

REPORT TO THE 45TH MEETING OF THE TRADE UNION TRAINING COMMITTEE

PROGRAMME FOR WORKERS' ACTIVITIES 2025

ITC
International Training Centre

ACTRAV
Programme for Workers' Activities

Report to the 45th Meeting of the Trade Union Training Committee

of the International Training Centre of the ILO

2025

This report covers the activities of the ITCILO Workers' Programme during 2025 and sets out the scheduled programme of work for 2026.

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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.

INTRODUCTION

The Programme for Workers' Activities of the International Training Centre of the ILO (ITCILO ACTRAV) presents this report on its 2025 activities to the 45th Meeting of the Trade Union Training Committee (TUTC).

In 2025, the Programme entered a phase of consolidation, delivered against the backdrop of the reform process under way across the International Labour Organization, as the Organization adjusts to remain effective in a changing multilateral and financial environment. Within this context, the Programme continued to demonstrate the added value of ACTRAV's integrated model – linking the ILO Bureau for Workers' Activities in Geneva, ITCILO's training engineering and infrastructure in Turin and a global network of trade union partners – in translating ILO standards and ACTRAV's strategic priorities into concrete capacity-building support for workers' organizations worldwide.

Behind every figure in this report – every course delivered, every action plan produced, every trade union leader who left one of our Academies more confident and better equipped – there is a simple conviction that continues to guide our work: education is one of the most powerful tools trade unions have to defend workers' rights, advance social justice and shape a future of work that leaves no one behind.

The year was also marked by the arrival of Mr Oliver Roepke as the new Director of the ILO Bureau for Workers' Activities. His extensive experience in trade union leadership will further reinforce ACTRAV's integrated approach and the Programme looks forward to continuing to strengthen its cooperation between Geneva and Turin under his direction.

Building on this integrated model, the Programme delivered in 2025 a diverse and geographically balanced portfolio of Global Workers' Academies, Regional Academies, Transversal Academies and partnership-based activities, reaching close to 2,000 workers' representatives across all regions.

2025 asked a great deal of the trade union movement. Digitalization and artificial intelligence continued to reshape jobs and representation. The climate agenda accelerated, from national policy debates to COP30 and the Second World Summit for Social Development. Wage inequality, informality and precarious work remained daily realities for millions of workers. Through it all, our Programme sought not simply to respond to these transitions, but to equip trade unions to anticipate them, to organize around them and to turn them into opportunities for renewal and solidarity.

This report also reflects, for the first time, on the Programme's performance across the 2024–2025 biennium as a whole, drawing on the external evaluation of its training activities to assess relevance, coherence and impact and to set out the orientations that will guide the Programme into the 2026–2027 biennium.

Vera dos Santos Costa
Chief, Programme for Workers' Activities (ACTRAV), ITCILO

THE TEAM

Behind every result presented in this report stands a small, close-knit team, whose professionalism, creativity and commitment to workers' education make ITCILO ACTRAV's work possible.

ITCILO ACTRAV TEAM

In 2025 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
- Francesca Gaglia – Training Activity Assistant
- Perrone Claudia Emily – Junior Training Activity Assistant

Team manager:

- Dos Santos Costa Vera – Programme Manager



1. HIGHLIGHTS OF 2025

Some insights into the activities implemented in 2025, amplifying innovation, collaboration, outreach and impact.

Futures thinking for the Quad Transitions

TURNING THE QUAD TRANSITIONS INTO OPPORTUNITIES: TRADE UNIONS ADVANCING INTEGRATED STRATEGIES

In 2025, ITCILO ACTRAV delivered the second edition of the Global Workers' Academy on Addressing Transitions to strengthen trade union capacities to navigate and shape the four interconnected transitions – digital, artificial intelligence (AI), transition to formality and green and just transitions. Delivered in a blended format, building on the 2024 edition and aligned with the 2025 ILO International Labour Conference (ILC)'s discussion on informality, the training prioritized the transition to formality while integrating the other three transitions. The aim was to enable participants to navigate these transitions concurrently and develop strategies to adapt, anticipate and innovate (**Innovation**).

The Academy applied a competency-based learning framework focused on transformative, transversal and transferable skills. Participants moved beyond knowledge acquisition to develop the capacity to anticipate change, influence policy and drive innovation. The three-phase approach – online learning, face-to-face engagement and post-ILC follow-up – created a continuous learning ecosystem that sustained momentum and supported the implementation of participants' road maps.

The Academy implemented a pedagogical model connecting the four transitions as interconnected forces requiring integrated and holistic trade union responses. It applied foresight methodologies, horizon scanning, scenario mapping, simulations, design sprints and futures thinking exercises to translate learning into action. Delivered in a multilingual format (English, French, Spanish and Arabic) and aligned with ACTRAV's priority on "Trade Unions in Transformation", the approach ensured experiential, collaborative and action-oriented learning. This model challenged trade unions to rethink, redesign and future-proof their strategies in a rapidly changing world of work, strengthening their ability to respond to complexity through integrated approaches.

The Academy generated concrete innovation outputs and knowledge products. The "My QUAD Transitions Journal" guided participants to capture insights, identify opportunities and progressively build action plans, bridging the gap between learning and implementation. The programme also compiled a repository of trade union practices, lessons and policy approaches drawn from diverse national experiences: participants from Azerbaijan, Costa Rica, Morocco, Niger, Togo, Tunisia and Zimbabwe shared national formalization processes, strategies and trade union participation, creating a basis for replication and adaptation (**Outreach, impact**).

Participants produced tangible results by developing trade union development strategies and action plans that integrated formalization with digital, AI and green transitions. They strengthened their capacity to engage policymakers, advocate for inclusive formalization processes, influence social protection reforms and address challenges such as algorithmic management and platform work. They enhanced their ability to articulate the interconnectedness of the four transitions and to leverage synergies between and among

them in a coherent way. The follow-up webinar supported participants to integrate ILC 2025 outcomes into their strategic plans, sustaining implementation and organizational change.

The Academy generated key lessons: addressing transitions in isolation limits impact, while integrated approaches unlock opportunities for workers and their organizations. Experiential, collaborative and action-oriented learning drives innovation and strengthens relevance. Continuous engagement and follow-up mechanisms sustain momentum and increase the likelihood that action plans will be implemented. The Academy demonstrated that trade unions are most effective when equipped with technical knowledge, foresight, adaptability and confidence to shape the future (**Impact**). It reaffirmed its role as a strategic platform to transform learning into leadership, ideas into action and transitions into opportunities – ensuring that transitions promote formalization, decent work, just principles and social justice.

Futures thinking in the ITCILO ACTRAV context

The Quad Transitions Academy illustrates why ITCILO ACTRAV treats digital transformation, AI, formality and just transitions as a single strategic space rather than four separate training topics. Trade unions do not experience these transitions one at a time and a training programme that addressed them separately would leave unions less able to act coherently. Embedding futures thinking, horizon scanning and scenario mapping into the Academy's design allows it to serve ACTRAV's overarching priority – supporting "Trade Unions in Transformation" – in a way that is genuinely integrated rather than merely additive.

This activity also demonstrates the Programme's growing emphasis on continuity across the biennium: the 2025 edition deliberately built on the 2024 edition, aligned itself with the 2025 International Labour Conference and closed with a follow-up webinar rather than a final session. That continuity – from one year's Academy to the next and from a training event to sustained post-training engagement – is precisely the kind of biennium-level coherence that the external evaluation identified as a strength to preserve and the TUTC asked the Programme to reinforce.

Scan the QR code (or click on the link) to watch the video developed for the *Global Workers' Academy on Addressing Transition*.

Click here

Advocacy in action: from training to policy influence

FROM ADVOCACY TO INFLUENCE: TRADE UNIONS SHAPING AND DRIVING THE JUST TRANSITION AGENDA

The Regional Advocacy Seminar on Integrating Just Transition through National and Multinational Platforms aimed to strengthen worker-led climate advocacy and advance workers' active participation and influence within global climate and social development processes.

The seminar built on ongoing support provided since 2023 by the ILO Cairo Office and ITCILO ACTRAV to trade unions in Egypt, Morocco and Tunisia. Through collaboration with ILO-ACTRAV, the initiative expanded geographical reach beyond North Africa to include participants from Ghana, Nigeria, Iraq and Jordan.

This broader participation in a hybrid format, with 22 participants, transformed the seminar into a dynamic interregional platform for collaboration, peer learning, solidarity, knowledge exchange and coordinated trade union advocacy on Just Transition and decent work (**Collaboration**).

Against the backdrop of accelerating climate pressures and growing momentum around Nationally Determined Contributions (NDCs) and debates on green and just transitions, the seminar positioned trade unions as key actors and policy shapers in ensuring that climate policies are socially just, rights-based and centred on decent work.

A major strength of the seminar was its innovative and highly participatory pedagogical approach. Moving beyond traditional expert-led presentations, the activity combined technical inputs, peer sharing and learning on the implementation of Just Transition actions, group work, strategic reflection, collaborative advocacy and engagement design. Over four intensive days, participants analysed policy frameworks, exchanged national experiences and jointly formulated advocacy pathways and strategic engagement plans to contribute to and shape discussions and outcomes at key global processes, including COP30 and the Second World Summit for Social Development (Doha Summit) (**Innovation**).

The advocacy pathways centred around three strategic thematic pillars: Decent Work for All in NDCs, COP30 and the Doha Summit; Social Protection as a Tool for Just Transition; and Just Transitions – Trade and Investment Perspectives. The seminar generated tangible knowledge products, notably a Unified Trade Union Position Paper and Engagement Strategy outlining coordinated advocacy priorities and practical engagement pathways targeting COP30 and the Doha Summit, including engagement at regional and national processes, with governments, employers' organizations and international institutions (**Outreach, impact**).

One important and particularly successful component was the dedicated peer sharing and learning sessions on the implementation of Just Transition actions. Trade union representatives presented practical experiences, successes, challenges, opportunities and emerging practices from their countries, enabling participants to learn directly from each other's organizing strategies, policy engagement and social dialogue mechanisms. This reinforced trust, strengthened interregional solidarity and highlighted the value of sustained South-South learning within ACTRAV programmes.

The seminar strengthened participants' technical and strategic capacities to engage more effectively in complex global climate, green and Just Transition governance discussions traditionally dominated by governments, employers, environmental and technical actors. By translating complex global climate frameworks into concrete trade union advocacy pathways, the activity also reinforced interregional cooperation, worker solidarity and coordinated action for socially just climate transitions.

Several lessons emerged from the activity. First, practical and collaborative methodologies significantly enhanced participant engagement and ownership of outcomes. Second, the iterative learning approach – building on previous ACTRAV-supported interventions – proved critical in deepening the confidence and policy engagement capacities of trade unions over time. Third, the activity reaffirmed that effective Just Transition strategies must integrate gender equality, inclusion of youth and vulnerable workers and strong social dialogue mechanisms to ensure that no one is left behind.

Advocacy follow-up in the ITCILO ACTRAV context

This seminar is an example of the Programme deliberately opting for depth over breadth: rather than launching a new activity in a new country, ITCILO ACTRAV returned to trade unions it had already supported since 2023 and asked what they now needed to move from training to influence. This iterative, multi-year design is central to how the Programme understands its objective of developing the policy-influencing competences of trade unions – an objective that cannot be met through a single training event, however well designed.

Extending the seminar from three North African countries to seven countries across two regions also reflects the Programme's wider ambition to link South-South learning to global advocacy moments such as COP30 and the Doha Summit, ensuring that ITCILO ACTRAV's regional work feeds directly into the priorities the workers' movement is pursuing at the global level.

Scan the QR code (or click on the link) to find more about *Advocacy in action: from training to policy influence*.

