

in the People's interest

IMPACT/PSI trade union development cooperation 2008-2013



In the People's Interest
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Public Services International (PSI) is the global union federation for public services workers representing more than 20 million workers, in 650 unions across 150 countries and territories. PSI is dedicated to promoting quality public services in every part of the world. PSI's members, two-thirds of whom are women, work in social services, health care, municipal and community services, central government, and public utilities such as water and electricity.



IMPACT represents more than 63,500 members and is Ireland's largest and most influential public service trade union. IMPACT has members in the voluntary and community sector, semi-state organisations and the private sector in aviation and communications. IMPACT represents workers, young and older, in hundreds of occupations and grades in the civil service, education, health, local authorities and state agencies.

The logo for IMPACT is the word 'IMPACT' in a bold, blue, sans-serif font. The letter 'A' is stylized with a white diagonal line through it.

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In the beginning, for unions used to working in a top-down manner, the idea of a network which operates horizontally was strange but it soon became a model for cooperation, solidarity and shared decision making.

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IMPACT

The €5.5 million that IMPACT’s developing world fund has contributed to solidarity projects over the last 22 years is a drop in the ocean when compared to the need that exists. But it’s something our members are very proud of.

The fund is made up of 3% of every member’s IMPACT subscription. That means everyone in the union, without exception, contributes to the trade union development, education, health, community development, and other projects that the fund supports. It also means that the fund has a regular – and largely predictable – income, which allows us to fund sustainable multi-year projects.

Our solidarity fund allows us to make a modest contribution to developing unions and communities who have fewer resources than we have. We know that, in a global economy, union development and solidarity is essential for our members too. Because, if unions become stronger anywhere, we become stronger everywhere.

At present, around half our funds go to PSI trade union development and solidarity projects, with most of the rest funding human rights and development projects run by Irish NGOs. We support PSI projects for a number of reasons:

- Most of our limited resources go direct to the projects with most of the burden of administration and project management carried by PSI, which has the global presence that we lack;
- We get expert advice on the priorities and needs of particular projects on the ground;
- Projects are coordinated with others, which

minimises duplication with other union development and solidarity work;

- We learn from the projects we support and this informs our Irish agenda and helps us inform members about global issues that affect them – like privatisation, migration and union organisation;
- And we can be confident that projects are being monitored and evaluated, with regular and detailed reports on how our members’ money is being spent.

IMPACT is proud of its solidarity work and proud of the union development work that PSI has helped us to support.

Shay Cody : IMPACT General Secretary



The contributions that IMPACT members make every year to trade union development through the Developing World Fund are a crucial element

in PSI’s ability to work with affiliates around the world to defend trade union rights, to promote quality public services, to assist in organising new members, to strengthen collective bargaining and to campaign for gender equality. IMPACT’s commitment to international solidarity and willingness

to work with PSI has unquestionably strengthened PSI. At the same time it is clear that affiliates who participate in projects are strengthened.

Especially in the current period of economic austerity, which has seen world-wide attacks on public services and the trade union rights of public services workers, the value of international labour solidarity is profoundly important. Despite the harshest economic conditions in Ireland in close to 80 years, with massive cuts to the public sector, rising unemployment and stagnant growth, IMPACT has remained steadfast in its support for PSI and its trade union development work. We are particularly proud that one of the great traditions of the labour movement, solidarity, can be reaffirmed in the most difficult of circumstances.

Unfortunately, this document does not contain every IMPACT project due to space limitations. However, we have taken stories from every sub-region where there are projects and we have sought to highlight aspects that demonstrate real change, often under difficult conditions. These changes result not only in better outcomes for trade union members (which of course is fundamental to our work), but also workers in public services in general and societies as a whole.

I would like to acknowledge the work of the PSI project coordinators in the field, and thank all of them who on a daily basis make PSI's trade union development projects a success.

It is a great pleasure to introduce this survey of achievements in the IMPACT-sponsored projects. We greatly appreciate IMPACT's commitment to PSI and we look forward to continuing our cooperation.

Rosa Pavanelli : General Secretary





▲ PSI affiliates in Lima, Perú mobilising on World Public Services Day, 23 June 2011

Unity of action drives social dialogue forward in the Andes

IMPACT's relationship with the Andean region, including Bolivia, Colombia, Ecuador, Peru and Venezuela dates back to 2000. This project, which ran from 2008 to 2011, focused on pay equity, young workers and analysing discrimination of Afro-descended and indigenous populations in public health systems. However, here we highlight the creation of a Network of Andean Public Administration Unions which led to a comparative study on national legislations and labour practices and helped to create successful joint trade union actions. The goal was bi-partite agreements to create genuine dialogue for the transformation of public services.

