Volume 2 – Resolution No. 2

PSI Constitution

Resolutions adopted by Congress

17 OCTOBER 2023

“PSI fights for peace, freedom and self-determination for all people in the struggle for social progress throughout the world. This includes the elimination of social and economic inequalities between industrialised and developing countries and of exploitation perpetrated by various nations, global financial institutions and transnational corporations.”

ARTICLE 1: PRINCIPLES AND OBJECTIVES
# Table of Contents

<table>
<thead>
<tr>
<th>Article / Annex</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARTICLE 1: PRINCIPLES AND OBJECTIVES</td>
<td>5</td>
</tr>
<tr>
<td>ARTICLE 2: SCOPE</td>
<td>6</td>
</tr>
<tr>
<td>ARTICLE 3: MEMBERSHIP</td>
<td>7</td>
</tr>
<tr>
<td>ARTICLE 4: AFFILIATION FEES</td>
<td>7</td>
</tr>
<tr>
<td>ARTICLE 5: GOVERNING BODIES</td>
<td>7</td>
</tr>
<tr>
<td>ARTICLE 6: CONGRESS</td>
<td>9</td>
</tr>
<tr>
<td>ARTICLE 7: EXECUTIVE BOARD</td>
<td>12</td>
</tr>
<tr>
<td>ARTICLE 8: STEERING COMMITTEE</td>
<td>13</td>
</tr>
<tr>
<td>ARTICLE 9: PRESIDENT AND VICE-PRESIDENTS</td>
<td>14</td>
</tr>
<tr>
<td>ARTICLE 10: GENERAL SECRETARY</td>
<td>14</td>
</tr>
<tr>
<td>ARTICLE 11: WORLD WOMEN'S COMMITTEE</td>
<td>15</td>
</tr>
<tr>
<td>ARTICLE 12: REGIONAL BODIES AND STRUCTURES</td>
<td>16</td>
</tr>
<tr>
<td>ARTICLE 13: TRUSTEES</td>
<td>18</td>
</tr>
<tr>
<td>ARTICLE 14: STAFF</td>
<td>19</td>
</tr>
<tr>
<td>ARTICLE 15: FINANCIAL CONTROL, MEMBERS’ AUDITORS AND EXTERNAL AUDITORS</td>
<td>19</td>
</tr>
<tr>
<td>ARTICLE 16: WITHDRAWAL, SUSPENSION AND EXPULSION OF AFFILIATES</td>
<td>20</td>
</tr>
<tr>
<td>ARTICLE 17: SUSPENSION OF INDIVIDUALS</td>
<td>20</td>
</tr>
<tr>
<td>ARTICLE 18: AMENDMENTS TO THE CONSTITUTION AND ANNEXES</td>
<td>21</td>
</tr>
<tr>
<td>ARTICLE 19: DISSOLUTION</td>
<td>21</td>
</tr>
<tr>
<td>ARTICLE 20: EFFECTIVE DATE AND INTERPRETATION OF THE CONSTITUTION</td>
<td>22</td>
</tr>
<tr>
<td>ARTICLE 21: AUTHORITATIVE LANGUAGE AND INTERPRETATION SERVICES</td>
<td>22</td>
</tr>
<tr>
<td>ARTICLE 22: APPLICABLE LAW AND LOCATION OF PSI</td>
<td>22</td>
</tr>
<tr>
<td>ANNEX 1: MEMBERSHIP/AFFILIATION PROCEDURE</td>
<td>23</td>
</tr>
<tr>
<td>ANNEX 2: DEFINITIONS OF UNDERLYING KEY CONCEPTS AND SPECIAL PROVISIONS REFERRING TO PAYMENT OF AFFILIATION FEES</td>
<td>24</td>
</tr>
<tr>
<td>ANNEX 3: CONGRESS RULES/STANDING ORDERS</td>
<td>25</td>
</tr>
<tr>
<td>ANNEX 4: INTERNAL RULES OF THE EXECUTIVE BOARD</td>
<td>28</td>
</tr>
<tr>
<td>ANNEX 5: INTERNAL RULES OF THE STEERING COMMITTEE</td>
<td>28</td>
</tr>
<tr>
<td>ANNEX 6: INTERNAL RULES OF THE WORLD WOMEN’S COMMITTEE</td>
<td>29</td>
</tr>
<tr>
<td>ANNEX 7: INTERNAL RULES OF REGIONAL BODIES</td>
<td>29</td>
</tr>
<tr>
<td>ANNEX 8: REIMBURSEMENT OF EXPENSES INCURRED IN ATTENDING CONSTITUTIONAL BODY MEETINGS</td>
<td>32</td>
</tr>
<tr>
<td>ANNEX 9: PSI CORE SECTORS</td>
<td>33</td>
</tr>
</tbody>
</table>
ANNEX 10: PSI-EPSU COOPERATION AGREEMENT 34

ANNEX 11: SUSPENSION OF INDIVIDUALS FROM PSI POSITIONS 42

ANNEX 12: REPRESENTATION OFFICES OF PSI AND GENERAL SECRETARIAT [HEADQUARTERS] 42

ANNEX 13: DEFINITIONS 43

ANNEX 14: LIST OF PSI REGIONS AND SUB-REGIONS 43
PSI CONSTITUTION

ARTICLE 1: PRINCIPLES AND OBJECTIVES

1.1. Public Services International (PSI) is a global trade union federation (GUF) that works in cooperation with the International Trade Union Confederation (ITUC) and the Council of Global Unions (CGU) to defend and promote rights and interests of public service workers.

1.2. Public Services International¹ shall be referred to in this Constitution as “PSI”.

1.3. PSI is founded on the principle of solidarity between public service workers throughout the world.

1.4. PSI is independent of any government, political party, or ideological or religious grouping.

1.5. PSI promotes universal access to quality public services and upholds democratic, human, labour and environmental rights worldwide.

1.6. PSI advocates for social justice through the United Nations system, including the International Labour Organization (ILO), and in partnership with other labour and civil society allies.

1.7. PSI promotes dialogue, international cooperation and solidarity as the means of solving global problems. PSI works through sharing of resources, representation of affiliates, capacity-building, coordinating the activities of affiliates and facilitating reciprocal support.

1.8. PSI cooperates with all its affiliates, other GUFs and other organisations in pursuing common economic, social, labour and political objectives.

1.9. The trade unions affiliated to PSI accept its fundamental principles and respect the plurality of affiliated unions. In a spirit of unity, PSI affiliates work together, applying a diversity of actions, for the achievement of PSI’s objectives.

QUALITY PUBLIC SERVICES

1.10. PSI promotes and defends the creation and development of quality public services, which:
    a) are delivered by public sector workers;
    b) are equally accessible to everyone;
    c) are affordable;
    d) are democratically accountable to all people;
    e) provide for social justice;
    f) ensure sustainable development and a better quality of life for all people.

¹ The name in the other official languages shall be:
    a) in French: Internationale des Services Publics;
    b) in German: Internationale der Öffentlichen Dienste;
    c) in Japanese: 国際公務労連;
    d) in Spanish: Internacional de Servicios Públicos;
UNION DEVELOPMENT/CAPACITY-BUILDING

1.11. PSI enhances the capacity of public service trade unions with a view to organise and:
   a) to achieve full trade union rights for all public service workers;
   b) to influence governments;
   c) to be self-sufficient and responsible for their own policy and priorities, leading to independence and sustainability through increased membership and functioning democratic structures.

TRADE UNION AND HUMAN RIGHTS

1.12. PSI fights for respect of trade union and other basic human freedoms and rights, democracy, and social justice throughout the world.

CLIMATE AND THE ENVIRONMENT

1.13. PSI advocates for a harmonious relationship between humanity and the natural environment, and for public service workers and their unions to be an essential part of the transformation to social and ecological justice and sustainability.

PEACE AND FREEDOM

1.14. PSI promotes the objectives of peace, freedom, self-determination, and emancipation in order to develop social progress throughout the world, in particular by eliminating economic and social disparities between industrialised and developing countries, and to combat all forms of exploitation perpetrated at national and international level by countries, institutions, or companies.

EQUALITY, EQUITY AND DIVERSITY

1.15. PSI promotes equality, equity and diversity, and combats all forms of racism and of bias or discrimination based on gender, marital status, sexual orientation, age, religion, political opinion, union membership, union action, social or economic status, or national or ethnic origin.

1.16. PSI integrates equality and equity policies and practices in all aspects of its work, actions and structures.

1.17. PSI strives towards promoting and implementing the ILO convention No 169, through increasing the active participation of indigenous peoples in its Action Programme.

1.18. PSI achieves at least 50% women’s representation in its own bodies through the implementation of the gender equality rule. The gender equality rule is based on the principle that, unless stated otherwise, when nominating for positions of two or more, then at least 50% of the positions must be held by women. This rule means that where there are three positions then at least two must be women, where there are five positions at least three must be women and so on.

1.19. PSI expects all affiliates to strive towards the representation of women in their own decision-making bodies that at least reflects their representation in their membership.

ARTICLE 2: SCOPE

2.1. PSI’s organisational scope includes, but is not limited to, workers providing services to the public in international institutions; in national, regional and local government administration; in energy and water services; in waste management and environment protection; in social, health...
and education services; in science, culture and recreation services; in justice and correctional services.

2.2. PSI defends the interests of workers in these areas in public, private, not-for-profit, and for-profit owned and managed organisations.

**ARTICLE 3: MEMBERSHIP**

3.1. All trade unions organising workers who deliver services to the public are eligible for affiliation provided that:

a) they support the principles and objectives of PSI;

b) their constitutions are democratic and independent in form and practice, and that these organisations are composed of and led by employees and/or their freely elected representatives;

c) they have the capacity and/or potential for financial independence;

d) they are active in pursuing their objectives.

3.2. Procedural details and rules concerning affiliation shall be stipulated in Annex 1.

**ARTICLE 4: AFFILIATION FEES**

4.1. The amount of affiliation fees to be paid by affiliated organisations shall be determined by Congress. Congress may delegate this task to the Executive Board.

4.2. Affiliation fees shall be payable for all eligible members of affiliated organisations. These will be due on 1st January of the payment year and must be paid before 28th February. Affiliates experiencing difficulties in paying their fees either in full or in a timely manner may apply for exceptional exemption, re-indexation, reduction, deferral, or payment in instalments according to the procedures stipulated in Annex 2, “Definitions of underlying key concepts and special provisions referring to payment of affiliation fees”. Applications for financial exceptions must be received before the payment deadline of 28th February. Approved reductions will lead to a proportional reduction of members.

4.3. Affiliated organisations, which at the 1st July of the payment year have not paid their fees and have not submitted applications for exemption, reduction, or deferral shall be declared to be in arrears for that year and will lose their PSI rights and entitlements, as per Annex 1, and will be so informed. These shall include:

a) participation in any PSI governing body, event, activity or programme with full entitlements;

b) sponsorship to any PSI event, activity or programme (only for countries below the 100% index).

4.4. Procedural details and rules concerning the payment of affiliation fees shall be stipulated in Annex 2.

**ARTICLE 5: GOVERNING BODIES**

5.1. A PSI governing body is a group of elected people at global or regional level with decision-making power who bear responsibility for the execution of Congress decisions, the development of policy positions, and the strategic planning of the work programmes.

5.2. A PSI advisory body is a group of elected or nominated people without decision-making power who facilitate the consultation process at global, regional or sub-regional level on policy issues and work programme implementation, and who participate in exchange and dialogue on issues relevant to PSI affiliates.

5.3. The PSI governing bodies are:
a) Congress;
b) Executive Board;
c) Steering Committee;
d) Regional conferences;
e) Regional Executive Committees.

**DIVERSITY AND REPRESENTATION**

5.4. The composition of all PSI governing bodies shall be representative of the PSI membership in terms of:

a) diversity as defined in Article 1 “Equality, Equity and Diversity”;
b) regional representation;
c) sub-regional representation as stipulated in Article 12 “Regional bodies and structures”; and

d) where possible take account of sectoral representation as defined in Annex 9.

