



Comité de Formación Sindical

Trade Union Training Committee

Comité de la Formation Syndicale

Trade Union Training Committee

Report on trade union training programmes conducted in 2014 together with the programmes for 2015 – proposals for 2016 and indicative plans for 2017

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

A.1 ACTRAV-Turin Educational Delivery System

The Programme for Workers' Activities is the training arm of the Bureau for Workers' Activities (ACTRAV) of the ILO. It is aimed at building the institutional capacity of trade unions worldwide, thus contributing specifically to ILO Outcome 10: *Workers have strong, independent and representative organizations*. The Programme operates across the ILO Outcomes and areas of critical importance (ACIs), approaching them from the workers' perspective. The Programme responds to the training needs of workers' organizations through courses, materials, projects and advisory services. The training activities are embedded in the priorities of ACTRAV and the Workers' Group and are implemented in close collaboration with ACTRAV in Geneva and in the field, including its recently established thematic teams. The Programme also collaborates with the International Trade Union Movement, and with regional and national trade union organizations. It offers training opportunities for leaders, senior activists and the technical staff of workers' organizations.

The Programme delivers annually around sixty training activities in a variety of languages to over 1,500 participants worldwide, which makes it the largest international labour education programme in the world.

The Programme runs:

- face to-face courses at the ITC-ILO Campus in Turin and in the field
- online courses
- blended courses (combination of face-to-face and online training)
- training projects
- study visits that complement selected courses

The Programme delivers training in the strategic areas related to the ILO Decent Work Agenda including employment and international labour standards, with a focus on freedom of association and collective bargaining, social protection and social dialogue. Information technology and training methodology are also part of the strategic framework of the Programme.

The Secretary of the Workers' Group of the ILO Governing Body plays a central role in choosing the organizations eligible to send participants to the activities.

A.2 ACTRAV-Turin team

ACTRAV-Turin has nine staff members, eight on the regular budget and one project-based. Five staff members are women (mainly administrative staff) and four are men. The Programme welcomes its new staff member Ariel Castro into the team.

The Programme's staff in 2014 and their main responsibilities were as follows:

Mr Giacomo Barbieri, Programme Manager, Desk for interregional courses; Mr Jesus García Jimenez, PO¹, Latin America and the Caribbean; Mr Mban Kabu, PO, Desk for Africa; Mr Arun Kumar, PO, Desk for Asia and the Pacific (January-August 2014); Mr Ariel Castro, PO, Desk for Asia and Pacific (August-December 2014); Ms Evelin Toth, PO, Desk for Europe; Ms Martha Tirelli, programme assistant; Ms Daniela Klein, programme secretary; Ms Clelia Pellerino, programme secretary; and Ms Daniela Ciot, junior programme secretary (project-based).

¹ PO stands for **programme officer**

The Report wishes to acknowledge the high degree of motivation of all the members of the team and their readiness to perform more and better, sometimes in challenging circumstances.

B. REPORT ON 2014 PROGRAMME DELIVERY

B.1 Executive summary and general remarks

In 2014 the Programme for Workers' Activities of the International Training Centre of the ILO designed and delivered fifty-nine (59) training activities and trained 1,545 participants. Twenty-five (25) percent of the overall volume of the training activities was linked to projects, predominantly in Europe but also to some extent in Asia and Africa.

The work plan was mainly built around the following thematic clusters: (i) International labour standards; (ii) Freedom of association and organizing; (iii) Social dialogue, collective bargaining and labour laws; (iv) Employment; (v) Rights-based approach to migration; (vi) Informal economy; (vii) Social security, wages and working conditions; (viii) Multinational enterprises; (ix) Sustainable development; and (x) Learning methodology and technology.

In accordance with the criteria of training delivery, fifty-six (56) activities were implemented face-to-face (twenty-four on the ITC-ILO Campus and thirty-two in the field), two as distance courses and one blended course (combining online and residential components). As regards geographical coverage, the distribution of the activities is presented hereafter in descending order: Europe (16), Asia and Pacific (13), Latin America and the Caribbean (12), inter-regional (5) and Arab States (2).

In 2014 the Programme highlighted the following key achievements:

- Steady positive trend as compared to 2013 in terms of an increased number of activities, participants, days of training and participant days
- Enhanced focus on organizing and collective bargaining (including wages and working conditions) and growing attention to employment relations, informal economy and sustainable development
- Developing Community of Practice for trade unions on learning methodology and technologies
- Strengthening the Academies on Social and Solidarity Economy and on Informal Economy with trade union vision and participation, in both qualitative and quantitative terms
- Collaboration with Italian trade unions at the highest level with two regional congresses and several training activities held at the ITC-ILO

The following critical aspects were noted in 2014:

- Increased imbalance between regions due to less predictable income
- Lower participation by workers in the activities of other ITC-ILO technical programmes, resulting in increased divergence from the target set in the ITC-ILO Results-based Strategic Plan for 2012-15
- Need for additional specific funds for workers' participants in the academies
- Need for specific regional and global projects for workers' organizations

B. 2 Overall delivery and participants in 2014

Steady positive trend in terms of an increased number of activities, participants, days of training and participant days

In this chapter, a comparison is made with 2012 and 2013 using the numerical data on different parameters, namely the number of i) training activities; ii) participants; iii) days of training and iv) participant days.

In 2014 the Programme for Workers' Activities organized fifty-nine (59) training activities. This represents an upward trend in comparison with the previous two years when the Programme organized fifty-seven (2013) and fifty-three (2012) activities respectively. Face-to-face training is the predominant delivery modality of the ACTRAV Programme. In 2014 56 activities were delivered face-to-face, compared to 52 in 2013 and 50 in 2012. Distance and blended courses are regularly delivered in the Latin American region. In 2014 two distance courses and one blended course were organized, compared to 4 distance courses and 1 blended course in 2013 and 3 distance courses in 2012.

2014: ACTIVITIES BY TYPE AND REGION

Region	Type of activity		
	Turin campus	Field	Distance
Africa	3	8	-
Americas	2	7	3*
Asia - Pacific	5	8	-
Europe	8	8	-
Arab States	2	0	-
Interregional	4	1	0
Total	24	32	3

A positive trend is observed in the number of participants, with a rise from 1,233 in 2012 to 1,460 in 2013 and finally 1,545 in 2014. The days of training mark a gradual increase from 306 (2012) to 319 (2013) to 349 (2014) and the participant days from 6,042 (2012) to 7,057 (2013) to 7,672 (2014). In 2014, the average number of participants trained in an ACTRAV training activity was twenty-six (26).

GROWTH OF ACTIVITIES, PARTICIPANTS, DAYS OF TRAINING AND PARTICIPANT DAYS 2012-2014

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

Increased imbalance between regions due to a less predictable income

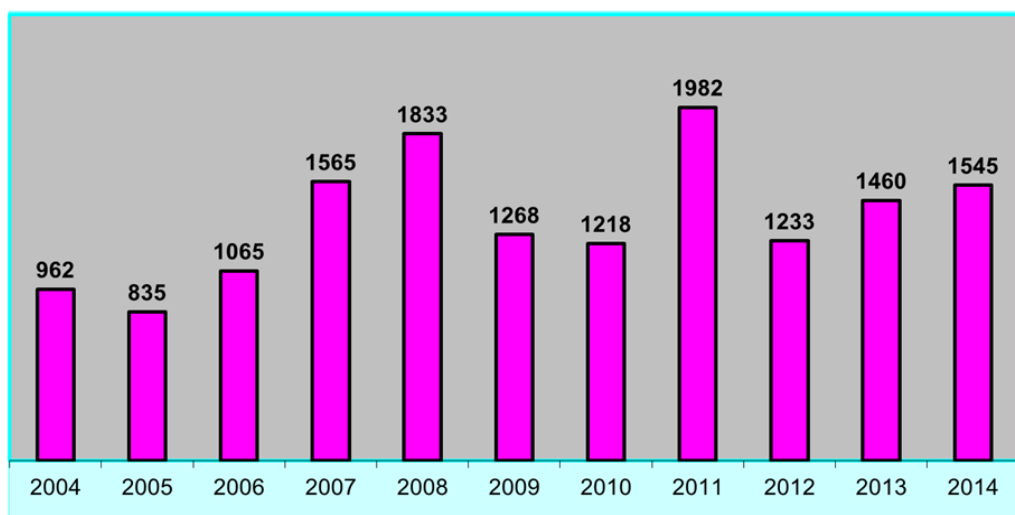
Looking at the geographical coverage, one observes a significant imbalance between the regions which has persisted over the last few years, reflecting variations in the availability of resources. Analyzing participant figures by region, the data show that participants from Europe benefitted most from the training, while participants from the Arab States had the least access to it. This mainly reflects the funding resources available to the EU Member States and Candidate Countries. A very positive trend is that the number of participants from Latin America is steadily recovering after the sharp decline in 2012 when large-scale projects funded by the Spanish government were discontinued owing to the crisis. The number of African participants also increased between 2013 and 2014, mainly due to the funding provided through the Walloon project. In the same timespan the number of participants in Asia and Pacific remained stable, with potential for growth, particularly linked to demand for partnership in the delivery of training packages offered by several national trade union centres through cooperation protocols and agreements. The regional imbalance is mainly linked to the availability of resources necessary for implementation of training projects and activities.

PARTICIPANT FIGURES BY REGION 2012-2014

Region	Participants in 2012	Pax in 2013	Pax in 2014
Africa	239	176	262
Americas	272	339	399
Arab States	13	5	14
Asia-Pacific	213	326	323
Europe	495	611	547

In addition, the chart below shows the number of participants trained by the Workers' Programme in the last ten years, starting in 2004 with 962 trained, through the peak years of 2008 (1,833 participants) and 2011 (1,982 participants), to 1,545 participants in 2014. The Programme has significantly increased its operations over the years.