After decades of negative propaganda by governments and employers, Andean public sector unions are perceived poorly by the general public. Human and trade union rights have stagnated and are constantly violated, privatisation has weakened unions and their possibilities for collective bargaining has decreased. However, it is surprising what a bit of regional government competition can do to encourage attitude change and this time round Colombia made the most encouraging progress.

At the start of the project, a Network of Andean Public Administration Unions was created. During the planning workshop, based upon the 'Education for Liberation' model, each country prioritised a campaign and participatory research area. As Veronica Montufar, PSI Andean projects coordinator, explains:

In the beginning, for unions used to working in a top-down manner, the idea of a network which operates horizontally was strange but it soon became a model for cooperation, solidarity and shared decision making. In between face-to-face meetings we met virtually once or twice a month. We monitored progress, took decisions and offered practical solidarity when network unions were under threat.

At the second Network meeting, union representatives decided to turn the research into a comparative study of legislation and labour practices in the Andean Public Sector. The results of this decision convinced the ILO Andean Office in Peru, to join PSI in bringing governments and unions together on World Public Services Day 2011, to analyse the findings and articulate a way forward.

During the meeting, the Colombian unions, presented their use of the 20th anniversary of the Colombian constitution (which opens the opportunity for 'constructive labour laws') to propose a way for the Government to finally abandon laws that artificially divide administrative and manual public sector workers.

The Colombian Vice-President, an ex-trade unionist, offered to host an Andean meeting in Colombia that was subsequently successfully held in 2012; and this has confirmed PSI and its affiliates as the most legitimate trade unions representing and defending public sector workers. Patricia Lozano, Sub-regional Coordinator of the Andean Network of Public Administration explains further:

Importantly, we managed to develop a proposal for a single labour status, which has been accepted by the three national trade union centres and by members of the Colombian Congress and Government and I am satisfied to know that the Colombian government is now contributing to our objective.

Today, Public Sector Unions in Ecuador, Peru and Bolivia are all in the process of lobbying for formal bipartite social dialogue spaces to discuss the unions' proposals. However, in Colombia discussions have already begun and government and unions are busy holding regional and city forums to record "Right to Public Sector Collective Bargaining" consultations – a particularly contentious and long standing subject.

As she explains, Veronica has high hopes for a future in which the Network facilitates future progress.

Although we no longer hold joint activities because the project has ended, the network still works and we are still sharing and thinking about what to do next together and how to put a step forward in a real transformation process of state and public services for all.

Against the odds PSI affiliates in Turkey intensify campaigns against precarious work

The project sought to build the capacity of public services unions in Turkey to confront the negative effects of precarious work, especially on women and young workers. Three high profile studies were conducted into the needs of women workers, young workers and how precarious work impacts on workers, their families and the delivery of public services. The studies were then used in the development of union recruitment and campaign strategies and for education seminars and training workshops for shop stewards who then supported workplace union activities.

Turkey is an increasingly hard place to be a trade unionist. The country's labour law does recognise trade union rights but severely limits this. Several categories of public sector employees have no right to organise, collective bargaining in parts of the public sector was finally legalized in 2012, but significant barriers have been put in place that constrain genuine bargaining and local government workers remain with collective bargaining rights.

Additionally, the legalisation of state interference in trade union functions and activities has worsened and trade unionists are frequently harassed, discriminated against and many end up in gaol on false

charges. Until recently, this assault on trade union and workers' rights had prevented PSIs affiliates from tackling precarious work which has rapidly grown as a result of massive public sector restructuring.

With IMPACT's assistance, in 2010, the unions held a joint planning meeting to prepare for three studies to help in understanding the needs of women workers, young workers and how precarious work impacts on workers, their families and the delivery of public services. Precarious work was already an issue of interest to the unions, but the project sharpened their understandings.



▲ May Day, Istanbul, 2010

In the following years, the studies helped to inform a major conference in which PSI's affiliates developed a joint national strategy and the information was used in the development of recruitment and campaign strategies targeting women and young workers. Campaigns included high profile rallies and demonstrations. Union structures were created and a series of seminars and training workshops for shop stewards increased their ability to represent precarious workers more effectively.

Within a very hostile environment, the unions were able to achieve the following:

- Collective bargaining agreements were signed which improved the conditions for workers in precarious employment,
- 21,138 precarious workers were recruited
- 6,000 outsourced workers had their temporary status turned to permanent

It is no doubt that the unions themselves would have sought to organise precarious workers themselves, however, the project created the possibility to reach common objectives amongst all the affiliates in Turkey, to share organising strategies, to avoid duplication and thus use resources more effectively.

...the legalisation of state interference in trade union functions and activities has worsened and trade unionists are frequently harassed...

