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VOLUME 1

RESOLUTION No. 1

**Programme of Action 2013-2017:
Social Justice through
Trade Union Rights
and Quality Public Services**

Please note: The Proceedings of PSI Congress 2012 appear in three volumes: Volume 1 contains Resolution No. 1, Volume 2 contains Resolution No. 2 and Volume 3 contains Resolutions No. 3 to 49.

Preamble

Whereas since the 2007 Public Services International Congress, the global economic crisis has hurt workers and communities around the world and;

Whereas global unemployment has increased to over 200 million workers in the formal economies of the world alone, and 50 million jobs have been lost since the economic crisis began, and

Whereas there has been an explosion of precarious work around the world, and

Whereas worker's rights have been under constant attack and have been weakened, and

Whereas workers in many regions face ongoing and increased oppression and in some countries are murdered as a result of labour activism, and

Whereas public services face increasing threats of privatisation in the name of austerity, and

Whereas international financial institutions impose privatisation as a condition of development support and stable financial ranking, and

Whereas the environment and action on climate change are ignored in the name of false economic imperatives, and

Whereas rising food prices and catastrophic levels of youth unemployment have sparked mass uprisings in North Africa and the Middle East, and

Whereas austerity and conditionality measures have increased poverty and caused widespread social unrest, and

Whereas mindless austerity creates poverty and increases inequality, which affects women, the most vulnerable, and racially harassed people disproportionately, and

Whereas too much wealth is increasingly being concentrated in too few hands, and

Whereas workers in all regions are rising up to challenge the attacks being waged against them, and

Whereas the *Occupy* movement with massive popular support rejects the Washington Consensus, rejects rampant private greed and rejects raw corporate power, and

Whereas public services make society more equal and fair, and

Whereas public services provide all with social protection and income stability necessary for economic recovery, and

Whereas public services provide the path to environmentally sustainable economic development

Therefore, the PSI Executive Board resolves to:

- Endorse the people's agenda and stand with workers around the world, and
- Commit to fight for decent work, trade union rights and quality public services for all, and
- Present to the 29th World Congress of the PSI, the following Programme of Action for 2013-2017.

Public Services International's "Programme of Action 2013-2017" was submitted by the PSI Executive Board as Resolution N° 1 to PSI's 29th World Congress, held in Durban, South Africa, on 27-30 November 2012, where it was adopted.

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PSI Statement of Values

1. The values, policies and actions of **Public Services International** are anchored in a world vision of democratic societies wherein quality public services advance and protect human rights and fundamental freedoms, enabling equity, solidarity and prosperity to flourish.
2. **Public Services International** has an historical and deeply rooted commitment to working to eliminate inequality, social injustice and the imbalances aggravated by capitalism and financial profiteering.
3. **Public services are at the core of democratic societies founded on human rights, the rule of law and social solidarity.** Public services provide equitable redistribution of wealth; and in their delivery should ensure that people are treated with equal respect, provided equal protection, and live free of discrimination without regard to age, gender, religion, national identity, race or ethnicity, disability and sexual orientation.
4. **Public services are an asset for sustainable development.** Public services are essential for responsible public and private wealth creation and sustainable economic growth.
5. **Public sector workers have a critical role to play in the creation of democratic public policy and the practice of good governance.** Direct public service and public sector unions must ensure the integrity of the public sector. High quality policy and good governance are the foundation of economic growth and development, creation of wealth, expansion of opportunities, and the widest social and economic integration of members of a society. Corruption in all its forms thwarts good governance and the people and should not be tolerated.
6. **Public services are financed by all for the benefit of all.** In practice, public services are paid for by public revenues. These revenues must be raised through fair taxation policies.
7. **Public services are a public good, designed to work in the interest of the people.** Concern for the quality of public services is a mark of a society's self-respect and commitment to caring for all, especially its most vulnerable members.
8. **Public Services International values the common good.** PSI advocates for quality public services, recognizing that public services of the highest level of quality achievable are required for equitable distribution of growth and sustainable development. In accordance with its Constitution, Public Services International promotes quality public services that guarantee access, are affordable, are democratically accountable, provide for social justice, elevate the quality of life, and offer the opportunity of prosperity.
9. The highest quality public services can only be delivered by workers whose rights are fully respected. To this end, **Public Services International defends and advances the fundamental rights and conditions of work including freedom of association and the right to collective bargaining and the health and occupational safety of public service workers across the globe.**

Glossary of abbreviations

AIDS	Acquired Immune Deficiency Syndrome
CEACR	Committee of Experts on the Application of Conventions and Recommendations, at ILO
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women (1979)
CFA	Committee on Freedom of Association, at ILO
ECHR	European Court of Human Rights
FTT	Financial Transactions Tax
GATS	General Agreement on Trade in Services
GUF	Global Union Federation
HIV	Human Immunodeficiency Virus
ICN	International Council of Nurses
IFI	International Financial Institution
IMF	International Monetary Fund
ILO	International Labour Organization and International Labour Office (Geneva)
ILO Convention 87	Freedom of Association and Protection of the Right to Organise, 1948
ILO Convention 94	Public Contracts, 1949
ILO Convention 98	Right to Organise and Collective Bargaining, 1949
ILO Convention 100	Equal Remuneration, 1951
ILO Convention 102	Social Security (Minimum Standards), 1952
ILO Convention 111	Discrimination (Employment and Occupation), 1958
ILO Convention 128	Invalidity, Old-Age and Survivors' Benefits, 1967
ILO Convention 151	Labour Relations (Public Sector), 1978
ILO Convention 189	Domestic Workers, 2011
ITUC	International Trade Union Confederation
LGBT	Lesbian, Gay, Bi-sexual and Transgender workers
MENA	Middle East and North Africa
MDGs	Millennium Development Goals
ODA	Overseas Development Assistance
OECD	Organisation for Economic Cooperation and Development
QPS	Quality Public Services
TUAC	Trade Union Advisory Committee (at OECD)
UNI	UNI Global Union
UNCTAD	United Nations Conference on Trade and Development
WHO	World Health Organization
WTO	World Trade Organization

1. Introduction and overview

1. The world has changed dramatically since 2007. In the five years since Public Service International's Vienna World Congress, there have been rapid social and economic changes across the globe. The effects of these changes will continue to reverberate for years to come; the future appears uncertain and unpredictable.
2. Since the 2007 Congress, the gradual shift of economic and political power away from North America and Europe has accelerated. The neo-liberal Washington Consensus, bolstered by the long boom in most of the developed world, has been upset. China is predicted to surpass the United States of America as the largest economy in the world. The economic success of Brazil, Russia, India and South Africa is limiting the western world's legitimacy in imposing policies outside its borders. The global financial crisis has curtailed its ability as well.
3. This shift is creating opportunities and threats for trade unions all around the globe. One of the most immediate concerns is beating back the accelerating attacks on the public sector, public sector workers and their unions. However, PSI must also ensure it exploits the opportunities that change inevitably presents. Movements such as *Occupy* and *Los Indignados* highlight the new scepticism about the neo-liberal agenda. Awareness of the obvious flaws in global capitalism's ability to regulate across national boundaries, and the increased public outrage at the immoral concentration of wealth may be fleeting if we are not successful in developing and promoting credible alternatives.
4. These developments require PSI to operate in increasingly diverse spheres in an ever more uncertain world. Success in this tumultuous environment requires strong and widely understood core values that provide focus. The new Statement of Values will complement the Constitution and guide staff and governance bodies over the long term.
5. PSI is a global federation of unions; labour rights will always be central to our work. We will always have a mainstream emphasis on gender equality, equity and diversity. We also have a paramount responsibility in the labour movement, and the world, to defend and advance public services.
6. In such a rapidly changing world, providing a work plan blueprint over a five year period becomes increasingly difficult. It is intended that the recommendations contained in this core resolution are specific enough to provide focus but broad enough to allow the Executive Board, regional and sectoral fora to be agile in adjusting course as needed.
7. Upon recommendation of the Programme and Policy Advisory Group (PPAG), the Programme of Action 2013 – 2017 concentrates on analysing new developments and recommending policy and action that are not already mandated from the Vienna World Congress. The Report of Activities 2008 – 2012 provides an analysis of the key achievements since the 2007 Congress.
8. Relevant recommendations flowing from the work covered by the Report of Activities 2008 – 2012 are noted separately in the text below; the remainder of the recommendations flowing from the Activities Report 2008 - 2012 are listed below in Appendix B.

Putting the plan into action

9. Success in an uncertain environment requires increased agility. Much has been done over the last five years to increase PSI's ability to respond to demands, but there is more to do. A section guiding implementation is included as Appendix A at the end of the Programme of Action.
10. Central to this work is finding better ways to engage, inform and mobilise affiliates and members. Regions and sub-regions will become increasingly important as the centres for organising action. We must also work more with our allies, inside and outside the labour movement, to achieve common goals. We must have confidence in our analysis and strategy to invest in these opportunities, as collaboration will mean more influence but less control.
11. The analysis and proposed actions in the Programme of Action provide clear guidance for PSI. Through discussion at Congress, affiliates will be encouraged to consider ways they can effectively engage in its implementation. The introduction of a new interactive format for some sessions of the Durban Congress will, for the first time, allow affiliates at Congress to have a role in prioritising and planning the implementation of the programme.
12. After Congress 2012, regional and sectoral plans will be updated to align with the Programme of Action. The process will involve staff and PSI governing bodies such as RECs. This process will identify opportunities and threats in each sector and region. The General Secretary will then prepare a detailed global implementation plan that provides clear accountability and allocation of resources for the Executive Board to approve.

2. Social justice through quality public services and trade union rights

1. Public Services International believes that quality public services enhance people's lives and are fundamental to the creation of societies that are fair, prosperous and democratic.
2. Quality public services ensure people and communities are free of ignorance, poverty and neglect. They provide us with security and lives free from want and fear, so that we may realise our individual and collective aspirations. Quality public services provide essential stability, infrastructure and investment that are required for economic growth.
3. Achieving quality public services will not occur without dedicated struggle. Powerful interests believe that people should only receive the services they are able to pay for and that the free market is best placed to provide most public services. Others simply want to minimise their contribution to preserve their wealth and privilege.
4. Wealth and power have continued to be concentrated in the hands of the few. PSI believes that workers and their families deserve their fair share of the wealth they create and have the right to support when they are sick, unemployed, aged or vulnerable. *Decent work* is at the heart of ensuring everybody has a decent standard of living. PSI believes that governments must do more to create economies that provide work for all who want it.
5. Winning the fight for quality public services requires public sector workers to be strong and united. Public sector workers must be organised and willing to take collective action. PSI will defend the universal human right of all public sector workers to form free, independent, democratic unions to bargain collectively regardless of their sector of employment. Ensuring these rights are obtained and maintained requires public sector workers to be able to withdraw their labour. PSI believes this is a human right and will oppose any attempt to deny it to any working person.
6. We must defend public services against attack whenever and wherever it comes. Many of these attacks are possible because workers are divided across sectors, regional and national boundaries and forced into competition with each other. PSI believes that strong democratic governments capable of controlling these excessive forces at national and international levels are essential to protecting workers' rights. Unions have a critical role in building and renewing democratic societies and must never stop looking for new ways to involve and empower the working class. Winning the fight for quality public services requires public sector workers and their organisations to unite with others to defend the interests of all workers.
7. PSI must develop credible alternatives to the attacks we face. Powerful interests operate across national borders to promote private for-profit alternatives to quality public services. Business owners, multinational corporations, conservative political forces and many in the media and academia organise themselves to spread ideology that serves their interests. Those who oppose quality public services portray public services as inefficient, inflexible and unsustainable. PSI is uniquely placed to counter these arguments.
8. Winning the fight for quality public services requires that PSI have a clear achievable programme, excellent governance and regular opportunities to learn from experience and that of its allies. Winning requires that PSI and its affiliates are best able to carry out our programme.
9. Both PSI's current mandate and the 2010 Geneva Charter on Quality Public Services, adopted by the Council of Global Unions, are comprehensive and valuable platforms for action. However, those who oppose quality public services and seek to dismantle workers' rights are moving swiftly. Since 2007 the world has changed in many important ways. To be successful in the fight

for workers' rights and quality public services, we must identify and understand the threats and opportunities a changing world presents.