Click here

Collaboration across regions

ANCHORING STRUCTURAL TRANSFORMATION ON STRONG OSH SYSTEMS: TRADE UNIONS ADVANCING DECENT WORK IN SUPPLY CHAINS

The blended regional course "Structural Transformation in Africa: Promoting Occupational Safety and Health (OSH) in Supply Chains" was delivered through a multilingual online phase (English, French and Portuguese) and reached over 100 participants online and 26 in-person, ensuring regional diversity and gender balance.

Building on the 2024 edition, the course applied an iterative and continuous improvement approach, integrating lessons on strengthening trade union collective bargaining on OSH in supply chains, advocacy strategies and sectoral bargaining tools. It reframed structural transformation through improved job quality and OSH systems, while addressing emerging risks linked to digitalization, technological change and artificial intelligence (AI) and opportunities to advance the ethical adoption, regulation and governance of digital and technological change in relation to OSH. In doing so, it equipped unions to respond proactively to a changing world of work.

The blended training applied innovative, participatory pedagogical methods – futures thinking, scenario-building and role-play – to strengthen trade union capacity to act, anticipate and innovate on OSH (**Innovation**). Participants identified OSH as a driver of inclusive structural transformation, driving productivity and formalization, with emphasis on using ILO standards and collective bargaining to address informality, high-risk sectors and vulnerabilities affecting women, youth and workers in vulnerable employment. Participants defined concrete advocacy priorities, including integrating OSH into regional trade and investment frameworks such as the African Continental Free Trade Area (AfCFTA) and labour chapters of trade agreements, as part of structural transformation.

The course applied an interregional Africa-Asia-Pacific approach in the online phase, creating a dynamic platform for South-South learning. Participants exchanged strategies, innovative practices and policy responses, strengthening interregional solidarity and enabling adaptation of tested solutions across regions on supply chain governance and Just Transition processes (**Collaboration**).

The face-to-face phase deepened learning through experiential, practice-based engagement and a trade union-centric approach. Collective, innovative and practical transformative actions and lessons were drawn from successful trade union OSH initiatives in supply chains across Africa, particularly from Namibia, Madagascar, Côte d'Ivoire, Mauritius, Zimbabwe and from the East African Trade Union Confederation (EATUC). Peer exchange with Namibian fisheries workers produced tested intervention models, generating practical, transferable solutions.

Collaboration with the ILO Office for Namibia and Zimbabwe and the ILO Pretoria OSH expert brought strong regional expertise. The participation of Government of Namibia officials further produced tangible results, showcasing the role of social dialogue in developing a new OSH regulatory model – offering a replicable best practice.

The NamibMills study visit was a high-impact learning output, translating theory into action, generating concrete trade union demands on automation, OSH systems, worker well-being, living wages and social dialogue. It produced practical advocacy and bargaining tools for workplace and sectoral engagement, highlighting the value of experiential learning, cross-institutional collaboration and worker-centred responses to technological change (**Outreach, impact**).

Overall, the programme translated complex structural transformation challenges into practical trade union strategies, positioning participants as active agents driving safer workplaces and decent work in supply chains. It reaffirmed that structural transformation must be anchored in strong OSH systems, supported by social dialogue, collective bargaining and proactive trade union leadership.



Interregional collaboration in the ITCILO ACTRAV context

Deliberately connecting Africa and Asia-Pacific in a single online phase is what distinguishes this course from a standard regional academy. It reflects ITCILO ACTRAV's conviction that structural transformation and its OSH risks are not confined to one region and that the Programme's collaboration objective is best served when trade unionists compare notes across continents rather than only within them.

The course also shows collaboration operating on a second level, between ITCILO ACTRAV and ILO field structures: the partnership with the ILO Offices for Namibia and Zimbabwe, the ILO Pretoria OSH expert and the Government of Namibia produced a jointly developed OSH regulatory model that the Programme can now offer as a replicable practice elsewhere – a concrete illustration of the ACTRAV integrated approach connecting Geneva, Turin and the field.

Scan the QR code (or click on the link) to find more about *Anchoring Structural Transformation on Strong OSH Systems: Trade Unions Advancing Decent Work in Supply Chains*.

Click here

Peer learning for online facilitators

STRENGTHENING WORKERS' EDUCATION THROUGH DIGITAL INNOVATION

The future of workers' education depends on more than technology

The future of workers' education will not be determined by technology alone. It will depend on whether trade unions have the people, confidence and networks needed to use technology in ways that strengthen organizing, representation and solidarity.

In 2025, the Programme for Workers invested in building those foundations through a connected learning pathway that brought together three complementary initiatives: the Advanced Training of Online Trade Union Trainers and Facilitators, the follow-up programme Empowering Union Trainers to Launch Digital Learning for Worker Education and Union CoLab, an online Community of Practice. Together, these activities followed a clear progression: the first built skills, the second built confidence and preparedness and the third – Union CoLab – kept the learning going (**Innovation**).

The objective was not the immediate roll-out of online learning programmes. Rather, it was to equip trade unions with the capacity, resources and support networks needed to design, manage and eventually lead their own digital learning initiatives.

The results were significant. More than 40 trade union educators strengthened their competencies in online learning design, facilitation and management. Participants came from 13 countries across Asia and the Pacific, strengthening regional cooperation and South-South exchange, while women accounted for approximately 55 per cent of participants in both training programmes. Four training curricula were developed on workers' rights, collective bargaining, social protection and violence and harassment prevention, while participants created four Moodle-based prototype courses and gained hands-on experience in managing online learning

environments. Union CoLab engaged more than 300 trade unionists through peer learning, collaboration and knowledge-sharing and participants reported increased confidence in instructional design, learning management systems and the practical use of artificial intelligence. The Training of Online Trade Union Trainers and Facilitators programme achieved an overall satisfaction score of 4.65 out of 5 (**Outreach, impact**).

Yet the most important achievement was not the number of participants trained or courses developed. It was the emergence of a growing community of trade union educators better prepared to lead digital learning within their own organizations.

A defining feature of the programme was its emphasis on participation and practical application. Participants designed curricula, developed prototype courses, tested learning activities and exchanged experiences with fellow trade unionists from across the region. They explored how AI can support course design, content development, translation, assessment creation and learner engagement, while critically assessing the quality and reliability of AI-generated outputs. Accessibility remained a priority throughout the process, with participants encouraged to create learning resources suitable for mobile devices, low-bandwidth environments, multilingual settings and diverse groups of workers.

The programme also demonstrated the value of continuity. Rather than treating training as a one-off intervention, it created a pathway through which learning could be reinforced, applied and sustained. Participants left not only with new skills but also with practical resources, prototype courses and ongoing connections to a regional community of practice. Through Union CoLab, trade union educators continue to exchange experiences, support one another and collaborate on common challenges.

These developments mean that participating unions are increasingly prepared to integrate online learning into their education strategies. While implementation is expected to begin in 2026, many of the conditions for success are already in place. The next phase will focus on helping unions turn readiness into action. A key enabler will be eCampusExt, ITCILO's Moodle-based learning platform, which provides trade unions with a ready-to-use environment for hosting courses, managing learners and supporting online collaboration. Prototype courses developed during the programme can be adapted, piloted and expanded through the platform, while Union CoLab will continue to support peer learning and regional cooperation.

The experience of 2025 showed that strengthening workers' education is not simply about introducing new technologies: it is about investing in educators, institutions and networks that enable trade unions to learn, innovate and respond to future challenges (**Impact**). The real value of these investments will become visible as participating unions begin transforming preparation into practice and creating new learning opportunities that reach and empower workers across the region.

Peer learning in the ITCILO ACTRAV context

This pathway reflects a deliberate choice to build capacity before seeking scale: rather than rolling out online courses immediately, the Programme invested a full cycle in preparing the educators who will eventually deliver them. That sequencing – skills, then confidence, then a sustained community of practice – is what allows peer learning through Union CoLab to keep generating value long after the formal training ends, directly advancing the Programme's objective of building union transformation from within.

It also responds directly to a specific finding that emerged from the external evaluation conducted for the 2024 biennium, which identified distance learning as an area where outreach still offered growth potential. Rather than simply adding more online seats, the Programme chose to first strengthen the trainers who make distance learning credible – a more durable answer to the same recommendation.

Scan the QR code (or click on the link) to read materials developed for *Strengthening Workers' Education through Digital Innovation*.



Click here

GLOBAL WORKERS' ACADEMY ON WORKERS' EDUCATION

Trade union education remains one of the most powerful instruments for strengthening workers' organizations, promoting democratic participation and responding to the profound transformations reshaping the world of work. Building on the outcomes of the Global Workers' Symposium on New Approaches to Workers' Education for Trade Union Revitalization, ACTRAV ITCILO launched the 2025 edition of the Global Workers' Academy on Workers' Education, bringing together trade union educators and facilitators from across the globe to explore innovative approaches to learning, leadership development and organizational renewal.

The Academy combined a four-week online learning phase involving 100 participants with an intensive residential workshop in Turin attended by 25 participants selected on the basis of their engagement and performance during the distance component. Participants represented trade union organizations from Africa, Asia, the Arab States, Latin America and the Caribbean, creating a diverse global learning community dedicated to strengthening workers' education and its contribution to trade union revitalization (**Outreach**).

The programme explored how trade union education can serve as a strategic tool for organizing, collective bargaining, leadership development and institutional transformation. Participants examined emerging challenges facing workers and trade unions, including digitalization, informal employment, gender inequality, climate transition and changing forms of work, while reflecting on how education can strengthen collective action and increase trade union relevance in rapidly changing labour markets.

A distinctive feature of the Academy was its strong focus on pedagogical innovation. Participants worked with the ADDIE model for the design of effective trade union education programmes and experimented with a wide range of learner-centred methodologies, including storytelling, role-play, simulations, case-based learning, peer exchange and microlearning. These approaches enabled participants to connect theory with practice, promote critical reflection and design learning experiences rooted in workers' real-life challenges (**Innovation**).

The Academy also encouraged participants to explore the opportunities and limitations of digital tools and artificial intelligence for trade union education, while emphasizing the importance of accessibility, inclusion and contextual adaptation. Particular attention was given to the strategic use of evaluation, not only as a mechanism for measuring learning outcomes but also as a tool for organizational learning, continuous improvement and stronger trade union action.

The residential phase in Turin transformed learning into practice. Participants facilitated training sessions, tested innovative methodologies, co-designed educational activities and exchanged experiences from their respective organizations. The Academy further consolidated the Global Network of Trade Union Educators

and Facilitators, creating new opportunities for peer learning, cooperation and the exchange of innovative educational practices across regions.

Participant feedback highlighted the practical relevance of the programme, the quality of facilitation and the applicability of the tools acquired. Many participants reported increased confidence in their ability to design, deliver and evaluate trade union education programmes and to integrate more participatory and strategic approaches into their organizations (**Impact**).

By linking educational innovation with trade union strategy, the Academy contributed to repositioning workers' education as a key driver of trade union renewal. The initiative strengthened the capacity of trade union educators to design impactful learning programmes and reinforced the role of education as a catalyst for organizing, leadership development and sustainable institutional transformation.

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



Click here

Collaboration in learning for decent wages

BUILDING STRONGER UNIONS THROUGH PARTNERSHIP: ITCILO ACTRAV–JILAF COLLABORATION ON FAIR WAGES AND INDUSTRIAL RELATIONS

When wages fall behind, bargaining power matters more than ever

Across Asia and the Pacific, trade unions are confronting a changing world of work shaped by wage inequality, supply chain pressures, technological change, informality and new forms of employment. In this context, fair wages are not secured by demands alone. They require evidence, strategy, collective bargaining power and strong institutions capable of defending workers' interests.

