Caribbean Sub-regional Advisory Committee (SUBRAC)

“Strategising for the future. Building union power and influence.”

March 28 - 29, 2015
Giorgio Room
Veneto Holiday Beach & Casino
31 Pater Euwensweg,
Willemstad, CURAÇAO

MEETING DOCUMENTS
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Caribbean Sub-regional Advisory Committee (SUBRAC) meeting
“Strategising for the future. Building union power and influence.”

March 28, 2015: 9:00 am to 1:00 pm
March 29, 2015: 9:15 am to 5:30 pm
Giorgio Room, Veneto Holiday Beach Hotel

Venue
Veneto Holiday Beach & Casino
31 Pater Euwensweg,
Willemstad, CURAÇAO
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Introduction
The Caribbean Sub-regional Advisory Committee (SUBRAC) meets annually. The SUBRAC is a PSI advisory body comprising representatives from affiliates who “facilitate the consultation process at sub-regional level on policy issues and work programme implementation, and who participate in exchange and dialogue on issues relevant to PSI affiliates.”

The meeting seeks to Inform, Educate and Motivate/Inspire committee members.

Working methods
The meeting will include presentations, small group activities, as well as plenary discussions.

The Sub-regional Office will send most documents by e-mail prior to the meeting. There will be no hard copies of documents previously sent by e-mail.

Any other documents, not previously sent, will be provided in both electronic format and hard copy at the meeting. The hotel provides wireless access and as far as is possible, we encourage committee members to use the technology to derive the maximum benefit from the deliberations and discussions.

The Titular members, Bro Wayne Jones and Sis Jillian Bartlett, co-chair the meeting.
# Draft Schedule – Saturday March 28, 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>9:00 am</td>
<td><strong>Call to order, Introductory remarks, Titular members, PSI Regional Secretary, PSI sub-regional secretary</strong>&lt;br&gt;<strong>Welcome, Bro Wendy Calmes, President ABVO Curaçao</strong>&lt;br&gt;<strong>Adoption of Agenda, Announcements and Introductions</strong>&lt;br&gt;<strong>Minutes of the 2014 meeting</strong>&lt;br&gt;– Adoption and confirmation of minutes&lt;br&gt;<strong>Matters arising (items not otherwise covered in the agenda)</strong></td>
</tr>
<tr>
<td>10:30 am</td>
<td><strong>NETWORKING BREAK</strong></td>
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<tr>
<td>10:50 am</td>
<td><strong>Matters arising (cont’d)</strong></td>
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<tr>
<td></td>
<td><strong>Priorities in the sub-region – actions, proposals and follow-up (2014 – 2015)</strong>&lt;br&gt;<em>SUBRAC members will review the various activities, programmes and projects undertaken during the period under review. In this session we also invite affiliates to highlight their successes and the challenges they continue to face.</em></td>
</tr>
<tr>
<td>12:00 noon</td>
<td><strong>Trade union relevance and sustainability</strong>&lt;br&gt;– The state of play&lt;br&gt;– On the road to trade union renewal</td>
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<tr>
<td>1:00 pm</td>
<td><strong>END OF DAY ONE</strong></td>
</tr>
</tbody>
</table>

**Free afternoon**

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# Draft schedule – Sunday March 29, 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tr>
<td>9:15 am</td>
<td><strong>Summary reports and recommendations from members on Inter-American Regional committees and working groups</strong>&lt;br&gt;– Anti-Racism and Anti-Xenophobia committee, <em>Bro Patrick Yarde</em>&lt;br&gt;– LGBTQ committee, <em>Sis Linda Mienzer (via Skype)</em>&lt;br&gt;– Young workers’ committee, <em>Bro Shamir Brown</em>&lt;br&gt;– Tax justice and anti-corruption campaign, <em>Bro Roland Ignacio</em>&lt;br&gt;<em>We invite SUBRAC members to carefully note the work done and to make recommendations for specific sub-regional action.</em></td>
</tr>
<tr>
<td>10:30 am</td>
<td><strong>NETWORKING BREAK</strong></td>
</tr>
</tbody>
</table>
10:50 am **Building a sectoral focus**  
*Bro Jocelio Drummond, Sis Jillian Bartlett, Bro Wayne Jones*  
- Review and discussion of PSI’s sectoral networks and sector-specific organisations in the Americas  
- Sectoral network structures and methods of operation  
- The Caribbean sub-region’s priorities for sectoral networks