2.a The global political economy

1. Since 2007 there has been a major shift in global economic power. China's continued development and the growth of economies such as Brazil, Russia, India and South Africa have shifted the centre of global political and economic power away from Europe and North America. The results have profoundly changed the political economy of regions and the globe and have consequences for PSI.
2. In the developed North the single most important shift has been the global financial crisis. The crisis, and recession that followed, were the culmination of policies widely adopted and promoted by the north. These policies promoted smaller government, deregulation, privatization, flexible labour laws, fewer unions, tax cuts for corporations and the wealthy and free trade agreements that weaken governments and give greater freedom to corporations.
3. The inevitable result of these policies has been the growth of staggeringly unequal distribution of wealth brought by the continuous decline of the income share of labour and social redistribution. The situation was exacerbated because inadequate regulation of the finance sector allowed the waste of huge amounts of money for speculation and such money has not been used for productive activities and improvement of public services. Like the Great Depression before it, the crisis was preceded by an increase in the income share of the rich, a growing financial sector and a major rise in debt.
4. When the bubble burst many of the largest banks in the world claimed that their bankruptcy would cause a financial crisis. Ignoring the enormous wages, profits and bonuses that they had taken for themselves they argued that they were too big to fail. Fearing the worst in economic and social breakdown, governments saved many banks by assuming their debts. As governments struggled to refinance debt they chose to savagely cut public services and social protections instead of increasing taxes on the wealthy. The austerity measures stalled economic growth at precisely the time when governments needed growth to consolidate their finances.
5. Global unemployment, already high, has risen dramatically, especially in Europe and North America. The scar of unemployment leaves lasting effects on individuals and families, hurts women, migrants and youth the most, and creates the circumstances for reactionary politics such as racism, nationalism, anti-immigration sentiments and religious extremism. In responding to the lessons from the crisis, PSI must ensure that the creation of sustainable, decent jobs is at the heart of any economic plan.
6. The recession wasn't shared equally around the world. Countries that didn't follow neo-liberal policy prescriptions so closely - in Latin America for example - fared much better. The suggested dangers of the Argentinean debt default in 2001 have not materialised and Argentina has continued to grow over the last five years free of the constraints imposed by IMF lending in other parts of the world. Brazil is now the seventh largest economy in the world, ahead of France and Italy.
7. In China and South East Asia the most widely based, and rapid, sustained economic growth the world has ever known has continued. China's economy will soon be the largest in the world. The rapid industrialisation of these counties has continued to fuel economic growth as the economies of the north have slowed. Recently Chinese sovereign wealth funds have begun purchasing public assets in the industrialised North.
8. For PSI the growth of economic and political power in Asia poses multiple questions. How do we respond to the downward pressure on wages accompanying the emergence of China, India and Indonesia's vast emerging skilled workforces? What does it mean that China's economic growth

seems to have been aided by its lack of democratic government, at least in the short term? Over the next five years PSI must develop a strategy to deal with these questions.

9. For the most underdeveloped countries in the world the rapid rise in global food prices in 2007 and 2008 has caused widespread hardship. The impact has been most severe on the estimated 1.1 billion people living on less than \$1 a day and nearly one billion people who were malnourished prior to the crisis. Food price inflation has accelerated in several developing countries where consumers often spend more than half of their income on food. The current food price spike has resulted in an estimated 44 million more people living in poverty.
10. The causes of the food crisis are still being debated but the increase in globalisation has tended to exacerbate food price cycles as food becomes more widely traded. Droughts in major wheat-producing countries, low grain reserves, increased speculation, high energy prices, increases in meat consumption and the diversion of 5% of the world's cereals to agro-fuels have all had an effect. The crisis exists because high food prices have hit people on very low incomes. Measures to raise incomes for the world's poorest people would offset both the effects of price rises and volatility.
11. Across the globe increased concentration of wealth in the hands of a very few people has shifted the political economy both within and across national borders. The massive accumulation of political power by economic means has been felt from the Americas to Russia, Europe, the Middle East and even in the hands of state bureaucrats in China. Holding governments to account in the face of such power shifts is increasingly urgent and difficult.

2.b Cuts to public services

1. The global economic crisis has resulted in the harsh policies usually prescribed by the North for the South being applied increasingly to Europe and North America. To placate the very financial markets who created the problem, public services continue to be slashed and sold to private interests. The latest round of policy reforms in countries such as Greece, Spain and others have involved cutting public services, social protections, pensions and deregulating the labour market. The transition economies of Eastern Europe have been hit particularly hard.
2. The co-ordinated cuts to public spending and increased labour market flexibility have depressed economic growth. It is becoming increasingly clear that the recession is now being used as an excuse to implement policies that perpetuate the consolidation of wealth and power and redistribute wealth from working people to the very wealthy. Despite the enormous bailout of private banks by governments, the media are increasingly portraying the cause of the recession as public sector waste and overspending. The crisis is being used as an opportunity to attack workers' rights, weaken unions, dismantle public services, cut aid budgets and discredit the public sector.
3. Unions have had only limited success in shielding workers from the fallout of a crisis that was not of their making. That part of the union movement failed to anticipate the crash, and that other parts were not more effective in sounding the alarm, raises questions for the global labour movement.
4. Over the last 30 years powerful private interests have created and promoted ideologies to persuade governments and workers around the world that neo-liberal policies are in everyone's interests. The World Bank, International Monetary Fund and other international financial institutions (IFIs) have played a negative role in imposing conditionalities such as privatisation and cuts in public services. If we are to succeed in our struggle, PSI and the global labour movement must have credible alternatives and be capable of persuading people that our cause is in their interests. We must reclaim social justice as a supreme purpose of human action.
5. PSI has had success in promoting alternatives. The PSI affiliate Public Utility Workers' Union of TUC (PUWU) played a major role in ending a five-year management contract (effectively

behaving like a public-private partnership) over a major water utility in Ghana. By mobilising our members, bringing workplace pressure to bear and connecting with our civil society allies, we can create powerful campaigns.

6. Cases such as Ghana, the re-municipalisation of *Eau de Paris* in January 2010, and work in Latin America to promote public-public partnerships demonstrate to the public that we can reclaim privatised services.

2.c Public sector workers' rights

1. Our struggle to obtain a just share of the world's wealth depends on our ability to be organised. Powerful forces seeking to protect their wealth and privilege will use every opportunity to deny us our rights. Over the last five years there have been significant increases in the struggle for public sector workers' rights.
2. In many parts of the world, trade union rights for public service workers continue to be violated by means such as outright bans, revocation, limitations, flagrant misuse of the term "essential services" and even violence and intimidation of public service union activists. Colombia, where 49 union activists were killed in 2010, continues to be the most dangerous place in the world for trade unionists. In Swaziland the government has de-registered the newly-formed national trade union centre Trade Union Congress of Swaziland (TUCOSWA) and arrested its leadership for planning to hold a peaceful demonstration.
3. Workers in public services have a right to a workplace free of accident and infection. Ensuring that workers, especially those in health and emergency services, are appropriately trained and equipped is an ongoing challenge, especially in Africa where the AIDS epidemic continues. PSI will assist workers in public services and affiliates to ensure access to healthy and safe workplaces through its sectoral work.
4. As part of the fallout from the global economic crisis, attacks on public sector trade unions in Europe and North America have intensified in nature, scale and frequency. Budget deficits are being used not only to justify scaling back labour costs, but to attack labour rights. The Washington Consensus, applied for decades in developing countries in Africa, Asia and Latin America, is now being applied across the globe. Increasingly, European countries such as Greece and Portugal are being forced to deregulate labour markets and curtail the rights of public sector trade unions in order to receive emergency loans. State governments in the United States are using the crisis to attack both public services and public sector worker rights in states such as Wisconsin.
5. Few people predicted the changes that would take place recently in the Middle East and North Africa (MENA) region. The wave of challenge to longstanding dictators potentially provides opportunities for gains. However, the price in human lives has been high, and in many cases the final outcomes are far from clear, especially for women. In many instances, union movements in these countries have been at the centre of the struggle. But in others, unions aligned to the previous regime have been late to rally to the cause.
6. Consolidating democratic gains for working people will be aided by strong independent and united unions. PSI and the global union movement have an important role to play in providing assistance to our brothers and sisters in the region, but have not always been sufficiently quick or agile to ensure our assistance is most beneficial. PSI, and its affiliates, must determine clearer priorities for involvement in the region and ensure we have the capacity to respond to current and future challenges.
7. PSI will also have to determine policy more broadly on how, and perhaps if, it engages with organised labour in countries with emerging but not yet independent trade unions. We must determine how we ensure that public service trade unions are well-organised and involved in shaping their countries' futures.

8. China poses particular issues. Over the coming years PSI will have to determine how it engages with the largest national workforce in the world when Chinese trade unions continue to be largely state-controlled.
9. Securing trade union rights is equally pressing in other parts of the world. The emergence of new industrialised economies will drive workers' demands for labour rights. Trade union rights are fragile in Russia and Eastern Europe. Many countries in Eastern Europe are susceptible to IMF-imposed solutions that attack workers' rights. In the emerging economies of South East Asia and the Arab world, trade union rights are not widespread and where they exist are often under threat or not enforced.
10. The fight for public sector trade union rights is core business for PSI and we have had many successes. In the United States, unions in Wisconsin gathered over a million signatures to recall the Governor who introduced savage anti-union laws. In Turkey, where the trade union rights of public sector workers remain severely restricted by law, KESK, the public sector confederation is frequently targeted on vague and spurious charges related to "terrorism." Huge solidarity actions led by PSI helped secure the release of Meryem Özsoğut, member of the health union SES, imprisoned in 2008 for more than eight months, and the release of Ferit and Bestas Epözdemir of the municipal workers' union, Tüm Bel Sen.
11. Our rights to organise, associate, collectively bargain and strike are non-negotiable. We must carry the fight to wherever there are denials and attacks of our rights. International solidarity must play a major part in this work; in a globalised world an injury to one is truly an injury to all. Trade union development will play a major role and our ongoing work supporting unions in Eastern Europe, Africa, Asia and the Middle East is critical and must be continued.