TABLE 2004-2014 ACTRAV-TURIN PARTICIPANTS



B.3 Strategic Approach

The Work Plan implemented in 2014 reflected ACTRAV's priorities and contributed to the ILO Strategic framework, outlined in the ILO Programme and Budget for 2014-15, built on the four strategic objectives of the ILO – employment, standards and fundamental principles and rights at work, social protection, and social dialogue – and its 19 Outcomes. By focusing the institutional capacity-building of trade union organizations around the world on the key topics of the ILO, the Programme contributed specifically to **ILO Outcome 10: Workers have strong, independent and representative organizations** and to all the other outcomes of major interest for the trade unions, for example Outcome 1 on employment, Outcome 18 on standards, Outcome 14 on freedom of association and collective bargaining, Outcome 4 on social security, Outcome 5 on equality, Outcome 6 on occupational safety and health (OSH), Outcome 7 on migrant workers, Outcome 8 on HIV/AIDS, Outcome 12 on tripartism, Outcome 13 on the sectoral approach to decent work, Outcome 15 on elimination of forced labour, Outcome 16 on elimination of child labour, Outcome 17 on non-discrimination, and Outcome 19 on an integrated approach to decent work in policy-making. In collaboration with ACTRAV Geneva, the Programme was also involved in organizing the delivery of training components related to the ACIs. The Programme equally contributed to the ITC-ILO Results-based Strategic Plan for 2012-15 as well as to the Training Programme Department Strategy Framework. The programme was implemented in close collaboration with ACTRAV in Geneva and in the field, including its recently established thematic teams. The International Labour Movement and regional and national trade union organizations were also closely associated with the operations of the Programme. The Programme placed great emphasis on collaboration with other technical programmes of the ITC-ILO through information-sharing, consultations, sharing of expertise, training materials, examples of good practice in training methodology, and so forth.

In 2014, the Work Plan was mainly built around the following thematic clusters:

- International labour standards
- Freedom of association and organizing
- Social dialogue, collective bargaining and labour laws
- Employment
- Rights-based approach to migration
- Informal economy
- Social security, wages and working conditions
- Multinational enterprises
- Sustainable development
- Learning methodology and technology

The complete list of activities grouped by regions is provided in Annex 3, showing the title of each activity, venue, implementation dates, number of days of training, number of participants, working languages, and funding resources. Relevant information on the courses is provided in Annex 2 and in the Regional Reports. Annex 2: Summary of Course Descriptions – 2014 contains information on the specific content of all the courses implemented by ACTRAV-Turin in 2014. Regional reports describe i) Background and training strategy; ii) Planning and coordination of training activities; iii) Training process and methods; iv) Cooperation and partnerships; v) Lessons learned; and vi) Challenges for each region. The reports and the annexes show that the year 2014 was marked by an enhanced

focus on organizing and collective bargaining (including wages and working conditions) and growing attention to employment relations, the informal economy and sustainable development.

The Programme also highlights the strengthening of collaboration with the Academies on Social and Solidarity Economy and on Informal Economy, with greater trade union participation in both qualitative and quantitative terms. The SSE Academy had more than 80 participants, 18 of them from the trade union delegation (Africa, America, Asia) with *ad hoc* funding from Turin, PARDEV and Regional Offices. The final programme was agreed on by EMLD-PARDEV-ACTRAV. The following positive results can be mentioned: i) trade union vision within the Academies; ii) presentation on a rights-based approach and decent work; iii) participation by high-level resource persons (General Secretary of TUCA and a member of the workers' group; iv) the presentation of final conclusions in plenary including the trade union position, with a final declaration. The Academy on Formalization of Informal Economy included the trade union input and had relevant number of participants from trade union organizations (17%).

Developing Community of Practice for trade unions on learning methodology and technologies

With the ETUI and SOLIDAR, and supported by the ITC-ILO DELTA Programme, ACTRAV Turin engaged itself in setting up a Community of Practice on Learning and Methodology Technologies for Better Trade Union Education. The online platform has been created with a specific focus on supporting exchange of contents, methodologies and technologies so as to strengthen the capacity of trade unions and workers' organizations to deliver innovative training events to equip workers with the knowledge, skills and competences needed to address the new challenges in the labour markets across Europe.

Collaboration with Italian trade unions at its highest level with two regional congresses and several training activities held at the ITC-ILO

In this report the Programme expresses its appreciation of the long-standing cooperation with Italian trade unions, especially the national confederations CGIL, CISL and UIL and their regional trade union structures in the Piedmont region. Italian trade unions shared their experience in different core courses organized by ACTRAV-Turin, and hosted short study visits with the objective of presenting Italian models in terms of organizing, collective bargaining, trade union policies, actions and campaigns. As in previous years several training activities benefitted from this fruitful collaboration. Moreover, two regional congresses of the Italian unions were hosted on the ITC-ILO Campus.

B.4 Core courses

The Programme organized twelve (12) core courses in 2014: Africa (3), Latin America (2), Asia and Pacific (2), Europe (1), Arab States (2) and inter-regional (2). In the core courses one hundred and eighty-five (185) participants were trained. The regional distribution of participants trained in the core courses in descending order is as follows: Africa (61), Latin America (41), Asia and Pacific (36), Arab States (31) and Europe (16). The core courses by region are listed in Annex 3. An overview of the content of the courses is provided in the Summary of Course Descriptions – 2014, by regions.

The core courses are listed below:

Region	Core course
AFRICA	<ol style="list-style-type: none"> 1. Decent Work and the fight against poverty in the Post-2015 Development Agenda 2. Communication for trade unions 3. Trade union training on social protection
LATIN AMERICA	<ol style="list-style-type: none"> 4. International Labour Standards and the Social Justice Declaration on MNEs 5. Development of union capacities on employment relations and precarious work
ASIA PACIFIC	<ol style="list-style-type: none"> 6. Promoting rights and ILS for domestic workers and workers in the informal economy 7. Trade union training on organizing and collective bargaining
EUROPE	<ol style="list-style-type: none"> 8. International Labour Standards and the ILO Declaration on Social Justice for a fair globalization for MNEs
ARAB STATES	<ol style="list-style-type: none"> 9. Capacity-building for trade unions on mainstreaming gender equality and empowering women workers 10. Young men and women at work in the Arab region: a trade union strategy for organizing and promoting their interests and rights
INTER-REG	<ol style="list-style-type: none"> 11. Organizing for strengthening trade unions 12. Income inequality, labour market and wage policies

All the core courses were implemented on the ITC-ILO Campus in Turin. The mandatory duration of the core courses was two weeks. In addition to the two-week programme, four core courses had a study visit scheduled in the third week of the course. The inter-regional course on organizing for Portuguese-speaking countries was hosted by UGT Portugal; the African course on communication was hosted by OGB Austria; Latin American courses on standards and MNEs and on precarious employment were hosted by UGT Spain and by ILO Geneva.

The usual geographical spread of core courses is the following: Africa (3), Latin America (2), Asia and Pacific (2), Europe (1), Arab States (1) and inter-regional (3). Exceptionally, in 2014 two core courses were implemented for the Arab States, owing to the fact that one core course was shifted from 2013 to 2014.

As far as inter-regional courses are concerned, the course on *Promoting workers' rights and international labour standards: training for trade union leaders* was moved from 2014 to 2015. This course will be modified into a blended course (online + face-to-face) with a gender-sensitive curriculum, tested for the first time and offered to the ITC-ILO Innovation Fund 2015 for funding of the innovative component. In partnership with ILS-GEN, ACTRAV will develop i) a new curriculum for a blended course on ILS; ii) mapping of gender and diversity structures in trade union organizations; iii) trilingual online survey on gender equality and diversity clauses in national labour codes and collective agreements; iv) report providing a comparative analysis of data on equality and non-discrimination; v) new training material in English, Spanish and Portuguese.

B. 5 Additional courses in Turin and in the field

In 2014, the Programme implemented twenty-nine (29) additional courses sub-divided between courses on the ITC-ILO Campus and courses in the field. Project-related training activities are excluded from this calculation and are reported on under chapter B.7 Projects.

Additional courses in Turin

Besides the core courses, the Programme conducted nine (9) additional face-to-face activities on the ITC-ILO Campus: Asia and Pacific (2), Europe (5) and inter-regional (2). The courses are listed by region in Annex 3 and their content is described in Annex 2: Summary of Course Descriptions – 2014. In the additional courses in Turin 312 participants were trained: Africa (4), Latin America (13), Asia (45) and Europe (250). The main feature of these courses is that they are tailor-made, designed and delivered according to the specific training needs of global, regional or national trade union organizations or training institutions (global union federations, European Trade Union Institute, ACFTU from China, etc.).

Additional courses in the field

The Programme organized twenty (20) additional courses in the field with the following regional distribution: Africa (6), Latin America (7), Asia and Pacific (6) and inter-regional (1). In these activities 479 participants were trained: Africa (115), Latin America (212) and Asia and Pacific (152). These activities were organized in close cooperation with ACTRAV, ILO field offices and regional trade union structures.

B.6 Distance education

In 2013, the Programme ran two distance and one blended course for the Americas in which 127 participants were trained over a total of 32 days of training. The table below shows an overview of the number of distance courses and participants trained from 2006 to 2014.

Workers' Programme: Distance education (2006–2013)

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

In terms of distance education, the Programme highlights the following elements relevant to 2014:

- Use of a new platform in “Moodle” for Latin America, maintaining the SoliComm approach to methodology;
- Adaptation of the “Decent Work Cubed” material for developing the platform - (Escuela de Trabajo Decente): agenda, topics, courses, blogs, resources, conferences, groups, training orientation and links. This platform for Latin America on Decent Work was established thanks to cooperation from Spanish Trade Union Vocational Training Institutes.
- Integration of the distance education platform (in Moodle) with “DW Schools”, i.e. management of participants and courses. Specific training tools and materials were developed.

B.7 Projects

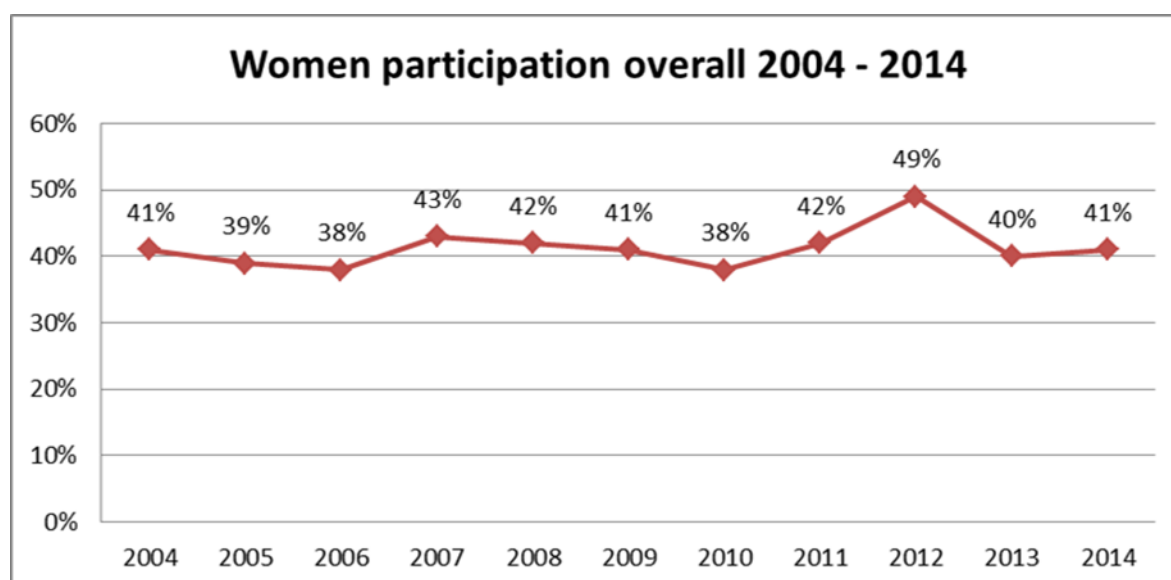
In 2014, the Programme conducted sixteen (16) activities linked to projects: Africa (3), Asia and Pacific (3) and Europe (10). The projects are described in Annex 2: Summary of Course Descriptions – 2014 and are listed below for quick reference.

