

ANNUAL REPORT 2009



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Public Services International

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Foreword

Environmental and social sustainability provided the primary theme for PSI's work in 2009. Leading into the United Nations Climate Change Conference (COP 15) in Copenhagen in December, trade unions and civil society allies worked hard to ensure that world leaders would agree on an ambitious plan to reduce carbon emissions. Alas, this dream did not become reality. But we are committed to continuing this struggle and achieving real results.

Public services provide the vital foundation for a sustainable world. Environmental sustainability cannot be achieved without social sustainability. This includes respect for and compliance with the core International Labour Organization conventions to create decent working conditions. PSI is a leading advocate on this front.

PSI and the global labour movement achieved a measure of success in 2009 in gaining more widespread acceptance of the idea that a greener economy requires a just transition that assists workers in retraining for new, greener jobs.

Climate justice requires social justice. This motto guides our continuing efforts to build more sustainable societies around the world.

Peter Waldorff
General secretary

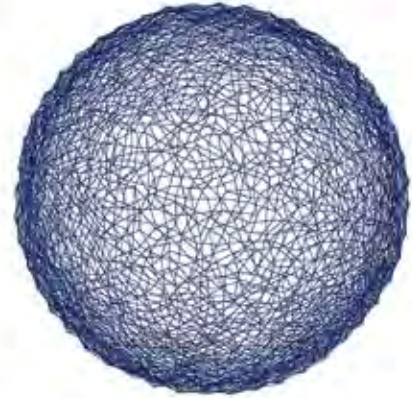
Climate change

At PSI's 2007 Congress, delegates passed a policy paper entitled *Beat the Heat*, which laid out the principles that guided PSI's work through the 2008–2009 period.

In 2009, PSI hired a consultant, Sophie Dupressoir, who had been working with the European Trade Union Confederation on climate change. Building on the work previously done by PSI's Svend Robinson, the experience she gained during the international negotiations leading up to the Copenhagen Summit allowed PSI to benefit from the contacts she had established and her knowledge of the specialised mechanisms of the international negotiations. She also established a close rapport with the International Trade Union Confederation delegation and helped them with their preparations.

PSI unions formed a large delegation to the major climate negotiations in Copenhagen (COP15) in December 2009. Thanks in part to support from Abvakabo FNV, the delegations included unions from a number of developing countries. PSI had attended a number of preparatory meetings, most notably in Poznan in 2008, and established its presence among the ITUC delegations and with governments and non-governmental organisations.

Participation at COP15 was both frustrating and inspiring – frustrating because of huge logistical problems that kept many delegates literally out in the cold, and which blocked access to many of the sessions; and inspiring because of the amount of interest and commitment, not only from the labour movement but also civil society. However, the inability of governments to reach any meaningful agreement points to the complexity of the issue and the strength of a number of powerful lobby groups which have vested interests in blocking any deals.



COP15
COPENHAGEN
UN CLIMATE CHANGE CONFERENCE 2009

PSI's contribution to the topic is especially relevant, given the importance of government, not only as a service provider and regulator, but as an energy consumer and hence an emitter of greenhouse gases. The energy sector is a key target in the climate process: electricity generation alone accounts for 40 percent of greenhouse gases. Less clear is the role of other public services:

- water, where climate catastrophes will be felt;
- healthcare which will need to absorb the new victims and pathologies;
- emergency services;
- urban planning;
- tax administration, and so on.

In addition, it is obvious that the market actors and market dynamics alone will not suffice to bring about the broad societal changes that are urgently needed to avoid climate crises. ◆



Trade Union Rights

The first wave of the global economic crisis began to have a direct impact on the public sector workforce in 2009. Austerity measures introduced by governments sparked a wave of strike action in Europe and beyond, with public sector unions in Lithuania, Romania, and Ireland, among others, calling on their members to take industrial action.

Austerity measures introduced by governments sparked a wave of strike action in Europe and beyond, with public sector unions ... calling on their members to take industrial action...



Spain



Puerto Rico

In Puerto Rico, PSI and its affiliates the Service Employees International Union and American Federation of State, County and Municipal Employees reacted to plans by the government to cut 30,000 public sector jobs in a bid to reduce its deficit. Mass actions – including rallies, sit-ins and a general strike – forced the government to back down temporarily, but plans to reduce the workforce were set to go ahead in January 2010.

In Colombia, which already has the worst track record for human and trade union rights, more than 2,300 workers were arbitrarily dismissed as a result of an on-going restructuring process in central administration. Trade unionists who voiced opposition to the process found themselves the target of a paramilitary group which issued death threats against them.

Brutal crack-down on trade union activists

The year was also characterised by a brutal crack-down on trade union activists. In the worst cases, this took the form of extra-judicial killings and judicial persecution of trade unionists.

PSI was deeply shocked and saddened to learn of the assassination of Colombian trade union leader



Hernán Polo Barrera, president of the Montería branch of PSI affiliate Sindicato de Trabajadores y Empleados de la Educación Nacional.

Polo was shot dead near his home in Montería, northern Colombia, in front of his family, by two thugs on motorcycles. He had been leading a campaign on behalf of his union, denouncing regional-administration-driven irregularities in the grading system and setting of pay scales for administrative workers in the education sector. PSI wrote to President Uribe condemning this assassination in the strongest terms and invited affiliates to do the same.

PSI also joined the International Trade Union Confederation in condemning the death of Guatemalan union leader Víctor Gálvez. Gálvez was a community leader and a member of FRENA, the natural resources protection and resistance front.

In Turkey, the judicial persecution of trade unionists continues. Seher Tümer of PSI affiliate SES (the health and social services union) was arrested for allegedly 'belonging to a terrorist organisation' and making 'propaganda on behalf of a terrorist organisation'. Her 'crimes' involved taking part in the celebration of International Women's Day on 8 March 2009 and the Kurdish Newroz Spring festival on 22 March. PSI affiliate Tüm Bel Sen (municipal employees' union) also saw one of its members, Metin Findik, imprisoned on charges that have never been made clear. PSI continues to work with its affiliates in Turkey, with sister global



Turkey



union federations and the ITUC to secure the release of imprisoned trade unionists and to bring about a climate where trade union and human rights are respected by the Turkish authorities.

In South Korea, the government continued to attack the rights of public sector unions. One notable example is its refusal to recognise the merger of three civil service unions – the Korean Government Employees' Union, the Korean Democratic Government Employees' Union and the Court Government Employees' Union – into a new Korean Government Employees' Union. Police raids on the offices of the KGEU and sister union the Korean Workers' Railway Union drew international condemnation, as did the revisions to the Korean Public service regulations, which ban government employees from collectively objecting to government policies, including prohibiting actions such as issuing public statements, endorsing petitions and participating in protests or assemblies.