2.d Increased questioning of globalisation

1. The shift in economic power has raised questions about the economic policies promoted by the neo-liberal Washington Consensus¹. As devastating as it is, the financial crisis has created a much wider scepticism about the neo-liberal agenda. There is an emerging understanding that globalisation comes with risks and losers and in its current form hurts the poorest while benefiting the wealthiest. Movements such as *Occupy* and *Los Indignados*² have both reflected and promoted anger at the current system. This shift provides opportunities for workers and unions across the globe.
2. PSI and our allies have worked hard to expose the obscene rise in wealth inequality. The revitalising of the *Quality Public Services-Action Now!* campaign through the creation of the *Geneva Charter on Quality Public Services* has been critical. By providing coherence in our aims, clarity in our strategy and a focal point for activity PSI has positioned itself to lead the labour movement in support of the public sector. Significantly, the conference in which it was developed brought together PSI affiliates, private and public sector global unions, civil society, academics and other interested parties to ensure broad support for, and ownership of, the campaign. Working in this way ensured that the Council of Global Unions endorsed the charter. The *Quality Public Services-Action Now!* campaign materials are easily accessible to affiliates, members and activists through the website at www.QPSActionNow.org.
3. The revitalised campaign allowed us to be nimble in response to opportunities. We have been able to co-ordinate action across global unions and work closely with interested affiliates and civil society organisations to mobilise global support for a financial transactions tax (FTT). PSI's European arm, EPSU, has pioneered the model Tax Justice Charter.

¹ The Consensus refers to an economic and political orientation towards primacy of a market-based approach as promoted by the International Monetary Fund and The World Bank.

² A non-violent protest movement to promote financial morality, social justice and economic fairness that arose in 2011 and spread globally.

4. While the FTT is still not a reality, its debate is no longer a fringe activity. In response to growing pressure for an FTT, the global finance sector and its allies have been forced to suggest other ways to tax financial institutions. For example, the World Bank recently suggested that financial sector profit or activity be targeted.
5. Further capturing the benefits of the new awareness must now be a priority for PSI. We must keep the pressure on domestic politicians and governments. We must hold national governments and international institutions to account.
6. There are six key areas where PSI must learn from recent global economic changes and respond. PSI must:
 - Continue to work with affiliates to defeat attacks on workers' rights and public services;
 - Work with other global actors to expose the flaws in the current economic system;
 - Lead the charge to rebuild support for quality public services;
 - Ensure adequate action is finally taken to boost global economic growth that prioritises job creation, public service investment and wealth redistribution, and exposes the folly of the current austerity measures;
 - Play its role in ensuring that the specific causes of the financial crisis are remedied so that workers never again suffer from such a crisis;
 - Learn, in conjunction with the global union movement, the lessons about how to respond better in future when faced with such dire challenges. PSI must get better at articulating its vision, working with allies and become more agile and responsive to changing circumstances. PSI must also find new ways of engaging and helping affiliates to do this.

2.e Changes to global and regional institutions

1. The shifts discussed above have forced changes in global and regional institutions. The Organisation for Economic Co-operation and Development (OECD) and the G8 no longer represent all of the world's most important actors. The global economic crisis has demonstrated that even the G20 is better placed to deal with global economic issues than either of them. The Copenhagen COP 15 summit highlighted the inability of the North to impose global consensus; it now requires the active participation of the developing world. The UN Security Council and General Assembly looks increasingly vulnerable to obstructionism, and the World Bank and International Monetary Fund are being forced to examine their decision making processes. The World Trade Organization's Doha round has stalled.
2. Global institutions are being forced to become broader and more inclusive and deal with the governance questions that then arise. Until this shift is complete, and possibly after it is complete, regional institutions are becoming more significant. Regional economic blocs, such as ASEAN, are becoming more important and major trade agreements are now more likely to be within and between regional blocs. Accelerated by cuts in aid budgets, regional development banks such as the Asian and South American development banks are also becoming more important.
3. In the face of these changes PSI has had success. In July 2010 the UN General Assembly passed a resolution declaring the human right to water and sanitation. PSI's water campaign influenced this process. As part of a broader campaign by activists, trade unionists, and progressive governments PSI played a major role in successful national mobilisations to have the right to water protected in national constitutions.
4. The right to water has now been legislated in more than 30 countries. Perhaps the most visible was the case of Uruguay, where the water union *Federación de Funcionarios de Obras Sanitarias*

del Estado (FFOSE) successfully led the national referendum and subsequent political campaign to enshrine the constitutional right to water, public ownership and management.

5. The use of referenda is growing in popularity around the world, in part to counter the corporate capture of our governments, and to deal with the fiscal pressures imposed by outside agencies. The recent Italian referendum, where 96% of the voters opposed the government's privatisation legislation, resulted from effective campaigning efforts on the part of FP CGIL and the broader Italian water justice movement. These successes highlight the increasing need for PSI to coordinate mobilisation between civil society and trade unions across national boundaries to win legal recognition and then to monitor and campaign for implementation.
6. Despite our wins, for the labour movement whose interests lie in being able to set standards across national boundaries, the broader developments are troubling. At the very least they require greater effort to track and engage multiple institutions. At worst they could paralyse attempts at global regulation to benefit workers in both the North and South. PSI will need to carefully re-examine its structure, skills set and ability to adapt to changing circumstances if it is to keep up with these changes. PSI, together with its affiliates, will need to determine policies on how it allocates its scarce resources to position itself for influence in an environment of changing global power.

2.f A new youth consciousness

1. The recent changes in global circumstances have had profound effects on young people - who are responding in unexpected ways.
2. Unemployment falls disproportionately on young people, who have less experience in the workforce, are more likely to be in precarious work and less likely to understand their rights. In many countries, austerity measures such as cuts to pensions, education and other social benefits will disproportionately affect new workers. Young people are more acutely aware of the effects of environmental degradation, more likely to be early and creative adopters of new technology and less likely to feel constrained in voicing their protest.
3. Young people have been at the forefront of a number of recent social phenomena attracting global attention, such as the *Occupy* movement and *Los Indignados*. Young people have long been at the forefront of social movements in Africa and Latin America, and recently played a central role in the uprisings in the Middle East and North Africa.
4. The labour movement must do more to anticipate and engage youth movements and young workers. Many unions have an aging membership due, in part, to young people abstaining from membership and union activity. The challenge is bigger than involving PSI in youth issues; PSI must involve youth in its issues. While this requires providing space for young people to discuss their experiences, it will only be successful if young people are supported and mentored at all levels of the movement and integrated into all union work. The closer to the workplace, the more important this is.
5. Youth unemployment in many areas of the world has reached catastrophic levels to the point that the ILO has talked about a 'lost generation'. This will have long-term effects including the potential disenfranchisement of an entire generation.

2.g Social Protection Floor

1. The United Nations Chief Executive Board's (UNCEB) Social Protection Floor (SPF) initiative is one of the important opportunities arising from the increased awareness of the harm of globalisation. Co-led by the ILO and WHO, and involving 17 collaborating agencies including the international financial institutions, the SPF is a set of integrated strategies to provide access to basic social security rights and transfers worldwide.

2. The ILO's Social Protection Floor Advisory Group describes the SPF as including guarantees of:
 - “Basic income security, in the form of various social transfers (in cash or in kind), such as pensions for the elderly and persons with disabilities, child benefits, income support benefits and/or employment guarantees and services for the unemployed and working poor;
 - “Universal access to essential affordable social services in the areas of health, water and sanitation, education, food security, housing, and others defined according to national priorities.”³
3. The SPF is one of four pillars in the Decent Work Agenda and is a core part of the Global Jobs Pact. The term “social protection floors” refers to the intention that each country will adapt the concept to their circumstances. Various UN agencies have calculated that a basic floor of social transfers is globally affordable at practically all stages of economic development, even where the necessary funding is not yet available.
4. By the time PSI Congress meets, the ILC will have met to determine what actions to take to advance the SPF. Public sector involvement in the implementation of the SPF will be critical. Ensuring that the SPF delivers for the world's working poor will be an important priority for PSI and our *Quality Public Services-Action Now!* Campaign.

2.h Increasing awareness of corruption and poor governance as barriers to development

1. The last five years have been marked by increasing awareness that corruption and poor governance are major impediments to economic and social development. In some instances, corruption is overt in forms such as bribery, blackmail and threats. In others, it is more covertly practiced through favours to family and friends, donations to political parties and favoured access to information. In all cases, corruption undermines democracy and fair access to government services and economic growth. Moreover, corruption in public procurement favours the infiltration of criminal organisations in public services.
2. A professional public service, with competent public administration, provides a forceful counterbalance to the destructive influence of those who pursue wealth with amoral purpose. Increasingly, through initiatives such as the Social Protection Floor, it is being recognised that quality public services are essential for economic and social development.

2.i Climate change and sustainable development

1. One of the biggest threats to a peaceful, prosperous world is the rate at which human activity is changing the climate. Since 2007 there has been a remarkable surge in global public consciousness resulting from the near-consensus amongst the scientific community that action must be taken towards sustainable development. Tragically, that consensus has yet to result in significant global action due to the limitations of the market economy and the role of corporate greed.
2. The emergence of a new global climate change and sustainable development movement, that shares many values with the union movement, provides important opportunities for strategic alliances. However, while the need for urgent action is widely supported by unions, forging a consensus on union action in different industries and countries is an ongoing challenge.

³ SOURCE: ILO, Advisory Group chaired by M. Bachelet; report on “Social Protection Floor for a Fair and Inclusive Globalization” http://www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS_165750/lang--en/index.htm

3. PSI's plan for quality public services

3.1 PSI believes that:

Quality public services are the foundation of a fair society and strong economy.

- a) Quality public services make our communities and economies more resilient to downturn and disaster.
- b) Quality public services are essential to protect people when they are sick, unemployed, disabled, aged or vulnerable.
- c) Quality public services require funding by progressive taxation and guaranteed access for all, free from discrimination, by legally enforceable right.
- d) To be universally available and fairly accessible, quality public services must be in public hands.
- e) Outsourcing and privatising undermines democratic control, reduces responsiveness to community demand, diminishes quality of services and raises long term costs of providing quality public services.
- f) Delivering quality public services requires public sector employees who are trained, motivated, sufficiently remunerated and work in safe and healthy workplaces free from accident and infection such as HIV/AIDS.
- g) Delivering quality public services requires that public sector employees are free from harassment, intimidation or discrimination and have access to fundamental labour rights such as the right to organise, strike and collectively bargain.
- h) Quality public services require excellent governance, free from corruption, grey economy and tax evasion, and open to scrutiny from free media.
- i) Delivery of quality public services requires excellence in public policy, administration and service provision that is efficient, transparent, democratic and accountable.
- j) Public sector workers must be able to provide advice to governments and report corruption - free from fear or favour.
- k) Unions have a critical role in building and renewing democratic societies and must never stop looking for new ways to involve and empower those who rely on quality public services.
- l) Unions are well placed to fight corruption and therefore must be free of corruption themselves.