Region	Project	Sponsor
AFRICA	Capacity-building of trade union organizations on social protection in the Great Lakes Region	WBI-Wallonie
ASIA PACIFIC	Institutional Capacity-Building under RMG Programme for Bangladesh	Canada, Kingdom of the Netherlands, UKAID
EUROPE	Decent Work for Workers in Construction Industry European Network for Assistance for Integration of Migrant Workers and their Families	European Commission

B.8 Cross cutting issues

a) Equality

The ITC-ILO collects gender-disaggregated data that indicates women's participation in the training activities organized by the Centre and places important emphasis on achieving gender equality. ACTRAV-Turin is contributing to this goal by: i) selecting women participants; ii) selecting women as resource persons; iii) promoting empowerment of women trade union leaders; iv) introducing a gender approach in different thematic sessions and v) having two staff members as focal points for gender (G. Barbieri and D. Klein). The statistical data on participation of women in the courses conducted by ACTRAV is shown in graphs and charts in Annex 5. The table below shows the trend in participation of women trade unionists in ACTRAV-Turin courses in the period 2004-2014.



Gender-disaggregated data shows that women's participation in ACTRAV-Turin courses depends to some extent on large-scale sector-specific projects and their target groups. While in 2012 the Programme achieved an exceptionally good result of 49% participation by women (a significant number of female participants from a domestic workers' project), in 2013 there was a decline to

40% and in 2014 a slight increase to 41%. In 2013 and 2014 important projects were implemented in the industries covered by industriAll and in the construction sector where the majority of workers were men. Nevertheless, taking into account the overall composition of the workforce in the sectors, the ACTRAV training projects achieved good results (i.e. 25% women participants trained in the construction project, compared to 10% female participation in the workforce of the industry).

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

Freedom of association and the right to collective bargaining are central topics in the Programme's activities and there is good long-standing cooperation on these issues with the ITC's technical programmes on International Labour Standards, Rights at Work and Gender Equality (ILSGEN), and Social Dialogue, Labour Law and Labour Administration (recently merged into Social Protection, Governance and Tripartism). In principle sessions on freedom of association and collective bargaining, along with an introduction to the international labour standards and their supervisory mechanism, are included as a mandatory component of all core courses. Freedom of association and collective bargaining are mainstreamed in all the training projects and in the large majority of tailor-made training activities. Annex 2: Summary of Course Descriptions – 2014 provides the titles of the main sessions of all the courses and it is clearly visible that freedom of association and collective bargaining are regularly addressed during the training.

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

B. 9 Training methodology

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

barriers and ensuring that participants with the right profiles are selected for the training, in line with their functions and competences rather than language criteria.

B. 10 Training material

During 2014, the Programme continued with the review, updating and development of its training materials. A new workers' education manual on 'Trade Unions and the Informal Economy' was developed and used.

'Decent Work cubed', was updated with five modules developed with ACTRAV Regional employment policy :

- The policy of promoting decent work
- Economic , social and labor policies for decent employment
- The ILO standards on employment policy
- The structure of employment and sectoral policies
- Employment policies for specific groups

The Manual for Trade Union Education on Social Dialogue was translated and published in Turkish. Editions in Central and Eastern European languages were reprinted for the EU-project for construction industry.

The Programme continued working on the development of fact sheets for union action.

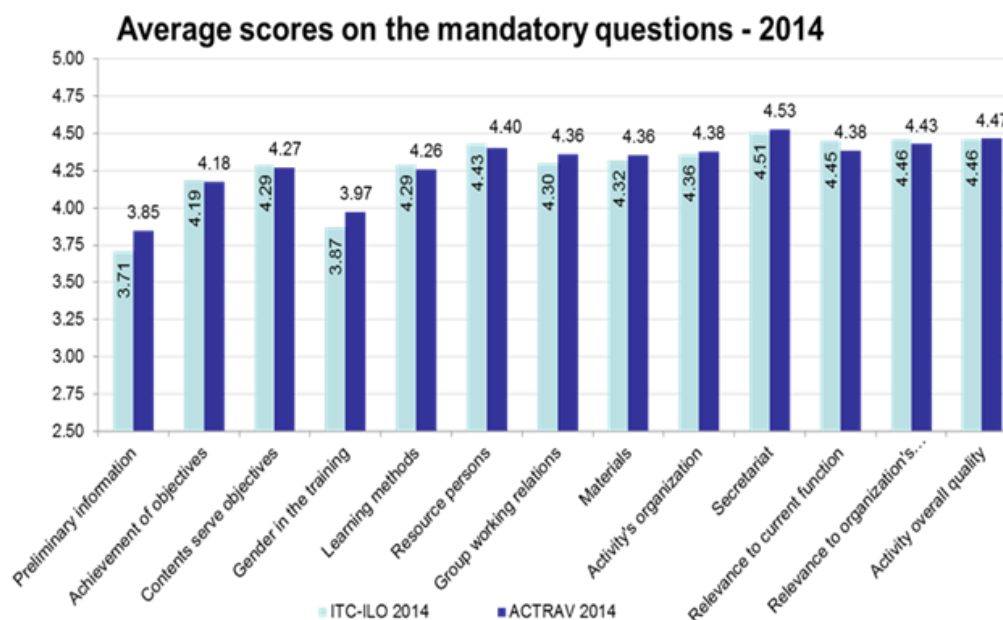
B. 11 Resource Persons

In the implementation of its training courses the Programme uses internal expertise in ACTRAV-Turin as well as ACTRAV specialists in headquarters and in the field; experts from the technical programmes of the ITC-ILO and from ILO departments and offices; and external collaborators. The majority of training activities are implemented with contributions from leaders and technical experts from international, regional and national trade union organizations and training institutions as well as resource persons. Looking at the overall volume of the training activities conducted in 2014 (59 activities for 1,545 participants), the Programme engaged around two hundred-fifty resource persons (only 20% of whom received fees). The large majority of resource persons were from trade unions and other institutions, mainly locally recruited. If they came from another country, only their travel, accommodation and meals were covered. By way of illustration, the European project for construction sector had 54 resource persons, only 4 of whom had an external collaboration contract (7%), all the others belonging to European trade union federations, GUFs, ILO, ITC-ILO, national trade unions, ministries of labour, and employers' associations.

B. 12 Evaluation

At the end of the training courses the Programme conducts evaluations based on the standard ITC-ILO questionnaires. The questionnaires are anonymous. On a scale from 0 to 5, the participants are asked to rate the training activity on several parameters. Average scores on the mandatory questions and criteria are shown in the chart below: Preliminary information (3.85); Achievement of

objectives (4.18); Contents serve objectives (4.27); Gender in the training (3.97); Learning methods (4.26); Resource persons (4.40); Group working relations (4.36); Materials (4.36); Activity organization (4.38); Secretariat (4.53); Relevance to current function (4.38); Relevance to organization's needs (4.43); and Activity's overall quality (4.47).



B. 13 Financial Report

In 2014 the Programme achieved a total income of €2,671,297, maintaining the overall percentage of the contribution to fixed costs. The main sources of funding were from the regular RBTC/TC/ACTRAV allocation, Italian voluntary contributions and projects by external donors.

The table below shows a comparison of funding between 2013 and 2014 according to the funding sources. The main differences resulted from the increase of funds in terms of the surplus and special workers' allocation which were introduced for the first time in 2014. In financial terms 2014 was a positive year that allowed ACTRAV-Turin to train 1,545 participants in 59 training activities, achieving 349 training days and as many as 7,672 participant days.

	2013	2014	difference
ITALIAN CONTRIBUTION	€546,090	€544,632	€1,458
RBTC/TC/ACTRAV	€535,006	€549,591	-€14,585
ILO various	€348,338	€53,000	-€295,338
RBTC/ILO/TC	\$195,454	\$199,000	€3,546
Surplus		€301,222	
Special allocation		€273,000	
Contribution projects	€772,815	€761,844	-€10,971
Various		€42,539	
TOTAL INCOME	€2,196,986	€2,671,297	€474,311
CONTRIBUTION TO FIXED COSTS	€770,733	€909,764	€139,031
%CFC of INCOME	35%	34%	

The small table below shows that important funding came from projects (29% of total income) funded by the European Union, the Walloon Community and the RMG Bangladesh Programme. The regions that benefitted from projects in 2014 were Europe, Africa and Asia.

Projects contribution in 2014	
RMG Programme Bangladesh	€ 84,394
Walloon	€ 185,034
EU	€ 492,416

B.14 Regional reports

a) Africa

Background and training strategy

Africa has averaged 5 per cent growth a year over the last decade, with some countries recording more than 7 per cent despite the global economic crisis. High commodity prices, increased domestic demand [occasioned by increased private investment in infrastructure and energy] and improved economic governance and management were the main drivers of this growth. However, this so-called impressive economic performance has not been inclusive as its contribution to job creation has been virtually minimal, while structural transformation on the continent remains elusive.

The continent's labour market is plagued by many challenges including the unprecedented high levels of unemployment and underemployment [which weigh heavily on youth and women], widespread informality, poor working conditions and growing inequality. The continent is off target for most of the Millennium Development Goals. For instance, nearly half of Africans are in extreme poverty with approximately 46.5 per cent of workers earning less than US\$1.25 a day. The majority of workers are trapped in vulnerable jobs, low productivity and a lack of social security protection, amid the devastating effects of the unprecedented Ebola outbreak that affected the countries of the Mano River Union Basin, and the HIV and AIDS epidemic which continues to wreak untold suffering on Africa's population.