*We invite SUBRAC members to discuss in depth the development and organisation of sectoral networks in the Inter-Americas.*

11:50 am **Taking action – Proposed sub-regional campaigns and actions**  
- OECS and CARICOM  
- CTSP Haïti  
- GPSU and GLGOU

*SUBRAC will examine in detail and identify its strategy and plans for deepening its role in the OECS and CARICOM; and in response to attacks on trade union rights in Haïti and Guyana.*

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1:00 pm **L U N C H**

2:20 pm **Report from SUBWOC meeting**  
*Sis Jillian Bartlett, Sis Susan Hodge*

*SUBRAC will review and discuss the report from the Sub-regional women’s advisory committee meeting.*

3:15 pm **The Inter-American action plan and IAMRECON 2015**  
- Preparations for the workshops, meetings and conference  
- Ensuring a Caribbean presence at the conference

*In a series of round table discussions, SUBRAC members will discuss and agree on the sub-region’s engagement during the IAMRECON and related meetings.*

5:00 pm **Closing remarks**

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**5:30 pm END OF MEETING**
PSI Statement of Values

1. The values, policies and actions of Public Services International are anchored in a world vision of democratic societies wherein quality public services advance and protect human rights and fundamental freedoms, enabling equity, solidarity and prosperity to flourish.

2. Public Services International has an historical and deeply rooted commitment to working to eliminate inequality, social injustice and the imbalances aggravated by capitalism and financial profiteering.

3. Public services are at the core of democratic societies founded on human rights, the rule of law and social solidarity. Public services provide equitable redistribution of wealth; and in their delivery should ensure that people are treated with equal respect, provided equal protection, and live free of discrimination without regard to age, gender, religion, national identity, race or ethnicity, disability and sexual orientation.

4. Public services are an asset for sustainable development. Public services are essential for responsible public and private wealth creation and sustainable economic growth.

5. Public sector workers have a critical role to play in the creation of democratic public policy and the practice of good governance. Direct public service and public sector unions must ensure the integrity of the public sector. High quality policy and good governance are the foundation of economic growth and development, creation of wealth, expansion of opportunities, and the widest social and economic integration of members of a society. Corruption in all its forms thwarts good governance and the people and should not be tolerated.

6. Public services are financed by all for the benefit of all. In practice, public services are paid for by public revenues. These revenues must be raised through fair taxation policies.

7. Public services are a public good, designed to work in the interest of the people. Concern for the quality of public services is a mark of a society’s self-respect and commitment to caring for all, especially its most vulnerable members.

8. Public Services International values the common good. PSI advocates for quality public services, recognizing that public services of the highest level of quality achievable are required for equitable distribution of growth and sustainable development. In accordance with its Constitution, Public Services International promotes quality public services that guarantee access, are affordable, are democratically accountable, provide for social justice, elevate the quality of life, and offer the opportunity of prosperity.

9. The highest quality public services can only be delivered by workers whose rights are fully respected. To this end, Public Services International defends and advances the fundamental rights and conditions of work including freedom of association and the right to collective bargaining and the health and occupational safety of public service workers across the globe.
Public Services

“Public services are those which are universally provided to the public and available equally to all; they affect life, safety and the public welfare and are vital to commercial and economic development; they involve regulatory or policy-making functions; the service is incompatible with the profit motive or cannot be effectively or efficiently delivered through market mechanisms.”

