PSI Caribbean Sub-regional Advisory Committee (SUBRAC) Meeting

“People Over Profit”

Meeting Documents

July 4 and 5, 2018

Headquarters of the Saint Lucia Civil Service Association
Castries, SAINT LUCIA
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Caribbean Sub-regional Advisory Committee (SUBRAC) meeting

July 4 and 5, 2018
Headquarters of the Saint Lucia CSA | Castries, St Lucia
9:15 am to 5:30 pm

About the meeting
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 will include presentations, small group activities, as well as plenary discussions. We also seek to include PSI allies and partners in the discussions.

These meetings are strategic and have an education element, seeking to increase participants’ knowledge and understanding of key issues. Using information from participants, an important part of the meeting is to highlight emerging trends and help affiliates be proactive in dealing with issues that they face.

With a focus on the importance of evidence-based arguments that promote the rights-based approach, the meeting seeks to Inform, Educate and Motivate/Inspire committee members.

The Titular members, Bro Wayne Jones (JCSA) and Sis Jillian Bartlett (NUGFW TT), co-chair the meeting.
Introduction
In her keynote address to the 30th World Congress in Geneva, PSI's general secretary, Rosa Pavanelli reminded congress participants of the strategy adopted in 2012/2013.

“After the Durban Congress, we decided that we needed a strategy to avoid stretching ourselves too thin. We combed through the many objectives in our Plan of Action in order to identify our priorities. We then sorted these into macro areas and thematic clusters, ensuring that all aspects relating to the defence of jobs and the quality of public services were included. We also wanted to show how these have evolved in lockstep with the global economy, particularly as the public sector has shrunk since the financial crisis of 2008.”

And in 2013 the Executive Board endorsed “Working for the Alternative”, a roadmap that covered four priority areas:

1. combating privatisation;
2. strengthening trade union rights;
3. influencing global policies;
4. organising and growth.

She emphasised that “…the best way to challenge the status quo is by being proactive and pooling our efforts.”

“Trade union rights are human rights, and to negate those rights is to attack the dignity of workers and to undermine the very principles of democracy.”

Through concrete actions, the PSI works to reaffirm and defend these rights. Our solidarity digs deep. This means we also assist by equipping affiliates with the knowledge, skills and information to mount campaigns that “reaffirm the dignity and importance of employment throughout the world”.

PPPs and debt
In the fight against privatisation in all its various forms, the PSI has studied privatisation (outsourcing, tendering, concessions, public-private partnerships), producing a number of reports based on evidence and using a rights-based approach. We have developed links with allies in academic institutions and other like-minded organisations to produce high-quality reports and studies and we share the results with affiliates to equip you with the arguments that you need to challenge and debunk the claims of those who promote privatisation.

In the Caribbean, debt is a critical issue facing many countries. PSI research has shown that the damage caused by PPPs to the public’s access to quality of services includes the long-term impact on public debt. This is a matter of serious concern and through our research and documented evidence the PSI is able to raise these issues in various international fora.
such as UNCTAD\textsuperscript{1}, the Financing for Development Forum, meetings with the IMF and regional development banks and at the \textbf{UN High Level Commission on Health Employment and Economic Growth}\textsuperscript{2}. Our arguments as well as the wide distribution of our various reports are bearing fruit. More and more technocrats are realising the dangers of PPPs and that they are the wrong choice for ‘investments’ in health, education, and water and sanitation services. In recent engagements with the Caribbean Development Bank and UN agencies in the Caribbean a senior official from the CDB stated that PPPs “needed better regulation “.

\textbf{Sowing the seeds of doubt about PPPs and Privatisation}

“\textit{It took time and force of argument to change the minds of our colleagues in the ITUC and the other GUFs, convinced as they were that PPPs were an instrument for development, job creation and investment returns, and also for pension funds. And yet, thanks to our criticisms, publications, our alliances with many movements involved in local and global campaigns, and also to the pressure we brought to bear on international institutions, we managed to sow the seeds of doubt, to chip away at the belief that the private sector does everything better, and to show that people should come before profits. Perhaps our greatest success was with ComHEEG, the UN Commission on Health Employment and Economic Growth. Thanks to your contribution and proposals, as well as to the efforts of the PSI staff working around the clock, we were able to provide convincing examples based on hard evidence which, as Richard Horton the Director of The Lancet and coordinator of the Committee of Experts noted, could not be refuted.}

This was the first document produced by an international body (and approved by the UN General Assembly) which not only calls for the hiring of 40 million health workers by 2030, but also for the first time suggests that the privatization of the health sector could have an adverse effect and will not bring us closer to achieving the Sustainable Development Goals.”

“The world is at a crossroads and unless we are prepared to lead the change, the working classes will be deprived of a future for many years to come.

There are parts of the world where our footprint is not very large. But we must use what influence we have to defend our regional and global policies by putting forward clear, radical and inclusive proposals that invite more participation, more democracy, and more justice. And, when necessary, we must just learn to say no.”