Moreover, there is a sweeping wave of pro-capitalist legislation or policies that offer foreign investors and their Multinational Enterprises (MNEs) a wide range of incentives including:

- business-friendly industrial regulations that entrench disrespect for labour rights, especially those concerning freedom of association and collective bargaining;
- the right of foreign investors to repatriate profits to off-shore Bank Accounts or to re-invest such profits in asset markets rather than the real economy.

The combination of these and other factors continues to diminish African governments' efforts to effectively tackle the problem of unemployment and underemployment, poverty and the race to the bottom. Also it is worth noting that the unimpressive impact of growth on livelihoods and access to social services in Africa has widened gender, income and rural-urban inequalities and caused painful falls in living standards as well as environmental degradation, thereby rendering the continent an incubator of most forms of human suffering. These challenges are particularly pressing for the younger generation and are forcing many to migrate to the developed North in search of greener pastures, often through dangerous routes in which many have had disturbing tragic experiences.

Decent employment, labour productivity, industrialization, steep poverty reduction and environmental preservation require sustained investment in human resources, diversification of the African economy from low-productivity agriculture and informal sectors to high-productivity sectors such as green economy, manufacturing and modern services. This must be informed by respect for workers' rights and a culture of social inclusivity and inclusive governance underpinned by institutionalized social dialogue leading to policy choices that contribute to realization of decent work and ecological preservation.

Against this backdrop, ACTRAV-Turin continued to contribute to the capacity-building efforts of trade unions in Africa through its delivery of relevant education and training activities that targeted various cadres. From a long-term perspective these interventions are intended to promote development of advanced knowledge and the labour education capacity of workers' organizations, with the ultimate goal of strengthening the influence of workers' organizations on decision-making through collective bargaining and tripartism as well as their effective participation in the Decent Work Country Programmes. In specific terms ACTRAV-Turin implemented a total of eleven training activities including three core courses, all held at the Turin Centre, and eight other activities carried out at field level. A total of 190 participants including 117 female (61.57%) trade unionists attended these training courses.

Planning and coordination of training activities

The courses implemented in 2014 were underpinned by ACTRAV's strategic direction as regards promotion of rights, with a special emphasis on freedom of association and the right to collective bargaining. The courses were identified through a consultative process with the Regional Desk for Africa (ACTRAV). The profiles of targeted cadres were used as benchmarks for determining the training courses' scope, curricula and selection of resource persons. The curricula were organized around problems rather than mere subjects, and these problems reflected the concerns of trade unions on key challenges affecting the working population and the world of work as a whole. The training activities were developed in line with the core mandate of the ILO as articulated in the four strategic objectives of the Decent Work agenda, and by extension the Areas of Critical Importance (ACIs).

The objectives of each training course informed the creation of learning materials and products that not only covered the technical issues but also addressed the deeper concerns of African trade unions in the context of the challenges plaguing the working population and African society as a whole. The suggestions and contributions by the staff of various technical departments of ITC-ILO [DELTA, EPAP, ILSGEN and SPGT], ILO [ACTRAV and Social Protection Department], ITUC, Belgian National Trade Union Centres [CSC, CGSLB and FGTB], Austrian Federation of Trade Unions, ITUC-AFRICA, OATUU, Tom Mboya Labour College, TUC-Ghana and the University of Lome, Togo, who were involved as resource persons, shaped the structures, content and timetables of the training courses.

Cooperation and partnerships

Nearly all the field activities were held in the training facilities owned by trade union organizations namely, ITUC-Africa's Training Centre in Lome, OUTUU's Kwame Nkrumah Africa Labour College in Accra, and COTU-Kenya's Tom Mboya Labour College in Kisumu. It is our hope that the training activities being delivered by ACTRAV-Turin will continue to make a positive contribution to ITUC-Africa's newly-established Research Institute and to OATUU's aim to provide labour education at the Kwame Nkrumah Africa Labour College on a more regular and sustainable basis. The ILO, ACTRAV-Geneva, Walloon Community, Austrian Trade Union Federation and the Government of Italy were our main Cooperating Partners.

Assessment and observations

In specific terms these training activities contributed to the capacity enhancement of trade unions on international labour standards concerning freedom of association, collective bargaining, tripartite consultation, social protection and employment. In addition participants' capacities were improved in respect of contemporary issues of poverty eradication, just transition towards the green economy, organizing and managing trade unions, promotion of decent work in favour of migrant workers, and

workers in the informal economy. By and large the competences of union officials, educators, organizers and other shop-floor union representatives in social dialogue, communication, and contemporary socio-economic issues were upgraded. It is hoped that the enhanced competences will be an added institutional value that will continue to help trade union leaders articulate forward-looking policies in tripartite and bipartite social dialogue fora, not least the on-going Decent Work Country Programmes.

Furthermore, our interventions continued to reinforce trade unions' advocacy and campaigns for a paradigm shift towards an alternative production and consumption model that emphasized a balanced approach to economic growth, social progress [decent work] and environmental preservation. Moreover, the regional training activities were opportunities for strengthening interactions between Anglophone and Francophone African trade unionists, especially on the need for union renewal and unification and for developing organized labour's capabilities for responding to the challenges engendered by globalization and regional integration. The network of volunteer educators with highly developed communication and facilitation skills, acquired through their participation in our training activities, support trade unions' efforts to carry forward the momentum already generated through implementation of the courses.

The individual action plans developed by participants within each implemented activity were the means of transferring knowledge and skills to their respective national trade union centres, sectoral trade union organizations, workplaces and communities. Through implementation of these action plans trade unions are gradually gaining the upper hand in recruitment of new members. Additionally, they are demanding respect for fundamental principles and rights at work, including advocacy for empowerment of youth and women with a view to narrowing existing inequality gaps between social groups. Furthermore, unions are supporting specific OSH, HIV and AIDS programmes aimed at promoting a preventative culture at the workplace.

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

Lessons learned

- Labour education is central to an overall strategy to strengthen the capacity of trade unionists to play a more effective role in social dialogue to advance the socio-economic interests of workers, their families and society as a whole.
- An integrated, coordinated and focused approach in designing, planning and implementing our training activities is likely to have greater impact and sustainability.
- We achieved a 61.56% rate of women's participation in activities, thanks to our insistence in ensuring respect for the recruitment criteria. That notwithstanding, we still received poor grading on the question concerning gender, as participants did not fully appreciate the mainstreaming of gender issues in some of the topics.

Challenges

- Funding poses a serious challenge to the increased training needs of trade unions and to the ability of some trade unions to support their representatives in implementing their action plans.

- Integration of ACTRAV-Turin’s training activities with the training being done by ACTRAV Field Specialists, ITUC-AFRICA and OATUU is of critical importance and deserves special attention. Effective coordination and collaboration with all of them for the purposes of better planning and streamlining of activities is likely to help maximize the use of scarce resources, avoid duplication and achieve better results.
- Standardization of curricula and training manuals on the core thematic topics of relevance to trade unions needs to be addressed.
- Distance learning needs to be reactivated and the need for staff development has to be taken into account.

b) The Americas

Background and training strategy

TUCA-ITUC identified the need to have regional trade union teams at their disposal in areas linked to decent work. Such teams are necessary for the design and implementation of our working plans within the framework of cooperation with trade union organizations at both national and international levels – and with both trade union centres and international trade union confederations – in order to define training processes on strategic subjects concerning promotion of the four components of decent work. This challenge has resulted in the creation of the programme “Decent Work Cubed” and the “Academies on Decent Work” as tools for supporting learning and training processes on the priorities identified by the trade union movement and the ILO.

The following list captures the major difficulties observed at regional level on trade union training:

- a) Profile of participants - many participants in face-to-face activities were trade union leaders who often lacked direct links with the subject-matter.
- b) Very varied groups - the difference between participants with a great deal of experience in the subject-matter and others with little experience makes it difficult to manage the training processes and hinders networking.
- c) Training courses that are not part of a long-term plan do not strengthen trade union organizations.
- d) The impact of training is limited by the lack of resources. There is also a need to strengthen coordination with the field and with regional trade union structures.
- e) Unsustainability of regional trade union teams for which the processes are not given any continuity.
- f) The Declaration of 2008 set an enormous challenge to all ILO activities - the need to integrate social and economic aspects, as well as all strategic areas of decent work, into trade union and sustainable development training activities.
- g) A lack of integrated training tools in support of the approach of the 2008 Declaration in trade union training, in particular concerning the “inseparable” nature of the four strategic objectives of decent work.

Planning and coordination of training activities

- ACTRAV coordination

As in previous years, all the regular courses held in Turin are previously defined by the Trade Union Training Committee.

With regard to activities carried out in the field, coordination between the Regional Desk Officer in ACTRAV Geneva and the ACTRAV Specialists in the field has been crucial, representing an advantage in the form of combined efforts and increased efficiency. This synergy focused on four main issues:

- Planning and development of activities on the informal economy to be held prior to the International Labour Conference, since it is one of the themes included on the agenda.
- Increased training on social security(pension reforms).
- Implementation of activities focusing on three areas of critical importance identified by the Governing Body: social economy, the rural sector and the development of youth competences for promotion of decent work among young trade unionists.
- Training with Global Union Federations (GUFs) in different fields (such as multinational enterprises, young people, indigenous peoples), and strengthening of coordination between GUFs and the Trade Union Confederation of the Americas (TUCA).

Similarly, the planning of distance education was carried out in close consultation with the Region. Development and implementation of the “Academies on Decent Work” were carried out through joint efforts.

Coordination with regional trade union organizations

During the 2014 course systematic coordination continued between TUCA-ITUC and the ACTRAV team on the regular courses in Turin. Moreover activities in the field were carried out with TUCA on systematization of knowledge and products relating to the theme of the informal economy as a preparatory element for discussions at the International Labour Conference. Equally important has been the support offered by ACTRAV for creation of the Labour Development Platform for the Americas (Plataforma Laboral de Desarrollo de Las Américas, PLADA) in 2013 and its launch in 2014 in Santiago de Chile.

It is worth pointing out that during 2014 a set of interrelated activities was also developed in the sphere of rights for indigenous peoples, both in Turin and in the field, and in the form of distance education programmes. Work was carried out with the majority of Global Union Federations (GUFs). In particular collaboration with the IUF as a leading organisation in the rural sector was critically important. Work on curricula linked to multinational enterprises, with involvement of practically all GUFs concerned with this issue, was equally very significant. Collaboration with both GUFs and TUCA to train young trade unionists in areas related to decent work will continue in 2015 through both distance and face-to-face programmes,.