Working with the ILO

PSI has continued to assist affiliates in bringing complaints before the International Labour Organization Committee on Freedom of Association and the ILO Committee of Experts on the Application of Conventions

and Recommendations. In 2009 this resulted in a number of strong conclusions and recommendations from both committees in favour of PSI affiliates, which will be of value to national efforts to secure respect for public trade union rights – in particular the rights to freedom of association and collective bargaining.

Action on essential services

In 2009, PSI commissioned the International Centre for Trade Union Rights to carry out a study into the

current state of essential services and international labour rights. This was prompted by concerns from a number of affiliates in all four PSI regions that the essential services classification was being misused by governments to deny basic trade union rights to all categories of public sector workers. The study, which will be widely disseminated in 2010, has already been used by affiliates in national litigation and advocacy, and in preparing submissions to the ILO's CEACR. ♦



From left, Mr. Yang Seong-Yoon, President of KGEU, Mr. Kim Young-Hoon, President of KCTU, Mr. Hideaki Tokunaga, President of JICHIRO, Mr. Sakae Morinaga, President of JPSU, and Mr. Katsuhiko Sato, PSI Regional Secretary for Asia Pacific

Gender Equality

PSI World Women's Committee

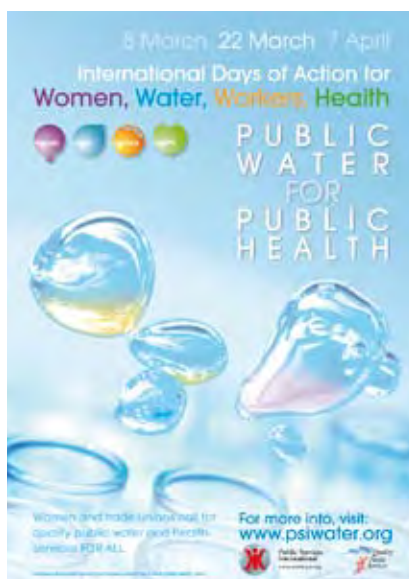
The PSI World Women's Committee meeting programme in April 2009 centred on the global financial situation, with discussions geared at framing a gender-related response to the crisis. Also high on the agenda was ensuring that equality is paramount in PSI's policies and activities. With women representing around 60 percent of PSI's overall membership but only 20 percent of trade union leaders, the committee agreed that much work still needs to be done. The committee focused on identifying common obstacles and challenges, and suggesting ways of implementing a gender mainstreaming programme.

International Women's Day – 8 March 2009

PSI marked International Women's Day with a public awareness campaign on the link between gender equality and quality public water and health services. The report produced for the campaign has been used by affiliates and the secretariat in advocacy and lobbying activities.

There can be no equality between men and women when gender-based violence – be it physical, verbal, psychological or economic – continues to be such a prevalent, unchecked and almost accepted part of our workplaces, our homes and our communities. Trade unions must be ready to play their part in ending this cycle of violence against women.

Kuini Lutua, chair of the PSI World Women's Committee



Gender equality at the heart of decent work

In June 2009, the International Labour Conference held its first general discussion on gender equality in more than 20 years. The inclusion of this item was the result of many years of lobbying efforts by the workers' group of the ILC, including the global union federations and the International Trade Union Confederation. The outcomes of the general discussion, which are captured in the report *Gender equality at the heart of decent work*, will frame the action plan for the

International Labour Organization office and constituents to promote gender equality over the next decade. The report contains several references to the importance of having accessible quality public services if gender equality is to be achieved, including the key role of states in establishing appropriate regulatory frameworks for the provision of public services. It also includes several references to the work of PSI and its affiliates, as best practice examples in promoting gender equality.

Violence is NOT part of the job

In 2009, PSI again drew attention to the impacts of gender-based violence on working women, under the banner *Violence is NOT part of the job*. A range of materials remain available to affiliates covering:

- the incidence and impact of gender-based violence on women and their families;
- the role of public services in responding to violence against women; and
- the cost to public services of inadequate measures to tackle the issue.

The materials also highlight the successful work of PSI affiliates in addressing violence against women. ♦



Brazil

Health

PSI's health activities in 2009 included a meeting of the Health Services Task Force in May. The meeting was held at the peak of the H1N1 pandemic and protection of workers and the public was high on the agenda. The economic crisis also meant that health trade unions were facing cuts in services and increasing privatisation.

PSI developed a Quality Health Services Campaign, which included a workplace strategy to protect health workers, strengthen unions and achieve quality health services.

PSI's occupational health and safety campaign on needlestick injuries and blood-borne pathogens (hepatitis, HIV/AIDS) continued, with good results particularly in Nigeria, where all hospitals



adopted the use of retractable syringes. In the Democratic Republic of Congo, the nurses' union SOLSICO reached an agreement with the government that only retractable syringes could be imported into the country.

PSI health sector affiliates continued the campaign for the systematic vaccination of health

care workers against Hepatitis B, in collaboration with the World Health Organization.

On 17 July, the European Federation of Public Service Unions and the European Hospital and Healthcare Employers' Association signed an agreement on prevention from sharps injuries in the hospital and healthcare sector. (This agreement was adopted as a European Council Directive in 2010).

On the regional level, PSI coordinated a three-year project to strengthen public sector trade union response to HIV and AIDS in 11 countries of southern Africa (Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe). ♦

Global Governance

In 2009, the global crisis impacted and directed much of the work PSI was involved in.

PSI took part in the biannual consultations with the World Bank and the International Monetary Fund in January, at a time when the consequences of the crisis had already hit hard a number of the European countries. PSI pressed the need for public investment as the best way to stimulate the economy and avoid a global jobs crisis.

We also lobbied against punitive bailout loan conditions set by the IMF. It was clear, early on, that for countries such as Iceland, Hungary and Latvia – such loan conditions meant direct wage reductions and job cuts.

We developed a model process for how to attack the loan conditions by working more directly in the stakeholder countries of the World Bank and the IMF. This is still an area where there is much work to do in order for PSI to be successful in mitigating the negative impact such loan conditions have on working people.

PSI also participated in the

Organisation for Economic Co-operation and Development Forum in May as part of the Trade Union Advisory Committee delegation; the global crisis was also high on this agenda.

Another important OECD consultation on Territorial Development

took place in September where together with TUAC, we had the opportunity to work more directly with OECD's regional and local development sector. For PSI it was an important opportunity to present and discuss vital areas of our quality public services agenda. ♦



European unions met during the 'Put People First' protest march that passed through London and Westminster ahead of the G20 summit in London. Photo shows Dave Prentis, general secretary of UNISON (centre), surrounded by European union leaders including PSI general secretary Peter Waldorff and EPSU general secretary Carola Fischbach-Pyttel. Photo © Steve Forrest

Utilities

Two major events dominated 2009 in the utilities sector – the World Water Forum in Istanbul in March, and the UN Climate Change Conference in Copenhagen in December. PSI affiliated unions participated in both events in significant numbers, clearly indicating the core role of public service unions in the key issues facing our countries and our planet.

