



**PSI
REPORT
OF ACTIVITIES
2012-2017**

Report to Congress

AUGUST 2017



**30th PSI World Congress
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Geneva, Switzerland**

“The challenging international context of the last five years has produced great threats, but also great opportunities, when we have been organised, mobilised and provided leadership to implement our unique vision.... Since 2013 we have achieved successes against all the prioritised areas in ways that have made a real and practical difference to our affiliates and their members.”

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**Public Services International
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Internationale des Services Publics
Internacional de Servicios Públicos
Internationale der Öffentlichen Dienste
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PSI REPORT OF ACTIVITIES

2012-2017

REPORT TO CONGRESS

PSI's 29th World Congress in November 2012 endorsed a comprehensive Programme of Action, outlining our broad political position for the mandate period 2013-2017. To implement that programme, secretariat issued a draft strategy paper in February 2013 entitled *Working for the Alternative: Implementing PSI's Mandate*, which was discussed in the regions and endorsed at the subsequent Executive Board.

Working for the Alternative identified four priority policy areas: fighting privatisation, advancing trade union rights, influencing global policy and organising and growth, as well as recommitting to mainstream equalities and gender work. It also identified the need to strengthen PSI's internal finance and governance.

Since 2013 we have achieved successes against all the prioritised areas in ways that have made a real and practical difference to our affiliates and their members. Details of each year's activities are provided in the annual reports available on PSI website. The Programme of Action 2018-2022 that will be presented at PSI's 30th World Congress in Geneva in October 2017 builds on this work.

The challenging international context of the last five years has produced great threats, but also great opportunities, when we have been organised, mobilised and provided leadership to implement our unique vision. As we predicted in 2013, there has been an increasing awareness amongst working people that the current system does not work in their interests and increasing anger that their voices are not being heard. Harnessing this anger for positive change was, and still is, our great challenge. Failing to do so risks that these workers will become cynical and disengaged – or worse, radicalised by the extreme right.

PSI's unique place in the labour movement, as the only Global Union Federation outside of the education sector focused solely on public services, means that we have lead global union movement actions in many areas. We have expanded our activities at global, regional and local level, developing stronger networks of affiliates through more focus on sectors and by building coalitions with private sector unions, civil society, academics and other allies. We have invested in research to define and support our positions, launched campaigns and developed and co-ordinated global strategies. We have invested heavily in our communication work and on improving our image and visibility, by broadening the types of media we use and the tools we produce. We have rebuilt our project work, increasing our capacity to support solidarity action and further integrating our project work with our broad political priorities.

We have rebuilt our work in the health¹ and municipal sectors² and launched the education support, media and culture sector³ network. We have dramatically expanded our work on thematic issues such as privatization, tax, trade and equality issues (gender, disability and LGBTQI), embedded them into sector work and adapted them to regional and affiliate priorities and needs.

Notably, we have increased our work on a wide range of inter-governmental negotiations such as the 2030 Agenda, UNCSW, ILC, Financing for Development (FfD), OECD BEPS Tax Agenda, WTO Ministerial meetings, COP 21, Habitat III⁴, UNCTAD and GFMD, and influenced global trade negotiations on TiSA, TPP, TTIP, CETA and most recently RCEP. We have engaged the International Financial Institutions and the OECD on core issues such as sectoral policy and privatisation, in close cooperation with other trade unions, and sometimes challenging opposing views within the trade union movement.

Our ability to influence global policies and make real change for our affiliates and their members requires that we build power and grow. Whilst dramatically expanding our political activity, we have stabilised and consolidated our financial and organisational base - further details are provided in the Finance Report to Congress. However, over the current Congress period our growth has not matched the increase in our activity and profile. In the next Congress mandate, secretariat, the Executive Board, regions and affiliates must do more. Unions do not get stronger by getting smaller.

INFLUENCING GLOBAL POLICIES

In the last five years, PSI has gained recognition for its work and influence within several intergovernmental organisations, including the International Labour Organization (ILO)⁵ and the World Health Organization (WHO)⁶, thanks to the production of detailed quality researches and representation of public service workers in close cooperation with our affiliates.

PSI has expanded its participation in the International Labour Conference (ILC), from mainly taking part in the Committee on the Application of Standards in 2013, to contributing to the positions of the Workers' Group in all relevant discussions in June 2017. PSI has been a strong voice for public service workers in the global policy debates on labour migration, global supply chains⁷, fundamental principles and rights at work, the transition from war to peace, violence at the work place and other issues.