Focus on the public services; PSI

Quality Public Services are important in all our communities:

... education ... health ... housing ... social services ... sanitation ... transport ... postal and communication services ... utilities and renewable energies ... emergency and security services ... municipal services ... public media ... public administration ... water ...
**Introduction**

We have designed this booklet to help you prepare for and participate in the PSI Caribbean SUBRAC meeting.

It provides useful background information and references for further reading for agenda items. It is also a useful addition to your library of trade union information.

The booklet is intended to be used as an online and interactive document as it contains hyperlinks to other sources.

You may also wish to refer to the 2014 SUBRAC booklet which provided useful information that is just as relevant now as it was then. The summary report of the 2014 meeting is also a useful source of information.

**Connecting the dots ...**

The work carried out by PSI in the Caribbean during the last twelve months is all interrelated. Whether it is a workshop on Communication Skills in Guyana, an online coaching session with young workers, preparations for a regional meeting in Chile or a strategy and planning workshop in Dominica, the issues are all linked and bring together the various priorities established by PSI members at the global, regional and local levels.

**Need more background and info on the 2014 sub-regional meetings?**

Click on the links:

- [2014 SUBWOC](#)
- [2014 SUBRAC](#)

**Building union power and influence**

The many challenges and rapid changes facing trade unions worldwide require us all to be more focussed and strategic than ever before.

To be truly a movement, it is important that trade union organisations adopt measures, programmes and activities that are transformative. It is important to focus on relevance and sustainability. Our unions must be able to influence decision-making at national, regional and levels.

To effectively do the above - and more - we need sharp, committed, driven trade union activists even more than ever. And we need to equip them with the skills, knowledge and attitudes that will ensure that we realise our strategic priorities.
➢ We must fight privatisation and promote the alternatives.
➢ We must advance trade union rights and build solidarity.
➢ We must influence global, regional and local policy and governance.
➢ We need union growth and a relevant and sustainable movement.

Creating the future we want

In addition to all that we’ve said above, we also need to be able to create the future we want.

This also requires an ability to anticipate – to be able to “read the writing on the wall.”

1. What is your analysis of emerging trends?

2. What will be the consequences of today’s issues on the longer-term future?

Our annual sub-regional meetings provide the opportunity and environment to help us answer the two questions above.
Item 1 - Call to order, Introductory remarks,

Item 2 - Welcome

Item 3 - Adoption of Agenda, Announcements, Introductions

Item 4 - Minutes of the 2014 SUBRAC

Circulated separately.

Item 5 - Matters arising (items not otherwise covered in the agenda)

Item 6 - Priorities in the subregion – actions, proposals and follow-up (2014 – 2015)

We invite SUBRAC members to review the various activities, programmes and projects undertaken during the period under review.

In this session we also invite affiliates to highlight their successes and the challenges they continue to face.

Notes
Item 7 - Trade Union Relevance and Sustainability

- The state of play

- On the road to trade union renewal

In 2012, the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI), supported by the Friedrich Ebert Stiftung (FES), hosted a two-day consultation and published the findings in "A Road Map for Trade Unions: Relevance and Sustainability".

It was dedicated to the memory of Professor, the Honourable Rex Nettleford and his commitment to the trade union movement throughout the Caribbean.

Perhaps one of the most important quotes from the publication is from Danny Roberts, head of the HLSTUEI,

“If nothing else, Nettleford would want us to release a self-invoked post colonial certitude which would allow us to constantly and continuously ‘renew’ and ‘reinvent’ the trade union movement if we are “to creatively engage the contemporary challenge of change which is underscored by persistent features rooted in a stubborn history of labour exploitation and continuing marginalization of workers in the production process and by extension, in our social structure and especially in this recycled scheme of hegemonic control called ‘globalization.’”

The two-day conference, while focussed on Jamaica with linkages to the movement in the rest of the Caribbean, realised some key findings and recommendations for us all. These are as relevant today as they were then.

