

# **ZAMBIA UNION OF NURSES ORGANISATION (ZUNO)**



## **ZUNO/NNO 2012 – 2015 ORGANISATIONAL CONSOLIDATION AND SUSTAINABILITY PROJECT**

### **END OF PROJECT EVALUATION REPORT**

June 2015

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- ZUNO Staff Members
- All the respondents who participated in this evaluation.

## **Acronyms**

CDC	Center for Disease Control and Prevention
CDE	Classified Daily Employee
CNF	Commonwealth Nurses Federation
DCMO	District Community Medical Office
DHMT	District Health Management Team
ECSACON	East, Central and Southern African College of Nursing
FGD	Focus Group Discussion
GNCZ	General Nursing Council of Zambia
ICN	International Council of Nurses
KII	Key Informant Interview
LDHMT	Lusaka District Health Management Team
MOH	Ministry of Health
NGOCC	Non-Governmental Organisations Coordinating Council
NNO	Norwegian Nurses Organisation
NORAD	Norwegian Agency for Development Cooperation
PMEC	Payroll Management and Establishment Control
SADC	Southern African Development Community
SAMAM	Southern African Network for Nurses and Midwives
UTH	University Teaching Hospital
ZNA	Zambia Nurses Association
ZUNO	Zambia Union of Nurses Organisation

## **1. INTRODUCTION**

The Zambia Union of Nurses Organization (ZUNO) is a professional body and trade union for all eligible categories of Nurses and Midwives registered 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, including Students. ZUNO has transitioned from what was initially known as the Zambia Nurses Association. ZNA was a professional, non-governmental and non-partisan organization that was founded in 1950. The Association acclaimed its legal existence in 1953 following its registration by the Zambian Registrar of Societies and in the same year it was affiliated to the International Council of Nurses (ICN) giving it an international recognition. ZNA now called ZUNO, has operational organizational structures covering the whole country, thus national, provincial and branch/workplace levels. This coverage enables the organisation to cater for all its members irrespective of where they may be.

### **1.1. Vision**

The vision of ZUNO is to have an empowered nurse and midwife who is motivated and able to continuously uphold professional excellence.

### **1.2. Purpose**

The purpose of ZUNO is to protect and promote the interests of nurses and midwives. It is also a medium through which members can promote their individual and professional development, thereby contributing to the delivery of quality health care services.

### **1.3. Functions**

ZUNO is mandated through its constitution to execute the following functions;

- i. Foster a spirit of unity and solidarity among the members [nurses and midwives]
- ii. Promote the highest professional standards of members [nurses and midwives] in the delivery of health care services by taking necessary steps to further their knowledge, education and experiences.
- iii. Assist members to improve their professional, social and economic position in Zambia
- iv. Ensure nurses and midwives participate in health and social policy formulation
- v. Provide professional advice to government and other stake holders on both policy and non-policy matters affecting nurses and midwives and public health as a whole
- vi. Provide and disseminate information on professional and other matters and act as a medium for free exchange of opinions

- vii. Mobilize resources to enable implementation of programmes to the benefit of members and the community

#### **1.4. Philosophy**

Our work through ZUNO and above all, as nurses and midwives, is guided by a common and internationally accepted philosophy of nursing: a commitment to caring in the fullest sense, being advocates for our patients, helping people to help themselves and doing for people what they would do unaided if they had the necessary strength, will or knowledge. Therefore, while upholding this philosophy, ZUNO will insist and demand for social and economic justice for all nurses and midwives as a reward from their employers regardless of the sector.

#### **1.5. Mission**

Zambia Union of Nurses Organisation is committed to being a vibrant, self-sustaining, Professional and Socio-Economic Welfare Organisation that will protect and promote the interests of nurses and midwives through effective representation and capacity building. In so doing, ZUNO will promote the highest level of professionalism and integrity in the delivery of health care services to the community.

#### **1.6. Objectives of ZUNO**

The overall goal of ZUNO is to be a vibrant, self-sustaining professional and socio-economic welfare organisation that protects and promotes the interests of nurses and midwives in Zambia through effective representation and capacity-building, hence contributing to the provision of quality health care to the population of Zambia. Specifically, the organisation aims to;

- i. Advocate for better socio-economic welfare for nurses and midwives through collective bargaining with employers, by securing improved wages and better conditions of service.
- ii. Recruit and unite Nurses and Midwives into one single Organisation in order to enable them share their professional, social and economic welfare.
- iii. Initiate and organize training programmes which adequately prepare the ZUNO and nursing leadership and members in the practice of various negotiating skills, for

resolving employment concerns i.e. grievance procedures, collective bargaining, arbitration and conciliation.

- iv. Network with other trade unions, trade union federations, labour institutions and professional bodies for the benefit of members.
- v. Raise the status and image of nurses and midwives through the provision of continuing education and to maintain their integrity, respect and to generally promote and safeguard their professional knowledge and interests.
- vi. Provide legal advice or assistance to ZUNO members as deemed necessary.
- vii. Regulate collective relations between employees and employers or between employees and organisations of employers, or between employees.
- viii. Serve as the authoritative voice for nurses, midwives and the nursing profession as a whole in Zambia.