Together with PSI affiliates, we have also achieved progressive tri-partite conclusions on collective bargaining in the public sector and health employment, as well as prevented the adoption of a ISO standard on occupational health and safety⁸.

¹ <http://www.world-psi.org/en/issue/health-and-social-care-services>

² PSI established the LRG/Municipal Workers' Network, whose Charter represents the policy framework that lays the ground for global, membership-led actions and joint initiatives.

http://www.world-psi.org/sites/default/files/documents/research/en_lrg-municipal_charter_updated.pdf.

³ <http://www.world-psi.org/en/issue/education-support-and-cultural-workers>

⁴ http://www.world-psi.org/sites/default/files/documents/research/10points_en.pdf

⁵ For example, participation in the negotiation of the ILO's Recommendation 71, revising the original Transition from War to Peace of 1944 to the current Employment and Decent Work for Peace and Resilience that now references the fundamental role of public services as well as first responders and frontline workers.

⁶ PSI served on two WHO Guidelines Development Committees (on use of safety-engineered syringes and on community-based health workers) and reviewed the UN Global Strategy for Women's, Children's and Adolescents' Health.

⁷ <http://www.world->

[psi.org/sites/default/files/attachment/news/en_it2.19_psi_position_on_global_supply_chains_revised_0.pdf](http://www.world-psi.org/sites/default/files/attachment/news/en_it2.19_psi_position_on_global_supply_chains_revised_0.pdf)

⁸ <http://www.world-psi.org/en/no-privatization-occupational-health-and-safety>

Unions contributed to reforming the labour recruitment industry through the promotion of ethical recruitment and compliance with UN and ILO standards. With PSI's active engagement, the ILO adopted the ILO Principles and Guidelines on Fair Recruitment, anchored on international norms and labour standards. These Principles and Guidelines include a breakthrough principle that "no recruitment fee or other costs should be charged to workers and job-seekers."

PSI's participation in the UN High-Level Commission on Health Employment and Economic Growth demonstrated how public sector global unions can successfully advocate for the essential role of public health and the need for adequate public funding, while defending the interests of both health workers and the human right to health⁹. PSI played a key role in shaping the WHO Working for Health Five-Year Plan (2017-2022).

In the Rio+20 Conference 2012, UN member states launched a process to establish Sustainable Development Goals (SDGs), which built upon the Millennium Development Goals and include Financing for Development (FfD) and Climate Change. PSI's and the trade union movement's broad objectives going into this process - full and productive employment and decent work for all, universal social protection, the human right to water and sanitation, universal free quality education, health care for all, gender equality and reducing income inequality - are by and large reflected across the final Declaration and in the SDGs and their targets.

PSI identified the need to influence the G20 and OECD process for reform of the international rules for corporate taxation, called the Base Erosion and Profit Shifting (BEPS) project. With our allies, we founded the BEPS Monitoring Group, to track the technical process and provide world-class policy information to affiliates, and the Independent Commission on the Reform of International Corporate Taxation (ICRICT), which has received global media coverage for promoting credible alternatives to stop corporate tax dodging¹⁰. Amongst mixed outcomes, our work on BEPS has produced real change in the global tax architecture that makes tax dodging harder, such as the introduction of automatic exchange of information and country-by-country reporting. PSI was part of successful action to force the FfD Ministerial Conference to upgrade the United Nations Tax Committee.

FIGHTING PRIVATISATION

Privatisation continues to be promoted in the global North and South, fuelled by neo-liberal ideology, austerity and catastrophic structural reform packages. PSI has relentlessly exposed the myths of these policies and the recognition is now gaining ground that these policies do not work, with growing popular opposition against privatization of education, health and water and other utilities.

Since Congress 2012, we have undertaken a range of actions. With the Public Services International Research Unit (PSIRU) and European Federation of Public Service Unions (EPSU), we updated and republished PSI's landmark report *Why We Need Public Spending* and followed this up in 2014 by the release of PSI's ground-breaking *Why Public-Private Partnerships Don't Work*. In 2015, we convened a global trade union leaders' meeting on fighting privatisation to plan our actions in this area. In March 2016, we began publishing *Privatization Watch*, a newsletter that monitors

⁹ <http://www.world-psi.org/en/final-report-expert-group-high-level-commission-health-employment-and-economic-growth>

¹⁰ <http://www.world-psi.org/en/psi-supports-release-icriacts-second-declaration>

privatization around the world¹¹ and we will launch an information library and campaigning platform at the upcoming PSI Congress.