Recruitment and retractable syringes:

SOLISCO-DRC rebuilds for its members and saves lives

The use of ordinary syringes carries inherent life-threatening risks for health professionals and patients including HIV, hepatitis and Ebola contamination. Building upon the strength of previous project successes, this project raised awareness, trained nurses and improved occupational health and safety by introducing retractable syringes into the Democratic Republic of the Congo's health system. During the project, the union went from strength to strength with membership rising by 30% in three years.

The PSI affiliate SOLISCO, which represents nurses, is well organised. It has over 17,500 members and through the check-off system, it receives a sustainable resource base which secures its independence. The union rents an office with computers and hires staff to run the office. Every Wednesday, in the facilities time negotiated with the employers, union leaders plan campaigns, study circles and other activities. The union has a relatively high media profile and is well regarded by senior medical staff, government officials and Ministers.

Had SOLISCO been based in another country, this level of organisation might be unremarkable. But it is remarkable because SOLISCO's membership is in the Democratic Republic of the Congo where the destruction and human suffering from over two decades of war is well documented.

Behind this success story is persistent hard work. Dating back to 2001, when SOLISCO had just 5,750 members with few women

leaders and when many of its provincial committees were non-operational, IMPACT's support has been critical. The earlier project phases assisted SOLISCO to strengthen the capacity of its Women's Committee, rebuild provincial structures and recruit members.

Getting the check-off system required a lot of lobbying because the health Ministry had to approve it and the Financial Ministry had to implement it. So there were many explanations and thorough analysis on the way to move forward. Many other unions in more stable countries in this region are still struggling with this.

– Kamissa Dembele, PSI Sub-Regional Secretary for French-speaking Africa.

Between 2009 – 2011 SOLISCO raised awareness about the risks of contracting HIV, Hepatitis and Ebola from using traditional syringes and the need to change health professional and public practice towards the use of retractable

syringes. Therefore SOLISCO could improve occupational health and safety and at the same time, attract more members.

Training 702 members in six provinces, 58% of which were women, the trained nurses continued to raise awareness back at their workplaces through study circles and occasional debates. The project has also supported SOLISCO to hold 34 General Assemblies which raised awareness among more than 10,000 health workers and included provincial Ministers and senior officials from the Ministry of Health. Additionally, the general public has been sensitised through 75 television broadcasts, provincial sales of retractable syringes have greatly risen and each year the union's membership rose by 10%. The unions' success in convincing an earlier Health Minister to change the country's syringe

procurement practice was unfortunately lost due to a Ministerial reshuffle, but the union continues to lobby for this change.

Today the average nurse's salary is \$100 a month. This is a big improvement although still not enough and many nurses still work for much less. Kamissa explains how the nurses cope:

The first time I went to Kinshasa, I realised that all the nurses had a garden where they grow their own food – vegetables, fruits and leafs – just so they can feed their families. I was shocked. Moving around the country is still very difficult. Just to travel 100km to a workshop by car can take a whole day. But despite these conditions they are very effective union and have managed to do some very good work.

SOLISCO members, Kinshasa ▼



Gender equality and equity: Flowing into the heart of Brazil's unions

The project objective to “strengthen and consolidate the progress made in the most aware parts of the movement so that trade unions in all four sectors adopt gender and pay equity policies that are perceived as innovative and inclusive” covers all 27 of PSI's affiliates in Brazil. Sector-based national training workshops took place and participants developed action plans to take back to their unions. Enlarged PSI Women's Committee meetings were held and a dedicated Facebook group set up. 2011, was conference year for PSI's affiliates and gender equality was a prominent feature of many. Finally, in 2011, an exchange took place in Uruguay with Spanish (Southern Cone) PSI affiliates.



'public service quality and gender equity'

In Brazil, the Machismo tradition is firmly entrenched and despite great gains by the trade union movement in the past decade, gender equality has been harder to achieve in practice. After earlier success on gender pay equity, some affiliates struggled to continue to change and without more gender pay equity experts in Brazil that barrier has remained.

To contribute to overcoming this, the PSI National Women's Committee adapted a guide on pay and gender equity and opportunities. The guide features three approaches: sensitisation of gender differences and salary discrimination; building strategies to remove barriers to women at work e.g. child care and accessing 'men only' jobs; and building strategies on pay equity itself.