\textsuperscript{1} \textbf{UNCTAD} is a permanent intergovernmental body established by the United Nations General Assembly in 1964. The organisation serving the citizens of \textbf{194 countries}.

\textsuperscript{2} Download and read the final report of the Commission at \url{http://www.who.int/hrh/com-heeg/reports/en/}
2018 Caribbean SUBRAC
Draft Agenda
July 4 and 5, 2018
Headquarters of the St Lucia Civil Service Association | Sans Souci, Castries
9:15 am to 5:30 pm

Wednesday July 4

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<td>9:00 am</td>
<td>Call to order, Titulars</td>
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<td>9:15 am</td>
<td>Welcome, representatives from host affiliates</td>
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<td>10:00 am</td>
<td>Minutes of the 2017 meeting</td>
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10:30 am NETWORKING BREAK

11:00 am 30th World Congress 2017

Bro Wayne Jones, Sis Jillian Bartlett, Sis Sandra Massiah

- Sub-regional participation
- Outcomes
- Putting People over Profit: PoA 2018 to 2022
- Orientation to PSI: who we are, what we do, how we do it

We invite SUBRAC members to note the participation of affiliates at Congress 2017.

We also invite committee members to carefully note the on-going follow-up work on the transition to the revised constitution and the implementation of the PoA.

This session includes a detailed orientation on PSI, its core values, organisational structure, policies and protocols.

12:20 pm “When everything is a priority, nothing is a priority.” – Sectoral and thematic work in the sub-region

Sis Winnifred Meeks, Sis Helene Davis-Whyte, Sis Tifonie Powell, Bro Shamir Brown, Bro Steve Joseph, Sis Sandra Massiah
We invite committee members to note the sectoral focus and the thematic issues that guide PSI’s work. We also invite SUBRAC members to recall the recommendations made in the 2016 and 2017 meetings regarding priority sectors, issues, countries and affiliates.

Chairs and co-chairs of Sectoral and thematic Steering Groups will also present their analyses of the document “Putting People over Profit - Implementing PSI’s Congress Mandate 2018 – 2022”, giving it a sectoral and thematic focus.

1:00 pm **LUNCH**

2:35 pm **Public policy must drive decent work for young people: exploring the role of public services unions in the Caribbean**

*Bro Henry Charles, Independent Youth Development Consultant*

Presentation and interactive session.

We invite committee members to actively engage in this session leading us to identify and:

1. develop meaningful strategic frameworks for youth employment/empowerment and the role of public services unions in this regard; hopefully led by sharp-minded young activists;

2. clearly define and articulate the role of public service unions in influencing public policy in areas (defined by the global compacts of 2015 as well as through ILO conventions and other key global agreements) and the empowerment of young people. This includes an examination of the situation that is external and internal to the public services unions.

4:40 pm **The global agreements of 2015/2016: What role for public services unions in the Caribbean?**

This session will assist committee members in making the linkages between these main agreements: SDGs, Paris Agreement, Sendai Framework for Disaster Risk Reduction, Financing for Development and the New Urban Agenda; and national development plans and the role of public services unions.

The sessions explores the evolving and critical role of public services unions in national and regional development initiatives.

5:30 pm **END OF DAY ONE**
Thursday July 5

9:00 am  NETWORKING

9:15 am  Review of Day 1 and plans for day 2

9:30 am  Collective Bargaining in the Public Service: Ratification and Implementation of Convention 151

We invite committee members to view a presentation by Carlos Carrion-Crespo, ILO Sector specialist -Public services (Convention 151) and engage in discussion on the ratification and implementation of Convention 151 in the Caribbean.

We also invite committee members to note recent cases in Antigua & Barbuda and St Vincent & the Grenadines and to explore initiating actions/campaigns on Convention 151.

11:00 am  NETWORKING BREAK

11:30 am  Small group discussions

We invite committee members to have discussions in their sectoral networks and thematic groups on the consultation document, noting the realities in the sub-region as well as the critical issues that they identified.

This is also an opportunity for committee members to further explore themes and issues in a more focused setting.

Small group coordinators will distribute the activities that will help guide the discussions in the various groups.

1:00 pm  LUNCH

2:20 pm  The Future of Public Services in the Caribbean
Bro Wayne Jones, Sis Sandra Massiah

As part of the ILO centenary there is wide consultation on the Future of Work. We invite SUBRAC members to deliberate on their vision for public services in the Caribbean.
3:30 pm  Presentation of work plans from young workers and Caribbean representatives on Inter-American regional committees

The representatives and young workers and representatives on the regional LGBTQI committee and the regional Anti-racism and Anti-xenophobia committee will present their work plans as part of the requirements of the PSI's project with DGB Bildungswerk.

4:20 pm  Conclusions and recommendations:

- from SUBWOC
- from small group discussions

5:00 pm  Preparations for IAMRECON 2019

- Dates and location
- Preliminary arrangements
- Key issues and themes
- SUBRAC nomination(s) for the Regional Executive Committee (REC)

The various regional conferences will be held in 2019. The Inter-American Regional Conference will be held in Buenos Aires in the middle of the year.