1. Women and youth required special attention in the drive for inclusiveness in the Union Movement because they are traditionally marginalised. While there is increasing labour force participation among women and while women are coming to dominate leadership particularly in the public sector that is not so in the Unions. As a matter of deliberate policy the Trade Unions should make an effort to ensure that there is a better gender balance in Trade Union leadership. At the same time, trade union strategy had to make a deliberate attempt to attract a higher proportion of young people of both sexes.

2. There is an alarming lack of information about Trade Unions and standard academic curricula tend to ignore them. The gap needs to be filled by Trade Unions.

3. The mission of the Trade Union Movement, which is the protection and empowerment of the worker and the creation of a just and equitable work environment, must remain. However the Unions must focus on new strategies to achieve this mission while supporting broader social and economic objectives of higher productivity and competiveness.

4. There is a need to closely re-examine the efficacy of the relationship between the Trade Unions and the political parties. In particular, the Union Movement needs to re-examine its relationship with the political parties and seek to develop a greater degree of independence.
5. There was ambivalence about intra-union competition. Some people saw this as an advantage while others felt that it detracted from a united voice. There was however unequivocal support for the fledgling efforts to forge unity, which is evident in the Jamaica Confederation of Trade Unions. The matter of trade union unity and how best to pursue it should be re-examined.

6. There was a consensus that the Unions had made a significant contribution to the promulgation of progressive labour legislation and it was recommended that greater advantage be taken of the laws in their present form. However, a gap was identified in relation to trade union recognition. A strong recommendation was made for legislation that would make it easier for Unions to become recognised or alternatively harder for employers to frustrate union recognition.

7. The plenary discussions emphasised the need for an implementation plan. It was noted that many of these suggestions coming out of this 2-day meeting had been made before, that Union members could not rely on the leaders alone, that each individual had to make a personal commitment to playing a role in the transformation and that the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI) should begin by pulling out and publicising the priority areas identified by participants.

8. Trade Unions need to explore the potential of the social networking sites as a means of expanding knowledge about Trade Unions, of attracting young membership and increasing visibility.

9. Trade Unions need to “re-brand” in order escape the “negative stigma” of adversarialism and to support greater public recognition of the positive role that it played in society.

10. Unions should seek to work more closely with management.

Is there a leadership crisis on the horizon

Current heads of organisations are seriously concerned that emerging leaders in their organisations lack the skill sets needed for tomorrow’s interconnected and fast-changing world.

The demand drivers for success in this new world are:

- Broad global thinking
- Collaborative leadership
- The ability to engage and build effective relationships with diverse partners

We invite SUBRAC members to continue the conversation on trade union renewal and note the steps that some unions have already taken in the process.
Notes
Item 8 - Summary reports and recommendations from members on Inter-American regional committees and working groups

Over the last 12 months, Caribbean activists represented their unions as well as the sub-region at a number of PSI meetings and workshops. Some were held within the Caribbean while others had a regional flavour.

The titular members attended the Inter-American regional executive committee meeting in Guatemala in late March as well as meetings of the World Women’s Committee and the Executive Board in June.

Through participation in a wide-range of activities, programmes, projects, meetings and campaigns, the Caribbean sub-region commits itself to:

- Build closer, practical and mutually beneficial links with other trade unions throughout the Caribbean
- Foster alliances between PSI affiliates and like-minded civil society organisations
- Utilise PSI’s wide network of global linkages
- Share skills, experience, knowledge among Caribbean affiliates and across regional borders
- Play a key role in the Caribbean and wider regional integration process to foster sustainable and fair social development
- Develop a deeper understanding of and appreciation for the diversity of the wider Caribbean and Latin American region
- Promote south-south linkages and partnerships

The sub-region’s profile (a number of small, open economies with populations of varying size and a multiplicity of languages and cultures) requires a sharing of tasks and roles. Some affiliates take the lead on certain issues with the intention that they share the skills developed and knowledge gained to raise the profile, visibility and influence of others.

