rights activists from Chad, Gabon, DRC (Congo), Congo Brazzaville, Cameroon and Central African Republic.

Arab states

In the pursuit to deliver quality training to meet the learning and language needs of trade unions in the Arab region, ACTRAV Turin cooperated with the **Phenix Centre for Economic and Informatics Studies based in Amman, Jordan**.

During the delivery of the Inter-Regional Trade Union Training on International Labor Standards with a focus on Freedom of Association and Collective Bargaining: July 2019, Ahamd M. Awad, a researcher in the Phenix Centre, facilitated presentations and interactive sessions tackling the following topics: The Role of Trade Unions in Social Dialogue: Focusing on Collective Bargaining, Labor law reform, and policymaking as key forms of social dialogue.

Based on his wide experience and knowledge of the sub-region, the partnership enhanced participants’ understanding of the theoretical concepts on Freedom of Association and Collective Bargaining underlining their practical application in selected countries in the region. His session addressing the regional context on Domestic Work, Human Trafficking and freedom of association rights of vulnerable groups enhanced participants’ understanding of key ILO standards for the protection of rights of vulnerable groups and the role trade unions in making these rights realized.

Asia

In the Asia Pacific region, ACTRAV Turin collaborated with seven partner organizations in 2019.

The partnership with the Japan International Labour Foundation (**JILAF**) trained 21 trade union lawyers and practitioners from 16 countries on the International Labour Standards and the ILO Supervisory Mechanism. The training gave priority to trade unions from Member States with cases under discussion in the ILO.

With the Korean Labour Foundation (**KLF**), 18 trade union leaders from 11 countries benefitted from the three-week online learning and five-day face-to-face training on tripartism, social dialogues, and collective bargaining. It resulted in the development of a practical trade union checklist, which will serve as a tool to assess the efficiency and union representation in social dialogue mechanisms and processes at the country level. It also gave the participants an opportunity to interact with some 80 Korean social partners and participate in the International Symposium on decent work in the future of work and prospects for industrial relations.

The Singapore National Trades Union Congress (**NTUC**) co-organized the ACTRAV regional training on “Shaping a Human-centred Agenda for the Future of Work and the Role of Trade Unions” attended by 19 participants from 14 countries in the region. It also allowed the participants to attend the tripartite regional conference on the same theme where a ASEAN adopted the statement on the future of work *“Embracing Technology for Inclusive and Sustainable Growth.”*

ACTRAV Turin worked with the Centre of Advanced Labour Studies (**CALS**) of the Dhaka University in Bangladesh in the development and continuing education of 27 trade union paralegals under the ILO project on Social Dialogue and Harmonious Industrial Relations (**SDIR**). This partnership developed an accredited programme of training with a final assessment process for all participants leading to the award of a certificate from CALS.

Throughout 2019, ACTRAV Turin continued to collaborate with the International Trade Union Confederation Asia Pacific (**ITUC AP**), the ASEAN Trade Union Council (**ASEANTUC**), the South Asia Regional Trade Union Council (**SARTUC**) on many areas, including strengthening trade unions and the future of work, labour migration, and gender equality, among others.

Europe

In the European Union context, ACTRAV Turin consolidated the fruitful partnership with the European Trade Union Confederation (**ETUC**) and the strong collaboration with the European Trade Union Institute. In the framework of the 2019 EC funded project *European Youth Academy on the future of work*, this partnership has been the essential pillar of the residential part of the training package. The collaboration resulted in the many phases, including the recruitment and selection of the 52 participants of the Academy and 94 participants of the Conference. During the design and implementation of the training events, the ETUI contribution with professional staff from its training department fostered the relationship among organizations and increased the success of the project.

In the framework of this project, ACTRAV also played a role in coordinating the participation of a delegation of participants from EU Federations. Indeed, there is in place an ongoing relationship with such sectorial organizations as **UNI** Europa, IndustriAll Europe, **EPSU** and **EEAA**, in view of further partnerships. This trend is confirmed by the case of **IndustriAll** Europe, with whom there is currently an ongoing partnership around the new edition of an industry-focused European Youth Academy.

Moving forward

ACTRAV Turin will sustain and enhance existing partnerships towards addressing the ambitions of the ILO Centenary Declarations. We endeavour to identify and explore new partnerships with organizations that share in ACTRAV and ILO's decent work principles and agenda, social justice and equitable development. In particular, ACTRAV Turin will strengthen its work with trade union training centres and workers' resource centres around the globe.

FOR DISCUSSION

The TUTC may wish to consider how ACTRAV can further develop and strengthen existing partnerships to the benefit of the Programme.

16. Blended and Distance Learning

This section is intended to provide TUTC members with an overview on distance learning modalities to aid any subsequent discussions regarding the online training offer.