### **1.7. ZUNO-NNO Partnership**

The partnership between ZUNO and the Norwegian Nurses Organisation (NNO) has been in existence for over twenty-five (25) years. This partnership started in 1988 with NNO providing office infrastructure to ZUNO as well as leadership capacity building. This continued until 2002 when NNO started engaging in capacity building and socio-economic activities such as nurses and midwives support groups. This continued until 2007. Over the next 4 years, NNO provided ZUNO with professional and social economic empowerment skills, leadership Capacity Building and also helped ZUNO establish its organisation structures and fora. This lasted until 2011. It is through collaborations between these two organisations that ZUNO has transitioned from the Zambia Nurses Association to what it is today. The most recent agreement was scheduled to run from 2012 to 2015 and was aimed at supporting ZUNO in becoming a strong, bold and sustainable organisation. This is what was called the ZUNO Organisational Consolidation and Sustainability Project.

### **1.8. ZUNO Organisational Consolidation and Sustainability Project**

ZUNO has previously received funding provided by NORAD and the Norwegian Nurses Organisation (NNO) and have successfully completed developmental projects with the most recent ending in December 2011. The main developmental goal has been to provide

professional support to nurses and midwives in Zambia and assist in organisational development and sustainability of ZUNO. In order to assist ZUNO with the final phase of the organisational consolidation, NNO signed an agreement aimed at assisting ZUNO through a final phase of organisational consolidation, with yearly downscaling of NNO's financial support and a corresponding increase in ZUNO assuming full financial responsibility for its activities.

### **1.9. Overall Objective of the ZUNO/NNO project**

The overall objective of this project was to ensure that ZUNO becomes a vibrant, self-sustaining professional and socio-economic welfare organisation that protects and promotes the interests of nurses and midwives in Zambia through effective representation and capacity-building, hence contributing to the provision of quality health care to the population of Zambia. This was to be achieved over the period 1<sup>st</sup> January 2012 to 31<sup>st</sup> December 2015.

#### **1.10. Success indicators (expected results or outcomes)**

These were indicators that were to be attained during the entire contract period (2011-2015). The indicators were meant to be complemented with qualitative and quantitative indicators. During this period, the following indicators were set in order to track progress and ensure that the overall goal of the project was met. By the end of 2015;

- i. ZUNO will represent 80% of the nurses and midwives of Zambia.
- ii. A check-off system for membership fees shall continue in operation, with 90% of ZUNO members paying through this check-off system.
- iii. A majority of elected officers, including shop stewards, within ZUNO are women.
- iv. ZUNO will become financially sustainable and cover at least 90 % of annual operational costs from funds generated locally, through membership fees and other revenue-generating activities.
- v. ZUNO will have a well-functioning organisation at all levels: main office, branch offices, provincial offices and shop stewards, where at least 80% of elected or appointed officials are trained to carry out their duties.

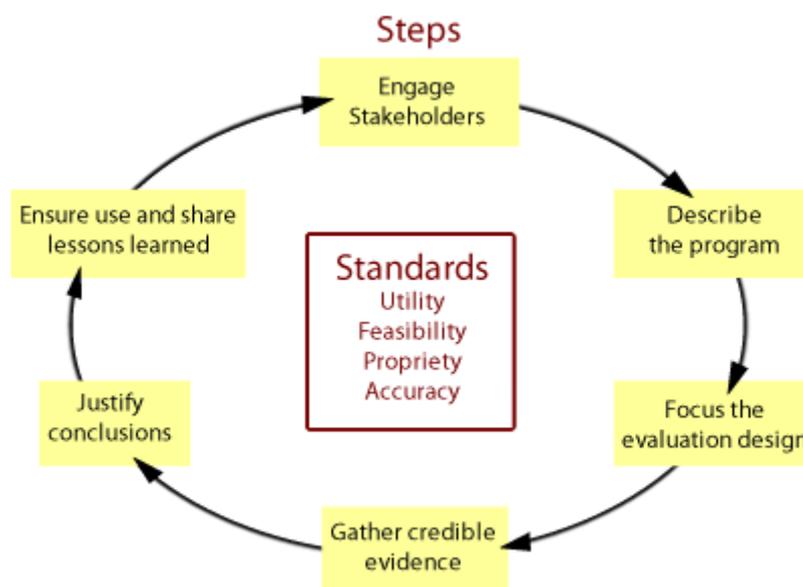
- vi. 90% of student nurses and midwives will, upon graduation, become registered members of ZUNO.
- vii. ZUNO will negotiate for and provide services to their members so that 80 % of them experience that they are valued members of the organisation and that their living and working conditions have improved. This will be determined through membership surveys.
- viii. ZUNO will have an established network with international, regional and national organisations and governmental agencies, contributing to the development of a strong labour movement and civil society in Zambia.
- ix. ZUNO will be an effective watch-dog and advocate in health-care related issues in Zambia.
- x. ZUNO will assist one other national nurses' organisation in the region, helping it to effectively address health care issues and member needs in their country.

## 2. ZUNO-NNO PROJECT EVALUATION

As the project draws towards its end, ZUNO seeks to conduct an evaluation to determine whether the objective initially set out at the beginning has been met. This was done through evaluating the indicators to determine whether they had been met.

### 2.1. Evaluation Design

The evaluation design was based on the CDC's Framework for Program Evaluation. The steps displayed in the figure below were incorporated into the evaluation.



**Figure 1: CDC's Framework for Program Evaluation**

The evaluation was based on three sources of data namely document review, quantitative data collection and qualitative data collection. Details of each component are described below.