With the support and information provided through the sub-regional office, representatives at PSI meetings therefore not only participate and engage on behalf their respective unions, but also on behalf of the entire sub-region.

Representatives at the various meetings will provide information on:

1. The key aims of the meeting including the Terms of Reference (ToR) of the Committee
2. The results or outcomes from the last meeting
3. Recommendations made during the meeting
4. The implications of those recommendations for affiliates in the sub-region
5. What more needs to be done
6. The next steps
We invite SUBRAC members to note carefully the points raised and comments made by the various representatives.

We also invite committee members to discuss the recommendations and next steps.

Regional committees/working groups
- Anti-racism and Anti-xenophobia
  (Proposal for anti-racism and anti-xenophobia work)
- Lesbian Gay Bisexual Transgender and Queer (LGBTQ)
- Young workers’

Regional meetings and workshops
- Tax justice and anti-corruption
- Workplace violence
- 18th ILO Regional meeting for the Americas

We also invite members of SUBRAC to:

1. carefully note the points raised and suggestions made;
2. suggest key points that must be raised during the workshops and discussions at IAMRECON (also see agenda item 12)

Notes
Item 9 - Building a sectoral focus

The world congress approved resolution 34 on sectoral networks.

RESOLUTION No. 34] PSI SECTOR NETWORKS

The 29th World Congress of Public Services International (PSI),
meeting in Durban, South Africa, on 27-30 November 2012

NOTING that
There are at this time many challenges facing public sector workers. The challenges are great and the
issues often the same. The challenges in each sector are almost identical in direction and term.

Whilst there are limitations on what a network can do they do represent an opportunity to bring unions
together, explore common issues, exchange ideas, plan some work, provide feedback, and build solidarity
as well as common interests, they can also be the basis of an organising dimension.

FURTHER NOTING that
The issues faced by affiliates are often the issues that unit them. We need to be able to share these
challenges and outcomes.

We represent unions and members in the sectors (below) but we don’t have an ability to share or
exchange information from affiliate to affiliate, within each sector.

CALLS UPON:
• PSI affiliates to establish their own sector groups and as necessary develop a sector-based steering
committee of interested sector affiliates, with all affiliates able to participate; the sector steering
committees will be coordinated by affiliates supported by PSI Secretariat.
• PSI as part of its work and planning seek to increase both the number of affiliated unions and
affiliate numbers through work and activities that relate to the challenges affiliates face.
• To assist affiliates in working together —
  • PSI will through direct consultation with affiliates develop a sector work plan and industry
    approach to the sectors of PSI including areas such as —
    ▪ Health and social care services
    ▪ Water & electricity – utilities
    ▪ Local government
    ▪ State and federal government services
    ▪ Education, arts and the media
      (additional sectors can be added but not removed)
  • The work plans will be developed through input from PSI affiliates through electronic means,
    physical meetings of PSI affiliates as necessary (and at affiliates own expense where needed).
  • Work plans should cover the issues faced by affiliates, including workplace safety, industry trends
    & new horizons, how affiliates can react, share knowledge and expertise, as well as a union
    organising dimension.
  • The sector work plans will be underpinned by PSI core principles of quality public services,
    equity, trade union rights, and the PSI Programme of Action.
  • Affiliates should be encouraged to use PSI work plans and activities in their own union work
    wherever it makes sense.

Congress therefore RESOLVES
• to endorse and support the above action call.
• PSI should in addition to the affiliates’ networks examine thoroughly which existing or future
structures are most useful for sectoral work within PSI. This should involve solid and dependable
structures that would work closely with the PSI Secretariat. Informal networks are a start but will not
be enough in the longer term.