Importantly, this section contains participant's perceptions regarding their experience of online learning.

Throughout 2019 ACTRAV Turin continued efforts to develop and apply innovative practices and training methodologies designed to:

- enhance traditional face-to-face training by strengthening the blended learning offer; and
- extend the outreach of ACTRAV training to participants and their organisations who are unable to attend the ITCILO or field activities through a distance learning offer.

Blended Learning

Blended learning is now universally applied to all activities within the core programme.

The blended learning element is a structured learning pathway comprising of:

- Setting clear learning aims for participants based on what they should be able to do/know by successfully completing set activities;
- Establishing the technical content to be covered;
- Identifying and being clear about the learning activities to be achieved; and
- Making available up to date and relevant learning resources.

The distinctive feature of the ACTRAV blended learning offer includes:

- Participants are encouraged to share their experiences;
- Participants are given opportunities to apply their knowledge and skills to pre-determined tasks;
- Participants are set tasks that facilitate collective learning;
- Participants are given opportunities to work on their own trade union concerns and priorities;
- Participants are supported to establish a learning community and are then better prepared for face-to-face training;
- Participants are given opportunities more easily to interact with leading specialists and trade union officers;
- Participants become familiar with areas of technical knowledge before attending the face to face element of the training; and
- Participants are encouraged to work with and support each other prior to the face-to-face training through on line discussion forums and café areas.
- Participants are able to bring current workplace and trade union issues directly into the training and by working with others, build their understanding and construction of knowledge leading to the establishment of effective action plans.

Overall, participants, when reflecting on their involvement in blended learning, consistently offer positive comments and feedback.

Distance Learning

The distinctive feature of the ACTRAV distance learning offer includes many of the features described above for blended learning.

Distance learning **supports participants** who find it difficult to either leave the responsibilities of their trade union workplace or family for large amounts of time.

Distance learning **enables** ACTRAV to connect with a greater number of trade union representatives as well as connecting directly with targeted groups such as general secretaries and other high-level decision-makers in workers' organisations.

Distance learning activities are **easily adaptable**, highly specialized tailor-made training for trade unionists.

The interregional aspect of distance learning activities means that participants have **instantaneous access to real-time resources** that are useful in solving current workplace and labour issues.

Emerging developments in providing educational packages via accessible everyday technology mean that **training is increasingly accessible** through the use of smartphones.

Technology v Training: **The emphasis is always on the training, not the technology.**

Advances in e-learning methodologies strengthens the training and is **technologically less demanding** for participants.

Distance learning offers high-quality training opportunities to a **wider participant base** than through conventional methods.

By providing distance learning opportunities through the least expensive technical options, there is **increased equity in access to training.**

The range of available learning resources is considerable compared to other training methodologies.

Similar to blended learning, distance learning creates an evidence-based learning pathway which is useful for the recognition of achievement.

NEXT STEPS

ACTRAV will:

- ▶ Ensure that the best practice in both Blended and Distance Learning is available to all participants irrespective of the region.
- ▶ Develop an identifiable ACTRAV online training environment that is supported by the best available resources of the ITCILO.
- ▶ Establish a coherent and integrated blended and distance learning strategy that enables greater numbers of workers' representatives and workers' organisations to access the ACTRAV training programme.

The TUTC is asked to note the above.

Tutors' Experience and Participant's Perceptions with Online Learning

Two activities implemented in 2019 that tested the ACTRAV training approach and further developed practical solutions to training challenges were the GWA on Social Dialogue, Tripartism and Collective Bargaining and the GWA on International Labour Standards. Both GWAs were implemented simultaneously between June and July 2019.

Each activity has an extensive online component using the ITCILO e-campus followed by a face-to-face training at the ITCILO.

The blended approach using an online preparatory phase strengthened each participants' understanding of the topics and prepared them for face-to-face training. Additionally, the online environment enabled the participants to get to know each other before their arrival at the ITCILO, promote active interaction, share national experiences, discuss examples of trade union actions, stimulate discussion and identify areas of mutual support. Using the online environment, key ideas and concerns were identified for further discussions in Turin.

This was a great challenge for several reasons since it was the first time in the ACTRAV program that two Academies of this magnitude were implemented simultaneously; 52 participants from 36 countries using four languages: English, French, Spanish and Arabic.

The methodology used, the contents and materials selected, and the work of the training team was very positively evaluated by participants and contributed to the success of this shared experience. Without the online phases, the training in Turin would have been problematic and challenging, given the group numbers and the participants' diverse needs.

Participants' perceptions

It is essential for the ACTRAV Programme to systematically receive and listen to feedback from participants on all aspects of their training, especially training delivered online.

Offering an effective learning process, the usefulness of materials and the construction of mutual support are essential in order to maintain interest and motivation. Furthermore, the opinions of women and young participants are particularly valuable since these groups can be underrepresented in other training modalities.