#### 2.1.1. Document Review

The desk review was a synthesis of all relevant project documents. This included documents such as quarterly and annual reports, recognition agreements between various organisations and ZUNO as well as cooperative agreements. Quarterly and annual reports from 2011 to 2015 were reviewed including training reports as well as financial reports. Collective agreements signed between ZUNO and various private institutions and government agencies were also reviewed to collect information on various indicators. Information from these reports was used to complement information gathered through quantitative and qualitative

interviews. Information on some of the indicators was collected from the various documents reviews and used to determine whether ZUNO had met those indicators.

### 2.1.2. Quantitative Component

The study was conducted in three provinces namely Lusaka, Central and Southern provinces. In Lusaka, 3 districts were covered namely Lusaka, Chongwe and Kafue while Liteta and Kabwe were covered in Central Province. Mazabuka and Monze districts were covered under Southern Province. Various health facilities were sampled in these three provinces with data being collected from the district hospitals and selected clinics under the District Health Management Teams. The study population included nurses and midwives. These were sampled from various departments in the health facilities that were sampled. The sample size already set at 250 participants. Stratified sampling with proportional allocation was also employed. This sample was proportionally distributed across the various health facilities that were sampled taking into account the varying sizes of the institutions. Therefore, institutions with larger numbers of nurses and midwives had larger percentages of the sample size allocated to them. Table 1 below depicts how the sample was distributed across the facilities.

**Table 1: Sample Distribution across the samples Health Facilities**

<b>Proportional to Size allocation</b>	<b>Strata Sample</b>	<b>Percent Distribution</b>	<b>Proportion</b>	<b>Sample Allocation</b>
Total Sample Size	n=	250		
<b>Lusaka Province</b>				
University Teaching Hospital	950	30%	0.74	<b>74</b>
Lusaka District Health Management Team (LDHMT) <sup>a</sup>	981	31%	0.77	<b>77</b>

Kafue District Hospital	78	2%	0.06	<b>6</b>
Chongwe Hospital	50	2%	0.04	<b>4</b>
Chongwe District	159	5%	0.12	<b>12</b>
<b>Central Province</b>				
Kabwe General Hospital	205	6%	0.16	<b>16</b>
Kabwe District	219	7%	0.17	<b>17</b>
Liteta Hospital	51	2%	0.04	<b>4</b>
<b>Southern Province</b>				
Monze Mission Hospital	117	4%	0.09	<b>9</b>
Monze District	137	4%	0.11	<b>11</b>
Mazabuka Hospital	120	4%	0.09	<b>9</b>
Mazabuka District	133	4%	0.10	<b>10</b>
	<b>3200</b>	<b>100%</b>	<b>2.50</b>	<b>250</b>

<sup>a</sup> LDHMT includes clinics in Lusaka district. Clinics visited in this study included Kanyama, Matero Main, Chawama, Chilenje and Chipata Clinics.

The data from this survey was entered using Microsoft Excel 2007. StataSE version 13 was used to clean and analyse the data.

### **2.1.3. Qualitative Component**

This involved Key Informant Interviews and focus group discussions with relevant stakeholders. Various stakeholders who have either benefitted from the services offered by ZUNO or have been involved in implementing the activities under the project were included in the evaluation. This included ZUNO staff members, nurses and midwives whether or not they were ZUNO members, key stakeholders such as Ministry of Health, General Nursing Council and University Teaching Hospital.

Purposive sampling will be used to select the participants for the key informant interviews. Participants were recruited prior to data collection and data collection was done using key informant interview guides and focus group discussion guides. With consent from the participants, the interviews were recorded and the recordings were used for analysis. Data analysis was done using content and thematic analysis. Table 2 below shows the stakeholders interviewed distributed by province and district.

**Table 2: Distribution of key informant interviews and Focus Group Discussions**

Province	District	Stakeholders	ZUNO Staff	FGDs
Lusaka	Lusaka	<ol style="list-style-type: none"> <li>1. Provincial Chairperson</li> <li>2. UTH Branch Chairperson</li> <li>3. Deputy Director Nursing Services - Ministry of Health</li> <li>4. Senior Nursing Officer UTH</li> <li>5. GNCZ Registrar</li> </ol>	<ol style="list-style-type: none"> <li>1. ZUNO President</li> <li>2. ZUNO General Secretary</li> <li>3. ZUNO Deputy General Secretary Finance and Administration</li> <li>4. ZUNO Finance Manager</li> </ol>	UTH
	Chongwe	<ol style="list-style-type: none"> <li>1. Nursing Officer (DCMO)</li> <li>2. Human Resource Officer DCMO</li> </ol>		
	Kafue	<ol style="list-style-type: none"> <li>1. Hospital Administrator</li> <li>2. Hospital Branch Chairperson</li> </ol>		Hospital
Central	Liteta	<ol style="list-style-type: none"> <li>1. Branch &amp; Provincial Chair</li> </ol>		Hospital
	Kabwe	<ol style="list-style-type: none"> <li>1. Hospital Clinical Care Officer</li> <li>2. Senior Nursing officer (Provincial)</li> <li>3. Branch Chair Person</li> <li>4. Human Resource Officer</li> </ol>		Hospital
Southern	Monze	<ol style="list-style-type: none"> <li>1. Branch Chair Person</li> <li>2. Nursing Officer</li> </ol>		Hospital