“ORGANISING AND COORDINATING THE SECTORS

In recent years, PSI’s capacity to organise and coordinate trade union sectors has grown enormously, and it has created many opportunities to strengthen the struggles in each of them. On the one hand, PSI has strengthened organisations, such as ULATOC (Public Control Organisations), CLTPJ (Judiciary) and CONTUA (University Administrative) [Sic]. On the other, it has fostered regional confederations such as CONTAGUAS (Water) and CONTRAMA (Municipal workers). For some sectors, such as education support/health/social services and electricity, we have not yet managed to define an organisational model, while in others, such as Central Administration, we are working in the form of a network. In nearly all cases, the trade unions of Latin America have started to come together, probably facilitated by geography and language. In all of them, however, there is a will to extend this model of regional and world organisation. However, we have yet to advance in organising education support services, legislative, police and customs personnel, with whom we started to work in the last period.

We must continue working with each sector, supporting them in their needs, to the extent of PSI’s means and structure, always prioritising opportunities for growth. It is also important that sectoral networks take into consideration the existing realities, structures and arrangements in PSI’s national and regional coordinating bodies. The continued exchange of information and experiences will develop the sectoral networks and will add to PSI’s strength and influence. Collective bargaining in each sector will be a priority.

Each sector, through its internal discussions, should at each moment decide its priority actions and how to implement them, and designate those responsible. Accordingly, the general plan will serve as a matrix for the sector, steering in a single direction for all working men and women under a regional and world framework. This will be the strength of PSI and its affiliates to ADVANCE TRADE UNION RIGHTS IN THE STRUGGLE FOR QUALITY SERVICES UNDER PUBLIC CONTROL.”

The various organisations referred to above are seeking to include the Caribbean, USA and Canada sub-regions. In August 2014, the Caribbean sub-region attended, as an observer, the founding congress of the Municipal Workers of Latin America, CONTRAM.

As requested, CONTRAM has sent English translations of:

Statutes
Action Plan
Political Foundation document

In early March this year, APL, the Argentinian union of legislative workers which is leading the idea of creating a new regional organisation of the sector linked to PSI contacted the sub-regional office. It appears that the proposal is that the sectoral meeting preceding IAMRECON is being seen as an excellent opportunity to have a discussion and a decision about this matter. APL is contacting the Caribbean unions with the idea of inviting them to join this initiative.
In her e-mail, Carolina Pereyra of APL states (translated by SM from Spanish)

“In accordance with the key decisions emanating from the 2012 PSI World Congress, where the need to strengthen sectoral work through effective sectoral structures in all regions was raised, during 2013 and 2014, we traveled to different countries. On this tour, we found common ground with other workers in national assembles or congresses about the need to establish bonds of international solidarity, exchange ideas, experiences and training, try and work on problems together and find common solutions to resolve conflict.

We also find that we have a great potential and opportunity for analysis, diagnosis and intervention from our position as legislative employees, as to prepare and submit proposals to our parliaments, and not only defend union rights but also citizens, by being directly involved in the democracies.

We are convinced that together and forming the Legislative Workers’ Confederation of the Americas and the Caribbean - Legislative Sector of Public Services International (PSI), this is the linking tool we need for the times ahead. It will be the voice of legislative workers who must be heard in the various international bodies such as the ILO and the International Parliamentary Union - IPU (among others) a goal that we have proposed from the outset.”

We invite SUBRAC members to engage in an in-depth discussion on:

1. the congress resolution and its intent;
2. the priority (sub)sectors for the Caribbean;
3. the sectors covered by affiliates in the sub-region;
4. the regional organisations linked to sectors, their structures and methods of operation.

Notes
Item 10 - Taking action – proposed sub-regional campaigns and actions

- OECS and CARICOM
- CTSP Haiti
- GPSU and GLGOU

Influencing global, regional and local policy and governance

In this strategic priority the sub-region’s main areas of focus are:

- the Organisation of Eastern Caribbean States (OECS); and
- the Caribbean Community (CARICOM)

and their various associated organs.

Working in collaboration with the Caribbean labour movement and other like-minded Caribbean organisations, the sub-region, with the support of PSI’s international network, has an excellent opportunity to raise the profile and increase the visibility of the trade unions in the Caribbean, especially those organisations in the public services sector. This will provide enhanced opportunities to influence the decision-making in these various organisations.

