

ANNUAL REPORT

2013



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INTRODUCTION

Sisters and brothers,

This report covers the first year of PSI's work to implement the comprehensive five year plan adopted by delegates to the 2012 PSI Congress in Durban, South Africa. In the context of very difficult times for public services unions, our delegates laid plans to work for alternatives to privatisation, promote quality public services, fight inequality, and strengthen the trade union movement.

In short, we recognised that it's up to us. Other than in the education sector, PSI is the only global union focused solely on public services. We have a unique role in the labour movement. For workers in public services, we are their only voice in international forums and the only body coordinating public sector union action. If we don't do it, nobody will.

We have carefully considered our priorities over the next five years, constantly reminding ourselves of the importance of building our power to fulfil these key roles on behalf of our members.

As you will see throughout this report, we have made a good start on achieving our goals:

- We have worked to make PSI more effective at projecting union power into the powerful international organisations and financial institutions which threaten our members' rights and interests, and indeed, the rights and interests of ordinary people in every nation.
- We have begun to coordinate our influence in cities, where most people access public services on a daily basis, and reached out to global organisations of mayors and municipalities.
- We have strengthened our relationships with civil society organisations, making common cause on the need for quality public services, tax justice and other issues.
- We have increased our focus on influencing global policy, and put new pressure on international financial institutions, development banks and other groups that use public money to privatise and inject the profit motive into public services.
- We have joined the battle against dangerous trade agreements that facilitate privatisation and threaten democratic governance.
- We stood firm against violations of trade union rights.

- We adopted an ambitious and realistic plan to increase our membership, and our strength, by at least one million new members over the next five years. Our strength is in our numbers. We must help all unions grow, in both size and capacity, to strengthen our movement.

PSI's long-term priorities have been clearly defined: fighting privatisation, advancing trade union rights, influencing global policy, and organising and growth.

I extend my heartfelt thanks to every PSI affiliate, the Executive Board and Steering Committee, our small and dedicated staff, and the entire PSI union family for your contributions to PSI's success in moving forward this ambitious agenda. While there is much hard work ahead, we can be proud of what we have accomplished in the past year. When we stand together in solidarity, we can effectively defend the rights of members, advance our power, and help to shape this world for the benefit of the common good. Our strength is you. Working together, we will succeed.

In solidarity,



Rosa Pavanelli,
General Secretary





Members of a PSI international delegation speak out against the privatisation of public electricity services, Asunción, Paraguay (July)

FIGHTING PRIVATISATION AND PROMOTING QUALITY PUBLIC SERVICES

Privatisation is a core threat to quality public services, the workers who provide them, and the quality of life of individuals, families and communities which depend on them.

The large corporations and institutions that promote privatisation, backed by the right-wing governments they pay to elect, are powerful and well-coordinated. They operate at the local, national, regional and global levels to promote private profit at the expense of the public good. Their agenda includes dangerous trade deals, more corporate tax giveaways, and increasing pressure on public budgets to force cuts in services to people. They desperately want the profits and cash flow of captive markets from control of health and social services, education energy, water and transport.

The fight against privatisation is a core priority for PSI affiliates. During 2013, we prioritised the creation and expansion of sectoral

networks. This has strengthened our ability to oppose privatisation and promote quality public services through union-to-union solidarity support and rapid regional responses.

Through the Public Services International Research Unit (PSIRU) enquiry service, affiliates can obtain information about multinational corporations which submit privatisation bids. Many companies have a dubious record, which must be exposed as part of local and national campaigns against further privatisation.

PSI worked with a range of allies, not only to oppose privatisation, but also to defend and advocate for quality public services. This work was supported by our campaigns on trade, corporate taxation and corruption issues, all of which are closely linked to privatisation.

Blocking the privateers requires a coordinated global response: strong local and national campaigns; solid research on the effects of privatisation including

corruption; strong alliances with social movements, and political influence with key governments and international institutions. In addition to these tasks, PSI advocated globally for successful models that provide quality public services.

A) SPEAKING OUT FOR QUALITY PUBLIC SERVICES

Here are some examples of the challenges we faced, and the actions taken by PSI, affiliated unions and allies to stop privatisation and promote quality public services:

- In Paraguay, the large public hydro plant at Itaipu is at risk. The nation's most precious public asset, electricity is the country's main export and provides 70 per cent of government revenues. PSI supported the fightback and mass mobilisations with research for use with policymakers and media,

sending in delegations from within and outside the region, and project funding.

- In the Nigerian energy sector, the government has used the military to enforce the sale of public assets. PSI supported the union and allies who bravely continued to resist, although now they must deal with the tricky transition phase of private operators.
- Half way through their 25 year term, it is clear that concession contracts have failed to improve access to water in Indonesia. PSI supported unions and non-governmental organisations in significant mobilisations. The new governor has now indicated a willingness to buy out the remaining 12 years of the contracts and renationalise water services. PSI is pushing the government to adopt the public-public partnership (PUPs) model for capacity building.
- At the UN Habitat Global Water Operator Partnership Alliance, PSI continues to build support for PUPs, and worked to involve new actors including Germany's ver.di and the association of German public water utilities, as well as CGT Services publics, the union at Europe's largest public water treatment utility in the French region of Île de France.
- PSI strongly criticised the policies of the United Nations Economic Commission for Europe. Driven by the UK and Dutch governments, the commission is pushing for the creation of specialty units in various countries to promote public-private partnerships (PPPs). The Organisation for Economic Cooperation and Development (OECD) is also trying to breathe new

life into PPPs, particularly in infrastructure and health care.

- At meetings of the UN Secretary-General's Advisory Board on Water and Sanitation (UNSGAB) in Milan and Budapest, we promoted the building blocks of quality public services including labour rights, training and participatory decision making.
- PSI attended the UN Commission on Sustainable Development meeting in Geneva on the right to water, advocating for PUPs and a larger role for workers.
- At the invitation of UN Secretary-General Ban Ki-Moon, PSI General Secretary Rosa Pavanelli made a presentation to a special session of the United Nations General Assembly on water and disasters. She noted that only the public sector can provide the tools and training to ensure that workers and communities are prepared to

deal with natural disasters. She was subsequently named to a high level UN panel on the issue.

- With support from American affiliates AFSCME and SEIU, PSI convened a meeting of sectors and trades involved in emergency response and rebuilding in the aftermath of Hurricane Sandy in New York and New Jersey. It became clear that the privatised energy company – by failing to keep needed materiel in stock and laying off staff – was unable to respond effectively.
- The collection of signatures for the European Citizens' Initiative "right2water" – promoted by EPSU – gathered 1,680,172 accredited signatures in 28 countries, making it the first citizens' initiative to meet the necessary requirements. The European Commission has now withdrawn water from the scope of its concessions directive, and negotiations

PSI General Secretary Rosa Pavanelli at the International Labour Conference, Geneva, Switzerland (June)



are ongoing to have the EC allocate more funds for PUPs.