3.2 PSI notes that:

- a) Quality public services are critical for a strong economy by providing public infrastructure, research and innovation, a healthy and skilled workforce and strong, stable and inclusive justice and regulatory institutions. PSI further notes that governments often promote these efforts when they seek to attract investment.
- b) Some of the fastest growing and biggest economies in the world have high levels of government activity.
- c) Outsourcing and privatisation of public services are often used to drive down wages and conditions of workers and generate profit for the private sector.
- d) Many countries have successfully pursued re-nationalisation strategies.
- e) Public-public partnerships (PUPs) where two or more public sector organisations partner to provide better quality services, often through transfer of technical skills, can be effective alternatives to public-private partnerships (PPPs).

- f) Contracts are the target of corrupt practice and one of the unaccounted costs of privatisation and contracting out.
- g) Good governance creates better public policy and gives the population confidence in public institutions. Good governance involves the population in decision-making, takes account of minority interests and promotes social cohesion.
- h) Corruption affects us all. It increases inequality by stealing resources from public services. It also corrodes the public's willingness to invest in public services and the private sector's willingness to invest in productive enterprise.
- i) Corruption and fraud hinder economic development. Transparency International estimates that corruption costs up to 5% of global GDP or about \$2.2 trillion annually.
- j) Public sector wages must be high enough to reward necessary skills and sufficient to build a culture that is not undermined by incentives to bribes and corruption.
- k) Increases in funding for quality public services can be achieved by simple tax reform that ensures the very rich contribute fairly by closing tax loopholes, eliminating tax havens, increasing tax on non-productive assets, taxing financial transactions and ensuring large corporations pay minimum tax rates.

To build quality public services, PSI will extend its mandate in the municipal sector:

- Build on initial connections with the International Peace Bureau, the Mayors for Peace Network, and climate action allies to fight for the quality public services that will ensure green, peaceful economies and just, equitable societies.
- Work with the Building and Woodworkers International (BWI) to develop a quality public services partnership with UN Habitat on sustainable cities.
- Build more pilot projects in different countries to highlight alternatives to privatisation.
- Train trade unions in building alternatives to privatisation by using experts both from within and outside pilot cities.
- Support others who are establishing new alternatives to privatization.

3.3 PSI will lead global work to advocate for quality public services by:

- a) Engaging in the public debate to promote the evidence of public sector value to the economy.
- b) Working with global unions, academics, governments, NGOs and others to develop and promote credible models of efficient, sustainable and responsive public services.
- c) Assisting affiliates to engage in the debate to promote quality public services.
- d) Building coalitions with progressive city governments to grow sustainable cities.

3.4 PSI will oppose outsourcing and privatisation by:

- a) Supporting affiliates to mobilize to oppose outsourcing and reclaim privatised public services.
- b) Supporting public-public partnerships for public services.
- c) Disseminating good practice alternatives to privatization of public services.
- d) Supporting implementation of the acquired right to water and sanitation.
- e) Strengthening regional and sectoral organisation and information sharing.

3.5 PSI will support good governance and oppose corruption in government by:

- a) Supporting campaigns to promote transparency in the allocation of public resources.
- b) Conducting research on corruption to assist affiliates' anti-corruption campaigns.
- c) Co-operating with organisations that combat corruption and where necessary establishing anti-corruption alliances.
- d) Lobbying to combat corruption on the basis of evidence.
- e) Assisting affiliates to ensure that whistle-blowing is protected in law and in practice.
- f) Fighting for decent pay to undermine incentives for corruption, and defending and advancing fundamental rights at work such as freedom of association, the right to collective bargaining and the right to strike to ensure workers will be protected from sanctions and reprisals if they denounce corruption.
- g) Introducing social clauses in public procurement to reduce the threat of criminal organisations infiltrating public services.

3.6 PSI will support the development of good governance and oppose corruption in unions at all levels by:

- a) Developing and sharing good practice in governance and anti-corruption.
- b) Assisting affiliates, and emerging affiliates, to establish independent, democratic and accountable unions.
- c) Assisting affiliates to support members who report and denounce corruption in unions.
- d) Supporting workers in any and all efforts to address corruption in their trade unions.

3.7 PSI will lead the fight for fair taxation by:

- a) Seeking support for fair taxation to be used to promote quality public services, and for investment of this revenue to be used to prevent the reduction of government services, which hurts the socially vulnerable the most.
- b) Promoting the evidence demonstrating the immoral rise in economic inequality.
- c) Engaging in the public debate to promote the benefits of fair progressive taxation, explaining how simple measures can increase tax revenue from the very rich, including elimination of tax havens.
- d) Placing itself at the forefront of the global demand for taxation and effective regulation of the financial sector, such as through a financial transactions tax.
- e) Assembling a network of tax specialists who support PSI objectives, to assist PSI and its affiliates with technical expertise.
- f) Assisting affiliates with tools, guides and information sharing on issues of fair taxation.
- g) Leading work and forming coalitions with global unions, NGOs, governments and others to achieve our aims.
- h) Supporting the closing of tax loopholes in corporation tax and the taxation of capital gains and profit from speculation.

4. PSI's plan to defend and extend worker and union rights

4.1 PSI believes that:

- a) Trade union rights are human rights.
- b) Public sector workers have the right to organise and bargain collectively and express themselves freely, regardless of the sector in which they work.
- c) Public sector workers have the right to strike.
- d) Public sector workers have the right to be involved in trade union activity without fear, intimidation or discrimination.
- e) Public sector workers have the right to a safe workplace free from the risks of accident and infection such as HIV/ AIDS and other diseases.
- f) Labour market deregulation harms economic growth by undermining employment security and driving down wages and demand in the economy.
- g) All nations should ratify and implement the relevant ILO conventions with legally enforceable rights.
- h) It is the collective action of workers that secures and maintains their rights, and ensures they are maintained in practice.

4.2 PSI notes:

- a) The right to freedom of association is recognized as a fundamental human right in various international legal instruments including ILO Conventions 87, 98, and 151, the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, and the European Convention on Human Rights.
- b) In recent years the rights of public sector workers to form trade unions and to bargain collectively have attained global consensus in international law as fundamental human rights.
- c) Economic changes in China and political changes in the Middle East and North Africa are creating new opportunities for workers to achieve their rights.

4.3 PSI condemns:

- a) The use of the economic crisis as a cover to deregulate labour markets.
- b) The use of so-called essential service provisions to deny public sector workers trade union and human rights.
- c) The use of various means to flout the rights of public service workers, including outright bans, revocation, unilateral suspension for reasons of expediency, limitations, flagrant overuse of the term "essential services", and even violence and intimidation against public service union activists.
- d) Specific anti-union action by a range of governments, and the conditionalities imposed by multilateral institutions, across the globe against public sector unionists including:
 - In **Botswana**, where the government is harassing trade union leaders through suspension and intimidation and has introduced unilateral legislation to extend the definition of essential services to virtually all public services.

- In **Swaziland**, where the government has de-registered the newly formed national trade union centre Trade Union Congress of Swaziland (TUCOSWA) and arrested its leadership for planning to hold a peaceful demonstration.
- In **Fiji**, issuing decrees to abolish independent, democratic unions, abruptly abolishing the Public Service Appeals Board, curbing pensions, stripping public workers of protection from the industrial relations law, barring public workers' claims against the state, withdrawing dues check-off for public sector unions and the beatings and imprisonment of trade unionists.
- In **Wisconsin, USA**, where the State Senate passed legislation repealing state workers collective bargaining rights over pensions and health care, limiting pay rises of public sector employees and requiring public unions to certify annually.
- In **Greece**, dismantling core labour rights, impeding free collective bargaining, abolishing collective agreements and legislating public sector wage and benefit cuts.
- In **Ecuador**, amending the Constitution and legislation since 2008 to strip public service unions of the right to collective bargaining, reducing their status to associations, capping public sector pay and compensation for unfair dismissal, and banning supplementary private pension funds involving state funds.
- In **Colombia**, where 49 union activists were killed in 2010, with many more facing death threats and assassination attempts, making it the most dangerous place in the world for trade unionists.

4.4 PSI will defend the universal human right of all workers in public services to form free, independent, democratic unions to bargain collectively regardless of their sector of employment.

4.5 PSI will assist workers in public services and affiliates to ensure access to healthy and safe workplaces through its sectoral work.

4.6 PSI will name and shame violations of workers' rights by:

- a) Publicly denouncing violations of human and trade union rights in the public services.
- b) Initiating and coordinating campaigns and action with affiliates in cases of serious violations.
- c) Initiating and coordinating exchanges between affiliates facing similar violations of their rights.
- d) Working with the GUFs and the ITUC to defend the trade union rights of all workers.
- e) Producing an annual survey of violations of trade union rights in the public sector.

4.7 PSI will use legislative tools to assert trade union rights as human rights by:

- a) Campaigning to guarantee trade union and worker rights for all public sector workers including the full implementation of ILO Conventions 151 and 154.
- b) Supporting affiliates to use the ILO supervisory mechanisms.
- c) Working with affiliates to ensure submission of comments to the ILO's Committee of Experts on the Application of Conventions and Recommendations (CEACR).
- d) Developing its potential to use UN human rights instruments.
- e) Compiling a database of trade union lawyers to help affiliates pursue legal claims.
- f) Disseminating to affiliates international judicial decisions that affirm rights.

4.8 PSI will respond to global political and economic changes in a timely manner by:

- a) Assisting affiliates when their trade union rights come under attack.

- b) Developing an outreach strategy, consistent with the Executive Board's work on global unity, for work with trade unions in selected MENA countries to advance workers' rights.
- c) Developing a strategy for countries without a free and democratic trade union movement as part of the Executive Board's work on global unity.

5. PSI's plan for action on the global economy

5.1 PSI believes that:

- a) Quality public services are essential for a productive economy and that the private sector relies on quality public services for its success.
- b) The economy is a means to improve the living standards of communities and economic interests should never be allowed to take priority over the well-being of communities.
- c) Decent work must be at the heart of any economic plan.
- d) Markets require strong and efficient regulation to ensure they serve the interests of the people. This is only possible in the context of quality public services.
- e) The cuts now being made to consolidate budgets will reduce demand, undermine consumer confidence in the economy and thereby dangerously weaken democracy and impair economic growth.
- f) The current push to deregulate labour markets and cut wage levels will undermine economic growth by increasing inequality and undermining consumer and business confidence.
- g) The current system of free trade negotiations promotes the profit of private business at the expense of working people, particularly in the developing world.
- h) Urgent reform of the financial sector rules is required, starting with full implementation of the Basel III standards⁴.
- i) Any economic plan must distinguish between short, medium and long term goals.
- j) The policies of international institutions such as the IMF, The World Bank and WTO were a major contributory factor in the current world economic crisis, and a swift move to sustainable economic policy is required.