5.5. These principles must be applied, as stipulated in the relevant Articles and associated Annexes, in selecting nominees for positions on all governing bodies.

**GENERAL PRINCIPLES OF GOVERNING BODIES**

5.6. Governing bodies may meet in person or by online means.

5.7. All governing bodies of PSI shall hold minutes of their meetings, signed by the acting chairperson and the acting secretary. Minutes may also take the form of the transcription of a verbatim recording.

5.8. Governing bodies may make decisions out of session so long as:

a) the proposed decision is circulated to all members of the governing body in all the relevant official languages;
b) a minimum of seven (7) calendar days is provided for voting members to indicate their position;
c) at least two-thirds of the members eligible to vote, are in favour of the decision;
d) any other rules as established in the Annexes are followed.

5.9. Ex officio members of governing bodies have full and equal rights to members.

5.10. Unless otherwise specified in the Articles the General Secretary and the President of PSI, as well as the General Secretary and the President of EPSU, may appoint any member of a PSI governing or advisory body, or any member of PSI staff, as their substitute for any meeting at which they are unable to attend.

5.11. Except where specifically provided for otherwise in the Articles, substitutes acting in any position in a governing body due to a casual vacancy, shall act in that role on an interim basis only until the vacant position is filled.

5.12. Where not otherwise specified in the Articles, casual vacancies will be filled using the process stipulated to fill a normal vacancy.

5.13. Except for the PSI and EPSU General Secretary, any position on any PSI governing body or position filled in accordance with this constitution, will immediately become vacant where the holder of the position loses the confidence of the affiliate to which they were a member at the time of election. Notice of the loss of confidence must be stated in writing to the PSI General Secretary, from the legal head of the concerned affiliate.

---

3 For example in the case of Article 9.2.(d)
ARTICLE 6: CONGRESS

6.1. Congress is the supreme decision-making authority of PSI. Congress consists of the delegates of the affiliated organisations.

6.2. Congress shall meet in ordinary session every five years; the General Secretary shall convene Congress in accordance with the decisions of the Executive Board. The affiliated organisations shall be informed of the date and place of the ordinary session at least 12 months in advance.

6.3. An extraordinary Congress shall be convened within five months of:
   a) an Executive Board decision; or
   b) a written request of at least one fifth of the total paid up affiliates of PSI; or
   c) a written request of not less than four affiliated organisations whose combined membership represents at least one-third of the total paid-up membership of PSI;

   It shall only discuss those matters for which it was specifically convened.

6.4. In extraordinary circumstances, the Executive Board may delay the ordinary session of Congress by up to 18 months so long as:
   a) the decision does not undermine the democratic principles of PSI;
   b) the delay is proportionate to the circumstances;
   c) the decision is made by a meeting of the Executive Board where notice has been given of the intention to delay Congress;
   d) the decision has the support of at least two-thirds of all Executive Board members.

AGENDA

6.5. The Congress agenda shall comprise the following items:
   a) ratification of the Congress Credentials Committee and adoption of its report;
   b) nominations and ratifications of:
      i. Congress Vice-Chairpersons;
      ii. Tellers;
      iii. Congress Standing Orders Committee;
      iv. Election Officers.
   c) appointment of the nominees for the Board of Trustees identified in Article 13;
   d) report(s) of PSI activities since the previous Congress;
   e) adoption of the financial reports, the reports of the Members’ Auditors, and determination of affiliation fees;
   f) Elections required by the Constitution:
      i. President;
      ii. General Secretary;
      iii. Executive Board;
      iv. Members’ Auditors.
   g) the proposed programme of activities and priorities, including tasks and goals, for the next Congress period, detailing the activities to be undertaken in key areas for the PSI membership;
   h) motions/resolutions submitted by affiliated organisations and the Executive Board;
   i) any other matters which the Executive Board wishes to submit to Congress.

AFFILIATES’ REPRESENTATION

6.6. Affiliated organisations, which have fulfilled their obligations in accordance with Article 4 “Affiliation Fees”, shall be entitled to representation at Congress in accordance with their
averaged paid membership over the years since the previous Congress, including the current Congress year, or since their affiliation to PSI

6.7. Affiliates’ representation is based on the following schedule:

1 delegate up to 5,000 averaged paid up members
2 delegates from 5,001 to 10,000 averaged paid up members
3 delegates from 10,001 to 20,000 averaged paid up members
4 delegates from 20,001 to 35,000 averaged paid up members
5 delegates from 35,001 to 50,000 averaged paid up members
6 delegates from 50,001 to 100,000 averaged paid up members
plus one delegate for each additional 50,000 averaged paid-up members and/or part thereof.

As per Article 1.18, where there is more than one delegate, women shall comprise at least 50% of delegations, unless this is not feasible due to very significant over-representation of one gender within the affiliate’s membership.

6.8. The Average paid up membership is calculated as follows:

a) the average of the annual paid-up members across each year since the previous Congress; or
b) for those affiliates who have joined since the previous Congress the average is calculated over only those years for which they were affiliated.

6.9. Where a delegation does not meet the required gender representation, it will be credentialled as follows:

a) all the women delegates will be credentialled;
b) the affiliate will be asked to re-submit the remaining vacant positions such that it meets the gender equality provisions, or alternatively provide evidence that this is not feasible due to very significant over-representation of one gender within the affiliate’s membership.

6.10. Where affiliates comply with the gender equality provisions but the combined result in a subregion is less than 50% women’s representation then the allocation of sponsorships shall be used to further compliance with the gender equality principle at subregional level.

CONGRESS CREDENTIALS COMMITTEE

6.11. The Executive Board shall appoint a Congress Credentials Committee which shall verify the Congress delegates’ credentials.

6.12. The Congress Credentials Committee will consist of:

a) one person from each region;
b) PSI President or a nominee of the President.

6.13. The General Secretary shall nominate the Secretary to assist the Congress Credentials Committee.

6.14. No person who is a candidate for election at Congress may be appointed to the Congress Credentials Committee.

6.15. At its first session, Congress shall ratify the composition of the Congress Credentials Committee.

6.16. Where affiliates from at least ten different countries, in at least two regions, oppose the ratification of an individual member of the Congress Credentials Committee, then the ratification of that individual shall occur as a separate vote. Where an individual member of the Congress Credentials Committee is not ratified, the President shall propose a replacement for Congress to consider.
6.17. In the event of a dispute, eligibility for voting by Congress on the composition of the Congress Credentials Committee, and the first Congress Credentials Committee report, is at the discretion of a committee comprised of the members of the Congress Standing Orders Committee and the Presiding Officer of Congress at the time.

6.18. Procedural details and rules concerning the selection and operation of the Congress Credentials Committee shall be set out in Annex 3.

CONGRESS STANDING ORDERS COMMITTEE

6.19. The Executive Board shall appoint a Congress Standing Orders Committee which shall prepare the conduct of Congress.

6.20. The Congress Standing Orders Committee will consist of one person from:

a) each region;
b) the World Women’s Committee;
c) the host country;
d) the young workers’ representative to the Steering Committee, and
e) each of the PSI official language groups (Article 21) if not already covered by any of the above.

6.21. The General Secretary shall nominate the Secretary to assist the Congress Standing Orders Committee.

6.22. At its first session, Congress shall ratify the composition of the Congress Standing Orders Committee.

6.23. Where affiliates from at least ten different countries, in at least two regions, oppose the ratification of an individual member of the Congress Standing Orders Committee, then the ratification of that individual shall occur as a separate vote. Where an individual member of the Congress Standing Orders Committee is not ratified, the President shall propose a replacement for Congress to consider.


ELECTION OF PRESIDENT AND GENERAL SECRETARY

6.25. The President and General Secretary shall be elected by the Congress by simple majority.

6.26. At least seven (7) months prior to Congress two Election Officers will be appointed by the Executive Board with the mandate to collect and scrutinise nominations and oversee the election process. These persons shall be independent and have no interest in the electoral process; they will be responsible to the Standing Orders Committee.

6.27. All candidates are entitled to nominate scrutineers.

6.28. Any PSI affiliate in good financial standing may nominate a candidate for President or General Secretary.

6.29. A nominee for the position of President must be a reputable member of a PSI affiliate which is in good financial standing at the time of nomination.

6.30. A nominee for the position of General Secretary must have sufficient experience in a trade union, where any such trade union must meet the criteria in Article 3.

6.31. Procedural details and rules concerning the election of President and General Secretary are to be found under Annex 3.
ARTICLE 7: EXECUTIVE BOARD

7.1. PSI shall be governed between Congresses by the Executive Board.

7.2. The Executive Board is entrusted with the management and representation of PSI within the meaning of Article 69 of the Swiss Civil Code.

7.3. The Executive Board shall meet at least once a year. It bears the responsibility for:

a) execution of the decisions and recommendations of Congress;
b) determining policy positions for PSI on matters not already considered by Congress;
c) strategic planning, implementing, monitoring and following up of the PSI work programme;
d) decision-making and monitoring of all financial issues, adopting the yearly budget and financial statements;
e) delegating relevant tasks and responsibilities to the Steering Committee, other committees or individuals, and monitoring their implementation;
f) dealing with all membership matters including new affiliations, suspension, lapses of affiliation, and recommendation to Congress of expulsion of affiliates, and requests for reduction, exemption, deferral and instalment of fees payments (Article 4 and 16);
g) determining the amount of annual affiliation fees, as delegated and authorised by Congress;
h) determining requests to suspend any member of a governing body or any other PSI body as per Article 17;
i) altering the boundaries of sub-regions as per Article 12.3;
j) determining the location of PSI’s registered head office as per Article 22.2 and Article 22.3;
k) establishing a global secretariat whose legal relationship to the Executive Board is outlined in Annex 12;
l) noting the establishment of all legal entities and legal registrations created on behalf of PSI in any country;
m) establishing internal rules for itself and any other PSI body through the creation of Annexes to the constitution;
n) referring financial matters to the trustees under Article 13.4 where necessary.

7.4. The Executive Board shall also establish and elect:

a) the Steering Committee as per Article 8;
b) vice-Presidents and the First Vice-President as per Article 9.2; and
c) any other bodies required by the Constitution or as the Executive Board sees fit.

7.5. The Executive Board shall fill any casual vacancies within PSI that arise between Congresses, where no other provision in this Constitution is provided for that purpose.

7.6. The Executive Board may appoint out of its members persons authorised to represent PSI toward third parties, in addition to the General Secretary, and shall determine their powers.

7.7. At the written request of not less than four members of the Executive Board representing four different regions, an emergency meeting of the Executive Board shall be convened within the shortest time possible.

7.8. The Executive Board is comprised of the following members who each hold full rights:

a) the President as an ex officio member;
b) the General Secretary as an ex officio member;
c) the Chairperson of the World Women’s Committee (WOC) as an ex officio member;
d) the President and General Secretary of the European Federation of Public Service Unions (EPSU) as ex officio members;
e) the two Co-Chairs of each PSI region as ex officio members;
7.9. A substitute is elected for each non-ex officio member using the same process as for the member they are to replace. Vice-Presidents’ substitutes are elected as per Article 9.2(c). The substitute is entitled to act as a member at Executive Board meetings and has a voting right only in the absence of the respective member. A second substitute may be elected.

7.10. Where an Executive Board member or substitute position falls vacant, the Executive Board may co-opt a replacement between Congresses, using the same nomination process.

7.11. The Executive Board shall have the power, with a two-thirds majority vote, to grant observer seats to affiliates such as those with international membership which are not properly part of any one region. Such observers shall have speaking but not voting rights on the Executive Board.

7.12. Procedural details and rules concerning the governance of the Executive Board are to be found under Annex 4.

ARTICLE 8: STEERING COMMITTEE

8.1. The Executive Board shall establish a Steering Committee which will deal with any matters delegated to it or any matters requiring action which cannot wait until the next meeting of the Executive Board.