- PSI participated in the Third Global Forum for Human Resources in Health, held in November. We organised a session on “The roles and responsibilities of trade unions in advancing the agenda towards universal health care,” promoting the clear advantages of public delivery.

B) DANGEROUS TRADE DEALS

PSI worked with affiliates, civil society allies and other trade union groups to oppose the dangerous elements of so-called free trade deals. Two of the most serious are the Trans-Pacific Partnership (TPP) and the Trade in Services Agreement (TISA). We created a dedicated space on the PSI website to provide detailed information about how these deals affect quality public services.

- PSI established a Working Group of affiliates from the Americas and Asia to monitor and share information about the Trans-Pacific Partnership (TPP), one of the

most aggressive free trade agreements ever negotiated. Latin American affiliates are working closely with civil society organisations through the NoTPP Network. As negotiations on the TPP neared conclusion, there were reports of patent provisions that would significantly raise the cost of prescription medicines. The deal would also give corporations the right to override national parliaments, and even sue governments for billions in lost profits.

- Working with civil society allies, PSI produced a letter to trade ministers – signed by more than 340 organisations in over 115 countries – denouncing negotiations of the Trade in Services Agreement (TISA). TISA directly affects public services. At the World Trade Organisation Forum, PSI engaged trade negotiators and ambassadors to raise awareness about the dangers of the deal. We have commissioned a detailed analysis of the effects of TISA on public services, the first analysis in the world of its type. Working with affiliates, PSI will

continue to take a leadership role in opposing TISA.

- The December 2013 World Trade Organization Ministerial Conference set the scene for the so-called post-Bali Agenda. This will focus on trade in services. PSI attended the conference, joining with allies to mobilise, raise public awareness of the potential impact on public services, and lobby ministers.

C) FIGHTING CORRUPTION

Corruption is a frequent by-product of privatisation, with huge corporate kickbacks, bribes or other payments to political parties or individuals who are in a position to approve privatisation deals. Corruption must be exposed and stopped.

- During the 2013 International Labour Conference, PSI organised a public event on corruption. Speakers from all PSI regions participated. The conference adopted a resolution to protect and ensure the independence of workers in public decision-making bodies. This was submitted to the International Labour Organization (ILO) with the request for a new ILO convention.
- The PSIRU has been tasked with producing research on regulations, working conditions, the need for independence and protection of workers, and examples of good practices by regulatory authorities to support our demand for an ILO convention.
- German affiliate ver.di assisted PSI by seconding an expert to develop a manual for trade union education courses on corruption. In some parts of the world, members of affiliated unions



New South Wales nurses and midwives rally against the Trans-Pacific Partnership Agreement, Sydney, Australia (November)



Nigerian health union member Baba Aye speaking at "The world needs tax justice and a financial transactions tax" workshop, World Social Forum, Tunis, Tunisia (March)

face considerable risk if they publicly identify instances of corruption.

- PSI made presentations to audiences of trade unionists, government officials and public control and auditing bodies in different countries of Latin America and Asia to mobilise for the fight against corruption.
- Latin American public administration unions committed themselves to adopt 9 December, the International Day against Corruption, as their day of public action against corruption. The first Latin American Forum against Corruption was held in Mexico City with more than 800 participants, government officials and delegations from six countries.

D) WORKING FOR TAX JUSTICE

PSI has taken a leading role in the world-wide campaign for tax justice, working with national and international partners, including the Council of Global Unions, to stem corporate tax avoidance, and

implement a financial transactions tax (FTT). We mobilised and lobbied on many fronts for reform of the dysfunctional international governance on tax rules.

- PSI hosted strategy meetings on the FTT and tax justice at the 2013 World Social Forum (WSF) held 26-30 March in Tunis. The final WSF statement placed funding of quality public services at the heart of global demands for tax justice. PSI affiliates built on this decision at the ITUC Africa Forum in September, obtaining a commitment for a regional tax justice campaign.
- In June, the Council of Global Unions endorsed the proposal of the Quality Public Services Working Group, chaired by PSI, to make the fight for tax justice a priority campaign.
- PSI worked with the Global Alliance for Tax Justice (GATJ) and major NGOs to launch the Fair Share Commitment on 23 June, World Public Services Day. This pledge to unite in a global campaign for tax justice has been signed by more than 240 leading organisations around the world.

- In July, PSI organised a global tax justice campaign planning meeting. This brought together Education International, the International Trade Union Confederation, Global Campaign for Education, Oxfam International, Global Alliance for Tax Justice, Red para la justicia fiscal, Christian Aid, Global Witness, Latindad and Eurodad.
- PSI commissioned research on the impact of tax avoidance and evasion in Africa, Arab countries, and the Asia-Pacific. We are working with the Trade Union Advisory Committee (TUAC) to the Organisation for Economic Cooperation and Development (OECD) to produce a union guide to tax avoidance by multinational corporations.
- More than 45 affiliates from more than 20 countries participated in tax justice workshops and awareness-raising actions in Asia-Pacific and Africa and Arab Countries.
- Across Europe, public service workers have taken part in hundreds of workplace actions demanding action on tax justice and tax fraud.

EPSU notes that the failure of corporations and rich individuals to contribute their fair share costs the European Union 1 trillion EUR each year.

- EPSU commissioned an important survey of cuts to tax administrations in 27+ countries in Europe, and organised a number of fightback actions.
- PSI is part of a civil society group that is monitoring the OECD agenda. The OECD "action plan" on Base Erosion and Profit Shifting stopped short of considering fundamental changes. PSI worked with TUAC to host a global meeting on 28 and 29 November to discuss ways to encourage the OECD to take real action.
- PSI initiated discussions with allies to establish an independent commission to provide credible, high profile

alternatives to the current international tax system.

- We engaged the UN Committee of Experts on International Cooperation in Tax Matters to make the case for tax justice.
- We integrated tax justice into other PSI activities, including the PSI Communicators' Action Network meeting held in Greece in November.

strongly criticized this risky and ultimately harmful allocation of pension funds – in many cases it is a bad investment that cuts into both pensions and services that retirees depend on. In addition, a PSI ad hoc meeting on pensions drafted proposals for joint action to monitor the political actions of asset managers, and to inform pension trustees about the dangers of investing in PPPs.