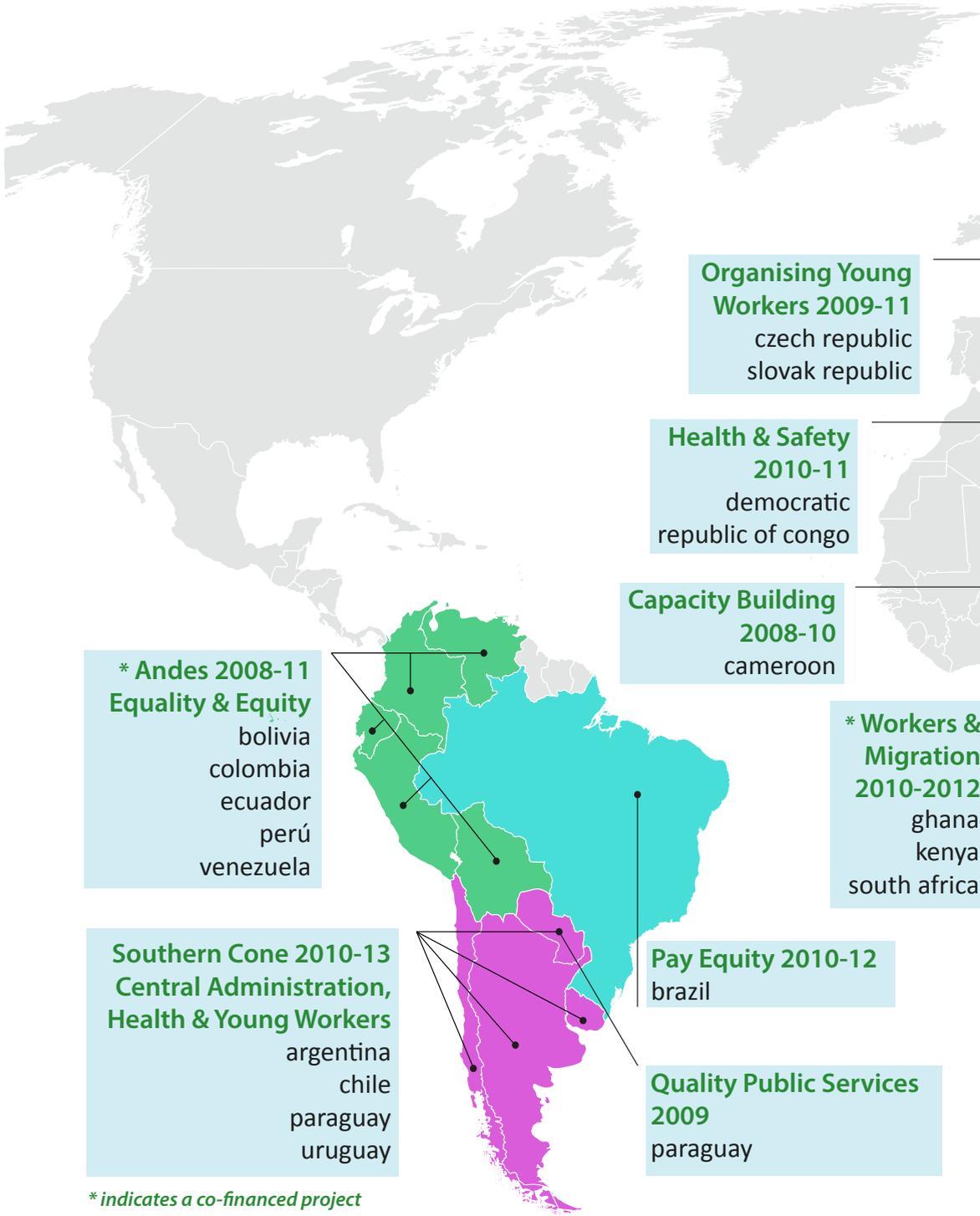
The guide was widely distributed and a series of four sector-based national workshops were run on gender quality within unions and pay equity in the workplace. The male and female participants were mandated to run the seminars within their own unions and although the results have not yet evaluated, it is estimated that 10 – 12 unions have run seminars.

2011 was national conference season for Brazil's public sector unions and many conferences highlighted gender. For example Confetam's theme was 'public service quality and gender equity', AFFECT SP put equality of remuneration between men and women as a major discussion. Others included FETAM/SP-CUT, FEMERG and FETAMCE.

PSI's policy on 50/50 male/female participation in activities has paid off and now also is reflected within affiliate policy. It was also discovered that 78.3% of all PSI affiliates had created specific structures for women within their unions and that male to female ratio of union leaders stood at 40:60. Additionally PSI's new energy affiliate recently elected its first women to its Executive Board and will be head of the Brazilian delegation at the 2012 PSI World Congress. The union also agreed to provide a permanent column for gender issues in its monthly newspaper. To overcome the challenge of infrequent opportunities to exchange experiences due to the size of Brazil, a Gender Facebook page has also been set up and is steadily becoming more popular.

Finally, seminars targeting men were also run. The first in 2010 was called 'New Masculinity' and the second in 2012 was called 'Male and Female Genders in the Workplace'. These opened men's eyes to the fact that women and men have different salaries and that despite taking civil service entrance exams for example, women's work is undervalued. Eudes Wesley from Sindesp-SP summed up in the seminar video posted on the Facebook page:

We have to see women as a companion, helper, as a partner and women, do not have to walk behind men, a woman has to walk side by side with a man, so they always help each other.