8.2. The Steering Committee is accountable to the Executive Board and shall meet when necessary, usually at least once per year.

8.3. The Steering Committee shall be composed of:
   a) the President as an ex officio member;
   b) the General Secretary as an ex officio member;
   c) the Chairperson of the World Women’s Committee as an ex officio member;
   d) all Vice-Presidents as ex officio members;
   e) the EPSU President and General Secretary as an ex officio member;
   f) a representative of the young workers to be elected from among the young workers members of the Executive Board.

8.4. Substitutes shall be nominated as follows:
   a) the Vice-Presidents’ substitutes as per Articles 9.2(c);
   b) the World Women’s Committee Chairperson’s substitute as elected by the World Women’s Committee as per Article 11.6;
   c) a substitute young workers’ representative is elected from among the young workers members of the Executive Board.

8.5. The substitute is entitled to act as a full member at Steering Committee meetings and has a voting right only in the absence of the respective member.

8.6. Procedural details and rules concerning the governance of the Steering Committee are to be found under Annex 5.
ARTICLE 9: PRESIDENT AND VICE-PRESIDENTS

9.1. President:
   a) the President of PSI shall be elected by Congress and shall preside at Executive Board and
      Steering Committee meetings, at Congress, and, if in attendance, at all other meetings of
      PSI except where otherwise specified in this Constitution.
   b) the President shall have a mandate which expires at the end of the next ordinary Congress,
      but shall be eligible for re-election.
   c) if the President’s office falls vacant between two ordinary Congresses, the First Vice-
      President shall assume the office of President until the next meeting of the Executive Board
      which will elect a new President from its members.

9.2. Vice-Presidents:
   a) the Regional Co-Chairs (elected under Article 12.7.(f)) shall be the regions’ nominations for
      Vice-Presidents (ex officio) of PSI.
   b) in addition, the Executive Board shall elect from the Executive Board members of the
      European region a further four Vice-Presidents.
   c) each Regional Executive Committee shall elect, from amongst its Executive Board
      members, a substitute for each Vice-President (12.7.(f)).
   d) the Executive Board shall elect the First Vice-President from among the Vice-Presidents,
      who will act on behalf of the President in his/her absence. If the President is a man, the
      First Vice-President should be a woman and vice-versa.
   e) if the First Vice-President position becomes vacant, a new First Vice-President will be
      elected at the next Executive Board meeting from among the Vice-Presidents.
   f) where a Vice-President position falls vacant between two ordinary Congresses:
      i. because a regional Co-Chair position becomes vacant, then the relevant Regional
         Executive Committee shall elect a replacement Co-Chair who will become the Vice-
         President (ex officio);
      ii. because a Vice-President elected under Article 9.2(b) becomes vacant, then
         Executive Board shall co-opt a replacement person from the European Region.

ARTICLE 10: GENERAL SECRETARY

10.1. The General Secretary shall be elected by Congress in accordance with the procedure defined
       in Article 6 and Annex 3.

10.2. The General Secretary shall have a mandate which expires at the end of the next ordinary
       Congress, but shall be eligible for re-election.

10.3. The General Secretary shall:
   a) conduct the day-to-day business of PSI in accordance with the decisions of Congress and
      the Executive Board and Annex 12;
   b) prepare and circulate the documents needed for meetings of these bodies and all other
      bodies provided for in this Constitution;
   c) attend all meetings of Congress, the Executive Board, the Steering Committee, the
      Trustees and any other meetings which these bodies deem necessary;
   d) subject to any other provisions in the Constitution assume responsibility for:
      i. the general administration of business,
      ii. finance (subject to Article 15),
      iii. assets and property, subject to the Trustees’ authorisations in Article 13.6 Trustees,
           and
      iv. for the preparation of all published PSI material,
   e) assume responsibility for staffing matters as per Article 14 and Annex 12;
f) maintain a register of all legal entities and registrations created on behalf of PSI for presentation to each Executive Board meeting;

\[f\]

\[\text{g)}\] monitor the implementation of the Programme of Action and recommend to the Executive Board any strategic changes in specific areas to meet the changing needs of affiliates;

\[\text{h)}\] monitor and plan the strategic development of PSI, including improving its overall effectiveness through lobbying and advocacy work;

\[\text{i)}\] enhance PSI’s political influence through alliance-building with key international organisations and civil society organisations;

\[\text{j)}\] appoint his/her Deputy, for the duration of the General Secretary’s mandate, and submit this appointment to the EB for approval. A nominee for the position of Deputy General Secretary must fulfil the same requirements as a nominee for General Secretary;

\[\text{k)}\] fulfil all other duties assigned to the General Secretary by this Constitution.

10.4. The General Secretary shall have the power to represent PSI toward third parties and to sign on its behalf individually.

10.5. The salary and employment conditions of the General Secretary shall be decided by the Executive Board.

10.6. If the office of General Secretary falls vacant between two Congresses, including due to suspension, the Deputy General Secretary shall assume the responsibilities of the office until the next meeting of the Executive Board which shall appoint a person to the position of Acting General Secretary until the end of the next Congress.

ARTICLE 11: WORLD WOMEN’S COMMITTEE

11.1. The World Women’s Committee (WOC) has an advisory function vis-à-vis the Executive Board.

11.2. The World Women’s Committee shall comprise:

\[a)\] one woman Regional Executive Committee member representing each sub-region; and

\[b)\] one titular member of the Executive Board from each region who is a woman young worker;

\[c)\] the chair of each Regional Women’s Committee, if not already included in World Women’s Committee as a subregional or young worker representative.

11.3. Each Regional Executive Committee shall appoint the World Women’s Committee members, and substitutes, on the following basis:

\[a)\] where there is only one woman from the sub-region on the Regional Executive, that woman shall be appointed.

\[b)\] where there is more than one woman from the sub-region on the Regional Executive, the women on the regional executive from the sub-region shall decide.

\[c)\] where no woman from the Regional Executive is available, then a woman substitute to the regional executive from the sub-region may be appointed.

11.4. The President and General Secretary shall be ex officio members of the World Women’s Committee.

11.5. The resources of the World Women’s Committee shall be approved by the Executive Board and reviewed periodically to ensure that the Committee remains representative of the PSI women’s membership.

11.6. The World Women’s Committee shall elect from among its members a Chairperson who shall be an ex officio member of the Executive Board and of the Steering Committee. It shall also elect one Vice-Chairperson from each region other than the one represented by the chairperson, and one of these Vice-Chairpersons shall be elected to act as a substitute to the chair in all fora. The World Women’s Committee shall elect substitutes for each Vice-Chair. The Chairperson shall report to the Executive Board.
11.7. Procedural details and rules concerning the governance of the World Women’s Committee are to be found under Annex 6.

**ARTICLE 12: REGIONAL BODIES AND STRUCTURES**

**PSI REGIONAL STRUCTURE**

12.1. PSI has a regional structure consisting of four regions: Africa and Arab Countries; Asia and Pacific; Europe⁴; and Inter-America. This regional structure, as defined in Annex 14 may only be modified by Congress as per the procedure for constitutional amendments.

**SUB-REGIONS**

12.2. A sub-region may comprise a country, or several countries (wholly within a single region) that are grouped according to certain criteria (geographic, linguistic).⁵

12.3. The Executive Board shall have the power, based on a two-thirds majority vote, to alter the boundaries of the sub-regions listed in Annex 14 between Congresses, so long as this does not change the boundaries of the regions, including creating additional sub-regions and merging current sub-regions. Where this results in the creation of new seats on any governing body, these positions shall be filled as a casual vacancy using the normal process.

**REGIONAL CONFERENCES**

12.4. Within the two years following each Congress a regional conference shall be held in each region. In Europe, this will be the Congress of EPSU that has its own meeting schedule. Regional conferences will:

- a) elect two conference Vice-Chairpersons from the host country who will assist the regional Co-chairs in presiding over the Conference;
- b) ratify the Regional Credentials Committee, established under Article 12.7.(j), and adopt its report in the opening session of the conference, based on Article 6.6 to 6.17 and Annex 3 and adapted to the regional context;
- c) ratify the Regional Standing Orders Committee, established under Article 12.7.(k) and adopt its report in the opening session of the Conference based on Article 6.6 to 6.17 and Annex 3 and adapted to the regional context;
- d) adopt the regional report of activities since the previous conference;
- e) elect the members of the Regional Executive Committee;
- f) discuss and approve the regional action plan for the next period in the framework of PSI priorities defined by Congress;
- g) discuss and adopt any resolutions and statements;
- h) make recommendations and report to the relevant Regional Executive Committee and the Executive Board;
- i) discuss any other matters which the Regional Executive Committee wishes to submit to the conference.

**REGIONAL EXECUTIVE COMMITTEES**

12.5. The Regional Executive Committees (RECs) are the governing bodies of the PSI regions and shall meet at least once a year.

---

⁴ In Europe, the regional executive committee is represented by the EPSU Executive Committee (see also Article 12.5).

⁵ In Europe, the term constituency is used instead of sub-region.
12.6. Regional Executive Committees are accountable to the Executive Board.

12.7. Within the budget approved by the Executive Board and the resolutions of Congress and Executive Board, the Regional Executive Committees shall have full executive powers over the implementation of and expenditure for their Programmes of Action. In exercising these powers, the regional executive committees shall be responsible for:

a) directing the affairs of the respective region between Congresses;
b) planning, monitoring and following-up PSI global and regional action plans;
c) preparing the regional activities budget for the following year for submission to the Executive Board;
d) making recommendations on affiliation and membership matters to the Executive Board (Annex 2);
e) nominating the regional representatives, and their substitutes, on the Executive Board (Annex 7) for election at Congress;
f) electing their regional Co-Chairs who will also be PSI Vice-Presidents, and their substitutes (ref Article 7.8.e and 9.2.a);
g) electing the regional representatives on the World Women’s Committee (Article 11.2);
h) establishing regional or sub-regional advisory bodies;
i) nominating two regional election officers, who shall report to the regional standing orders committee, to supervise elections at the respective regional conference;
j) establishing the regional credentials committee to verify the delegates credentials for the regional conference;
k) establishing the regional Standing Orders Committee to prepare the conduct of the regional conference;
l) selecting regional members of any bodies established by the Executive Board;
m) co-opting and nominating persons for any vacancies that arise between regional conferences.

12.8. The REC members are elected by the respective regional Conference (Article 12.4(e) and Annex 7).

12.9. The RECs are made up of:

a) two representatives from each of the regional sub-regions (see Annex 14);
b) one representative from any affiliate with more than 500,000 paid-up members (for such time as the affiliate continues to have more than 500,000 paid-up members), so long as it complies with the gender equality provisions (Article 1.18 and Annex 7);
c) two members representing young workers of the whole region, who shall be less than 30 years old at the time of opening of the regional conference and come from different sub-regions;
d) the President and the General Secretary shall be ex officio members.

12.10. The Regional Secretaries shall be non-voting participants of their respective Regional Executive Committee and shall act as Secretary to the committee.

12.11. A substitute is elected for each non-ex officio member. The substitute is entitled to act as a full member at Regional Executive Committee meetings and has a voting right, only in the absence of the respective member. A second substitute may be elected.

12.12. The Regional Executive Committee may fill vacancies on the regional executive that arise between regional conferences by co-option. Where co-opting from the sub-regions or affiliates with more than 500,000 paid-up members, the nominations will be made by the respective sub-regional advisory committee (where rules for this purpose have been established) or affiliate.

12.13. The internal rules of the Regional Executive Committees shall be stipulated in Annex 7.
12.14. Further rules that guide the operations of individual Regional Executive Committees may be made by the respective Regional Executive Committees and will come into force once approved by Executive Board and inserted into Annex 7.