5.2 PSI condemns:

- a) Governments' policy choices that have allowed unemployment to reach punitive levels in many countries.
- b) Austerity measures that undermine short term demand-led growth, long term productivity-led growth and increase inequality by dismantling public services, cutting welfare entitlements and slashing investment in public health, education and infrastructure.
- c) Governments and other economic actors that have used the financial crisis as an opportunity to pursue ideological agendas that will increase inequality, and sustain power and privilege in the hands of the few.
- d) A global economic system that produces enough food to feed the world but places profit ahead of ensuring that famine and poverty are alleviated.

5.3 PSI believes it is possible to ensure the global economy grows sufficiently to create jobs and will promote an economic plan including the following measures:

Short term

- a) Increase consumer and business spending by allowing demand stabilisers, such as unemployment benefits and public sector investment, to take effect.

⁴ Global regulatory standards on bank [capital adequacy](#), [stress testing](#) and [market liquidity risk](#) agreed upon by the members of the [Basel Committee on Banking Supervision](#) in 2010-11.

- b) Increase transfer payments and tax incentives that benefit the low paid who are most likely to spend disposable income.
- c) Bring an end to policies that cause pay reduction in the public sector, increase unemployment, increase job insecurity and reduce disposable income, because they prevent short term growth. Unlike capital gains from speculative investment, individual savings as well as savings of companies that have invested in productive capacity should merit lower tax. Given the difficulties encountered in negotiating global binding agreements, national policies and programmes must be urgently implemented.
- d) Reform tax systems to ensure that tax loop holes for the very rich are closed and that the financial services industry pays its fair share of tax by introducing a financial transaction tax.

Medium term

- a) Commit increases in government-funded infrastructure, health, education, training and environmental programmes to bolster business confidence, provide economic stimulus and increase productivity in the long term.
- b) Implement the Basel III rules, and subsequently ring-fence the socially necessary banking for business growth, from other forms of investment banking.

Long term

- a) Address income and wealth inequality to ensure that the underlying causes of declining demand are avoided.
- b) Boost public finances with more progressive taxation that taxes excessive income and profit.
- c) Introduce tax incentives for personal savings and business investment to encourage real productive investment over speculative investment.
- d) Increasingly governments cut taxes to the rich during unsustainable booms but cut services to the poor during economic downturns. Governments must be held to account for the choices they make.
- e) Rebuild public confidence to invest in quality public services by ensuring that public sector workers are at the forefront of making the public sector effective, productive and responsive to community demand.

5.4 PSI will participate in the economic debate to ensure the alternative economic agenda is heard, by:

- a) Consistently highlighting the negative social and economic impacts of inequality including poverty and famine produced by the current system, and offering credible alternatives.
- b) Setting up a network from within affiliates to work on sustainable economic strategies.
- c) Preparing good practice studies of affiliate responses to the crisis.
- d) Identifying economists willing to work with PSI to argue for our agenda.
- e) Identifying mechanisms of influence to ensure trade agreements are fair to workers, do not restrict government options for service provision, and do not promote privatisation of public services.
- f) Identifying pathways to influence the international financial institutions.
- g) Working with other global actors to regain the momentum in exposing the flaws in the current economic system.

6. PSI's plan for decent jobs

6.1 PSI believes that:

- a) Engaging in rewarding work contributes to a person's well-being.
- b) People who engage in productive work should be rewarded over those who speculate financially.
- c) Governments must prioritise policies that create full employment, especially for young people.
- d) Full employment and secure jobs are essential for tackling rising global economic inequality.
- e) Collective bargaining and collective agreements are the best ways to secure decent jobs and decent wages.
- f) Investing in freely available quality public education and training and in productive public infrastructure is the best way for governments to ensure the sustainable growth of jobs.
- g) Precarious work is harmful to individual and family well-being because it undermines people's ability to make long-term plans and to access training, trapping them and their families in a cycle of poverty, low social mobility and lesser access to social benefits.
- h) Labour market deregulation increases precarious work and undermines conditions for economic growth by creating uncertainty, suppressing wages and demand, and inhibiting skills formation.
- i) Precarious work is rarely compatible with delivering quality public services.

6.2 PSI notes that:

- a) The number of workers with access to only precarious employment is growing.
- b) Women, migrant workers, young workers, workers with disabilities, LGBT and other equity-seeking groups are particularly vulnerable to exploitative and precarious employment relationships.
- c) Precarious workers are more likely to be in workplaces that have few if any health and safety standards, no protection against discrimination, lesser social protections or employment-related benefits, lower wages and long, unsociable and unpredictable hours of work.
- d) It is more difficult for precarious workers to access trade union support.
- e) Precarious work is often used by employers as part of a strategy to drive down wages.
- f) The scars caused by youth unemployment last generations.
- g) The OECD has admitted there is no evidence to support the claim that fully flexible labour markets are good for job creation.

6.3 PSI will work with affiliates and global unions to combat precarious work by:

- a) Assisting affiliates to develop strategies to organise precarious workers.
- b) Supporting affiliates to protect and improve income, benefits and working conditions through collective bargaining.
- c) Sharing examples of affiliates' successful strategies to limit precarious work.
- d) Supporting preservation, strengthening and broadening of labour inspection systems.
- e) Supporting ratification of the ILO Convention 94.
- f) Campaigning on legal reforms that address different aspects of precarious work.
- g) Working for the application and enforcement of existing instruments to reduce precarious work and protect precarious workers, particularly women and young workers.
- h) Pushing for socially responsible public contracting that is in keeping with international law by prohibiting the use of labour costs as an element of competition among employers.

7. PSI's plan for union development and global solidarity

7.1 PSI believes that union development projects:

- a) Are a crucial activity undertaken for the purposes of global solidarity between trade unions of different countries.
- b) Are important in promoting and defending quality public services.
- c) Are carried out in a spirit of cooperation and equality between trade union partners who share interests in defending and extending the universal trade union and human rights of public service workers world-wide.
- d) Defend and promote the growth of independent, democratic trade unions in public services.

7.2 PSI notes that union development projects:

- a) Are key strategic elements in the activities of the organisation.
- b) Are critical for engagement and visibility of PSI amongst its affiliates in many countries, especially those in the developing world.
- c) Have strengthened the operational effectiveness of PSI at the national, sub-regional and regional levels.
- d) Have increased the membership of PSI and its affiliates.
- e) Have demonstrably increased the capacities of affiliates:
 - to defend trade union and human rights,
 - to promote the interests of public service unions,
 - to campaign for gender equality, and
 - to support the emergence of young trade unionists.

7.3 However, union development projects are threatened by:

- a) Declining financial support from some long-standing solidarity partners.
- b) Declining human resources to meet the increasing administrative demands by governments of the sponsoring countries.

7.4 PSI notes that for union development to continue to deliver results and be more effective:

- a) Projects must link to and support the objectives of PSI as set out in this Programme of Action, while bearing in mind the need for organisational development and capacity-building and the priorities of affiliates themselves.
- b) The objectives and results of trade union development projects should be visible and accessible to all affiliates.
- c) Importance must be given to PSI's sectors.
- d) Gender discrimination and its elimination must remain a central objective of all projects.
- e) Mechanisms to avoid duplication and share experiences of project work amongst affiliates should be developed.
- f) Adequate resources at all levels must be provided to successfully implement and meet the requirements of projects.

7.5 PSI will:

- a) Map the project work of major public service unions engaged in union development projects.
- b) Use the mapping exercise as a dynamic tool to facilitate ongoing coordination and collaboration on union development projects between PSI and its affiliates.
- c) Facilitate the involvement of affiliates wishing to engage in union development projects.
- d) Integrate union development into PSI's overall communications and campaign strategy.
- e) Increase and diversify the resources available for trade union development projects.

8. PSI's plan for dignity for all

Social Protection Floor (SPF)

8.1 PSI believes that:

- a) It is unacceptable that 80 per cent of people in the world do not have access to adequate social guarantees that enable people to face life risks - and must struggle just to survive.
- b) Ensuring basic social protection for all people is a necessity for economic development and an investment in social justice.
- c) The SPF initiative is a significant opportunity to address poverty and development.
- d) Social protection brings major economic and social benefits, raising labour productivity and economic growth, and sustaining social stability. When the economy falters, income support prevents critical losses in market demand - providing both economic and social benefits.
- e) SPF potentially provides an opportunity to counterbalance conditions imposed by the international financial institutions in their loan operations.
- f) Although the SPF is an important opportunity to remedy harsh aspects of globalisation, there are many aspects that continue to be unacceptable and must be changed.
- g) The success of the SPFs will depend on how they are implemented; public sector unions must play a vital and fundamental role.
- h) Implemented appropriately, SPFs can create global standards to be raised rather than the usual race to the bottom via international competition to cut taxes and public services.
- i) The appropriate implementation of SPFs will require a global move to quality public services if governments are to provide universal access to social services.
- j) Implementing SPFs via markets for services and privatisation is unacceptable and will fail.

8.2 PSI will support the development and implementation of the SPF by:

- a) Endorsing the Social Protection Floor at the global level and working towards its implementation.
- b) Working towards ratification and application of the ILO Social Security Standards, in particular the Social Security (Minimum Standards) Convention 1952 (No. 102).
- c) Campaigning for quality public services to implement the Social Protection Floor.
- d) Supporting affiliates to advocate for the SPF and participate in national policy-making processes.
- e) Leading global union action in support of SPFs.
- f) Keeping affiliates informed about developments in the SPF agenda and facilitating information sharing amongst affiliates.

Pensions

8.3 PSI believes that:

- a) All workers in all services must have access to pension schemes enabling them to retire from work and receive an income adequate for their needs.
- b) Pensions must be part of the agreed benefits for public sector employees and must not be unilaterally altered without the agreement of the workers and their unions.

- c) Gender and equity issues need to be addressed in pension policy, including the entitlements of those who take time off the job to raise children, or have part-time work, lower paid jobs, precarious or informal work. Too many women and working poor are condemned to poverty in retirement because the design of pensions does not take these factors into account.
- d) Public sector workers should actively support universal coverage of pension entitlements to all workers, as public sector pensions are more vulnerable to attack when other workers do not receive adequate pensions.
- e) Union involvement in pension fund governance can play a major role in ensuring that workers' retirement funds are invested for progressive and socially responsible purposes.
- f) Many governments and business interests are using the sovereign debt crisis to pursue unrelated attacks on public sector pensions.
- g) Where affiliates determine that real structural problems exist in pensions funds, for example due to demographic changes, the burden of unfunded liabilities must be equitably shared on the basis of ability to pay, and must take account of social stability and prosperity for present and future generations.
- h) Where affiliates determine that pension reform is necessary, ILO principles for economically and politically sustainable pension reform and refinancing should be followed.
- i) Unions must be proactive, and governments must accept the active participation of unions, in the negotiated resolution of pension matters, as unresolved pension issues have the potential to tear apart the foundations of the social compact.
- j) Where needed change is frustrated by the unwillingness of major economic players to share the burden equitably, affiliates may find it impossible to avoid negotiating workers' pension entitlements as part of pension restructuring. In these cases negotiations should incorporate review of the entire social compact and not a review of pensions in isolation.