E) STOP WORKERS' PENSION FUNDS FROM SUPPORTING PRIVATISATION

In a limited number of cases, workers' pension funds have invested the members' money in privatisation initiatives, including public-private partnerships (PPPs) for infrastructure. PSI is a full participant in the ITUC Committee on Workers' Capital, where we have



PSI co-hosted the Robin Hood Tax international strategy meeting, Tunis, Tunisia (March)



SNTSG leaders Dora Ruano and Luis Lara with members of the PSI international solidarity mission, Guatemala City, Guatemala (August)

ADVANCING THE RIGHTS OF WORKERS AND OUR UNIONS

Public sector workers are under severe attack in much of the world. Austerity and privatisation threaten our livelihoods and the services we provide to citizens. In addition, governments have cut employment standards and reduced protection for workers.

Trade union rights for public service workers continued to be violated. The attacks included outright bans, revocation, limitations, taking away the right to strike by flagrant misuse of “essential service” decrees, and violence and intimidation against public service union activists.

PSI fought violations of trade union rights by pressuring governments directly, and by exposing them in the media, at the International Labour Organization, and in other institutions.

We worked to ensure that public service workers in the private sector would be protected by targeting multinational corporations that deliver public services and negotiating global

framework agreements to establish trade union rights, to prevent the introduction of precarious work, and to prevent attacks on terms and conditions of employment.

Here are highlights of some of the actions we’ve taken and the challenges we continue to face:

- During 2013, PSI campaigned against continuing trade union rights violations in Algeria, Botswana, Colombia, Croatia, Ecuador, Egypt, Fiji, Greece, Guatemala, Jordan, South Korea, Paraguay, Peru, Portugal, Swaziland, Togo, Tunisia and Turkey.
- PSI publicly denounced violations of human and trade union rights, wherever they occurred. We worked with affiliates and other national and international union organisations to expose serious violations and shame offending governments. We campaigned to guarantee trade union and workers’ rights, including the full

implementation of ILO conventions on collective bargaining and labour relations in the public service.

- With more than 150 delegates from affiliated unions, PSI had a strong presence at the International Labour Conference held 5-20 June in Geneva. For the first time in over 30 years, collective bargaining in the public sector was reviewed by the ILO. Public service workers from around the world spoke out strongly to support full trade union rights for all. PSI worked closely with affiliates and other global union federations to coordinate our message.
- PSI organised “Route of Shame” demonstrations held in Geneva, with parallel demonstrations held by affiliates in Venezuela, Ecuador, Panama, Argentina, Colombia, Peru and Mexico on 12 June. Trade unionists travelled in bicycle convoys to protest outside the embassies of

nations that violate the rights of workers and unions.

- PSI organised solidarity missions to Guatemala in August and to Paraguay in October. In Guatemala – after PSI meetings with the President, ministers, United Nations and ILO officers – new social dialogue spaces have been created and a judicial review of murders of trade unionists has been stepped up. Nonetheless, frequent threats and the danger of assassination persist. A joint project proposal for PSI affiliates to support Guatemalan public sector unions on the creation of a human rights observatory is being finalised.
- After national and international campaigns, the government of Peru began negotiations on public sector reform. However, the government has since adopted a new labour code that restricts public sector negotiations and organising. PSI organised an international workshop to highlight this violation of ILO conventions. Affiliates organised mass mobilisations



Members of Botswanan unions join the Route of Shame bicycle ride to protest labour rights violations, Geneva, Switzerland (June)

and demonstrations to oppose the rollback of labour rights.

- In Colombia, where PSI played a key role in bringing together affiliates and labour centrals, a collective agreement was signed covering all six unions in the public sector. On the other hand, threats against union leaders and repression of union activity continued. More than 20 union leaders were assassinated in Colombia in 2013.
- To advocate for labour rights, PSI affiliates were the largest trade union delegation at the Inter-American Conference of Labour Ministers held 11-12 November in Medellin, Colombia.
- PSI worked with allies and the ILO to focus attention on continuing violations of trade union rights in Ecuador. A legal complaint was brought before the Inter-American Human Rights Court. The government refused meaningful dialogue with workers, and persecution of independent union leaders continued.



Defending the rights of workers: PSI Communicators' Action Network participants, Athens, Greece (November)



Korean government workers (KGEU) during a hunger strike, Seoul, Korea (January)

concentrates its activities in Europe, Latin America and the Middle East. We established for the first time a Global Works Council, in which PSI and large affiliates have seats. Through newly formed multilateral committees, union and management representatives will develop company policies on training, health and safety, and equal opportunities.

- In Turkey, several members of the Confederation of Public Workers' Unions (KESK) were released, but many others were arrested again. Activists are being held for protracted periods.
- The new government in Egypt has failed to recognize independent trade unions, and actively prevents unions from doing their job. Workers have been arrested and beaten. PSI, other global union federations and the ITUC met 5-6 September in Jordan to coordinate action in the region, with a special focus on the situation in Egypt.
- In Algeria, public employees faced constant threats from security forces: threats, arrests, beatings, and attacks on union offices and meeting places. PSI joined with other global union federations at a 1-3 September strategy meeting in Morocco to support our affiliate, the National Autonomous Union of Public Administration Personnel (SNAPAP) in its struggles.
- After difficult negotiations PSI concluded, in cooperation with IndustriAll, a new Global Framework Agreement with ENEL-Endesa, the Italian energy multinational that
- On the basis of our global framework agreement with EDF, the French energy multinational, PSI participated in supervising the implementation of workers' rights in countries where the corporation operates and advocated for the renewal of an improved global agreement.
- PSI commenced negotiations of a global agreement on Occupational Health and Safety with the French multinational GDF-SUEZ. We agreed to hold an annual meeting of affiliates from different continents with the company's CEO and management to discuss worker and trade union rights in the company's operations.



Tamil Nadu child care workers' protest, India (December)



PSI leader Rosa Pavanelli with ILO Director-General Guy Ryder, L20/G20 meeting, Moscow, Russia (July)

INFLUENCING GLOBAL POLICY

As part of a long-term initiative, PSI took action to influence global policies related to the actions of international financial institutions (IFIs), migration issues, and the emerging debate on proposals for a global Social Protection Floor (SPF).

This work is in addition to the PSI advocacy for fair trade agreements, tax justice, and trade union rights covered elsewhere in this report.

A) INTERNATIONAL FINANCIAL INSTITUTIONS

PSI has significantly increased its engagement with international financial institutions, which are under intense scrutiny for their role in creating or perpetuating the crisis and economic recession caused by the global financial meltdown of 2008.

We highlighted the damaging effects of inequality on economic growth, the role of public services in alleviating inequality, and the

corrosive effect of corruption on quality public services.

We presented the case for investing in public health to directors of the World Bank (WB), pointing out that public provision of health care has better outcomes and is more efficient.

We accompanied representatives of European trade unions to lobby directors of the International Monetary Fund (IMF) on the devastating effects of austerity.