This session provides some basic information and also seeks recommendations on themes and issues for the conference.

5:30 pm  END OF SUBRAC 2018
Call to order

Welcome

Introduction of top table(s)

Adoption of Agenda, Announcements

Remarks

Introduction of attendees
In addition to learning more about who is attending the meetings, we will present some interesting information gathered from the registration process and other information shared by affiliates.

Minutes of the 2017 meeting
- Adoption and confirmation of minutes

Minutes circulated separately.

Matters arising (items not otherwise covered in the agenda)
Updates and follow-up from points raised at the 2017 meeting
30th World Congress 2017

- Sub-regional participation
- Outcomes
- Putting People over Profit: PoA 2018 to 2022
- Orientation to PSI: who we are, what we do, how we do it

We invite SUBRAC members to note the participation of affiliates at Congress 2017.

We also invite committee members to carefully note the on-going follow-up work on the transition to the revised constitution and the implementation of the PoA.

This session includes a detailed orientation on PSI, its core values, organisational structure, policies and protocols.

This session will provide an opportunity for a review of the various preparations in the sub-region for Congress and the participation of affiliates. Included are details on total congress participation and sub-regional participation.

There are quite a few new faces at the sub-regional meetings and given the significant changes in the constitution and the new PoA to be implemented in the new congress period, this is an ideal opportunity for presentations and explanations on:

- PSI’s structure
- Communications in PSI (the what, the why and the how)
- What we do, why we do it and how we do it

PSI uses information and communications technology as a key tool.

- If you have not already done so, please visit the PSI’s website. Get familiar with it and sign up to receive updates www.world-psi.org
- Like PSI on Facebook www.facebook.com/PSIGlobalunion
- Follow us on Twitter www.twitter.com/PSIglobalunion
- And view us on You Tube www.youtube.com/PSIglobalunion

If necessary, and if requested we can organise short sessions (maximum 60 minutes) after the meetings for those who may wish to beef up their knowledge and skills about using the technology and the PSI website and other online tools.
Some key points and messages from Congress

- Congress reminded us that quality public services are fundamental to a better life for all. Congress also reminded us that our work makes a real difference to the lives of public service workers and the users of public services across the globe.

- Between 2012 and 2017, PSI and our affiliates increased our capacity to defend trade union rights, promote quality public services, fight privatisation and influence the global institutions whose decisions affect our members. We have rebuilt our sector activity, strengthened our project work, invigorated the regions and ensured that the voice of public service workers - and their unions - is heard in the global labour movement, in public debate and in international fora. We will continue to build this capacity inside PSI and with our affiliates in everything we do.

- We must never forget that the majority of our membership, and the biggest users of public services, are women. We will continue to take specific actions to address gender and other forms of discrimination as well as mainstreaming these issues through all our work.

- Our successes have shown us that articulating a broad vision for a better world, and the place of universal access to quality public services within it, is essential, that our analysis must be of the highest quality, and we must communicate our messages effectively.

- We will also continue to build and extend the alliances we have amongst the broader labour movement, civil society, users of public services, academics and political actors. And we will maintain a solid financial basis for PSI and ensure that we attract, develop and retain the best staff.

- Most importantly our success relies on working closely with our affiliates. At the request of our affiliates through our Executive Board, our PoA identifies affiliates’ actions and commitments essential to reaching our objectives.

- The PoA and affiliates’ resolutions passed by Congress outline an extensive global policy framework across a wide range of areas over the Congress mandate.
“When everything is a priority, nothing is a priority.” – Sectoral and thematic work in the sub-region

We invite committee members to note the sectoral focus and the thematic issues that guide PSI’s work. We also invite SUBRAC members to recall the recommendations made in the 2016 and 2017 meetings regarding priority sectors, issues, countries and affiliates.

Chairs and co-chairs of Sectoral and thematic Steering Groups will also present their analyses of the document “Putting People over Profit - Implementing PSI’s Congress Mandate 2018 – 2022”, giving it a sectoral and thematic focus.

Our successes, at all levels, rely on being clear about our priorities and focussing our energies on the opportunities where we can make a difference. After the 2012 Congress, the secretariat produced the document “Working for the Alternative” to articulate our priorities into a single succinct document. After consultation with affiliates, the document became the backbone of our work over the last mandate.

“Putting People over Profit - Implementing PSI’s Congress Mandate 2018 – 2022”, serves this purpose for the 2018-2022 mandate and follows the same format. It will be discussed at RACs and RECs and the final version adopted by the Executive Board at the end of 2018.

In 2016 and 2017, the SUBRAC discussed PSI’s sectoral focus and agreed on a number of priority sectors and thematic areas. During those meetings, participants discussed and approved in principle a set of Terms of Reference for the steering groups and through the discussions a number of activists emerged as potential members of the Steering Groups. In the last couple of months, we have had online discussions as well as exchanged views and thoughts on the various Steering Groups. This is still a work in progress. As we proceed through the next 6 months, we hope to have the Steering Groups fully constituted and functioning. Steering Groups meet virtually.