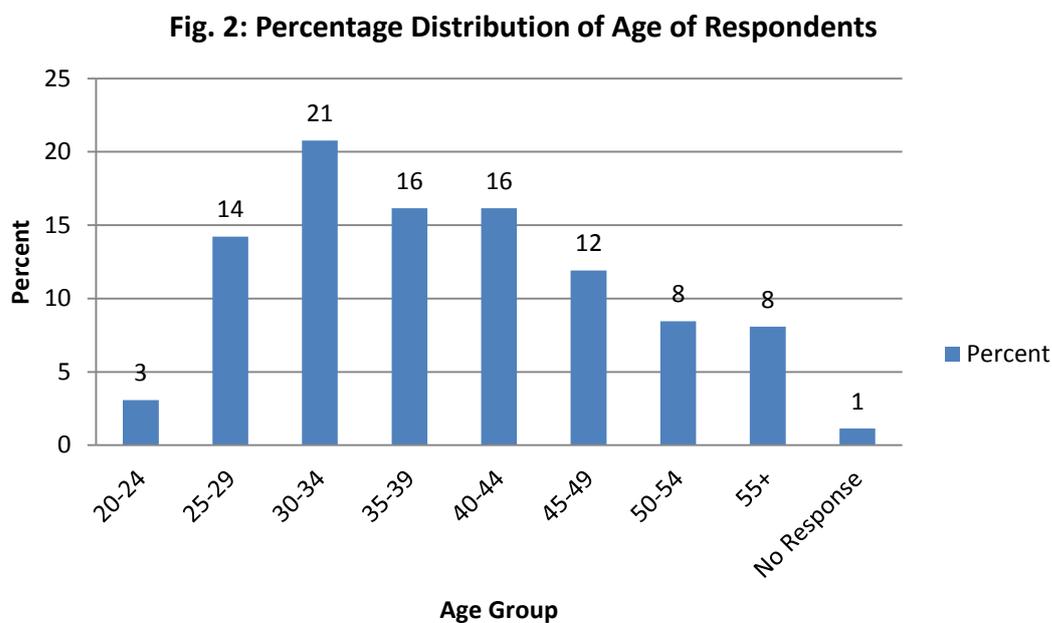
		<ul style="list-style-type: none"> <li>3. Provincial Chair</li> <li>4. Hospital Superintendent</li> </ul>		
	Mazabuka	<ul style="list-style-type: none"> <li>1. Branch Chair Person</li> <li>2. Nursing Officer</li> <li>3. Hospital Superintendent</li> </ul>		Hospital
<b>Total</b>		<b>21</b>	<b>4</b>	<b>6</b>
<b>Overall Total</b>			<b>31</b>	

### 3. RESULTS

The evaluation findings are a synthesis of data from the desk review, qualitative and quantitative components. The findings are presented as themes in line with the indicators of the ZUNO/NNO project. During this period, the following indicators were set in order to track progress and ensure that the overall goal of the project was met.

#### 3.1. Background

Distribution of age among the respondents was normally distributed with majority of the respondents (21%) aged 30-34. Respondents in the age groups 35-39 and 40-44 years represented 16% respectively. The figure below reflects the percent distribution of age according to age groups.



With regards to distribution of Sex, almost all the respondents (99%) were female with only 4% being male. This is consistent with the distribution of nurses and midwives which is mainly a female dominated profession. There were more nurses compared to midwives. Seventy percent of the respondents were nurses while 30% were midwives. Majority of the respondents, 89%, had attended nursing school at government institutions while 11% attended nursing school at private institutions.

With regard to duration of employment, more than half (54%) of the respondents had been employed for more than 10 years while 27% had been employed for 1-5 years. Seventeen

percent had been employed for 5-10 years while about 3% had been employed for less than a year. Majority of the respondents (77%) indicated that they were paying members of ZUNO while 23% were not paying members. Of those who were paying members, 50% had been members for more than 5 years while 43% had been members for between 1 and 5 years. Only about 7% were had been members of ZUNO for less than 1 year.

Knowledge about ZUNO was almost universal with 98% having heard of ZUNO. Majority of the respondents (58%) had heard that ZUNO was a union for nurses and midwives with a further 35% having heard that ZUNO was both a professional body and union for nurses and midwives. There were some who had some misinformation with 4% having heard that it was a government organisation for nurses and midwives while 3% had heard that it was an NGO for nurses and midwives. When asked how they had learned about ZUNO, most of the nurses and midwives had heard about ZUNO through sensitisations conducted by ZUNO. Forty-nine percent (49%) had learned of ZUNO through ZUNO sensitisation sessions. A further 41% had learned of ZUNO through nursing school. Those who learned of ZUNO through colleagues accounted for 10%.

### **3.2. Structure of ZUNO**

ZUNO has an established structure from the Secretariat at national level to the branch levels. To enable elected individuals at sub-national levels execute their duties effectively, various training workshops were held over the three (3) years. Training workshops were planned to build capacity in ZUNO staff in order to equip them with the necessary skills for them to conduct their duties. By June 2012, ZUNO had successfully established seven (7) provincial offices of which five (5) were fully functional by the end of the year. During that year, a total of 158 ZUNO leaders had been trained. This group comprised of a mixture of provincial, branch and shop steward leadership. In 2013, workshops on gender strengthening, financial training and shop steward training were also conducted. A total of 57 female nurses were trained in gender strengthening while 16 provincial leaders were trained in financial training. With regard to shop steward training, a total of 87 branch officials and shop stewards were trained. These were from Northern, Western and Muchinga Provinces.