PSI engaged the World Trade Organization (WTO), the OECD and the UN on fair trade, tax justice, privatisation, government regulation, competition policy and public-private partnerships. Regional offices continued their work on regional development banks, such as the Asia-Pacific region's on-going engagement with the Asian Development Bank. In Washington, delegates from the PSI Inter-American region met with governors of the Inter-American Development Bank from Brazil, Jamaica and Argentina to establish a working relationship.

Much more needs to be done. PSI's ability to engage these large well-resourced institutions depends critically on the support of affiliates in key areas and countries. Influencing the IFIs requires intensive work to pressure national directors and specialised technical work in many areas.

B) MIGRATION

PSI advocated for rights-based global governance of labour migration in partnership with global unions and civil society allies.

The PSI Global Migration Project, implemented through on the ground project work in Ghana, Kenya and South Africa, has reached the end of phase one. An evaluation of the project has now been completed, and we have engaged affiliates in selected countries in Africa and Asia to determine the next phase of the project.

At the global level, PSI, along with other global union federations

and allied migrant-based civil society organisations, participated in the UN High Level Dialogue on Migration and Development held at the UN General Assembly in New York on 30 September to 4 October 2013. Our mobilisation and lobby activities highlighted the role of public services, pushed for a rights-based normative framework on migration and development, and called for inclusive civil society and trade union participation.

PSI representatives joined the Workers' Group in the Tripartite Technical Meeting on Labour Migration organised by the ILO in Geneva on 4-8 November 2013. The meeting reaffirmed the commitment of the ILO and its tripartite constituents to work on labour migration issues. It outlined clear recommendations and strategies on four areas:

- Follow-up to the UN High Level Dialogue and the post-2015 development debate;
- Effective protection of migrant workers;

- Sound labour market needs assessment and skills recognition; and
- Cooperation and social dialogue for well-governed labour migration and mobility.

Among the recommendations were areas that are of priority to PSI. This included the promotion of decent work in all countries so that migration becomes an option and not a necessity, protection of migrant workers regardless of status, building the capacity of social partners in promoting access by migrant workers to public services, trade union rights, social security and justice, ensuring the gender-perspective is recognised in migration policies and promoting recruitment practices based on international labour standards.

In Russia, Armenia, Georgia and Tajikistan, PSI undertook a series of activities on labour migration in cooperation with EPSU and ILO ACTRAV (ILO Moscow Office). In the health sector, increasing numbers of labour migrants are working in Russia. In Armenia,

Georgia and Tajikistan this brain drain has led to shortages and lack of medical staff.

At the same time, public administration, social services and municipal services workers in Russia faced a range of issues related to their legal status, registration, access to services and discrimination against migrants.

PSI proposed a coordinated approach to increase cooperation between sending and destination countries, improve the protection of migrant workers' rights, include migrants in trade unions and fight discrimination.

PSI collaborated with the EU-funded ILO Decent Work Across Borders Project in organising a "Public Service Trade Union Action Planning Meeting on Social Protection for Migrant Workers." Held on 28-30 November in Berlin, the meeting was hosted by PSI affiliate ver.di. The participants – representing PSI affiliates, PSI staff, ILO officers and civil society organisations – developed a three year action plan to build the



PSI affiliate members join the People's Action Days during the UN High Level Dialogue on Migration and Development, New York, USA (October)

capacity and involvement of PSI unions in promoting access and portability of social protection entitlements for migrant workers in health and social care services.

C) SOCIAL PROTECTION FLOOR

PSI advocated for the public provision of social services in the global expansion of social protection floors proposed by the UN.

PSI engaged in civil society consultations, expert group meetings and NGO coalition actions to contribute actively to parallel work streams:

- Within the UN secretariat, UN programmes and specialised agencies;
- Between UN interested member states; and
- Within groups of experts on the range of technical issues involved, in preparation for the multilateral mandate that will determine social development globally after 2015, when the current Millennium Development Goals will be subsumed into the next global agenda for development.

PSI focused on the integration of social protection floors and universal health coverage, as well as on issues of water, energy, climate change and sustainable development.

The entire process will reach closure in late 2014, when the new agenda will be prepared for launch in 2015. PSI's contribution is critical to influence conceptualisation of the post-2015 development agenda so that public services are the primary means of implementing social protection floors. This approach combats privatisation by providing a strongly pro-active alternative. PSI also lobbied directors of the OECD on the issue.



Members of the Thai nurses' union, PSI Asia-Pacific Forum on Quality Public Services, Bangkok, Thailand (October)



PSI young workers join a Stand Up youth conference, Wellington, New Zealand (July)

ORGANISING AND GROWTH

A) INCREASING MEMBERSHIP

The labour movement is under attack in many countries. Public service unions are often the strongest, so we are being particularly targeted. Our strength is in our numbers, and we must help all unions grow, both in size and capacity. Organising new members is a crucial aspect of our work.

We have established a goal of attracting one million new members over the next five years. Organising and growth have been incorporated into all regional and sectoral work plans. Successful PSI activities in other areas – such as negotiating agreements with multinational enterprises, campaigning against corruption, advancing fair taxation policies and promoting quality public services – all contribute to our potential for growth.

A new Membership and Affiliation Strategy Working Group (MASWG) has been established, and key

areas for organising have been identified. One important new area is first responders, where PSI has initially focused on firefighters. We negotiated an agreement with FP CGIL, Italy, for a partial secondment of a firefighter organiser to provide expert advice to PSI (up to 20 per cent of staff time).

Major potential growth areas have been identified in South-East Asia, North America, Nigeria, South Africa and Europe.

There is a potential of gaining over 500,000 new members during the next four years in the Asia-Pacific region and particularly in South-East Asia, including Indonesia (state-owned enterprises, water), Philippines (electricity, health), Singapore (health), Thailand (health) and India (public administration). Targeted new countries include Vietnam, Laos and Myanmar, with Vietnam being the key strategic target. India will continue to be a main focus.

In Africa and the Arab countries, the greatest growth opportunities

come from existing affiliates increasing their fees and participation in PSI (such as in South Africa and Nigeria) and from a small number of large non-affiliates. The region achieved an increase of over 200,000 members in 2013, notably in Nigeria, Ghana and Tanzania.

The sector focus is fundamental to long-term growth in the Inter-Americas. A number of new unions have affiliated. Work continued to attract new unions and increase affiliation levels in the USA, Mexico and Brazil.

Most European public service unions have already affiliated, some only to EPSU. However, there are still important unions in several sectors that are not yet affiliated to PSI.

B) ACTIVATING AND STRENGTHENING SECTOR NETWORKS

Sector work has become a major focus for PSI activity.