The chairs and co-chairs of the sub-region’s sectoral and thematic groups have had an opportunity to review the document “Putting People over Profit - Implementing PSI’s Congress Mandate 2018 – 2022” and will give their perspectives.
Public policy must drive decent work for young people: exploring the role of public services unions in the Caribbean

Presentation and interactive session by Henry Charles.

We invite committee members to actively engage in this session leading us to identify and:

1. develop meaningful strategic frameworks for youth employment/empowerment and the role of public services unions in this regard; hopefully led by sharp-minded young activists;

2. clearly define and articulate the role of public service unions in influencing public policy in areas (defined by the global compacts of 2015 as well as through ILO conventions and other key global agreements) and the empowerment of young people. This includes an examination of the situation that is external and internal to the public services unions.

Background and PSI position
PSI believes that any understanding of the position of young workers in the global economy today must acknowledge that the crisis exists – in fact, a number of crises. Even with regional variations, across the world young workers are confronted with stagnant or contracting labour markets, lack of access to education, training, and social services, low wages, insecure employment and limited or non-existent social protection. What little access young workers have to employment is often of a nature that offers little chance of progress or career. In some parts of the world, the only option that many young workers have is to leave their homelands and seek employment elsewhere, more often than not as undocumented migrants open to exploitation and abuse. With the increasing scarcity of stable employment and the mainstreaming of precarious work, a split in labour markets has been cemented with few, if any, bridges between the two. When demographic trends are placed alongside employment trends, the situation becomes grimmer: young worker populations are growing and far too many economies across the world have no capacity to absorb such growth.

With the onset of the global financial crisis, austerity policies and the pursuit of market liberalisation have only intensified these trends. The vast majority of the mechanisms designed to mitigate the effects of social and economic exclusion and guarantee access to basic social needs, such as water, housing and healthcare, are being rapidly dismantled. At a time where such public services are needed more than ever, the trajectory is in the opposite direction.

The core response in this situation is not just for states to deliver conditions of growth. This has been the global orthodoxy of the last 30 years – and continues to fuel the political approach to the present crisis as justification to wind back welfare protection, state ownership of utilities and the public provision of health, education and social services.
Furthermore, simply demanding “jobs” for young workers in an environment where transnational corporations pay no tax, where informal employment is growing worldwide, where labour laws are unimplemented or regarded as irrelevant, where trade unions are regularly repressed and where pay equity remains entrenched, is to consign young workers to a future with no opportunities. The political consequences are already visible – the rise of nationalist, racist and xenophobic movements.

The only answer to the present and looming crises confronting young workers are trade union campaigns for state policies which radically transform domestic demand and employment conditions. A growing and expanding system of quality public services and public utilities, funded through a tax system built on justice, will not only deliver the public goods needed at present and in future, but will effectively contribute to absorb into productive employment a vast number of young workers in need of jobs with good conditions.

**PSI strategy**

For PSI, having 30% of young workers’ representatives in its activities and projects remains very important, not only to strengthen the link between the current and future generations of union leaders, but also to allow young participants to bring fresh ideas and proposals to our movement. So in our view, confronting the crisis from a trade union perspective requires a cadre of young worker leaders who can take up the torch and breathe new life into Quality Public Services (QPS) campaigns, contributing to their own struggle for a better future.

In order to promote the emergence of sharp-minded young activists and young trade union leaders within the affiliates, PSI emphasises the need for young workers’ representatives to gain as much knowledge and experience as possible from training, improved mainstreaming and, of course, knowledge sharing with current leadership. It is by connecting the previous and the next generations that more young members will be able to build our political vision, develop capacity and obtain the skills to become an innovative source of strategy.

**From theory to practice**

In 2016/2017 PSI worked on three focus areas to strengthen its affiliates and the roles of young workers’ representatives:

- Build knowledge of the policies and politics of regional and global labour movements;
- Deepen understanding of strategies for QPS campaigning (including trade, tax justice, alternatives to privatisation, gender equality, health) leading the way to an increased young workers’ engagement in these campaigns;
- Develop trade union leadership skills.
Mainstreaming young leaders is important not only because of its potential domino effect, but also because it will allow the new representatives to benefit from the present leaders’ experience, to understand and influence the policy making process and propose new strategies, tactics and methods to develop political campaigns in the field.

Such good practice could be made even more efficient when paired with mentorship programmes. It would create a strong relationship between current and future leaders, replacing the atmosphere of inter-generational competition by one of trust, complementarity and respect.

PSI will also continue to expand its young workers’ network through social media. Young members must make these communication tools their own; PSI staff will provide input and assistance but young members themselves must take possession of these spaces for them to work.

In the meantime, it is also important that young leaders dare to take actions of their own to acquire campaign and organising experience, to help in mobilising new young members that are currently sorely missing, and to increase credibility and legitimacy for young leaders within the PSI community.

Furthermore, connecting our young members with our allies in civil society is a good way to foster collective action and build broader social movements.