** indicates a co-financed project*



Project collaboration
2008 – 2013

IMPACT



Making use of the 'new animal from the forest':

East African unions strengthen social dialogue mechanisms

Over 3 years, this project seeks to build trade union capacity to be 'influential tripartite partners contributing to a public sector that delivers affordable and quality public services for workers and society at large, in an environment where trade union rights are respected...'

In order to shape the direction of public sector reform, PSI's affiliates in Kenya, Tanzania and Zanzibar and Uganda have been building their lobbying and advocacy skills and successfully pushing for the creation of new public sector negotiating machineries. They have also been busy paving the way to gain observer status at the East African Community which formulates national public sector restructuring and other social policies for the region.

In the past decade, nationally and regionally, governments' in Kenya, Tanzania and Uganda have been steadily eroding the quality of public services and introducing challenging new trade union laws.

Five years ago, describing social dialogue as 'a new animal from the forest', PSI's affiliates focused too heavily on traditional union representation methods, they lacked lobbying and advocacy skills and did not always act in unity. Consequently, they were marginalised as stakeholders and were unable to counter balance neoliberal influences from the International Finance Institutions and the private sector. In 2008, they agreed to a cultural change in their approach to trade union work, unity and democracy.

"Since then, the unions have successfully built the lobbying and advocacy skills of their leaders, educators, branch officials, women and youth representatives. They have researched and adopted gender sensitive alternative public sector reform positions and have run Quality Public Services campaigns. In all three countries, advocacy for social dialogue mechanisms is really paying off.

– Sani Baba, PSI Sub-Regional Secretary for English-speaking Africa.

For example, in Tanzania, the unions researched the health, water and energy needs of their membership and local communities and used the results to develop policies and campaigns. They then



▲ Trade union leaders from Kenya, Uganda, Tanzania and Zanzibar discuss energy policy and public sector restructuring in the East African Community.

successfully lobbied the government for a Public Sector Negotiating Machinery and this came into operation during late 2010.

Additionally, when the Tanzanian Government decentralised power to local government, many workers were initially retrenched or had their salaries cut. At this point, the effected unions' could have spent energy in a damaging rift over membership demarcation. Instead, they utilised their social dialogue skills and experiences to resolve their problems and presented a unified position to government. The retrenched civil servants either got their jobs back or were given a redundancy package of 40 months salary. This year, the Tanzanian unions have also shared their experiences with their Kenyan sister unions who face a similar challenge due to changes in the Kenyan Constitution which has led to the devolving of power to 47 new Counties.

Finally, the project has assisted the unions to pave the way for gaining observer status at the East African Community (EAC), an increasingly important regional organisation driving economic and political integration in East Africa. This journey has included researching the EAC's functioning,

registering the Association of Public Sector Unions of East Africa (APSU-EA) in each country and setting up a staffed APSU-EA Office in the Tanzanian Government Workers Unions' premises in Arusha, where the EAC itself is based. Sani explains further:

Unions in Burundi and Rwanda, whose governments recently joined the EAC are also now locally registering APSU-EA. We are very hopeful that in early 2013, APSU-EA will gain observer status and the unions will finally be able to represent their members' through social dialogue at the EAC.

In 2008, they agreed to a cultural change in their approach to trade union work, unity and democracy.

A tale of two unions:

How public sector workers helped to unleash a surge of democratic unionism in Egypt

Up until April 2009 all trade unions in Egypt were controlled by the state and the possibility for workers to have their interests represented was severely limited by the fact that the Mubarak regime intervened in the officially-registered trade unions. However, the Real Estate and Tax Authority Employees' Union (RETA) refused to submit to regime control and submitted its registration as an independent union and sought affiliation to PSI in 2010. PSI supported RETA's struggle for independence and survival when it was attacked and suppressed. During 2011, RETA and another new PSI affiliate, the General Union of Health Technicians, GUHT, began participating in the activities of the Arab Countries Workers' Rights project and aligned these with their fight for their members' rights, terms and conditions and as a contribution towards their revolutionary struggle for a democratic Egypt.

(Photo: Hossam el-Hamalawy)



In 2010, when PSI accepted the affiliation of RETA, Egypt's first independent and democratic trade union, the projects' previously participating unions resigned from PSI rather than work with an independent union. In 2011, RETA and another new democratic PSI affiliate GUHT, comfortably adopted the project objectives and during that extraordinary year, utilised the project in their existing struggle to change the course of Egypt's history.

Ghassan Slaiby, PSI sub-Regional Coordinator, illustrates the atmosphere and strength of the new unions' independence at that time:

What was amazing was that the union understood and could easily embrace the objectives very quickly. They didn't want money and preferred to save resources on hotel costs, 'We don't need to go to a good hotel, we will sleep in the local offices' they said. Their contributions were incredibly important because they were involved in the creation of democracy and demanding social justice in their country.