It was against this backdrop that the long-standing collaboration between the ITCILO Programme for Workers (ACTRAV) and the Japan International Labour Foundation (JILAF) delivered the 2025 blended programme Employment Security and Industrial Relations: Driving Fair Wages, Safe Work and Decent Jobs through Dynamic Social Dialogue and Collective Bargaining. Combining online learning with a face-to-face phase in Bangkok, the programme brought together trade union leaders and practitioners from across Asia and the Pacific to explore how unions can strengthen their responses to some of the most pressing challenges facing workers today (**Collaboration**).

More importantly, the programme demonstrated the value of partnership as a tool for trade union development. The ITCILO ACTRAV–JILAF collaboration combines complementary strengths. ACTRAV brings ILO standards, workers' education methodologies and regional learning platforms. JILAF contributes practical experience in workplace engagement, trade union cooperation, monitoring systems and regional solidarity.

Together, they help connect international labour standards and policy debates with the realities of organizing, bargaining and advocacy on the ground.

The programme focused on issues that increasingly define the trade union agenda: living wages, wage-setting systems, collective bargaining, occupational safety and health, human rights due diligence (HRDD) and decent work in supply chains. While often discussed separately, these issues are deeply interconnected. Ensuring fair wages, safe workplaces and secure employment requires trade unions to engage simultaneously with bargaining systems, workplace monitoring, public policy and corporate accountability.

The online phase provided participants with a common foundation on living wages, productivity, wage-setting mechanisms, gender pay inequality, collective bargaining and the impact of digitalization on employment relations. The face-to-face phase then moved beyond analysis towards application. Through simulations, technical laboratories, world cafés, gallery walks and the Wage and OSH Hackathon, participants examined real workplace challenges, tested bargaining strategies and developed responses that could be adapted within their own organizations and sectors (**Innovation**).

A distinctive feature of the programme was its emphasis on evidence-based trade union action. Participants explored how labour market data, wage statistics, digital tools and workplace monitoring mechanisms can strengthen bargaining positions and support more credible advocacy. Particular attention was given to HRDD, an increasingly important area for unions operating within global supply chains. Drawing on JILAF's practical experience, participants examined how due diligence frameworks can be used to identify workplace risks, monitor compliance and support campaigns for fair wages and better working conditions.

The programme produced results that extended beyond the learning environment. Participants improved their ability to analyse wage policies, interpret labour market trends and link wage demands to productivity, living costs and equitable distribution. They deepened their understanding of how collective bargaining and social dialogue can be used to improve wages, working conditions and employment security. In parallel, they developed re-entry action plans designed to translate learning into concrete follow-up activities, including wage advocacy initiatives, collective bargaining strategies, HRDD engagement, workplace monitoring and supply chain accountability efforts (**Outreach, impact**).

The diversity of participants further enriched the learning process. Representatives from national trade union centres, sectoral unions, youth structures, women's committees and senior union leadership exchanged experiences, compared approaches and built relationships across countries and sectors. This strengthened regional solidarity and created opportunities for continued peer learning beyond the programme itself.

The real value of the partnership will be measured in the years ahead as participants apply these tools in bargaining processes, wage campaigns, workplace monitoring initiatives and HRDD engagement. Future cooperation can build on this foundation by supporting the implementation of re-entry action plans, strengthening regional exchange on living wages and supply chain accountability and developing practical tools that help unions respond to emerging challenges.

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

The JILAF partnership matters to the Programme not simply because it brings additional resources, but because it brings a genuinely complementary set of strengths: ACTRAV's grounding in ILO standards and workers' education methodology, matched with JILAF's practical experience of workplace monitoring and regional solidarity. That combination is what allows the course to move participants from analysing wage policy to actually testing bargaining strategies in a simulated hackathon – collaboration as a design principle, not a funding arrangement.

This activity also shows the Programme's wages and OSH agenda maturing across the biennium: the same institutional partnership that supported the 2024 course on wages and OSH returned in 2025 with a sharper focus on human rights due diligence in supply chains, responding directly to where trade unions said their bargaining power was weakest.

Scan the QR code (or click on the link) to watch the video developed for *Building Stronger Unions through Partnership: ITCILO ACTRAV–JILAF Collaboration on Fair Wages and Industrial Relations*.

Click here

LIVING WAGES AND WAGE-SETTING FROM THE ILO PERSPECTIVE: THE ROLE OF SOCIAL DIALOGUE AND COLLECTIVE BARGAINING

Delivered entirely online from 3 to 28 November 2025, this regional course brought together 35 trade union representatives from 16 countries across Latin America and the Caribbean to strengthen their capacity to promote living wages through social dialogue and collective bargaining. The activity responded to growing concerns about declining purchasing power, persistent wage inequality and the widening gap between productivity and wage growth in the region.

Building on the ILO's renewed framework on living wages adopted in 2024, the course provided participants with a deeper understanding of wage-setting mechanisms, international labour standards and collective bargaining strategies aimed at advancing wage justice. Participants explored the links between living wages, minimum wages, productivity, social dialogue and inclusive economic development, while analysing current labour market challenges affecting workers throughout the region.

A distinctive feature of the programme was its combination of policy analysis and practical trade union action. Through expert webinars, regional case studies, collaborative learning activities and negotiation simulations, participants exchanged experiences on wage campaigns, collective bargaining innovations and mechanisms for monitoring wage commitments. The online format facilitated peer learning among trade union leaders, negotiators, legal advisers and researchers from diverse national contexts, fostering the exchange of experiences and good practices across the Americas (**Innovation, Collaboration**).

The course culminated in the development of trade union action plans aimed at incorporating living wage principles into collective bargaining processes and policy advocacy initiatives. Participants strengthened their capacity to formulate evidence-based bargaining proposals, analyse wage data and engage more effectively in social dialogue processes. The activity also contributed to reinforcing regional cooperation among trade union organizations committed to promoting fair wages, reducing inequality and advancing decent work (**Outreach, impact**).

Participant evaluations highlighted the relevance of the topic, the practical applicability of the learning experience and its direct value for trade union priorities and collective bargaining agendas. By combining technical knowledge, policy analysis and practical trade union tools, the programme strengthened workers' capacity to advocate for wage justice and reinforced the role of social dialogue as a key instrument for achieving inclusive and sustainable development in the Americas.

Scan the QR code (or click on the link) to watch the video developed for *Living Wages and Wage-Setting from the ILO Perspective: The Role of Social Dialogue and Collective Bargaining*.

Click here

Post-training strategies: sustaining youth engagement

Spotlight on strategic relevance output

YOUNG SOCIAL DIALOGUE CHAMPIONS' CONFERENCE AND THE EUROPEAN YOUTH STRATEGY

Designed and delivered by ACTRAV ITCILO within the EU-funded Young Social Dialogue Champions' Academy, the Dissemination Conference – "Role of youth in strategic development of trade unions in EU industry" – brought together 30 young trade unionists from industriAll Europe affiliates to consolidate, showcase and disseminate the results of a two-year learning and action journey. Conceived as the culminating moment of the Academy, the conference provided a space for networking, peer learning and exchange of good practices, enabling participants to present the progress achieved through national youth-inclusive strategies, e-campaigns for youth rights at work and concrete examples of youth engagement in social dialogue (**Outreach**). It was intended primarily for young trade union leaders from industriAll Europe affiliates in the EU, while also serving trade union decision-makers and youth structures seeking practical ways to strengthen youth participation, representation and influence in industrial relations.

Its main added value lies in the quality and strategic relevance of its key output: the European Youth Strategy for industriAll Europe. This strategy transforms the knowledge, practices and demands generated through the Academy into a concrete policy and organizational road map for the next mandate period, with two clear priorities: strengthening industriAll Europe's Youth Working Group and reinforcing national youth structures to increase youth membership and give young workers a stronger voice (**Impact**).

The innovative aspect of the conference was its combination of capacity development, practical application, peer exchange and strategic policy production: young participants were not only trained, but also supported to become co-creators of a European-level output with real institutional relevance (**Innovation**). With strong potential for dissemination through industriAll Europe's 180 affiliates, the conference offers a replicable model for turning youth training into lasting trade union renewal, stronger youth-inclusive social dialogue and more democratic unions in European industry.


YOUTH STRATEGY
GRAPHIC RECORDING BY GIULIA RICCI
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Funded by the European Union
youth
EUROPEAN LEVEL
INDUSTRIALL CONGRESS - JUNE 2025
youth involvement in decision-making
YOUTH MEMBERSHIP NOW: AVERAGE 15,3%
INCREASE IT!
HOW?
FUTURE STRATEGY
NEXT 4 YEARS
STRENGTHENING YOUTH STRUCTURES
1. CO-CHAIRS OF YWG
RIGHT TO SPEAK IN THE EX. COMMITTEE
2. REGIONAL REPRESENTATION
DEMOCRATIC LEGITIMATION
3. YWG MEETING AHEAD OF EACH INDUSTRIALL EX. COMMITTEE
COMMON POSITION ON THE AGENDA
4. ADDRESS RELEVANT TOPICS FOR YOUTH
INDUSTRY · EMPLOYMENT
LIFE-LONG LEARNING
TWIN TRANSITION...
6. CAPACITY BUILDING ACTIVITIES
LEARN AND EXCHANGE
5. SUPPORT TO YWG IN DEVELOPING YOUTH DEMANDS
ALL MEANS ALL LEVELS
7. SEND DELEGATES TO OTHER TA
STRUCTURE-EVENTS
8. YOUTH VOTING RIGHTS IN EX. COMMITTEE
CONGRESS 2029
BEST PRACTICES
IGBCE YOUTH
1 WORKS COUNCIL
2 REGIONAL COUNCIL
3 FEDERAL COUNCIL
4 NATIONAL COUNCIL
VOTING RIGHTS
YOUTH EDUCATION
PEER TO PEER APPROACH
POLITICAL EDUCATION
TRAINING CENTERS
PERSONAL DEVELOPMENT
YOUTH EVENTS
FS LI PETROL ENERGIE
REBRANDING THE UNION
THINK LIKE 'BRANDS'
BE PROACTIVE : ENGAGE
EMOTION + COMMUNICATION + EXPERIENCE
HUMAN CONNECTION
"PEOPLE JOIN IDEAS AND CAUSES NOT INSTITUTIONS!"
FIOM
CASE : SCHNELLECKE
REDUCE INEQUALITIES + PRECARIOUSNESS
IMPROVE WAGE + WORKING HOURS
PROMOTE TRAINING
COLLECTIVE BARGAINING
FSS METAROM PROJECT : 'COMPETITIVENESS IN SOCIAL DIALOGUE'
GOING DIGITAL
BUILDING STRONGER UNIONS
COLLECTIVE BARGAINING GUIDE
STUDY
ONLINE CAMPAIGN
TRAINING, EVALUATION CERTIFICATION
WORKSHOPS
NATIONAL LEVEL
1. ACTION PLAN: ANNUAL TARGETS AND RECRUITMENT STRATEGIES
2. STRENGTHENING OF YOUTH STRUCTURES: COMPANY, SECTORAL, NATIONAL LEVEL
3. RESOURCES FOR YOUTH CAMPAIGNS
4. SEATS WITH VOTING RIGHTS
5. MODERNIZE COMMUNICATION
groups' ideas
ONLINE MEETINGS
NEWSLETTERS
VIDEO + PODCASTS
INFORM
ACTING AT THE LOCAL LEVEL: COMMUNICATION AND TRAINING
CHANGE THE IMAGE OF THE UNION
TAKE THE FIRST STEP
RÔLE MODEL UNIONIST
BETTER REPRESENTATION OF THE WORK OF THE UNIONIST
SOCIAL MEDIA CAMPAIGN
STUDENTS INVOLVEMENT
NATIONAL EVENT
EXPAND OUTREACH
INVOLVING YOUNG UNIONISTS IN COLLECTIVE BARGAINING
'TRADE UNION SCHOOL'
INVOLVING THE YOUTH IN DECISION-MAKING
VOICES ARE HEARD
1. SOCIAL MEDIA CAMPAIGN
2. IN-PERSON MEETINGS (1 TO 1)
3. PETITION
LIVING WAGES
MOBILIZE PEOPLE
AI E-PLATFORM
LEGISLATIVE ADVICE ON SOCIAL DIALOGUE
TIA SIMULATION ACTIVITIES
UNDERSTAND PERSPECTIVES
WORKSHOPS DIGITAL TRANSITION
AWARENESS RAISING CAMPAIGN
TRANSITION ACROSS GENERATIONS
LEARN · EXCHANGE

Spotlight on innovation

MASTERCLASS "QUALITY WORK FOR YOUTH"

Developed and delivered by ITCILO ACTRAV in collaboration with the ETUC within the EU-funded Youth4Future project, the Masterclass "Quality Work for Youth" is an innovative digital training experience designed to inform, inspire and mobilize young trade unionists. Through eight dynamic video lessons, it explores the meaning of quality work for young people today, addressing issues such as youth employment, precarity, digitalization, just transition, social dialogue, collective bargaining, quality traineeships, working time reduction, democracy at work and deregulation (**Innovation**). The Masterclass is intended primarily for young trade union leaders and youth structures of ETUC-affiliated organizations, but is also more broadly relevant for organizers, educators and workers' representatives. It combines expert insights with the voices and lived experiences of young trade unionists across Europe, making complex policy issues accessible, concrete and action-oriented.