**PSI IN EUROPE**

12.15. In Europe, PSI recognises EPSU as its regional structure; PSI and EPSU shall closely cooperate and mutually support each organisation’s objectives. The details of this cooperation are described in the PSI-EPSU Cooperation Agreement that is appended under Annex 10.

**REGIONAL AND SUB-REGIONAL ADVISORY BODIES**

12.16. A Regional Executive Committee may decide to establish advisory bodies (Article 5.1) for sub-regions, sectors/subsectors, regional women’s committees or other thematic issues to advise the Regional Secretary and the Regional Executive Committee on issues facing public service unions in the region or a sub-region and to create a forum for exchange and dialogue.

12.17. The respective Regional Executive Committee shall decide on the size, composition, meeting frequency, duration, and rules of such advisory bodies considering available resources. The respective regional or sub-regional advisory body shall come into existence upon Executive Board noting the rules established as per this Article.

**NATIONAL COORDINATING COMMITTEES AND WOMEN’S COMMITTEES**

12.18. PSI affiliates may establish coordinating committees and women’s committees at country level, with their own resources, in order to enhance cooperation in the implementation of the PSI Programme of Action and advise their sub-regional advisory committee on common positions and priorities.

**PSI’S REGIONAL PRESENCE**

12.19. PSI shall maintain a presence in each of its regions with the establishment of secretariats and/or offices (see Annex 12). As part of the budget process, the Executive Board shall allocate resources to these offices, after consultation with the relevant Regional Executive Committee and affiliates in the region.

12.20. Regional or sub-regional activity, fundraising and expenditure shall be implemented in accordance with the annual plan of activities and budget approved by the Executive Board.

---

**ARTICLE 13: TRUSTEES**

13.1. Congress shall appoint a Board of Trustees composed of three members nominated by the Executive Board. The nominees shall be independent of the management of PSI and have no financial interest in PSI. At least two Trustees shall be women.

13.2. The President and General Secretary shall be non-voting participants in the meetings of the Trustees.

13.3. The General Secretary shall make available all required documents for the trustees to fulfil their duties.

13.4. The Board of Trustees shall report to the Executive Board.

13.5. The Executive Board shall have power to appoint acting Trustees in the event of one or more seats falling vacant between sessions of Congress.

13.6. The Board of Trustees shall have the power and responsibility to authorise the General Secretary, so long as such authorisations do not contradict any Congress or EB decision, to:

a) invest, where appropriate, the uncommitted funds of the PSI,
b) purchase, take on lease, mortgage, or sell land or buildings on behalf of the PSI, either alone or with any other association or person, and
c) deal with any other financial matters delegated to it by the Executive Board.

13.7. The financial reports submitted to the Executive Board must include the actions taken by the Board of Trustees.

ARTICLE 14: STAFF

14.1. Decisions on resources dedicated to staff shall be the responsibility of the Executive Board as part of the approval of the annual budget.

14.2. The appointment, suspension, and dismissal of staff members, including regional and project office staff, shall be the responsibility of the General Secretary.

14.3. Staffing decisions shall take into account PSI’s commitment to equality, equity and diversity.

14.4. The salaries and conditions of employment of all PSI staff shall be governed by the General Framework Agreement concluded between the General Secretary and the staff representatives.

14.5. The salaries and conditions of employment of staff employed at PSI’s global secretariat shall be governed by a collective agreement between the President of the “Secrétariat de l’Internationale des Services Publics” (Secrétariat - ISP) and the staff’s trade union(s).

14.6. The General Secretary shall report to the Executive Board on any changes in the composition of the staff.

ARTICLE 15: FINANCIAL CONTROL, MEMBERS’ AUDITORS AND EXTERNAL AUDITORS

15.1. The General Secretary is responsible for collecting all fees and revenue of PSI.

15.2. Expenditure shall be governed by the annual budget, which is prepared by the General Secretary and approved by the Executive Board.

15.3. The General Secretary shall be responsible for the accounting of PSI and shall make all payments, and shall submit to the Executive Board each year a financial report, supplemented by such information as may be considered necessary or which may be required by the Executive Board.

EXTERNAL AUDITORS

15.4. The books and accounts of PSI shall be audited yearly in detail by an external auditor appointed by the Executive Board. The external auditor must be satisfied that:
   a) all money received has been properly entered in the books;
   b) that all claims to payment have been pursued;
   c) that all expenditures were genuine, authorised and correctly entered in the books; and that the assets of PSI are in safe custody.

15.5. The external auditor shall present a formal report of the regular audit for each accounting year to the Executive Board, and shall present a special report if requested by the Executive Board.

15.6. All reports of the external auditor shall be presented to the Executive Board of PSI and the Members’ Auditors.

---

6 The provisions of this Article do not apply to EPSU which is an independent federation whose relations with PSI are governed by the Cooperation Agreement to be found under Annex 10.
MEMBERS’ AUDITORS

15.7. The financial transactions of PSI shall also be supervised and checked by two Members’ Auditors. The Members’ Auditors shall be elected by Congress from among the delegates. There should be gender balance between the two Members’ Auditors. If a Members’ Auditor resigns this position between two Congresses, the Executive Board shall designate an Acting Members’ Auditor.

15.8. The Members’ Auditors, acting together or individually, shall have constant access to the books, and to all financial documents, deeds and certificates of PSI. They shall satisfy themselves that all expenditures are reasonable and in accordance with the decisions of the Executive Board or were made with its approval. The Members’ Auditors shall submit yearly a report on their findings, which will be sent to all affiliated organisations. The Secretariat shall submit these reports to the Executive Board of PSI for its consideration.

ARTICLE 16: WITHDRAWAL, SUSPENSION AND EXPULSION OF AFFILIATES

16.1. An organisation wishing to withdraw its affiliation from PSI shall give PSI six months’ written notice. Financial obligation shall cease only at the expiration of this period.

16.2. In the event that an affiliated organisation, despite repeated reminders, does not comply with the financial obligations assumed by affiliation for two consecutive years, the Executive Board is authorised to declare that its affiliation has lapsed.

16.3. The Executive Board is authorised to suspend from membership an affiliated organisation that acts against the principles and objectives of PSI, as contained in Article 1. The organisation concerned shall be informed of this intention beforehand and be given the opportunity to answer the allegations before the Executive Board prior to any decision to suspend.

16.4. The decision of the Executive Board to suspend an affiliate shall be reviewed at the forthcoming Congress. If confirmed, the affiliate shall be expelled.

16.5. Congress, after debating the matter, may also expel an affiliated organisation either on its own initiative or on a motion of the Executive Board, without indicating grounds for exclusion.

16.6. An affiliate lapsed in accordance to Article 16.2 or expelled in accordance with Article 16.3 and 16.4 may reapply for affiliation at a later date. However, the conditions for re-affiliation shall be decided by the Executive Board taking into consideration any outstanding fees due at the time of its expulsion.

16.7. Procedural details and rules concerning the administration of this Article are to be found under Annex 2.

ARTICLE 17: SUSPENSION OF INDIVIDUALS

17.1. The Executive Board has the power to suspend an individual from any position in PSI, including the General Secretary and his/her Deputy, for:

a) serious failure to uphold the Principles and Objectives of the Constitution; or
b) serious and repeated failure to perform their duties; or

c) bringing PSI into serious disrepute.

17.2. A request for suspension must be made to the Executive Board in writing by at least ten (10) members of the Executive Board, representing at least two regions.

7 Article 17 does not refer to staff positions
17.3. Any person subject to a request for suspension must be given:
   a) reasonable notice of the request;
   b) all relevant information;
   c) reasonable opportunity to reply to all elements of the request prior to a decision being made.

17.4. Suspension of an individual from a post requires an absolute majority of 50% + 1 of all the EB members at an Executive Board meeting where at least 50% of the EB members are present.

17.5. Once a person is suspended from a position the position may be filled on a temporary basis by the usual process for filling a casual vacancy.

17.6. Suspension may be appealed to Congress who can:
   a) confirm the removal from post; or
   b) reject the suspension;
   c) and add any conditions it sees fit.

17.7. Procedural details and rules concerning the process of suspension of individuals from PSI positions are to be found under Annex 11.

ARTICLE 18: AMENDMENTS TO THE CONSTITUTION AND ANNEXES

18.1. The Executive Board and affiliated organisations may propose constitutional amendments. The procedure related to Congress resolutions as defined in Annex 3 will be applied.

18.2. In the case of amendments to the Constitution, a two-thirds majority of the paid-up membership represented at Congress\(^8\) is required in accordance with Article 6.

18.3. The Congress Chairperson may submit the block of constitutional amendments to a hand vote.

18.4. If at least four affiliates from different countries and representing all four PSI regions call for a membership vote on any of the individual proposed amendments, the President shall put the motion for such a membership vote to Congress for determination by a show of hands. If this motion is carried, a membership vote shall then be held on the individual proposed amendments, but the remaining block of amendments, if declared by the Chairperson to be approved by a two-thirds majority, shall be considered carried.

18.5. The annexes to the Constitution are an integral part of the Constitution; however, as they contain mainly administrative and technical provisions, they have a different status and may be amended by the Executive Board on the basis of a two-thirds majority. Provisions in the Annexes may not contradict the Articles. In the case of contradiction between the Annexes and the Articles, the Articles will prevail.

ARTICLE 19: DISSOLUTION

19.1. The decision to dissolve PSI is reserved to Congress. A motion of dissolution must be put on the agenda in conformity with Annex 3.

19.2. A motion of dissolution requires a three-quarters majority of the paid-up membership represented at Congress by membership vote.

19.3. A motion of dissolution must lay down what disposition shall be made of the residual assets of PSI after the settlement of all debts and liabilities and all obligations to the staff of PSI. Such disposition of residual assets may only be made to not-for-profit organisations whose objectives are consistent with PSI’s principles and objectives.

---

\(^8\) Paid-up membership represented at Congress’ means those credentialled by the approved report of the Credentials Committee.
ARTICLE 20: EFFECTIVE DATE AND INTERPRETATION OF THE CONSTITUTION

20.1. This Constitution has been enacted by the Congress of PSI on 17 October 2023. It shall take effect at the closure of the Congress.

20.2. Between Congresses, the Executive Board shall interpret the Constitution.

ARTICLE 21: AUTHORITATIVE LANGUAGE AND INTERPRETATION SERVICES

21.1. The authoritative version of the PSI Constitution shall be the English language version. The Constitution (and working documents for governing bodies, where appropriate) shall be circulated in the official PSI languages: English, French, German, Japanese, Spanish, and Swedish.

21.2. Interpretation for meetings of governing bodies (where appropriate) shall be available in the official languages. The General Secretary shall, however, explore, within available budgetary resources, the possibility of providing the translation of documents and interpretation facilities for as wide a number of meetings or group participants as is financially sustainable.

ARTICLE 22: APPLICABLE LAW AND LOCATION OF PSI

22.1. Public Services International is governed by the current constitution and by Swiss law, in accordance with the Swiss Civil Code (articles 60-79), with the status of a “not for profit organisation”.

22.2. The registered head office of PSI is in Geneva, Switzerland.

22.3. The Executive Board may change the location of the registered head office in Switzerland by a two-thirds majority of votes cast.
ANNEX 1: MEMBERSHIP/AFFILIATION PROCEDURE

a) An organisation seeking affiliation shall submit its application form and all required supplementary documentation to the General Secretary together with a copy of its constitution. The application must be signed by at least two of the elected officers of the organisation.

b) The General Secretary shall ascertain the character of the organisation seeking affiliation and shall report these findings to the Executive Board. Comments of the organisations already affiliated to PSI in the country concerned shall be submitted to the titular members of the relevant regional executive committee. The Executive Board shall decide on the acceptance or rejection of the application after hearing the recommendation of the relevant Regional Executive Committee titular members.

c) Affiliation, including an affiliate’s rights and entitlements within PSI, shall begin from the date of the first full payment of affiliation fees (unless otherwise stated by the Executive Board).

d) Affiliation to PSI shall carry the following rights and responsibilities:

RIGHTS AND ENTITLEMENTS

ACCESS TO:

- PSI’s public sector networks which fight for workers’ rights, social and economic justice, and quality public services;
- PSI solidarity and union development projects which assist affiliated unions by providing training and capacity-building support on the ground;
- any other PSI meeting or event.