The first project activity to take place, in May 2011, was a campaign review and strategic planning workshop. The participants discussed attitudes, processes and elements as well as democratic and analytical planning processes. They developed their own strategic plan and in response to the widespread and extreme Government corruption which had resulted within the public sector in meagre salaries for the masses and enormous 'fat cat' pay for the old regime's cronies; they developed a minimum and a maximum public sector wage campaign.

Immediately after and complementing the fall of the Mubarak regime the campaign was heard by the Government through mass sit-ins in front of the Health Ministry and Cabinet and strikes at hospitals. Workplace awareness-raising reached thousands of workers.

In October, mobilisation and organising techniques were refined at a three day workshop which dealt with topics such as how to evaluate trade union actions, how to promote the role of women and how to develop trade union statements. Additionally in December, a gender equality campaign workshop helped participants to identify discrimination and its causes, how unions are organised and how to run efficient women's committees. The workshop resulted in the women formulating a (subsequently successful) demand to their unions' executive boards, requesting assistance to create and promote Women's Committees.

RETA and GUHT paved the way for PSI's engagement with the new democratic labour movement in Egypt, as since then, three new unions have affiliated to PSI and today public sector workers can hold their union leaders to account.

However, since those 'heady' revolutionary days, Egyptians face complex political challenges and massive change is still required. Wages remain very low, public service funding is problematic and corruption remains a challenge. The unions also face their own internal challenges and not least, the battle for gender equality. However, through its project cooperation with IMPACT, PSI has been able to play a concrete role in affirming the emergence of a democratic and independent public sector labour movement in Egypt.

From doubt to dedication:

Young Czech and Slovakian trade unionists get active

Following PSI's 50:50 male/female participation policy, six two-day seminars for 30 young rank and file trade unionists were organised between 2009 and 2011. Mixing basic theory with action-learning, seminar topics included the recruitment and motivations of young workers, labour laws, union organising, collective bargaining and participation. Originally intended as a bilateral project between IMPACT and the Czech Health Service and Social Care trade union (OS ZSP), the success of the first few seminars led the project organisers to also reach out to Slovakian and other Czech affiliates.

Before 1989, almost all trade unions in Eastern Europe were simply controlled by the state, and were held in low regard by most of the population. Despite the emergence of independent and democratic trade unions in the Czech Republic and Slovakia after the fall of the Berlin Wall, unions continue to suffer from a degree of public mistrust, being associated with the period prior to 1989. The result, for many unions, has been a small base with an aging membership.

If the unions are to remain legitimate representatives of workers, large numbers of young workers in the public sector need to be organised. From this challenge the project was born but the organisers were unsure how the young members would respond.

It was the first time we've focused on youth. So for me, our biggest success was that participants, from local workplace committees in both countries were actually

prepared to give up their free time at the weekends to come and they participated enthusiastically again and again. As well as health workers, participants included fire fighters, civilian army workers, central government and local government workers and water and gas workers.

– Josef Krejbych, PSI Sub-regional Secretary for Central Europe.

Contributing success factors included the backing of OS ZSP's President who was in charge of organising the activities and the involvement of Denis Rohan, IMPACT Assistant General Secretary, who took part in the seminars. His commitment internationalised the sharing of knowledge and experience and helped boost confidence.

Another attraction was how seminars enabled the members to think in new ways, applying the techniques alone, in small



▲ Participants at the young workers seminar in Blansko-Českovice, April 2009, Czech Republic

groups and in plenaries. They learnt to identify and find solutions to long standing or urgent challenges and at the end of each weekend, they took back to their local unions a well thought through practical idea and tailor made materials.

Back in their workplaces, through trial and error, the young members tested their new found knowledge on their normally passive and disinterested work colleagues. Their persistence paid off because everyone was able to report some kind of success. For example, an 'open door day' where workers could learn about their union committees work brought about increased interest in activities; a membership questionnaire assisted participants to better understand their work colleagues interests and concerns; and in OS ZSP, a three month 'recruit a member' campaign brought in several hundred new members.

Additionally, many participants set up a local workplace youth committees and some seminar participants managed to get elected to their national union committee. For example, in OS ZSP, two young members were elected as Chairpersons and one became a member of the audit board. Capturing the spirit of the project's success and PSI's hopes for the future Josef declared:

At the last seminar, I remember we celebrated one colleague who is a hospital worker in the North of Czechland. It was really good because he had succeeded in forming a new workplace trade union committee and a youth committee in his workplace.

Representatives of the PSI-affiliated Health Services Workers Union of Ghana receive the Quality Public Services Award in 2011.