PSI has worked to expose the World Bank, regional development banks and proponents of investment agreements, where they have promoted privatisation despite the evidence of the failure of this model. We have disseminated research on the threats of financialization and privatisation proposals which are being promoted by the World Bank, the G20 and the OECD, in order to stop the further entrenchment of the financial sector's priorities within public services. PSI worked with local trade unions to mobilise workers, users and activists to stop World Bank-driven privatisation, such as of Ghana's national energy system.

PSI has fought hard to raise awareness, through videos featuring the privatization struggle in Greece as well as the good practices of Paris and Madrid in re-municipalizing their water services. PSI also contributes to the global research and advocacy on re-municipalisation, which started in the water sector and is being extended to other public services, by demonstrating to policy makers, trade unions and activists that reversing privatisation is feasible and desirable¹².

We have supported Education International's campaign against the private education corporation Bridge Academies and other multinationals which attempt to sell themselves as the solution for development. PSI has also welcomed the support of global leaders on the human right to water campaign.

As part of PSI's work to fight privatisation, Congress 2012 identified the harmful effects of trade policy on labour rights, public services and democracy. Since then we have taken wide-ranging actions and achieved a series of victories. We have influenced policies of global labour federations, national centres and International Trade Union Confederation (ITUC) and represented the global labour movement in partnering with global civil society networks, such as Our World is Not For Sale (OWINFS), to co-ordinate global campaigns against trade in services at the WTO and in the Trade In Services Agreement (TiSA). Recognition of our work has enabled us to build an important partnership with the German Social Democratic foundation, Friedrich Ebert Stiftung (FES), that has significantly increased our capacity to work in Latin America, Asia and Africa.

We organised the first Global Summit on TiSA in 2014, subsequently launching more than 15 country campaigns, with those in Uruguay and Paraguay forcing their government to leave the TiSA negotiations. We have run dozens of campaign and training workshops to build capacity amongst affiliates, achieved global media coverage, raised awareness amongst citizens and trade unions and built alliances of common interests to pressure governments and negotiators.

PSI research has assisted our affiliates by explaining the technical detail in ways that enable them and their members to understand the threats and to take action. We produced the first-ever research on the effects of the TiSA on privatisation. We produced a world-first paper on the way TiSA undermines democracy and the ability of countries to regulate, and further world-first analysis of leaked text showing the TiSA's effects on data privacy.

As part of our work to expose the myth that quality public services are not affordable, PSI has become a recognised global leader in fighting for tax justice. With our affiliates

¹¹ <http://www.world-psi.org/en/privatization-watch-newsletter-all-issues>

¹² <http://www.world-psi.org/en/reclaiming-public-services-how-cities-and-citizens-are-turning-back-privatisation>

and partners, such as the Global Alliance for Tax Justice (GATJ) and Tax Justice Network (TJN), we have achieved a shift in the global and national discourse on tax.

With FES support, we organised the Global Labour Tax Summit in 2015 to raise awareness, build alliances, develop clear policy positions and plan action. National tax campaigns have now been launched in Africa, Latin America and Asia Pacific. Dozens of training workshops have been held and we produced a series of tax videos explaining key issues which, aided by various tax scandals, has hundreds of thousands of total views.

We have prioritised working with private sector union friends to expose tax dodging. Our work with our affiliate the Service Employees International Union (SEIU), USA, the International Union of Food Workers (IUF) and EPSU focussed on McDonalds' tax practices, resulting in publishing reports such as the *Golden Dodges* which exposed McDonalds' \$1.8 billion aggressive tax avoidance strategy and lead to the European Union investigating its tax affairs. We also worked with the International Transport Workers Federation (ITF) to expose the tax practices of Chevron, one of the world's largest oil producers, which lead to Chevron paying \$10 billion in unpaid tax.

We have continued our work on combatting corruption and called for the creation of an international labour standard to protect workers of public control bodies and have engaged the ILO on this issue¹³. The role of the media and high-profile cases of whistle-blowers and global corruption, such as the Panama Papers, also offered opportunities to further promote our position on tax evasion and corruption. In the aftermath, a PSI video entitled *The Panama Papers: The Public Service Perspective* was shared widely across the internet and watched by over 100,000 people.