The Masterclass "Quality Work for Youth" includes eight videos: Youth Employment – It's Not About Us, It's About the System; Digital Transition – Why It's Not Just Tech, It's Power; Just Transition – A Green Future Must Work for Young People; Social Dialogue – Collective Bargaining is Power; Quality Traineeships – Real Experience Deserves Real Wages; Working Time Reduction – Bring It Down; Democracy at Work – The Fight is On; and Deregulation – Less Rights, More Risk (For You).

Its innovative value lies in both content and format. Moving away from traditional classroom or studio-based training, the Masterclass adopts an authentic, peer-to-peer and engaging "edutainment" approach, using stories, real-life experience and practical calls for action to build knowledge, confidence and motivation. Hosted free of charge on ITCILO's eCampus, accessible from any device, supported by pre- and post-course assessments, a satisfaction survey and ITCILO digital credentials, it offers a scalable and sustainable training tool that can continue to serve the trade union movement beyond the project lifecycle (**Outreach, impact**).

With subtitles in five languages and strong relevance for national and European trade union youth structures, the Masterclass has high potential for dissemination, replication and long-term use as a digital heritage resource on quality work for youth and youth-inclusive social dialogue. (Video links are shared internally only; an excerpt can be shown during the TUTC meeting.)

Post-training collaborative platforms in the ITCILO ACTRAV strategy

Taken together, the Conference and the Masterclass offer two different ways of answering the same question: how does a two-year training investment keep paying off after the project ends? The Conference does it by converting a cohort of participants into co-authors of an institutional strategy that industriAll Europe itself will carry forward; the Masterclass does it by turning training content into a permanent, freely accessible digital resource. Both responses reflect ITCILO ACTRAV's deliberate shift towards post-training strategies as a core design feature, not an afterthought.

This also reflects the Programme's specific commitment to youth as a cross-cutting priority: rather than a single youth activity, 2025 delivered a closing conference and a stand-alone digital resource that, together, extend the reach of the SDYouth project launched in 2024 well beyond its original cohort and EU funding window.

Innovative approaches to inclusion

LEADING THE CHANGE: TRADE UNION GENDER ACADEMY

To strengthen trade union leadership on gender equality and support women's participation in decision-making processes, ACTRAV ITCILO and the European Trade Union Institute (ETUI) jointly launched the Leading

the Change: Trade Union Gender Academy. The initiative combined a two-week online learning phase with a residential workshop in Turin and formed part of a broader strategy to expand trade union capacity on gender equality through innovative and scalable learning approaches (**Collaboration**).

The Academy brought together 18 trade union representatives from 11 countries across Europe, North Africa and Türkiye, representing a wide range of national trade union centres and sectoral organizations. The diversity of participants created a rich environment for peer learning, exchange of experiences and cross-regional dialogue on common challenges facing women workers and trade union organizations (**Outreach**).

Participants explored key issues including gender pay gaps, violence and harassment at work, psychosocial risks, occupational safety and health, intersectional discrimination, climate change and inclusive leadership. Through interactive workshops, practical exercises and collaborative learning activities, they developed strategies to integrate gender equality into collective bargaining, social dialogue and trade union action. Particular emphasis was placed on strengthening negotiation skills, analysing gender inequalities and developing practical responses to workplace challenges.

A distinctive feature of the initiative was its integration with the development of a multilingual MOOC on Advancing Gender Equality in Trade Unions and the World of Work. Designed jointly by ETUI and ACTRAV ITCILO, the MOOC transforms the Academy's learning materials, tools and experiences into an accessible digital resource capable of reaching a much wider audience of trade unionists. In this way, the Academy served not only as a training activity but also as a laboratory for developing future learning resources and strengthening a sustainable community of practice on gender equality (**Innovation, impact**).

By combining leadership development, peer learning, institutional partnership and digital innovation, the initiative contributed to strengthening trade union capacity to advance gender equality, support women's leadership and promote more inclusive workplaces and organizations.

Gender equality as a laboratory for future learning

The Gender Academy illustrates how the Programme treats a single course as more than a one-off event: by designing the Academy and the MOOC together from the outset, ITCILO ACTRAV ensured that the same content developed for 18 participants in Turin would also reach a far larger audience through a freely accessible digital resource. The same post-training approach is applied elsewhere in the Programme's 2025 activities, which are now available to serve its cross-cutting commitment to gender equality and women's leadership.

The Academy's partnership with ETUI also reflects a wider pattern across 2025: several of the Programme's most substantive activities were delivered jointly with a partner organization – each bringing complementary expertise. Taken together, they illustrate how ITCILO ACTRAV links the Programme to a wider ecosystem of institutional partners.

Scan the QR code (or click on the link) to access the MOOC *Advancing Gender Equality in Trade Unions and the World of Work*.

Click here

Social dialogue and collective bargaining

SHAPING AI THROUGH SOCIAL DIALOGUE: BUILDING COMMON GROUNDS FOR A FAIR DIGITAL FUTURE

How do we build a future of work with AI that respects rights, protects jobs, drives innovation and benefits all? This question set the direction for the 2025 Global Social Partners' Academy on Shaping AI at Work: Empowering Social Partners for a Fair Digital Future. As artificial intelligence rapidly transforms workplaces, labour markets and business models, workers' and employers' organizations face a shared challenge: ensuring that technological change supports decent work, sustainable enterprises and inclusive growth rather than deepening inequalities and exclusion.

The Academy was built on a simple premise: technology alone will not determine the future of work. The quality of social dialogue, partnership and collaboration will play an equally important role. Delivered through a blended learning approach combining an online phase and a face-to-face Academy in Turin, the programme brought together 135 participants from 64 countries representing approximately 90 workers' and employers' organizations. Participation was nearly gender-balanced, reflecting the Academy's commitment to inclusive dialogue and broad representation (**Outreach, impact**).

The Academy created a shared learning journey for trade union leaders, employers' representatives, specialists and practitioners seeking to understand and respond to the growing impact of AI on the world of work. Participants examined how AI is reshaping jobs, skills, workplace governance, industrial relations and organizational strategies while exploring practical ways to influence these changes through social dialogue. The programme followed a clear progression: understanding the challenge, building common ground and shaping solutions together.

A distinctive feature of the Academy was its bipartite learning design. Workers' and employers' organizations learned together throughout the programme, jointly exploring the implications of AI for workers, enterprises and labour markets. This created space for dialogue, trust-building and collaborative problem-solving around issues that are often approached from different perspectives (**Collaboration**).

The Academy also introduced an innovative blended learning pathway linking online knowledge-building with face-to-face dialogue and practical application. Through group work, policy discussions, peer exchanges and collaborative exercises, participants developed a shared understanding of AI-related challenges and opportunities. Another innovation was the use of foresight and horizon-scanning methodologies: rather than focusing only on current developments, participants explored emerging trends and future scenarios, prompting a shift from reacting to technological change towards actively shaping it (**Innovation**).

The Turin component deepened this learning through sessions on AI governance, industrial relations, skills development and workforce adaptation. A study visit to CIM 4.0 provided first-hand exposure to AI-enabled production systems and workplace innovation, helping participants connect policy discussions with practical realities.

Perhaps the most significant innovation was the Academy's decision to frame AI as a social dialogue issue rather than a purely technological issue. Discussions focused not only on what AI can do, but also on how workers' and employers' organizations can influence its adoption, governance and impact through consultation, negotiation and cooperation.

Several important lessons emerged. AI governance is rapidly becoming a core social dialogue issue because decisions about technology increasingly affect employment, skills, productivity, working conditions and workplace rights. Workers' and employers' organizations therefore need both technical understanding and institutional capacity to engage effectively in these discussions (**Impact**). The next challenge is to translate learning into influence by strengthening social dialogue on AI at national and sectoral levels, supporting skills development and workforce transitions and expanding opportunities for cooperation between workers' and employers' organizations.

As artificial intelligence continues to reshape the world of work, one message from the Academy stands out: a fair digital future will not emerge automatically. It must be built through dialogue, partnership and a shared commitment to ensuring that technological progress benefits both workers and enterprises.

Bipartite dialogue in the ITCILO ACTRAV context

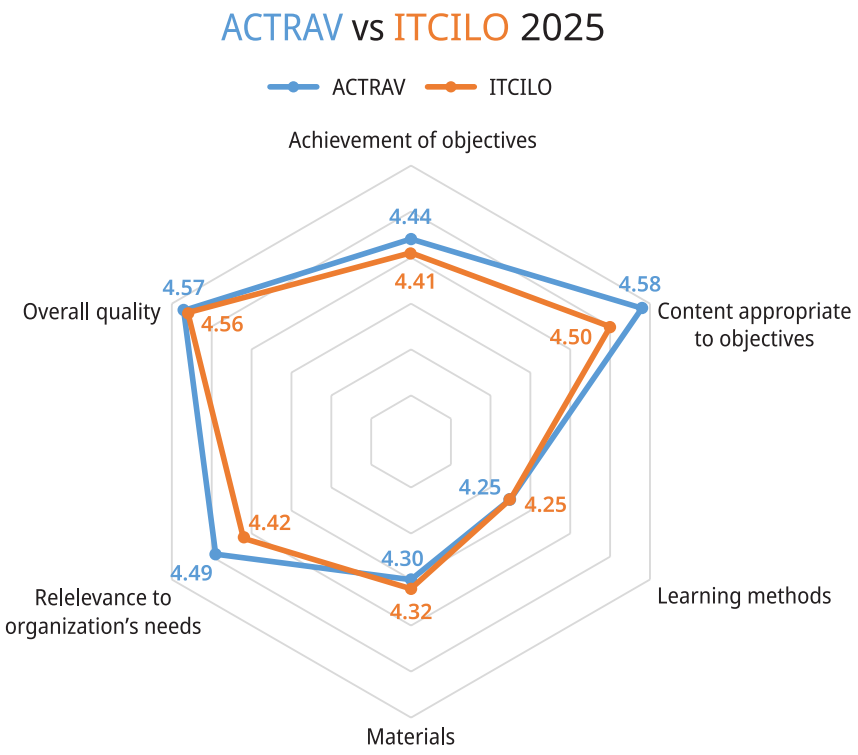
This Academy is one of the few ITCILO ACTRAV activities that brings workers' and employers' organizations together into the same learning space and that is precisely what makes it distinctive. Delivered jointly with the ACT/EMP Programme, it is the very essence of the Programme's integrated model: shared design, shared delivery and a shared stake in the outcome. Framing AI explicitly as a social dialogue issue – rather than a purely technical one – is a deliberate strategic choice that keeps ITCILO ACTRAV's contribution centred on institutions and negotiation, not just technology.