REPRESENTATION AT:

- the ILO and other United Nations bodies;
- the World Bank and regional development banks;
- the International Monetary Fund (IMF), the World Trade Organization (WTO), the Organisation for Economic Co-operation and Development (OECD), and many others.

COOPERATION WITH PSI:

- to protect and extend workers’ rights, including the freedom to join a union, to bargain collectively, and promote equity and diversity;
- to campaign for quality public services. This involves working closely with the ITUC and other global union federations, consumer lobbies, community organisations and non-governmental organisations (NGOs).

INVOLVEMENT IN PSI BODIES INCLUDING:

- PSI Congress every five years which develops a programme of action;
- PSI Executive Board;
- PSI Steering Committee;
- Regional conferences;
- PSI Regional Executive Committees;
- PSI women’s committees at global and regional levels.
RESPONSIBILITIES AND OBLIGATIONS

a) to make its members aware of the principles and decisions of PSI and to report on the activities of PSI to its governing and executive bodies;

b) to report to the PSI Secretariat on any action taken on decisions of the governing and executive bodies of PSI, or the reason why no action was taken;

c) to keep the PSI Secretariat informed of its activities;

d) to provide the PSI Secretariat with any other information which might be of interest and to respond to any request for information which the PSI Secretariat may make;

e) to pay each year the affiliation fees fixed by Congress or, in special cases, the fee agreed by the Executive Board in accordance with Article 4, “Affiliation Fees”.

PSI IN EUROPE

In principle, all European affiliates should be members of both EPSU and PSI. The number of members declared to both organisations will be the same. Further details related to affiliation policy in Europe are laid down in the PSI-EPSU Cooperation Agreement which is annexed to both PSI and EPSU constitutions (Annex 10).

ANNEX 2: DEFINITIONS OF UNDERLYING KEY CONCEPTS AND SPECIAL PROVISIONS REFERRING TO PAYMENT OF AFFILIATION FEES

a) The yearly affiliation fee is a fixed amount per declared member which is determined by the PSI Congress or, by delegation, by the PSI Executive Board.

b) The currency is EURO.

c) The calculation of the yearly affiliation fee per union follows an indexation system based on the latest gross domestic product (GDP) figures produced by the United Nations Development Programme (UNDP). Those affiliates whose national GDP figure is below the world average may have their fees reduced to a lower index percentage. The index bands are: 10%, 15%, 20%, 25%, 30%, 35%, 40%, 45%, 50%, 55%, 60%, 65%, 70%, 75%, 80%, 85%, 90%, 95%, 100%. The indexes may be reviewed on a regular basis by the Executive Board or, by delegation, by the Steering Committee.

d) The Executive Board and the Steering Committee are authorised to grant any affiliated organisation a temporary reduction in fees in the event that the organisation, as a result of extraordinary circumstances, finds itself unable to meet its full financial obligations. In exceptional cases the Executive Board or the Steering Committee may grant exemption from the payment. The Executive Board or the Steering Committee may also approve a request that an affiliated organisation pay its affiliation fees late or in a number of part-payments in specified and agreed circumstances.

e) All applications for such consideration by the Executive Board or the Steering Committee shall be submitted to the General Secretary with full details and must be received by 28 February in the year for which payment is due. Only in the case of emergencies will applications after that date be considered. The General Secretary shall submit all applications under Article 4 to the relevant regional executive committee for their recommendation.

f) Affiliates in countries that have had their fee indexation set at less than 100% shall retain their full membership voting strength, providing they pay in full the indexed fee, and shall have their full membership counted in the calculation required in Annex 3, “Congress rules/standing orders”.

ANNEX 3: CONGRESS RULES/STANDING ORDERS

RESOLUTIONS

a) All motions/resolutions submitted by affiliated organisations for inclusion in the agenda of an ordinary session of Congress must be received by the General Secretary no later than seven months before the beginning of Congress.

b) Core resolutions submitted by the Executive Board may follow a different time frame, as per Executive Board decision.

c) The General Secretary shall send these motions/resolutions including constitutional amendments to affiliated organisations no later than five months before the beginning of Congress.

d) Amendments to motions/resolutions must be received by the General Secretary no later than four months before the beginning of Congress.

e) The General Secretary shall send to affiliated organisations all amendments no later than two months before the beginning of Congress.

f) The draft agenda, reports and standing orders should be sent to Congress delegates no later than two months before Congress. Congress shall approve the final agenda and standing orders.

g) Emergency motions/resolutions may be submitted on matters on which developments have arisen subsequent to the deadline for submitting proposals. Such motions/resolutions shall be admitted for discussion and vote only if one Regional Executive Committee or more than half of the delegates are in favour of their admission.

PARTICIPATION AT CONGRESS

a) Organisations which have been granted exemption from payment in any of the years preceding Congress in accordance with Annex 2, “Definitions of underlying key concepts and special provisions referring to payment of affiliation fees” shall have their paid-up membership for the exempted year(s) set at zero. Any affiliate for whom the averaged membership figure for the period is zero shall be entitled to send one delegate.

b) Affiliated organisations may send observers on the basis of one per 100,000 paid-up members and/or part thereof. Each gender should be equally represented, where there is more than one observer, unless this is not feasible due to very significant over-representation of one gender within the affiliate’s membership.

c) The Congress Credentials Committee may recommend to Congress that affiliated organisations from the host country be entitled to attend with additional observers.

d) The travel and subsistence expenses of Congress delegates and observers shall be borne by the organisations which they represent. The Executive Board may extend financial assistance to delegates from countries below the 100% index out of PSI funds. This assistance aims at enhancing democracy and participation. It is conditional upon the good financial standing of the applicant organisation according to Article 4, “Affiliation Fees”. Applicant organisations must comply with the principles of diversity and sectoral representation outlined in Article 5 “Diversity and representation”.

e) The names of delegates and observers shall be submitted to the General Secretary no later than four months before Congress. The General Secretary shall scrutinise these nominations and advise affiliates if they are not in compliance with the constitutional requirements.

f) The Executive Board is authorised to invite national or international organisations with which PSI maintains relations to send observers.

g) Persons whose attendance is considered desirable may also be invited as guests.
h) Any affiliated organisation unable to be represented at Congress may authorise the delegate of another organisation from the same sub-region to represent it. Such authorisation shall be valid on condition that the General Secretary of PSI is informed of it in writing no later than four weeks before Congress by the organisation giving authority. No organisation may exercise the proxy votes of more than three other organisations.

CONGRESS CREDENTIALS COMMITTEE

a) The Credentials Committee is authorised to examine whether affiliated organisations fulfil the conditions and obligations laid down in the Constitution. It is entitled to request from the General Secretary, from the members of the Executive Board and from any delegate to Congress, information needed for the discharge of its duties or evidence bearing on the legitimacy of delegates’ credentials.

b) The Credentials Committee shall submit a report to Congress with appropriate recommendations. Voting or elections shall not take place before Congress has discussed and voted on the initial report and recommendations of the Credentials Committee.

c) The Credentials Committee shall not count, for the purpose of calculating voting strength and delegate and observer entitlements, any payments of affiliation fees received later than two months before Congress. The Credentials Committee shall, however, on the recommendation of the relevant Regional Executive Committee meeting immediately before Congress, have the authority to accept late payment where exceptional circumstances beyond the control of the union concerned justify such delayed payments.

CONGRESS STANDING ORDERS COMMITTEE

In nominating their Congress Standing Orders Committee representatives, all Regional Executive Committees shall have regard to Article 1.18, “Equality, Equity and Diversity”.

When applying the gender equity rule to selection of the Standing Orders Committee, the rule shall be applied to the total nominations from each Region. Where each Region is compliant with the gender equity rule, then the composition of the Standing Orders Committee will be deemed to be compliant overall. Nomination of language group representatives under 6.19.e shall aim to create equity in regional representation.

The Congress Standing Orders Committee shall elect from among its own membership a Chairperson and the General Secretary shall appoint the Secretary of the Committee. The Committee shall:

a) examine and report on the validity of all motions/resolutions and amendments proposed by affiliated organisations and the Executive Board;

b) prepare, where necessary, composite motions/resolutions where two or more motions/resolutions have been submitted on a similar subject and are not in conflict;

c) recommend an order of business and time limits for speakers;

d) report to the Congress on any other questions requiring a decision for the proper conduct of its business.

The Committee shall be convened prior to Congress and shall submit its first report in time for the first working session of the Congress. At this session, Congress shall be invited to ratify the composition of the Committee.

VOTING

a) Only delegates shall have the right to vote. Voting shall normally be by show of hands with the delegate’s identification card.
b) If any affiliates from at least four different countries request, before voting begins, a **membership vote**, the President shall put the motion for a membership vote to Congress for determination by a show of hands. If this motion is carried, the vote shall be called and held immediately. A membership vote shall be determined in accordance with the paid-up membership of each organisation.

c) In both voting by show of hands and membership voting, a simple majority of votes cast (i.e. half plus one of the votes cast – where votes cast does not include abstentions) shall decide, except in the case of constitutional amendments and of the dissolution of PSI.

d) Tellers for counting votes shall be ratified at the first session of Congress.

**ELECTION OF PRESIDENT AND OF GENERAL SECRETARY**

**GENERAL PRINCIPLES**

a) The Election Officers shall, no later than seven months before Congress, notify all affiliates that their nominations for the positions of President and General Secretary should be received by the Secretariat at least two months before Congress.

**CONTESTED ELECTIONS**

a) In case of contested elections for the positions of President and/or General Secretary, the Election Officers shall ensure equal treatment of all candidates before and during Congress in terms of access to information related to PSI affiliates, and in terms of presentation of their programme to the PSI membership.

b) The Election Officers shall vigilantly ensure that no PSI funds be used for the individuals’ election campaigns.

**ELECTION PROCEDURE**

a) Where more than one nomination has been received for a position, the Secretariat shall provide two ballot forms per election, including a unique ID, voting entitlements and the names of all nominated candidates. These will be issued to heads of delegation, or the appointed proxy of an absent member, to cast its votes on the basis of average paid-up membership since the previous Congress, including Congress year, or since affiliation.

b) Each affiliated union shall clearly mark X against the name of the candidate of its choice and shall place its ballot paper in a box provided by the Tellers.

c) Any mark, other than a cross next to the name of one candidate, disqualifies the vote. No abstention vote is receivable.

d) The ballot papers shall be counted by the Tellers who will communicate the result to the Election Officers and arrange for the ballot papers to be destroyed at the end of Congress.

e) The President, or the First Vice-President during the election of the President, shall announce the result of the vote. If no candidate has secured at least half of the votes cast plus one, a second ballot shall be held between the two candidates who received the highest number of votes in the first ballot.

f) The candidate who receives at least half of the votes cast plus one on either the first or second ballot shall be declared elected.

g) The details of voting by individual unions shall remain secret and shall not be published.

h) Votes cast shall only be considered valid by the Tellers if the official voting papers issued by the General Secretary are used, and clearly marked. Tellers shall report on the number of spoiled votes.
ANNEX 4: INTERNAL RULES OF THE EXECUTIVE BOARD

Executive Board meetings shall be convened by the General Secretary in agreement with the President.

ELECTION

The election of titular members of the Executive Board shall be carried out in accordance with Article 7.8. For each titular member, a substitute member shall be elected, and a 2nd substitute may be named. The substitute member has the right to attend meetings of the Executive Board but shall exercise a voting right only in the absence of the titular member.

CONSULTATION

Before the meetings of the Executive Board, a titular member shall have the obligation to consult the affiliates in her/his sub-region with the aim of representing the position of the whole sub-region. If there is no common position, the obligation of the titular member is to represent the different positions. The substitute member shall have the same obligation.