PSI has been part of a global campaign group to highlight the problems of Investor State Dispute Settlement (ISDS) that provides rights to multinational corporations to be able to sue governments for lost profits. This campaign has forced the European Commission to backtrack, after more than 150,000 people wrote to the EC to complain. The EC's new model, called the Investment Court System (ICS), removed some of the worst aspects of ISDS but did not address our fundamental concerns. PSI published the first comprehensive union analysis of the ICS to ensure that unions would not be seduced by the deceptive claims made by the EC¹⁴.

While the UN 2030 Agenda for Sustainable Development does provide a strong alternative narrative to neo-liberal policies that drive a race to the bottom, and exploitative trade agreements that favour multinationals over the public interest, PSI remains very critical when it comes to the SDGs' supporting framework and its implementation. Throughout the negotiations on the SDGs and Financing for Development (FfD3), PSI has fought to stop, or limit, this agenda from becoming a vehicle for privatization. In the last two years, PSI co-published the *Spotlight Report* that reviews the 2030 Agenda¹⁵.

DEFENDING DEMOCRACY AND TRADE UNION RIGHTS

The protection of workers' and trade union rights has been one of PSI's main activities in the period 2012-2017, during which it has denounced violations of human and trade union rights in the public services and cooperated with affiliates and other national and international union organisations in case of serious violations.

¹³ <http://www.world-psi.org/en/checkmate-corruption-making-case-wide-ranging-initiative-whistleblower-protection>

¹⁴ <http://www.world-psi.org/en/investment-court-system-ics-wolf-sheeps-clothing>

¹⁵ <http://www.world-psi.org/en/spotlight-report-reclaiming-policies-public>

PSI has taken an active approach with the ILO to make sure the interests of public sector workers were well represented and considered. PSI has actively participated in different committees of the International Labour Conference (ILC) throughout these years, especially the Committee on the Application of Standards (CAS), where PSI has intervened in more than 40 cases in this period, including Algeria, Botswana, Cameroon, Croatia, Ecuador, Egypt, Fiji, Greece, Guatemala, Indonesia, Italy, Malaysia, Mexico, the Philippines, South Korea, Spain, Swaziland, Turkey, UK and Venezuela.

PSI has also submitted observations to the Committee of Experts and filed a number of complaints with the Committee on Freedom of Association on the violation of trade union rights of its affiliates; for instance, in Canada, Dominican Republic, Ecuador, Liberia, Mozambique and Turkey. Moreover, PSI has participated in and led different ILO tripartite experts' meetings on behalf of the Workers' Group in areas such as health, migration, gender, emergency services, education, and public services. From 2012 onwards, an important focus of PSI's work has been the defence of the right to strike for all workers. PSI cooperated closely with other global unions to resolve the crisis at the ILO and remains vigilant with regard to continuous attacks on fundamental rights at work.

In support of its affiliates, PSI has organised and taken part in numerous international solidarity missions, both alone and with other international and regional trade union federations and organisations. For instance, in Turkey, PSI attended the trial of our local affiliates in 2016 to show solidarity and support with the Kurdish community, as well as other public service workers facing oppression. In Ecuador, a recent mission of PSI General Secretary helped to establish a dialogue between the newly-elected government and the unions to revise legislation restricting collective bargaining rights for public sector workers. PSI, jointly with ITF, organized an international mission to South Korea in 2016, where dozens of workers – including the President of KCTU and the Vice-President of KPTU – had been sentenced to prison for defending labour rights and civil liberties, on the occasion of massive protests against the government's labour policy and the imposition of a discriminatory performance-related pay and termination system in the public sector; the unions had later a key role in deposing President Park. In Japan, PSI visited firefighters to support their struggle for unionization and collective bargaining rights and produced a short documentary. Intense work with affiliates in Columbia has led to the first collective agreement to be signed for public sector workers, after years of violent repression of trade unionists.

PSI has met with heads of state, ministers, members of parliament, diplomatic staff, and other high-level officials to request and demand the respect for workers' and trade union rights. For instance, PSI went to Guatemala on three occasions to meet the President and Vice-President, members of the parliament, law enforcement officials, and the Minister of Labour, increasing the pressure to improve the human and labour rights' record in the country. During the ILC 2017 alone, PSI met with the Under-Secretary of Labour of Algeria, the Minister of Labour and the Minister of Public Services of Botswana, the Secretary of the Minister of Labour of Ecuador, the Assistant Minister of Labour of Liberia, and the Under-Secretary of Labour of Turkey.