Unions in Ghana, Kenya and South Africa work for a new era of social dialogue on migration and health care systems

▼ Mobilisation for the launch of the South Africa “Migrant Desk” in Johannesburg, November 2012.



As part of PSI's Global Migration Programme, this project seeks to build Ghanaian, Kenyan and South African health and social care unions' capacity to address members' specific migration-related needs. The unions assist workers to make informed decisions about whether to migrate or not. Unions are reaching out to and organising migrant workers. Building unions' ability to influence national and international migration, trade and labour policies and to collectively bargain for job security, training and promotion, pay equity and decent work are also project goals.

Following the dictates of the International Financial Institutions, for years African Governments ignored public sector union warnings that poor terms and conditions of health and social care workers would damage national health care systems. Since then, governments and their citizens have indeed mourned the damage caused by the 'brain drain' as tens, if not hundreds, of thousands of the most highly skilled and experienced workers are forced to migrate in search of better pay and working conditions, less stress and greater opportunities for career progression.

With IMPACT support, PSI worked with health affiliates in Ghana, Kenya and South Africa to carry out robust mapping and participatory research activities in order to document push and pull factors on workers. Training in peer to peer research techniques enabled 100 union members to interview 1,133 workers in major workplaces across the three countries and hold 52 focus groups. One trainee researcher summed up the enthusiasm for the project when they said:

I am glad that somebody is doing that research – and that somebody is me.

The research, which strongly confirmed the correlation between an increase in pay and benefits and a decrease in the intention to migrate was then widely publicised in the media. The result is that the unions' credibility with their governments and other agencies rose and contributed to an improvement in social dialogue and the strengthening of collective bargaining.

For example, in Ghana, commenting at the launch on the research findings Dr Kwesi Asabir, Deputy Director, Ministry of Health said:

The findings from the research do provide evidence that can be used for the policy process. Trade unions are best placed to carry these issues forward and inform workers.

The Health Services Workers Union (HSWU) of Ghana used their own resources to scale up their research, subsequently was invited to join the high level Health Sector Interagency Committee, where all Chief Executives of the health regulatory bodies and hospitals meet to examine and determine policy and programmes. The HSWU is also assisting the World Health Organisation to implement the Code on Ethical Recruitment of Health Personnel.

Additionally, working with PSI's Nigerian affiliates, HSWU used internal resources to extend solidarity to PSI's affiliates from Sierra Leone and Liberia so that they could attend the research launch and workshop and find ways to apply the methodology back home. Because of this and persistent efforts which have resulted in significant improvements in working conditions for Ghanaian health workers, the HSWU was awarded PSI's Quality Public Services Award in 2011.

Finally, in September 2012, unions in all three countries launched 'the Migrant Desk'. This desk acts as a focal point and outreach programme within the trade union and provides information, counselling, organising, support services and networking opportunities for migrants, prospective migrants and returning migrants. The unions are excited about the results this new era of social dialogue will bring for their members and health care systems.

Decent work for youth and nothing less!

Southern Cone Youth Committees begin to mature

In this latest phase of support, projects focused on the health sector, central administration and the focus of this story - youth. The PSI Regional and National Youth Committees have been strengthened in numbers and representation. With project and internal funds thousands of young workers have been educated on precarious and decent work, PSI young workers policy and collective bargaining methods. Results include the creation of union youth departments, election of young workers to national union leadership bodies and participation in negotiating committees. Additionally well over 10,000 young workers have had their terms and conditions improved, including transferring from temporary to permanent contracts. To help illustrate a few of the successes, Chile is used case study.

I learned a lot about union work and as a result I have encouraged more young workers to participate so they can demand their legitimate labour and social rights. We have established alliances with other youth organisations and have carried forward the banner of young public sector workers' struggle in Chile: Decent Work = Quality Public Services.

– Ivonne Iturriaga, PSI Chile Youth Committee Coordinator.

In a country where the average public employee earns USD\$6,000 a year and university fees cost USD\$4,000, Chile's secondary school and university students hit the news headlines with strikes, mass boycotts and protests. The changes sought

by students, who want the education system taken back from the private sector and made affordable to everyone, would fundamentally overhaul a school system that was privatized during the right-wing dictatorship of General Augusto Pinochet from 1973 to 1990.

In solidarity with their struggle, from 2010, Chile's PSI National Youth Committee has entered into an alliance with the University Students Confederation. They have put out statements, joined demonstrations and organised activities such as the Forum on Quality Education held on International Youth Day. Whilst not winning all they had hoped for, the Government has responded. It has created a sub-secretariat for public



▲ PSI National Youth Committee of Chile, Santiago, 2012

education which should ensure that private education institutions have to invest their profit in new infrastructure and equipment and they have set up a government backed loan company charging 0.6% interest compared to the commercial banks 4%.