**Bringing young workers into the heart of PSI**

Following on from decisions at regional conferences since at least 2007, various debates and proposals have emerged on how to institutionalise young workers’ representatives into PSI structures. From the perspective of the Secretariat, the most important question is what mechanisms will help PSI best achieve its objectives – the emphasis is not on creating committees where a lot of time and effort is usually spent on vying for positions; but on building effective and powerful networks of young worker activists.
The global agreements of 2015/2016: What role for public services unions in the Caribbean?

This session will assist committee members in making the linkages between these main agreements: SDGs, Paris Agreement, Sendai Framework for Disaster Risk Reduction, Financing for Development and the New Urban Agenda; and national development plans and the role of public services unions.

The sessions explores the evolving and critical role of public services unions in national and regional development initiatives.

Presentation and plenary discussion.

PSI campaigns and fights for social justice. PSI’s members working in the public services sector provide services directly to the public; the workers are also users of the services.

The State plays a fundamental role in reducing inequality and promoting social justice. Diversity is very much present in workers in public services, for access to employment is less discriminatory than in the private sector. This means that the number of ethnic minorities, gays, lesbians, and youth is higher in the public services sector than in other workplaces or work settings.

PSI and its affiliates are in a unique position to make a strong stand for affirmative public policies, and at the same time can connect with the implementation of the Sustainable Development Goals (SDGs) and its inclusive development goal of leaving no one behind.
Collective Bargaining in the Public Service: Ratification and Implementation of Convention 151

We invite committee members to view a presentation by Carlos Carrion-Crespo, ILO Sector specialist - Public services (Convention 151) and engage in discussion on the ratification and implementation of Convention 151 in the Caribbean.

We also invite committee members to note recent cases in Antigua & Barbuda and St Vincent & the Grenadines and to explore initiating actions/campaigns on Convention 151.

Presentation and discussion.

**Convention 151 and its accompanying Recommendation 159.**
There are only 54 ratifications of this convention. The most recent was the Philippines in 2017 after a 7-year campaign led by PSI affiliates. It is the first Asian country to ratify the convention.

<table>
<thead>
<tr>
<th>Country</th>
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<tbody>
<tr>
<td>Antigua &amp; Barbuda</td>
<td>16 September 2002</td>
</tr>
<tr>
<td>Belize</td>
<td>22 June 1999</td>
</tr>
<tr>
<td>Guyana</td>
<td>10 January 1983</td>
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<tr>
<td>Suriname *</td>
<td>29 September 1981</td>
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*No PSI affiliates in the country
Netherlands ratified the convention on 29 November 1988
UK ratified the convention on 19 March 1980

Useful ILO references
- Manual on Collective Bargaining and Dispute Resolution in the Public Service, ILO Sectoral Activities Department
- Promoting Collective Bargaining and Dispute Resolution in the Public Service: An ILO Training Workbook, ILO
- Promoting constructive approaches to labour relations in the public service
- The contribution of collective bargaining in addressing challenges facing the public service, including the impact of the economic and financial crisis
- Collective Bargaining in the Public Service: A Way Forward - General Survey concerning labour relations and collective bargaining in the public service, ILO 2013
Small group discussions

*We invite committee members to have discussions in their sectoral networks and thematic groups on the consultation document, noting the realities in the sub-region as well as the critical issues that they identified.*

*This is also an opportunity for committee members to further explore themes and issues in a more focused setting.*

*Small group coordinators will distribute the activities that will help guide the discussions in the various groups.*

Steering group chairs and co-chairs will circulate the activities and help guide the discussions.

**References**

“Putting People over Profit - Implementing PSI’s Congress Mandate 2018 – 2022”,

PSI key policy documents
The Future of Public Services in the Caribbean

As part of the ILO centenary there is wide consultation on the Future of Work. We invite SUBRAC members to deliberate on their vision for public services in the Caribbean.

At the 104th session of the ILC (2015), the Director General’s report was on “The Future of Work Centenary Initiative”.

Since then, the ILO has organised a number of consultations throughout the world. The Caribbean Future of Work Forum was held in February 2017 in Jamaica.

Through the Caribbean Leadership Project much work has been done on building transformational leadership skills in the public services of various countries in the Caribbean.

And more recently, the CARICAD has worked on a Charter for Caribbean Public Services that deserves greater attention from public services unions in the sub-region. Our initial discussions with affiliates just looked at the surface of the issues. It is now time to dig deeper and explore what kind of future for Caribbean public services. The Implementation Guide is a document that requires critical analysis by Caribbean public services unions.

There is lots of talk about robotics, and technology (à la Amazon) that seem to be on everyone’s mind, but we have to create our future. We may use some of these new ideas, but we in our countries of the Caribbean have to create the future we want and this means using our unique experiences and lessons learned to have a hand in creating the jobs we want that contribute to the future we want.

Think piece – What is the future for public services in the Caribbean?

Public services are diverse and can include the arts and culture, transportation, airlines, air traffic control, banking, food subsidies, forestry, prisons, telecommunications, extractive industries ...

“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.”