PSI has also organised and carried out many solidarity campaigns, mobilizing affiliates and other allies in support of jailed, repressed, criminally-prosecuted and harassed trade unionists and activists. For instance, PSI mobilized affiliates to hold protest actions in support of health workers of Liberia, who were on the front lines of the fight against Ebola in 2015 and were summarily dismissed while trying to ensure adequate protection and working conditions in a country where it is illegal for public sector workers to unionize. Such pressure made the government authorise the founding

Congress of the National Health Workers' Association of Liberia (NAHWAL), the first public sector union to be integrated into the national union centre.

In other instances, PSI has sent hundreds of protest and support letters to governments and regional and international organisations, including Algeria, Burma, Botswana, Chile, Colombia, Cuba, Ecuador, El Salvador, the EU Commission, Egypt, El Salvador, Fiji, Finland, Greece, Guinee, Guatemala, Honduras, the ILO, India, Israel, Jordan, Kenya, Lebanon, Morocco, Pakistan, Palestine, Paraguay, Peru, the Philippines, Portugal, Serbia, South Korea, Swaziland, Togo, Tunisia, Turkey, Ukraine, USA, the WHO and the United Nations.

With the support of key affiliates, PSI was able to help other unions in different countries with training and cooperation activities and programmes. For instance, a huge success for PSI and its affiliates in the Philippines has been the campaign for the ratification of ILO Convention 151, which has gathered great support from different governmental bodies and civil society and resulted in the ratification of the Convention in 2017. This could represent an important advance in industrial relations and public sector reform in the country and the Asia-Pacific region. Moreover, this is a major win for PSI and a good example to follow up.

PSI has been renegotiating International Framework Agreements (IFAs) with three public sector multi-national enterprises – ENGIE, EDF, and ENEL – in an attempt to improve compliance and monitoring of trade union and labour rights, incorporating in the agreements issues related to PSI's key working areas, such as tax justice, whistleblower protection and Just Transition.

RESPONDING TO GLOBAL CRISIS

The critical situation in the Middle East and North Africa (MENA) region, starting with the Arab Spring in some countries and civil unrest and war in others, and with the refugee crisis as one of its outcomes, has pushed PSI to develop a strong message against racism and xenophobia and for inclusivity and public services for all. We have advocated for fair trade relations, the need for representation of women and young workers as well as principled positions on the international deals concerning migration and refugees. Conflicts in many other regions of the world make PSI's call for the right to peace even more urgent.

The search for work will continue to drive international migration. In 2017, the number of international migrants stands at 250 million, an 18 million increase in the past three years. Of this global total, the ILO estimates that 150 million are migrant workers. However, in the last five years, migratory patterns have been shifting from labour migration to forced displacement, where individuals and families are simply forced to leave their home countries.

PSI has continuously called on governments to pursue the diplomatic route and reach political decisions that can ensure both peace and justice for international migrants. At the same time, PSI has continued to expose the shame of bilateral agreements such as the EU/Turkey agreement where, outrageously, the EU pays to keep migrants and refugees in Turkish detention centres.

The Ebola and Zika global health pandemics, caused by decades of underfunding of public health systems, shed a light on the plight of health workers and the need for

public funding of health systems world-wide. A PSI-produced short film was featured on The Guardian website, showing the stark reality of Liberia's healthcare workers¹⁶.

Emergency situations, such as in Philippines, Nepal, Haiti, Hurricane Sandy, Ecuador, and many other natural or man-made disasters have put a spotlight on how communities prepare, manage and recover from such situations. PSI has fought to ensure that public sector emergency workers are recognised as heroes in the immediate aftermath of a disaster, where they risk their lives to save people. However, these heroes are soon afterwards ignored by governments and authorities and often denied their fundamental labour rights.

PSI has been advocating on climate change for many years, joining the annual UN Conference of the Parties (COP) negotiations, most recently at the COP 21 in Paris in 2015, coordinating sessions on climate and energy, climate and health, and climate and migration, with unions and civil society allies. Prior to COP 21, we received media attention when we worked with Greenpeace to release an analysis based on TiSA leaks, which showed that the trade agreement chapter on energy would effectively prevent national governments from implementing the policies to be negotiated in Paris.