Sandwiched between these two global events were a number of activities worthy of note, all geared towards influencing policies that impact directly or indirectly on the terms and conditions under which our members work.

Possibly the most significant of these is a change of policy by the European Union, whereby it accepts the concept of public–public partnerships in the water sector in its development budget. The EU has allocated

€40 million of its €200 million ‘water facility’ fund to PUPs over the period 2010–2012. This change is an important victory for PSI, its unions and our allies among the non-governmental organisations, who have spent a number of years pressing for such a major policy change. Public utilities have until October 2010 to apply for this money. Trade unions were encouraged to be partners, but cannot be grant applicants.

Another significant development is the finalisation of the Global Reporting Initiative’s Electricity sector supplement, which codifies the reporting requirements for electricity companies, both public and private. PSI worked to include a number of questions about labour conditions – specifically, of outsourced operations – where employers often try to shirk their labour responsibilities. This instrument is being tested in 2010 to validate the various reporting fields for the utilities sector. The new data should help unions to raise issues concerning labour standards in much more detail.

In recognition of the impact of the global financial crisis and the new Obama administration in the USA, PSI convened a meeting of unions from the USA and Canada to discuss policies regarding the stimulus spending focused on infrastructure. The aim of the meeting was to encourage unions to raise the issue of ‘quality public services’ in these investment programmes. PSI also participated in



the high-level meetings with the World Bank and the International Monetary Fund along with other global union federations and the International Trade Union Confederation. PSI pressed quite hard to include language favouring stimulus spending to help countries weather the crisis and to strengthen countries to come out of the crisis. As a result of this initiative, we proposed collaboration on infrastructure with a number of other interested global unions – more needs to be done, at all levels.

A number of other discrete activities involved a considerable amount of work for unions and PSI staff – whether working with affiliates in West Africa on developing utilities strategies; in Latin America to develop energy policies for the region; with the Russian energy union, to focus on the work of young members; with the Canadian Union of Public Employees to strengthen their water strategy and their links to unions in the region; developing strategies to establish consultation mechanisms with some big utility corporations; or working with the government and civil society in Jakarta to end the private water concession. ♦



As part of the PSI Water, Women and Work campaign, Belgian union FGTB held a march in Liège and made special bottle labels with the slogan “5 km to fetch water”, to bring attention to the many women who walk several kilometres each day to fetch water.

Migration and Women Health Workers' project

According to International Labour Organization estimates, the number of jobless worldwide reached nearly 212 million in 2009, and unemployment is likely to remain high throughout 2010. The number of workers in vulnerable employment worldwide is estimated to reach over 1.5 billion, equivalent to over half of the world's labour force. Youth unemployment was estimated at 10.2 million, its highest since 1991.

As expected, labour migration flows have also fallen sharply, with migrants being the first to be laid off and sent home. Remittances are estimated to have fallen to 7–10 percent, adversely affecting families who largely depend on remittances to survive.

Against this backdrop, the PSI Migration and Women Health Workers project continued to support the work of public sector unions as they sought to counteract the impact that the economic crisis is having on public services, and the massive number of workers losing jobs in both origin and destination countries. Highlights of the project:

- An international project planning meeting, which led to the establishment of PSI's policy and programme of action on migration,



Paraguay

development and public services (2010–2012). The policy and programme of action has been endorsed by the executive board. See www.world-psi.org/migration.

- An Inter-American regional project-planning meeting, attended by project partners in the six sub-regions, resulting in the establishment of the various sub-regional workplans, which were all successfully implemented throughout the year.
- Development, printing and

distribution of the 'pre-decision and information' kits and 'union passports', which were useful tools for informing and organising. To date, pre-decision kits and union passports are available in Ghana, Kenya, South Africa, Fiji/Oceania, Australia, Bermuda, Barbados, Brazil, Paraguay, Central America, the Andean region, Philippines, USA, Canada, Netherlands. Copies can be downloaded from the PSI website.

- Reaching out to and organising health care workers, a majority of whom are women.
- Participation in various advocacy and campaign activities, among them the third Global Forum on Migration and Development, which was held in Athens in November, the International Migrants Day campaign (18 December), and the continuing PSI global campaign for the ethical recruitment of migrant health workers.

Project partners reacted to the economic crisis by integrating measures to counteract its impact into project activities such as: defending job security and decent working conditions through collective bargaining; capacity building; and information drives. ♦



Kenya - International Migrants' Day

Union Development and International Solidarity

Funding

In 2009, PSI managed 42 projects for affiliates in 75 countries in Asia-Pacific, Africa and Arab Countries, Latin America and Central and Eastern Europe. The accompanying table (p. 12) presents a summary of all the projects.

During the year, there were some important changes concerning project support that could, unchallenged, have resulted in serious loss of funding. The most significant of these was new criteria for development cooperation adopted by the Dutch government. This change obliged PSI to re-negotiate its funding structure, which involved both FNV Mondiaal (the international arm of FNV, the Dutch labour movement federation) and other solidarity support organisations. Most of the African projects were restructured during 2009 with minimal loss of funding; the same process will be repeated in Asia and partly in Latin America during 2010, and it is foreseen that Dutch funding in Latin America will be drastically reduced in mid-2011.

This change coincided with the Swedish government's decision to introduce new systems for their development cooperation by declaring 2009 as a 'bridging year' for the evaluation of all ongoing projects

and planning for future activities. PSI took advantage of the opportunity to present a programme application to LO-TCO (the Swedish secretariat of International Trade Union Development Cooperation), being one of two global union federations to do so. This approved programme, which will commence in 2010, encapsulates PSI's policy programme, and demonstrates how the 10 new projects contribute to the achievement of our strategic objectives.

After lengthy negotiations, and thanks to the assistance and support of PSI affiliates in sponsoring countries, UDIS managed to maintain the same level of funding as in previous years.

LO-TCO/SKTF project in Chile, 2005–2008

Evaluation of this project was conducted by 10 union monitors who are specially trained in evaluation techniques, plus two external consultants. Over 700 trained leaders participated in this process, assessing how the unions had been strengthened over the four previous years by the capacity-building, new communications channels and campaigning activities. The main project results are:

- young workers and women workers have increased their participation in

leadership positions;

- the affiliates' joint campaign contributed to enhancing the image of the unions and PSI's quality public services policy;
- the collective bargaining training by staff from SKTF, the Swedish union of local government officers, strengthened union capacity to negotiate better wages and working conditions for their membership.