Participant stories can be found across the ACTRAV programme. As an example, the following observations are from participants who attended the training activity; "**Young Women's Leadership - A key to empowerment of trade unions in the world of work**". This interregional activity was held between April and July 2019 in three languages: English, Spanish and French:

The interaction with my colleagues was very positive and important because we had the opportunity to know the situation in other countries so together, we have presented good solutions to these problems that have not been taken seriously for a long time. So, I find this training and reflections with colleagues very useful

Jacinta, Angola

This training provided me with more insight into what is happening across the world and solutions on how to copy best practices. The forum was interactive, allowing for better understanding where one was in doubt

Lebogang, Botswana

It is a wonderful learning opportunity, and if we intend to make significant changes in our organization, we must train ourselves and apply what we have learned

Katy, Colombia

Iwould recommend this kind of training which trains and strengthens our organizations and ourselves as people

Carmen, Ecuador

Personally, I have learned a lot from my colleagues. It has made me realise that even though our countries are different, we face the same problems/challenges in the world of work

Merelita, Fiji

Very useful feedback that sometimes I get a cue from them. I have also learnt that there is no wrong answer in an adult class, so I sift through

Ida, Ghana

Very interesting to learn on the similarities and diversity of the unions across the world on the various topics

Sophia, Kenya

After various online courses that I have had the opportunity to take, I believe that the system, the materials, the tools, the tutors, the assignments, help us a lot. It is a very good training system to meet people from several countries and sectors. I only thank

Maura, Mexico

Very useful. It made me realize that we have common issues at hand that needs solidarity and unity to resolve. Moreover, the feedback session presented a lot of other ideas about trade union movements and the status of women working in other countries

Bernadette, Philippines

This type of training is great because I can get new ideas to implement in my daily work

Nerea, Spain

Very useful. It made me realize that we have common issues at hand that needs solidarity and unity to resolve. Moreover, the feedback session presented a lot of other ideas about trade union movements and the status of women working in other unions and countries *visa vie mine*

Catherine, Uganda



Post-COVID 19 Pandemic

- 17. New Approaches and Innovation in Preparation for a New Reality –
The Future is not what we thought it would be!**
- 18. The Future of Trade Union Education – a paper for discussion**

17. New Approaches and Innovation in Preparation for a New Reality – *The Future is not what we thought it would be!*

The COVID Global Pandemic severely affected the design and implementation of the Programme throughout 2020.

With the worldwide ban on international travel, face-to-face activities became impossible. A number of adjustments were indeed done but not to the extent of abandoning previously agreed priorities.

At the time of producing this report (mid-2020) the health crisis looks to be ongoing for some months to come. Indications exist that a second crisis of an economic nature will follow. This means that there is increased pressure of developing new, innovative approaches to the delivery of the Programme that will support workers' organisations in their efforts to secure decent work and social justice.

This section offers the TUTC an opportunity to consider the current and emerging drivers that are shaping the implementation of the Workers' Programme post-COVID and consider the recommended actions.

ACTRAV Turin Vision and Mission

To be a global centre of excellence in the design and implementation of capacity building services for workers' organisations in support of achieving Decent Work and Social Justice.

The work of ACTRAV Turin ensures synergy with ACTRAV and the wider ILO, securing opportunities that make the Programme 'Future Ready' in facing external environmental and political challenges.

Innovation and Shaping the New Normal

Innovation is already part of the Workers' Programme. During 2020 and looking towards 2021, the Programme, like other ITCILO technical Programmes, is facing considerable operational challenges affecting global travel. To overcome such operational difficulties, the Programme needs to intensify the development of a culture of innovation, finding new ways to support constituents through training services.

The Programme starts from a strong position. Many aspects of what a future training programme might look like are an extension of the current development journey as the Programme continues to respond to a rapidly evolving operational context.

The ACTRAV Programme will continue to use a mix of tried and tested and very successful learning methodologies; face-to-face, both in Turin and the Field and online (distance). The Programme will increasingly make use of a structured learning approach that is participant centred, focussing on the needs of participants and the workers' organisations they represent, in achieving pre-set learning aims and objectives.

Training will continue to use up to date resources, assembled and delivered by a highly professional team of trade union educators using a range of appropriate training methodologies to ensure successful training impact and outcomes.

