PRESENTATION ON LEADING CHANGE - PRACTICAL EXPERIENCE TO SANNAM SYMPOSIUM IN SWAZILAND

BY

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PRESENTATION OUTLINE

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Introduction

- Zambia Union of Nurses Organisation is a professional organisation and trade union for all eligible categories of Nurses and Midwives registered or enrolled with the General Nursing Council of Zambia, as defined by the Nurses and Midwives Act, No. 31 of 1997, regardless of where they may be employed – Public or Private Sector.

- This means that ZUNO operates on two pillars (dates): Professionalism and Socio-Economic Welfare (through Trade unionism) to empower and strengthen the nursing profession in Zambia.
ZUNO VISION AND MOTTO

- The vision of ZUNO is,
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  To have an empowered nurse who is motivated and able to continuously uphold professional excellence.
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- Our motto is,
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  With Pride We Care
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During the 1974 AGM, the then ZNA made a landmark resolution which resulted into an amendment of the ZNA Constitutional objective (Article 3) to include, "negotiating for improved salaries and conditions of service for nurses and midwives."

Unfortunately, it was later discovered that, by Zambian labour laws, such an objective was a preserve of trade unions and not Associations.
HISTORY Cont`d.........

- Hence this discovery brought about the transformation process of ZNA into a trade union more visible in 1995, but somehow, the transformation process `went to sleep.`

- In 2003, the transformation process was re-activated following the election of the new ZNA National Executive Committee in December 2002.
HISTORY Cont`d...........

- On June 20th 2007, ZUNO was registered as a trade union for Nurses and Midwives in Zambia.

- On 14th December, 2007- ZNA was officially dissolved by over 97% votes, during the extra-ordinary National Congress, to pave way for ZUNO.

- On 15th December 2008 ZUNO was launched at its 1st National General Conference.
HISTORY Cont`d ........

- In April, 2008 ZNA was officially deregistered by the Registrar of Societies, following the ZNA application to deregister, so that competitors (detractors) do not take advantage of the parallel nursing organisations (ZNA and ZUNO), and divide the nursing Profession.

- ZUNO Constitution approved and registered by Government in October 2008 – It’s now the ZUNO law.
ELEMENTS THAT CHARACTERISED THE TRANSFORMATION PROCESS

- **Annual General meeting resolution(s):** to transform the Association into a trade union.

- **Wider consultation:** within the nursing profession and the nursing institutions such as the regulatory body (GNC).

- **Feasibility study:** was carried out, aimed at establishing the practicability of the resolution to transform into a trade union without greatly affecting the professional responsibilities ZNA was formed to promote.
ELEMENTS THAT CHARACTERISED THE TRANSFORMATION Cont...

- Formation of various working groups, e.g. the transformation Concept Paper Development Committee, The transformation steering Committee, etc.

- Development of the transformation concept paper to provide arguments for the transformation of the Association into a union.

- National Membership sensitisation through write ups, national congresses and provincial/Branch tours by Association National leadership to explain the transformation resolution and concept.
Inclusiveness of senior nurses in the ministry of Health, Nursing Council and the general nursing fraternity – in the transformation process.

Seeking legal opinion and interventions: e.g. ZNA petitioned the High Court of Zambia in 2006 to declare ZNA eligible for registration as a trade union: This was achieved – ZNA won the Court case.

Courage, focus, determination and tolerance of divergency views among association leaders and members have been the guiding principles.
Local and International Partnerships and collaborations in solidarity:
(i). Norwegian Nurses Organisation (NoNO)
(ii). Democratic Nurses Organisation of South Africa (DENOSA) – invited twice.
(iii). Kenya Nurses Association (KNA),
(iv). Nurses Association of Botswana (NAB),
(iv). Mauritius Nurses Association (MNA)
Collaborations Cont. . .

(v). National Organisation of Nurses and Midwives of Malawi (NONM):
(vi). The International Council of Nurses

- All the above mentioned organisations visited in solidarity and addressed Nurses at various National Congresses in Zambia.
Organisation Structure

The ZUNO Constitutional Organisational structure and objectives are designed in such a way that, among others, addresses three principal aspects:

(i). Inclusiveness

(ii). Dual role: Professionalism and trade union mandate

(iii). Comprehensive nurse and midwife representation.
ZUNO Governance Structure:
- 110 Branch Executive Committees (BEC):
- 9 Provincial Executive Committees (PEC):
- National Executive Committee (NEC): Meets 4 times per year and has 2 appointed trustees and 8 elected:
  President, Vice President for Labour Affairs, Vice President for Professional Affairs, General Secretary, Deputy General Secretary for Finance and Administration, Deputy General Secretary for organisation and operations, 2 elected and 2 appointed trustees (from any unrepresented sections of nursing).
• National Council (NC): Meets twice per year and comprises of all NEC members, GNC Registrar, all nursing interest group national Chairpersons, and a student nurse representative.