In 2014, further offices were set up in four (4) provinces namely Luapula, Eastern, North-western and Muchinga. During this reference year, 15 ZUNO leaders and staff from North-western, Muchinga, Copperbelt, Luapula, Eastern and Central provinces underwent financial management training. A further 54 branch officials and shop stewards from Lusaka and

Central provinces attended shop stewards management training. However, empowerment training for junior female nurses and midwives was cancelled for the year 2014.

Since ZUNO has an established presence across the country, participants' knowledge about ZUNO's structure was assessed through both the qualitative and quantitative interviews. Knowledge about the structure of ZUNO was rather varied. There was a large disparity in terms of level of knowledge among ZUNO leaders and stakeholders, and ZUNO members. ZUNO leaders and stakeholders were more knowledgeable about ZUNO structures compared to ZUNO members.

Results from the quantitative survey showed that 62% of the respondents knew that ZUNO had offices countrywide while 38% did not know whether ZUNO had offices countrywide. When asked to mention some of the offices they know of, most of the respondents knew of the Secretariat in Lusaka with some knowing of provincial and district offices.

Qualitative data also showed that stakeholders were more informed about the structure of ZUNO, from the Secretariat at the national, provincial and branch level. The respondents from the focus group discussions were not well informed about the structure of ZUNO. Most talked about the secretariat at national level.

*It starts with the president then there should be a vice president then the secretary and the vice secretary then also a treasury and should be vice treasurer and then the committee members. - FGD Participant*

The structure in terms of the national, Provincial and Branch offices were known by only a few members. However, the presence of a branch office was known by the members particularly those at UTH. The only challenge most members at UTH have is access to the branch offices. Most hospitals visited in other study areas did not have an office for the branch and as a result members had difficulties in airing their grievances to the union. Similar results were reported from the quantitative survey where 46% of the respondents reported that ZUNO offices were not easily accessible. This was mainly from members at UTH which has the only ZUNO branch currently operational.

### **3.3. Female Representation among Elected Officers**

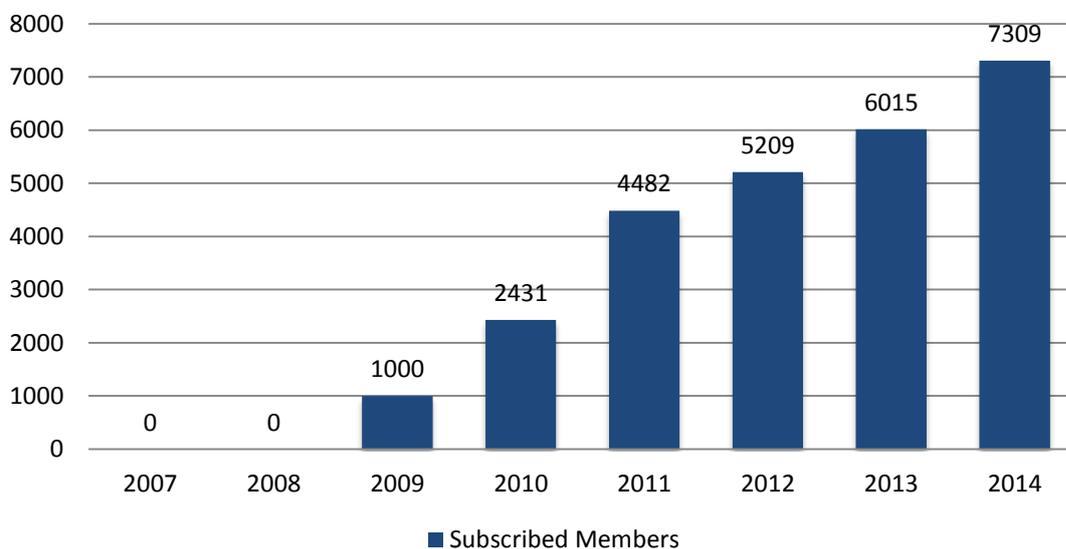
ZUNO aims to have a female majority among the elected officials. In a profession that is dominated by females, ZUNO intends to increase female representation in these positions.

Some success has been recorded in this regard. By the end of 2012, 45% of the 75 positions in the ZUNO top leadership were held by females. Top leadership in this case referred to decision making positions within the national and sub-national structures. Lusaka, North-western and Southern provinces has the highest female representation with all having 67% females in the top leadership. Muchinga, Copperbelt and Eastern had the least female representation in the top leadership with all recording only 17% each. Female representation has continued to increase although not yet in the majority.