Energy

- PSI advocated for public ownership of renewable energy systems, initiated action to build union networks representing workers in specific multinational enterprises, provided input to the UN sustainable development goals on energy, and supported work on climate change and mitigation in the sector.
- Energy networks are now operational in Asia-Pacific, Africa and Europe. The PSI Global Energy Meeting in Luxembourg in September confirmed the need to further strengthen these networks. The sector faces challenges of growing demand, inadequate infrastructure, outsourcing and privatisation.
- The founding meeting of the Africa Energy Sector Unions Network was held 25-26 March in Abuja. A second meeting was held 24 August in Tema, Ghana. Membership of the Network is drawn from Nigeria, Ghana, Sierra Leone, Kenya, Uganda, Rwanda and Tanzania. Participants resolved

to work together to resist privatisation and to engage the international institutions which impose misguided privatisation policies on African countries.

Water

- PSI called for implementation of the UN resolution on the Human Right to Clean Water and Sanitation, distributed information on the use of referendums to block privatisations, advocated for public ownership and control, and provided input to the UN sustainable development goals on water and sanitation.
- A number of new threats have been identified in the water sector, including the growing support for privatisation by national actors (such as construction firms), as well as a range of corporate initiatives to control access to water resources. PSI worked with the "Right to Water" (RTW) movement with a focus on expanding access to clean water to the most vulnerable, an area where the privateers are notably lacking.

- In order to coordinate joint interests and actions, we began to organise regional networks of our affiliates representing workers in multinational enterprises. The first regional meetings in the utilities sector, primarily in energy, have been scheduled for 2014.

Health and social services

- PSI coordinated affiliate action at the Third Global Forum for Human Resources in Health, held in November in Brazil, to oppose outsourcing and support better remuneration for health workers.
- The PSI Health and Social Services Sector met 18-19 November in Geneva. Major affiliates reviewed and renewed the PSI health sector strategy. Key issues addressed included health workforce migration, tax justice and organising.
- The West Africa Health Sector Unions Network met on 14-16 May in Kigali, Rwanda, and on 3-4 December in Ouagadougou, Burkina Faso. The unions in each of the five member countries also held National Workshops with the West Africa Health Organisation's National Liaison officers.

Municipal

- PSI developed a strategy to engage global organisations of mayors to promote good practice in the provision of public services. We have started working with United Cities Local Governments (UCLG), the main body of mayors, including participating in a major UCLG conference held in Rabat, Morocco, 1-4 October.
- We integrated municipal work into the Council of Global Unions' Quality Public Services campaign.



PSI "Water democracy" workshop, World Social Forum, Tunis, Tunisia (March)



Founding meeting of the Latin American municipal workers' network (PSI CONTRAMA), Brasilia, Brazil (August)

establishing the networks and preparing a sector plan is now underway.

- In Latin America, the university workers' unions met in October in Mexico.
- A first meeting of the Non Academic, Academic and Research Workers Unions Network was held on 5-6 November in Abuja, Nigeria. The participants – NASU, Nigeria; TEWU, Ghana; LUNAST, Liberia; UNRISK, Kenya; KUDHEIHA, Kenya; NUEL, Uganda; RAAWU, Tanzania; and TUGHE, Tanzania – planned joint strategies to meet the challenges facing the education sector.

C) PROMOTING EQUALITY AND EQUITY

Mainstreaming equality was affirmed as a central pillar of PSI policy.

Equality is a fundamental human right. PSI supported the right to equal opportunities irrespective of sex, marital status, ethnic origin, national identity, disability, sexual orientation, age or religion.

All sector work included a gender component. For example, PSI's work on privatisation and precarious work in the health and social services sectors included a specific focus on the disproportionate effects on women.

Similarly, we focused on the special challenges facing migrants, and the large number of young people trapped in precarious work situations.

Women

- At its meeting in May, the PSI Women's Committee identified the need for a focused campaign on precarious employment, including

- PSI continued its pilot work in Durban on quality public services in the municipal sector, and worked on building municipal and local government networks in Africa and Latin America. A municipal affiliates' meeting, held in Brasilia 5-7 August, resolved to establish a PSI Latin American confederation of municipal workers.

Public administration

- PSI supported the expansion of networks of affiliated unions which represent members in public administration, promoting policies to combat corruption and deliver quality public services.
- In addition to EPSU's National Administration Committee in Europe, PSI affiliates established regional networks of central government unions in Africa and Latin America.
- The PSI secretariat worked closely with the Latin American network. The network met three times – in Colombia in May, in Panama in October, and in Mexico in December

– to develop joint actions to defend/establish the right to collective bargaining and strike, decent work, implementation of relevant ILO Conventions, to discuss a reformed concept of state, and to combat corruption. Judiciary worker affiliates met in Lima, Peru in September.

- PSI worked to further extend the networks of public administration workers into other regions. The inaugural meeting of the Africa Public and Civil Servants Unions Network was held 27 February in Abuja, Nigeria. A second meeting was held 22 August in Tema, Ghana. Participants resolved to work together to support each other's work, build alliances, and to engage governments and employers to influence labour law reviews.

Education, culture and media

- PSI sought the views of unions in the education, culture and media sectors to identify the critical issues, and which sector structures should be established to help address these issues. Work on



Nassira Ghazlane, general secretary of the Algerian union SNAPAP, supports PSI's "End violence against women" campaign

training materials and best practices, as well as capacity building programmes to support women's leadership. This work will be initiated in 2014.

- PSI campaigned to "End Violence against Women." PSI and its affiliates supported regional and national events held around the world on 25 November, the International Day to End Violence against Women.
- In March, PSI took an active part in the deliberations of the UN Committee on the Status of Women (UNCSW). We also participated in the UNSCW Expert Group meeting in Mexico in October, lobbying for more trade union representation, and the UNSCW Gendernet interagency

meeting at held at the OECD in November.

- PSI organised a regional leadership capacity-building event for women trade unionists in the Middle East – North Africa (MENA) region, which resulted in improved communication and networking.

Young workers

- PSI engaged with its youth networks in all regions and supported the participation of young PSI delegates in regional youth events in South America, MENA and Africa, aiming at closer cooperation with other networks outside PSI. We also engaged with the UN on its Annual Report on Youth and the ILO Youth Employment Programme. In both cases, it became clear that much more trade union input is required.

LGBT people

- Although the trade union and human rights of lesbian/gay/bisexual/transgender (LGBT) people are now better protected in many countries, discrimination and violence continued to increase and some nations passed deeply discriminatory laws. In 2013, PSI expanded its network of LGBT trade union activists, incorporated LGBT issues

in our website, participated actively in the Human Rights Conference of the Outgames in Antwerp, Belgium, in July, and spoke out strongly against discrimination. In addition, we supported the launch of a new LGBT Inter-Americas network.