Cooperation and partnerships

- Coordination with national training centres and research institutions

Study visits to Madrid continued to take place during 2014 as part of the regular courses in Turin, taking advantage of the agreements with the Confederal Trade Union School of the Workers’ Commissions (Comisiones Obreras, CC.OO.) and the Trade Union Institute for Development Cooperation (Instituto Sindical de Cooperación al Desarrollo, ISCOD) of the Spanish General Union of Workers (Unión General de Trabajadores de España, UGT). During 2014 there was also a study visit by a delegation of trade unionists from the Republic of China, carried out with the support of

Spanish trade union cooperation. The study visit to Lisbon took place with support from the Portuguese General Union of Workers (União Geral de Trabalhadores, UGT).

It is worth mentioning the ongoing work in 2014 with the Argentinian Building Workers' Union-General Confederation of Labour Argentina (UOCRA-CGT), particularly in relation to the training process initiated with young trade unionists. Similarly work also continued with the Banco de Previsión Social (BPS) in Uruguay on analysis of the state of social protection systems in reference countries for the Region.

- **Coordination with other ITC-ILO programmes**

The "Gender" area of the ILSGEN Programme had the support it required to validate inclusion of gender mainstreaming in the structure of the trade union training programme "Decent Work Cubed" in the form of a gender audit. To this end a group of female trade unionists were included in the gender audit.

Moreover, the Centre's experts on standards and gender also participated in all the activities held in Turin by ACTRAV, a contribution that was highly valued by participants.

The Centre's support (with the innovation fund) for the project on "Academies on Decent Work" was also of great importance for the programme, through the aforementioned gender audit.

In relation to coordination with other programmes on implementation of joint activities, the collaboration and joint work carried out with EMLD on the Academy on the Social and Solidarity Economy that took place in Brazil was particularly significant.

- **Coordination with offices in the field and Departments of the ILO Headquarters in Geneva**

All the activities carried out in the field during 2014 benefited from participation by experts from different offices, depending on the theme to be addressed. Descriptions of the activities and timetables were previously shared with the ACTRAV Regional Desk.

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

The Regional Office's collaboration with the Programme to Promote ILO Convention No. 169 (PRO 169) was fundamental.

The ILO Headquarters in Geneva offered support via departments such as those concerned with the Governance and Tripartism and the Multilateral Cooperation. The Global Action Programme on Migrant Domestic Workers and their Families also participated in our work.

Finally, given the special importance of trade union cooperation between Spain and Latin America, the role of the ILO's Madrid office in accompanying and supporting the different collaborative initiatives in 2014 was very significant.

Evaluation, observations and lessons learned.

In light of the foregoing it can be concluded that the objectives set by the Programme for Latin America and the Caribbean were fulfilled during 2014, with satisfactory delivery of the training activities which were assessed positively by participants according to the available assessment forms. Equally, training activities were developed with the support of the Regional Office and the Geneva Headquarters. However the delay in implementation of some sub-regional projects made it necessary to postpone two of the planned sub-regional activities.

Work continued on training processes to strengthen trade union capacities to promote the four components of decent work, and with sights set on creation of trade union networks and technical teams.

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

During 2014 the activities carried out in Turin were implemented in parallel with activities from other regions. This allowed sharing of common training sessions and advantage to be taken of the interregional dimension.

We can also highlight the joint work between ACTRAV and EMLD in 2014 on the design and implementation of an interregional “Academy” in the field. Cooperation with other technical departments of the ITC-ILO on the curricula and implementation of the Academies is an important aspect of our working plan for the coming years.

Challenges

Given the foregoing, the challenges for the coming year can be summarized as follows:

- Strengthening of interregional programmes based on a comparative approach.
- Increased participation of women trade unionists and gender mainstreaming in all activities, and applying methodological criteria designed for that purpose.
- Increased collaboration with other technical departments on implementation of the Academies, with special attention to those thematic areas identified as priorities by the Workers’ Group.
- Further coordination with ACTRAV, both at regional level and in the Geneva Headquarters, as well as with specialists in the field, with the aim of fully harmonizing working plans.
- Strengthening of ACTRAV leadership in its capacity for proposing technical collaboration over the medium and long terms on the basis of international projects, with inclusion of activities to train and develop the capacities of trade unions within the framework of decent work.
- Strengthening of the distance learning programme, with special attention to the training-of-trainers methodology and development of materials and tools to support learning.
- Systematic use of the “Academies on Decent Work” as a lifelong learning tool in the form of a “permanent Academy on Decent Work” to facilitate the work of technical or trade union networks and teams.

Training materials

During 2014 training materials continued to be revised, updated and developed for inclusion in the aforementioned global proposal “Decent Work Cubed”, including five modules developed with ACTRAV’s regional office on employment policy:

- Policy for promoting decent work
- Economic, social and employment policy for decent work
- ILO standards on employment policy
- The structure of employment and sectoral policies
- Employment policy aimed at specific population groups.

Work has also continued on publication of fact sheets on trade union action.

c) Asia and the Pacific

Although Asia's economic achievements have been praised globally, there remain significant threats and challenges which hinder the region’s ability to sustain progress and development. Rising incomes and standards of living have been accompanied by significant levels of poverty and increasing inequality. Economic growth is not generating sufficient productive employment and decent work. Many people are in vulnerable, precarious and low wage employment, without adequate systems of social protection, and basic workers’ rights are not guaranteed. The lowest number of ratifications of the fundamental ILO Conventions on Freedom of Association (C.87) and Collective Bargaining (C.98) can be found in the Asia Pacific region.

The training strategy for the region took these realities into consideration and prioritized topics that address them and devise trade union strategies to overcome them. Utilizing a mix of participatory and technology-enabled learning methods, the programme in Asia and the Pacific focused on increasing and strengthening trade union competences on the promotion of respect and adherence to the core ILO standards (C.87 and C.98), organizing workers into unions (particularly domestic workers and informal economy workers), wages, promoting decent work in MNEs, labour law reforms, social protection and collective bargaining.

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

In 2014, fourteen (14) courses were delivered targeting the Asia and Pacific region. Five (5) of these courses were carried out in Turin (including two for the All-China Federation of Trade Unions) and the remaining nine (9) courses were in the field, including three (3) workshops for unions in Bangladesh.

A total of 331 trade union representatives from the region attended the courses, of which 39.57% (131) were women. Compared with 2013 this number represents an increase in the total number of participants of about 4% but also a fall of about 12% in the number of women participants.

Planning and coordination of training activities

Regular consultations and coordination with relevant ACTRAV colleagues in Geneva and in the field were also carried out to ensure that the training activities fall within the priorities of the region. Whenever possible, the training activities both in Turin and in the field were delivered with the involvement of ACTRAV Specialists. Regular interaction with the ACTRAV team for Asia and the Pacific (in Geneva and the field) helped improve the quality and delivery of the training activities.

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

However, since ACTRAV-Turin was also given the task of implementing a capacity-building service package for workers in the RMG sector in Bangladesh under a broader ITC-ILO project, interaction and coordination with ILO colleagues at country level, in this case the Bangladesh Office, also became imperative. In the absence of an ACTRAV Specialist covering South Asia, the Workers' Education Expert (based in the ILO Dhaka Office) and other relevant colleagues in the Office were involved in coordination and implementation of the project activities.

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

Cooperation and partnerships

In 2014 cooperation with trade unions and their solidarity support organizations was maintained, especially in the delivery of training activities in the field. Over the years partnerships have been established with these organizations for co-organizing and cost-sharing in a number of training courses in the region.

Since 2003 tailor-made training courses for ACFTU have been carried out, targeting ACFTU officials and cadres. This year, aside from the two tailor-made training courses, an additional two (2) training courses in the field were also carried out with ACFTU support. This expansion of support was brought about by the positive experience and feedback from the participants in these courses and also from ACFTU.

Partnerships with the Korea Labour Foundation (KLF), Singapore NTUC and Japan International Labour Foundation (JILAF) were also continued this year for field-based training activities. Contributions from these organizations enabled ACTRAV-Turin to deliver courses and promote cooperation.

Strategic partnerships with these organizations should be continued in future so as to expand the reach of the programme in the region. However, these types of partnership should continue to be

aligned with the priorities of ACTRAV and trade unions. *Ad hoc* planning should be avoided and longer-term partnerships with these organizations explored.

Overview of the Bangladesh Project

The ITC-ILO, in partnership with the ILO Country Office for Bangladesh, was tasked to deliver a set of capacity-building activities for ILO constituents in the areas of labour inspection, labour laws, social dialogue, freedom of association, collective bargaining, and occupational safety and health (OSH), among others. The partnership runs until 2015. A set of capacity-building activities for trade union constituents under this partnership is being implemented by the ITC-ILO Programme for Workers' Activities (ACTRAV-Turin).

The overall aim of the capacity-building activities for workers was to develop organizational and technical capacities to improve safety and health at work and at the same time expand union membership and coverage of collective bargaining for workers in the ready-made garment (RMG) sector in Bangladesh. These aims will be achieved through the training and capacity-building activities developed and implemented by ACTRAV-Turin, either in-country or at the ITC-ILO in Turin.

So far training activities have been implemented in Dhaka which provided opportunities for union organizers and educators to increase and strengthen their knowledge, attitudes and skills on occupational safety and health (OSH), workers' rights, freedom of association, and collective bargaining, among other things. Thirty-nine (39) members of the core group, mostly from the National Coordination Committee for Workers' Education (NCCWE), have also been provided with appropriate financial and technical support to undertake follow-up activities targeted at building up the awareness and knowledge of RMG workers on the aforesaid issues and enable them to develop and carry out relevant actions at union and enterprise levels.

All these activities have significantly demonstrated the commitment of trade unions in Bangladesh, particularly the NCCWE, to becoming effective agents of change to improve the living and working conditions of workers in the RMG sector in Bangladesh. The role of trade unions in the country, now more than ever, has become more important especially as it strives to ensure that the rights and interests of workers in the country are safeguarded and protected. It is expected that the unions will make optimum use of the trained union organizers and educators and enable them to play a pro-active and constructive role in improving the living and working conditions of workers in the RMG sector in Bangladesh

Lessons learned and challenges

There were a number of lessons learned and challenges in the delivery of workers' education and training courses for Asia and the Pacific:

1. There is a need to explore and develop technology-enabled methodologies in future training courses. Unions should also be provided with opportunities to use them for their own programmes.
2. In order to meet emerging issues and the concerns of workers and unions, there should be conscious efforts to improve existing training materials and develop new ones.