Our experiences in the Caribbean clearly point to and demonstrate the value of public services. Public services transformed the quality of life for many in the post-colonial period. After independence these public services (taken for granted by many) created a strong middle-class. The underlying principles for modern public services are mutual support across all communities and shared social objectives.
Communities expect more from less
Budget constraints are driving a push for efficiency gains and rationalisation of both services and service providers. However, the expectations of customers are only increasing. More than ever, public sector organisations need to demonstrate the value they offer and become truly customer centric.

This is not always easy. Legislation or regulation may oblige public sector organisations to act, but is often silent on the outcomes being sought. This can create confusion around what services are provided, the levels of such services and who should pay.

The neoliberal agenda and public services
In the current global context which is dominated by market ideology, there is a significant shift in the nature of the state based on pro-market neoliberal principles. Characterised by the primacy of market forces and the adoption of market-driven policies and programs, the role of the public service has also changed in terms of an increasing concern for streamlining public sector activities, enhancing economic efficiency and improving customer satisfaction, as well as other areas. A key question is what are the socio-political consequences of this changing role, especially in developing countries of the Caribbean.

“In recent years, the role of the public service has undergone significant changes due to the contemporary transition in the nature of the state based on neoliberal beliefs in market-led policies and reforms. As some scholars observe, the emergence of such a neoliberal state—often viewed as the market state or competition state—has led to a corresponding shift in the nature and role of its public service (Ainley, 2004; Bobbitt, 2002; Pownall, 1999). These new directions in the formation of the state and the role of public service emerged largely in developed capitalist nations with diverse catchwords, such as "reinventing government," "good governance," "entrepreneurial government," and so on (O'Flynn, 2004; Pownall, 1999). Under these major initiatives for transforming the system of governance in these countries, the public service has gone through significant reforms based on the principles and standards of business management, which are encapsulated as the so-called New Public Management or NPM.”

The common features of this NPM model of public service include the downsizing of public sector, privatisation and deregulation, outsourcing and public-private partnerships, and customer

Is there still a public sector ethos in the Caribbean?

What is the role of the state in Caribbean societies?

How valuable is the state in the Caribbean setting?
Especially in times of crisis we need public services. High quality public services are key to strong sustainable societies. They provide opportunities for growth and development. They are key to the achievement of the Sustainable Development Goals (SDGs) and the SAMOA Pathway as well as the realisation of the goals contained in global agreements made in late 2015 and 2016. (The Addis Ababa Action Agenda and the Paris Climate Change Agreement).

The future of public services
Throughout the Caribbean, there is the urgent call to “transform the public sector” to “modernise” the public sector and there have been many attempts to do so over the years. The incomplete processes have in many cases created fear, and there is a lack of trust, as workers in many ways feel targeted and that their jobs are threatened. Current discussions in the sub-region on the Future of Work, initiated through the ILO’s seven Centenary Initiatives, bring into sharp focus for many what needs to be done to create the kind of future that we want.

As Caribbean policy-makers seek to reverse the low growth and high debt situation, productivity comes into stark focus. Given the fact that governments in the region are the largest employers, then the public sector is called upon to play its part. But how do we measure productivity in the public sector?

Undoubtedly, public services cannot be unchanging. They need to deal effectively with a constantly and rapidly changing environment. Some changes are as a result of changing politics: fewer resources as a result of reduced financial resources; the current crises and policies of global institutions that impose their will on regional institutions and local governments. Some changes are also internal: some services may be ineffective or badly managed; the presence of corruption; or political interference in regulatory functions. Undoubtedly, we all have a vision of prosperity in our various countries and a prosperous Caribbean. That vision must speak to the development and maintenance of equitable societies, the improvement and expansion of quality public services, and the further promotion of sound democratic traditions. What will the public service of the 21st century look like? What do you want it to look like?

Charter for Caribbean Public Services and the Implementation Guide
More recently, the Caribbean Centre for Development Administration (CARICAD) has drafted a Charter for Caribbean Public Services. According to Charley Browne, Director of the Office of Public Sector Reform in Barbados,

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3 The SIDS Accelerated Modalities of Action (SAMOA) Pathway/Action Platform was developed to support the follow up to the Third International Conference on Small Island Developing States (SIDS Conference).
5 The two documents are available for download at http://www.caricad.net/index.php/resources/
“It establishes a general framework of guiding principles, policies and management mechanisms, reflecting a common commitment of the public services of the Caribbean region. It is intended to serve as a catalyst for the reform, modernisation and transformation of national public sector entities within the context of the country’s realities and priorities.”

The Charter has six (6) Pillars, thirteen (13) Core Principles and fifty (50) Strategic Priorities.

**Will this lead to greater productivity in the public sector?**
The Public Service of the Future as seen by the UNDP is dramatically different from what we are accustomed. And it promotes that neoliberal agenda that suggests that government should serve as a platform rather than deliver services.

Public funding/tax justice
There is an urgent need to stop corporate tax dodging. This missing money is key to the problems with finding the resources to fund public services.