Strengthening Training Approaches for the 2020s

Responding to the crisis in implementing a global training programme, the Programme cannot stand still, the Programme will need to strengthen its approaches to ensure that the training offer is recognised for being:

- Proactive and adaptive
- Quality focussed
- Outcome and impact orientated
- Innovative
- Has the correct resources to deploy digitally enhanced learning
- Collaborative
- Connected
- Sustainable

Increasingly the Programme will:

- Might continue to face challenges with face-to-face training until travel restrictions are no longer necessary
- Involve greater use of distance learning modalities
- Design and deliver less ad hoc training
- Grow the use of standard (high quality) modular training packages
- Target specific face-to-face training activities

And increasingly, the Programme will:

- Be required to develop its capacity to provide faster response times in the delivery of new services or products
- Introduce high-end technology applications such as Virtual Reality and Augmented Reality in dedicated training activities
- Develop its capacity to recognise the educational achievements of participants in line with ITCILO developments regarding certification of learning

- Provide a greater range of guides and thematic resources to support trade union educators and trainers

Digital training will increase and expand participation by providing a 24/7 access to training based on the increased need for lifelong learning and at the same time, enable the Programme to go further than the limitations of traditional training methodology.

The Programme should therefore:

- ▶ accelerate its work in offering participants a multi-step learning journey that recognises learning achievement;
- ▶ standardise the work of the Programme ensuring that all participants (irrespective of their geographical location) have equal access to key resources;
- ▶ use the latest available technology to support ACTRAV participants contributing to individual, professional and organisational development; and
- ▶ embed internal processes to ensure that training is targeted and is systematically followed up, harmonising training and training services offered by the Bureau as a whole.

ITCILO Staff Training and Investment in In-House Capabilities

There already exists considerable expertise and skills within the ACTRAV team. The ability to develop innovative learning opportunities has been built up over several years and is already being applied throughout many training activities.

HRS at the ITCILO is accelerating its internal training offer to staff. The ACTRAV team is committed to taking advantage of all training opportunities that support the work of the Programme. In addition, the ITCILO is further investing in IT architecture to expand its e-campus operations offering ACTRAV an enhanced range of available resources.

Furthermore, the ITCILO is drafting a new strategic plan for 2022 to 2025. ACTRAV Turin should ensure that its Programme of Work influences and complements the new ITCILO Plan in the coming period.

The purpose of the paper is to start the discussion on the Future of Trade Union Education **in consultation with the Secretariat of the Workers' Group**. In order to develop a more strategic document, ACTRAV Turin would like to launch a survey involving education departments of national trade union centers around the world and trade union training centres. The goal of the survey is to collect information to serve as a basis for an in depth analysis of the trade union training needs.

18. The Future of Trade Union Education – *a paper for discussion*

Introduction

This paper intends to provide a starting point to enable a wider discussion on the future of trade union education and training.

Trade union education programmes provide a training service and organisational tool contributing to the building of knowledge, strength and capacity of workers' organisations. It is recognised that trade union training is crucial in helping to build trade union networks that further support the work of the organisation.

In this modern age however, there is growing evidence of a variety of internal and external factors affecting trade union education programmes, especially in relation to the delivery and access to training opportunities and changing learner expectations.

This paper usefully captures a few of the drivers and responses that some trade union educators are using to deal with the rapidly changing landscape of trade union education and training.

This paper is a pre-cursor to finding solutions for trade union organisations to shape their training offer and how a future ACTRAV Programme will look. Any set of sustainable solutions will involve detailed discussions with a range of stakeholders, including those responsible for the funding and design of trade union programmes as well as trade union educators.

For ACTRAV, the underpinning assumption must be that any ACTRAV training programme will be known for relevance,

quality and innovation, providing the best set of available resources and using the most appropriate pedagogical approaches to serve ILO constituents.

What do we mean by Trade Union Education and Training?

Trade union education is not a homogenous educational set; it takes on a variety of shapes and formats, serving a distinct and diverse set of constituents. This can make the design and implementation of trade union education programmes particularly challenging.

Trade union education however, has a universal purpose in that it seeks to develop knowledge and skills to further strengthen workers' organisations enabling them to defend, promote and extend workers' rights.

Trade union education and training fundamentally promotes solidarity and action. It is literally 'training to act'.

Historically, the pedagogical tools and techniques found in trade union education are derived from the context of wider adult education, demonstrating many distinct and innovative characteristics that differentiate learning for adults in relation to other learners in society. Recent developments around Lifelong Learning have greatly influenced trade union training styles, participation and methods. Workers' education is part of the wider lifelong learning agenda and should be embedded in the professional lives of workers, included those looking for a job as well as retired workers.

Trade union education contains a set of universal defining characteristics that are commonly found in most countries, sectors and workplace settings.

Participation is representational in nature since attendance is based on the learner representing 'formally' their trade union or confederation;

- Participants can have a great amount of **technical, experiential and practical knowledge**, meaning the trainer may not be the 'expert';
- **Individuals learn better when learning collectively** in a supportive group setting;
- **Participants' learning is contextualised** enabling them to work on their trade union concerns and priorities therefore directly linking training with real trade union issues;
- Learning **tasks are set collectively** encouraging participants to share experiences and to arrive at collective solutions;
- Participants are exposed to **active learning methodologies** by working on real practical issues;
- Participants are supported in **developing action plans** (or schemes of work) that address specific workplace issues whilst strengthening the capacity of the union on a particular topic or theme.

