



REPORT TO THE 44TH MEETING OF THE TRADE UNION TRAINING COMMITTEE

PROGRAMME FOR WORKERS' ACTIVITIES 2024

ACTRAV
Programme for Workers' Activities

Report to the 44rd Meeting
of the
Trade Union Training Committee
of the International Training Centre
of the ILO
2024

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

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INTRODUCTION

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

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

This report summarizes the ACTRAV ITCILO activities implemented in 2024. In organizing 46 activities, ACTRAV has reached out to 1,499 workers and their organizations.

The report will highlight some of the remarkable achievements of the 2024 ACTRAV Programme, give a snapshot of its outreach and composition, and share a strategic vision for future programmes.

The ITCILO ACTRAV Programme stands at the forefront of capacity building for workers' organizations, fully aligned with the ITCILO Programme & Budget, the ILO priorities and the objectives of the Bureau for Workers' Activities. Rooted in ACTRAV's mission, the 2024–2025 biennium embraced an innovative, future-focused approach, introducing cutting-edge design and delivery models, for instance the co-development of a global competence framework for trade unionists to lead just transitions, and translating bold concepts such as a new social contract into operational reality.

In 2024, ACTRAV-ITCILO expanded its global footprint, driving digital transformation, advancing multilingual access and deepening collaboration to elevate workers' education worldwide. Through blended formats and regionally adapted learning in the Asia-Pacific region, Africa, Europe, the Arab States and the Americas, training became more accessible than ever. A strong gender-inclusive strategy significantly increased the participation and leadership of women in trade-union education, while digital and pedagogical innovations—AI-powered translation, mobile-first learning, gamification and real-time simulations—transformed engagement and participation. Structured participatory methods and interactive facilitation tools created spaces for dynamic dialogue, collective problem-solving and co-creation in both virtual and in-person settings.

Collaboration remained the engine of impact. Strategic partnerships and multiple ITCILO technical programmes amplified reach and relevance, enabling joint advocacy, policy influence and capacity development in areas critical to the future of work. Content co-created with HQ and field colleagues ensured alignment with real-world trade union challenges, reinforcing the credibility and immediacy of learning.

The programme took decisive steps to make trade union education more inclusive, innovative and results-driven, embedding transversal, transformative and transferable skills into every learning journey. By leveraging blended delivery, AI-driven learning environments and collaborative knowledge-sharing platforms, ACTRAV-ITCILO accelerated the global diffusion of skills, strategies and solidarity.

The sustained focus on digital inclusion, gender equity and strategic partnerships ensures that unions are not only prepared to navigate change but positioned to lead and shape the evolving labour landscape.

Looking forward, consolidating these achievements and scaling digital-learning innovations will be key to sustaining and amplifying the Programme's impact. The biennium framework for 2024–2025 will serve as a launchpad for even greater global reach, deeper policy influence and a stronger, future-ready trade union movement.

Vera dos Santos Costa
Chief of the Programme for Workers' Activities

THE TEAM



ITCILO ACTRAV Team

In 2024 the team was composed of four Senior Programme Officers:

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

The team was supported by:

- Ciot Daniela – Programme Assistant
- Pellerino Clelia – Senior Training Activity Assistant
- Bertolino Giulia – Training Activity Assistant
- Boumerdassi Amina – Junior Training Activity Assistant
- Perrone Claudia Emily – Junior Training Activity Assistant
- Bona Emanuela – Junior Training Activity Assistant

Team manager:

- Dos Santos Costa Vera – Programme Manager



ACTRAV ITCILO'S MISSION STATEMENT

Our mission is to empower workers and their organizations by providing innovative needs-driven training and education activities to promote just transitions, social justice and decent work for all.

We strengthen workers' knowledge, skills and competences to forge strategies for transformation, and (we) provide a safe and dynamic space for networking, engagement and solidarity.

1. HIGHLIGHTS OF 2024

Some insights into the activities implemented in 2024, amplifying innovation, collaboration, outreach and impact.

Storytelling as a tool in trade union training

TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS

Four regional courses for Africa, Latin America and the Caribbean, the Asia/Pacific Region and Arab States

2 – 27 SEPTEMBER 2024 (ON LINE)

The four regional courses on protecting and empowering workers in vulnerable employment situations (with 110 participants in total) were aimed at promoting inclusiveness in trade union organizations. The courses provided unions with the tools to strengthen the voice and visibility of the most vulnerable workers, and make unions more democratic, participatory, inclusive and responsive for all.

Jointly with ACTRAV HQ, we identified priorities, region by region. This approach guaranteed regional adaptations to common challenges faced by workers in vulnerable situations (**Outreach and collaboration**).

Regional focus:

- For the Americas, the course focused on indigenous peoples, rural workers, migrant workers, LGBTIQ+ workers and workers with disabilities.
- For Africa, the course was particularly focused on rural and informal workers, with a strong gender and young workers' approach.
- For Asia/Pacific, the course focused on gig workers, rural and agricultural workers and domestic workers.
- For Arab States, the course was focused on migrant workers, with a strong gender dimension.

All these courses have contributed to the development of robust trade union strategies in response to the following challenges:

- Effective integration of diversity in trade union action and policies;
- Involvement of trade unions in the integration of migrant workers into the labour market through the exchange of good practices at national, sectoral and company level;
- Identifying new organizational strategies to reach the most vulnerable groups in the rural sector;
- Strategies to recruit new members, especially among young workers.

As transversal topics, all the regional courses paid special attention to **gender mainstreaming and current regional formalization strategies and their evaluation**. Adopting an **innovative approach**, we implemented a combination of thematic-conceptual and practical webinars in a **storytelling** format.

Consistency was ensured between the learning objectives, the theoretical material (and webinar) for the week, and the story and dynamics to be shared.

The identification of learning objectives by region and group was therefore essential and served as a starting point for putting together the course as a whole in a coherent manner.

Storytelling

In 2024, storytelling was introduced as a pedagogical tool in trade union training, bringing an innovative and profoundly human approach to capacity-building activities. This methodology focused on harnessing the power of stories to emotionally connect with participants, strengthen their collective identity and motivate them to take action. By transforming abstract concepts into personal and relatable experiences, storytelling facilitated understanding, empathy and knowledge retention, proving to be an effective strategy for inspiring and mobilizing workers around common causes.

Moreover, incorporating this technique represented a qualitative leap in the way training content was designed and delivered. Through a clear structure – introduction, conflict, climax and resolution – and supported by engaging materials, the approach not only enriched the sessions with impactful narratives but also invited participants to tell their own stories. In this way, it fostered reflection on their role in the broader collective narrative of the trade union movement, aligning learning, motivation and action into a single transformative process.

Why storytelling is useful in trade union training:

Emotional connection

A story transforms abstract concepts into something personal and close. The stories were based on the writer's involvement in the course design and aligned with the objectives defined at each stage.

Strengthening collective identity

It makes us feel part of a common story, connecting us to trade union heroes and shared struggles.

Motivating action

Stories inspire people to act, showing that it is possible to create change.

Fostering empathy and solidarity

It helps us understand that the struggles of others are also our own.

Facilitating learning and retention

Stories activate more areas of the brain and make concepts easier to grasp.

Scan the QR codes below (or click on the links) to watch the video story developed in the framework of the regional courses on *Trade union actions to protect and promote the inclusion of workers in vulnerable employment situations*.



[English](#) version



[Spanish](#) version



[French](#) version



[Arabic](#) version



[Russian](#) version

Peer Learning

PROMOTING SOCIAL DIALOGUE IN LATIN AMERICA AND THE CARIBBEAN: PEER LEARNING FOR BUSINESS AND UNION REPRESENTATIVES ON JUST TRANSITION

Online training implemented by ACTRAV and ACTEMP

5 – 30 AUGUST 2024

The countries of the Global South have taken the lead in decision-making on global issues such as climate change and just transition. Concerns regarding these issues have increasingly been placed at the centre of national development strategies, highlighting the urgent need for alternative and effective solutions. In line with the above, the ILO's strategy for South-South cooperation is ideal for helping business and trade union representatives to better understand the current challenges, through processes that favour peer-to-peer knowledge and the generation of trust among actors in the dialogue.

The Conclusions on a Just Transition to Environmentally Sustainable Economies and Societies for All, adopted at the 111th General Conference of the International Labour Organization in June 2023, clearly update the ILO's mandate on the subject in stating that: "Urgent action is imperative to promote a just transition to achieve social justice, decent work and poverty eradication, and to address environmental and climate change. What is at stake is the future of economies, societies, jobs and livelihoods, all of which depend on the planet's ecosystems and natural environments".

Regarding the role of governments and employers' and workers' organizations, it should be noted that governments, in consultation with the most representative employers' and workers' organizations, should, inter alia, "establish mechanisms for intergovernmental collaboration and policy coordination in favour of a just transition at national, regional and local levels".

For their part, employers' and workers' organizations should:

1. participate effectively in social dialogue in all its forms, including collective bargaining, to ensure the sharing of the benefits of technological progress, green transitions and demographic changes and to promote just transition and decent work at the enterprise, sectoral and national levels;
2. develop and implement plans for sustainable transition at the company and sectoral levels through bilateral social dialogue, including workplace cooperation.

The United Nations Partnership for Action on a Green Economy (PAGE) and the Conclusions of COP28, marking the beginning of the end of fossil fuels, are of particular importance in this regard. Our online training has promoted the exchange of inter-South experiences with a view to facilitating the transfer of knowledge, and so develop skills and capacities, between employers' and workers' organizations, as partners in the development of the countries of the South.

The ACTEMP and ACTRAV Programmes worked jointly to define four study cases based on their own research in Argentina, Brazil, Colombia and Mexico (Coahuila de Zaragoza). The Argentina and Colombia cases focussed on employers, those concerning Brazil and Mexico on workers' experience of social dialogue. (**Innovation – Outreach – Collaboration**)

The course was implemented by ACTRAV and ACTEMP (ITCILO Programmes), with support from the ILO Regional Office for Latin America and the Caribbean (**Collaboration**). The aim of this initiative was to promote self-sufficiency and strengthen ties between workers' and employers' representatives, whose

characteristics, challenges and areas of opportunity are similar because they exist in developing countries. Business and trade union representatives were able to collaborate in these vital areas to further the development of the countries concerned, as well as collaborate on joint promotional campaigns and other communication activities.

Peer learning in the ITCILO ACTRAV context

Peer learning is a powerful driver of transformation in workers' education, creating a dynamic space where trade unionists learn from each other's real-world experiences, while building skills and solidarity. It turns classrooms – physical or virtual – into communities of practice, where knowledge flows horizontally, strengthening trust and ownership of the learning process. By valuing lived experience alongside technical expertise, peer learning ensures that strategies and solutions are adapted to diverse local realities, while remaining anchored in shared global goals.