The recent increased actions by the OECS, in particular to engage OECS public sector unions in consultations on collective bargaining, suggest both a threat and an opportunity. The February 2014 meeting between the OECS Monetary Council and the OECS public sector unions examined a number of issues:

1. The full agenda included discussion on:
   - Labour market issues in the ECCU;
   - An analysis of the impact of public service employment and wages on the fiscal prospects of
   - ECCU member governments
2. The 8 point Stabilisation and Growth Programme of the ECCU

Having had meetings later in July 2014, the 2015 meeting (dates to be advised) is scheduled to discuss:

1. The search for best practices in the Organisational Structure of the Public Service
2. An action plan utilising ILO standards on collective bargaining procedures of public service employees in the ECCU (a paper initially prepared in July 2014 and revised in November 2014)

In July 2014, the sub-regional office suggested/proposed that the CPSA should play an active role in engaging with the OECS Secretariat and its organs.

Staff members in the East Caribbean Currency Bank have also produced a number of working papers. Some pay particular attention to the public service and issues of governance.
We invite members of SUBRAC to have an in-depth discussion on the issues raised above. In the discussion, committee members may wish to consider the following:

1. Using its connections, should PSI Caribbean facilitate a courtesy call and meeting with the OECS Secretariat and any relevant organs?

2. Are there opportunities for public service sector trade unions (alone or in collaboration with the Caribbean trade union confederation) to have a presence at the same time as meetings of the OECS Secretariat and its organs? (organising parallel or side events)

We also invite SUBRAC members to discuss #2 above in the context of CARICOM.

Attacks on trade union rights; Fighting against privatisation and promotion of alternatives

The 2014 sub-regional meetings received information on:

1. Violation of the right to collective bargaining in the public sector in Guyana.
2. Intimidation, victimisation, arbitrary layoffs of trade union activists especially in the municipal and public transportation sectors in Haïti.
3. The threat of privatisation in the electricity sector in Haïti.

The intention at this meeting is not to fully discuss the campaign plans, but rather to agree on some broad issues that will help to guide further discussion and planning with the affiliates involved.

We therefore invite members of SUBRAC to discuss and share their views on:

1. Suggestions on the key messages that must be included in each of the campaigns.
2. Responsibilities for resources.
3. What should be the impact* of the campaigns?

* Impact means 'Significant or lasting changes in people’s lives, brought about by a given action, or series of actions'. 'This definition is important because it identifies the ultimate goal of campaigning in relation to changes in people’s lives. Changes in institutional policies and practice, for example, should be seen as means to that end, not ends in themselves. Effective campaigning is about impact not action, results not effort, outcomes not outputs.'
Notes
Item 11 - Report from SUBWOC meeting

Report will be circulated separately

We invite members of SUBRAC to carefully note the report from the sub-regional women’s advisory committee meeting (SUBWOC) held on March 27.

Notes
The 11th Inter-American Regional Conference of PSI (IAMRECON) and related meetings will be held in Mexico City from April 20 to 24, 2015.

The Conference itself will be held on April 23 - 24 and will be preceded by several meetings and workshops on sectoral and cross-cutting issues.

1. **10 Sectoral meetings/workshops** will take place for 1 ½ days (Monday April 20 to noon on Tuesday April 21)
2. **IA Committee meetings and meetings on cross-cutting issues** will be in the afternoon of Tuesday April 21;
3. **Seminar** on the experiences in the fight against privatisation and for decent work (evening of Tuesday April 21)
4. **4 Thematic seminars** all day Wednesday March 23

The [Draft Action Plan](v3 Jan 2015) is available on the PSI website.

**We invite SUBRAM members to engage in a series of round table discussions, to discuss and agree on the sub-region’s engagement during the IAMRECON and related meetings.**

*We will circulate Activity sheets during the meeting.*
Notes