What are the current drivers affecting trade union education and training?

The world of work is rapidly changing, and within that context, the role and tasks of trade union officers are too. In general, trade unions face considerable changes due to factors such as:

- Increased application of Technology and Digitalisation
- Changes in the nature and quality of work
- Technological innovations driving new workplace relations
- Profound changes to the climate and increasing levels of globalization
- New and emerging workplace structures bringing profound changes to workplace and employment relations.

Within a backdrop of:

- Declining membership
- Declining union density and coverage
- Declining influence
- Declining coverage of collective bargaining agreements
- Demographic changes in trade union organisational structures and membership

What do learners and trade union organisations expect of trade union training?

There has been no recent extensive analysis at the global level, as to what trade union organisations expect of trade union training.

Over the last few years, ACTRAV has focussed on extending its influence and reach by offering a training programme that is accessible to greater numbers of trade union learners. This is not a 'one size fits all' experience. Trade union training needs to be responsive to a wide range of factors, for example, ACTRAV/ILO strategic aims and objectives, changing trade union demands and modified expectations from learners.

From experience, we know that current trade union learners increasingly come from a generation that:

- Demands a flexible training offer;
- Wants quick solutions. Union workloads means learners have to think and act quickly responding to rapidly emerging workplace and trade union challenges;
- Uses a range of external resources to inform their critical thinking and problem-solving and decision making. As one recent learner said, 'I often jump on Google' to find answers and solutions quickly;
- Is becoming more comfortable using a wide variety of technology-based training solutions;
- Doesn't want to wait weeks (or even months) to get help/assistance via trade union training.

What might Trade Union Education look like in the future?

Trade Union education departments are experiencing increased strains on their internal capacity to deliver training to their officers and workplace representatives.

Simultaneously there is a growing demand on union education officers to perform extended roles and responsibilities, juggling complex priorities and tasks. This means that union education officers often have to draw upon external sources of support to assist them in carrying out their essential role.

The central objective of trade union education remains; **to build capacity to represent member and extend the influence of the trade union.**

When we examine in detail trade union training programmes, we see that many trade union training departments and national centres are developing training activities that are:

- **Increasingly learner focussed**, primarily responding to the needs and concerns of the learner/participant to support their role and function within the trade union;
- **Developing multi-step learning journeys** tailored to the needs of the trade union or individual officer or representative;
- **Responding to learners' needs and their changing expectations**; and
- **Building** individual and collective resilience and **problem-solving capacity**.

In order to follow a complementary trajectory, ACTRAV may need to consider how to:

- involve the appropriate level of trade union officer with the commensurate level of authority in specific ACTRAV training activities;
- optimise the use of training resources by ensuring greater collaboration across the ACTRAV team;
- strengthen individual and organisational awareness of roles and responsibilities to contribute to more effective training programme;
- mobilise external support from other technical experts to further complement the training experience.

New approaches

Based on serving the needs of the trade union learner and workers organisations, careful consideration should be given to the application of a range and potential mix of training methodologies:

- ▶ **F2F training** (conducted directly or supported remotely by a trained facilitator or learning manager);
- ▶ **Blended training**, providing a richer learning experience complementing F2F training with online instruction;
- ▶ **online** (pure distance) **with tutor support**;
- ▶ **online** (pure distance) **self-study with no tutor support**; and
- ▶ Webinars and similar short **topic-based sessions** to develop specific technical knowledge and understanding.

Each of the above training methodologies needs to be considered carefully. All of the above starts with ensuring relevance, quality, and innovation whilst identifying clear learning needs, objectives and establishing the intended impact of the training.

Digital tools

With improvements in relatively low-cost educational technology, there is now an exciting opportunity to explore and utilise the wide range of digital tools easily accessible to trade union trainers and participants.

Digital educational tools are varied in shape and form, for example; making use of up to date videos, audio notes, surveys and

polling, flipped learning, techniques to enhance virtual classroom collaboration allowing participants to work together in real time on shared action plans and so on.

The most common digital tools available to trade union trainers are:

- ▶ **Virtual learning environments** such as the ITCILO e-campus;
- ▶ The use of **short quizzes** and similar learning tools via smart (mobile) phones to aid formative assessment;
- ▶ **Analytics and digital tools** that track the learner's progress and achievements leading to the award of recognition of learning;
- ▶ **Virtual Reality and Augmented Reality applications** where participants work collectively and remotely via an **immersive** shared 'virtual' training environment.

A moderate increase in resources will enable the above to be achieved whilst simultaneously increasing our capacity to sustain and develop innovative practices in the future, ensuring further programme reach and growth.