In the ACTRAV Programme, peer learning fuels sustainability and has multiplier effects: participants return to their unions ready to mentor colleagues, cascade training with customized toolkits and replicate proven approaches in their own contexts. These exchanges not only deepen engagement during the training but also extend the impact far beyond a single course, embedding a culture of collaboration, innovation and continuous improvement in the labour movement.

Scan the QR codes below (or click on the links) to read the four case studies *Promoting social dialogue in Latin America and the Caribbean: Peer learning for business and union representatives on just transition*.



[English](#) version



[Spanish](#) version

Collaboration

EMPLOYMENT SECURITY AND INDUSTRIAL RELATIONS: DECENT WAGES, SOCIAL DIALOGUE AND LABOUR POLICY

Blended | 1 October – 15 November

On a whiteboard in a Bangkok workshop, trade union participants mapped out a tea supply chain. They identified the areas where wages began to vanish. *"The problem is not just low pay,"* they realized. *"It is silence. No one talks about who gets what."* Everyone nodded. Everyone had seen it too. (**Impact-Collaboration**)

That exercise captured the spirit of a unique learning journey. From October to November 2024, the ITCILO Programme for Workers' Activities, **with support from the Japan International Labor Foundation (JILAF)**, convened a blended course on employment security, decent wages and labour policy. Over three weeks online and five days in person, 41 trade union leaders from 14 countries came together to rethink how wages are negotiated, how safety is protected and how workers' voices are heard.

The online phase introduced the ILO framework on living wages, explored national wage-setting mechanisms and opened dialogue on collective bargaining. Participants studied Japan's Spring Wage Offensive, known

as Shunto, whereby unions from different sectors align demands, coordinate timing and present a united front. In Japan, Shunto begins not with protest but with preparation. By February, industrial federations have agreed on common targets. By March, negotiations are under way across hundreds of companies.

For participants, it was a compelling example. *“We have the power”*, one delegate from South Asia remarked during a webinar, *“but we speak alone. Shunto shows what happens when we speak together.”* (**Outreach, impact**)

During the in-person training in Bangkok, strategy turned into action. Participants investigated wage gaps in global supply chains, studied safety breakdowns on factory floors and assessed how trade unions can engage in human-rights due diligence. They applied the *Participation-Orient Safety Improvements by Trade Union Initiative* (POSITIVE) method (**innovation**), a participatory model for workplace safety. Each group examined such key risk areas as materials handling, workstation design, machine safety and welfare facilities. They drafted proposals for joint labour-management action, not just inspection or enforcement.

Every session encouraged active learning, peer critique and reflection. One team used a fictional case about a tea brand to expose real-world structural injustice. Others sketched out OSH training programmes or minimum-wage campaigns they would launch after returning home.

By the final day, every participant had developed a work plan. These included forming safety committees, proposing amendments to wage policy, launching OSH awareness campaigns and engaging with employers through structured dialogue. The plans were specific and grounded in the realities of each national context.

Throughout the course, voices emerged. Some were bold, some cautious. But all were focused. A delegate from India said: *“This course gave me words. I knew what was wrong. Now I can name it. Now I can plan.”* (**Outreach, impact**)

The programme did not promise solutions. It offered tools, space and solidarity. Through follow-up webinars and the *Union CoLab* platform, the work will continue.

Decent wages do not appear out of the blue. They are claimed, negotiated and defended, not in isolation but together.

Collaboration in learning for OSH and decent wages – ITCILO ACTRAV perspective

Within the ITCILO ACTRAV framework, collaborative learning is a strategic enabler for advancing core labour priorities such as occupational safety and health (OSH) and decent wages. By convening trade unionists, workers’ representatives and other stakeholders in interactive learning spaces, the programme promotes shared understanding of these rights as the non-negotiable foundation of decent work.

Through participatory approaches, including simulated negotiations, group problem-solving and comparative case studies, participants connect international labour standards to their own workplace realities, exchange tested strategies and co-create solutions tailored to diverse contexts. This methodology not only strengthens technical competence regarding OSH conventions and wage-setting mechanisms but also builds the advocacy and bargaining capacity essential for effective social dialogue.

Collaboration further ensures that learning extends beyond the classroom. Participants forge peer networks that continue to exchange knowledge, track policy developments and amplify advocacy on OSH and decent wages. In so doing, ITCILO ACTRAV’s learning settings embed a culture of solidarity, joint action and continuous improvement, empowering unions to deliver tangible progress for workers worldwide.

Scan the QR code below (or click on the link) to read selected materials developed for the regional course on *Employment security and industrial relations: Decent wages, social dialogue, and labour policy*.



[Click here](#)

Online participatory approaches: facilitation techniques to foster commitment

MAKING WORKPLACES SAFER AND HEALTHIER: TRADE UNIONS TAKE THE LEAD ON OSH AS A FUNDAMENTAL RIGHT

Online | 22 April – 17 May 2024

The screen filled with words: Dignity. Voice. Protection. Solidarity. Dozens of trade unionists from sixteen (16) countries watched a real-time Mentimeter (**innovation**) cloud evolve before their eyes. The prompt had asked them to define a safe workplace. Their answers, fast and unfiltered, said everything.

It was an online course. It was also a movement in motion.

From 22 April to 17 May 2024, the ITCILO Programme for Workers, in collaboration with the JILAF, hosted “Making workplaces safer and healthier”, a four-week online academy designed to strengthen trade union action on occupational safety and health as a fundamental principle and right at work. The course brought together 38 participants from across Asia and the Pacific, each bringing not only experience but a sense of urgency.

The learning was layered and active. Each week asynchronous modules were blended with live exchanges. But it was the synchronous sessions that transformed the experience. These were not webinars. They were workshops of mind and voice.

Mentimeter polls were used to map collective thinking and challenge assumptions. Kahoot quizzes injected a dose of competition and clarity. In one session, a participant from Sri Lanka laughed after incorrectly answering a question about employer responsibilities for personal protective equipment. “*I guess now I’ll never forget Article 16¹*”, she said, grinning as her name slipped down the quiz leaderboard.

The learning stuck, not because it was imposed but because it was lived.

¹ Article 16 of ILO Convention No. 155 (Occupational Safety and Health Convention, 1981). “Employers shall be required to ensure that, so far as is reasonably practicable, the workplaces, machinery, equipment and processes under their control are safe and without risk to health. Employers shall be required to ensure that, so far as is reasonably practicable, the chemical, physical and biological substances and agents under their control are without risk to health when appropriate measures of protection are taken.”

The programme also invited participants to act. Digital collaboration teams worked across time zones and languages to co-create country-specific work plans (**Outreach, impact**). These were not theoretical. In Bangladesh, the team proposed a national campaign to expose unsafe construction practices. In the Philippines, participants developed strategies to institutionalize safety committees across multiple sectors. In Nepal, a quiet voice spoke firmly about targeting the informal sector. *"We are dying on roadsides and in fields",* he said, *"not just in factories."*

OSH was not treated as a checklist or tick-box exercise. It was framed as a right, linked to voice, equity and power. The modules guided learners through the ILO's global strategy, but the discussions grounded the ideas in lived realities, from garment factories to transport hubs, to rural markets.

The course closed with a dynamic two-hour webinar. Tutors reflected on group progress. Participants shared lessons, frustrations and breakthroughs. Another Mentimeter activity asked, *"What changed for you on this course?"* The words on screen said it best: clarity, strategy, courage.

As the final slide appeared, the course assistant turned the videocam on for a digital group photo. Dozens of smiles lit up the screen. Different countries, different struggles, same resolve. *"This was not just a course. It was a rehearsal for action."* (**Outreach, impact**)

Online participatory approaches – Driving commitment in ITCILO ACTRAV training

In ITCILO ACTRAV's training activities, online participatory approaches transform virtual classrooms into interactive hubs of dialogue, co-creation and action. From the outset, facilitators set the tone by using tools like Mentimeter for live polling, word clouds and instant feedback, capturing participant perspectives in real time and ensuring every voice shapes the learning journey. These interactive openings help create a shared sense of purpose and commitment to the course objectives.

Facilitation is intentionally inclusive and dynamic. Small group break-outs, rotating participant roles and round-robin exchanges encourage equal participation, shared leadership and mutual accountability. Digital collaboration tools complement these techniques: participants co-develop action plans in shared documents, engage in quizzes and interactive exercises, and contribute to scenario-based simulations that link content directly to the realities of trade union work.

By integrating participatory tools like Mentimeter into a broader facilitation strategy, ITCILO ACTRAV ensures that online training is engaging, empowering and results-oriented, building the competencies, solidarity and sustained commitment needed to advance workers' rights worldwide.

Scan the QR code below (or click on the link) to watch the video developed for the regional course on *Making workplaces safer and healthier: Trade unions take the lead on OSH as a fundamental right*.



[Click here](#)

Post-training strategies

TECHNOLOGY AND WORKERS' RIGHTS: THE ROLE OF TRADE UNIONS IN A CHANGING LANDSCAPE

Blended | 16 September – 17 October 2024

In Singapore, union leaders gathered in small circles, debating how best to negotiate data transparency in algorithmic scheduling. What began as a policy discussion quickly turned into a shared realization: *The digital world of work is already here and unions must be ready to shape it, not just respond to it.* (**Impact**)

This was the spirit behind *Technology and workers' rights: The role of trade unions in a changing landscape*, a blended learning programme delivered by the ITCILO Programme for Workers, in partnership with the Singapore National Trades Union Congress (NTUC). Held between mid-September and October 2024, the course brought together trade union leaders from across Asia and the Pacific to explore how technology is changing work and how unions can lead the way forward.

The programme itself reflected the very transformations it set out to address. Combining three weeks of online engagement with a dynamic three-day face-to-face session in Singapore, the course blended learning with action. Participants explored the fast-evolving impacts of automation, platform work, data governance and algorithmic management through case studies, group work and simulation exercises (**Innovation**). Whether analysing the ethics of AI or role-playing a negotiation over digital surveillance, participants were not only absorbing information but actively testing out strategies for real-world application.

What made the experience more powerful was the diversity of voices and perspectives in the room. A cohort of 30 online participants from 11 countries, joined by 24 in-person participants from 10 countries, represented 16 national trade union centres. Nearly half were women. From general secretaries to youth committee chairs, educators to communications specialists, the participants brought with them a wealth of experience and a shared commitment to defending workers' rights in a time of rapid change.

One participant from the Philippines reflected: *"We talk about data rights, but this was the first time I understood how to bargain for them."* Another from Mongolia added: *"I didn't just learn policy. I left with a concrete plan."* (**Outreach, impact**)

These reflections were not incidental. They were supported by strong institutional partnerships. NTUC Singapore brought national experience and innovation to the table, offering practical insights into initiatives such as the Platform Worker Act and industry transformation strategies.

ACTRAV's team of regional and global specialists ensured that every conversation remained rooted in ILO standards and the Decent Work Agenda. Together, they created a learning environment where real-world practice met international principles.