Discrimination

- PSI, our Dominican affiliates and the international community have strongly protested a decision by the Dominican Republic constitutional court to deny citizenship to thousands of people of Haitian descent. Even though they were born in the Dominican Republic, the children, grandchildren and great-grandchildren of Haitians are systematically discriminated against and denied citizenship. PSI continued to work with allies to press for a reversal of this terrible decision.

D) SUPPORTING TRADE UNION DEVELOPMENT

During 2013, the PSI adopted a new policy to establish a clear framework for multilateral trade union development projects. New projects must address at least one of the PSI's key priority areas – fighting privatisation,



Out in public for the International Day Against Homophobia, Cali, Colombia (May)



Health workers, members of SINAFP, at Maputo Hospital, Mozambique (November)

E) IMPLEMENTING DYNAMIC, EFFECTIVE CAMPAIGNS AND COMMUNICATIONS

During the period covered by this report, we have worked with affiliates and staff to strengthen PSI's ability to mobilise and campaign effectively. We have invested in new communications tools and technologies, strengthened communications links with affiliates, and worked with affiliates and allies to deliver effective communications on specific campaigns, sectoral and cross- sector issues.

We have established an internal PSI Communications Working Group, including regional secretaries, to assist in building a more responsive communications structure and to heighten our campaign effectiveness.

Building the PSI Communicators' Action Network

- Working with EPSU, ADEDY and affiliate unions in Greece, PSI organised the the third Communicators' Action

advancing trade union rights, influencing global policy or membership growth. They must also link to the campaign for quality public services, and meet the requirements of the PSI's minimum policy of at least 50 per cent participation by women and 30 per cent participation by young workers.

Other criteria for supporting or continuing specific trade union development proposals include external evaluation, how the proposal will contribute to strengthening a specific sector, and the overall quality of the proposal.

A PSI Union Development Review Committee has been established to discuss trade union development projects and to make recommendations to the General Secretary for future action.

- A PSI /LO-TCO project ended in 2013. A regional evaluation workshop was held 8-9 October in Amman, Jordan. The project was aimed at helping PSI affiliates in Tunisia, Jordan, Egypt and Lebanon to build democracy and work for social justice.

- Two new project proposals were submitted to LO-TCO. One is a regional project to support women trade unionists. The second aims to strengthen the capacity of affiliates to function democratically and efficiently in Egypt, and to increase women and youth participation in Tunisia.

PSI affiliate journalists document the struggles of Greek public broadcast workers who are resisting privatisation, Athens, Greece (November)



Network (PSI CAN) gathering held 4-8 November in Athens. An impressive series of news stories, videos, radio podcasts, and photo essays was produced by this international delegation of union journalists, giving wider coverage to the struggle of PSI affiliate unions and their communities under austerity. See: www.psi-can-greece.org.

Improving website design and accessibility

A website survey of affiliates and staff identified priorities for improving PSI's website. Immediate changes to address suggestions included:

- Featuring a calendar of events on the home page
- Better affiliate directory design
- Adding a staff directory
- PSIRU link more prominent on homepage
- Highlighting PSI work priorities
- Making website more user-friendly for searching documents
- Listing important links (organisations and allies)

To increase capacity for updating web news and documents, administration staff have been trained to handle basic web and calendar postings.

These initiatives have contributed to doubling the number of visitors to the PSI website this year.

Major growth in social media channels

- We actively used Facebook, Twitter, Flickr and YouTube to reach new audiences and increase traffic to the PSI website.

Communicating PSI priorities

- PSI staff provided communications, media outreach, website and multi-media materials for trade union rights, tax justice, trade, anti-corruption, anti-privatisation, youth, women's equality and sectoral activities. Communications were better integrated with project work.
- Campaign and communications support was provided for significant events: UN Commission on the Status of Women in New York; World Social Forum in Tunisia; International Labour Conference; World Public Services Day; Guatemala solidarity delegation; WTO Forum; Asia Pacific QPS Forum in Thailand; UCLG in Morocco; UN High-Level Dialogue on Migration and People's Action Days, etc.
- Videos, statements, media releases, trade union rights statements and urgent actions, web news items,

posters, banners, flyers and talking points were produced for campaigns, events, and international solidarity days.

Boosting media coverage

- With strong content and stories, working with affiliates, we achieved solid media coverage, for example: Guatemala, including Guardian World News and BBC World; Greece national media.
- We have also increased LabourStart (internet news) and RadioLabour (internet radio) feature coverage of PSI and affiliate stories.

Timely fact-filled publications

- In addition to producing monthly editions of the electronic PSI World News, PSI staff wrote, fact-checked or edited thousands of pages of materials, including the Annual Report, research papers, stories, statements, research publications and background materials.

Working to deadline: Karen Hickey, Wisconsin AFL-CIO (USA), Felicia Kraja, Global Labour University intern (Ghana), Jerry Mensah-Pah, HSWU (Ghana), and Courtney-Rose Dantas, SEIU (USA), PSI CAN, Athens, Greece (November)



FINANCE REPORT

PSI CONSOLIDATED PROFIT AND LOSS STATEMENT for the Twelve Months Ending 31 December 2013

	Balance 2013	Budget 2013 EB-145	Balance 2012
INCOME			
Affiliation fees	7 126 498	7 500 000	7 602 029
Extraordinary source of income	25 873	50 000	265 428
Interest and investment income	85 779	100 000	159 612
Reimbursements	73 290	30 000	57 042
Extraordinary income	177 042	0	186 887
Contributions to funds	287 225	235 000	159 578
Sponsored contribution to adm. of projects	436 737	395 000	460 009
Sponsored Income	1 161 988	1 005 000	1 435 011
Sponsored Income in the field	25 206	0	0
TOTAL INCOME	9 399 637	9 315 000	10 325 595
EXPENDITURE			
Strategic activities	667 341	823 500	935 368
Constitutional meetings global	238 639	257 000	2 186 979
Constitutional meetings regional	117 382	129 500	159 002
Constitutional meetings subregional	287 657	242 500	311 987
External meetings	24	4 000	1 500
Internal meetings	3 037	3 000	5 941
HO representation	63 546	52 000	70 957
(Sub)regional representation	115 085	118 500	156 371
EPSU PSI agreement	875 000	875 000	903 044
Communications	124 024	120 000	172 751
Kluncker Wurf Award	0	15 000	0
Contributions (ITUC, CGU etc.)	23 285	40 000	40 639
Head office staff	3 311 415	3 224 300	3 280 425
(Sub)regional staff	1 340 693	1 446 900	1 411 934
Head office, office costs	341 444	351 550	411 585
(Sub)regions, office costs	309 199	337 255	415 891
Staff/office costs allocated to projects	-436 737	-395 000	-460 009
Audit	108 290	115 459	120 007
Donation funds (expenditure)	21 953	235 000	118 549
Extraordinary expenditure	325 903	210 000	108 427
PSI Expenditure	7 837 183	8 205 464	10 351 348
Sponsored projects	1 619 451	1 400 000	1 895 020
Sponsored projects funds received in the field	4 479	0	0
Depreciations	41 258	50 000	47 406
Provisions	462 000	380 000	59 000
Drawn down from reserves	-418 347	-306 900	-1 543 699
Allocation to PSI AID, AF and AP funds	269 017	0	80 008
Draw down to PSI AID, AF and AP funds	-3 745	0	-41 351
TOTAL EXPENDITURE	9 811 297	9 728 564	10 847 731
SURPLUS/DEFICIT	-411 660	-413 564	-522 136