These results were used to develop new sector-based projects in the Southern Cone.

Southern Africa study circles project 2006–2008

The objective of these study circles, established in the 2006-2008 project, was to raise membership awareness of quality public services in order to support the leadership-level quality public services campaigns and increase recruitment. The evaluation used a participatory approach which provided the unions with the skills to carry out research, gather information and analyse results in four selected countries (Mauritius and Rodriguez, Namibia, Swaziland and Zambia).

The evaluation found that the broader QPS approach of the project had an impact in these countries and has placed the issue in the national spotlights. This was seen during the interviews and focus groups as well as in media research. The evaluation also found that, when study circles were conducted, even though this approach was highly appropriate, it was undermined by implementation problems at the national and union level. The evaluation report identifies in detail the reasons behind these problems. One of the major findings is that the design and structure of the project was too large to develop capacity at the national level and adequately measure results, and that often the project and the study circle outcomes were made on assumptions



Staff Development Workshop in Mumbai



Algeria

that were not well founded.

The extent of the analysis has provided PSI with findings and recommendations that go far beyond the study circle component of the project, and the evaluation report will be an important tool to discuss and formulate a more effective approach to solidarity support work in this sub-region.

LO-TCO Turkey project 1996–2008

This evaluation was conducted by consultants in Turkey in cooperation with the affiliates, who participated in developing the terms of reference and in gathering and validating information. The project was implemented in three phases – union education, public sector restructuring, and trade union rights – and included training workshops and campaign actions.

The evaluators produced a very insightful and comprehensive analysis, not only of the project results but of the growth of public sector unions in Turkey during this period. They identified that, in many cases, the results exceeded the objectives and are sustainable. For example, PSI affiliates now work together collectively on agreed common issues and a national coordinating committee was established and meets regularly. Joint union campaigns conducted at the branch level created joint union committees that continue to operate under their own initiatives. The

strategy of 'collective court cases' to challenge trade union rights in the high court produced hundreds of pilot court cases that are being used effectively against the government's attacks on trade union rights.

The main problem areas identified by the evaluation were: the failure to improve gender equality within the unions (with the ratio of women leaders remaining the same as that of women in society); and constant changes to the union leadership, which sometimes interfered with project continuity.

East Africa impact assessment

As a continuation of the external evaluation carried out in 2008, young members and union staff (14 women and seven men) were trained by a consultant to carry out action-based research on how the project activities influenced the implementation of PSI policy in the sub-region. They then carried out the research in teams, followed up by a dissemination and feedback workshop. This means that there is now a core of young union leaders with the skills to carry out action-based research on specific issues for union advocacy and campaigns, and the union leaders have confirmed and documented that they will utilise these skills in the future.

During the year, the consultant began the impact assessment process with desk research and interviews

in Tanzania. The impact assessment will identify whether the East Africa project was able to influence the impact of PSI policy and advocacy work in the sub-region. The lessons learnt from this are intended to be used at a workshop in 2010, to help the PSI Secretariat develop an approach to becoming a results-based and learning organisation.

New projects

Given that 2009 was a bridging year for most projects, there were only a few new projects:

- in Latin America, the Paraguayan affiliates requested assistance in capacity building to take advantage of the historical opportunity to engage with the new progressive government;
- in Asia, a pilot project was run to prepare a full-scale project to increase union influence in the Asian Development Bank;
- in Africa, a new water sector project in Kenya was prepared together with Abvakabo.

Global union cooperation

UDIS officers participated in various joint-GUF activities, including a drafting committee to produce a *User-friendly projects handbook for trade unionists*, to replace the one produced by the solidarity support organisations some years ago, and a working group to develop joint financial reporting forms.

UDIS also participated in meetings of the Trade Union Development Cooperation Network, which is led by the International Trade Union Confederation, and which aims to promote structured dialogue between trade union development partners, at the international and regional level, and to position trade unions as an integral stakeholder in development. ♦

Project Summary

Budget distribution in 2009

Inter-Americas	€ 1,063,000	(36%)
Africa and Arab countries	€ 960,000	(32%)
Asia–Pacific	€ 633,000	(21%)
Global	€ 190,000	(6%)
Europe	€ 146,000	(5%)
Total	€ 2,992,000	(100%)
Total project budget volume in 2008	€ 3,033,000	(100%)

Sponsor contributions in 2009

FNV Mondiaal, Netherlands	44%
Trade Union Solidarity Centre, Finland (SASK)	20%
Swedish Council of International Trade Union Cooperation (LO-TCO)	16%
IMPACT (Irish PSI affiliate)	10%
Friedrich Ebert Stiftung, Germany (FES)	4%
Danish Trade Union Council for Int. Development Cooperation (LO-FTF)	3%
AbvaKabo/FNV (Dutch PSI affiliate)	1%
Nordic Federation of Municipal Workers' Unions (KNS)	1%
ILO Workers' Activities Branch (ACTRAV)	1%

Sponsored PSI Union Development activities in 2009

REGION	SPONSORS	PROJECT TITLE	BUDGET
AFRICA/ARAB COUNTRIES			
English speaking Africa			
West Africa (Ghana, Nigeria, Sierra Leone)	FNV	Public Sector Restructuring & Union Development	143,418
East Africa (Kenya, Tanzania, Uganda)	FNV/LOTCO/ Kommunal	Quality Public Services Bridging Project	156,024
Southern Africa			
Southern Africa	SASK/JHL/FNV/ LOTCO/SKTF	Union Development Bridging Project	308,000
French-speaking Africa			
B Faso, Chad, Guinea, Niger, Mali, Togo	FNV/LOTCO/ST	Union Development	165,000
Democratic Republic of Congo	IMPACT	Capacity Building	20,000
Cameroun	IMPACT	Union Development	13,500
Arab Countries			
North Africa	FES	Promoting Quality Public Services	10,000
Middle East	FNV/FES/IMPACT	Campaigning for Workers Rights	144,037
Total Africa/Arab Countries			959,979
ASIA/PACIFIC			
Regional			
Regional	FES	Promoting Quality Public Services	16,000
Regional	FES	PSI Activities at ADB Annual Meeting	30,000
Regional	SASK/KNS	ADB Planning Project	16,720
South Asia			
Bangladesh, India, Nepal, Pakistan, Sri Lanka	FNV/SASK/JHL	Gender Equality in Health Sector	143,950
Bangladesh, India, Nepal, Pakistan, Sri Lanka	LOTCO/SEKO	Capacity-building, Campaigning and Organising	95,000