The **impact** of the course was clearly reflected in participant feedback. With average satisfaction scores above 4.5 out of 5, the training was described as timely, practical and empowering. But the learning does not stop there.

To build on this momentum, ITCILO ACTRAV is rolling out a comprehensive post-training strategy. Participants are being integrated into *Union CoLab*, a virtual-collaboration space where they can access resources, receive tailored technical support and continue peer exchange (**Innovation**). Regular webinars, curated publications and hands-on guidance from ACTRAV specialists will help ensure the sustainability of outcomes and the application of new strategies across the region.

This course affirmed a powerful truth: trade unions are not bystanders in the digital transformation; they are critical actors in shaping it. By equipping themselves with the right tools, forging strong partnerships and standing united across borders, unions can lead the push for ethical innovation, equitable work and justice in the digital age.

As one delegate put it during the final gallery walk: *“We are not afraid of the future. We are preparing to lead it.”*

Post-training collaborative platforms in the ITCILO ACTRAV strategy

In the ITCILO ACTRAV training approach, post-training strategies – especially the use of online collaborative platforms – are essential to sustain momentum, ensure continuity and amplify impact. These platforms act as living extensions of the classroom, allowing participants to remain engaged long after the course ends. They provide a structured space for trade unionists to share resources, update strategies and troubleshoot challenges together, ensuring that knowledge remains current and responsive to evolving labour realities.

By enabling peer-to-peer exchange across regions and sectors, collaborative platforms reinforce the networks formed during training and transform them into active communities of practice. Participants can upload action plans, showcase successes and adapt tools from others’ experiences, creating a cycle of mutual accountability and shared progress.

These spaces also guarantee inclusivity and accessibility: participants from different countries and language backgrounds can continue collaborating through multilingual features and flexible, asynchronous interaction. Over time, the accumulated resources – good-practice compendia, negotiation clauses, organizing tactics – form a scalable knowledge base that strengthens both local adaptation and global solidarity.

By embedding collaborative platforms into the post-training phase, ITCILO ACTRAV ensures that learning outcomes are not only retained but translated into sustained, real-world impact, driving the transformation of trade unions and advancing workers’ rights worldwide.

Scan the QR code below (or click on the link) to read selected materials developed for the regional course on *Technology and workers’ rights: The role of trade unions in a changing landscape*.



[Click here](#)

Future thinking, scenario-building, and horizon scanning to anticipate climate, labour trends and innovative workplace solutions

ADVANCING TRADE UNION BEST PRACTICES ON CLIMATE CHANGE, GENDER-INCLUSIVE JUST TRANSITION AND GREEN JOBS FOR EGYPT, MOROCCO AND TUNISIA

Face-to-face 26-28 November 2024, Rabat – Morocco

In November 2024, Rabat, Morocco, was the epicentre of a transformative regional workshop that brought together 15 trade union representatives from Egypt, Morocco and Tunisia. This flagship event, a collaboration between the ILO-Cairo Office, the ILO-ACTRAV and the ITCILO-ACTRAV, supported by the Finnish Government, was a seminal moment in advancing trade union climate-change solutions, gender-inclusive just transition and green jobs across North Africa. The training was implemented under the three-year ILO-Cairo Office Project entitled, “Decent Work for Women in Egypt, Morocco and Tunisia - (DWW).”

A prominent feature of this training was its strategic depth, regional relevance and innovative methodology. Unlike conventional training, it was the culmination of a multi-phase journey that began with national workshops in 2023 and continued with blended training in 2023-2024. The Rabat meeting was a post-training event building on this foundation, offering a space for the trade unions concerned to reflect on the results of the training activities, strategy, policy influence and action. (**Outreach, impact**)

Participants engaged in a rich blend of futures thinking, scenario-building and horizon scanning to anticipate climate, labour trends and innovative workplace solutions. They simulated social dialogue on green technology adoption and its impact on workers, and co-developed country-specific priorities for their trade union position papers to influence the 2025 Nationally Determined Contributions (NDCs) in their respective countries. These exercises were not only intellectually stimulating but also deeply practical, equipping trade unions with the tools to lead and influence gender-inclusive strategies and just transition in climate policy spaces. (**Innovation**)

The impact of the training was tangible. All participants reported expanded networks and deeper collaboration, and 90 per cent stated that the experience had shifted their perspectives. All participants expressed a strong willingness to recommend ITCILO-ACTRAV for similar future events. The outcomes included policy-influence frameworks, identification of trade union NDC priorities, action and advocacy plans, and a renewed sense of unity for action among trade unions across the region.

Country-level progress since the onset of the multi-pronged training was equally inspiring. Participants from Morocco highlighted the appointment of trade union climate focal points, a review of their national NDCs and the launch of awareness campaigns. Participants from Tunisia reported the integration of just transition into national negotiations and sectoral guidelines, while those from Egypt referred to the promotion of climate-resilient agriculture and green-energy awareness in rural communities. These efforts reflect a growing momentum to embed decent work, gender equality and just transition into climate action.

Participants described the workshop as a launchpad for collective action (**Outreach, impact**). A participant from Tunisia added: “We now have a roadmap to influence national climate policy with a gender lens.” From Egypt, another shared: “The futures-thinking session helped us imagine bold, inclusive solutions for tomorrow.”

As the training concluded, participants called for stronger trade union unity, expanded training of trainers and more robust advocacy for social protection frameworks that include informal and climate-affected workers. They emphasized the need to scale up green collective bargaining and to ensure that trade unions are not just reacting to climate change, but actively shaping a just, inclusive and sustainable future for all workers

Futures thinking as a signature innovation in ITCILO ACTRAV training

In the ITCILO ACTRAV Programme, futures thinking, scenario-building and horizon scanning are not simply technical tools: they are transformative approaches that redefine workers' education. By embedding these methods into our training strategy, we empower trade unionists to move from reacting to change to proactively shaping the future of work. Participants learn to detect early signals of climate, labour and technological shifts, explore multiple plausible futures and design forward-looking strategies that keep unions ahead of the curve.

This approach unlocks creative and evidence-based problem-solving. Scenario-building allows participants to test innovative workplace solutions and bargaining strategies in a safe, simulated environment, while horizon scanning widens their perspective to anticipate opportunities and risks across interconnected global trends. These exercises are not abstract: they are anchored in real union contexts, ensuring strategies are immediately relevant and actionable.

Futures thinking also strengthens policy influence by equipping union leaders to engage confidently in climate negotiations, digital-governance debates and long-term labour policy planning. Consequently, it builds resilient, adaptive and innovative organizations capable of protecting workers' rights in the face of uncertainty.

By making futures thinking a core element of our capacity-building ecosystem, ITCILO ACTRAV positions its training as a catalyst for union transformation, enabling participants to anticipate change, craft strategic responses and lead with vision in a rapidly evolving world of work.

Scan the QR code below (or click on the link) to read the ILO article on the training activity *Advancing trade union best practices on climate change, gender-inclusive just transition and green jobs for Egypt, Morocco and Tunisia*.



[Click here](#)

Innovative approaches to global disruptions

GLOBAL WORKERS' ACADEMY ON ADDRESSING TRANSITIONS: TRADE UNION RESPONSES AND STRATEGIES

Blended format, online phase: 26 February – 22 March; face-to-face phase: 6-10 May 2024, in Turin

In a world of rapid change, multiple transitions and uncertainty, the Global Workers' Academy on Addressing Transitions stood as a symbol of innovation, resilience and solidarity for trade unions across the world. Conducted in a blended format, the online phase ran from 26 February to 22 March and a face-to-face phase from 6 to 10 May 2024, in Turin. The Academy focused on four major transitions transforming the world of work and affecting decent work: the digital/artificial intelligence (AI), green and just transitions, and the transition to formality, and was delivered in five languages: English, French, Spanish, Arabic and Russian.

The online phase focused on building foundational knowledge, exploring definitions, and examining the emerging features and interconnected risks and opportunities of these four transitions. The face-to-face phase deepened this learning, equipping participants with transformational, transversal and transferable competences to act, adapt, anticipate and innovate to influence the transitions, ensuring that decent work and just transition principles remain central to all transitions. (**Innovation**)

The outreach was impressive, bringing together 106 trade unionists from more than 80 countries, of whom 51 per cent were female and 49 per cent male (**Outreach, impact**). The face-to-face phase was attended by 20 participants selected from the online phase, with full gender parity.

This flagship training was more than just a training activity. It fostered trade union transformation and reaffirmed the role of trade unions as changemakers. It spotlighted innovation, from simulation exercises, horizon scanning and futures thinking to human-centred AI. By exploring such cutting-edge tools as hologram technology, green bargaining strategies and peer learning, and sharing effective and replicable practices and strategies, the Academy equipped unions not only to respond to change, but to shape it. It redefined union organizing and education in this digital era as a catalyst for transformation, blending theory with action and solidarity with strategy.

The impact was profound. Participants developed organizational and regional action plans, forged cross-border networks and returned to their organizations with a renewed sense of purpose and practical tools to influence policy, organize and educate workers, and promote inclusive transitions.

What made this Academy groundbreaking was its holistic approach, leveraging the interconnections between the four transitions, with just transition as a cross-cutting issue. The participants reported a 97.3 per cent overall satisfaction rate. Some voices from the Academy:

“We are not just adapting to the future—we are building it.”

— Participant from Senegal

“This Academy gave me the tools not only to understand the transitions but to lead my union through them.”

— Participant from Ghana

“The Futures Wheel exercise opened my eyes to how interconnected our challenges are and how we must respond holistically.”

— Participant from Armenia

“I now feel empowered to advocate for platform workers in my country with confidence and clarity.”

— Participant from the Dominican Republic

“The blend of theory, practice and peer learning was exceptional. I’m taking home not just knowledge, but a network.”

— Participant from the Philippines

Trade union transformation and the role of unions as changemakers

Under the ITCILO ACTRAV approach, trade union transformation is at the heart of capacity building, ensuring that unions are not only responsive to current challenges but are also proactive agents of change in the evolving world of work. Training activities are designed holistically, integrating thematic, methodological and strategic dimensions so that participants strengthen both their immediate skills and their long-term capacity to lead transformation.

This holistic design means addressing interconnected issues, for instance climate action, digitalization, just transition, OSH, decent wages, inclusion and organizing, in a way that links them to union renewal and policy influence. By embedding strategic foresight, peer learning and applied action planning in the curriculum, training equips participants with the tools they need to anticipate change, mobilize members and drive innovative solutions within their organizations.

Adopting interactive and participatory methodologies, unions reaffirm their role as changemakers, not just defenders of rights but also shapers of the future of work. The process reinforces solidarity networks, fosters knowledge exchange across regions and sectors, and anchors learning in practical strategies that can be scaled up through cascade training and collaborative platforms. In doing so, ITCILO ACTRAV ensures that transformation is not a one-off intervention but a sustained, collective effort to strengthen the relevance, inclusiveness and impact of trade unions worldwide.