EPSU Deputy General Secretary Jan Willem Goudriaan and President Anne-Marie Perret announce that almost 1.7 million signatures have been gathered for the 'right2water' European Citizens' Initiative, Brussels, Belgium (February)

EUROPE (EPSU)

REPORT FROM THE EUROPEAN FEDERATION OF PUBLIC SERVICE UNIONS, PSI'S REPRESENTATIVE IN EUROPE

Whilst writing this report, public attention continues to be focused on the ongoing protest movements in Kiev, Ukraine. The headquarters of the FPU confederation, hosting also the EPSU subregional office, has been partly occupied by groups of protesters for the last months and was set on fire the night of 18 February 2014. EPSU supports the call of the Ukrainian trade unions for a national roundtable in which all interested parties in society can take part, including the trade unions. (www.epsu.org/a/10054).

The year 2013 marked five years of depression with no clear signs of recovery. Yet another Euro-zone country – this time Cyprus – has been forced to implement austerity measures. These will have a massive impact on Cypriot society with the now familiar pattern of cuts in public spending,

in public service workers' wages and jobs as well as attacks on its system of industrial relations, indexation and minimum wage system.

These are the kinds of measures that are already taking their toll on the other countries facing the Troika regime and reflect the sort of policies that the European institutions are promoting through the system of economic governance and their country-specific recommendations. These are undermining any prospect of recovery.

As a report from the International Labour Organization on the European labour market in April made clear: "While fiscal and competitiveness goals are important, it is crucial not to tackle them through austerity measures and structural reforms that do not address the root causes of the crisis. Instead, moving to a job-

centred strategy could serve both macroeconomic and employment goals." The International Monetary Fund has recognised as well how co-ordinated austerity is undermining any prospect of recovery but the message is being ignored by the European institutions.

The people of Ireland, Portugal, Spain, Italy, Greece – the other Troika targets – are facing increasing poverty and inequalities, with particular concern in Portugal and Greece about the deterioration of public health provision. Unemployment is continuing to rise, with youth unemployment now at 50% in Spain and 60% in Greece.

Greece is probably the hardest hit country but Portugal and Spain have also seen drastic cuts in public sector jobs and salaries, as have countries in Central and Eastern Europe, most notably

Romania, where 2013 saw multiple demonstrations and trade union actions. In Ireland the trade union movement went through extremely difficult internal debates as to whether or not to accept the so-called Haddington Road agreement foreseeing €300 million cuts in pay in 2013 and a further €1 billion over three years. The Irish government had threatened that it would unilaterally impose the pay cuts if the unions didn't back the agreement¹.

Across Europe, thousands of workers took part in an EPSU action to transmit a common message to the European Council of 24-25 October to put an end to austerity and focus on alternatives, such as investment in public services and infrastructure to help economies grow, provide quality care and tackle inequalities. Public service workers have taken part in hundreds of workplace actions,

1 <http://www.irishmirror.ie/news/irish-news/education/teachers-vote-reject-haddington-road-2288244>

taking pictures with joint logos, across Europe with the joint demand to address tax justice and to fight tax fraud. This could bring back the €1 trillion lost every year in the EU alone, since corporations and rich individuals do not contribute their fair share to our welfare states.²

Deregulation is posing another challenge for trade unions. The European Commission and several European governments are focused on restoring competitiveness through measures that threaten to undermine working conditions, wage levels and health and safety of workers. A prime example of this deregulatory approach is the Communication from the European Commission of 2 October 2013 concerning the REFIT programme – 'Regulatory

2 <http://www.epsu.org/a/9834>

Fitness and Performance'³. In this document the Commission suggests that companies complain about 'overly burdensome' legislation. The Commission has identified a number of initiatives, directives and social partner agreements, that it qualifies as 'red tape'. It also claims that any national legislative act going beyond the minimum standards required are 'gold-plating'. In consequence this means that the Commission is withdrawing a number of legislative proposals that have been in the pipeline for some time, e.g. a directive on musculoskeletal disorders and the revision of the Carcinogens Directive.⁴

The New York Times newspaper qualified these policy moves as an 'Americanisation' of the European labour market, with

3 http://ec.europa.eu/commission_2010-2014/president/news/archives/2013/10/pdf/20131002-refit_en.pdf

4 COM (2013) 685 final, page 4.



International solidarity rally for KESK union members outside the Adliye criminal court, Ankara, Turkey (April)

the EU response to the financial crisis focused on budget austerity accompanied by an unprecedented attack on the European social model. In order to project an alternative policy project, the ETUC launched its campaign, "A New Path for Europe", outlining a new investment plan for the EU, based on a sustainable industrial policy and quality jobs. It also set out its manifesto for the European Parliament elections, which urges candidates to uphold the social dimension of the EU, and reject any attempts to continue policies that undermine wages and working conditions.

The major organisational change during the Congress period has been the merger between EPSU and PSI Europe agreed in 2009, still an ongoing process requiring intense work and discussion. A further evaluation of the merger will take place in 2014, following the one already undertaken in 2012 before the PSI Congress.

EPSU assumes its role as recognized regional organisation of the PSI and contributes to

its work on issues such as the Financial Transactions Tax and taxation policies in general and is engaging in work on the 'Free Trade Agreements' concluded or about to be concluded between different economic areas around the globe. A major session on the trade union rights situation in Guatemala was held in the November meeting of the Executive Committee. The EPSU President, Anne-Marie Perret had participated in a PSI mission to Guatemala in August and the EPSU Secretariat facilitated a hearing in the European Parliament on the intolerable prosecution of trade unionists in this country.

The General Secretary participated in the meeting of the PSI Health Task Force meeting in December.

The collection of signatures for the European Citizens' Initiative (ECI) 'right2water' promoted by EPSU, could be successfully concluded with 1,680,172 accredited signatures gathered in 28 countries. This is the first ECI to have met the necessary requirements. The campaign

has been able to achieve an intermediate victory as the Commission has withdrawn water from the scope of the concessions directive.