REGION	SPONSORS	PROJECT TITLE	BUDGET
South East Asia			
Indonesia, Malaysia, Philippines, Thailand	FNV/SASK/JHL	Trade Union Rights	128,000
Indonesia, Malaysia, Philippines, Thailand	FNV/SASK/JHL	Gender Equality in Health Sector	123,400
Indonesia	SASK/JHL/KNS	Trade Union Development	80,308
Total Asia/Pacific			633,378
EUROPE			
South East Europe			
Turkey	IMPACT/LO/TCO/ Kommunal/SKTF	Trade Union Rights	65,000
Bulgaria, Moldova, Romania	ABVAKABO/FNV	Capacity Building	45,490
Moldova	LO/TCO/SKTF	Strategic Planning	30,000
Czech Republic/Slovakia	IMPACT	Motivation for Young Union Members	6,000
Total Europe			146,490
INTER AMERICA			
Regional			
Regional	FES	Organising University Sectoral Federation	23,000
Regional	FES	Organising Judiciary Sectoral Federation	13,000
Regional	FES	Organising Energy Sectoral Federation	12,000
Andean Region			
Aruba, Colombia, Ecuador, Peru, Venezuela	IMPACT/FNV	Equality and Equity in Public Services	208,746
Bolivia, Colombia, Ecuador, Peru, Venezuela	SASK/JHL/KNS	Defending Water as a Human Right	71,503
Peru	SASK/JHL/KNS	Promoting Union Participation in PUPs	28,800
Colombia	SASK/JHL/KNS	Trade Union Rights Website	26,000
Bolivia, Colombia, Ecuador, Peru, Venezuela	FNV	Trade Union Rights in Municipal Sector	78,000
Brazil			
Brazil	IMPACT	Pay Equity	35,000
Brazil	FNV	Trade Union Rights in Municipal Sector	95,250
Brazil	FNV	Equal Opportunities	23,400
Caribbean			
Caribbean	FES	Working for Gender Justice	8,000
Central America			
Central America/Mexico/Dom Rep	SASK/JHL	Trade Union Development	100,000
Honduras, Guatemala, Nicaragua	LO/FTF	Health Sector Network	102,561
Central America/Mexico/Dom Rep	FNV	Trade Union Rights in Municipal Sector	29,100
Southern Cone			
Southern Cone	LOTCO/SKTF	Union Development	80,000
Southern Cone	IMPACT	Young Workers	33,350
Southern Cone	IMPACT	Gender Campaigns	35,000
Southern Cone	IMPACT	Health Sector Reforms	38,000
Paraguay	IMPACT	Quality Public Services	22,000
Total Inter America			1,062,710
Global Projects			
Global Projects	FNV/IMPACT/ILO	Women and Migration in Health Sector	130,150
	SASK/JHL	World Water Forum	59,637
Total Global Projects			189,787
ALL REGIONS			2,992,344

Europe

PSI Europe and the European Federation of Public Service Unions cleared the final step to a merger at the EPSU Congress in June 2009, when delegates voted unanimously to adopt the necessary modifications to the EPSU constitution. This was an historic moment, with congress delegates from Lisbon to Vladivostok, Reykjavik to Dushanbe, planning joint trade union policies for the years to come.

EPSU took over responsibility for the joint European work on 1 January 2010. From this time, PSI sub-regional secretaries in Central and Eastern Europe will report to the EPSU general secretary, Carola Fischbach-Pyttel. The merger documents stipulate a transition period from 1 January 2010 to 31 December 2012, during which time the provisions of the cooperation agreement and the transitional and financial arrangements may be reviewed.

All European countries were affected by the fact that the banks have offloaded their debts onto governments and taxpayers – and governments have, in turn, tried to solve budget deficits at the expense of public services and social programmes. Unemployment has grown and public service employees are suffering from salary and pension cuts. The punitive terms for loans required



by the International Monetary Fund – such as those enacted in Romania, Turkey, Moldova, Hungary, Serbia, Ukraine, Belarus, Lithuania and Latvia – were answered by our affiliates with widespread protest actions.

Thirty capacity-building projects and activities were organised and financed by PSI in Central and Eastern European countries. Virtually all of them – whether they concerned the problems of globalisation among workers in health care, utilities and administration, recruiting members, collective bargaining, trade union

rights, questions of gender equality, migration and young workers – had to be adapted to include responses to the additional burden of financial crisis.

During the Mediterranean constituency meeting in Tel Aviv, PSI and EPSU organised a fact-finding mission to Israel and Palestine to learn more about the current situation and explore possibilities for fostering cooperation between public service unions on both sides of the wall that divides Israel and the occupied territories. The main conclusion was that, under the current political circumstances, practical cooperation is limited. Unions in Israel concluded an agreement with their government on tackling the impact of the international crisis and strengthening their own role in decision-making on social and economic issues. ♦



PSI Europe and EPSU voted to merge in June 2009 ... with delegates from Lisbon to Vladivostok, Reykjavik to Dushanbe, planning joint trade union policies for the years to come.

Inter-Americas

Sustainability was a recurring theme in this region during 2009, particularly the sustainability of employment, which is under threat in several countries. Even with the large number of democratic governments in the region, the question of human and trade union rights is far from being resolved.

PSI organised missions to several countries, supported complaints to the International Labour Organization, took part in demonstrations, and sought to support our local affiliates in every way possible.

- **Honduras** – with the military coup and continued violence against the trade unions, the struggle is now for a National Constituent Assembly to re-democratise the country.
- **Colombia** – a death threat was made against Margarita Lopez, president of SINTRACUAVALLE, because of her fight against the privatisation of water and in defence of SINTRAENSIRVA, which is being destroyed by the liquidation of the company.
- **Puerto Rico** – mobilising against neoliberal plans for mass redundancies and privatisation on the island.
- **Ecuador** – dealing with lack of collective bargaining and non-recognition of unions by the government.

- **Venezuela** – addressing lack of collective bargaining and creation of parallel unions.
- **Mexico** – addressing attacks on unions in the electricity and mining sectors.

PSI took part in the Trade Union Summit of the Americas, which met in Trinidad and Tobago in April, at the same time as the presidential summit. The trade union summit approved various documents, including one on workers' rights with regard to regional integration and sustainable development, including points concerning the defence of quality public services.

Even with the large number of democratic governments in the region, the question of human and trade union rights is far from being resolved.

PSI also took part for the first time in the Inter-American Conference of Ministers of Labour, which was held in Buenos Aires in November. All the ministers of labour from the countries of the Americas meet up at this conference, which is held every two years and is organised by the

Organization of American States. In this forum, PSI, working together with the Trade Union Confederation of the Americas, can present complaints concerning the violation of human and trade union rights and fight for legislation to support collective bargaining in the public sector throughout the American continent.