DURATION OF MANDATE

The mandate of titular members and their substitute members expires at the end of the next ordinary Congress. However, immediate re-election is possible.

The mandate also expires upon the resignation of a titular member or a substitute member; if the affiliated organisation from which the member comes ends its affiliation to PSI; if the affiliated organisation from which the member comes is in arrears in the payment of its affiliation fee for two years or longer; or if the member ceases to be an accredited representative of the organisation to which s/he belonged at the time of election.

DECISION-MAKING AND RIGHT TO VOTE

- The Executive Board will aim to reach decisions by consensus. If this is not possible, voting will be by show of hands and simple majority.
- Each titular member, or substitute in the absence of the titular member, has one vote at meetings of the Executive Board.
- Ex officio members will have the same rights as titular members.

RIGHT TO SPEAK

All titular members, and substitutes replacing a titular member, have the right to speak. Substitutes, observers, technical advisors, and guests may only speak at the discretion of the Chairperson.

ELECTION OF THE YOUNG WORKERS’ REPRESENTATIVE TO THE STEERING COMMITTEE

The young workers’ members to the Executive Board shall elect their representative to the Steering Committee by simple majority vote. Such a vote may be undertaken by electronic means.

An election officer appointed by the Executive Board will oversee this process, subject to any conditions Executive Board might decide upon.

ANNEX 5: INTERNAL RULES OF THE STEERING COMMITTEE

DECISION-MAKING AND RIGHT TO VOTE

- The Steering Committee will aim to reach decisions by consensus. If this is not possible, voting will be by show of hands and simple majority.
• Each titular member, or substitute in the absence of the titular member, will have one vote at meetings of the Steering Committee.

• Ex officio members will have the same rights as titular members.

RIGHT TO SPEAK
All titular members, and substitutes replacing a titular member, have the right to speak. Substitutes, observers, technical advisors and guests may only speak at the discretion of the Chairperson.

ANNEX 6: INTERNAL RULES OF THE WORLD WOMEN’S COMMITTEE

The World Women’s Committee shall advise the Executive Board on:

a) means to promote the full development of the potential of women in trade unions and in their workplaces;

b) programmes that would compensate for the results of discrimination against women at all organisational levels within unions;

c) means by which affiliates might work towards fair and equitable recognition of women’s contributions within unions and in paid employment;

d) the collection and dissemination of information concerning women’s involvement in unions and in public sector employment;

e) any other matters referred to it by the Executive Board or the General Secretary.

ANNEX 7: INTERNAL RULES OF REGIONAL BODIES

REGIONAL CONFERENCES

a) The Regional Conference may gather under a specific theme defined by the Regional Executive Committee in the context of the Congress’s resolutions and strategic priorities. The actual conference may be combined with regional activities and workshops within the limitations of the budget which may include additional external funding. Taking into account regional priorities, it should give guidance and recommendations for the next Congress, and monitor implementation of Congress decisions.

b) All affiliated organisations within the region in which the conference is convened shall be invited to send delegates. Representation shall be on the same basis as for Congress as defined in Article 6.7 and Annex 3, “Congress rules/standing orders”.

c) Travel and subsistence expenses incurred by delegates attending regional conferences shall be borne by the organisations that they represent. The Executive Board may extend financial assistance to delegates from countries below the 100% index out of PSI funds. This assistance aims at enhancing democracy and participation. It is conditional upon the good financial standing of the applicant organisation according to Article 4, “Affiliation Fees”. Applicant organisations must comply with the principles of diversity and sectoral representation outlined in Article 5.4, Diversity and representation.

d) Voting at regional conferences shall be in accordance with Annex 3, “Congress rules/standing orders” (Voting). The Executive Board will receive a report of all regional conferences. All matters requiring action and/or financial resources must be brought to the attention of the General Secretary in advance of the Executive Board meeting.

e) The Regional Conference Credentials Committee shall follow the general principles of the Congress Credentials Committee, as per Article 6 “Congress Credentials Committee” and Annex 3, “Congress rules/standing orders”, adapted to the regional context. The Regional Executive
Committee should nominate the Credentials Committee sufficiently in advance of the Regional Conference to allow time for preparatory work to be done.

f) The Regional Conference Standing Orders Committee shall follow the general principles of the Congress Standing Orders Committee, as per Article 6 “Congress Standing Orders Committee” and Annex 3, “Congress rules/standing orders”, adapted to the regional context. Specifically, the Committee shall consist of one person from:

i. each sub-region
ii. each of the PSI official language groups in the region, if not already covered through the sub-regional representation;
iii. the regional Women’s Committee (WOC), if not already covered by the sub-regional and language representation;
iv. the host country, if not already covered by the sub-regional, language or regional WOC representation; and
v. from a young workers’ representative, if not already covered by any of the above.

g) In preparing for regional conferences, Regional Executive Committees may appoint Election Officers, Standing Orders Committee members, or Credential Committee members, by electronic means.

ELECTION OF THE REGIONAL EXECUTIVE COMMITTEE BY THE REGIONAL CONFERENCE

The Regional Conference shall elect the Regional Executive Committee, subject to the following rules:

a) Nominations from each sub-region, young workers’ representatives and individual affiliate representatives to the Regional Executive Committee, shall be received by the Regional Conference Standing Orders Committee prior to the end-of-business of the first day of Conference. These nominations shall be presented to the delegates, by the Regional Conference Standing Orders Committee, at the opening of the second day of Conference.

b) Where Regional Conference Standing Orders Committee determines that a nomination or group of nominations does not fulfil a constitutional requirement then:

i. Regional Conference Standing Orders Committee shall return the nomination to the sub-region, young workers’ caucus or affiliate, stating the reasons the nominations do not comply with the Constitution, as well as inform the respective affiliate.

ii. The sub-region, young workers’ caucus or affiliate, shall resubmit new nominations that comply with the constitutional requirements to Regional Conference Standing Orders Committee within a reasonable time, as specified by the Regional Conference Standing Orders Committee, and sufficiently prior to the day of elections at Regional Conference.

iii. Regional Conference Standing Orders Committee, after verifying the new nominations, shall present them to the delegates prior to the election of the Regional Executive Committee at the Regional Conference.

c) Regional Conference shall deal with nominations from each of the following blocks separately: individual sub-regions, young workers’ caucus and individual affiliates. Nominations shall be approved by a simple majority vote.

d) If Regional Conference does not approve a block of nominations, the sub-region, young workers’ caucus or affiliates concerned will be invited to submit another nomination.

e) If Regional Conference does not approve a block by the end of the Conference, it shall be considered as a permanent absence and referred to the Regional Executive Committee.

f) Where these rules require nominations from unions in different sectors, a union that represents multiple sectors shall be able to indicate which single sector it represents for the purpose of fulfilling the requirements of the nominations.
NOMINATIONS FOR REGIONAL EXECUTIVE COMMITTEE

Nominations for Regional Executive Committee titular members, according to the requirements of Article 5.4, shall be carried out subject to the following rules:

a) Two representatives shall be nominated from each sub-region, where:
   i. At least one shall be a woman.
   ii. Each nomination shall represent a different country except in the case of sub-regions with only one country.
   iii. Each nomination shall represent a different sector.

b) The nominations from each sub-region shall be selected subject to the following rules:
   i. Delegates to Regional Conference coming from the sub-region shall elect the two representatives as a block, by a simple majority vote, prior to the end-of-business of the first day of Conference.
   ii. The Regional Conference Election Officer, or a person designated by the Election Officer, shall oversee the election.

c) Two representatives shall be nominated by the young workers’ caucus, where:
   i. At least one shall be a woman.
   ii. Each nomination shall represent a different sub-region.
   iii. Each nomination shall represent an affiliate from a different sector.
   iv. Each nomination shall be under the age of 30 at the time of election by Regional Conference.

d) The nominations for the young workers’ representatives shall be selected subject to the following rules:
   i. Delegates and observers to Regional Conference, who are under 30 years of age at the time of the election, shall elect the two representatives as a block, by a simple majority vote, prior to the end-of-business of the first day of Conference.
   ii. The Regional Conference Election Officer, or a person designated by the Election Officer, shall oversee the election.

The same rules apply for the election of substitute nominations.

REGIONAL EXECUTIVE COMMITTEES

a) The Regional Executive Committees shall nominate the regional members of the Executive Board, as per Articles 7.8 (h) and 12.4.e).

b) The Regional Executive Committees shall include representatives of PSI’s main sectors, where possible (Annex 9).

c) The Regional Executive Committees shall advise the Secretariat and the Executive Board on matters concerning their region and monitor the preparation of regional conferences.

d) The Regional Executive Committees shall be convened by the General Secretary in accordance with the instructions of the Executive Board and in consultation with the Regional Secretary.

e) Regional Executive Committees may invite representatives of affiliated organisations in the region to attend such meetings at their own expense or with a contribution from the regional budget.

Additional rules regarding the operation of the Regional Conferences and the Regional Executive Committees may be adopted by the respective Regional Executive Committee, subject to their consistency with the Constitution and all its Annexes. Such rules shall come into effect when approved by the Executive Board.
ELECTION OF CO-CHAIRS BY THE REGIONAL EXECUTIVE COMMITTEE

The Regional Executive Committee shall elect its two co-chairs, who shall be its nominations to the Executive Board, as a block, from among its members, by simple majority vote, subject to the following rules:

a) At least one shall be a woman.
b) Each co-chair shall represent a different sub-region.
c) Each co-chair shall represent an affiliate from a different sector.

The same rules apply for the election of substitute nominations.

The two co-chairs shall also be nominated as Vice-Presidents of the Executive Board.

NOMINATION OF REGIONAL REPRESENTATIVES TO THE EXECUTIVE BOARD

The Regional Executive Committee nominates the regional representatives to the Executive Board for election at Congress.

In making these nominations it fulfils the diversity and representation requirements (Article 1.18 “Equality, Equity and Diversity” and 5.4) if it respects the following criteria:

a) Allocating the additional representatives from each region, for every 400,000 paid-up members or part thereof (as per Article 7.8.(h)):
   i. First to sub-regions that have no representation via the regional co-chairs or affiliates with over 500,000 members; and
   ii. Ensure that the total number of representatives nominated under this provision meets the gender equity rule.

b) Nominating the seats at the disposal of each affiliate with more than 500,000 paid-up members, on the recommendation of the affiliate concerned, so long as:
   i. The total number of regional representatives to the Executive Board from the affiliate with more than 500,000 members meets the gender equality rule (Article 1.18).

c) Nominating two young workers of which at least one is a woman.

The regional executive committee will, where possible, take account of sectoral representation (Annex 9) and may consult with any sub-regional, young workers, or women’s advisory bodies prior to making the nominations.

Where Congress does not endorse a nomination for Executive Board (that has been provided by the regional executive), the relevant regional executive shall be given the opportunity to make an alternative nomination for consideration by the Congress. Where Congress fails to endorse a nomination by close of Congress the position shall be vacant and may be filled until the next Congress as a casual vacancy by co-option of the Executive Board.

These rules shall also apply to the nominating or electing of any substitutes or replacements for casual vacancies.

ANNEX 8: REIMBURSEMENT OF EXPENSES INCURRED IN ATTENDING CONSTITUTIONAL BODY MEETINGS

This provision is applicable to titular members, or substitutes replacing a titular member, of the following bodies:

- Executive Board
- Steering Committee
• Regional Executive Committees
• World Women’s Committee
• Regional Women’s Committees.

PSI covers travel and subsistence expenses of all titular members, or substitutes representing a titular member, with the exception of members from countries at the 100% index coming from the same continent as the venue of the meeting. Practical procedures will follow the PSI Travel Regulations, provided that the member’s organisation is in good financial standing according to Article 4, “Affiliation Fees”.