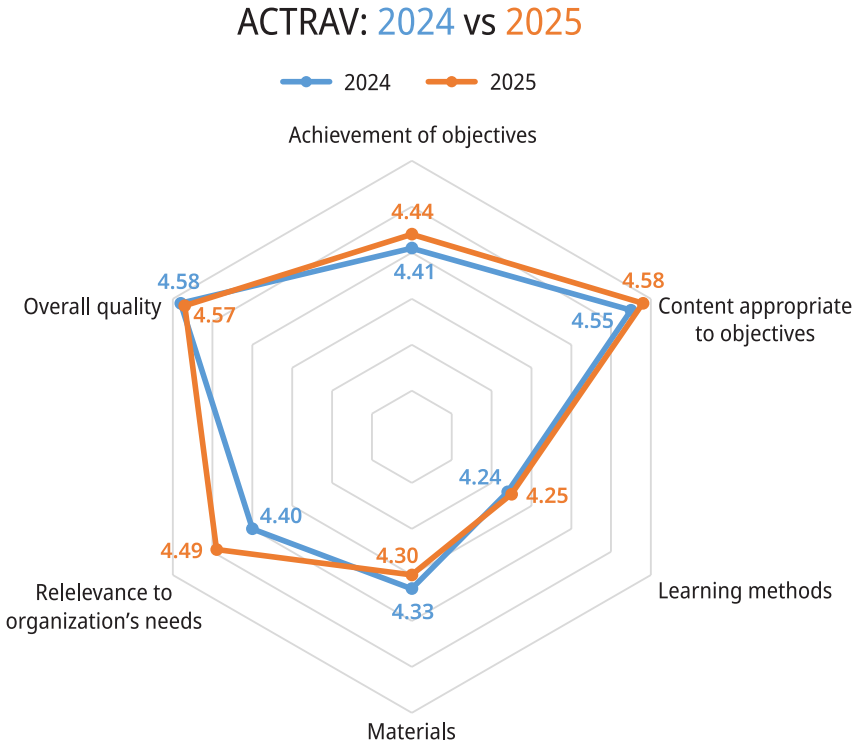
The Academy also illustrates biennium continuity in practice: it is a direct continuation of the Global Social Partners' Academy launched in 2024 on collective bargaining, moving in its second year to the frontier topic of AI precisely because the first cohort of social partners asked for it – a concrete example of the Programme listening to participants across biennia and not just within a single year.

Scan the QR code (or click on the link) to watch the video developed for *Social dialogue and collective bargaining*.

Click here

2. EVALUATION BY PARTICIPANTS





Participants' contribution to the evaluation

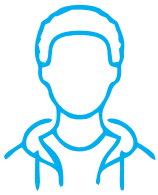


A1718358 – Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Africa (Lome, Togo)

Do you have any suggestions to improve this training?

La formation a été très enrichissante et bien structurée. Toutefois, pour renforcer son impact, il serait intéressant d'intégrer davantage d'études de cas locales et régionales, permettant de mieux contextualiser les réalités des travailleurs migrants selon chaque pays. De plus, l'inclusion de sessions interactives en ligne avec des experts du terrain ou d'anciens travailleurs migrants pourrait rendre les échanges encore plus concrets et inspirants. Enfin, un espace collaboratif post-formation pour continuer les échanges entre participants serait un atout pour maintenir la dynamique collective.
I personally enjoyed the storytelling method as a trainer for the confederation; it is a new method that I will use for my trainings. Furthermore, the programme, organization and tools were relevant. I gained a new understanding of the role of unions in formalization and social protection for all, especially for vulnerable workers such as migrants. I hope to be able to attend the next in-person session. Congratulations to the organizing team!

A2718354 – Strategic use of the ILO International Labour Standards and supervisory mechanism for trade unions in Latin America and the Caribbean. Training of trainers (Lima, Peru)



Tell us what you want to learn next!

La utilización de plataformas virtuales son imprescindibles para el nuevo modelo de hacer sindicalismo.
Pero esta enseñanza debe estar acorde con las realidades de los paises, en cuanto a la cobertura de internet.
La formación en línea es adecuada, dado que llega a una mayor cantidad de personas, si fuera presencial se limitaría mucho el alcance, sin embargo debe de incrementarse las discusiones de forma virtual pero con presencia vía zoom u otra plataforma.



A3718362 – TRADE UNIONS AND INCLUSIVE DIGITAL FUTURES - Ensuring workers' rights and voice in an AI-powered world of work (Singapore)

Do you have any suggestions to improve this training?

Thank you so much for developing such an important topic in the world of work. Moreover, it is very relevant to the South Asian context. I liked the quiz session, so please continue that in other training as well.

Tell us what you want to learn next!

In my opinion, we should develop training programmes that take into account the specific situation of each country and focus on what they need to improve for a better future. We also need to consider the agenda of the ILO and the programmes it is running in different countries, such as Better Work and Decent Work. Trade union leaders should play an active role in these agendas and participate effectively, as this would have a direct impact on workers' lives. When we work practically and in collaboration, it creates meaningful and positive results.

A9718328 – Global Workers' Academy on Workers' Education



Tell us what you want to learn next!

Considero que en esta capacitación quedo claro la necesidad de utilización de la tecnologia de ahora en más, si bien conocimos algunas herramientas y metodologias, entiendo que seria practico poder actualizar la llegada de nuevas modalidades para asi seguir perfeccionando la llegada a las y los trabajadoras y trabajadores de nuestras organizaciones en el cambio intergeneracional que estamos viviendo.
Approfondir les thématiques relatives à la formation des formateurs en matière de formation syndicale.

Do you have any suggestions to improve this training?

I am suggesting our various TU go into more female search for trade unions.... There is this saying when you train a woman you train a nation.
While you continue with online, micro learning and others also think about face-to-face making it more frequent.

3. KEY ACHIEVEMENT OF 2025*

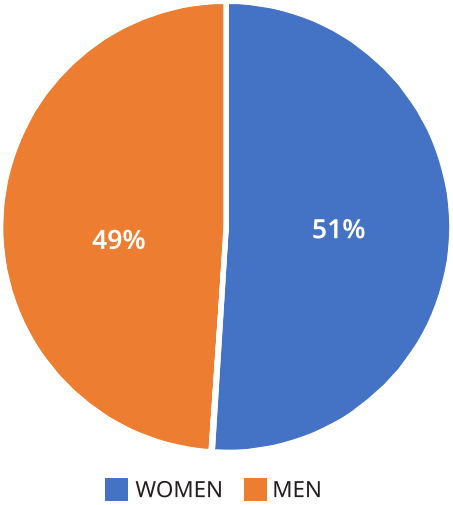


*Source MAP 2025.
**Including non-training activities (Community of Practice, Training Materials, Events, Project Management). Please refer to the Table of Activities, p. 25.

PROGRAMME FOR WORKERS' ACTIVITIES 2025: KEY DATA

Region	Participants in 2020	Participants in 2021	Participants in 2022	Participants in 2023	Participants in 2024	Participants in 2025
Africa	555	900	1269	1206	434	913
Americas	546	884	530	612	344	311
Asia - Pacific	226	622	447	412	438	302
Europe and Central Asia	79	938	414	298	238	370
Arab States	53	160	101	85	45	42
International Civil Servants			23	15		2
TOTAL	**1,459**	**3,504**	**2,784**	**2,628**	**1,499**	**1,940**

WOMEN OVERALL PARTICIPATION 2025



TYPE OF ACTIVITIES BY REGION - 2025*

Region	Type of Activity					
	Campus	Field	Distance	Blended Field	Blended Campus	Total per Region
Africa	0	1	3	3	0	7
Americas - Latin America	0	0	1	3	0	4
Asia - Pacific	0	0	1	4	2	7
Europe	4	0	12	3	2	21
Arab States	0	0	0	0	1	1
Interregional	1	0	4	0	5	10
TOTAL	**5**	**1**	**21**	**13**	**10**	**50**

*It includes training activities and non-training activities with/without participants (please refer to the table *"Programme Implemented in 2025 - Table of Activities"*).

4. FINANCIAL REPORT

	2020	2021	2022	2023	2024	2025
Italian contribution	€265,000	€185,000	€150,000	€150,000	€150,000	€150,000
RBTC/TC/ACTRAV	€877,706	€1,200,266	€860,000	€ 887,857	€701,666	€821,500
RBTC/TC/ REGIONAL	$144,924	$106,665	$187,000	$188,128	$148,000	$161 637
ILO Various	€52,676	€121,343	€83,000	€396,742	€126,214	€244,788
Fellowship fund	€0	€0	€250,000	€306,063	€336,105	€146,063
Additional allocation from Training Department	€0	€0	€0	€0	€53,453 Special Alloc. ACTRAV bipartite activity	€ 55,000 Special Alloc. ACTRAV bipartite activity
Contribution from projects	€522,825	€466,515	€263,109	€139,536	€205,635	€425,618
Self-paying	€0	€0	€0	€0	€0	€0
Other (Y9017541-ILO PSI)					€10,839	€29,471
Partnerships (JILAF/ETUI/CNH)						€77,202
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Total income	**€672,110**	**€2,018,610**	**€1,561,000**	**€2,053,880**	**€1,721,214**	**€2,108,988**
Total CFC*	€401,019	€844,744	€501,000	€747,394	€668,278	€879,380
%CFC vs target	62%	130%	77%	99.7%	89%	113%
Target	€650,000	€650,000	€650,000	€750,000	€750,000	€775,000

* CFC = Contribution to Fixed Costs

JOINT ACTIVITIES (ACTRAV CONTRIBUTION FOR WORKERS' PARTICIPATION IN ITC-ILO ACTIVITIES) CAPTIVE FUNDING ALOCATION (Fellowship fund)	**€17,298**

5. OUTLOOK OF THE CORE PROGRAMME

The Core Programme for 2025 built on the structure established for the 2024–2025 biennium, comprising four Global Workers' Academies open to all regions, two Transversal Regional Academies delivered jointly across the five regions and 16 Regional Academies adapted to the priorities of Africa, the Americas, Asia and the Pacific, Europe and the Arab States.

Reflecting discussions held with the TUTC, several adjustments were introduced for 2025. The Global Workers' Academy on the New Social Contract was not organized in 2025, pending the outcome of the ILO GB's discussions on the subject. The Global Workers' Academy on Addressing Transitions shifted its focus to the transition of the informal economy, with a face-to-face component held in early May to align with the International Labour Conference discussion on informality and with the ITUC's agenda. The Global Workers' Academy on Workers' Education retained its established design while diversifying its target countries and the Global Workers' Academy on Policy Coherence built on the outcomes delivered in October 2024, introducing a more strategic approach to the use of ILO instruments with a clear focus on wages.

Among the Transversal Academies, "Enhancing Trade Unions' Actions for Sustainable Development" was adjusted to reflect trade unions' objectives ahead of the Summit for the Future, while "Trade Union Actions to Protect and Promote the Inclusion of Workers in Vulnerable Employment Situations" placed a stronger emphasis on migration in every region. At regional level, the 16 Regional Academies continued to be developed together with the Desk Officers around three cross-cutting priorities: discrimination and inequalities (including living wages); trade unions in transformation; and the strategic use of ILO conventions and standards. All Academies, global and regional, continued to be co-designed with ACTRAV's constituents and, as a rule, delivered in blended format.