The current EPSU Congress mandate will come to an end at the next EPSU Congress which will take place in Toulouse in May 2014. See www.epsu.org/r/657

Annelie Nordström, President of Kommunal has been elected EPSU Vice President and is also being nominated as candidate for the position of EPSU President. The Executive Committee further agreed to nominate current Deputy General Secretary Jan Willem Goudriaan for the position of General Secretary. The election for these positions will take place at the EPSU Congress in 2014.

The full EPSU 2013 Report of Activities can be found at www.epsu.org/a/10213



PSI affiliate union leaders from across Europe and the Americas join the PSI solidarity mission to defend workers' rights in Guatemala (August)



PSI's Nayareth Quevedo leads a project planning workshop to defend public control of services, Asunción, Paraguay (July)

TRADE UNION DEVELOPMENT

PSI's trade union development project works with affiliates in more than 70 countries. Highlights of achievements in project cooperation in 2013 include:

- In Tunisia, support from an LO-TCO (Sweden) project for democratic strengthening in the Middle East/North Africa (MENA) augmented PSI affiliates' participation in the ultimately successful campaign to ensure the new constitution of the country guaranteed gender equality. Early drafts had contained clauses which would have allowed enshrined discrimination against women.
- In the Philippines, support from a SASK (Finland) project allowed affiliates to achieve substantial progress towards the ratification of Convention 151, which covers collective bargaining rights in the public sector. If the Convention is ratified, Philippines would be the first country in Asia-Pacific to do so.
- In Peru, support from a project co-financed by FNV Mondiaal (Netherlands) and IMPACT (Ireland) allowed affiliates to mobilise against the country's new Civil Service Law which seriously threaten public sector unions. If fully implemented, the law will remove the right of public sector unions to negotiate wages and will deny the right of strike in "essential" sectors, but leaves out which the sectors are to be deemed "essential".
- In Paraguay, support from an LO-TCO (Sweden) project for the utilities sector of Southern Cone helped the PSI affiliate to successfully campaign for keeping the country's electricity system in public hands.
- In West Africa, a SASK (Finland) project began with the West African Health Sector Unions' Network. The project supported the growth of WAHSUN and saw the Network, made up of PSI affiliates, admit its first affiliates from French-speaking Africa and develop a new three year-strategy for growth and policy engagement at the regional level.
- The Executive Board (EB) endorsed a proposal for PSI to develop a new policy and guidelines for projects. A draft will be presented to the EB in 2014.
- Human resources at the PSI head office working on projects were increased (the projects officer is now joined by a projects administration coordinator)
- A new commitment to PSI project work in Indonesia was realised through expanded cooperation with FNV Mondiaal and PSI affiliate AbvaKabo of the Netherlands, with sectoral projects to begin in 2014.
- PSI initiated a coordination process of solidarity partners and unions involved in the campaign for democracy and human rights in Swaziland.

PSI continues to be extremely grateful for the support received from its affiliates in Sweden, Finland, Ireland and the Netherlands who make trade union development projects possible.

Key developments for PSI's trade union development work in 2013 included:

HEAD OFFICE

Recruitment

Cédric DEPOLLIER

Finance Coordinator, after end of fixed-term contract on 30/09/2013, indefinite contract as of 01/10/2013

End of fixed-term contract

Diane QUELO-NOLD

Executive Assistant, on 28/02/2013

Retirement

Jean-Pierre DAULY

Printing & Layout Technician, on 31/07/2013

Secondments

Rolv HANSSEN

FAGFORBUNDET, Norway, QPS Project Coordinator, extension of contract from 01/07/2013 to 30/06/2014

Danilo ZULIANI

FP-CGIL, Italy, 20% working time, development and implementation of a PSI recruitment programme for firefighters and first responders, from 01/10/2013

Internship

Felicia KRAJA

University of Kassel, Germany, from 02/09 to 08/11/2013

Consultant

Genevieve GENCIANOS

Migrants Rights International (MRI) Geneva, Switzerland, Project Coordinator of the International Migration and Women Health Workers Project, renewal from 01/01 to 31/12/2014

REGIONS

AFRICA AND ARAB COUNTRIES

Regional Office Lomé

Kamissa DEMBELE

Subregional Secretary for French-speaking Africa. Retired as of 31/03/2013.

K.P. Charlotte KALANBANI

Subregional Secretary for French-speaking Africa as of 01/04/2013.

Subregional Office Johannesburg

Tichaona FAMBISA

Project Coordinator. Fixed-term contract 01/04/2013 to 31/03/2015.

Virginia SETSHEDI

Project Coordinator. Fixed-term contract 01/09/2013 to 31/03/2015.

ASIA-PACIFIC

Regional Office Singapore

Angie LOH

Finance Coordinator as of 01/06/2013.

Subregional Office Faridabad

Manoranjan PEGU

Project Coordinator. Fixed-term contract 01/04/2013 to 31/03/2015.

INTER-AMERICAS

Project Office Ecuador

Verónica MONTÚFAR

Project Coordinator. Fixed-term contract 01/03/2012 to 28/02/2015.

Ricardo BUITRÓN

Project Coordinator. Fixed-term contract 01/06/2013 to 28/02/2014.

Marcela ARELLANO

Project Coordinator. Fixed-term contract 01/03/2013 to 28/02/2015.

Subregional Office Colombia

Arturo LÓPEZ VELANDIA

Project Coordinator. Fixed-term contract 01/03/2013 to 28/02/2015.

Subregional Office Costa Rica

Johanna MUÑOZ RODRÍGUEZ

Administrative Assistant. Fixed-term contract 01/01/2013 to 31/12/2013.

Coordination Office North America

Mark LANGEVIN

Subregional Coordinator for North America. 80%. Fixed-term contract 01/01/2013 to 31/12/2013.

EUROPE

Project Office Turkey

Rifat CELEBI

Project Coordinator. Fixed-term contract 01/03/2013 to 28/02/2015



PSI delegates at the International Labour Conference, Geneva, Switzerland (June)



Health union leaders from Burkina Faso, Ghana, Liberia, Nigeria, Sierra Leone and guests from Rwanda at the West African Health Sector Unions' Network (WAHSUN) meeting in Ouagadougou, Burkina Faso (December)



PSI Executive Board, Geneva, Switzerland (June)



Public Services International
Internationale des Services Publics
Internacional de Servicios Públicos
Internationale der Öffentlichen Dienste
Internationell Facklig Organisation för Offentliga Tjänster
國際公務勞連



Public Services International

45 avenue Voltaire, BP 9
01211 Ferney-Voltaire Cedex, France
Tel: +33 4 50 40 64 64
E-mail: psi@world-psi.org
www.world-psi.org