ANNEX 9: PSI CORE SECTORS

As per the PSI Programme of Action, a range of priority sectors have been identified as follows:

• Health and social services
• Utilities
• Local and regional government
• National administration, and
• Education support and culture workers.
ANNEX 10: PSI-EPSU COOPERATION AGREEMENT

Public Services International (PSI) &
European Federation of Public Service Unions (EPSU)

COOPERATION AGREEMENT

Final version 10 October 2008

PREAMBLE

1 This revised Cooperation Agreement derives from:

1.1 The PSI Congress Statement on the Relationship between PSI-EUROPE and EPSU, adopted by the 28th World Congress of Public Services International, 24–28 September 2007 in Vienna, which agreed that:

“1) The PSI Executive Board is authorised to continue the merger process with EPSU on the basis of the documents endorsed by PSI EUREC and the EPSU Executive Committee, including a revised Cooperation Agreement.

2) Existing structures of PSI Europe and EPSU be merged during the transition period, which is foreseen to be concluded at the EPSU Congress in 2009.

3) The PSI Executive Board will receive regular updates on the merger process.”

1.2 Article 5 of the EPSU Constitution on Membership, to be approved by the 8th EPSU Congress, 8–11 June 2009 in Brussels.

2 This revised agreement and the transitional arrangements in the appendix will take effect from 1/1/2010. The transitional arrangements shall remain in effect; superseding the relevant parts of the agreement, for such time as is specified.

A Shared Vision

3 PSI and EPSU believe that a democratic and accountable public service has a central role to play in creating sustainable, equitable, economic and social development. Effective delivery depends on the workers in those services having adequate incomes, good working conditions, and satisfying work that respects their rights, involving them in shaping the services which they deliver.

4 Both organisations strive to promote equality and diversity and to combat all forms of discrimination. They are committed to promote freedom of association and collective bargaining and to strengthen the capacity of their affiliated organisations and the individual members. They aim at seizing the opportunity of the public sector reform to work on issues that are of fundamental importance to the well-being and development of communities.
Common Goals

PSI and EPSU have a large common membership. Working together helps the two organisations to:

- Respond to the challenges of globalisation;
- Link European and global trade union work;
- Improve services to members;
- Make best use of their resources;
- Co-ordinate representation and organisation;
- Identify potential for membership.

PSI and EPSU are linked through recognition in their respective constitutions and EPSU operates as the recognised regional organisation of PSI in Europe. The EPSU Constitution will be added as an appendix to the PSI Constitution.

Joint Cooperation Committee

There will be a Joint Cooperation Committee comprised of the Presidents and General Secretaries of PSI and EPSU. The Committee may be supplemented or substituted by other officers by agreement.

The main role of the Committee shall be the general oversight of the Cooperation Agreement and ensuring the coordination and cooperation of the two organisations. This will include ensuring there are regular coordination meetings between the management and staff of the two organisations. It will be the Committee’s responsibility to monitor a programme of joint activities and progress generally, which in turn will be reported to the decision-making bodies of each organisation.

In particular, the Committee will have responsibility for jointly considering:

- Membership issues – including affiliation and disaffiliation proposals;
- Recruitment strategy;
- Project coordination;
- Finance matters;
- Relations with other organisations;
- Dispute resolution.

The Committee will normally meet at least twice a year.
Executive Board Resolution No 2: Revised PSI Constitution

Public Services International (PSI) & European Federation of Public Service Unions (EPSU)

COOPERATION AGREEMENT

Final version 10 October 2008

I. **Parties to the agreement**

11 Public Services International (PSI) and the European Federation of Public Service Unions (EPSU), known as the parties to the agreement, hereby agree the following:

II. **Purpose and timeframe of the agreement**

12 EPSU and PSI Europe will be merged into a single federation known as the European Federation of Public Service Unions (EPSU). Following the endorsement of the PSI Steering Committee and the EPSU Executive Committee at their respective meetings in November 2008, and following the adoption of a new Constitution at the EPSU Congress in June 2009, this agreement will come into force from 1 January 2010.

III. **Name and identity of the Federation**

13 As specified in Article 1 of its Constitution, EPSU is:

13.1 A Federation of independent and democratic trade union organisations for workers in public services and services in the public interest in Europe;

13.2 A Federation, which contributes to promoting the interests of public service workers at global level and which is autonomous regarding European Union (EU)/European internal policies;

13.3 A Federation of the European Trade Union Confederation (ETUC);

13.4 The recognised Regional Organisation for Europe of Public Services International (PSI);

13.5 The geographical area as defined in the PSI and EPSU constitutions.

14 In relation to points 13.3 and 13.4, EPSU will insert the logos of the ETUC and the PSI at the bottom of its letter head and publications, mentioning:

14.1 EPSU is a member federation of the ETUC + ETUC logo;

14.2 EPSU represents PSI in Europe + PSI logo.

IV. **Areas of cooperation**

15 EPSU and PSI are cooperating on a number of issues of common interest in the areas listed below. As other areas of cooperation develop over time, they will be agreed in the respective governing bodies of both organisations and thereby offer the opportunity to monitor and evaluate activities:

15.1 Quality public services and services of general interest;

15.2 EU policies on external relations and neighbouring countries;
15.3 Sectors represented by EPSU and PSI;
15.4 Transnational companies;
15.5 Gender equality, equal opportunities and diversity;
15.6 Trade union rights in the public sector;
15.7 Organisation and recruitment of public sector workers;
15.8 Communication and public relations where appropriate.

V. Methods of cooperation

Representation

16 PSI and EPSU are represented on each other’s governing bodies and Congresses. Each organisation will afford the other the opportunity to attend other committee meetings and conferences, which cover areas of common interest.

17 In principle however:

17.1 EPSU will be responsible for meetings and contacts with the following: ETUC and its Industry Federations, European public sector employers, relevant European non-governmental organisations (NGOs), EU sectoral social dialogue and related ad-hoc meetings, EU institutions and bodies such as the Commission, Parliament, Economic and Social Committee, Committee of Regions, and other European organisations such as the Council of Europe;

17.2 PSI will be responsible for meetings and contacts with the following: the International Trade Union Confederation (ITUC) and its Global Union Federations, international employers’ organisations, relevant NGOs, the Trade Union Advisory Committee (TUAC) and Organisation for Economic Cooperation and Development (OECD), the United Nations including the International Labour Organisation (ILO), the World Trade Organisation (WTO) and the International Financial Institutions.

Membership and recruitment

18 In order to implement Article 5 of the EPSU Constitution on Membership – in particular that in principle all affiliates should be members of both EPSU and PSI – it is agreed that:

18.1 A joint recruitment and organising strategy will be developed and regularly evaluated;

18.2 All affiliates in the PSI Europe region, currently not affiliated to EPSU, can join EPSU without additional formal requirements. They will pay the EPSU affiliation fee, to be gradually phased in as agreed by the EPSU Executive Committee. EPSU / PSI indexation rules will apply (see Appendix: Transitional Arrangements, Section II Affiliation Fees);

18.3 EPSU will encourage all its affiliates to become members of PSI;

18.4 The EPSU Executive Committee will consider all applications for affiliation – within its organisational scope – to both EPSU and PSI. It forwards its proposed attitude to membership to the PSI for comment and joint consideration;

18.5 The same applies for applications for exemption or reduction of fees and withdrawal of affiliation;

18.6 If an organisation affiliated to both EPSU and PSI does not comply with its financial obligations to either organisation over a period of two consecutive years, the case will be brought before the EPSU Executive Committee and the PSI Executive Board prior to any declaration that the
affiliation be terminated. Expulsion will apply to both PSI and EPSU unless Article 5 (3) of the EPSU Constitution applies. Unions eligible for financial assistance will lose this right if in arrears towards either organisation;

18.7 If an organisation affiliated to both EPSU and PSI acts in violation of EPSU and PSI values, principles and aims, the EPSU Executive Committee and the PSI Executive Board will both consider the position prior to any decision on expulsion;

18.8 An organisation indicating its intention to withdraw shall inform EPSU and PSI at the same time.

Finances

19 The work of EPSU is financed through different sources of income. These include principally:

19.1 The EPSU affiliation fees, as defined by its Congress and/or Executive Committee;

19.2 The PSI contribution to European work, as defined under (20);

19.3 An additional contribution by EPSU-only affiliates, as defined under (21) and (22).

20 Based on the PSI European Regional Executive Committee (EUREC) recommendations of 17–18 April 2007, PSI will transfer to EPSU an annual amount corresponding to 18% of its income from its European affiliates, with effect from 1 January 2010. Transfers will be made quarterly and will be calculated on the basis of the latest available audit report. The quarterly transfers will be adjusted when the new audit report is available in April. The percentage rate can be reviewed after 2012.

21 EPSU will use the financial transfer to undertake activities with due focus to be given to the needs of the new EPSU affiliates from PSI’s European region, as laid out in the document “Outline of Activities – what and how?” and as agreed by its Executive Committee. In order to deal with the overall agreed EPSU work programme in the enlarged area of organisation, additional staff will be hired to the EPSU Secretariat. These staff will be funded from the financial transfer. EPSU will provide financial reports and audited accounts to the PSI in relation to the expenditure incurred from the financial transfer.

22 PSI will create a European programme guarantee fund, equivalent to its annual contribution to EPSU, on its general reserves. This fund will be adjusted annually, on the basis of the previous year’s audited accounts. This fund will be additional to the contribution due, and shown in the annual expenditure budget.

23 As part of the merger, trade unions that are affiliated to EPSU only will be requested to contribute an additional fee corresponding to the amount that other affiliates contribute per member to the PSI financial transfer. This contribution will be phased in gradually, as decided by the EPSU Executive Committee.

Managerial and financial handover

24 The managerial and financial responsibility for the European sub-regional offices, including the supervision, office management and work plans of the five sub-regional staff, will be transferred to the EPSU General Secretary as of 1 January 2010.

Fund-raising

25 Both organisations will inform one another of their plans to raise additional funds for activities from different funding sources, in order to avoid duplication of funding requests.

Research and information

26 Both organisations have access to research and information networks, through their national affiliates, other Global Union Federations, the ITUC, TUAC, ETUC and the Public Services International Research
Unit (PSIRU), as well as through their relations with inter-governmental agencies. Where appropriate, PSI and EPSU will share research and information in the areas of common interest.

Training

27 PSI and EPSU will extend cooperation in trade union training and education projects, including sharing of resource persons, developing joint materials and reciprocal invitations to affiliates of both organisations to seminars and training programmes. Externally-funded projects in the European region will be managed by PSI in coordination with EPSU. EU-funded projects will in principle be managed by EPSU.

VI. Conciliation

28 Both parties agree the importance of maintaining the agreement and good relations between the two organisations and therefore agree to try and resolve any disputes before giving notice of terminating the agreement.

29 It shall be open to either party to raise any issue of legitimate concern arising from the operation of the cooperation agreement under this dispute resolution process. At all stages, the preference will be to resolve issues informally.

*Stage 1: Cooperation Committee*

29.1 The Cooperation Committee will formally review the issue of dispute and see if it is possible to resolve the matter. If agreed between the parties, the Committee may be extended to include other officers to assist with resolving the dispute.

*Stage 2: Conciliation and Arbitration*

29.2 Consideration will be given to jointly inviting a third party to conciliate between the parties, with a view to assisting negotiations to resolve the dispute. Alternatively or, if necessary following conciliation, the parties may agree to arbitration.

VII. Nature of the Agreement

30 The implementation of the agreement will be monitored by the EPSU Executive Committee and the PSI Executive Board. It can be reviewed and, if necessary, amended on the basis of proposals from the PSI Executive Board and/or the EPSU Executive Committee at any time. The agreement can be terminated by either party with a period of notice of twelve months. If notice is given of the agreement being terminated by one of the parties, it shall remain in force as a whole during this period or, if sooner, until a new agreement is concluded that replaces the existing one. The EPSU Executive Committee and PSI Executive Board will consider the development of a new agreement.