3. There is a need to explore with the programme partners the potential for more long-term arrangements and cooperation with national trade unions and solidarity support organizations.
4. Improve coordination and mechanisms for follow-up actions.
5. There is a need to promote greater integration of gender perspectives and participation by more women and youth union leaders in the courses.

d) Europe

Background and Training Strategy

The programme reflects some of the most important priorities in Europe in this period, such as employment, growing inequalities, labour migration and undeclared work. It tackles the challenges of legal uncertainty and erosion of trade union and labour rights caused by current labour law reforms as well as the worrying trend in decentralization of collective bargaining that leaves numerous workers unprotected. Many trade unions are facing significant difficulties in their attempts to increase and strengthen their membership base, which is the reason why organizing workers into unions should remain one of the high priorities of this training programme. Importance is equally placed on social dialogue as an important instrument in addressing the economic crisis, recovery and economic and social issues in general. Systematic attention is paid to trade union strategies in multinational companies and every year one or more activities are organized on this topic. Finally, the programme is actively engaged with national and European trade union education structures and institutions in the area of promoting methodological and technological cooperation for better trade union and workers' education.

In 2014 ACTRAV-Turin trained 547 European participants, which makes it the regional programme with the highest number of participants and activities. It organized sixteen (16) training activities, eight in Turin and eight in the field. The programme rests on three main pillars: (i) EU-funded projects, (ii) a core course, and (iii) tailor-made activities. In 2014 ten activities were linked to EU projects, one was a core course and five were tailor-made in collaboration with European trade union federations and the ETUI-European Trade Union Institute. The activities are listed in Annex 2 of the Report.

The specific characteristic of the European programme is that the core of the programme is linked to the EU-funded projects. Implementation of the projects, supported by the European Commission - Directorate General for Employment, Social Affairs and Inclusion - started in 2003. Between 2003 and 2015 ACTRAV-Turin implemented fourteen (14) projects and trained over 2,000 participants from the European Union and candidate countries. The projects focused on the following topics: industrial relations and social dialogue (11); precarious work (1); domestic workers (1); multinational enterprises and workers' participation (1). The mixture of sectoral and cross-sectoral approach will be evident. The projects are listed in the table below.

OVERVIEW OF THE MAIN PROJECTS IN EUROPE

YEAR	TOPIC	PARTNER	COUNTRIES	PARTICIPANTS	EVAL.
2003/4	SOCIAL DIALOGUE Post & telecom	UNI Europa	EU New Member States	72 (39%F*)	4,10
2006/7	SD Construction	EFBWW	EU NMS	229 (29%)	4,26
2007	SD Tourism	EFFAT	EU NMS and Candidate Countries	181 (50%)	4,44
2008	SD Metal	EMF	EU NMSCC	173 (28%)	4,45
2009/10	SD Chemistry	EMCEF	EU NMSCC	181 (25%)	4,38
2010/11	SD Transport	ETF	EU NMSCC	209 (29%)	4,33
2010	SD Mixed	ETUC	EU NMSCC	104 (39%)	4,29
2011	SD Commerce	UNI Europa	EU NMSCC	142 (55%)	4,43
2011	Precarious Work	ETUC	EU	90 (49%)	4,34
2012	SD mixed	EFFAT, industriAll	EU NMSCC	206 (43%)	4,44
2012	Domestic Workers	ETUC, EFFAT	EU	128 (74%)	4,25
2013	SD mixed	industriAll	EU NMSCC	204 (38%)	4,32
2013	Energy, EWC	ENEL, industriAll, EPSU	EU	42 (38%)	4,55
2014	SD Construction	EFBWW, ETUC	EU NMSCC	160 (25%)	4,46

*The figure in brackets indicates the percentage of women out of the total number of participants

In addition ACTRAV-Turin was a key partner in project teams managed by European trade union organizations, assuming the leading role in designing and implementing the training components of several large-scale projects. An example of such collaboration is the project entitled 'A4I ETUC initiative to implement an EUROPEAN NETWORK OF ASSISTANCE for INTEGRATION of migrant workers and their families' carried out under the political leadership of the ETUC.

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

Planning and coordination of training activities

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

emphasis is placed on strong involvement by the partner organization at European level and on ownership of the project by the beneficiaries. The ITUC-PERC is informed and consulted on the implementation of the core course for the Commonwealth of Independent States and the other activities in the Pan-European area. Every year, in coordination with Global Union Federations, tailor-made activities are organized, relating mainly to multinational companies. When possible activities are coordinated with other technical programmes of the ITC-ILO and the ILO who provide their technical input. This is often the case in the domain of international labour standards, sectoral activities, social dialogue, learning technology applications, and so forth.

Cooperation and partnerships

According to the TUTC decision taken in 2013, the only core course for Europe was implemented on international labour standards and on the ILO Declaration on Social Justice for a Fair Globalization for MNEs for Central and Eastern Europe, delivered in Russian and English. The course was realized by implementing joint sessions with the course on the same topic targeted at participants from Latin America. The course was implemented with the participation of ACTRAV ILO HQ (Deputy Director and Desk Officers for Europe and Latin America), ILO MULTI, ACT-EMP, TUAC-OECD, IndustriALL Global, ITF, UNI and several representatives of national trade union organizations. The experience of merging two regions was a very positive one, contributing to knowledge and experience sharing and cross-fertilization on this topic of global outreach.

The project on Decent Work for Workers in Construction Industry was implemented in partnership with the EFBWW-European Federation of Building and Wood Workers, with a strong degree of collaboration with the ILO ACTRAV (Headquarters and Budapest Office), BWI-Building Workers' International and the ETUC-European Trade Union Confederation, and the participation of ILO HQ Governance and Tripartism Department, ILO's Brussels Office, the European Commission DG Employment, Social Affairs and Inclusion, the ETUI-European Trade Union Institute, industriALL Europe, EFFAT, ETF, and a number of national trade union organizations from Belgium, the Netherlands, Germany, Finland and Ireland as well as employers' and government representatives and experts.

As a follow-up to the Social Dialogue project in 2012, advisory service was provided on the Development of social dialogue in the Central, Eastern and South-Eastern European countries in food processing, agriculture and tourism sectors at the EFFAT Conference for Central, Eastern and South-Eastern Europe, held in Vienna, on the eve of the EFFAT Congress.

The project on the European Network for Assistance for Integration of Migrant Workers and Their Families was implemented in partnership with the ETUC and with close collaboration from trade unions, NGOs and social enterprises from Italy, Spain, France, Germany, Ireland and Slovenia. In terms of training experience this project was complementary to the recent ACTRAV-Turin project on Decent Work for Domestic Workers (2012) and its previous activities on labour migration.

With the ETUI and SOLIDAR, and supported by ITC-ILO DELTA Programme, ACTRAV Turin engaged in setting up a Community of Practice on Learning and Methodology Technologies for a Better Trade Union Education. The online platform was created with a specific focus on supporting an exchange of content, methodology and technology for better trade union and workers' education so as to strengthen the capacity of trade unions and workers' organizations to deliver innovative training

events to equip workers with the knowledge, skills and competences needed to address the new challenges of the labour markets across Europe. In partnership with the ETUC, ACTRAV is planning to design a new project proposal on "Developing European Skills and Competences in Trade Unions for Social Europe 2020", which will be submitted to the EC for funding in 2015.

In 2014 ACTRAV Turin designed a large-scale project on Decent Work for Workers in Public Services in partnership with the EPSU-European Public Services Union for implementation in 2015. The project will cover a range of issues around collective bargaining, social dialogue, industrial action and recruitment and organising. The focus on the public sector has been selected in reflection of the severe impact of the crisis on workers in the public sector with consequences affecting industrial relations, collective bargaining and the role of trade unions. For many years the public sector has been a strong pillar of trade union movements, and trade union density in many Member States has been considerably higher in the public than in the private sector. As a result of the recent reforms in the public sector and the current conflict-prone environment, industrial relations in the public sector have changed fundamentally, and therefore a capacity-building project would aim at helping trade unions cope with the changes.

Lessons learned

As far as lessons learned are concerned, training activities implemented in 2014 demonstrated positive experience on many aspects. The construction project has shown that when the project is highly relevant to trade union needs, it leads to a positive result and higher impact. This was the case with all the project activities, particularly in very successful thematic workshops on organizing, OSH and on asbestos, precarious work and migration.

The advantage of the migration project was that the group of participants with the same professional profile was selected to build key skills and expertise that would enable them to provide efficient services to migrant workers at local level. They participated in four training events in a highly interactive programme based on limited theory and focusing mainly on problem-solving and experience-sharing directly related to their specific jobs. This type of project is expected to have a high impact on the participants' job performance.

The European core course on international labour standards and multinational enterprises, implemented together with the same core course for Latin America, demonstrated a great potential for developing an inter-regional course on this topic. This activity successfully promoted cross-fertilization and mutually beneficial exchanges on good and bad practices and experiences between trade unions from the two regions. While in many aspects it was an eye-opening experience for the participants from Europe, exposing them to the 'flavour' of the Latin American trade union movement, by far the most rewarding experience both for the training team and for the participants was the realization of the similarities in trade union values, despite the differences in trade union contexts and realities.

The tailor-made activities by their very nature are examples of good practice since there is a high level of matching between the participants' and organizations' needs and the agreed training provision. Therefore, as far as possible it is recommended that organization of such activities continues in future in cooperation with long-standing as well as new partner organizations.

Assessing its role in different translational projects implemented in the last couple of years, it has been noticed that participation in projects managed by large consortia composed of several national and international organizations has entailed certain difficulties as regards coordination. Experience shows that ACTRAV Turin is much more successful as a project leader, which has advantages in terms of more efficient management of human and financial resources, time management and better coordination of the project in the broader framework of ACTRAV's annual or biannual planning. Therefore, whenever possible funding opportunities should be pursued that allow that role to be maintained.

Challenges

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

e) Arab States

Background and training strategies

The political turmoil sweeping North Africa and the Middle East since 2011 is challenging our ability to respond effectively to a historic opportunity to support workers' aspirations for peace, social justice and decent work for all. Difficult political transitions, security challenges and rising regional conflicts continue to weigh on economic prospects with serious implications for social progress and sustainability. Throughout the region civilian protests and revolts have erupted as people's frustrations with their unacceptable socio-economic conditions and governance appear to have boiled over. Many of these protests can also be seen in the context of a decade or more of neo-liberal globalisation, seen as corporate-friendly but in a manner that has undermined the ability of citizens to hold their own governments to account, while governments also find themselves constrained in their ability to promote policies addressing the needs of citizens.

The Arab region has one of the highest unemployment rates among developing regions. Youth unemployment in the region, at 29.5%, is double the world average. The female unemployment rate is the highest in the world and there is an expansion of the Arab region's informal job market, which is now estimated to employ two-thirds of the labour force and produce one-third of GDP in non-GCC countries. The lack of an inclusive development growth strategy across the region has caused persistent poverty, while income inequality is high due to a lack of adequate wage policies.