Meanwhile, in Jamaica, with the support of the global union federation office in Washington, our local affiliates are seeking to monitor the International Monetary Fund loans to the country, which stipulate that a series of neoliberal measures must be taken. By monitoring in this way, the affiliates will be able to intervene in defence of a model of sustainable development, and in favour of trade union and human rights.

In 2009 PSI started work in Haiti to support the creation of the Confederation of Public and Private Sectors Workers of Haiti (before the 2010 earthquake), and helped to consolidate the Confederation of Workers of the Universities of the Americas and of the Judiciary. Regional meetings in the municipal, central government and energy sectors have been established.

In addition, the committees against racism and the regional youth committee continue to meet every year. ♦



Honduras

Africa and Arab countries



The 11th PSI Regional Conference for Africa and Arab Countries (AFRECON) was held in Hammamet, Tunisia from 25–27 March 2009. The main theme of the conference was ‘Promoting quality public services for all in Africa and Arab countries’, and the keynote speaker was Dr Abdeljelil Bedaoui, Doctor of Economics and Social Sciences in Tunisia.

This conference, which had been preceded by workshops for the Women’s Committee and the Young Workers’ Committee, brought together 83 delegates, 22 observers, 17 visitors and eight guests. Participants called on the PSI to continue improving the capacity of its affiliates to engage the governments and international financial institutions so that they can influence the policies about public services.

Southern Africa sub-region

Peter Waldorff, PSI general secretary, attended the South Africa Municipal Workers Union congress in Bilabila, Limpopo in South Africa from 4–6 November 2009. He also participated in the 20th anniversary celebration of the Police and Prisons Civil Rights Union in Bloemfontein in the Free State.

Arab countries sub-region

- **The FNV project (workers’ rights)** – 2009 was the first year of the FNV project on campaigning for workers’ rights in the Middle East (Jordan, Lebanon, Egypt and Palestine). A series of activities were implemented in the four countries, including a code of conduct for trade unions, and the formation of an independent group of trainers in Jordan.

- **The FES project (utilities)** – A workshop was organised in Morocco for the three North African countries (Tunisia, Algeria and Morocco) to develop quality public services in the water and electricity sectors. Plans were produced to further develop the concerned sectors to enable them to deliver quality public services.
- **Trade union rights** – Many trade union rights violations occurred during 2009 in Algeria, as reported by PSI affiliate SNAPAP (Syndicat National Autonome des Personnels de l’Administration Publique), including police attacks on trade unionists. The president of SNAPAP was prevented from leaving the country to attend an international meeting. Meryeme Mehdi organised a hunger strike by to protest against her expulsion from British Gas, a multinational enterprise.
- **SUBRAC 2009** – the conference welcomed a new independent



Meryeme Mehdi, Algeria

union from Egypt, the Independent General Union of Real Estate Tax Authority Workers, which has been strongly supported by PSI.

East and West Africa affiliates

- **ILO social dialogue** – Three national working group members participated in a retreat in February 2009, during which they developed an integrated strategic framework and a five-year action plan for

managing migration of human resources of health within labour migration policy. Capacity building for all stakeholders was a cross-cutting issue that also needed to be addressed, and this has been achieved via exchange programmes between Kenya and other countries to help spread ideas on best practice.

- **Young Workers' Seminar** – Young workers were invited from the six PSI affiliates in Ghana and took part in a workshop covering recruitment of new members, trade unionism, labour laws, grievance handling, and communication skills. This workshop contributed in building the capacity of young workers among the PSI affiliates in Ghana.

French-speaking Africa sub-region

The 2009 activities focused on capacity-building, by providing training on women's leadership, negotiation and young workers' unionisation. Campaigns included: HIV/AIDS; check-off system, and recruitment of new members, especially youth.

- **Workshop for young workers, Mali** – This workshop brought together young workers from the PSI affiliates in Mali, to help improve their skills in organising and recruitment, labour laws, and communications.
- **International Public Services Day, Chad** – PSI affiliates in Chad used this occasion to highlight the challenges that public sector workers face in Chad and what the unions have been doing to address these challenges. ♦

Asia Pacific

PSI has 129 affiliated unions from the Asia-Pacific region and an estimated two million members from 26 countries. The primary role of the PSI Asia-Pacific Regional Organisation is to establish strong public sector unions in the developing countries, to support an efficient and large public service, to satisfy workers' concerns, and to ensure equality and social justice. This calls for a serious action plan, and the activities of 2009 followed this plan.

Asian Development Bank

The Asian Development Bank board of governors annual meeting was held in Bali, Indonesia from 2–5 May 2009. Eighty trade union leaders from PSI in the region, together with other global unions – BWI and UNI – participated in the meeting and organised various



Two thousand people attended the formal opening session of the 42nd ADB Annual Meeting in Bali, Indonesia

activities in Bali. The delegation participated in the civil society meeting attended by the president of ADB, and the delegation presented a joint statement on the establishment of a 'labour desk' for monitoring the International Labour Organization's Core Labour Standards.

On 27 May the regional branches of the International Trade Union Confederation and other global union federations organised a dialogue session with the ADB at its head office in Manila. The delegation focused on precarious workers, core labour standards in the ADB project, the financial crisis and decent work. The regional office participated in an ADB workshop on 'social assistance and conditional cash transfers' on 23-24 July in Manila.

In order to consolidate the campaign work, the PSI-APRO held a strategic planning workshop from 1-3 September 2009 in Manila, managed by the Trade Union Solidarity Centre, Finland, and the Nordic Federation of Municipal Workers' Unions (SASK-KNS). PSI-APRO trade union representatives met the ADB president, Mr Kuroda, on 2 December, and held a meeting with ADB executive directors on 4 December, reiterating the need to establish a labour desk in ADB. The PSI-APRO was successful in garnering the support of some members of parliament for this campaign, and also developed tool kits on the ADB in order to increase awareness among affiliates.

PSI Japan/Korea joint health workshop

To mark International Nurses' Day (May 12), 100 members from health sector workers' unions in Japan and Korea held a joint workshop in Seoul. Korean and Japanese health workers carried out a comparative study of their working conditions, and the Korean Health and Medical Workers' Union reported on the results of the detailed surveys that they had prepared. The reports especially focused on shift duties, overtime work and the severe shortage of nurses in hospitals. Serious problems including 'Karou-shi' (death from overwork), suicide and violence were also highlighted in the report.

PSI/UNI joint seminar on migration

Since the signature in September 2006 of the Japan Philippines Economic Partnership Agreement by the governments of Japan and the Philippines, 273 nurses and care workers migrated from the Philippines to Japan. In 2009, PSI and UNI – which both represent affiliates that organise nurses and care-givers in both countries – held a joint seminar on migration on 25 June in Tokyo. As a result of their discussions, the participants highlighted the lack of trade union activities, especially compared to the activities of the governments and employers, and they agreed to form the Japan Philippines Union Partnership Agreement as soon as possible, and to promote dialogue and joint activities between the trade unions in both countries.