Looking towards the 2026–2027 biennium, the Programme intends to build on this experience by consolidating the transversal approach introduced in 2024–2025 – whereby a single Academy is delivered simultaneously, in the appropriate language, across several regions – and by further embedding demographic change, artificial intelligence and just transition considerations across the Core Programme, in line with the priorities identified through the biennium assessment presented in section 8 of this report and detailed further in section 9.

6. PROGRAMME IMPLEMENTED IN 2025

Results of the core activities implemented in 2025

In 2025, the Core Programme accounted for 15 of the Programme's activities and reached 1,094 workers' representatives, alongside a broader portfolio of training and non-training activities detailed in the Table of Activities below. The results achieved through the four Global Workers' Academies and the Regional and Transversal Academies are summarized in the overview that follows, together with a Table of Activities and an outline of the Programme for 2026.

2025 CORE PROGRAMME FOR WORKERS' ACTIVITIES (ACTRAV)*

ITC ILO 60 International Training Centre



AFRICA

ONLINE 4 – 29 AUGUST 2025

THE ROLE AND ACTIONS OF AFRICAN TRADE UNIONS IN TRADE POLICY AND PRACTICE IN VIEW OF A NEW SOCIAL CONTRACT (WAGE DIMENSION)

Languages: EN, FR, PT

BLENDED ONLINE: 26 MAY – 20 JUNE 2025 / FACE TO FACE: 14 – 18 JULY 2025

STRUCTURAL TRANSFORMATION IN AFRICA - PROMOTING OCCUPATIONAL SAFETY AND HEALTH IN SUPPLY CHAINS AS TRADE UNION ACTIONS AND STRATEGIES

Languages: EN, FR, PT

TRANSVERSAL ACTIVITIES

ONLINE 4 – 29 AUGUST 2025

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT

Languages: EN, FR, PT

BLENDED 24 MARCH – 18 APRIL 2025 / FACE TO FACE: 1 – 5 SEPTEMBER 2025

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

Languages: EN, FR

AMERICAS AND THE CARIBBEAN

BLENDED ONLINE: 3 – 28 MARCH 2025 / FACE TO FACE: 12 – 16 MAY 2025

STRATEGIC USE OF INTERNATIONAL LABOUR STANDARDS (ILS): TRAINING OF TRAINERS ON ILS AND THE ILO SUPERVISORY SYSTEM.

Languages: EN, ES

ONLINE 27 OCTOBER – 21 NOVEMBER 2025

LIVING WAGE AND WAGE SETTING FROM THE ILO PERSPECTIVE: THE ROLE OF SOCIAL DIALOGUE AND COLLECTIVE BARGAINING.

Languages: EN, ES

TRANSVERSAL ACTIVITIES

ONLINE 22 SEPTEMBER – 17 OCTOBER 2025

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT

Languages: EN, ES

BLENDED ONLINE: 24 MARCH – 18 APRIL 2025 / FACE TO FACE: 28 JULY – 1 AUGUST 2025

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

Languages: EN, ES

GLOBAL WORKERS' ACADEMIES

ONLINE 28 APRIL – 23 MAY 2025

GLOBAL WORKERS' ACADEMY ON NEW SOCIAL CONTRACT

Languages: EN, ES, FR, RU, AR

BLENDED ONLINE: 10 FEBRUARY – 7 MARCH 2025 / FACE TO FACE AT ITCILO 12 – 16 MAY 2025

GLOBAL WORKERS' ACADEMY ON ADDRESSING TRANSITIONS

Languages: EN, ES, FR, RU, AR

BLENDED ONLINE: 16 JUNE – 11 JULY 2025 / FACE TO FACE AT ITCILO 25 – 29 AUGUST 2025

GLOBAL WORKERS' ACADEMY ON WORKERS' EDUCATION

Languages: EN, ES, FR, RU, AR

ONLINE 7 JULY – 1 AUGUST 2025

GLOBAL WORKERS' ACADEMY ON POLICY COHERENCE

Languages: EN, ES, FR, RU, AR

ASIA AND THE PACIFIC

ONLINE 26 MAY – 20 JUNE 2025

SUPPLY CHAINS, TRADE AGREEMENTS AND DECENT WORK (INTERNATIONAL LABOUR STANDARDS): ELEVATING TU ENGAGEMENT IN HUMAN RIGHTS DUE DILIGENCE

Languages: EN

BLENDED ONLINE: 4 – 29 AUGUST 2025 / FACE TO FACE: 13 – 17 OCTOBER 2025

DRIVING FAIR WAGES, SAFE WORK, AND DECENT JOBS THROUGH DYNAMIC SOCIAL DIALOGUE AND COLLECTIVE BARGAINING

Languages: EN

TRANSVERSAL ACTIVITIES

ONLINE 22 SEPTEMBER – 17 OCTOBER 2025

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT

Languages: EN

BLENDED ONLINE: 24 MARCH – 18 APRIL 2025 / FACE TO FACE: 3 – 7 NOVEMBER 2025

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

Languages: EN

ARAB STATES

ONLINE 22 SEPTEMBER – 17 OCTOBER 2025

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT

Languages: EN, AR

BLENDED ONLINE: 24 MARCH – 18 APRIL 2025 / FACE TO FACE: 7- 11 JULY 2025

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

Languages: EN, AR

EUROPA AND CENTRAL ASIA

ONLINE 22 SEPTEMBER – 17 OCTOBER 2025

ENHANCING TRADE UNIONS' ACTIONS FOR SUSTAINABLE DEVELOPMENT

Languages: EN, RU

BLENDED ONLINE: 24 MARCH – 18 APRIL 2025 / FACE TO FACE: 7 – 11 JULY 2025

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

Languages: EN, RU

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

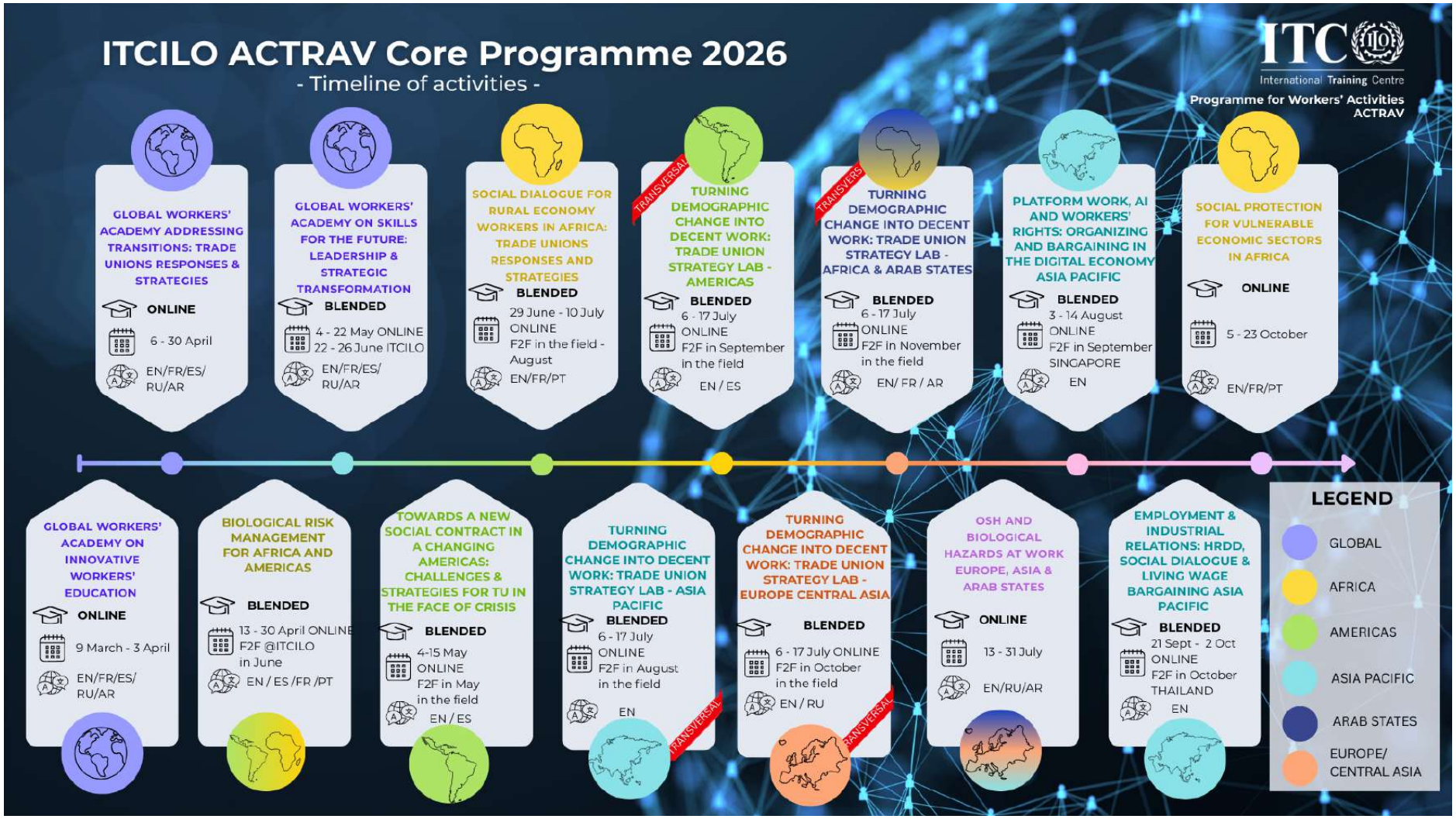
Table of activities

COORD CODE	TITLE	VENUE	Type	DATES	DUR	LANG	STAFF	REGION	TOT DOT	TOT PART	TOT DAYS
E4717798	Project Management and coordination (Project SDYouth - WP 1) - linked to P4717734	Distance	Non-Training Project Managemnt	01-JAN-25 28-FEB-25	8.5 w	EN	Toth E. Bertolino G.	Europe	0	0	0
E4718436	WP3 - E-Learning Toolkit on green and digital transitions year 2 (CapDevGDT project) - linked to P4717181	Distance	Non-Training Development Materials	01-JAN-25 31-MAR-25	13 w	EN ES FR IT	Dos Santos Costa V. Bertolino G.	Europe	0	0	0
E4717799	EManual for Young Social Dialogue Champions (SDYouth -WP2) - linked to P4717734	Distance	Non-Training Development Materials	01-JAN-25 31-DEC-25	52.5 w	EN FR	Dos Santos Costa V. Bertolino G.	Europe	0	0	0
A9718327	Global Workers' Academy on Addressing Transitions: Trade Union Responses and Strategies	Blended-Campus	Training	10-FEB-25 16-MAY-25	14 w	EN ES FR AR	Chakanya N. Pellerino C.	Interregional	9	181	1,629
A4718324	Young Social Dialogue Champions Academy - Track 4: Youth-inclusive social dialogue and collective bargaining on green and digital transitions - linked to P4717734 (Bucharest (Romania))	Blended-Field	Training	11-FEB-25 07-MAR-25	4 w	EN FR	Jimenez Jesus G. Bertolino G.	Europe	4	28	112
E4718445	ECampaign toolkit for youth rights at work in EU industry - Young Social Dialogue Champions Academy (SDYouth - WP4) - linked to P4717734	Distance	Non-Training Development Materials	01-MAR-25 30-MAY-25	13.5 w	EN IT	Dos Santos Costa V. Bertolino G.	Europe	0	0	0
A2718354	Strategic use of the ILO International Labour Standards and supervisory mechanism for trade unions in Latin America and the Caribbean. Training of trainers (Lima, Peru)	Blended-Field	Training	03-MAR-25 22-MAY-25	12 w	EN ES	Jimenez Jesus G. Ciot D. Perrone Claudia E.	Americas	9	64	576
A4718366	WP4 - Training IV: Information and consultation on digital transition - Blended (CapDevGDT project) - linked to P4717181 (Brussels)	Blended-Field	Training	10-MAR-25 21-MAR-25	2 w	EN ES FR IT	Dos Santos Costa V. Bertolino G.	Europe	4	27	108
A5718356	Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Arab States	Blended-Campus	Training	24-MAR-25 11-JUL-25	16 w	EN AR	Jimenez Jesus G. Bertolino G.	Arab States	9	18	162
A4718355	Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Europe and Central Asia	Blended-Campus	Training	24-MAR-25 11-JUL-25	16 w	EN RU	Jimenez Jesus G. Pellerino C.	Europe	9	20	180
A2718359	Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Americas (Panama)	Blended-Field	Training	24-MAR-25 01-AUG-25	19 w	EN ES	Jimenez Jesus G. Pellerino C.	Americas	9	54	486
A1718358	Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Africa (Lome, Togo)	Blended-Field	Training	24-MAR-25 05-SEP-25	24 w	EN FR	Jimenez Jesus G. Bertolino G. Gaglia F.	Africa	9	146	1,314