Scan the QR code below (or click on the link) to watch the video developed for the Global Workers' Academy on *Addressing transitions: Trade union responses and strategies*.



[Click here](#)

The Convergence of the four transitions – Building core competences for union action

ADDRESSING TRANSITIONS, TRADE UNION RESPONSES AND STRATEGIES, INCLUDING THE DIGITAL TRANSITION+ AI, THE TRANSITION FROM THE INFORMAL TO THE FORMAL ECONOMY AND THE JUST TRANSITION

14 OCTOBER - 8 NOVEMBER 2024 – Online

BENEFICIARY COUNTRIES (Innovation – interregional course for CPLP)

The Community of Portuguese Speaking Countries (CPLP), consisting of Brazil, Angola, Cape Verde, Guinea-Bissau, Mozambique, São Tomé and Príncipe and East Timor (30 participants in total).

SUPPORTED BY THE PROJECT (Collaboration)

“Capacity building in pursuit of decent work and sustainable development objectives” (2024-2026), with technical support from Portugal and, specifically and concretely, the IEFPP.

The world of work is changing rapidly and, because of several transitions taking place simultaneously. These transitions are (re)shaping the nature of jobs, skill sets, work organization and labour relations, and this is having dramatic direct and indirect impacts on trade unions, workers and decent work. There are four key transitions of interest to workers and trade unions: digital, artificial intelligence, green and from the informal to the formal economy. These four transitions are not new. However, due to technological advances, they are increasingly interconnected and interrelated, taking on new forms and, in some cases, reinforcing each other. For years, trade union debates and responses have largely articulated these four transitions separately, even though it is increasingly clear that there are common issues and challenges, risks and opportunities pertaining to all these transitions.

Debates on this issue have centred on the following topics: what these transitions really mean for unions, especially in the context of union transformation; how to ensure that the principles of equitable transition are at the heart of these transitions; how to ensure that transitions are worker-centred and based on human rights; how to continue to provide relevant services and benefits to members and so enable them to cope with these simultaneous transitions; how to strengthen workers' representation and voice in the workplace, at sectoral and national level, to address these transitions.

It was in this context that this course was designed and organized. It focused on the convergence of the four transitions and three key competences on which trade unions and workers need to act. These competences are transformational, transversal and transferable. The course strengthened trade unions' ability to act, anticipate and innovate in order to deal with the four transitions simultaneously. It was also implemented within the framework of the ACTRAV “Trade Unions in Transformation” priority.

This online course consisted of four modules and focused on understanding and articulating each of the transitions. Special attention was paid to the definition of transitions, the meaning of transitions for trade unions, emerging forms/dynamics/characteristics, emerging sectors, new forms of work, the consequences for decent work (especially health and safety), gender and youth dynamics, opportunities, workers' voice, good practices and the consequences for trade union strategies.

This trade union training programme was presented within the framework of the project “Capacity building for the pursuit of decent work and sustainable development objectives” (2024-2026), organized by the ACTRAV Programme of the ITCILO in Turin, with technical support from Portugal and, specifically and concretely, the IEFPP. Thanks to the Portuguese cooperation, we adapted the ACTRAV Global Workers' Academy on this topic to the Community of Portuguese Speaking Countries (CPLP) (Outreach).

The convergence of the four transitions – Building core competences for union action

Within the ITCILO ACTRAV training framework, the simultaneous impact of the four major transitions demands that trade unions develop the capacity to address these shifts not in isolation, but as interconnected and mutually reinforcing changes. Our course design responds to this reality by fostering three essential competences that equip unions and workers to act decisively across all transitions:

Transformational competence – the ability to lead change within organizations and the labour movement, driving innovation and renewal in structures, strategies and services.

Transversal competence – core skills such as communication, problem-solving and critical thinking, which can be mobilized across different contexts, issues and levels of union activity.

Transferable competence – knowledge and skills gained in one area, such as bargaining for climate clauses, applied effectively in another, for instance negotiating AI governance agreements.

By cultivating these competences, we strengthened trade unions' ability to act, anticipate and innovate in a complex environment. Participants learned to identify interlinkages between transitions, apply integrated strategies and mobilize a range of tools, from policy advocacy to organizing models, to tackle multiple changes simultaneously. This approach not only enhances adaptability but also ensures that unions remain strategic actors shaping the future of work, rather than reacting to it.

Scan the QR code below (or click on the link) to watch the video developed for the interregional course on *Addressing transitions, trade union responses and strategies, including the digital transition + AI, the transition from the informal to the formal economy and the just transition*.



[Click here](#)

Social dialogue and collective bargaining

THE ACTRAV-ACT/EMP PROGRAMMES AT THE ITCILO INNOVATE TOGETHER FOR SOCIAL JUSTICE

Blended | Online 23 September – 18 October; face-to-face 25-29 November, in Turin

Global Social Partners' Academy

Emerging issues and innovations in collective bargaining

The ILO Centenary Declaration for the Future of Work identified four major forces reshaping the world of work: globalization, demographic change, environmental transformation and technological advances. These forces continue to shape labour markets and industrial relations globally. In response, the ILO's 2022 Social Dialogue Report emphasized the importance of upholding democratic principles such as freedom of association and collective bargaining. Against this backdrop, the Global Social Partners' Academy was established to strengthen the capacity of employers and business membership organizations (EBMOs) and workers' organizations to promote collaborative solutions to emerging labour challenges. The Academy supports participants through a comprehensive training approach that integrates theory and practice.

The first edition of the Academy, launched in 2024, served as a platform for exploring the structure, processes and legal frameworks associated with collective agreements. It also addressed contemporary themes such as green bargaining, algorithmic management, telework and reskilling. The programme adopted a blended format, beginning with distance learning tailored to individual learning pathways and followed by an immersive residential phase in Turin. This methodology fostered international peer learning, practical simulations and deep engagement with expert faculty from the ITCILO, the ILO and partner organizations, ensuring a holistic and impactful educational experience.

Over 100 representatives of social partners participated in the online phase, with 40 invited to Turin to complement their learning during the residential segment. The Academy's innovative methodology and focus on pressing workplace challenges have set a new standard for capacity-building initiatives in the field.

The Global Social Partners' Academy has now firmly established itself as a flagship initiative, putting ILO core values into practice and stimulating strategic dialogue among social-partner leaders on key transformations in the world of work and industrial relations.

Looking ahead, the 2025 edition will build on this foundation by exploring the themes of the forthcoming ILO Social Dialogue Report "Peak-level Social Dialogue for Economic Development and Social Progress." It will focus on the frontier topic of artificial intelligence (AI) and its transformative impact on industrial-relations systems. The Academy will address how social partners can anticipate and manage these changes, ensuring that a human-centred approach remains at the heart of the transition.

COLLECTIVE BARGAINING REIMAGINED: A GLOBAL ACADEMY BREAKS NEW GROUND

It began with a handshake, virtual and in person, but ended with a renewed sense of direction. The *Global Social Partners' Academy - Emerging Issues and Innovations in Collective Bargaining* brought together workers' and employers' representatives from across the world to tackle one of the most critical dimensions of labour relations today: the evolution of collective bargaining.

Adopting a blended format, the Academy opened with a four-week distance learning phase delivered via the ITCILO eCampus. This digital learning environment laid the foundation for an in-depth exploration of the fundamentals, regulatory trends and new frontiers of collective bargaining. Participants moved through modules on international frameworks, national practices and the anatomy of effective agreements. Discussions were grounded in lived realities and enriched by global perspectives.

Week by week, the course unpacked key themes. From algorithmic management and telework to just transitions and reskilling, the sessions examined how current transformations are reshaping the bargaining table. Participants explored the actors involved, the levels and scope of negotiations, and how to extend agreements to ensure fairness and inclusion. Case studies from different regions revealed the tensions and opportunities emerging in both the formal and informal sectors.

The second phase of the programme took place on campus in Turin. Over five intensive days, the learning shifted from theory to strategy. Through keynote talks, group simulations, clause-drafting exercises and country case studies, participants deepened their skills in negotiation and social dialogue. Panel discussions drew attention to new intersections, for instance the relationship between climate action and wage agreements, or the influence of artificial intelligence on work contracts.

One of the standout moments of the week was a high-level public panel discussion hosted at the ITCILO campus, which was open to all staff. Introduced by ITCILO Director Christophe Perrin, the session featured two leading figures in the field of industrial relations: Maria Helena André, Director of ACTRAV, and Deborah France-Massin, Director of ACT/EMP. Their exchange offered a powerful and timely reflection on the future of collective bargaining, the shared challenges faced by both workers and employers, and the importance of dialogue in an era of rapid transformation. The discussion combined institutional experience with strategic vision, energizing not only Academy participants but also the wider ITCILO community.

A particular highlight of the Academy was the simulation series on collective bargaining. These sessions challenged participants to assume the roles of negotiators, advisors and mediators, putting their learning into effect. Strategy, empathy and precision were tested as groups worked through complex scenarios drawn from actual workplace disputes.

Another core feature of the Academy was its emphasis on innovation. Participants were invited to design forward-looking initiatives for their organizations. From digital engagement strategies to capacity-building for outreach, these proposals served as a preview of how social partners can adapt to the shifting dynamics of work.