Without the continuous support of the project, PSI's affiliates would not have been able to respond in such a consistent way. Further, the impact of the project will be felt in years to come when those students enter the job market and understand the relevancy of trade unionism. As Veronica Prado, Southern Cone Sub-Regional Coordinator explains further:

One of the most important achievements during the last three years has been the consolidation of youth committees as a political structure in the Southern Cone countries. Also, the fact that Chile and Paraguay's PSI youth committees have managed to finance themselves with contributions from PSI's affiliates is also very significant.

For example, the Chilean PSI National Youth Committee now charges USD\$20 per month from its nine affiliated unions and this has given them the independence to finance their own activities, including youth participation in the June 23 Public Services Day activities.

Furthermore, during the project, in addition to national training, debates were organised to determine trade union youth policy and action plans. In Chile, policy priorities included adequate funding to improve the access and coverage of public services and on young workers' rights and working conditions. To build their evidence base, the committee conducted a survey on the employment situation experienced by young people in the public sector. Importantly, this has contributed to improved trade union coherence because all the local unions adopted the policy and then formed a common platform in which to present the policy to the CUT, their national trade union centre.

Project cooperation between PSI and IMPACT: 2008 - 2013



| PROJECT | PHASE |
|--|-------------|
| Motivating young workers membership | 2009 – 2011 |
| Sensitising and training nurses in the use of retractable syringes | 2010 – 2011 |
| Collective bargaining, decent work and quality public services as part of modernisation of the state | 2010 – 2012 |
| Young workers in southern cone: from a project to a union policy | 2011 – 2013 |
| Trade Union Strategies to Influence Public Health Policies in Southern Cone: Early Warning System | 2011 – 2013 |
| Promoting pay equity in the public sector | 2010 – 2012 |
| Capacity building for members and leaders | 2008 – 2010 |
| Quality Public Services | 2009 |
| Campaigning for workers' rights in Arab countries | 2009 – 2011 |
| Women and international migration in the health sector | 2010 – 2012 |
| Unions as partners in social dialogue in East Africa | 2010 – 2012 |
| Public sector restructuring and decent Work | 2010 – 2012 |
| Equality and equity in public services in the Andean region | 2008 – 2011 |

- 1 FNV Mondiaal is a trade union solidarity support organisation (TUSO) from the Netherlands which cooperates with PSI for trade union development. FNV Mondiaal is governed by representatives of the trade union movement of the Netherlands.
- 2 AbvaKabo is an affiliate of PSI and represents workers in the public sector in the Netherlands. Operating with FNV Mondiaal, AbvaKabo supports trade union development projects through the union's international solidarity programme.
- 3 ILO Actrav is the Bureau for Workers Activities of the International Labour Organisation (ILO).

Please note: not shown in the table below are one-off activities, planning seminars, evaluations or projects beginning in 2012–2013. The figures shown for budgets in co-financed projects are for the IMPACT contribution towards the total project budget and not the total budget for the project.

SOLSICO members mobilize on International Women's Day, Democratic Republic of Congo



| COUNTRIES | BUDGET | CO-FINANCING |
|---|---------|---|
| Czech Republic; Slovak Republic | €18,000 | |
| Democratic Republic of Congo | €37,380 | |
| Argentina, Chile, Paraguay, Uruguay | €95,462 | |
| Argentina, Chile, Paraguay, Uruguay | €93,000 | |
| Argentina, Chile, Paraguay, Uruguay | €93,000 | |
| Brazil | €84,000 | |
| Cameroon | €40,500 | |
| Paraguay | €22,000 | |
| Egypt, Jordan, Lebanon, Palestine | €41,184 | FNV Mondiaal ¹ |
| Ghana, Kenya, South Africa | €81,000 | FNV Mondiaal, AbvaKabo ² and ILO Actrav ³ |
| Kenya, Tanzania, Uganda, Zanzibar | €42,858 | LO-TCO ⁴ and Kommunal ⁵ |
| Turkey | €59,142 | LO-TCO and Kommunal |
| Bolivia, Colombia, Ecuador, Perú, Venezuela | €72,000 | FNV Mondiaal |

- 4 LO-TCO is a trade union solidarity support organisation (TUSO) from Sweden, which cooperates with PSI for trade union development. LO-TCO is governed by representatives of the trade union movement of Sweden.
- 5 Kommunal is the Swedish Municipal Workers Union and an affiliate of PSI. Kommunal is an implementing project partner with PSI for trade union development.



The contributions that IMPACT members make every year to trade union development through the Developing World Fund are a crucial element in PSI's ability to work with affiliates around the world to defend trade union rights, to promote quality public services, to assist in organising new members, to strengthen collective bargaining and to campaign for gender equality.

IMPACT