COORD CODE	TITLE	VENUE	Type	DATES	DUR	LANG	STAFF	REGION	TOT DOT	TOT PART	TOT DAYS
A3718357	Trade Union actions to protect and to promote the inclusion of Workers in Vulnerable Employment Situations for Asia and the Pacific	Blended-Campus	Training	24-MAR-25 03-OCT-25	28 w	EN	Jimenez Jesus G. Pellerino C.	Asia and the Pacific	9	27	243
E9018695	Trade Unions in Transformation	Campus	Non-Training Development Materials	14-APR-25 12-NOV-25	30.5 w	EN	Dos Santos Costa V. Ciot D.	Interregional	0	0	0
A9718346	Global Workers' Academy on New Social Contract	Distance	Training	28-APR-25 23-MAY-25	4 w	EN ES FR RU AR	Mapalo R. Ciot D. Perrone Claudia E.	Interregional	4	111	444
E4718443	Track 3: Masterclass on campaigning and advocacy for youth rights at work (SDYouth - WP2) - linked to P4717734	Distance	Event	28-APR-25 23-MAY-25	4 w	EN ES FR	Dos Santos Costa V. Bertolino G.	Europe	0	21	0
E4718728	Project Management and coordination - Youth4Future (WP1) - linked to P4718688	Distance	Non-Training Project Managemnt	01-MAY-25 31-DEC-25	35.5 w	EN	Dos Santos Costa V. Gaglia F. Perrone Claudia E.	Europe	0	0	0
E4718729	EManual on Social Dialogue for Youth - Youth4Future Project (WP2) - linked to P4718688	Distance	Non-Training Development Materials	01-MAY-25 31-DEC-25	35.5 w	EN	Dos Santos Costa V. Gaglia F. Perrone Claudia E.	Europe	0	0	0
E4718731	Masterclass on quality of work for youth - Youth4Future (WP2) - linked to P4718688	Distance	Event	01-MAY-25 31-DEC-25	35.5 w	EN	Dos Santos Costa V. Gaglia F.	Europe	0	0	0
E4718732	Communication, and Dissemination of Tools and Good Practices - Youth4Future (WP4) - linked to P4718688	Distance	Non-Training Development Materials	01-MAY-25 31-DEC-25	35.5 w	EN	Dos Santos Costa V. Gaglia F. Perrone Claudia E.	Europe	0	0	0
A3718696	Advanced Training of Online Trade Union Trainers and Facilitators (Designing, Leading, and Inspiring Digital Trade Union Learning)(Jakarta, Indonesia)	Blended-Field	Training	05-MAY-25 22-MAY-25	3 w	EN	Mapalo R. Ciot D.	Asia and the Pacific	6	22	132
A3718361	Supply Chains, Trade Agreements, and Decent Work: Empowering Trade Unions for Corporate Accountability in Asia-Pacific	Distance	Training	26-MAY-25 20-JUN-25	4 w	EN	Mapalo R. Pellerino C.	Asia and the Pacific	4	36	144
A1718360	Structural Transformation in Africa: Promoting Occupational Safety and Health in Supply Chains (Namibia, Windhoek)	Blended-Field	Training	26-MAY-25 25-JUL-25	9 w	EN FR PT	Chakanya N. Perrone Claudia E.	Africa	9	101	909
E4018764	Overall coordination, Project Based staff - linked to P4718688	Campus	Non-Training Project Managemnt	01-JUN-25 31-DEC-25	31 w	EN	Dos Santos Costa V. Perrone Claudia E. Gaglia F.	Europe	0	0	0
E4718438	Practical application and dissemination of tools and good practices - linked to P4717181	Blended-Campus	Event	02-JUN-25 30-SEP-25	17.5 w	EN ES FR IT	Dos Santos Costa V. Bertolino G.	Europe	2	62	124
A9718418	Global Social Partners' Academy - Shaping AI at Work: Empowering Social Partners for a Fair Digital Future	Blended-Campus	Training	16-JUN-25 12-SEP-25	13 w	EN	Mapalo R. Pellerino C.	Interregional	9	92	828

COORD CODE	TITLE	VENUE	Type	DATES	DUR	LANG	STAFF	REGION	TOT DOT	TOT PART	TOT DAYS
A9718328	Global Workers' Academy on Workers' Education	Blended-Campus	Training	16-JUN-25 31-OCT-25	20 w	EN ES FR RU AR	Jimenez Jesus G. Perrone Claudia E. Ciot D.	Interregional	9	160	1,440
A4718444	Young Social Dialogue Champions Academy - Track 5: Sustainable young workers' organizations (SDYouth - WP2) - linked to P4717734	Distance	Training	30-JUN-25 20-SEP-25	12 w	EN IT	Dos Santos Costa V. Bertolino G.	Europe	3	46	138
E4718760	Strategy Document for Youth Inclusive Trade Unions (SDYouth WP3) - linked to P4717734	Distance	Non-Training Development Materials	01-JUL-25 19-DEC-25	25 w	EN	Jimenez Jesus G. Bertolino G.	Europe	0	0	0
E4018565	Youth for Future Project: Design Sprint - Youth4Future (WP2) - linked to P4718688	Campus	Event	08-JUL-25 10-JUL-25	0.5 w	EN	Dos Santos Costa V. Bertolino G. Gaglia F.	Europe	3	28	84
A3718362	TRADE UNIONS AND INCLUSIVE DIGITAL FUTURES - Ensuring workers' rights and voice in an AI-powered world of work (Singapore)	Blended-Field	Training	14-JUL-25 17-OCT-25	14 w	EN	Mapalo R. Pellerino C. Gaglia F.	Asia and the Pacific	7	36	252
A3718697	Empowering Union Trainers To Launch Digital Learning for Worker Education (Colombo, Sri Lanka)	Blended-Field	Training	21-JUL-25 07-AUG-25	3 w	EN	Mapalo R. Gaglia F. Ciot D.	Asia and the Pacific	6	23	138
E3718938	An online collaborative Community of Practice (CoP) for trade unions in Asia Pacific	Distance	Community of Practice	21-JUL-25 31-OCT-25	15 w	EN	Mapalo R. Bertolino G. Ciot D.	Asia and the Pacific	6	0	0
A1718363	Trade and Investment Agreements in Africa: Trade Unions Advancing the Living Wage	Distance	Training	11-AUG-25 05-SEP-25	4 w	EN FR PT	Chakanya N. Pellerino C. Perrone Claudia E.	Africa	4	54	216
A3718364	Driving Fair Wages, Safe Work, and Decent Jobs through Dynamic Social Dialogue and Collective Bargaining (Bangkok, Thailand)	Blended-Field	Training	11-AUG-25 10-OCT-25	9 w	EN	Mapalo R. Bertolino G. Perrone Claudia E.	Asia and the Pacific	8	46	368
E9718985	Supporting Rights for the Inclusion of LGBTIQ+ People in the World of Work	Distance	MOOC-Development of Materials	01-SEP-25 17-OCT-25	7 w	EN ES	Jimenez Jesus G. Perrone Claudia E.	Interregional	2	0	0
E4718762	Peer to peer exchange - support to webinar series (SDYouth WP4) - linked to P4717734	Distance	Non-Training Project Managemnt	01-SEP-25 12-DEC-25	15 w	EN IT	Jimenez Jesus G. Bertolino G.	Europe	0	0	0
E4018931	CNH European Works Council Plenary Meeting	Campus	Event	04-SEP-25 05-SEP-25	0.5 w	EN ES FR IT	Dos Santos Costa V. Bertolino G.	Europe	2	33	66
A1718945	Training of trainers and Multipliers on Transition from the Informal to the Formal Economy for Cape Verde - second phase (Praia, Capo Verde)	Blended-Field	Training	15-SEP-25 21-NOV-25	10 w	PT	Jimenez Jesus G. Perrone Claudia E. Ciot D.	Africa	8	32	256
E2718930	Leading the Change: Workers, Employers and Governments Driving Just Transition through Social Dialogue (Bridgetown, Barbados)	Blended-Field	Event	06-OCT-25 23-OCT-25	3 w	EN	Jimenez Jesus G. Perrone Claudia E. Ciot D.	Americas	5	32	160

COORD CODE	TITLE	VENUE	Type	DATES	DUR	LANG	STAFF	REGION	TOT DOT	TOT PART	TOT DAYS
A9718333	Global Workers' Academy on Policy Coherence for Sustainable Development	Blended-Campus	Training	06-OCT-25 24-OCT-25	3 w	EN ES FR RU AR	Mapalo R. Pellerino C.	Interregional	7	41	287
A1718709	Strengthening Trade Union Capacities to Foster a Just Transition	Distance	Training	06-OCT-25 31-OCT-25	4 w	EN FR PT	Chakanya N. Perrone Claudia E. Gaglia F.	Africa	4	176	704
A9718368	Leading the Change: Trade Union Gender Academy	Blended-Campus	Training	20-OCT-25 07-NOV-25	3 w	EN ES FR	Jimenez Jesus G. Bertolino G.	Interregional	6	23	138
E1517521	Promoting Just Transition in National and Multinational Platforms (Cairo, Egypt)	Field	Event	27-OCT-25 30-OCT-25	1 w	EN FR AR	Chakanya N. Ciot D.	Africa	4	19	76
A4718730	Training activity 2: Modernization of labour market and youth employment - Youth4Future (WP2) - linked to P4718688 (Vienna)	Blended-Field	Training	27-OCT-25 28-NOV-25	5 w	EN	Dos Santos Costa V. Gaglia F. Perrone Claudia E.	Europe	4	26	104
A2718365	Living wage and wage setting from the ILO perspective: the role of Social Dialogue and Collective Bargaining	Distance	Training	03-NOV-25 28-NOV-25	4 w	EN ES	Jimenez Jesus G. Gaglia F.	Americas	4	35	140
A1718710	Gender Equality and Non-Discrimination in the World of Work	Distance	Training	10-NOV-25 05-DEC-25	4 w	EN FR	Chakanya N. Jimenez Jesus G. Perrone Claudia E.	Africa	4	90	360
E4018761	Young Social Dialogue Champions' Conference: Role of youth in strategic development of trade unions in EU industry (SDYouth WP5) - linked to P4717734	Campus	Event	17-NOV-25 19-NOV-25	0.5 w	EN IT	Jimenez Jesus G. Bertolino G.	Europe	0	30	0
E9719324	Foresight for Strategic Trade Union Development	Distance	Non-Training Development Materials	17-NOV-25 19-DEC-25	5 w	EN ES FR	Dos Santos Costa V. Bertolino G.	Interregional	0	0	0
E9719375	Advancing Gender Equality in Trade Unions and the World of Work	Distance	MOOC Development Materials	03-DEC-25 19-DEC-25	2.5 w	EN ES FR PT	Jimenez Jesus G. Ciot D.	Interregional	0	0	0
Grand Total									**201**	**1,940**	**12,318**



Link: https://www.itcilo.org/teams/workers-activities

7. STRATEGIC AND GOVERNANCE MATTERS

The governance of the ACTRAV Programme continues to rest on the tripartite framework of ITCILO, with the Trade Union Training Committee (TUTC) providing strategic oversight and the Board of the Centre responsible for the Programme's institutional and financial support. The conclusions and recommendations adopted by the TUTC in response to the Report of the Programme for Workers' Activities 2024 and the proposed Core Programme for 2025 are set out below, together with the Committee's decision endorsing the draft Core Programme for 2025.