31 The authoritative language version of this document is French.
I. Staffing, finance and activities

32 For the period 1/1/2010 to 31/12/2012 the following transitional arrangements shall apply:

32.1 PSI will create a European programme guarantee fund on its general reserves, equivalent to three years of its annual contribution to EPSU. This fund will be transferred to EPSU on an annual basis, and the exact amount will be based on the audited accounts of the previous year.

32.2 Activities to be financed:

32.2 a) Equivalent to three additional staff at the EPSU Secretariat including an officer who will coordinate activities in Central and Eastern Europe, under the supervision of the EPSU General Secretary and Deputy General Secretary. In accordance with paragraph V (24) of the Agreement, the EPSU General Secretary shall draw up job descriptions as appropriate – the job contents will incorporate the agreed tasks transferred between the two parties. The job descriptions of those posts affected will be forwarded to the PSI General Secretary for comment and joint consideration;

32.2 b) Four sub-regional offices and staff;

32.2 c) Four Central and Eastern European (CEE) constituency meetings, on an annual basis;

32.2 d) European youth activities and structures;

32.2 e) Specific projects and activities in Central and Eastern Europe;

32.2 f) Travel and subsistence of participants from countries below the 100% indexation and not in arrears with their affiliation obligations, for EPSU meetings and conferences; as agreed by the EPSU Executive Committee;

32.2 g) Russian as an official EPSU language, and interpretation and translation in other languages, where applicable.

32.3 Both parties will agree the arrangements for the transfer of staff contracts as of 1/1/2010. Staff who transfer will do so on the basis of terms and conditions that are no less favourable than their current terms and conditions.

II. Affiliation Fees

33 It is agreed to phase in the appropriate increase in affiliation fees applicable to unions in membership as of 31/5/2009.

For trade unions that are only affiliated to EPSU:

33.1 A phasing-in of the additional affiliation fee (related to the work currently being carried out in PSI Europe) shall normally be over a period of three years.

For trade unions that are only affiliated to PSI:
33.2 A phasing-in of the additional affiliation fee (related to the work of EPSU) shall normally be over a period of four years.

34 Exceptions to these arrangements will need to be agreed by the Cooperation Committee.

III. Review

35 In 2012, prior to the PSI Congress, there will be a joint review of the Cooperation Agreement which will:

35.1 Consider the operation of the transitional arrangements – including the option of mutually agreeing the extension of the arrangements, which will otherwise lapse in accordance with this agreement;

35.2 Consider any changes to the Agreement that might be necessary in the light of experience;

35.3 Review the financial transfer arrangements.

36 The review will be conducted by the Joint Cooperation Committee, with any agreed proposed changes requiring the endorsement of both parties.
ANNEX 11: SUSPENSION OF INDIVIDUALS FROM PSI POSITIONS

This annex will be drafted and adopted by the Executive Board after the adoption of the new Constitution, as specified in Article 17.7.

ANNEX 12: REPRESENTATION OFFICES OF PSI AND GENERAL SECRETARIAT [HEADQUARTERS]

1. REPRESENTATION OFFICES OF PSI (REF. ARTICLE 12.19)
   
a)  The General Secretary shall establish PSI representation offices to further the objectives of PSI in the regions.

b)  The PSI representation offices act under the instructions of the General Secretary and shall report to the latter regularly.

c)  The directors and officers of PSI representation offices are appointed by the General Secretary. The employees of PSI representation offices shall be hired under work contracts governed by the laws designated by the relevant choice-of-law rules, with due consideration to the General Framework Agreement mentioned in Article 14.4 of the Constitution.

d)  The operations of PSI representation offices are funded by PSI in accordance with its annual budget. The PSI representation offices are accountable to the Executive Board for the use of their financial means. They hold annual accounts in a proper form.

e)  The PSI representation offices may not dispose of their fixed assets and uncommitted funds, if any, without the approval of the General Secretary and the Board of Trustees.

f)  The legal structure and the governance of PSI representation offices shall allow for the implementation of the processes described in paragraphs b) to e) above.

g)  The General Secretary shall report to each EB on the establishment, dissolution, or changes to the legal basis of the PSI representation offices (10.3 (e) and 7.3(l)).

2. GENERAL SECRETARIAT (REF. ARTICLE 10 AND 14)
   
a)  The General Secretary is an employee of PSI under a work contract governed by Swiss law.

b)  PSI has entrusted the operation of the General Secretariat of PSI with the “Secrétariat de l’Internationale des Services Publics” (PSI Secretariat Association), a French association based in Ferney-Voltaire.

c)  The members of PSI Executive Board are the members of the “Secrétariat de l’Internationale des Services Publics” (Secrétariat - ISP).

d)  The General Secretary of PSI shall act as the President of Secrétariat - ISP with executive powers. The Deputy General Secretary of PSI shall act as the Secretary of Secrétariat - ISP.

e)  The staff of the Secrétariat - ISP shall be appointed by the PSI General Secretary and employed by Secrétariat - ISP under work contracts governed by French law, with due consideration to the agreements mentioned in Articles 14.4 and 14.5 of the Constitution.

f)  The Secrétariat - ISP General Assembly shall normally meet concurrently with the PSI Executive Board or Steering Committee.

g)  Further terms and conditions under which the Secrétariat - ISP shall operate are defined in an agreement with PSI.
ANNEX 13: DEFINITIONS

This annex will be drafted and adopted by the Executive Board after the adoption of the new Constitution.

ANNEX 14: LIST OF PSI REGIONS AND SUB-REGIONS

<table>
<thead>
<tr>
<th>AFRICA &amp; ARAB COUNTRIES</th>
<th>ASIA &amp; PACIFIC</th>
<th>EUROPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab Countries</td>
<td>East Asia</td>
<td>Benelux and France</td>
</tr>
<tr>
<td>ALGERIA</td>
<td>HONG KONG, CHINA</td>
<td>BELGIUM</td>
</tr>
<tr>
<td>BAHREIN</td>
<td>JAPAN</td>
<td>FRANCE</td>
</tr>
<tr>
<td>EGYPT</td>
<td>KOREA</td>
<td>LUXEMBOURG</td>
</tr>
<tr>
<td>IRAQ</td>
<td>MACAO</td>
<td>NETHERLANDS</td>
</tr>
<tr>
<td>JORDAN</td>
<td>MONGOLIA</td>
<td>BOSNIA-HERZEGOVINA</td>
</tr>
<tr>
<td>KUWAIT</td>
<td>TAIWAN</td>
<td>CROATIA</td>
</tr>
<tr>
<td>LEBANON</td>
<td>Oceania</td>
<td>CZECH REPUBLIC</td>
</tr>
<tr>
<td>MOROCCO</td>
<td>AUSTRALIA</td>
<td>FORMER YUGOSLAV</td>
</tr>
<tr>
<td>PALESTINE</td>
<td>COOK ISLANDS</td>
<td>REPUBLIC OF MACEDONIA</td>
</tr>
<tr>
<td>TUNISIA</td>
<td>FIJI</td>
<td>HUNGARY</td>
</tr>
<tr>
<td>YEMEN REPUBLIC</td>
<td>NEW ZEALAND</td>
<td>KOSOVO</td>
</tr>
<tr>
<td>English-speaking Central, East and West Africa</td>
<td>PAPUA NEW GUINEA</td>
<td>MONTENEGRO</td>
</tr>
<tr>
<td>BURUNDI</td>
<td>SAMOA</td>
<td>SERBIA</td>
</tr>
<tr>
<td>GHANA</td>
<td>TONGA</td>
<td>SLOVAKIA</td>
</tr>
<tr>
<td>KENYA</td>
<td>VANUATU</td>
<td>SLOVENIA</td>
</tr>
<tr>
<td>LIBERIA</td>
<td>South East Asia</td>
<td>German-speaking</td>
</tr>
<tr>
<td>NIGER</td>
<td>CAMBODIA</td>
<td>AUSTRIA</td>
</tr>
<tr>
<td>RWANDA</td>
<td>INDONESIA</td>
<td>GERMANY</td>
</tr>
<tr>
<td>SIERRA LEONE</td>
<td>MALDIVES</td>
<td>SWITZERLAND</td>
</tr>
<tr>
<td>TANZANIA</td>
<td>NEPAL</td>
<td>MEDITERRANEAN EUROPE</td>
</tr>
<tr>
<td>UGANDA</td>
<td>PAKISTAN</td>
<td>MEDITERRANEAN</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>NORDIC</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>DENMARK</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>FINLAND</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>ICELAND</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>ESTONIA</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>GEORGIA</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>LATVIA</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>LITHUANIA</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>UKRAINE</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>Russia and Central Asia</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>ARMENIA</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>BELARUS</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>ESTONIA</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>GEORGIA</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>LATVIA</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>LITHUANIA</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>UKRAINE</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>Russia and Central Asia</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>Asia</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>KAZAKHSTAN</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>KYRGYZTAN</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>RUSSIAN</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>FEDERATION</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>TAJIKISTAN</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>South East Europe</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>ALBANIA</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>AZERBAIJAN</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>BULGARIA</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>MOLDOVA</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>ROMANIA</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>TURKEY</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>UK and Ireland</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>IRELAND</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>UNITED KINGDOM</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>INTERAMERICA</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>Andean countries</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>ARUBA</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>BOLIVIA</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>COLOMBIA</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>ECUADOR</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>PERU</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>VENEZUELA</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>Brazil</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>Canada</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>Caribbean</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>ANGUILLA</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>ANTIGUA AND BARBUDA</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>BAHAMAS</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>BARBADOS</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>BELIZE</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>BERMUDA</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>CURACAO</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>DOMINICA</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>GRENADA</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>GUYANA</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>HAITI</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>JAMAICA</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>MONTSERRAT</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>SAINT LUCIA</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>SAINT VINCENT AND THE GRENADINES</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>SINT MAARTEN</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>TRINIDAD AND TOBAGO</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>Central America and Mexico</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>COSTA RICA</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>DOMINICAN REPUBLIC</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>EL SALVADOR</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>GUATEMALA</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>HONDURAS</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>MEXICO</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>NICARAGUA</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>PANAMA</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>Southern Cone</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>ARGENTINA</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>CHILE</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>PARAGUAY</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>URUGUAY</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>USA</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>INTERAMERICA</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>Andean countries</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>ARUBA</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>BOLIVIA</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>COLOMBIA</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>ECUADOR</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>PERU</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>VENEZUELA</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>Brazil</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>Canada</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>Caribbean</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>ANGUILLA</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>ANTIGUA AND BARBUDA</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>BAHAMAS</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>BARBADOS</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>BELIZE</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>BERMUDA</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>CURACAO</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>DOMINICA</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>GRENADA</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>GUYANA</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>HAITI</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>JAMAICA</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>MONTSERRAT</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>SAINT LUCIA</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>SAINT VINCENT AND THE GRENADINES</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>SINT MAARTEN</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>TRINIDAD AND TOBAGO</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>Central America and Mexico</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>COSTA RICA</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>DOMINICAN REPUBLIC</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>EL SALVADOR</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>GUATEMALA</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>HONDURAS</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>MEXICO</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>NICARAGUA</td>
</tr>
<tr>
<td></td>
<td>South East Asia</td>
<td>PANAMA</td>
</tr>
<tr>
<td></td>
<td>CAMBODIA</td>
<td>Southern Cone</td>
</tr>
<tr>
<td></td>
<td>INDONESIA</td>
<td>ARGENTINA</td>
</tr>
<tr>
<td></td>
<td>MALDIVES</td>
<td>CHILE</td>
</tr>
<tr>
<td></td>
<td>NEPAL</td>
<td>PARAGUAY</td>
</tr>
<tr>
<td></td>
<td>PAKISTAN</td>
<td>URUGUAY</td>
</tr>
<tr>
<td></td>
<td>SRI LANKA</td>
<td>USA</td>
</tr>
</tbody>
</table>