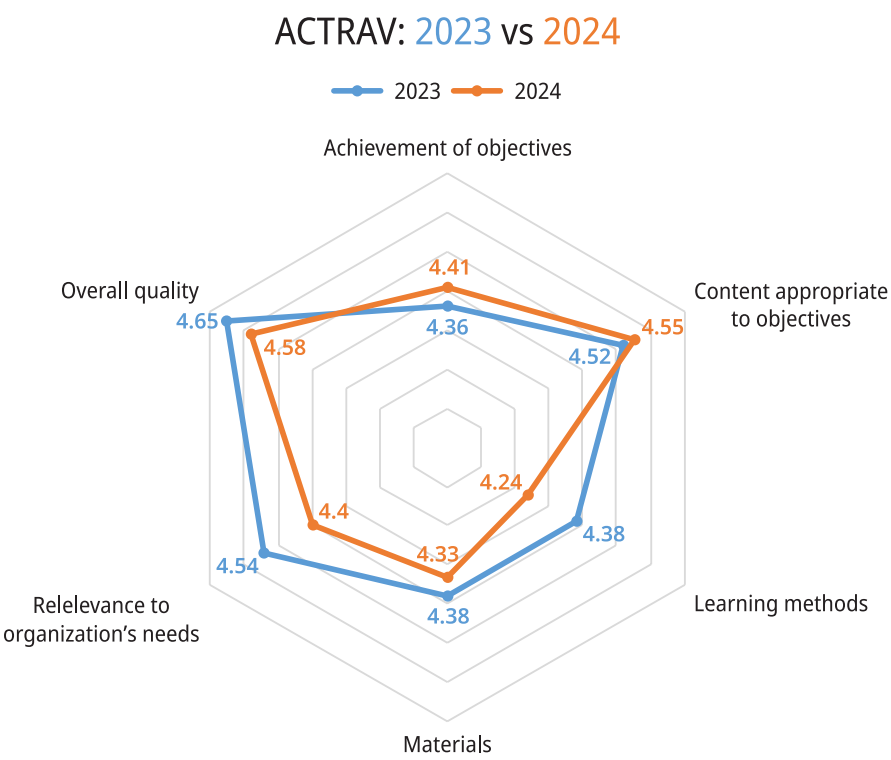
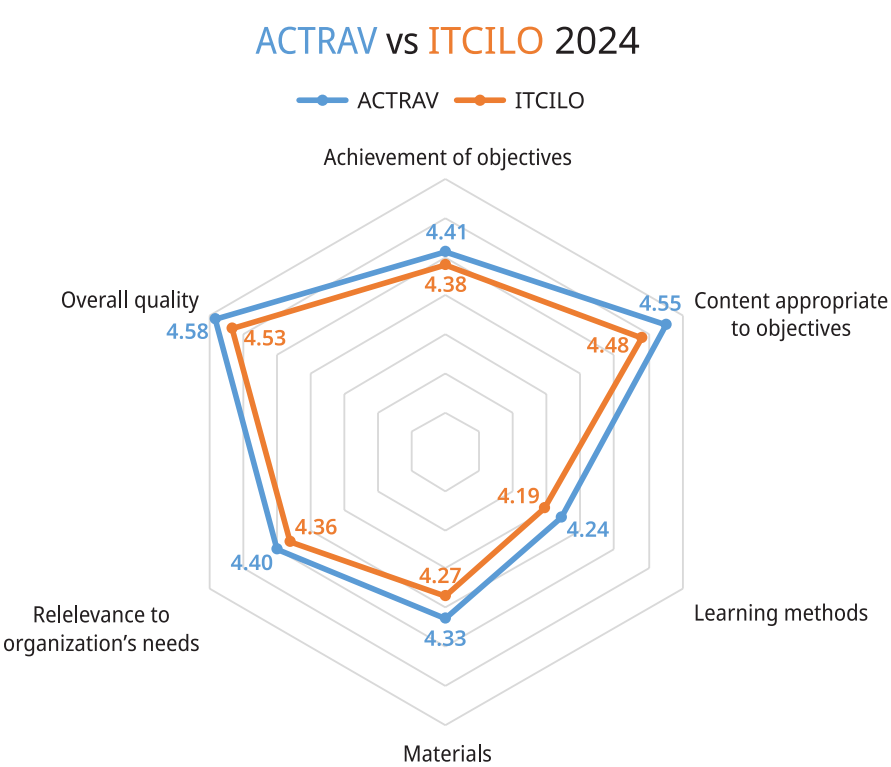
As participants returned to their organizations, they carried more than learning outcomes. They went with a shared mandate: to lead change from within, and to make the promise of collective bargaining relevant, credible and future-ready.

Scan the QR code below (or click on the link) to watch the video developed for the *Global Social Partners' Academy*.



[Click here](#)

2. EVALUATION BY PARTICIPANTS



Participants' contributions to the evaluation



A1717448 – Trade Union Actions to Protect and to Promote the Inclusion of Workers in Vulnerable Employment Situations

Do you have any suggestions to improve this training?

Au regard de la grande satisfaction que je tire de cette formation, j'ai n'ai vraiment pas de suggestion à faire. La mise en place de tutrices dynamique comme Rose Bebe nous a été fort utile par rapport aux précédentes formations auxquelles j'ai pris part. Cette innovation est un réel motif de satisfaction en sus des connaissances acquises.

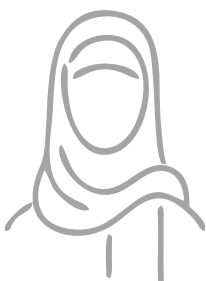
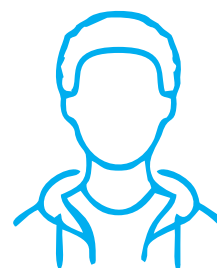
Tell us what you want to learn next!

Des modules de formation qui aident à mieux défendre les travailleurs et à faire un meilleur plaidoyer pour améliorer les politiques nationales en matière de travail et surtout de travail décent. Au Cameroun, le chantier est encore vaste et les challenges sont grands.

A2717478 - Promoting Social Dialogue in Latin America and the Caribbean: Peer Learning for Business and Union Representatives on Just Transition

Do you have any suggestions to improve this training?

La metodología fue excelente sobre todo los webinar, me parecieron lo mejor poder saber las estadísticas de nuestros países.



A3717487 - Employment Security and Industrial Relations: Decent Wages, Social Dialogue and Labour Policy

Do you have any suggestions to improve this training?

Overall training was good and content was also very useful. In short time, we have learned a lot and like to suggest to have more longer period of training so that the participant go deeper with theory as well as with more exercise and practices.

No any such suggestions because for me the training was excellent - punctuality, duration of training, training specialist, use of tools, resource persons, and location.

Some suggestions: If training could have more participants (around 30-25). If participants could have from developed countries like Japan and Korea (of course, the trainers are from JILAF but we could have more lively discussion with participants). Could have one whole day for negotiation and collective bargaining session. Could have factory visit physically so that the learning would have more practical. It is impossible to imagine workers without industry and employers, and there is no future for industries and employers without workers, I would like to learn about good labor relations between workers and employers in the coming days. I would also like to learn about the digital economy, as well as making member countries more accountable for implementing ILO conventions, and about worker education, worker health, and regular employment.

A9717411 – Global Workers' Academy on Addressing Transitions: Trade Union Responses and Strategies

Do you have any suggestions to improve this training?

This not necessary to improve the training but a sort of feedback mechanism. Such that, graduates of this course may require later on or after a few months of the results or initial output of their action plans. This is to evaluate and to focus on more realistic action plan in the future by having some data that this one didn't work while this one work only in a certain country but not in another, etc. thanks.



3. KEY ACHIEVEMENTS OF 2024*



* Source: MAP 2024

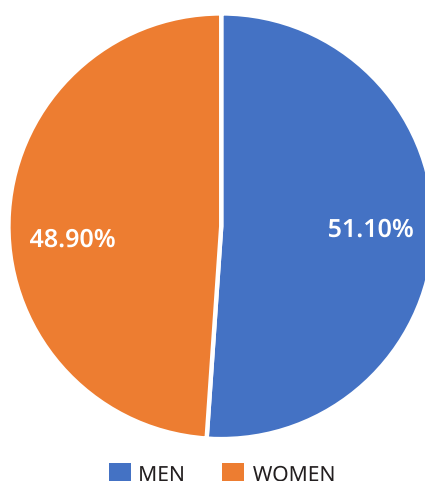
**Including non-training activities (Community of Practice, Training Materials, Events/Symposium, Project Management). Please refer to the Table of Activities, p. 27.

Programme for Workers' Activities 2024: Key Data

PARTICIPANTS BY REGION

Region	Participants in 2019	Participants in 2020	Participants in 2021	Participants in 2022	Participants in 2023	Participants in 2024
Africa	354	555	900	1269	1206	434
Americas	371	546	884	530	612	344
Asia - Pacific	236	226	622	447	412	438
Europe and Central Asia	257	79	938	414	298	238
Arab States	15	53	160	101	85	45
International Civil Servants				23	15	
TOTAL	1233	1459	3504	2784	2628	1499

WOMEN OVERALL PARTICIPATION 2024



TYPE OF ACTIVITIES BY REGION – 2024*

Region	Type of Activity					Total per Region
	Campus	Field	Distance	Blended Field	Blended Campus	
Africa	0	1	3	2	0	6
Americas - Latin America	0	0	5	1	0	6
Asia - Pacific	0	1	4	3	1	9
Europe	2	0	9	3	1	15
Arab States	0	0	1	0	1	2
Interregional	1	0	4	0	3	8
TOTAL	3	2	26	9	6	46

*It includes training activities and non-training activities with/without participants (Please refer to the table 'Programme Implemented in 2024 - Table of Activities')

4. FINANCIAL REPORT 2024

	2019	2020	2021	2022	2023	2024
Italian contribution	€280,000	€265,000	€185,000	€150,000	€150,000	€150,000
RBTC/TC/ACTRAV	€582,797	€877,706	€1,200,266	€860,000	€ 887,857	€701,666
RBTC/TC/ REGIONAL	\$180,318	\$144,924	\$106,665	\$187,000	\$188,128	\$148,000
ILO Various	€88,728	€52,676	€121,343	€83,000	€396,742	€126,214
Fellowship fund	€160,000	€0	€0	€250,000 Fellowship Fund	€306,063 Fellowship Fund	€336,105
Additional allocation from Training Department	€30,000	€0	€0	€0	€0	€53,453 Special Alloc. ACTRAV bipartite activity
Contribution from projects	€511,500	€522,825	€466,515	€263,109	€139,536	€205,635
Self-paying	€8,280	€0	€0	€0	€0	€0
Other (Y9017541-ILO PSI)						€10,839
	2019	2020	2021	2022	2023	2024
Total income	€1,865,503	€672,110	€2,018,610	€1,561,000	€2,053,880	€1,721,214
Total CFC*	€531,896	€401,019	€844,744	€501,000	€747,394	€668,278
%CFC vs target	77.1%	62%	130%	77%	99.7%	89%
Target	€690,000	€650,000	€650,000	€650,000	€750,000	€750,000

*CFC= Contribution to Fixed Costs

JOINT ACTIVITIES (ACTRAV CONTRIBUTION FOR WORKERS' PARTICIPATION IN ITC-ILO ACTIVITIES) CAPTIVE FUNDING ALOCATION	€ 45,420
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5. OUTLOOK OF THE CORE PROGRAMME 2024-2025

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

To achieve this goal, the ITCILO ACTRAV Programme adopts a biennium approach, ensuring the necessary orientation with global, regional and local realities.

The TUTC decided on this approach in December 2023, to keep a certain continuity while adapting to the changing context.

Some major conditions were also set for the Core Programme:

- propose innovative topics and approaches
- be relevant and coherent with past core academies
- all global workers' academies should be blended as a standard design

OBJECTIVES FOR 2024-2025

Our main goal is to **extend our outreach**: more workers involved in our activities, more possibilities

for trade unions to be actors of change, and more opportunities for workers to increase their competences and skills.

The **continuity** of our programme (biennium approach) is a first step towards this goal. It is crucial for a training programme to build on past results and learning outcomes as we review our approaches to the courses. It is also important to reach out to more countries. We will use learning

analytics to ensure a greater diversity of participants in our activities. More workers will access the same learning opportunities.

Inclusivity and equal opportunities are also important elements in reaching our goal. This can be achieved by ensuring that those participating in our course feel more comfortable in their learning journey by having different tools at their disposal to provide translation; we also provide translation during the webinars. We have to embrace greater diversity and multiculturalism. These are key elements in our learning approach. Being more comfortable in accessing learning in one's mother tongue is an encouragement to further learning.