### 3.4. ZUNO Representation

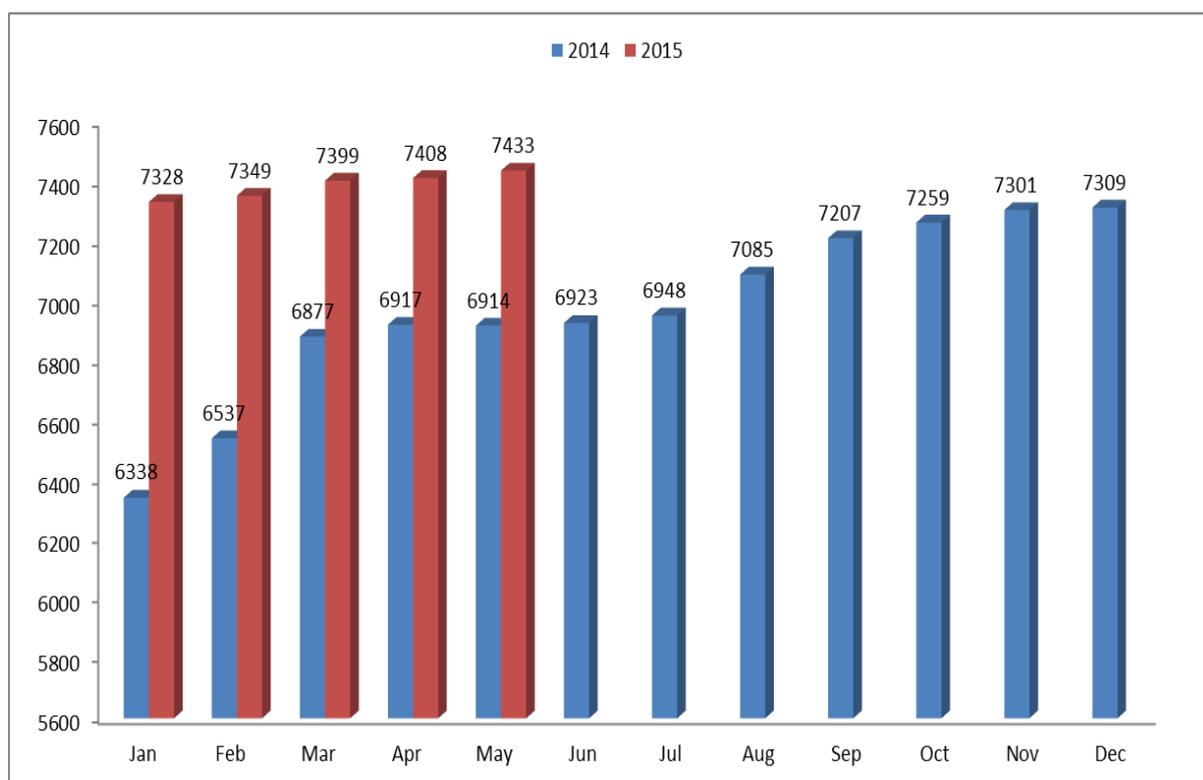
ZUNO represents nurses and midwives across the country. Of the 13700 registered nurses and midwives in the country, 10,799 have been recruited by ZUNO. This represents 78.8% of all nurses in the country. Of those 10,799 recruited nurses and midwives, 7,429 are subscribed to ZUNO. These are members who pay subscription fees to ZUNO. This represents 69% of the recruited nurses and midwives. In relation to the total number of nurses in the country, the 7433 subscribed members represent 54% of all nurses in the country. Figure 3 below shows the increase in subscribed members over the period 2007 to 2014.

**Fig. 3: ZUNO Membership Subscription from 2007 to 2014**



As of 2015, the numbers have increased further. The current number of subscribed members has is now 7433. Figure 4 below shows the increase in the number of subscribed members for the year 2015 in comparison to 2014.

**Fig. 4: ZUNO Membership subscription for 2014 and 2015**



Various reasons were given by members for joining ZUNO. Data from the quantitative survey showed that 65% of the members joined because they were interested in the services offered by ZUNO while 17% joined because they felt had no choice. These felt that they had no say about joining ZUNO. About 4% joined because their friends were joining. Qualitative interviews revealed similar results. Findings from the focus group discussions showed that the desire to join ZUNO for most members was due to the influence from friends and massive sensitisation during the transition period from ZNA to ZUNO. However, some members, especially the new members, just found themselves subscribing to ZUNO without their knowledge. It appears these were automatically listed as members of ZUNO. This has resulted in some members subscribing to two unions thus having two different membership fees deducted from their salaries. These members who have joined ZUNO automatically thus have little knowledge about ZUNO. This is what one nurse from UTH in Lusaka said;

*Just as she has said... me I have no problems with it, the only like others have said nothing was communicated to me and when ZUNO started deducting that money I was already contributing to ...is it allied workers union and I am still contributing to that so if they consulted me I could have chosen one but they didn't. Like the older ones have said they had choose from one union to another. But for us since it was*

*automatic we still have two unions on our pay slips which is not fair. So I think ZUNO should do something about it. - Lusaka Respondent*

Reasons for joining ZUNO were mainly centred on belong to a body that represented nurses. They wanted to belong to a union that represents nurses because they will speak one language. This is how two female respondents from Mazabuka put it;

*I needed the benefits and wanted a voice and someone to stand for me. - Mazabuka Respondent*

*While I wanted to belong to a union which was independent and that will specifically look into matters pertaining to the nursing fraternity that will stand independently to negotiate for the condition of services for nurses specifically. - Mazabuka Respondent*

Similar sentiments were expressed in other focus group discussions. The nurses and midwives joined ZUNO because they wanted to belong to a union that would stand for them when addressing grievances and offer them legal protection. Others joined because they heard about ZUNO providing loans. ZUNO used to provide loans to its members but that was discontinued due to high default rates.

### **3.5. Check-off System**

The check-off system has been in place and has continued as this is Government policy for collection subscriptions from members by unions. ZUNO is collecting membership fees through this system and these fees are automatically deducted from the nurses' salaries. In June 2012, 4,684 members were recorded as paying through the check-off system. This number has increased to 7433 as of 2015. This represents 69% of all subscribed members of ZUNO.