8.4 PSI will support affiliates to deal with pension matters by:

- a) Working with the ITUC on compilation and distribution of information and good practices.
- b) Working with the Trade Union Advisory Committee to the OECD (TUAC), UNI, Education International and other global unions and the International Council of Nurses to promote and defend public sector pensions.
- c) Establishing a pensions working group of affiliate representatives and trade union pension experts to provide expert advice, tools and information on all aspects of public sector pensions including governance, investment, training, collective bargaining and campaigns to defend pensions. The group will also provide advice and develop tools to assist affiliates fight for improved state pensions and old age security plans.
- d) Campaigning globally to promote ratification of ILO Conventions 102 and 128.
- e) Working with the ILO to develop principles and basic requirements for effective pension systems, to assist affiliates who are pressing their governments on these issues.

8.5 PSI will support affiliates to defend their pension rights by:

- a) Working with the ITUC to assemble and distribute information about campaigns that have fought attacks on pensions.
- b) Fighting for the role of organised labour in the negotiation of pension policy at the global and national levels, particularly where international financial institutions are concerned.

9. PSI's plan for equality

Gender

9.1 PSI believes that:

- a) Gender equality is a fundamental human right. PSI supports the right to equal opportunities irrespective of sex, marital status, ethnic origin, national identity, disability, sexual orientation, age or religion, at the workplace, in the trade unions and in the broader political, social, economic and cultural context.
- b) Gender-based violence is unacceptable and can nullify women's ability to take part in economic life, places an increased burden on public services and thwarts social cohesion.
- c) Gender-based violence is a trade union issue, whether in the workplace, home or community.
- d) Short-sighted austerity policies will have long-term effects on gender equality because they target child and maternity benefits, pensions and care services for children and older people. These services are fundamental in the support of gender equality opportunities and cuts to them place extra burdens on women workers and jeopardize the life chances of girls.
- e) For women facing multiple forms of discrimination austerity measures exacerbate historic disadvantages and exclusion. This undermines both quality public services and gains in closing the gender pay gap as drastic cuts to public sector jobs, pay and conditions disproportionately affect women.
- f) The crises in global food production and climate change are especially harmful to women.

9.2 PSI notes:

- a) Despite increasing participation of women in all sectors of economic activity, discrimination against women is rife. Sex discrimination, harassment, abuse and violence undermine women's emancipation.
- b) Even in the public sector, the largest employer of women in the formal economy worldwide, women are concentrated in low-paid positions. Occupational segregation and out-dated ideas of women's roles contribute to the persistent undervaluation of work performed by women.
- c) Women have played a critical role in the social and political movements in the MENA. However even where gains have been made towards free and democratic societies, women are still fighting to achieve social progress and equality.
- d) Women - especially those who are young, migrant and those who face racial discrimination - are highly over-represented in precarious jobs in public services and many suffer from exploitative abuse of apprenticeship and on-the-job training, and forced volunteerism. The increasing contracting out of health and social care services, including the provision of such services through "domestic workers" who deliver care and health services in private homes, is expanding precarious work.
- e) The effect of the multiple world crises is an increase in violence against women, in the workplace and in society at large. The consequences are grim and include physical and psychological health problems, including a heightened risk of contracting HIV/AIDS.

9.3 PSI will fight inequalities between women and men at work by:

- a) Re-launching the global campaign for pay equity in public services.
- b) Promoting conditions to create necessary opportunities for women to enter the labour market.
- c) Making the impact of the multiple crises on women visible.

- d) Commissioning research on the impact of privatization of female-dominated work.
- e) Campaigning for the ratification of ILO Convention 189.
- f) Building capacity to use CEDAW, ILO Conventions 87, 98, 100 and 111 to promote equality.
- g) Reaching out to women in the MENA to support their fight for equality at work and in their unions.

9.4 PSI will work to eliminate violence against women by:

- a) Disseminating agreements negotiated by affiliates on gender violence in the workplace.
- b) Encouraging affiliates to negotiate policies supportive of female victims of violence.
- c) Encouraging affiliates' leadership to campaign against gender-based violence, and particularly encouraging male leaders to demonstrate their important role as allies to women.

9.5 PSI will address gender issues in unions by:

- a) Intensifying efforts by PSI and PSI affiliates to mainstream gender issues.
- b) Encouraging affiliates to ensure the participation of women in negotiation teams.
- c) Disseminating reports on good practice on gender equality in PSI and PSI affiliates.
- d) Commissioning research, pursuing greater representation and monitoring the representation of women in PSI and affiliates' leadership positions.

Young workers

9.6 PSI believes that:

- a) Young people have the right to equally share the wealth and opportunity of our society including decent work, education and training.
- b) Young people play an important role in the movement for a better world, union rights and quality public services.
- c) Young people must be identified, supported and promoted into leadership positions in the union movement.
- d) PSI and its affiliates must reach out to young people and their movements.

To continue to implement the 2007 mandate in the area of young workers through 2013 – 2017, PSI will:

- Promote the decent work campaign as part of an overall strategy for organising young workers.
- Encourage affiliates to develop professional and skills training programmes targeting young workers.
- Ensure that the perspective of young workers is integrated into all PSI sectoral programmes.
- Mobilise resources dedicated to young workers' activities.

9.7 PSI will reach out to young workers by:

- a) Encouraging the development of a global youth network, building on the networks already established at regional and sub-regional levels.

- b) Facilitating the exchange of information between PSI's young members, tapping into and building on their capacity to self-organise and mobilise.
- c) Developing an education programme aimed at young workers, focusing on international labour standards, organising, recruiting and collective bargaining.
- d) Collecting data on membership of young people (aged 18–35) amongst its affiliates and the positions held by young people within affiliates' decision-making structures. The data will be sex-disaggregated.
- e) Undertaking a global study on youth employment in the public services, examining in particular types of contracts, wages and benefits, as well as retention and progression of young workers.
- f) Lobbying and advocating for governments to adopt and implement policies targeting youth unemployment, the creation of training opportunities for young people, including apprenticeships, and decent work.
- g) Integrating outreach to youth and student movements in our broader campaigning work.

10. Playing our part in achieving sustainable development

10.1 PSI notes the ITUC Congress 2010 resolution: “that the current model of development based on market fundamentalism with its emphasis on export-led growth has failed to deliver sustainable growth and social progress in the developing world, emerging countries, or the industrialised world. Modest gains in poverty reduction - where they have occurred - cannot be accepted as a serious international response to the shared challenge of, and responsibility for, world development. Nor do they weigh heavily against the growth of inequality, the acceleration of environmental degradation or the brutal impact of the crisis on the lives of millions of working families. Congress affirms that unregulated capitalism is ecologically destructive and unsustainable, and calls for a fundamental alternative system of global production that is humane and socially responsible. It calls on affiliates to fight against growing inequalities, underdevelopment and economic injustice in the global system... Congress condemns the global trend toward the privatisation of public services due to which millions of people have been deprived of their fundamental human rights. It reaffirms that the provision of universally accessible quality public services contributes to the reduction of poverty and inequality and the expansion of decent work and enhances social integration and cohesion”.⁵

10.2 PSI believes that:

- a) Efforts to encourage more equitable human development, while respecting the environment, must be a global priority for all.
- b) Nations must meet their international obligations and find ways to increase funding for sustainable development.
- c) Lack of economic growth, income inequality, governance failure, policy neglect, war and lack of political will are major barriers to achieving sustainable societies.
- d) Sustainable societies cannot be achieved without quality public services such as education, water, sanitation, energy, health, transport, public administration and justice.
- e) Provision of quality public services requires functioning democratic states free of corruption, able to effectively and equitably raise revenue and promote participation in the formal economy.
- f) Sustainability cannot be achieved without addressing workers’ rights, as well as the rights and opportunities for women and girls.
- g) Strategies to reduce poverty and alleviate the effects of the food crisis must put distribution at their centre, with more done to remedy the unequal distribution of social power, income and wealth. Aid from bilateral or multilateral donors should be provided on the basis of economic justice, not charity and not opportunities for the donors to access natural resources, military, trade or other benefits.

10.3 PSI will support achievement of sustainable societies by:

- a) Facilitating trade union development and protecting worker and union rights.
- b) Supporting overseas development assistance targets, including achievement of the Millennium Development Goals, and that workers and trade unions and civil society groups should be involved in the design of the anticipated Sustainable Development Goals.
- c) Supporting campaigns to address the shortage of health care workers.
- d) Contributing to the application of international agreements on development assistance.

10.4 PSI will advocate for the public sector’s role in achieving sustainability by:

- a) Urging affiliates to promote the public sector as a means to achieve sustainability.

⁵ http://www.ituc-csi.org/IMG/pdf/CONGRESS_Decisions_EN.pdf, p. 31.

- b) Producing and circulating policy linking the achievement of sustainability to quality public services.
- c) Distributing policy on the role of public sector workers in sustainable development.
- d) Working with ITUC and the Council of Global Unions on these issues, including within the overall *Quality Public Services-Action Now!* campaign.

11. Protecting our environment

11.1 PSI believes that:

One of the biggest threats to a peaceful, prosperous world is the rate at which human activity is changing the climate. Since 2007 there has been a remarkable surge in global public consciousness resulting from the near-consensus amongst the scientific community that proactive response is required. Tragically, that consensus has yet to result in significant global action.

- a) Global binding agreements on reduction of climate change are an indispensable prerequisite for limiting further damage to the environment. The approach must be based on the scientific recognition that annual global emissions of greenhouse gases must be no higher than current levels by 2050 to limit global warming to 2° and thus keep it under control. This calls for commitments from industrial nations and also from the larger emerging economies.
- b) Commonalities exist between resolving global labour and climate issues, such as the need for global solutions that enfranchise the developing world, functional international institutions and public, not market-based, solutions.
- c) Public service workers and their unions have a unique perspective and role to play on climate change.
- d) Quality public services are essential for addressing climate change, particularly through public procurement, urban planning and public transport, regulating the private sector and in redistributive programmes to alleviate poverty.

Addressing climate change – mitigating or reducing carbon emissions

- e) The energy and transport sectors that PSI represents play an important role in reducing carbon emissions. One key to effective reduction of greenhouse gases is to use the potential for savings, in increasing the efficiency of energy conversion, in generation, distribution and with the end user for electricity, heat and transport. Energy, transport, service and industrial policies based on environmental considerations offer great opportunities to national economies. It will both maintain and create many skilled jobs.
- f) Effective climate protection calls for great efforts. The burden must be shared according to the polluter pays principle. All polluters will take on the currently unmet – or external – costs of climate, environment, health and security. We must also recognise the principle of common but differentiated responsibilities (CBDR), whereby industrialised countries which have become rich while emitting greenhouse gases for two centuries have additional responsibilities
- g) Significant policy changes in these sectors will have a large impact on the workforce. The labour movement, and not just industry, must be involved in the decisions governments need to make.
- h) Workers who are negatively impacted by the necessary policies on climate change mitigation or adaptation must be supported through *Just Transition*⁶ mechanisms that include retraining, re-skilling, mobility to new jobs, and income support.
- i) Governments must take the lead in setting binding energy conservation targets, supported by dedicated funds, in homes, factories, offices and transportation in both the public and private sectors.
- j) Significant potential exists for energy conservation through worker involvement at the workplace, and collective bargaining can be used to achieve this.
- k) Inequitable access to energy in the developing world must be addressed.