Moreover investment has failed to generate sufficient growth in the Arab region and this is mainly a result of the ineffectiveness of these investments in generating highly skilled and meaningful output-contributing jobs. This situation is causing many young men and women to migrate to Europe in search of better and decent life opportunities. Low wage premiums also cause human capital flight, while the remaining workers are often inadequately trained. The region's very young population - a "youth bulge" - and underemployment are key threats to stability as are poverty and problems with food supplies and costs. Moreover, restrictions on freedom of association, expression and collective bargaining rights coupled with the misuse of courts, police and security services under the whims of tyrannical regimes have intensified a culture of oppression and impunity.

The prominent role played in a number of countries by workers' movements as a catalyst for democratic change has brought new perspectives and priorities to trade unionism in the region. In some countries new unions are emerging, while in others existing unions have been active promoters of change or are engaged in a process of democratic transformation. The birth of the Arab Trade Union Confederation, headquartered in Amman, Jordan, and its vibrant Youth Network provides a glimmer of hope for workers' engagement in the policy space in furtherance of their concerns and interests. In general, freedom of association has gained new relevance as a means of promoting collective action and social dialogue between representatives of government, trade unions and employers' organisations. This development has brought enormous pressure to bear on governments in countries where these fundamental liberties are still being denied or severely limited.

Against this backdrop and given the potential of workers' movements, ACTRAV-Turin continued to contribute to the enhancement of the capacity of trade unions in the region through its delivery of relevant education and training activities that targeted the leaders of women's and youth committees. These interventions are intended to strengthen trade unions' institutional and technical capacity to function as independent, democratic and representative organisations with the ultimate goal of strengthening the influence of workers' organisations in decision-making through collective bargaining and tripartism, especially as regards their effective participation in the on-going Decent Work Country Programmes.

In specific terms, during the period under review ACTRAV-Turin implemented two training activities on the following themes:

- Capacity-building for trade unions in mainstreaming gender equality and empowering women workers.
- Young men and women at work in the Arab region: a trade union strategy for organising and promoting their interests and rights.

These two training activities were attended by a total of 32 participants including 18 female trade unionists. They were platforms for strengthening women's and youth leadership capabilities through the use of collective participatory learning techniques. Each activity ultimately culminated in the formulation of individual action plans and common strategies on membership recruitment, networking and coordination.

Challenges and suggestions

The appalling political and security situation plaguing some countries in the Arab region threaten the effective operation of trade unions. Moreover trade unions in the region deserve special and urgent

attention, not least implementation of a comprehensive development cooperation package that covers the four strategic objectives of the Decent Work agenda. Specifically, it is important to support trade unions in respect of leadership development, organising abilities, social protection, gender mainstreaming, social dialogue, collective bargaining and migration. Finally, the Programme should be able to deliver its support in Arabic. This would be possible by involving the workers' specialist in Actrav Turin or by increasing the capacities of the Programme to operate in Arabic.

B. 15 Workers involved in ITC-ILO Programmes

Lower participation of workers in other programmes' activities resulting in an increased distance from the target set in the ITC-ILO Results-based Strategic Plan for 2012-15

The two tables below show the participation of workers and employer representatives in the ITC-ILO training in 2014 as well as in 2012 and 2013. The data shown are extremely important given that the ITC is the training arm of the International Labour Organization and that participation by all constituents must be guaranteed by all available means. The negative trend in the overall decrease in ITC-ILO participants, from 13,524 in 2013 to 10,921 in 2014, brings the reported year back to near-parity with 2012 (10,847). In 2014 the ITC-ILO as a whole trained a total of 1,875 worker participants, that is 17,17% of total participation, which is higher than in 2013 in terms of percentage but lower in terms of absolute numbers, which stood at 1,999 in 2013 but at 1,875 in 2014. While reconfirming its commitment to contributing to achievement of the overall target set in the ITC-ILO Results-based Strategic Plan for 2012-2015 (2,200 worker participants), ACTRAV-Turin urges the other technical programmes of the Centre to maximize their efforts to increase workers' participation in their training activities.

PARTICIPATION BY EMPLOYER AND WORKER REPRESENTATIVES

	2014	
	Employers	Workers
Employer-specific activities	1,259	33
Worker-specific activities	0	1,525
Other Centre activities	243	317
TOTAL	1,502	1,875
<i>% of Centre total</i>	<i>13.75%</i>	<i>17.17%</i>

PARTICIPATION BY EMPLOYER AND WORKER REPRESENTATIVES

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

Need for additional specific funds for workers' participants in the academies

Worker participation in all the Academies run in 2014 by other technical programmes was as little as 6.7%. Annex 8 bis presents a detailed table of Academies sub-divided into the technical programmes. While participation of workers' representatives can be considered satisfactory in two Academies, namely that on national tripartite social dialogue (29% worker participation) and the that on formalisation of informal economy (17,46% worker participation), participation in all the other Academies is inadequate. This is an issue that deserves consideration and requires introduction of measures and resources that will promote a positive trend in workers' participation.

C. PRELIMINARY REPORT 2015

C.1 Summary Report

As set out in the Work Plan for 2015, the Programme is planning to implement sixty-two (62) training activities, including twelve (12) core courses and fifty (50) additional activities in which it will train around 1,450 participants. It is estimated that it will achieve 400 training days and 8,850 participant days. The full list of planned and implemented activities for 2015, with course codes, titles, venues, dates, working languages, training days, number of participants, sponsors as well as probability of delivery is presented in Annex 10. The activities have been thoroughly discussed and approved by the regional desk officers in Geneva and they reflect the priorities of ACTRAV and of the Workers' Group as well as the TUTC recommendations. Despite the fact that as of 1 February 2015 the Programme is operating with reduced staff, it presents an ambitious Work Plan and reconfirms its strong commitment to contribute to the ILO Outcomes as well as to the Outcomes of the ITC-ILO Results-based Strategic Plan for 2012-15, including the worker participant target and the CFC target for this year.

During the first four months the programme implemented fifteen (15) training activities, including three core courses for Africa, Asia-Pacific and Latin America, one per region. Three hundred and eighty-eight (388) participants have been trained.

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

The Work Plan presented in the format of the Table of Operational Activities in Annex 10 reflects a proactive approach by ACTRAV in which funding for the majority of activities, especially in the field, is envisaged as on a co-sharing basis. It contains a column on probability linked to the agreement reached with the regional desks of ACTRAV Geneva and to the availability of funds. For the time being as many as thirty-six (36) activities are classified as 50% funded, which means that they are not fully covered and that their implementation partly depends on future allocation of funds. As the end of the biennium is approaching, some supplementary funds are expected to be made available for delivery of these activities.

A significant funding gap can be observed, linked to the substantially lower amount of captive funds made available this year as compared to 2014 (see table below). The table illustrates the allocation of funds in 2014 and 2015 sub-divided into the following categories: i) RBTC/TC, ii) ITALY MAE, iii) additional workers' allocation and iv) carry over+ surplus.

In order to be able to run the activities as scheduled, the Programme needs assistance and support in bridging the financial gap, in line with the support that it has received in previous years from the allocation of captive funds.

YEAR	RBTC/TC	ITALY MAE	ADDITIONAL WORKERS ALLOCATION	CARRY OVER + SURPLUS	TOTAL CAPTIVE
2014	€208,280	€300,000	€273,000	€445,858	€1,227,138
2015	€55,931	€180,000	€504,000	€45,000	€784,931
				GAP	
					€442,207

C.2 Key strategic developments envisaged for 2015

The Programme envisages the following strategic developments:

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

C.3 Core Courses

In 2015 the Programme will implement twelve (12) core courses; the scheduled courses are listed below:

Region	Core course
AFRICA	1. Trade union policies for Decent Work generation for young workers 2. Decent Work, Green Jobs and Sustainable Development
LATIN AMERICA	3. Combating inequalities: capacity building for trade unions on wage policy 4. Capacity building for unions in organizing strategies and youth
ASIA PACIFIC	5. Wages and social security policy for Decent Work and equality 6. Trade union organizing strategies for development and inclusion
EUROPE	7. Trade union training on youth and organizing strategies
ARAB STATES	8. Developing a trade union network for Decent Work, organizing and collective bargaining rights
INTER-REG	9. Trade union strategies on transition from the informal to formal economy 10. Trade union strategies for workers' rights in the global supply chains of multinational companies 11. Strengthening trade union networks on international labour standards and workers' rights and the ILO supervisory system 12. Strategies on migration for more inclusive trade unions

C.4 Projects

In 2015 the Programme is implementing the following projects:

- i) Decent work for workers in public services – capacity-building for the European Federation of Public Service Unions.
- ii) ACTRAV component of the project on Improving Working Conditions in the Ready-Made Garment Sector: Capacity Building of Workers' Organizations in Bangladesh.

In addition to these projects the programme envisages implementation of the Regional Project on Social Security and Social Protection Floor for All: Strategy for Achieving Sustainable Quality Life for Working Families of the Great Lakes Region of Africa, which has been submitted to the WBI-Wallonia-Brussels International for approval.

The Programme also has the aim of joining the ETUC as a partner in the training project on 'Developing European Skills and Competences in Trade Unions for Social Europe 2020'. The overarching objective of this European project is to strengthen and develop the competences of workers' organizations in addressing the following key challenges faced by the EU labour markets: i) addressing the problems of youth unemployment and of increasing job precariousness; ii) promoting personal professional development, recognition and validation of skills and competences acquired at the workplace; and iii) promoting (tri-partite) Social Dialogue to enhance the engagement of stakeholders in EU and national-level labour market reforms and social and employment policies. The project will implement a work-programme consisting of two main action pillars: i) producing basic and advanced training material and methodologies for trade unionists and workers on three selected priority areas; and ii) creating a Community of Practice (CoP), of which the main tool will be a web-based platform for enhancing the networking and collaboration of trade union training schools, as well as the exchange and dissemination of the training materials.

Since projects are an important source of funding for the Programme, it will actively engage in fund-raising and seek new opportunities by submitting project proposals to the EC and other potential donors.

C.5 Tripartism

Development of the institutional capacity of ILO constituents is an explicit objective of the Centre's Results-Based Strategic Plan for 2012–2015. ACTRAV-Turin advocates a stronger role of trade unions in all the activities that the Centre runs, that is to say increased trade union participation and representation in training activities and a stronger influence on the content of the activities.