Current developments at the ITCILO is producing an accelerated use of digital learning solution across the Campus. This will strengthen the training offer and increase the participant base across ACTRAV, bringing technology-based learning tools within the everyday reach of learners.

In addition, the application of such tools will strengthen collaboration across the ACTRAV global team resulting in participants receiving a consistent experience.

At the time of writing this paper (April 2020) Virtual Reality and Augmented Reality training solutions are currently being rolled out and trialled at the ITCILO. ACTRAV Turin is considering introducing such technology to enhance the training offer.

Next Steps

This paper provides a catalyst for colleagues to consider current challenges and opportunities in offering trade union education training programmes and forms the start of such a process.

Consideration should be given to:

- Creating a dialogue between stakeholders with the aim of improving trade union designed training activities, capturing impact;
- Identifying innovative pedagogical approaches, in particular digital learning tools that will serve the needs of workers' organisations;
- Exploring the use of technology to open up access to trade union education in its many shapes and forms;
- How to better support the network of trade union educators; and
- How the overall quality of training, in all its variety of shapes and forms, can be improved to better support the needs of participants.

The purpose of the paper is to start the discussion on the Future of Trade Union Education **in consultation with the Secretariat of the Workers' Group**. In order to develop a more strategic document, ACTRAV Turin would like to launch a survey involving education departments of national trade union centers around the world and trade union training centres. The goal of the survey is to collect information to serve as a basis for an in depth analysis of the trade union training needs.





- 19. Programme for Workers' Activities – Planned and implemented Activities for 2019**
- 20. Programme proposed by TUTC for 2020 in May 2019**
- 21. Revised plan responding to the COVID-19 crisis as agreed by the TUTC members in July 2020**

19. Programme for Workers' Activities – Planned and implemented Activities for 2019

COORD CODE	TITLE	VENUE	DATES	DUR	LANG	TOT DOT	TOT PART	TOT DAYS
A1712247	The evolving world of work: new learning methodologies and technologies for enhanced trade union training and education in Africa (Lomé, Togo)	B-F	04-MAR-19 05-APR-19	5 w	EN	9	27	243
A1712084	Trade Union Training on Social Security (Lome, Togo)	B-F	18-MAR-19 12-APR-19	4 w	EN FR	8	27	216
A1712081	Promotion of Labour Migration Standards for Sustainable Development (Maputo, Mozambique)	B-F	03-JUN-19 28-JUN-19	4 w	EN PT	8	27	216
E1512961	Coordination Meeting in Nairobi	F	21-OCT-19 25-OCT-19	1 w	EN	0	0	0
A1512953	Trade Union Training on International Labour Standards and the 2030 Agenda for Decent Work: and integrated approach (Yaounde)	F	02-DEC-19 06-DEC-19	1 w	FR	5	23	115
A1512988	Trade Union Training on Recommendation 205 (Nairobi)	F	09-DEC-19 13-DEC-19	1 w	EN	5	24	120
AFRICA Total						35	128	910
A2712083	Trade Union Training on Tripartism Social Dialogue and Collective Bargaining (Lima, Peru)	B-F	06-MAY-19 31-MAY-19	4 w	ES	8	18	144
A2510571	Development of competencies for the promotion of Decent Work (Buenos Aires, Argentina)	F	10-JUL-19 12-JUL-19	0.5 w	ES	3	25	75
A2512296	Regional Follow-up activity on Strategies on Migration for more inclusive Trade Unions (Mexico)	F	19-AUG-19 23-AUG-19	1 w	ES	5	14	70
A2712087	Trade Union Training on Social Security (Montevideo)	B-F	14-OCT-19 08-NOV-19	4 w	ES	8	17	136
AMERICAS Total						24	74	425
C3511857	Development of certificate training manual for trade unions paralegals - linked to P3511025 (Dhaka, Bangladesh; Dhaka, Bangladesh)	F	01-JAN-19 31-DEC-19	52.5 w	EN	0	0	0
E3512380	Project monitoring and backstopping - SDIR 2019 - linked to P3511025	F	01-FEB-19 31-DEC-19	48 w	EN	0	0	0
A3712115	Trade Union Training on the Future of Work: Shaping a Human-Centred Agenda for a Future of Work: The Role of Trade Unions (Singapore)	B-F	01-APR-19 30-APR-19	4.5 w	EN	8	20	160