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

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

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

2024-2025 Global Workers' Academy (GWA)

- GWA on New Social Contract
- GWA on Addressing Transitions
- GWA on Workers' Education
- GWA on Policy Coherence

2024-2025 Regional Academies

AFRICA

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

AMERICAS AND THE CARIBBEAN

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

ASIA AND THE PACIFIC

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

EUROPE AND CENTRAL ASIA

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

ARAB STATES

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

***2024-2025 Transversal Academies:** the novelty of the 2024-2025 Core Programme is that we have introduced a **transversal approach**. We have two transversal regional academies. The concept is that the same academy is delivered at the same time (asynchronous part) by the same activity manager for the five regions. Items differing from the core content (examples, exercises, webinars) are of course adapted to the relevant regions and languages.

6. PROGRAMME IMPLEMENTED IN 2024

Results of the core activities implemented in 2024

Results of the Programme implemented in 2024:

- Strengthening of the capacities of workers' organizations and their **digital inclusion** through innovative technologies, methodologies and approaches in the training activities
- Improving the Programme outreach and accessibility for workers **by diversifying the type of activities**
- The use of AI-driven translation tools like DeepL and Google Translate significantly improved **accessibility for non-English speakers, ensuring linguistic inclusivity**. This aspect is particularly relevant in courses covering the Strategic Use of ILS and ILO Supervisory Mechanism (Delhi, 2024), and the Global Workers' Academy, where multilingual content is essential.
- Blended and mobile-enabled learning formats. The diversification of learning formats to include **mobile-friendly courses**, micro-learning formats and gamification tools helped reach a broader audience. This ensures that workers in regions with limited access to computers can still engage in training via mobile devices, thus enhancing inclusivity.
- **Interactive digital facilitation tools**. Beyond traditional e-learning, we employed participatory methods such as the 1-2-4-All technique, online polling tools (e.g., Mentimeter), and structured knowledge-sharing on UnionCoLab. This approach makes training more inclusive for participants with varying levels of digital literacy, as they can engage at different levels of technological comfort.
- **Self-paced and modular learning for broader accessibility**. The open online micro-learning courses on Social Dialogue and Digital Communications for Trade Unions allowed learners to access content flexibly. This is an effective digital-inclusion strategy, as it enables workers with time constraints or unstable internet access to engage at their own pace.
- These initiatives collectively **broadened access to workers' education, reducing barriers associated with language, technology access and time constraints**. By embedding digital inclusion at multiple levels – content, platform design and interactive engagement – ACTRAV-ITCILO ensured that trade unions, regardless of their digital starting point, were equipped to **navigate the evolving digital and technological landscape of work**.
- **Integrating AI into training activities supports strategic foresight**. AI futures thinking and digital governance remain critical for future trade union education.
- Expanding e-learning fosters global inclusion. Digital learning models have enabled participation across many different regions.

2024 CORE PROGRAMME FOR WORKERS' ACTIVITIES (ACTRAV)*



International Training Centre

AFRICA

A3717442 ONLINE: 09 SEPTEMBER – 04 OCTOBER 2024

PROMOTING LABOUR PROVISIONS AND DECENT WORK IN TRADE AND INVESTMENT AGREEMENTS: ROLES AND ACTIONS OF TRADE UNIONS

Languages: EN, FR, PT

A3717450 ONLINE: 11 NOVEMBER – 06 DECEMBER 2024

STRUCTURAL TRANSFORMATION IN AFRICA: ROLES AND ACTIONS FOR TRADE UNIONS

Languages: EN, FR, PT

TRANSVERSAL ACTIVITIES

A3717438 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE IN NIGERIA: 05 – 09 AUGUST 2024

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR AFRICA

Languages: EN, FR, PT

A3717448 ONLINE: 02 – 27 SEPTEMBER 2024

TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR AFRICA

Languages: EN, FR

AMERICAS

A2717435 ONLINE: 08 APRIL – 03 MAY 2024

PREVENTING AND ADDRESSING VIOLENCE AND HARASSMENT IN THE WORLD OF WORK THROUGH OCCUPATIONAL SAFETY AND HEALTH IN THE AMERICAS

Languages: EN, ES

A2717441 ONLINE: 08 JULY – 02 AUGUST 2024

INTERSECTIONALITY IN THE CARE ECONOMY IN THE AMERICAS

Languages: EN, ES

TRANSVERSAL ACTIVITIES

A2717438 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE IN BRAZIL: 15 – 19 JULY 2024

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR AMERICAS

Languages: EN, ES, PT

A2717447 ONLINE: 02 – 27 SEPTEMBER 2024

TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR AMERICAS

Languages: EN, ES

ASIA AND THE PACIFIC

A3717443 ONLINE: 22 APRIL – 17 MAY 2024

MAKING WORKPLACES SAFER AND HEALTHIER: BOOSTING STRATEGIC TRADE UNIONS ACTIONS (OSH AS FPRV)

Languages: EN

A3717440 ONLINE: 20 MAY – 14 JUNE 2024

PROMOTING DECENT WORK IN SUPPLY CHAINS – STRATEGIC USE OF INTERNATIONAL LABOUR STANDARDS AND HUMAN RIGHTS INSTRUMENTS FOR ASIA AND THE PACIFIC

Languages: EN

TRANSVERSAL ACTIVITIES

A3717437 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE AT ITCILO: 22 – 26 JULY 2024

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR ASIA AND THE PACIFIC

Languages: EN

A3717446 ONLINE: 02 – 27 SEPTEMBER 2024

TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR ASIA AND THE PACIFIC

Languages: EN

ARAB STATES

A5717417 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE AT ITCILO: 07 – 11 OCTOBER 2024

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR ARAB STATES

A5717444 ONLINE: 02 – 27 SEPTEMBER 2024

TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR ARAB STATES

Languages: EN, AR

EUROPE AND CENTRAL ASIA

A4717436 ONLINE: 13 – 31 MAY 2024 / FACE TO FACE IN MOLDOVA: 17 – 21 JUNE 2024

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT FOR EUROPE AND CENTRAL ASIA

Languages: EN, RU

A4717445 ONLINE: 02 – 27 SEPTEMBER 2024

TRADE UNION ACTIONS TO PROTECT AND PROMOTE THE INCLUSION OF WORKERS IN VULNERABLE EMPLOYMENT SITUATIONS FOR EUROPE AND CENTRAL ASIA

Languages: EN, RU

GLOBAL WORKERS' ACADEMIES

A9717411 ONLINE: 26 FEBRUARY – 27 MARCH 2024 / FACE TO FACE AT ITCILO 06 – 10 MAY 2024

GLOBAL WORKERS' ACADEMY ON ADDRESSING TRANSITIONS: TRADE UNION RESPONSES AND STRATEGIES

Languages: EN, ES, FR, RU, AR

A9717418 ONLINE: 1 – 5 APRIL 2024 / FACE TO FACE AT ITCILO 01 – 05 JULY 2024

GLOBAL WORKERS' ACADEMY ON WORKERS' EDUCATION

Languages: EN, ES, FR, RU, AR

A9717434 ONLINE

GLOBAL WORKERS' ACADEMY ON THE NEW SOCIAL CONTRACT

Languages: EN, ES, FR, RU, AR

A9717449 ONLINE: 14 OCTOBER – 06 NOVEMBER 2024

GLOBAL WORKERS' ACADEMY ON POLICY COHERENCE

Languages: EN, ES, FR, RU, AR

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

Table of Activities 2024

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	REGION	TOT DOT	TOT PART	TOT DAYS
E4017183	WP1: Project Management and Coordination (CapDevGDT project) - linked to P4717181	Centre	Non-Training Project Manag.	01-JAN-24 30-SEP-24	39.5 w	EN ES FR IT	Toth E. Bertolino G.	Europe	0	0	0
E4717184	WP2 - Guidelines for EWCs on engaging with green and digital transition (CapDevGDT project) - linked to P4717181	Distance	Non-Training. Development Materials	01-JAN-24 30-SEP-24	39.5 w	EN ES FR IT	Toth E. Bertolino G.	Europe	0	0	0
E3717406	Community of practice	Distance	Non-Training CoP	01-JAN-24 31-DEC-24	52.5 w	EN	Dos Santos Costa V. Mapalo R. Bertolino G. Ciot D.	Asia and the Pacific	5	108	540
E4717464	WP3 - E-Learning Toolkit on green and digital transitions (CapDevGDT project) - linked to P4717181	Distance	Non-Training. Development Materials	22-JAN-24 30-SEP-24	36.5 w	EN ES FR IT	Toth E. Bertolino G.	Europe	0	0	0
E4717467	WP4 - LNA and Launching of the European Academy (CapDevGDT project) - linked to P4717181	Distance	Non-Training Project Manag.	22-JAN-24 30-SEP-24	36.5 w	EN ES FR IT	Toth E. Bertolino G.	Europe	0	0	0
A9717411	Global Workers' Academy on Addressing Transitions: Trade Union Responses and Strategies	Blended-Centre	Training	26-FEB-24 10-MAY-24	11 w	EN ES FR RU AR	Chakanya N. Pellerino C. Bertolino G.	Interregional	9	106	954
A4717465	WP4 - Training I: the EU legal framework on EWCs and ILO International Labour Standards (ILS) - online (CapDevGDT project) - linked to P4717181	Distance	Training	11-MAR-24 22-MAR-24	2 w	EN ES FR IT	Toth E. Bertolino G.	Europe	2	30	60
A9717418	Global Workers' Academy on Workers' Education	Blended-Centre	Training	01-APR-24 05-JUL-24	14 w	EN ES FR RU AR	Toth E. Dos Santos Costa V. Perrone Claudia E.	Interregional	9	80	720
A2717435	Preventing and Addressing Violence and Harassment in the World of Work through Occupational Safety and Health in the Americas	Distance	Training	08-APR-24 03-MAY-24	4 w	EN ES	Jimenez Jesus G. Pellerino C.	Americas	4	77	308
A3717443	Making workplaces safer and healthier: Boosting strategic trade unions actions [OSH as FPRW]	Distance	Training	22-APR-24 17-MAY-24	4 w	EN	Mapalo R. Bertolino G.	Asia and the Pacific	4	38	152
A2717477	Training of trainers on Social Protection	Distance	Training	06-MAY-24 31-MAY-24	4 w	EN ES	Jimenez Jesus G. Bertolino G.	Americas	4	37	148
A4717436	Enhancing Trade Unions' Actions for Sustainable Development for Europe and Central Asia (Moldova)	Blended-Field	Training	13-MAY-24 21-JUN-24	6 w	EN RU	Toth E. Bona E. Ciot D.	Europe	8	21	168