Around the world, PSI is calling for public country-by-country reporting to increase tax transparency, protection for whistleblowers who expose abuses, the establishment of a UN global tax body to set global tax standards and monitor shady capital flows and a minimum corporate tax rate to stop the race to the bottom.

Estimates put the total amount in offshore tax havens at over $20tn (£15.8tn). Economist Jeffrey Sachs calculated the total cost of ending extreme poverty worldwide would be a fraction of this amount – around $3.5tn (£2.8tn).

Many are beginning to see, and expose, the fact that corporate profits have soared since governments bailed out the banks and other large companies. Yet many of our governments are struggling to properly fund schools, health, housing, infrastructure, social services and other valuable public services. And the result is that everyday citizens have once again to shoulder the burden.

Some questions
- Having examined the documents, what is missing? What more do you need to connect with the Charter and the Guide?
- What is your analysis and reaction from a sectoral perspective? For example, how will this work in the health and social services sector, or the education sector, or the justice sector, or the municipal/local government sector?
- What is the capability of the civil/public service in your country? How would you describe it?
- What is your understanding of staff skills in the public service? What is missing?
- Where are the people? What is the people strategy?
- Can you describe your vision of the future public service in your country? Give some examples of one or two ministries or departments

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6 UNDP working paper, “Work in the Public Service of the Future”
Some other resources

- Public sector reform and demand for human resources for health (HRH) - https://www.ncbi.nlm.nih.gov/pmc/articles/PMC538275/
Presentation of work plans from young workers and Caribbean representatives on Inter-American regional committees

The representatives and young workers and the Inter-American LGBTQI committee and the Inter-American Anti-racism and Anti-xenophobia committee will present their work plans as part of the requirements of the PSI’s project with DGB Bildungswerk.

About the project
The three-year project (2018 to 2020) focuses on equality, equity and diversity and especially those workers and activists who face discrimination because of their race or ethnicity, sexual orientation or gender identity, and young age. In the case of anti-racism and anti-xenophobia work and promotion of LGBTQI workers’ rights, the primary targets are the sub-regional representatives on the two regional committees. In the case of young workers, a selected group of young worker activists (30 years and under) are the primary targets.

The project’s external goal is to leverage international agreements and compacts such as the SDGs, ILO Conventions, and other UN agreements that advocate affirmative action. Through knowledge and understanding of these agreements, the intent is to build the capacities of trade union leaders struggling to secure breakthroughs and/or avert retrograde steps in public policies in Latin America and the Caribbean in three areas:

- Racial and ethnic discrimination;
- Decent work for young people;
- Workers in the LGBTQI community.

A second and internal goal is to promote stronger and more inclusive trade unions that organise and are actively engaged in PSI’s structures that focus on young workers, anti-racism and anti-xenophobia activists, and LGBTQI workers and activists, with unions adopting, practising and promoting affirmative policies.

The sub-regional meetings are important spaces for affiliates in each sub-region to discuss a wide range of issues and to recommend plans and actions at the local, national and regional levels. It is therefore important that members of PSI’s regional committees, not only attend and actively participate in regional committee meetings, but also are very much part of the wider discussions at all levels. Regional committee members must attend their respective SUBRACs, so that young workers’, anti-racism and anti-xenophobia, and LGBTQI themes become more present in affiliates’ actions. This should further strengthen the crosscutting nature of these themes in campaigns, activities and programmes that we develop in countries and sub regions.
The Regional Anti-racism and anti-xenophobia committee

Priorities as stated by the committee include:

1. the introduction of quotas and other initiatives in the field of affirmative action;
2. promoting the ratification of the OAS Conventions 068-A and 069-A against racism and all forms of discrimination, with PSI being the only trade union organization interacting at the OAS in defense of these conventions;
3. promoting the ILO’s Indigenous and Tribal Peoples Convention (C169).

2015 to 2024 is the International Decade for People of African Descent and the committee’s work in this regard is yet to be evident. The discussions and actions on Reparations in the Caribbean also provide some areas for action by affiliates in the sub-region.

Bro Patrick Yarde (GPSU) is the current Caribbean representative on the committee. The Caribbean does not have a substitute member.

The sub-region has not benefited in any meaningful way from the work of this committee. There are numerous opportunities for the work of this committee to positively impact affiliates; through member and wider worker representation and the development of policies at the workplace as well as national levels. Moreover, with the growing trends of nationalism and increasing cases of xenophobia in the Caribbean, there is an abundance of work that can and should be done throughout the sub-region.

We are aiming to build a group of educated trade union activists who know and use, in their respective countries, every global policy available for the promotion of equal opportunities and human rights. These include the SDGs, ILO Conventions on decent work and against discrimination, OAS conventions, resolutions of other UN or global organisations. This knowledge will make them better able and equipped to fight for social inclusion policies.

By building on the action plans, the regional committee will enable PSI and its affiliated organisations to adopt trade union practices focused on the fight against all forms of discrimination.