Results from the quantitative survey reveal that only 42% of the members knew what the check-off system was. Majority of the participants (58%) did not know what the check off system was. However, when asked what they knew about the check-off system, majority of the respondents (54%) knew what it was. They knew that this was a system used for paying membership fees. Over 60% of the participants acknowledged that the system made it very easy to pay membership fees with a further 18% saying the system made it moderately easy.

### 3.6. Negotiating for Members

ZUNO has been at the forefront as a union for nurses and midwives of negotiating for better salaries and conditions of service for their members. This has been done mainly through collective agreements that have been signed with institutions and organisations that employ these nurses and midwives. Such collective agreements have been signed with the government through the appropriate line ministries and private institutions such as Mopani Copper Mines Plc and Lusaka Trust Hospital. These collective agreements detail the salary revisions and conditions of service as agreed upon by the management and the union acting on behalf of the members.

Furthermore, the union also negotiates on behalf of its members with regard to labour matters. An example is that of nurses who were dismissed by the government for going on strike. ZUNO successfully negotiated for the nurses who were wrongly dismissed to be reinstated, those whose dismissals were upheld to be re-employed and those who the government had refused to re-employ on account of them being “ring leaders” to also be re-employed.

*Remember we had the strike of our members who were dismissed...we had to look for mitigating ways so that our members don't suffer much so we engaged government and the first thing that government did was that they agreed that no, your people made a mistake. They committed this mistake and according to the public service terms of reference, if someone is dismissed, that person can only come back in the public sector huh, after five years. But because you have pleaded for them, we are seeing sense in what you are saying we are requesting that they come back, those who want they can reapply you see. But when they reapplied, they were being re-employed not reinstated. They are two different things...as we were pushing, the re-employment was coming back. But there was a group that could not be re-employed you see. And we had to engage government, fight hard and that group now is also back... – ZUNO General Secretary*

Even stakeholders such as the General Nursing Council, also acknowledged the role ZUNO played in representing their members who were dismissed. According to the Council, the nurses would have not been reinstated. The Council has come to appreciate the work ZUNO does in representing their members.

*No, no without ZUNO they were done...without ZUNO they were done... sometimes we sit in those meetings and we see how they defend and with the way they came out insulting ZUNO...aah really its only somebody with a profession at heart that can still defend such a profession in closed doors. I like it because they are not only concentrating on nurses that are in the government, they have penetrated even in the mines, they have penetrated in private companies. And sometimes nurses who are employed in these small organizations without a representation, when they have a challenge sometimes they call GNCZ but we are not a union and the nearest that we refer them is ZUNO and they tolerate them. In these companies ZUNO has fought to maintain the integrity of a nurse so they don't end up to the level of mopping. – General Nursing Council Registrar*

In addition to negotiating for the dismissed members to be reinstated, the union is negotiating for their benefits to be given to these nurses and midwives especially those who had already worked for many years.

*The last component we are handling is that these people have been re-employed as new entrants but some of them worked for 20 years, 22 years so now we have engaged government to say that the package that they worked for, they should not lose it. And so far government is showing good will. – ZUNO General Secretary*

### **3.7. Benefits of Membership**

Despite all the efforts by ZUNO to ensure that their members have better salaries and conditions of service, majority of ZUNO members expressed that they did not benefit from being a member of ZUNO. Results from the quantitative survey showed that 51% of the members did not feel like they have benefitted from being a member of ZUNO whereas 39% felt that they have benefitted from being a member. Among those who felt that have benefitted from being a member of ZUNO, some of the ways in which they have benefitted centred on salary negotiations, representation in legal matters and providing access to information. With regards to salaries, some members felt that they had benefitted through salary increments that ZUNO had negotiated for them. Others felt they had benefitted through funeral support, legal help in human resource cases such as reinstatement of dismissed nurses and school sponsorship for vulnerable nurses. Members who felt they did not benefit from being members of ZUNO stated that ZUNO had not; represented them sufficiently such as fired nurses who were not reinstated; no school scholarship support; they are made to buy t-

shirts and chitenges when other unions give for free; and insufficient sensitisation and poor communication.

Qualitative interviews showed that members had a lot of expectations from their unions. Many expected to see personal or direct benefits from the union. Direct benefits expected included t-shirts for all the members, financial support in schools, salary increment and good conditions of service. They also expected the union to represent them fully during negotiations with government on conditions of service. With these not directly realised most members did not feel ZUNO represented them enough. Generally the majority did not feel they benefited being members of ZUNO. According to a participant from Kabwe,

*I have been a member of ZUNO for almost a year but I have not seen anything that I can specifically point out to say I have benefited or someone I know have benefited so far. I feel like there is no difference even if I was not a member, I think even the deductions if I add up I would have benefited more than... No much improvement in my condition of service. – Kabwe FGD participant*

The ZUNO Branch Chairperson at the University Teaching Hospital in Lusaka also said the conditions of service was one benefit that members were able to see, but they would want to see physical benefits, things which they could see.