PSI analysis on the shift from fossil to renewable energy indicates some of the dangers of the current neo-liberal model and highlights the role that public investments and management should play. Climate adaptation requires a greater role for public service workers, especially from local and regional governments e.g. city planners and emergency service workers, especially from the health sector.

EQUALITY AND DIVERSITY

Gender equality has been one of PSI's most important rallying cries for the last decades. We see growing numbers of women in leadership positions, but there is still a long way to go to achieve full gender equality, both within trade unions and society in general. PSI has deepened its work with persons with disabilities, and Lesbian, Gay, Bi-sexual, Transgender, Intersex (LGBTQI) and young workers.

PSI and affiliates have developed a range of new policy areas under the leadership of its World Women's Committee, while continuing to work for a real transformation of the world of work and gender relations, equal pay for work of equal value and the recognition of women's work¹⁷ and embedding gender mainstreaming in all areas of our work.

In January 2016, PSI submitted case studies from India, Kenya, Argentina and Ecuador on the gender implications of the human right to water and sanitation for the UN Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation¹⁸. PSI has developed guidelines on violence at work and on addressing domestic violence while also lobbying the ILO and its constituents, in coalition with the global unions, to push for the creation of a new international labour standard on violence against women and men in the world of work, which the ILO Governing Body has listed for the agenda of the International Labour Conference (ILC) in 2018¹⁹. PSI research, supported by

¹⁶ <http://www.world-psi.org/en/ebola-safe-workers-save-lives>

¹⁷ <http://www.world-psi.org/en/8th-march-transforming-world-work-equal-pay>

¹⁸ <http://www.world-psi.org/en/psi-report-gender-equality-and-water>

¹⁹ <http://www.world-psi.org/en/iilo-towards-standard-against-violence-and-harassment-world-work>
<http://www.world-psi.org/en/tackling-gender-based-violence-world-work-experiences-health-sector>

affiliates, focused on the health sector in Argentina, the Democratic Republic of Congo and the Philippines.

Every year PSI takes part in the UN Commission on the Status of Women (UNCSW), and since 2012 we have consistently raised our level of participation, impact and visibility at this global women's summit²⁰. Thanks to year-round cooperation with other global unions and UN Women, the recognition of the role of trade unions and the importance of the economic empowerment of women as a motor for gender equality was recognized by the United Nations.

PSI has worked to promote discussion on the impact of gender on national tax policies and international tax rules. PSI's Labour Forum on Women and Tax in 2016 led to the organizing of a joint Global Forum on Tax Justice for Women's Rights in 2017, together with FES, TJN and GATJ, as part of a joint campaign with the international tax justice movement focused on #TaxJustice and women's rights²¹.

In the past five years, PSI has strengthened its network of young workers at regional level. Training and education remains the main tool to include young workers in the trade union movement, and the creation of the Young Workers Academy, supported by PSI's Swedish affiliates, contributes further to enhance the role of young workers in PSI and supports PSI's commitment to ensure their political representation in all PSI constitutional bodies at global and regional level, as proposed for the next Congress period. PSI has also contributed significantly to a global campaign for paid internships for young people²².

PSI has continued to build its work on LGBTQI issues²³, with its affiliates and in coalition with Education International, global civil society organisations, the ILO and others. One of the outcomes of our work is that a Council of Global Unions (CGU) working group on LGBTQI issues will be created and LGBTQI trade union policies will be more widely promoted and adopted.

There are many cases of people with disabilities facing discrimination in government service across the world and PSI has opened new ground²⁴ with its collaboration with the ILO on the rights of people living with disabilities. This has included our work in the Workers' Group to the ILO Tripartite Meeting on Improving Employment and Working Conditions in the Health Services, where we secured progressive conclusions.