• Quadriennal Conference: all members, and meets once in four years.
Management structure
- Day to day management of ZUNO activities is done by the secretariat headed by the General Secretary.
- The Secretariat has four directorates:
  (a) Directorate of Programmes and Professional Affairs
  (b) Directorate of Legal and Industrial Relations
  (c) Directorate of Research and Education
  (d) Directorate of Finance and Administration
- Currently the secretariat has 16 members of staff
Constitutionalised Professional Fora:
- Clinical meetings: For all nurses, organised by the Branch Executive Committee.
- Provincial Scientific conferences: For all nurses, organised by the provincial Executive Committee.
- Bi-ennial Scientific Conference: For all Nurses, organised by the National Council.
MEMBERSHIP

- Membership is currently at 5,352 against the Nurses and Midwives’ population of 13,000 in the country.
- Membership according to the 09 provinces:
  - Lusaka – 932,
  - Copperbelt – 1,307,
  - Southern - 656
  - Eastern - 433
  - Central - 489
  - Western - 382
  - Northern - 410
  - Luapula - 394
  - N/Western - 349
The following are projects being undertaken by ZUNO:

(a). ZUNO/NNO Institutional Capacity Building project
(b). ZUNO/NNO/ICN Wellness Centre
(c). ZUNO/ICN Girl Child Education project
(d). ZUNO/Cordaid Collaboration project
(e). ZUNO/NNO Solidarity fund Project: Orphans, Entrepreneurship Project and Student Nurses’ Sponsorship Project
(f). ZUNO/AKURCHUS Luapula Province Orphan Project
Projects cont’d…

(g). Nurses’ Mobile Library Project
(h). ZUNO/IICD Resource Centre Project
COLLABORATING PARTENERS

- General Nursing Council of Zambia (GNC)
- Ministry of Labour and Social Security
- Ministry of Health (MoH)
- Zambia Congress of Trade Unions (ZCTU)
- Non-Governmental Organisation Cooring Council (NGOCC)
- International Council of Nurses (ICN)
- Southern African Network of Nurses and Midwives (SANNAM)
- Norwergian Nurses Organisation (NNO)
- Cordaid
- International Institute of Communications and Development (IICD)
AFFILIATIONS

International
- International Council of Nurses (ICN)
- Commonwealth Nurses Federation (CNF)

Regional
- Southern African Network for Nurses and Midwives (SANNAM)
- East, Central and Southern African College of Nursing (ECSACON)
Affiliations cont’d…

Local

- Non-Governmental Organisation Coordinating Council (NGOCC)
- Zambia Congress of Trade Unions (ZCTU).
CORE VALUES

- Unity of Purpose
- Equity
- Ownership
- Partnership
- Innovativeness
- Accountability
- Transparency
- Integrity
- Advocacy.
STRENGTHS

- Registration as a professional organisation and trade union for Nurses and Midwives in the country.
- The professional and inclusive approach, in the management of ZUNO affairs.
- A government approved and registered ZUNO constitution.
- Well defined structures at branch, provincial and national levels, with committed leadership.
- Staffed national secretariat
- Good political relationship at country level
- Local grown will to transform into the trade union.
- A good working relationship with collaborating partners both locally and internationally.
OPPORTUNITIES

- A large potential membership pool of 13,000 out of which 7,500 Nurses and Midwives have already been recruited.
- An advantage of recruiting about 1,500 graduates from Nursing Schools annually.
An advantage to attract a lot of members as it's the first union to represent a single group of professionals in the health sector.
WEAKNESSES Cont`d……

- The acute financial problems being faced by the organization makes it less competitive with other unions.
- The organization is not able to meet its daily operations and basic needs such as paying for operational costs.
- The organization not able to continue with its sensitization and recruitment programme due to lack of funds.
THREATS

- Already existing financially powerful well grounded trade unions that draw membership from the nursing fraternity as well.

- Nurses knowledge level on labour and employment laws as well as trade union management.

- Change of mind set: from mere association leadership to both professional and trade union leadership.
CHALLENGES

- High membership expectations for increased salaries and conditions of service.

- High demand for *continuous* information flow from top to bottom, and vice versa.

- Learning the collective bargaining skills.
• Change of wrong perception among politicians and other stakeholders towards professionalism and trade unionism.

• Involvement of uneligible nurse managers in none union organisational activities.

• ZUNO is competing for membership with 4 already well established and experienced trade unions.
ZUNO enjoys cordial political will at country level:

For example, ZUNO has been invited three times, within one year and six months of its existence, by State House:

(a). To attend the Africa Freedom day reception,
(b). To participate in smartpartnership, social dialogue which included heads of state,
(c). Invited to attend a working breakfast at State House.
- Invited to present nurses concerns to a parliamentery committee on Health and Social Development.
- Invitations ZCTU:
  - ZUNO General Secretary is a member of ZCTU Executive Committee
  - ZUNO Seats on the ZCTU General Council
  - to a workshop and meeting to discuss the global economic meltdown, and make recommendations to government.
- ZUNO sits on a number of MOH Committees.
ZUNO LESSONS LEARNT, WORTH SHARING INCLUDES:

(a). Associations are for collective begging while unions are for collective bargaining.

(b). The need for nursing organisation leaders to be conversant with labour and employment laws to avoid legal litigations, particularly from competitors and desidents. For example, ZUNO has been officially threatened with litigations before, by a competitor union; CSAWUZ, and individual misled members.

(c). Trade unionism is also politics. For example ZUNO and its leadership have been targets of threats and malicious campaign from other trade unions.

(d). ZUNO has been a victim of unfair handling of the recognition agreements by employers, as they avoid to be in conflicts with their long standing social partners – the competitive trade unions.

(e). Running a trade union is a financially demanding venture. So sustainability strategies are crucial.
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WITH PRIDE WE CARE!!!

THANK YOU FOR LISTENING...