The Regional LGBTQI committee

This committee works in partnership with the ILGA – the International Lesbian, Gay, Bisexual, Trans and Intersex Association. The committee’s priorities are:

1. to directly defend workers discriminated against on the grounds of their sexual orientation or gender identity, by filing complaints and carrying out international campaigns;
2. to strengthen public policies in defense of the rights of the LGBTQI population on issues such as same-sex marriage, child adoption, social security, employment and health-related rights.

Sis Linda Mienzer (Bermuda PSU) is the current Caribbean representative on the committee. There is currently no substitute.
**PSI and young workers**
We are aiming to build a group of educated trade union activists who know and use, in their respective countries, every global policy available for the promotion of equal opportunities and human rights and to fight for social justice. These include the SDGs and the other major agreements in 2015, ILO Conventions on decent work and against discrimination, OAS conventions, resolutions of other UN or global organisations. This knowledge will make them better able and equipped to fight for social inclusion policies.

**First steps**
Each selected young worker and the Caribbean representatives on the two regional committees will present their workplans to the SUBRAC>

*Template* for young workers
*Template* for LGBTQI committee
*Template* for Anti-racism, Anti-xenophobia committee
Conclusions and recommendations

- from SUBWOC
- from small group discussions

The SUBWOC representative will deliver a “rapid fire presentation”7 (maximum 5 minutes) highlighting the conclusions and recommendations from the SUBWOC meeting.

Chairs and co-chairs of Steering groups will present “rapid fire” presentations (maximum 5 minutes) highlighting the conclusions and recommendations from the various discussions.

A rapporteur from the Seminar will also present a “rapid fire” presentation highlighting the conclusions and recommendations from that event.

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7 A rapid-fire presentation is an opportunity to convey a big idea in a small amount of time.
Preparations for IAMRECON 2019
- Dates and location
- Preliminary arrangements
- Key issues and themes
- SUBRAC nomination(s) for the Regional Executive Committee (REC)

The various regional conferences will be held in 2019. The Inter-American Regional Conference will be held in Buenos Aires in the middle of the year.

This session provides some basic information and also seeks recommendations on themes and issues for the conference.

With the changes approved to the new PSI Constitution, all regional conferences will be held in the first two years after Congress. Congress also approved that the new constitution will come into immediate effect. This means that the new changes would be instituted in the 2018 to 2022 congress period.

In this congress period, the regional conferences will be held in 2019. The Inter-American Regional Conference (IAMRECON) will be held in Buenos Aires and it is tentatively set for June 2019.

Regional Executive committees (RECs) are governance bodies and comprise

a) "two titular representatives from each of the regional sub-regions (see Annex 12, “List of PSI regions and sub-regions”).

b) one titular representative from any affiliate with more than 500,000 paid-up members;

c) two titular members representing young workers of the whole region, who shall be less than 30 years old at the time of election and come from different sub-regions;

d) the President, the General Secretary and the respective Regional Secretary shall be ex officio members.

There is an elected substitute for each titular member. The substitute is entitled to act as a titular member at regional executive committee meetings and has a voting right, only in the absence of the respective titular member. A 2nd substitute may be named.

Guidelines, rules, administrative arrangements, and any other responsibilities for each such regional executive committee are in Annex 8, “Internal rules of regional bodies” of the Constitution.

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8 In the old Constitution Regional Conference were held in each year between congresses. The last IAMRECON was held in 2015 in Mexico City.
Congress adopted the new PSI constitution and an emergency resolution concerning the transitional arrangements. Under the new constitution, Regional Executive Committee members are elected at the Regional Conference and requires that sub-regions and sectors\(^9\) are represented, that gender balance be assured and that other groups such as large affiliates and young workers be enfranchised. However, the new constitution does not outline how the elections will take place. Regulations for other elections are currently contained in the annexes to PSI’s constitution, which can be amended by the Executive Board.

EB-152, immediately after Congress, addressed this issue and asked that a working group be established to draft the election regulations for the regional conferences. These regulations must be adopted at EB-153 in November 2018, as the new constitution requires that regional conferences occur in the first 2 years of the Congress mandate.

The Constitutional Transition Working Group (CTWG) will meet and carry out its to be presented to the November 2018 Executive Board meeting.

The current Inter-American Executive Committee (IAMREC) will meet in Panama at the beginning of August to discuss arrangements for the 2019 IAMRECON. Inter-American regional staff will also meet to plan the details of the Conference.

**Key Issues and Themes**
The discussions at the IAMRECON (and all regional conferences) are in the context of the Congress’s resolutions and strategic priorities.

**Sub-regional nominations for the IAMREC**
The EB will approve guidelines in November 2018 after submission of recommendations from the CTWG.

Nominations and voting require that the affiliates nominated and voting must be in good financial standing (up-to-date with affiliation fees, including 2018).

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9 The core sectors are Health and social services, Utilities, Local and regional government, National administration, and Education support and culture workers.
“Defending a strong democratic state and an inclusive society, committed to ensuring gender equality, respect and dignity for all, economic development for the benefit of all, redistribution of wealth and strengthened workers’ power, will be our objectives for the next five years.”