Campaign launching workshop on the International Solidarity Levy

PSI-APRO together with BWI and UNI launched a campaign on the International Solidarity Levy (ISL). The campaign launch was held in Jakarta, Indonesia, on 11-12 August. The workshop resulted in a statement of intent and an action programme.

Follow-up workshop on QPS campaign

An annual follow-up workshop on quality public services was held on 1-3 December 2009 in Manila. Seventy-five participants from 19 countries discussed on-going projects. A draft campaign plan for 2010-2011 and a resolution on trade union rights in Korea were adopted unanimously.

Network activities

PSI-APRO has developed network activities for utilities, health and social services, firefighters and ambulance workers, and youth. Network coordinators develop regular bulletins on sectoral issues, various activities, and participate in the annual workshops.

Projects

PSI-APRO has projects on gender and health for health workers, Trade union rights for public administration workers, and a capacity-building project for the trade union representatives in Bangladesh, India, Indonesia, Malaysia, Mongolia Philippines, Nepal, Sri Lanka and Thailand. ♦



New PSI affiliates in 2009

Africa and Arab countries

- ★ Judicial Services Staff Association of Ghana
- ★ Kenya Union of Commercial, Food and Allied Workers
- ★ Middle East Airlines and Affiliates Companies Syndicate, Lebanon
- ★ National Public Sector Health Workers Association, Liberia
- ★ Real Estate Tax Authority Union, Egypt
- ★ Syndicat National de l'Electricité et de l'Electronique, Libya
- ★ Uganda Public Employees Union (re-affiliation)
- ★ National Union of Civil Servants, Sierra Leone (re-affiliation)
- ★ Municipal and Local Government Employees' Union, Sierra Leone (re-affiliation)

Asia-Pacific

- ★ Health Professional Organization of Nepal
- ★ The Government Employees Association of Thailand (GEAT)

Inter-Americas

- ★ Asociación Nacional de Abogados/as al Servicio del Estado (ANDAE), Colombia
- ★ Asociación Nacional de Funcionarios Judiciales, Administrativos y Apoyo Jurisdiccional de Bolivia (ANAFUJA)
- ★ Asociación Nacional de Trabajadores de las Universidades Estatales (ANTUE), Chile
- ★ Asociación Nacional de Trabajadores del Sistema General de Seguridad Social en Salud (ASOSISALUD), Colombia
- ★ Californian Nurses Association (CNA/NNOC), United States of America
- ★ Central Sindical de Trabajadores del Estado Paraguayo (CESITP), Paraguay
- ★ Colegio Médico de Pichincha, Ecuador
- ★ Confederação Nacional dos Trabalhadores em Comercios e Serviços, Brazil
- ★ Confederación Nacional de Servidores Públicos del Ecuador (CONASEP)
- ★ Confederación Sindical de Trabajadores de la Salud Pública en Bolivia
- ★ Confédération des Travailleurs et Travailleuses des Secteurs Public et Privé, Haiti
- ★ Federação di Sindicatos de Trabalhadores das Universidades Brasileiras (FASUBRA), Brazil
- ★ Federación de Trabajadores de Luz y Fuerza del Perú
- ★ Federación Nacional de Funcionarios (FENAFUECH), Chile
- ★ Federación nacional de funcionarios de la Subsecretaría de Salud Pública (FENFUSSAP)
- ★ Federación Nacional de Sindicatos de Obreros de las Universidades y Escuelas Politécnica del Ecuador (FENASOUPE)

- ★ Federación Nacional de Trabajadores de las Universidades del Perú (FENTUP)
- ★ Federación Nacional de Trabajadores de las Universidades y Escuelas Politécnicas del Ecuador (FENATUPE)
- ★ Federación Nacional de Trabajadores Estatales, Dominican Republic
- ★ Federación Regional de Trabajadores del Sector Salud de Lima – Callao y Provincias de Lima (FERSALUD), Peru
- ★ Federación Sindical de Profesionales de la Salud de la República Argentina (FESPROSA)
- ★ Sindicato de Funcionarios Judiciales del Paraguay (SIFJUPAR)
- ★ Sindicato de Obreros y Empleados de la Municipalidad de Asunción (SINOEMA), Paraguay
- ★ Sindicato de Trabajadores de la Universidad Nacional de Costa Rica
- ★ Sindicato de Trabajadores del Poder Judicial del Distrito Federal, Mexico
- ★ Sindicato dos Eletricitários de São Paulo, Brazil
- ★ Sindicato dos Trabalhadores na Administração Pública e Autarquias do Município de São Paulo (SindSep), Brazil
- ★ Sindicato dos Trabalhadores Públicos da Saúde no Estado de São Paulo (SindSaúde), Brazil
- ★ Sindicato Nacional de Servidores Públicos del Estado Colombiano (SINTRAESTATALES)
- ★ Sindicato Nacional de Trabajadores Municipales y Distritales de Colombia (SINTRAMUNICIPALES)
- ★ Sindicato Único de Trabajadores Judiciales de Venezuela (SUONTRAJ)
- ★ Sindicato Unico del Personal Aduanero de la República Argentina (SUPARA)

Europe

- ★ The Independent Trade Union the Workers of Energy, Miners and Industry of Macedonia
- ★ The Trade Union Republican Committee of the Energetic Employees (SINDENERGO), Moldova
- ★ Autonomous Trade Union in Power Industry, Chemistry and non-Metal Industry in Croatia (EKN TU)
- ★ Odborový svaz Transgas in Czech Republic (OS Transgas)
- ★ Sindikat Komunale, Varovanja in Poslovanja z Nepremišninami Slovenije (SKVNS), Slovenia
- ★ Energy Workers Union of Tajikistan

International

- ★ Staff Union of the International Labour Organization

PSI Financial Overview 2009

INCOME AND EXPENDITURE STATEMENT		2009	2008
as at 31 December		EUR	EUR
		Actual	Actual
INCOME			
AFFILIATION FEES		7,979,550	7,348,287
OTHER INCOME		1,232,544	1,118,009
TOTAL PSI INCOME		9,212,094	8,466,296
INCOME FROM SPONSORED ACTIVITIES		2,109,942	2,377,408
TOTAL INCOME		11,322,036	10,843,704
EXPENDITURE			
HQ STRATEGIC ACTIVITIES		510,529	680,802
MEETINGS		583,633	434,677
REGIONS			
	Africa & Arab Countries	1,644,394	1,657,037
	Asia & Pacific	1,280,374	1,301,859
	Inter-America	1,680,672	1,579,238
	Europe	970,344	1,121,095
	Worldwide sponsored projects	117,931	264,591
HEAD OFFICE COSTS		3,343,435	3,783,004
OTHER COSTS		441,263	493,426
TOTAL PSI EXPENDITURE		10,572,575	11,315,729

The 2009 audited financial statements indicate a surplus of €749,461. This is mainly the result of both an increase in income side and some reductions in expenditure.