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	REGION	TOT DOT	TOT PART	TOT DAYS
A2717438	Enhancing Trade Unions' Actions for Sustainable Development for Americas(Sao Paulo - Brasil)	Blended-Field	Training	13-MAY-24 19-JUL-24	10 w	EN ES PT	Toth E. Perrone Claudia E. Bona E.	Americas	8	33	264
A3717437	Enhancing Trade Unions' Actions for Sustainable Development for Asia and the Pacific	Blended-Centre	Training	13-MAY-24 26-JUL-24	11 w	EN	Toth E. Perrone Claudia E. Boumerdassi A.	Asia and the Pacific	8	57	456
A5717417	Enhancing Trade Unions' Actions for Sustainable Development for Arab States	Blended-Centre	Training	13-MAY-24 11-OCT-24	22 w	EN AR	Toth E. Boumerdassi A. Bertolino G.	Arab States	8	21	168
A1717439	Enhancing Trade Unions' Actions for Sustainable Development for Africa(Abuja)	Blended-Field	Training	13-MAY-24 29-NOV-24	29 w	EN FR PT	Toth E. Bona E.	Africa	8	33	264
A3717440	Promoting Decent Work in Supply Chains - Strategic use of international labour standards and human rights instruments	Distance	Training	20-MAY-24 14-JUN-24	4 w	EN	Mapalo R. Pellerino C.	Asia and the Pacific	4	40	160
E4717744	Launching of the Project SDYouth - Kick-off meeting with stakeholders - linked to P4717734	Distance	Non-Training. Event	04-JUN-24 04-JUN-24	0.5 w	EN FR	Toth E. Bertolino G.	Europe	0	25	0
E4717798	Project Management and coordination (Project SDYouth - WP 1) - linked to P4717734	Distance	Non-Training Project Manag.	20-JUN-24 31-DEC-24	28 w	EN	Toth E. Bertolino G.	Europe	0	0	0
E4717799	EManual for Young Social Dialogue Champions (SDYouth -WP2) - linked to P4717734	Distance	Non-Training. Development Materials	20-JUN-24 31-DEC-24	28 w	EN FR	Toth E. Bertolino G.	Europe	0	0	0
E4017705	Study visit of the Education Trade Union of Kazakhstan	Centre	Non-Training Event	03-JUL-24 05-JUL-24	0.5 w	EN RU	Toth E. Bona E.	Europe	3	5	15
E9017711	Increased trade union capacity to provide coherent and integrated policy proposals for a just transition through the Nationally Determined Contributions (NDCs) of the Paris Agreement	Centre	Non-Training Hybrid event	08-JUL-24 09-JUL-24	0.5 w	EN ES FR RU AR	Chakanya N. Pellerino C. Boumerdassi A.	Interregional	2	25	50
A2717441	Gender Equity and Non-Discrimination in the World of Work: An Intersectional Approach	Distance	Training	08-JUL-24 02-AUG-24	4 w	EN ES	Jimenez Jesus G. Ciot D. Boumerdassi A.	Americas	4	51	204
A3717482	Strategic Use of ILS and the ILO Supervisory Mechanism (New Delhi, India)	Blended-Field	Training	29-JUL-24 30-AUG-24	5 w	EN	Mapalo R. Bona E. Boumerdassi A.	Asia and the Pacific	8	31	248
A2717478	Promoting social dialogue in Latin America and the Caribbean: peer learning for employers' and trade union representatives on just transition	Distance	Training	05-AUG-24 30-AUG-24	4 w	EN ES	Jimenez Jesus G. Ciot D.	Americas	4	21	84
A1717448	Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Africa	Distance	Training	02-SEP-24 27-SEP-24	4 w	EN FR	Jimenez Jesus G. Boumerdassi A.	Africa	4	31	124

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	REGION	TOT DOT	TOT PART	TOT DAYS
A2717447	Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Americas	Distance	Training	02-SEP-24 27-SEP-24	4 w	EN ES	Jimenez Jesus G. Pellerino C.	Americas	4	6	144
A3717446	Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Asia and the Pacific	Distance	Training	02-SEP-24 27-SEP-24	4 w	EN	Jimenez Jesus G. Pellerino C.	Asia and the Pacific	4	19	76
A5717444	Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Arab States	Distance	Training	02-SEP-24 27-SEP-24	4 w	EN AR	Jimenez Jesus G. Boumerdassi A.	Arab States	4	24	96
A4717466	WP4 - Training II: Information and consultation on green transition - Blended (CapDevGDT project) - linked to P4717181(Modena)	Blended-Field	Training	09-SEP-24 20-SEP-24	2 w	EN ES FR IT	Toth E. Bertolino G.	Europe	3	27	81
A1717442	Promoting Labour Provisions and Decent Work in Trade and Investment Agreements: Role and Actions of Trade Unions	Distance	Training	09-SEP-24 04-OCT-24	4 w	EN FR PT	Chakanya N. Bertolino G. Ciot D.	Africa	4	60	240
A3717488	TECH & WORKERS' RIGHTS: the role of trade unions in a changing landscape(Singapore)	Blended-Field	Training	16-SEP-24 17-OCT-24	5 w	EN	Mapalo R. Pellerino C.	Asia and the Pacific	6	30	180
A9717691	Global Social Partners' Academy Emerging Issues and Innovations in Collective Bargaining	Blended-Centre	Training	23-SEP-24 29-NOV-24	10 w	EN	Dos Santos Costa V. Ciot D. Bertolino G.	Interregional	9	72	648
A4717801	Young Social Dialogue Champions Academy - Track 1: Decent work for youth in EU industry (SDYouth - WP2) - linked to P4717734(Sarajevo - Bosnia Herzegovina)	Blended-Field	Training	25-SEP-24 18-OCT-24	3.5 w	EN FR	Toth E. Bertolino G.	Europe	4	36	144
A3717487	Decent Wages, Collective Bargaining and Labour Policy Advocacy(Bangkok, Thailand)	Blended-Field	Training	01-OCT-24 15-NOV-24	7 w	EN	Mapalo R. Bona E.	Asia and the Pacific	8	41	328
E4718314	WP2 - Translation of Guidelines for EWCs on engaging with green and digital transition (CapDevGDT project) - linked to P4717181	Distance	Non-Training. Development Materials	01-OCT-24 20-DEC-24	12 w	EN ES FR IT	Toth E. Bertolino G.	Europe	0	0	0
A9717685	Abordar as transições: respostas e estratégias sindicais, incluindo a transição digital, a transição da economia informal para a economia formal e a transição justa	Distance	Training	14-OCT-24 08-NOV-24	4 w	PT	Jimenez Jesus G. Chakanya N. Pellerino C.	Interregional	4	30	120
A9717449	Global Workers' Academy on Policy Coherence	Distance	Training	14-OCT-24 15-NOV-24	5 w	EN ES FR	Jimenez Jesus G. Ciot D. Boumerdassi A.	Interregional	5	35	175

COORD CODE	TITLE	VENUE	TYPE	DATES	DUR	LANG	STAFF	REGION	TOT DOT	TOT PART	TOT DAYS
A4717468	WP4 - Training III: Key skills for analyzing company data - online (CapDevGDT project) - linked to P4717181	Distance	Training	04-NOV-24 15-NOV-24	2 w	EN ES FR IT	Toth E. Bertolino G.	Europe	2	28	56
A1717827	Formação de Formadores sobre a Transição da Economia Informal para a Economia Formal em Cabo Verde(Praia, Cabo Verde)	Blended-Field	Training	11-NOV-24 29-NOV-24	3 w	PT	Jimenez Jesus G. Chakanya N. Pellerino C.	Africa	7	28	196
A1717450	Structural transformation in Africa: Role and Actions for Trade Unions	Distance	Training	11-NOV-24 06-DEC-24	4 w	EN FR PT	Chakanya N. Boumerdassi A.	Africa	4	79	316
A4717800	TRACK 2: Union Foresight and Youth - Young Social Dialogue Champions Academy (SDYouth project-WP2) - linked to P4717734	Blended-Centre	Training	12-NOV-24 06-DEC-24	4 w	EN FR	Toth E. Bertolino G.	Europe	4	23	92
E1516773	Advancing best practices of trade unions on climate change, gender inclusive just transition and green jobs for Egypt, Morocco & Tunisia (Rabat, Morocco)	Field	Non-Training Event	26-NOV-24 28-NOV-24	0.5 w	EN AR	Chakanya N. Boumerdassi A.	Africa	3	15	45
E9717505	Trade Union roles in promoting responsible business conduct	Distance	Non-Training. Development Materials	02-DEC-24 20-DEC-24	3 w	EN	Mapalo R. Ciot D.	Interregional	1	0	0
E3517982	ACFTU Capacity Building Event (Beijing, China)	Field	Non-Training. Event	03-DEC-24 06-DEC-24	1 w	EN CH	Dos Santos Costa V. Mapalo R. Ciot D.	Asia and the Pacific	4	24	96
E9718290	ACTRAV eTutors meeting	Distance	Non-Training. Event	11-DEC-24 12-DEC-24	0.5 w	EN ES FR	Dos Santos Costa V. Ciot D. Bertolino G.	Interregional	2	22	44
Grand Total									188	1,499	8,164

2025 Programme

PROPOSED ADJUSTMENTS OF THE CORE PROGRAMME FOR 2025

The core programme:

GLOBAL (open to all)	2025 adjustment
GWA on New Social Contract (blended)	Not organized in 2024 due to discussion in the GB and working groups. March 2025
GWA on Addressing Transitions (blended)	Focus on the transition of the informal economy with the face-to-face phase in early May (to ensure link with ILC content and ITUC agenda)
GWA on Workers' Education (blended)	Same programme but diversifying countries target
GWA on Policy Coherence (online)	To be aligned with the outcomes of 2024 (October delivery), but introducing a strategic approach to use of the different instruments, and a clear focus on wages

Transversal academies:

The Transversal Regional Academy for Sustainable Development will be delivered online and the Academy for Vulnerable Workers in blended mode (face-to-face in each region if co-financing)

Enhancing Trade Unions' Actions for Sustainable Development (online)	To be adjusted to the trade unions' objectives for the Summit for the Future (3rd trimester 25)
Trade Union Actions to Protect and Promote the Inclusion of Workers in Vulnerable Employment Situations (blended)	A clear emphasis on migration will be added for each region

The regional programme:

Regarding the **16 regional academies** for 2025, we shall focus on:

- discrimination and inequalities (touching upon living wages);
- trade unions in transformation;
- strategic use of ILO Conventions and standards.

7. STRATEGIC AND GOVERNANCE QUESTIONS

Renewed Trade Union Training Committee

In June 2024, the ILO held its 112th annual International Labour Conference (ILC) in Geneva. A key event during the conference was the election of the ILO Governing Body for the 2024-27 term. The renewal of its governance structures is intended to ensure that its representative bodies reflect current priorities, membership diversity and evolving labour contexts. As part of this process, the Workers' Group – one of the tripartite constituents that plays a central role in shaping ILO policies and priorities – was reconstituted with renewed mandates and membership to strengthen its voice in international labour governance.