COORD CODE	TITLE	VENUE	DATES	DUR	LANG	TOT DOT	TOT PART	TOT DAYS
A3712300	Certificate Training for Trade Union Paralegals in the RMG Sector - linked to P3511025 (Dhaka, Bangladesh; Dhaka, Bangladesh)	B-F	30-JUN-19 09-AUG-19	6 w	EN	14	27	378
A3712086	Regional Trade Union Training on Tripartism, Social Dialogue and Collective Bargaining (Seoul Korea)	B-F	01-JUL-19 26-JUL-19	4 w	EN	8	17	136
A3712082	Regional Trade Union Training on Labour Migration: Enhancing Trade Union Capacities and Actions Towards Fair Labour Migration (Kathmandu, Nepal)	B-F	15-JUL-19 09-AUG-19	4 w	EN	8	20	160
A3512662	Workshop on WRC Help Desk for Labour Dispute Handling - linked to P3511025 (Dhaka, Bangladesh)	F	02-AUG-19 03-AUG-19	0.5 w	EN	2	16	32
A3712287	Regional Trade Union Lawyers and Practitioners' Training on International Labour Standards and the ILO Supervisory Mechanism (Bangkok, Thailand)	B-F	26-AUG-19 20-SEP-19	4 w	EN	8	20	160
A3512301	Trainers and WRC Staff Skills Upgrading: Organizational Effectiveness and Sustainability - linked to P3511025 (Dhaka, Bangladesh)	F	04-SEP-19 06-SEP-19	0.5 w	EN	3	20	60
A3512302	Case Handling, Monitoring, and Reporting of Labour Cases in the RMG Sector - linked to P3511025 (Dhaka, Bangladesh)	F	04-NOV-19 06-NOV-19	0.5 w	EN	3	26	78
A3512940	Developing union strength through skills and learning - T17 - POSTPONED TO 2020 - linked to P3511774 (Dhaka, Bangladesh)	F	04-NOV-19 06-NOV-19	0.5 w	EN	3	0	0
A3512134	Promoting Gender Equality and Women Leadership in the RMG Sector - linked to P3511025 (Dhaka)	F	07-NOV-19 09-NOV-19	0.5 w	EN	3	20	60
ASIA Total						60	186	1,224
E4012262	European Youth Academy on the future work - linked to P4512265	C	15-JAN-19 31-DEC-19	50.5 w	EN	0	0	0
A4712078	Ensuring Protection of Workers' Rights in New Jobs	B-C	11-FEB-19 08-MAR-19	4 w	EN RU	8	28	224
A4012227	Global framework agreement EDF	C	19-FEB-19 20-FEB-19	0.5 w	EN FR PT IT	2	24	48
A4712327	European Youth Academy on the Future of work - linked to P4512265	B-C	25-FEB-19 17-MAY-19	12 w	EN	12	52	624
A4012291	Workers' Track: Advocacy and Campaigns for Promoting and Defending International Labour Standards	C	27-MAY-19 31-MAY-19	1 w	EN RU	5	21	105

COORD CODE	TITLE	VENUE	DATES	DUR	LANG	TOT DOT	TOT PART	TOT DAYS
A4512288	Trade union training on wage and social protection strategies (Tbilisi, Georgia)	F	06-NOV-19 07-NOV-19	0.5 w	EN RU	2	21	42
A4012330	European Youth Empowerment Conference - linked to P4512265	C	10-DEC-19 12-DEC-19	0.5 w	EN ES FR IT	3	94	282
EUROPE Total						32	240	1,325
E9012585	ILO PSI and revenue adjustments 2019 for ACTRAV	C	01-JAN-19 31-DEC-19	52.5 w	EN	0	0	0
A9712295	Distance learning for the promotion of Decent Work	D	18-FEB-19 26-APR-19	10 w	EN ES	10	100	1,000
E9512442	Impact Assessment methodology	F	11-MAR-19 03-APR-19	3.5 w	EN	0	0	0
E9512375	ACTRAV Staff Development Planning Workshop (Geneva)	F	18-MAR-19 22-MAR-19	1 w	EN	0	0	0
A9712255	Distance learning for promotion of decent work	D	29-APR-19 05-JUL-19	10 w	EN ES FR	10	211	2,110
E9512552	Mission to Bali for Validation exercise of manual on Dealing with Crises arising from Conflicts and Disasters	F	24-MAY-19 02-JUN-19	1.5 w	EN	0	0	0
A9712085	Trade Union Training on International Labour Standards with a focus on Freedom of Association and Collective Bargaining	B-C	24-JUN-19 19-JUL-19	4 w	EN ES FR AR	8	45	360
A9712079	Tripartism, Social Dialogue and Collective Bargaining	B-C	24-JUN-19 19-JUL-19	4 w	EN ES FR	8	23	184
A9712728	Distance learning for promoting Decent Work	D	14-OCT-19 06-DEC-19	8 w	EN ES	8	185	1,480
E9512936	ACTRAV Staff Development Planning Workshop	F	28-OCT-19 01-NOV-19	1 w	EN	0	0	0
A9712088	Trade Union Training on Social Security	B-C	11-NOV-19 06-DEC-19	4 w	EN ES FR	8	27	216
E9512989	ITCILO participation in ACTRAV Retreat	F	18-NOV-19 22-NOV-19	1 w	EN	0	0	0
A9512998	Trade Union Training on ILS and Labour Migration (Bangkok)	F	16-DEC-19 19-DEC-19	1 w	EN	4	14	56
Interregional Total						56	605	5,406
Grand Total						207	1,233	9,290