On the *income side*, in 2009 the total amount of affiliation fees was €7,979,550 (including arrears), i.e. 8.59% (€631,263) higher than in 2008.

Overall *expenditure* is €314,094 lower than budgeted, while 32,2% of the expenses was dedicated to strategic activities.

Rigorous management

PSI has invested a lot since the last Congress period in improving financial procedures and management in order to increase efficiency and maximise effective use of resources.

Financial transparency

Considerable efforts have been undertaken to ensure that financial reports and statements offer a maximum of transparency for our trustees, executive board and affiliate members.

Accountability and external controls

All PSI accounts both in the Head Office and in PSI offices around the world have been audited by external auditors respecting the PSI audit guidelines. All externally funded projects have been extensively audited and controlled by external auditors both at the regional and the head office level.

Trustees

The board of trustees meets regularly and approves investments, purchases and other major financial transactions. Following the financial crisis, particular emphasis has been given in orienting PSI investment to safe, short and medium term investments.

New technologies and financial transparency

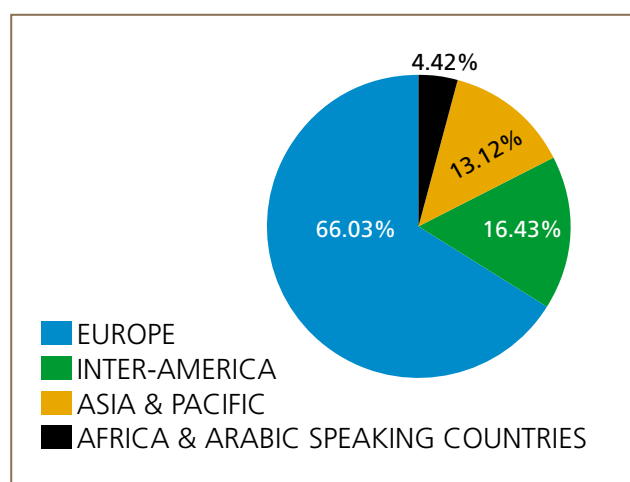
PSI has invested in a new, better performing web-based database dealing with affiliates and affiliation fees and directly connected with the accounting system. The new system facilitates monitoring and follow-up on affiliation fees, receipts, reminders and constitutional meetings organisation, and will soon be accessible by all regional PSI offices.

New Budget format and Chart of Accounts

In 2009 PSI management introduced a new budget format with a new chart of accounts to be implemented in January 2010. These new financial tools will lead to more transparency, better monitoring and accountability in PSI finance.

2009 Income from affiliation fees by region

Concerning the Solidarity Funds, the Centennial Fund and the specific funds related to humanitarian disasters, the situation by the end of 2009 can be seen below. Efforts have been made to identify needs and to assist to affiliate unions more quickly. At the end 2009, the full amount of the funds for assistance after the Peru and India earthquakes had been spent. The newly created PSI Aid Fund will centralise the balance of these disaster-related funds, and will be used only for solidarity activities.



	BALANCE AT THE BEGINNING OF THE YEAR	FUND DONATION	FUND EXPENSES	TRANSFER TO ANOTHER RESERVE	BALANCE AT THE END OF THE YEAR
	<i>Euros</i>				
AFRICAN FUND	48,101	1,958	-	-	50,059
ASIA-PACIFIC FUND	288,330	77,423	-115,752	-	250,001
INDIA EARTHQUAKE FUND	37,308	-	-	-	37,308
TSUNAMI FUND	84,835	40,824	-10,000	-	115,659
PERU EARTHQUAKE FUND	10,075	-	-10,075	-	-
100 YEAR FUND	137,978	-	-87,810	-	50,168
OTHERS	8,782	-	-	-8,782	-
TOTAL	615,409	120,205	-223,637	-8,782	503,195

Organisational review

The Organisational Review carried out in 2008/09 was designed to make PSI a more sustainable organisation. In the spring of 2009, the Executive Board considered a long list of recommendations for change contained in the final report.

Many of the recommendations related to the internal functioning of PSI, and emphasised ensuring that PSI becomes more focused and results-oriented overall.

To this end, we have begun to improve internal procedures that strengthen the links between our overall objectives and specific activities of PSI. Much of this involves new and innovative forms of planning and measuring our work over the short- and long-term.

Implementing the Organisational Review recommendations involves everyone within the PSI structure. Head office, regional and sub-regional

staff are developing joint planning processes to better connect our global, regional and sub-regional activities. We aim to increase the results and visibility of PSI activities.

Looking ahead to the next World Congress in 2012, we are following up on recommendations to develop proposals to revise the PSI constitutionally-defined structure, in order to better represent our members. ♦

Staff at PSI

New

Alexandre Kamarotos

Alexandre joined PSI as deputy general secretary on 1 October 2009.

Teresa Marshall

Teresa was appointed as PSI communications coordinator at the end of 2009, to and joined the staff on 18 January 2010.

Sophie Dupressoir

Sophie joined PSI as coordinator for climate change issues. She is based in Strasbourg, and her short-term part-time contract lasted from 18 May 2009 to 17 February 2010.

Yvette De La Cruz

Yvette held a consultancy contract on the International migration and women health workers project, filling in for **Geneviève Gencianos** during her maternity leave, from September 2009 to January 2010.

On leave

Veronika Darras (multilingual secretary) took sabbatical leave from 16 January to 15 December 2009.

In the regions

In South Africa, **Nelouise Geyer**, project coordinator (UNISON/PSI HIV/AIDS project) resigned in May 2009, and was replaced in September by **Tsitsi Mariwo**, whose contract runs until March 2011.

Kamissa Dembele was appointed as sub-regional secretary for French-speaking Africa in October 2009, based in the regional office in Togo.

Departures 2009

Svend Robinson, public sector advocacy officer, left PSI on 31 January 2009.

Nora Wintour, deputy general secretary, left PSI on 17 March 2009.

Rajendre Khargi, consultant communications adviser, left PSI on 31 March 2009.

Violaine Roggeri, administrative assistant, equality and rights, left PSI on 31 December 2009 after a six-month sabbatical leave.

Hans Hodimont, assistant accountant, left PSI on 11 September 2009.

Rosa Pievy, projects assistant for the European region, left PSI on 7 September 2009 at the end of a fixed-term contract.



Public Services International



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