⁶ See “Climate change and labour: The need for a “just transition”, *International Journal of Labour Research*, 2010, Volume 2, Issue 2 (318 pp.).

Adapting to the inevitable impacts of climate change

- l) The sectors represented by PSI in emergency services, health, energy and water will play a major role in adapting to the consequences of extreme weather events caused by climate change. These will include disaster prevention and response preparation, shifts in the incidence and prevalence of disease, and water management issues.
- m) Public service workers are skilled first responders in times of crisis. Emergency services, health care, water and energy workers risk their health and lives on the frontlines in the service of their communities.
- n) These workers require adequate tools, training and support (including sufficient personnel) to safely and adequately respond to emergencies.
- o) Governments must invest in strong public safety regulations, well-trained and properly equipped public service workers to ensure effective disaster readiness, risk reduction, response and recovery. Workers must be able to engage with the community far in advance of extreme weather events, so that residents are trained in emergency responses.

11.2 PSI will play its part in addressing climate change by:

- a) Calling upon affiliated unions unequivocally to encourage States to enter into ambitious and binding commitments on the reduction of greenhouse gas emissions as part of international agreements, and immediately to debate, adopt and implement aggressive national policies and programmes.
- b) Ensuring that affiliated unions exchange information on their national efforts to reduce greenhouse gases.
- c) Exploring worker involvement in conservation through collective bargaining.
- d) Encouraging local unions to seek alliances with local governments and civil society organisations where it is clear that solutions to the challenges of climate change and sustainable development will be implemented at local and municipal levels.
- e) Supporting renewable energy initiatives, including public ownership and management, decentralised to municipal and local levels.
- f) Supporting civil society allies working on forests, agriculture and other areas focused on ecosystem protection.

11.3 PSI will support the ability of workers in public services to deal with the effects of climate change on their work by:

- a) Supporting the ITUC *Just Transition* policy.
- b) Developing climate change policy for the health, energy, water and municipal sectors.
- c) Building coalitions at the international level on work and climate change.
- d) Working jointly with the WHO and the ILO on climate change and health.
- e) Promoting positive examples of strong government intervention and cooperation with trade unions in improving the carbon footprint of existing infrastructure.

Appendix A: Putting the plan into action

- A1.** PSI anticipated the need to change the way we work and conducted an organisational review in 2009. The review proposed that PSI needed to:
- Increase its strategic focus and better prioritise its resources.
 - Become more dynamic, agile and innovative.
 - Take a strategic approach to better mobilising resources.
 - Improve its internal and external communications.
 - Become more accountable and regularly review its impact.

- A2.** Such a wide-ranging set of recommendations requires time and energy to implement. Some of the recommendations have been implemented, some were not accepted and some remain to be acted on. The challenges we face in an increasingly uncertain environment make implementing the final changes urgent.

Strategic focus and prioritisation

- A3.** The Statement of Values and Programme of Action provide solid foundations for achieving a strategic focus. After Congress 2012, regional and sectoral plans will be updated to align with the Programme of Action. The process will involve staff and PSI governing bodies such as RECs. The primary goal will be to ensure that PSI's actions are more concretely linked to the achievement of its objectives.
- A4.** Prioritisation requires making difficult decisions about resource allocation. The review stated that if PSI was to become more effective in its prioritised work, it would need to stop some work. This is a difficult task for staff and affiliates who may be used to things being done a certain way. The Executive Board and Secretariat will have to make difficult decisions about prioritisation when they approve the implementation plan and ensure resources are allocated accordingly. This process will require strong central leadership and attention to ensuring that everybody in PSI understands and owns the decisions. It will also require a stronger evidence base to give EB confidence of the policy and strategy imperatives for their decisions.
- A5. PSI will ensure it has strong strategic focus and action linked to clear priorities by:**
- a) Revisiting the report of the Organisational Review to inform further positive developments in the running of the organisation.
 - b) Updating sector and regional plans to align with the Programme of Action using an inclusive process.
 - c) Producing a detailed implementation plan with clear priorities and resources allocation for EB consideration, led by the General Secretary.
 - d) Regularly providing EB and sectoral bodies with evidence-based policy advice to guide planning and action.
 - e) Implementing the outstanding accepted recommendations from the organisational review within the first year after Congress.

Dynamic, agile and innovative

- A6.** Achieving influence and making change require deep understanding of who has power, where they are vulnerable and how to influence them. PSI must prioritise developing staff and strategic capacity in these areas. We must better integrate mapping power and vested interest, mobilising and lobbying. We must be better at identifying specific issues of concern to affiliates that are capable of unifying effective action at national and regional level and invest in these functions. We must ensure that our campaigning, organising, community outreach and recruiting activity is integrated into all PSI work so that we build PSI strength in everything we do.
- A7.** PSI needs to increase its capacity to take quick, effective action in immediate response to changing circumstances. One example, the new PSI Communicators' Action Network (PSI CAN), has already had success in the MENA region and Wisconsin. It is now time to learn from models such as this and broaden the approach across PSI activities and sectors. Establishing fast, flexible mechanisms to rapidly strategise, plan and execute campaigns will be a priority for action and investment in PSI.
- A8.** Effective communication is required in all PSI work. All PSI staff must have knowledge and skills in effective communication backed up by expert in-house communications capacity. PSI must get better at influencing public opinion by communicating with workers and decision-makers outside its usual sphere of influence. This will require a sophisticated strategy and appropriate dedicated resources to increase PSI visibility in the mainstream media and project PSI authority in areas of core business.
- A9.** With a stronger unified vision, planning and accountability, action can be increasingly decentralised with confidence that PSI will retain the coherence and focus necessary for success. Building dynamic and flexible sector, national and regional fora will be crucial. Such fora need not be larger, or more formal to be effective. They will require clear delineation of responsibility and authority and much stronger staff management structures.
- A.10** **PSI will build more dynamic, agile and innovative approaches to its activity by:**
- a) Investing in integrated capacity to map power, mobilise and lobby.
 - b) Identifying specific issues of concern to affiliates capable of unifying effective action at the national and regional and global levels.
 - c) Establishing resources and mechanisms for rapid campaign responses.
 - d) Developing a strategy to increase visibility in the mainstream media.
 - e) Developing clear guidelines and stronger, more transparent management systems for devolving sectoral and regional action.
 - f) Linking campaigning and organising activities into all our work whenever possible.

Accountability and review

- A11.** The organisational review argued achieving unity and success in an organisation as complex and diverse as PSI required stronger accountability mechanisms to review and assess PSI's effectiveness. Clearer prioritisation and implementation planning will enable the Executive Board, regional bodies, sectoral fora and Secretariat to assess progress. To achieve this PSI must continue to build stronger and more transparent management systems and regular times assigned for planning and review with governance bodies and with staff.

A.12 PSI will be accountable for its actions and resources and learn from its experience by:

- a) Establishing regular times for reporting, discussion and learning at the Executive Board, regional and sectoral fora.
- b) Establishing regular times for reporting, discussion and learning with staff.

Mobilising resources

A13. Our ability to improve workers' lives depends on our ability to effectively mobilise resources. The organisational review reinforced the opportunities to do this better.

Staff

A14. PSI's central resource is its staff. PSI must identify the skills individual staff need and invest in ensuring they have them. PSI must also ensure that all staff have knowledge, skill and experience in core areas of PSI work, including mobilising, organising, communications, campaigning, engaging affiliates, community outreach, prioritising and planning work, and coalition-building. PSI must ensure staff has the opportunity to evaluate and learn from experiences, both individually and collectively.

A15. Skilled managers and clear management structures are vital to creating unity of vision, prioritising goals, developing staff, leading agile, innovative and decentralised action and ensuring accountability and evaluation is robust.

A16. PSI will invest in its staff by:

- a) Ensuring all staff has knowledge, skill and experience in core areas of business.
- b) Assisting staff to review and learn from their experiences.
- c) Developing skilled managers and clear transparent management structures.
- d) Supporting staff in the necessary changes.
- e) Ensuring there are adequate numbers of experienced staff to carry out strategic objectives endorsed by the Executive Board.

Allies

A17. PSI can broaden its reach and influence by building coalitions with allies. Having clear objectives and priorities will assist staff and members of governance bodies do this more effectively. Allies can include non-government organisations, community organisations, umbrella organisations, other union federations, governments at all levels, academics, employers and citizens.

A18. PSI will build and sustain coalitions with a wide range of allies on the basis of the agreed global priorities.

Affiliates

A19. PSI is the body of its affiliates. While PSI has fewer than 80 staff members, its affiliates have over 20 million members and tens of thousands of staff members. Ensuring that PSI elected structures and the Secretariat work as closely as possible with affiliates is essential for PSI's effectiveness. Co-ordinating international action to influence global decision-makers is core business for PSI and requires the active involvement of affiliates. Affiliates also have a critical role in building coalitions with allies. PSI must never take affiliates' support for granted and always ensure that it adds value to affiliates' work.

A20. PSI will better engage affiliates in international work by:

- a) Finding ways to better communicate with affiliates at the national, regional, sector and global levels and investing in technology which enables this to occur.
- b) Ensuring affiliates are informed about PSI work.
- c) Identifying issues that are strongly felt by affiliates and can unite affiliates in national, regional and global action.

A21. PSI will add value to affiliate work by:

- a) Better informing affiliates of global challenges and opportunities and assist them to pursue matters in international fora.
- b) Facilitating information exchange and international solidarity.

Global unity

A22. Our credibility when we speak for workers is enhanced with each extra worker we represent. The proposal to change the Constitution to allow the Executive Board discretion over charging arrears when unions seek re-affiliation will provide opportunities to increase global unity. Ensuring we engage better with affiliates, add value to their work and communicate our activity is also essential. However PSI must also have a strategy.

A23. PSI will maximise global unity by tasking the Executive Board with developing a strategy that includes:

- a) Asking affiliates and regional bodies to map and identify potential affiliates.
- b) Establishing teams of Executive Board members, elected members of regional, sub-regional and sectoral committees, and staff members, to develop regional strategies for global unity.
- c) Examining options for outreach and engagement in countries where we have little or no presence including China, India, Asia and the emerging democracies in MENA.
- d) Allocating resources to achieve global unity.

Organise ourselves to meet the challenges

A24. PSI must be prepared to re-organise to defend the interests of its members in the face of public sector reform, restructuring, contracting out, and privatisation. PSI believes that unity of the public sector workforce is essential for protecting public sector workers' interests. Fragmenting union coverage of workers who perform work in the public interest will only weaken the trade union movement. This will mean shifting the focus away from the question of whether the employer is a private or public employer - to the nature of the work that members are performing: providing services to the public.