20. Programme proposed by TUTC for 2020 in May 2019

TITLE	WHEN (DATES)	N° PAX.	LANG	VENUE F/B-C/D/C/B-F ¹	DURATION
Global Workers' Academies					
Ending Violence and Harassment at Work	1 st Quarter	30	EN/SP/FR	ITCILO	
Future of Work (follow up from ILC 2019)	2 nd Quarter	30	EN/SP/FR	ITCILO	
Just Transition	3 rd Quarter	30	EN/SP/FR	ITCILO	
Occupational Safety and Health, Living Wage and Working Time (<i>final title to be decided</i>)	4 th Quarter	30	EN/SP/FR	ITCILO	
Africa					
Ending Violence and Harassment at Work	To be confirmed	20	EN/FR	Field	
Tripartism, Social Dialogue and Collective Bargaining	To be confirmed	20	To be decided	Field	
Americas and the Caribbean					
Ending Violence and Harassment at Work	To be confirmed	20	SP/EN	Field	
GSCs and Decent Work	To be confirmed	20	To be decided	Field	
Arab States					
Ending Violence and Harassment at Work	To be confirmed	20	AR/EN	ITCILO	
Asia and The Pacific					
Ending Violence and Harassment at Work	To be confirmed	20	EN	Field	
Tripartism, Social Dialogue and Collective Bargaining	To be confirmed	20	EN	Field	
Europe					
Ending Violence and Harassment at Work	To be confirmed	25	EN/RU	ITCILO	
Selected GUF participants to be invited to attend the Core Courses		20	N/A	N/A	

¹ F= field; B-C= Blended-Campus; D= Distance; C= campus; B-F=Blended-Field

21. Revised plan responding to the COVID-19 crisis as agreed by the TUTC members in July 2020

COORD CODE	TITLE	VENUE	DATES	DUR	LANG	TOT DOT	TOT PART	TOT DAYS
A9713562	Global Workers' Digital Academy: OHS, Living Wages and adequate working time Protecting All Workers in the World of Work	D	31-AUG-20 02-OCT-20	5 w	EN ES FR	5	50	250
A9713561	Global Workers' Digital Academy: Trade Union Policies, Practices and Campaigns on Eliminating Violence and Harassment in the World of Work	D	14-SEP-20 16-OCT-20	5 w	EN ES FR	5	50	250
A9712738	Global Workers' Digital Academy: The Future of Work. Towards a Human-Centered Approach to a Better Future of Work, the Role of Trade Unions	D	02-NOV-20 04-DEC-20	5 w	EN ES FR	5	50	250
A1713557	OHS, living wages and adequate working time Protecting Workers in the World of Work	D	12-OCT-20 06-NOV-20	4 w	EN FR PT	4	40	160
A1712741	Eliminating Violence and Harassment in the World of Work	D	26-OCT-20 20-NOV-20	4 w	EN FR PT	4	20	80
A1712742	Trade Union Actions that Extend Tripartism, Social Dialogue and Collective Bargaining	D	16-NOV-20 11-DEC-20	4 w	EN FR	4	40	160
A2712744	Decent Work deficits on rural economy. Challenges for union organisation	D	09-MAR-20 27-MAR-20	3 w	ES	3	13	39
A2713560	OHS, living wages and adequate working time Protecting Workers in the World of Work	D	12-OCT-20 06-NOV-20	4 w	EN ES	4	40	160
A2712743	Eliminating violence and harassment at work	D	26-OCT-20 20-NOV-20	4 w	EN ES	4	20	80
A3713558	OHS, living wages and adequate working time Protecting Workers in the World of Work	D	12-OCT-20 06-NOV-20	4 w	EN	4	40	160
A3713556	Eliminating Violence and Harassment in the World of Work	D	26-OCT-20 20-NOV-20	4 w	EN	4	40	160
A3713544	Regional Trade Union Online Training on Social Dialogue, Tripartism and Collective Bargaining	D	16-NOV-20 11-DEC-20	4 w	EN	4	40	160
A4713559	OHS, living wages and adequate working time Protecting Workers in the World of Work	D	12-OCT-20 06-NOV-20	4 w	EN RU	4	40	160
A4712747	Eliminating violence and harassment in the world of work	D	26-OCT-20 20-NOV-20	4 w	EN RU	4	25	100

The Programme for 2021 will be subject to the discussion at the TUTC meeting scheduled for September 2020