Main conclusions and recommendations of the TUTC

I. WORK PLAN, OBJECTIVES AND METHODOLOGIES

The Trade Union Training Committee:

a) adopts the Report of the Programme for Workers' Activities 2024 and congratulates ITCILO ACTRAV on successfully implementing a high-quality and diverse range of training activities that have strengthened the capacities of trade unions to exercise their right to freedom of association and collective bargaining, as well as to engage in genuine social dialogue and advocate for a just transition, gender equality and a fair digitalization;

b) recalls that the International Training Centre of the ILO was established to strengthen the capacities of workers, employers and governments – not to operate as a self-financing institution catering primarily to those able to purchase its services. The Centre's legitimacy and credibility depend on its capacity to fulfil its tripartite mission, ensuring that each group of constituents is meaningfully reached and empowered;

c) commends the professionalism and dedication of the ITCILO ACTRAV team, whose innovative pedagogical approaches – futures thinking, immersive simulations, digital storytelling, peer learning and AI translation – have enhanced inclusivity and relevance across regions and sectors;

d) stresses the importance of ensuring the continuity of the biennial programming cycle to consolidate learning results and enhance strategic coherence. It highlights the need to maintain inclusivity, gender parity, youth inclusion and accessibility as guiding principles of all training activities, in line with the Sustainable Development Goals and urges that active participation and peer learning remain at the heart of the ACTRAV pedagogical model;

e) expresses concern that workers and their organizations remain underrepresented in the overall activities of the Centre and reiterates its call for concrete measures to increase their participation through clear quantitative targets, financial support and strengthened cooperation. It stresses that the ACTRAV blended model, combining face-to-face and distance learning, should be preserved and expanded as a benchmark of quality and inclusiveness;

f) acknowledges the sound financial performance of ACTRAV in 2024 and calls for transparency and reinforcement of institutional and financial support from the Centre - including the Centre's assumption of full responsibility for covering staff costs of the ACTRAV-Turin programme. It recommends that surpluses and special allocations be reinvested, enabling workers to access affordable or cost-free training;

g) calls on the Board of ITCILO to ensure sustained and predictable institutional and financial support for the ACTRAV Programme, to strengthen workers' participation in all the Centre's activities and to monitor the implementation of recommendations set out in the evaluation with clear reporting to the Board in 2026. All decisions regarding the Centre's activities must be made in consultation with tripartite constituents to ensure alignment between its mission and operations;
h) reaffirms its commitment to the objectives of ITCILO, recognizes ITCILO ACTRAV as a global benchmark for workers' education – combining political relevance, pedagogical excellence and transformative impact – and calls upon the Centre's Director to sustain and expand this legacy so that Workers' voices remain central to its mission.

Decision

The TUTC:

i. endorses the draft Core Programme for 2025; and
ii. calls for the promotion of the ACTRAV Programme as a strategic and autonomous pillar of ITCILO in line with the ILO's tripartite governance model.

8. BIENNIUM APPROACH: IMPACT, RELEVANCE, COHERENCE

This section responds to the TUTC's call to preserve the continuity of the biennial programming cycle and to the external evaluation's recommendation that progress be monitored and reported to the Board in 2026. It brings together the findings of the external evaluation of ACTRAV's training activities, conducted in 2024 and covering the 2023 programme, with the results achieved in 2025, to offer a biennium-level reading of the Programme's relevance, coherence and impact.

Relevance and coherence

The external evaluation confirmed that ACTRAV's training activities are strategically aligned with the ILO's Centenary Declaration and ITCILO's 2022–25 Strategy, with its emphasis on lifelong learning, gender equality and social protection. In 2023, ACTRAV delivered 40 of the Centre's 496 training activities, representing 8 per cent of overall provision but a distinctive contribution built on free access, a needs-based selection process and strong alignment with trade union priorities. Survey evidence gathered by the evaluators showed that 98 per cent of participants found the training relevant to their needs and 93 per cent anticipated institutional benefits for their organizations. This relevance held across 2025: the year's activities continued to prioritize the four Quad Transitions, living wages, occupational safety and health, gender equality and artificial intelligence, mirroring the thematic priorities validated by the evaluation and by the TUTC's own conclusions.

Effectiveness and efficiency

The evaluation found consistent effectiveness across face-to-face, blended and distance modalities, with a large majority of participants reporting improved competencies regardless of delivery mode. It also identified ACTRAV's stable and predictable funding base as a comparative advantage over other ITCILO units that depend on market-driven income, allowing the Core Programme to be planned well in advance. At the same time, the evaluation noted that distance learning, while of comparable quality to face-to-face training, remains under-utilized relative to its potential and that collaboration between ACTRAV and other Centre units has been constrained since the tripartite peer-review mechanism was set aside during the pandemic. The blended design retained across the 2025 Academies and the continued reliance on partnerships – such as those with JILAF and ETUI described in section 1 – reflect the Programme's ongoing effort to combine the reach of distance learning with the depth of face-to-face engagement.

Impact

When measured against the Centre's high-level indicators for Immediate Outcome 2, the ACTRAV training programme exceeded its 2022–23 targets: 99 per cent of participants agreed the courses were relevant to their needs (against a 75 per cent target), 94 per cent confirmed that training translated theory into practice, 97 per cent felt able to apply the knowledge gained and 53 per cent provided concrete examples of application. Five case studies compiled by the evaluators illustrated tangible outcomes, from the integration of the Sustainable Development Goals into union activities and the strengthening of collective bargaining agreements to the development of occupational safety and health tools and reporting matrices. The 2025 activities point in the same direction, with concrete outputs such as the Unified Trade Union Position Paper on climate advocacy, national formalization strategies and action plans and re-entry action plans on wages and human rights due diligence, translating learning into instruments that participants can use directly in their organizations.

Sustainability

The evaluation found strong signs of sustained engagement: 92 per cent of survey respondents expressed a firm interest in enrolling in further courses and the Net Promoter Score calculated for the Programme reached 54.89, with 64 per cent of respondents classified as promoters against 9 per cent detractors. While it remains too early to assess the long-term effects of the 2023 cohort, early evidence already showed trainees applying newly acquired skills in their professional settings – a pattern consistent with the follow-up webinars, communities of practice (such as Union CoLab) and re-entry action plans that featured prominently across the 2025 Academies as mechanisms to sustain learning beyond the training itself.

Progress against the evaluation's recommendations

The external evaluation put forward four recommendations: to build consensus on the expected outcomes and impact of individual versus institutional capacity development; to support the Programme in applying the Centre's monitoring and evaluation processes and tools more systematically; to increase the number of participants in distance learning programmes; and to enhance collaboration between ACTRAV and other ITCILO units, including through a possible reinstatement of the tripartite peer-review mechanism. When read against the 2025 programme, the Programme shows encouraging, if still partial, progress: the continued use of blended designs combining online phases with face-to-face components responds directly to the recommendation on distance learning outreach, while the growing number of joint activities

with institutional partners – JILAF, ETUI, industriAll Europe, the ILO field Offices and others – reflects a deliberate effort to achieve deeper inter-institutional collaboration. Work remains to be done, however, on systematizing monitoring and evaluation practice and on establishing, together with the Centre, a shared understanding of the outcomes expected from individual and institutional capacity development. The Programme intends to report on further progress regarding these four recommendations to the Board in 2026, as called for by the TUTC.

9. LOOKING TO THE FUTURE

The 2026–2027 biennium opens a new chapter for the Programme, built around a single, unifying ambition: to strengthen trade unions in transformation. Across a renewed portfolio of Global Workers' Academies, Regional Workers' Academies and a new Transversal Module on demography, the Programme will continue to build future-ready leadership, evidence-based advocacy skills and the capacity to shape labour policy across the transitions reshaping the world of work – digitalization, artificial intelligence, the green and just transition, demographic change and organizational transformation – always anchored in ILO standards.

Learning across the biennium will follow a two-year cycle, combining foundational training in the first year with applied, advanced and network-led activities in the second, delivered through blended and modular formats. Three shared strategic objectives will run across every Academy: strengthening social dialogue, supporting union transformation and developing policy-influence competences – directly serving ITCILO's mandate to strengthen constituents' capacity to advance social justice through decent work.

Sustainability and multiplier effect at the core of the strategy

Sustainability sits at the heart of this strategy. In a context of continuing uncertainty over the financing of the ILO and of ACTRAV's work in particular, the Programme has deliberately built a sustainability and multiplier strategy that allows learning to be delivered in more flexible and cost-efficient formats – principally online – while multiplying its reach and impact well beyond participants who have directly participated in training. This rests on peer-to-peer networks of leaders and facilitators that sustain collaboration long after an Academy ends; cascade training models built on practical toolkits, action plans and structured mentoring that carry learning from individual participants into their organizations and affiliates; regional replication mechanisms that adapt shared frameworks to local realities while preserving a common thread of global solidarity; and case clinics, good-practice compendia and regional accelerators that showcase and scale successful trade union strategies worldwide. Resource mobilization will continue to draw on ACTRAV and ITCILO networks, alongside blended formats and shared digital resources that keep participation affordable and accessible – including through development cooperation projects at global, regional and country level.

Strategic impact goals by 2027

By the end of 2027, the Programme aims to have built a genuinely global and regional community of skilled, innovative and networked union leaders; expanded trade union representation into rural, domestic, platform and green-economy sectors; strengthened unions' capacity to negotiate forward-looking collective

bargaining agreements that address artificial intelligence, digitalization and just transition; institutionalized evidence-based advocacy and foresight tools across regions; and positioned trade unions as recognized, influential actors in shaping labour standards, climate strategy and digital governance.

Towards the 2026–2027 Core Programme

The proposed Core Programme for 2026–2027 accordingly includes a Global Workers' Academy on Workers' Education (2026), a new Academy on Skills for the Future: Leadership and Strategic Transformation and a Global Workers' Academy on Artificial Intelligence and Just Transition (2027). These will be complemented by a Transversal Workers' Academy on Demography addressing youth, labour migration, the care economy and gender equality and by Regional Workers' Academies tailored to the priorities of each region – from AI governance and living wages in Asia and the Pacific, to the inclusion of rural, domestic and platform workers in Africa, artificial intelligence and social protection in Latin America and the Caribbean and to the use of ILO new standards as the biological hazard convention in each region.

ITCILO ACTRAV begins the new biennium confident that, whatever the financial context, the sustainability of its impact does not depend on scale alone, but on the strength of the networks, tools and solidarity it has built with trade unions across the world. The team looks forward to continuing this work with the sustained support of the TUTC and the Board.

INFO

FOR FURTHER INFORMATION
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