A25. PSI will defend the interests of all members whose work is in the public interest by following members whose work is moved into the private sector.

National unity

A26. National unity is a necessary precondition for global unity. There are examples where unions who express a strong interest in becoming a PSI affiliate are unable to do so because current affiliates raise objections. Objections often have a basis in political realities but may also emerge from existing national conflicts related to competition and domestic struggles over membership.

A27. PSI will seek national unity by:

- a) Promoting the establishment of national co-ordinating committees.
- b) Engaging in dialogue with members to overcome national conflicts over affiliation.

Fairness amongst affiliates

A28. The Constitution specifies that affiliates pay affiliation fees for all eligible members. The more affiliation fees are fully paid, the stronger PSI is. That some affiliates pay for different percentages of their eligible members introduces inequity between affiliates and weakens PSI.

A29. PSI will seek fairness amongst affiliates by tasking the Executive Board with the creation of a high level task force to examine the diverse approaches of affiliates to payment of affiliation fees.

Appendix B: Recommendations for Action

Health

To continue to implement the 2007 mandate in the health sector through 2013 – 2017, PSI will:

- Undertake a new multi-year project on HIV and AIDS to advance ILO's HIV and AIDS Recommendation, 2010 (200) that will encourage: voluntary testing; union policies on HIV and AIDS; union networks of access to services; connecting HIV and AIDS to collective bargaining agreements; and submission of proposals to the Global Fund to Fight AIDS, Tuberculosis and Malaria. Collaboration with the other GUFs will be sought in the region.
- Produce a multi-year survey of health sector salaries, in conjunction with the Amsterdam Institute for Advanced Labour Studies, by means of their on-line "Wage Indicator" tool.
- Undertake a trial of the "HEALTHWISE" tool developed by ILO and WHO to assist healthcare organisations in improving working conditions and workplace safety to adapt it for health service unions. See:
http://www.who.int/occupational_health/publications/newsletter/newsletter_18_global_issues/en/index3.html
- Complete the web-based reference site of international standards and norms for occupational health and safety.
- Analyse collective bargaining instruments that have included clauses to protect and improve the occupational health and safety of public service workers ("good practices") and hold a PSI strategy meeting for affiliates to develop inclusion of occupational health and safety in collective bargaining instruments.
- Continue the Forum & Federation Symposia on Workers' Health, in partnership with the NGO Forum for Health, with a focus on issues such as workers with disabilities, and workers faced with violence in emergencies and conflicts.

Utilities and Infrastructure

To continue to implement the 2007 mandate in the utilities and infrastructure sectors over 2013 – 2017, PSI will:

- Provide analysis of financial, managerial and democratic governance mechanisms.
- Develop concrete alternatives to inappropriate market-based solutions.
- Link work on outsourcing of public service jobs in the utilities sector to other PSI sectors.
- Link utilities to the global fight against corruption.
- Strengthen its communication mechanisms in the sector to allow affiliates to participate more easily in campaigns.
- Implement a strategy for approaching the United Cities and Local Governments (UCLG) and other bodies of local government, to protect public utilities and infrastructure, within the framework of the *Quality Public Services-Action Now!* campaign.

Water and Sanitation

To continue to implement the 2007 mandate in the area of water and sanitation through 2013 – 2017, PSI will:

- Work with unions and civil society groups to pressure and encourage national governments to comply with the United Nations resolution requiring nations to provide universal access to water and sanitation.

Energy

To continue to implement the 2007 mandate in the energy sector through 2013 – 2017, PSI will:

- Focus on fighting privatisation and outsourcing, on health and safety at work and on supporting quality public services in the energy sector.
- Explore examples of public ownership of renewable energy systems, including at the municipal level.
- Participate in the climate change debates. PSI needs help from its affiliates, however, to gain access to bodies such as the World Energy Council and the Global Sustainable Electricity Partnership (formerly the E7), two important global lobby groups which don't welcome dissenting voices.

Public and State Administration Workers

To continue to implement the 2007 mandate in the area of public administration through 2013 – 2017 PSI will:

- Continue supporting activities of affiliates that improve the rights of public administration workers, in particular the right to form or join trade union, to bargain collectively and to strike.
- Develop campaign material to assist affiliates to counter one-sided information by the media, improving the image of public administration and extending the awareness of the public of the situation and problems faced by public administration workers.
- Support affiliates in negotiating agreements on minimum service provision in order to secure and extend the right to strike of essential service workers.
- Connect national campaigns of fire-fighters in selected countries, and mobilize support of other public service unions, to improve the pay, conditions and rights of fire-fighters.

Municipal Services

To continue to implement the 2007 mandate in the area of municipal services through 2013 – 2017 PSI will:

- Extend the *Quality Public Services-Action Now!* campaign to involve more municipalities and civil society organisations.
- Support anti-privatisation campaigns by:
 - Producing research on consequences of outsourcing by municipalities.
 - Joining campaigns against the impact of trade policies driven by the World Trade Organization (WTO) with a particular focus on the General Agreement on Trade in Services (GATS) and Domestic Regulations that have special impacts on the municipal sector.
- Establish better networks for PSI affiliates by:
 - Creating an electronic network for municipal and related services to exchange information and strategy.

- Running regional networks with at least one physical meeting in each region during the period.
- Establishing a municipal services task force that will meet at least twice during the Congress period.
- Gathering and disseminating information to affiliates on good practices.
- Ensure adequate funding of municipal services by:
 - Targeting multinational enterprises and their practice of relocating profit and taxes.
 - Stopping central governments from giving municipalities more responsibility without more resources.
 - Supporting campaigns that promote adequate funding for municipal services.

Lesbian, Gay, Bi-sexual and Transgender (LGBT) workers

PSI believes that all people have the right to equal opportunities irrespective of sex, marital status, ethnic origin, national identity, disability, sexual orientation, age or religion, at the workplace, in the trade unions and in the broader political, social, economic and cultural context.

To continue to implement the 2007 mandate in the area of LGBT workers through 2013 – 2017, PSI will:

- Pursue opportunities for interventions with international agencies, including the United Nations and the International Labour Organization, on LGBT workers' rights;
- Integrate sexual diversity in the *Quality Public Services – Action Now!* Campaign;
- Establish tools for networking and information sharing among affiliates on LGBT issues.

Migration

To continue to implement the 2007 mandate in the migration area through 2013 – 2017 PSI will:

- **Continue to build the capacity of public sector trade unions, through the Migration and Health and Social Care Workers Programme, by:**
 - Looking more deeply at care services, anticipating the increase in recruitment and the challenges to organizing in this area.
 - Addressing deregulation, privatisation, outsourcing and precarious work.
 - Continuing capacity-building in current participating countries and involving additional countries.
- **Advance the *Ethical Recruitment Campaign* by:**
 - Supporting the implementation of the *WHO Global Code of Practice on the International Recruitment of Health Personnel*.
 - Supporting social dialogue at the national level focusing on migration and human resources for health.
 - Developing collaborative partnerships with the WHO and ILO to support social dialogue and collective bargaining, with emphasis on building capacities for women trade union and migrant leaders.
 - Developing campaign activities such as lobbying for the regulation of recruitment agencies and carrying out mapping and data collection on recruitment agencies and their practices.
- **Develop tools for organizing and outreach to bring migrant workers into unions by:**
 - Encouraging union-to-union bilateral and multilateral partnerships.
 - Promoting union leadership of migrant workers, particularly women.

- Providing information and services to migrants.
- **Sustain and expand the *PSI Migration Activist Network*** to include a pool of experts and advocates who can represent PSI in various meetings.
- **Support affiliate-driven initiatives on migration** such as the *Euro-Mediterranean Migration Project* and other activities that may arise from the regions.
- **Monitor trade and economic issues that include movement of workers** such as those promoted within the GATS of the WTO, trade and economic partnership agreements and regional integration processes.
- **Continue to engage in national, regional and global processes** that shape migration and employment policies, such as those occurring within the ILO, IOM, Global Migration Group, UN General Assembly and the GFMD.
 - Continue to defend a gender-sensitive and rights-based approach to labour migration.
 - Campaign, in alliance with our partners, for the full application of international human rights instruments and the ratification of labour standards, in particular the United Nations' International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, 1990 and the ILO's Migration for Employment Convention (Revised), 1949 (97) and Migrant Workers (Supplementary Provisions) Convention, 1975 (143).
- **Monitor the issue of climate change and migration**, with the aim to develop advocacy tools and strategies for the use of our affiliates in engaging in this debate.
- **Maintain alliances and networks with Civil Society Organisations and other stakeholders**, including our continuing collaboration with other global union federations on migration issues.

Multinational Enterprises

To continue to implement the 2007 mandate in the area of MNCs through 2013 – 2017, and in considering future global framework agreements (GFAs⁷), PSI will:

- Continue to advance fully, and without hesitation, pro-public/community delivery and ownership of critical public services.
- Consider the negotiation of global framework agreements with multinational enterprises in accordance with the guidelines adopted by the Extraordinary Executive Board meeting of May 30 - June 1, 2012.
- Continue to consult with affiliates to determine if framework agreements are in the interests of PSI members. PSI will not enter into global framework agreements with multinational corporations that purport to bind all PSI affiliates.

Communications

To continue to implement the 2007 mandate in the area of communications through 2013 – 2017, PSI will:

- Continue to refine new communications systems, in view of the increase and evolution in the pace of technological change, and to strengthen communications links with our affiliates using innovative methods of publishing and communication in order to assist social movements and assist unions in understanding and adapting to technological changes. In particular, support PSI's core *Quality Public Services – Action Now!* campaign, and deliver effective communications on

⁷ Global Framework Agreements concern enterprises with concurrent activities in more than one country.

sectoral and cross-cutting issues. Of key importance is working with staff and affiliates to transform PSI into a more effective campaigning and mobilizing organisation.

PSI will communicate more effectively by:

- Increasing PSI's profile and relevance to member affiliates, allies, and media as the leading global resource and voice on public service issues.
- Creating stronger support for quality public services by presenting research in forms that make complex issues easy to understand, and by providing affiliates with "good practices" ideas on ways to address specific challenges.
- Facilitating improved two-way communication between PSI and our affiliates, and internally between staff, to support a more responsive communications structure, including open source e-campaigning and social media tools that will heighten our campaign effectiveness and be adaptable for use by our affiliate unions.

PSI will build capacity by:

- Affiliating and participating in campaigns to improve PSI's visibility and messaging to connect better with target audiences and motivate people to take desired actions.
- Providing training and exchange opportunities to build staff and affiliate communications skills.

PSI will connect better by:

- Promoting the growth of our PSI Communicators' Action Network.
- Strengthening working relationships with other global union federations.
- Engaging new allies and new affiliates through strategic campaigns.

PSI will create content by:

- Delivering solid research and campaign content through new communications formats (website, social media, videos etc.).
- Launching new technology systems in connection with the creative campaign materials that will engage and return users to these points of contact.
- Featuring the stories and faces of affiliate union members.

PSI will deliver change by:

- Influencing public policy, governments and employers in order to protect and advance quality public services and workers' rights.