Within the ITCILO ACTRAV framework, this governance renewal also extended to the Trade Union Training Committee (TUTC), the body that provides strategic guidance on the content, focus and delivery of ACTRAV's training and capacity-building activities. The renewal of the TUTC brought in new perspectives from global and regional trade union leaders, reinforcing its role in aligning ITCILO ACTRAV programmes with the ILO's strategic agenda and the pressing needs of the workers' movement.

This update ensures that both the Workers' Group and the TUTC remain responsive, representative and equipped to guide the organization through critical transitions, including digitalization, climate and just transitions, demographic shifts and transformations in work organization. For ITCILO ACTRAV, this means continuing to design and deliver training that is politically relevant, strategically aligned and capable of empowering unions to influence policy and defend workers' rights globally.

Immediately after the ILC, on 10 July, ITCILO ACTRAV organized a first informal meeting with the renewed TUTC. Roles, responsibilities and objectives were shared to initiate a fruitful collaboration.

Their role vis-a-vis the governance body of the ITCILO was largely explained and support is provided by ACTRAV to enable them to fulfil their mandate within the Board of the ITCILO.



Main conclusions and recommendations of the TUTC

WORK PLANS, OBJECTIVES AND METHODOLOGIES

The TUTC:

- a) adopts the report of the training programme conducted in 2023 and congratulates ACTRAV Turin on implementing a comprehensive range of training activities throughout the year;
- b) acknowledges the commitment and professionalism shown by the ACTRAV Turin team in delivering the Programme during this transition year;
- c) supports the objective of the ITCILO to increase its outreach: more workers in ITCILO ACTRAV core activities, greater capacity for trade unions to be actors of change and more opportunities for workers to increase their competences and skills;
- d) shares the need for programme continuity (biennium approach) to build on the results and learning outcomes, and to review the approach to courses. It is also important to reach out to more countries. The TUTC recommends using learning analytics to ensure better diversification of participants;
- e) recognizes that inclusivity and equal opportunities are also important elements in the ITCILO ACTRAV Core Programme, leading to greater diversity and multiculturalism in the Programme offering and modalities. These elements are a key aspect of the ITCILO ACTRAV learning approach;
- f) insists that active participation is still central to the ACTRAV learning approach and that great care should be given to the diversification of engaging moments and exercises for participants. ACTRAV ITCILO should constantly update tools and methodologies to enrich the learning journey of workers, ensuring a right balance between face-to-face and distance learning;
- g) ACTRAV ITCILO will also take the necessary steps to promote greater worker participation in all ITCILO activities;
- h) recommends that ACTRAV Turin adopt a strong focus on assisting workers' organizations in their capacity-building activities;
- i) reiterates the importance of ensuring that International Labour Standards continue to feature strongly in ACTRAV training;
- j) recommends that the ACTRAV Turin team support workers' organizations and their representatives in strengthening their technical capacity to take advantage of digital technology to reduce inequalities related to the digital divide;
- k) reiterates the importance of ensuring that training materials are made available in ILO official languages and other languages when possible;
- l) recommends to the Director of the ITCILO that measures are put in place to increase the number of workers' participating in ITCILO academies and other activities.

DECISIONS

The TUTC:

- i. endorses the draft Core Programme for 2025 and,
- ii. calls for reinforcement of the financial support provided by the Centre to the ACTRAV Programme and for greater transparency in this matter.

ACTRAV global integrated approach

Thanks to the ILO's Bureau for Workers' Activities (ACTRAV) and its global integrated approach, every capacity-building and development initiative benefits from a unique combination of expertise, knowledge, strategies and shared orientation. This coherence ensures that all ACTRAV activities – whether global, regional or thematic-specific – are empowered, reinforced, and strategically aligned to the ILO's values and to workers' priorities.

This synergy is most visible in the learning and training programme, where ACTRAV's global reach and depth of experience come together to deliver training that is not only relevant but transformative. The integration of technical expertise from HQ and field specialists, the exchange of best practices across regions and the alignment of thematic priorities ensure that the training content is strategically focused, globally informed and locally applicable.

By combining cutting-edge methodologies – including foresight tools, participatory approaches and blended learning – with the policy and advocacy insights of the Bureau, ACTRAV guarantees that workers and their organizations gain the skills, confidence and vision to act, influence and innovate in today's fast-changing world of work. This approach reaffirms ACTRAV's position as a unique and trusted global provider of workers' education, capable of linking local action to global impact in the pursuit of social justice and decent work for all.

The ACTRAV integrated approach is at the core of how we design and deliver our ITCILO ACTRAV Programme. It ensures that every activity – whether online or face-to-face – is conceived and implemented in orientation with the political and technical guidance provided by our colleagues at ACTRAV headquarters and in the field. This means our training is always anchored in the realities, priorities and strategies of the global workers' movement.

Beyond alignment, our work draws on the skills, knowledge and capabilities of ACTRAV colleagues worldwide. Their expertise enriches our learning content; their practical experience shapes our methodologies; and their insights connect our activities to the evolving challenges facing workers in every region.

The real value of this approach emerges when political orientation, thematic expertise and field knowledge are seamlessly combined with the training design and engineering excellence that is ITCILO ACTRAV's unique competence. This fusion transforms each activity into more than a course: it becomes a strategic capacity-building intervention that strengthens workers' ability to act, influence and innovate.

By applying the integrated approach, we guarantee that our training is not only technically robust and politically relevant, but also impactful, sustainable and fully at the service of our shared mission: empowering workers and their organizations worldwide.

8. LOOKING TO THE FUTURE

At the heart of ITCILO ACTRAV's mission lies a clear, ambitious goal: to extend our outreach so that more workers are engaged, more trade unions become empowered actors of change, and more opportunities are created for workers everywhere to strengthen their competences and skills. In times of profound disruption – marked by technological transformation, climate urgency, shifting labour markets and rising inequality – this mission is not only relevant; it is essential.

Workers and their organizations are the ILO's major constituent. They carry the voices, struggles and aspirations of millions, and in these turbulent times they need stronger, more strategic and more sustained support from the ITCILO. Extending our outreach means breaking down barriers to access, delivering training that is multilingual, inclusive and adapted to diverse realities, and building networks of solidarity that cross borders, sectors and generations.

This is not just about numbers; it is about impact. Every additional worker trained, every trade union strengthened and every skill gained contributes to a labour movement that is better equipped to defend rights, negotiate fair conditions and lead transformative change. By scaling up our reach, we amplify workers' capacity to anticipate, act and innovate in the face of disruption, ensuring they remain central to decisions shaping the future of work.

The ITCILO must look forward with a renewed commitment to social justice through worker empowerment. This means investing in learning that is not only relevant today but that builds resilience for tomorrow. It means fostering the leadership, vision and strategic capacity of unions so they can drive change, locally, nationally and globally. And above all, it means reaffirming that in the pursuit of decent work, equality and sustainable development, empowered workers are the most powerful force for transformation.

In 2025, ACTRAV will deepen and extend its commitment to empowering workers and their organizations, building on the strong foundations established in previous biennia. The Programme to be implemented will clearly reaffirm ACTRAV's position as the unique global provider of a training offer that is at once transversal, transformational and transferable, equipping workers with the full range of competences they need to lead change in an era of disruption.

Transversal competences – core skills such as communication, problem-solving and critical thinking – will be embedded across all activities, enabling trade unionists to apply them in any sector or region. Transformational competences will strengthen unions' capacity to innovate, renew their strategies, and act as catalysts for social and economic justice. Transferable competences will ensure that knowledge gained in one context – be it collective bargaining for climate clauses, digital organizing or OSH negotiation – can be effectively adapted to other realities, amplifying impact.

This approach will be truly global in scope, covering all regions and all sectors, ensuring that no worker or union is left behind. By delivering high-quality, forward-looking training that links local realities to global trends, ACTRAV will reinforce its role as the ILO's strategic bridge to the workers' movement, driving both immediate action and long-term transformation.

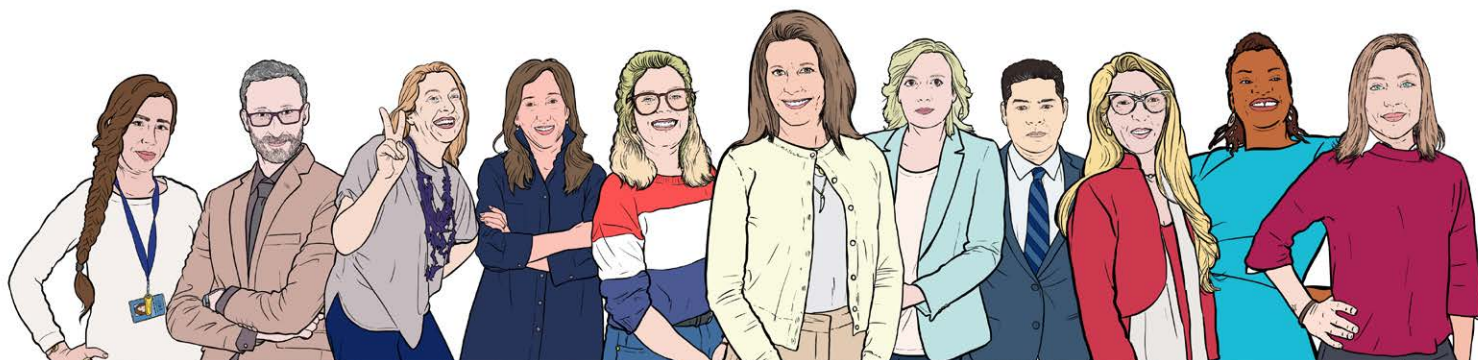
In doing so, ACTRAV will not only expand outreach and participation, but also equip unions to anticipate, act and innovate, making them stronger, more inclusive, and better prepared to shape the future of work in line with the values of social justice and decent work for all.

ACKNOWLEDGEMENTS

The success of the ACTRAV training programme is built on the unwavering commitment and expertise of our colleagues in Geneva and across the field. Their insights, dedication, and ability to enrich every learning activity are not just valuable; they are indispensable to the quality and relevance of our work. We are proud to operate as one united ACTRAV Team worldwide, ensuring that workers everywhere benefit from our shared vision and coordinated action.

We extend our sincere gratitude to ACTRAV Director, Maria Helena André, whose guidance, encouragement and enthusiasm continually inspire us. Her regular presence at our academies, and her genuine commitment to building workers' capacities, set a standard of leadership and engagement that elevates our collective efforts.

Our thanks also go to the Secretariat of the Workers' Group and to the Trade Unions' Training Committee (TUTC) for their trust, collaboration and steadfast support. Together, we strengthen the impact of ACTRAV's mission, empowering workers and their organizations to lead change and shape the future of work.



INFO

FOR FURTHER INFORMATION
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