ACTRAV-Turin is testing a new collaboration modality with the Academies: namely, in 2015 the ACTRAV core interregional course on 'Strategies on migration for more inclusive trade unions' will run in parallel to the Labour Migration Academy organized by the Social Protection, Governance and Tripartism Programme in which the ACTRAV participants will be fully integrated into the programme of the Academy, while following a workers' elective course on 'Organizing and reaching out to migrant workers : The role of trade unions in the protection of migrant workers. A similar approach will be adopted for the Academy on Social and Solidarity Economy: Social Innovation in the World of Work, with an ACTRAV workshop within the Academy as an elective. Since the beginning of the year ACTRAV-Turin has also been actively involved in the Academy on Decent Work in the Rural Economy. In both Academies ACTRAV has been closely collaborating with the EMLD-Enterprise, Microfinance and Local Development Programme. Since none of these Academies had actually taken place at the time of reporting, it would be premature to make any final assessment in this report. Detailed analysis of experience with the Academies in 2015 will be included in the next TUTC Report.

As already stated in the previous Report, the growing number of activities promoted by the Centre in partnership with the ILO requires a renewed and timely effort, coordinated between the ILO and ITC, to develop curricula that reflect the priorities of the social partners and for which workers' nominations are made by the Secretary of the Workers' Group.

D. PROPOSALS FOR 2016 AND SUGGESTED PLANS FOR 2017

D.1 Strategic developments of the Programme for 2016-2017

Background

The integration of the specific unit in charge of labour education (EDUC) within ACTRAV in 1994 had a major implication for the development of the Programme for Workers' Activities in Turin (hereinafter referred to as ACTRAV-Turin).

ACTRAV-Turin moved its operations from training courses, mainly centered on training methodologies, into a new phase framed around the notion of decent work and aimed at strengthening workers' organizations and their capacity to provide labour education for a much broader process of institutional capacity-building of trade union organizations.

ACTRAV-Turin became the labour education arm of the Bureau for Workers' Activities and it continued to further develop and expand its operations in the 1990s. This fundamental component of the work of the Bureau was progressively delivered by ACTRAV-Turin operating as the specialized unit for capacity-building and labour education.

ACTRAV Turin played an important role in developing labour education as one of the major programmes active in the world in the last decades.

The Way Forward

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

Creating capacity- (and institution-) building in trade unions with the delivery of labour education programmes focused on the ILO

A permanent challenge of the programme has been that of strengthening workers' organisations and their capacity in relation to the needs of the trade union movement. Since the 1990s selected areas of interest, mainly related to the four pillars of the "Decent Work" agenda, were identified and selected for the development of course curricula.

The Programme aimed at enabling unions to autonomously develop their capacity and responses in line with the four areas embedded in Decent Work, in trade union organizing, in mainstreaming gender, and in developing national and international educational networks.

The proposal for the next biennium is to further focus on the "core activities" of the Programme by strengthening the capacity of trade unions to be active (and proactive) partners in ILO's policies, programmes and activities. Trade unions are part of the institutional setting of the ILO and their work is vital for orienting the policies and the programmes of the ILO.

Some examples of what these areas of capacity development entail are as follows:

- Given that the normative system is based on the proactive role of the social partners (employers, workers), ensure a greater labour education focus on workers' rights so as to reinforce union capacities in the area of international labour standards and, in particular, on the ILO supervisory system, in which trade unions have to comply with specific reporting obligations in respect of labour and union rights.
- Enable workers' organisations to play a key role in the creation and implementation of ILO instruments (see for example the preparatory work needed for the ILC discussion on GSC or the work needed for promotion and implementation of the ILO convention on domestic workers).
- Enable workers' organisations to negotiate, design, deliver and evaluate DWCPs and UNDAFs and to relate them to the post-2015 agenda.

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

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

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

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

a) Global Workers' Academies organised on campus

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

- international labour standards with a focus on freedom of association, organizing and collective bargaining
- global supply chains
- labour migration
- post-2015 development agenda
- future of work; organising and collective bargaining
- transition from informal to formal economy
- training methodology with a focus on IT and distance education

The curricula that will be prepared for a Global Workers' Academy (GWA) will be supported by training packages and distance education programmes and networks.

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

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

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

An exception to the foregoing is the curriculum on "training methodology with a focus on IT and distance education". It will focus on the pedagogy of labour education, that is the methods and the modalities applied to the delivery of labour education programmes. This curriculum targets the officers in charge of labour education departments or national labour colleges and will be designed to improve the skills and capacities of labour educators mainly in the area of distance education.

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

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

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

In 2016, as a transition year, for each region one regional programme will be moved to the field. In 2017, after an evaluation that will be carried out and presented to the next TUTC, all the regional courses should be organised in the respective regions.

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

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

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

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

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

Integration and development of One ACTRAV's Programme for the next biennium

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

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

The overall objective is to deliver one ACTRAV programme by integrating the operations of the field structure, ACTRAV Turin and HQs.

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

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

Information technology, distance education and development of labour education networks

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

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

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

- New e-learning platform based on Moodle and using the SoliComm methodology for distance education
- Expanded distance education courses and activities
- Strengthening networks with participants and improving the follow-up of former participants
- Further improvement of the website (development of a new library).

A specific area of work will be related to the adaptation of an e-learning platform that was originally developed by the Spanish trade unions and passed over to ACTRAV.

Since 2012 the Programme has been able to access a distance learning platform that was extensively used in Latin America for the delivery of distance education programmes, networking with former participants, and delivery of programmes related to Decent Work.

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

- Adapt and redesign this e-learning space for “lifelong learning”, originally designed for one region, for the delivery of online services for the other regions
- The software and the operating system of this platform should be hosted in the campus for assuring sustainability and ownership
- This ACTRAV workers’ platform should be embedded in the e-campus
- Within the e-campus the ACTRAV workers’ platform should be capable of continuing to use the SoliComm “brand”.

Gender

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

Development of higher education within ACTRAV Turin

Another key strategic development of the Programme further development of the Programme’s training provision with the development of higher education programmes granted by universities or labour-oriented colleges.

In the short term the Programme should support the project related to development of a Masters course on Industrial and Employment Relations organised by ITC-ILO and the Turin School of Development, with the development of a workers’ track (2016). ACTRAV Turin should be involved in developing the curriculum and should promote participation of workers in this Masters programme.

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

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

Training material for residential and online training

The programme should produce or update relevant multilingual training manuals and materials related to each GWA. The training material used for running the GWA should be further developed and adapted to the regional or national level through the development of the regional programmes of ACTRAV Turin.

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

Evaluation of long-term objectives

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

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

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

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

D. 2 Trade union training activities proposed for 2016

Major Features

In line with the new strategic areas and the new format, the Programme will deliver for the different regions four GWAs. The Programme will also deliver its first regional course in the regions with the support of labour colleges.

A series of proposals for 2016 are submitted for consideration by the Committee (Annex 11).

Strategic developments

In the year 2016, the major strategic developments could be the following:

- Deliver Global Workers' Academies
- Deliver new regional programmes in collaboration with labour colleges
- Expand and further develop distance education and labour education networks
- Develop a workers' track in the Masters on Industrial and Employment Relations organised by ITC-ILO and the Turin School of Development
- Increase women's participation in the Programme (target of 50% for the GWA and regional programme) and mainstream gender issues in the curricula of its core training activities
- Prepare training packages related to delivery of global workers' Academies
- Increase the portfolio of training projects for the delivery of capacity-building programmes with the support of the Bureau for Workers' Activities

D. 3 Indicative plans for 2017

Major Features

Next year the Committee will evaluate the impact of the GWA and of the regional courses run in the regions. The result of this assessment will guide the process of finalising the programme for 2017. The Committee could begin to discuss some indicative plans in order to facilitate the strategic evolution of the Programme.

For the year 2017 a series of indicative proposals are presented to the Committee in Annex 11.

E. ACTIONS TAKEN IN RELATION TO THE CONCLUSIONS OF THE TUTC MEETING HELD IN 2014 (in Annex 1)

The Conclusions of the TUTC held on 28-29 April 2014 are twofold: i) the Conclusions linked to workers' participation in the overall activities of the ITC-ILO, the workers' input in the curricula, and the workers' influence in decision-making; and ii) the recommendations aimed at increasing the effectiveness and relevance of the ACTRAV-Turin training programme.

First it must be mentioned that, although ACTRAV-Turin records a positive trend in the number of participants trained in 2014 as compared to 2013 (85 participants more), the overall number of participants trained by the ITC-ILO in 2014 was significantly lower than in 2013 (a difference of 2,603 participants). In this context, looking at the overall figures, the result is that workers' participation in ITC-ILO activities in 2014 amounts to 17,17% which is 2.39% more than in 2013 (14.78%). However, owing to the overall decrease in the number of ITC-ILO participants, if one compares the number of worker participants trained in 2013 and 2014, it will be noticed that in 2014 1,875 participants were trained, which is 124 less than in 2013 when 1,999 were trained. In this context the trend is in fact negative.

In 2014 the Programme for Workers' Activities benefitted from the special allocation that contributed to the positive result described in detail in the Report.

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

In this Report we regret to confirm, once again, that workers' participation in the majority of the Academies is almost negligible (6.7%), and in some cases even completely absent. The Academies are the training events with high visibility and high numbers of participants, and are envisaged as the events that offer 'excellence' on specific topics. In our view the Academies should fulfil the following criteria: genuinely tripartite composition of participants, tripartite curricula, and mainstreamed international labour standards. The large majority of participants should certainly be the representatives of the constituents of the ILO: governments, employers' organizations and workers' organizations. ACTRAV-Turin will continue to insist that the Centre maximizes its efforts to achieve this through financial modalities that guarantee the representation of social partners and especially of the workers. In 2014 some new formulae for ACTRAV cooperation with the Academies were tested, but the issue requires systematic rather than sporadic solutions.

Regarding the recommendations for implementation of the ACTRAV-Turin programme, in 2014 there was a higher degree of integration with ACTRAV at all levels. All the training activities and projects were developed in consultation with, and the approval of, the ACTRAV desk officers in charge of different regions in Geneva. ACTRAV field specialists were involved in the design and implementation of the training activities. Existing training materials were adapted and reused, new materials were developed and tested. In 2014, the gender balance among the participants improved

by 1%. The Programme will increase its efforts in this direction and strive to achieve an even better result in 2015.

The current Strategic Plan of the Centre that covers a four-year period (2012-2015) will expire at the end of 2015. A new Strategic Plan will be prepared for the next meeting of the Board which will take place on 29-30 October. The consultation process was launched on 16 April and will last until 15 May. ACTRAV-Turin welcomes the consultation process. It will send its inputs based on the deliberations of the TUTC 2015.