MAKING PSI STRONGER

PSI continues to maintain its reputation for providing globally credible research to assist our affiliates in preparing for the threats and challenges of globalisation to workers and public services. We have increased the number of publications and are improving the design and visual identity so that PSI publications are now immediately recognisable. We have broadened the topics we publish to now include areas such as our sectoral work, privatisation, trade, tax, development, migration and equalities. We have maintained our collaboration with the University of Greenwich to continue working with the Public Services International Research Unit (PSIRU) while

²⁰ <http://www.world-psi.org/uncsw/>

²¹ <http://www.world-psi.org/en/psi-womens-rights-and-tax-justice-convening-bogota>

<http://www.world-psi.org/en/no-gender-justice-without-tax-justice>

²² <http://www.world-psi.org/en/new-psi-briefing-outlines-growing-global-campaign-against-unpaid-internships>

²³ <http://www.world-psi.org/en/issue/lgbt>

²⁴ <http://www.world-psi.org/en/role-public-service-trade-unions-achieving-decent-work-persons-disabilities>

broadening our network of other academics and researchers. The new Congress period will provide an opportunity to expand our research networks further.

Since last Congress, we have strengthened our commitment to improve internal democracy and accountability through internal governance mechanisms. We have ensured that our Executive Board and Steering Committee members are well briefed, address the most important strategic decisions and receive the right information well in advance. We have produced statements of outcomes promptly after the meetings to ensure that all affiliates are informed of the main decisions; and all the Executive Board and Steering Committee papers can be consulted by members on PSI web page.

Affiliates and staff are PSI's most important resources. Over the Congress mandate, we have strengthened our human resources capacity by standardising job descriptions to make them simpler and fairer, introduced a global framework for minimum conditions for staff, provided clearer guidance for staff on the most important skills we require and started the salary restructuring process.

We have made many new appointments, including two regional secretaries, several sectoral officers, campaigns, regional, sub-regional and administrative staff. We have invested in our communications department, hiring staff with skills across a range of media and employing staff dedicated to communications work in the regions to promote our message. Nonetheless we have much more work to do in this area and the recent appointment of a senior human resource specialist will increase our capacity to make further progress.

Trade union development projects are a crucial element of PSI's actions to strengthen affiliates. Such projects also represent a commitment to international solidarity on behalf of all PSI members. By working in partnership with affiliates, solidarity support organisations (SSOs) and sister unions, PSI can use projects to significantly extend the reach and impact of our activities and campaigns at global, regional and national levels. During this Congress period, PSI projects were given higher priority within the organisational structure and a dedicated team working on projects was created. This allowed PSI to positively address the decline in project funding which had occurred in the period 2008-2012. In 2014, the PSI Executive Board adopted a projects policy which strengthened the alignment of projects with PSI's strategic priorities and sectors. PSI diversified the range of partners we work with, thus reducing over-reliance on any single partner.

New project initiatives allowed PSI to make high-profile global interventions, including protection of health workers during the Ebola Virus Disease outbreak in 2014-2015; supporting affiliates' organising campaigns in South-East Asia, Brazil and East Africa; realising significant trade union rights gains in Botswana, Colombia, Chad, Mozambique, Pakistan and the Philippines; successfully promoting public control of state assets in Indonesia and Nigeria; and ensuring that PSI affiliates take a leading role in shifting international debates on tax justice and trade towards positions that recognise the vital importance of public services.

PSI also recognizes the numerous contributions by affiliates for solidarity actions that were launched in support for PSI affiliates in the aftermath of disasters or emergency situations. PSI gratefully acknowledges the support of the following affiliated unions whose direct contributions during 2013-2017 made our project work possible: Akademikerförbundet SSR (Sweden), FNV-PZ (Netherlands), IMPACT (Ireland), Jichiro (Japan), Kehitysvammaliitto (Finland), Kommunal (Sweden), KNS (Nordic countries), JHL (Finland), Pardia (Finland), Seko (Sweden), SEIU (USA), ST

(Sweden), TEHY (Finland), UNISON (UK), Vision (Sweden), Vårdförbundet (Sweden), Ver.di (Germany).

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FOR MORE DETAILED INFORMATION ON PSI'S ACTIVITIES 2012-2016:

<http://www.world-psi.org/en/annual-report-2012>

<http://www.world-psi.org/en/annual-report-2013>

<http://www.world-psi.org/en/annual-report-2014>

<http://www.world-psi.org/en/annual-report-2015>

<http://www.world-psi.org/en/annual-report-2016>

END

Public Services International is a global trade union federation representing 20 million working women and men who deliver vital public services in 150 countries. PSI champions human rights, advocates for social justice and promotes universal access to quality public services. PSI works with the United Nations system and in partnership with labour, civil society and other organisations.



PSI Report of Activities 2012-2017



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