*But you know the members themselves we are just human beings, the benefits they would want the physical benefits where they would see that this is what you are doing. Even if they build an office people will not look at that that it's our benefits... so for members usually they will tell you, 'we haven't seen the benefits'. - ZUNO Branch Chairperson UTH*

Members also made comparisons between ZUNO and other unions. They felt that ZUNO did not represent their members enough compared to other unions. According to the members, the teachers union was giving free T shirts to all its members while nurses were made to contribute. The reference was in line with the nurse's day celebration where only a few members attended. They were also indications of lack of knowledge about how the money they contributed to ZUNO was being used. That is why members have high expectations. A female participant in the FGDs in Mazabuka had this to say;

*I think the amount is ok, it's about 2%, its much less 2%...the system is ok, but maybe just some issues connected to the same. It's like as members we are subscribing every month, there are members who have been subscribing from the time it transited from ZNA to ZUNO but they haven't benefited anything even a pen, a T-shirt or anything. So I feel the payment is ok but it's like despite subscribing some members are not being recognized, like other unions say the union for teachers, at least during teachers day every member benefits with a shirt whether it's a suit just once in a year but for us every branch is given only...like this year only 25 (shirts) like Mazabuka district, it was given 25 shirts but looking at the membership I thinks its above 100, but they know... but they are only giving a few. No wonder some nurses have developed apathy towards the same. – Mazabuka FGD Participant*

Disparities in the Salaries among the doctors, nurses and classified daily employees also contributed to the lack of faith in their union. They feel the Doctors are getting way too much than the nurses, while the difference between nurses and Classified Daily Employees (CDEs) was too narrow. The low night duty allowances for nurses were another area that contributed to the lack of faith. In addition they feel the union did not represent the nurses that got fired due to the illegal strike. They said much would have been done than people losing their retirement benefits. They also felt the increment on their salaries was political and that ZUNO waited for other unions to take the lead. This is because the members have not been informed on what ZUNO has done for them. They expected ZUNO to come out in the media and explain on the attained achievements for its members.

*I don't even know what to say, I have been working for 11 years ... and ZUNO has been deducting money without any benefits, maybe I don't now, what to see, so if you highlight what ZUNO is doing maybe I would say ok they did this and I didn't realize. Because the increments that we see on pay slips we hear them on the radio, the President or the Labour Minister...promising that we will increase the housing allowance we will increase the what. Of course we hear that there will be negotiations with the unions but the thing is it doesn't come out...so if you do something for us and we don't know, how we can appreciate, we can't. The one who speak on the media is the one we think has increased...like we were told that there will be more money in your pocket by the PF government and we saw that increment and the impact that ZUNO plaid on that part we are not aware. - FGD Participant*

However, some participants reported some benefits from ZUNO such as the transport from ZUNO during funerals. In addition they expected ZUNO to explain its role to its member to prevent over rated expectations. One of the participants from UTH put it this way;

*Like for funerals I have seen them providing a bus that what i have seen. But probably they should also be telling us what we expect them to be doing for us. They should put it done and they should be like distributing to nurses, so that we know what we expect them to do for us. Probably we expect a lot of things when they are not even supposed to do those things for us. in funerals I have seen the bus, T-shirts we have to buy...we don't even know our benefits with that money we contribute. Lusaka FGD Participant*

Some were aware about the construction works at the ZUNO office for the wellness centre, school and conference facilities while some only looked at the future benefits of belonging to the union (ZUNO). ZUNO is constructing a wellness centre and conferencing facility meant for revenue generation from the organisation. Some members knew of these currently on-going construction projects. Most respondent said the union would stand in for them in case of grievances and salary negotiations. Some also heard that's ZUNO was supporting girl child education as well as giving loans to its members. Those who attended the nurses' day and workshops organized by ZUNO had direct benefits from the union. They also said ZUNO was advocating for higher condition of service for its members. This is what participants from Monze and Mazabuka said;

*For me I feel it's not that its completely doing nothing, its doing something because even by virtue of having this union, you know that somehow you are protected , once you make something, maybe you cause something you know there is a union which is going to stand for you. Then also it's looking at the welfare of the nurses, the welfare of the nurses it could be that it won't be directly me being helped at that time but it least t helps some people those who managed to get something like going to school for sponsorship. So it's not every nurse who is going to benefit at all the time but some people will benefit... – Monze FGD Participant*

*I think ZUNO deserves a part on the back on the issue of enumeration, if I can recall vividly in the past around 2006 I used to see pays lips for friends who are nurses, they were getting salaries as low as one something but when ZUNO took up their steps their salaries I think doubled others tripled. SO I think that was a great achievement for ZUNO...- Mazabuka FGD Participant*

The group in Mazabuka seem to have noticed more benefits than other towns.

*...during school time when we were about to be erased from the payroll, I think that was a major benefit for me, ZUNO stood for me. At least I continued with my education because I had no other source of money for my education apart from my salary. – Mazabuka FGD Participant*

*The training... the training of some nurses although I am also a direct beneficiary as a subscriber, at least I slept in a hotel for a week; I was sponsored with good accommodation food and knowledge. - Mazabuka FGD Participant*

Stakeholders were also happy that majority of nurses belong to ZUNO. They felt that nurses will be better represented by a board that understand nursing. As such this will provide a stronger voice for the members. The advantage they noticed was that the Union will easily grow membership and financially. They said ZUNO will also provide capacity in their members. As a Union, it will bargain for its members as well as settling disputes for its members.

*Because I know even during the strike, when the nurses were aggrieved, finally they were rushing to ZUNO because then they realized that ZUNO was going to represent them better than any other union.- KII Participant*

*It is better they belong to ZUNO because I think we will have a strong voice and when we are all nurses then we know what we are talking about. So we will definitely come strongly and fight for whatever we want to fight for. So for me I would really encourage the nurses to be part of ZUNO. – Monze Senior Nursing Officer*

*Like one person that I know she said at least I belong to a union that is part of my ...my career as a nurse. Mazabuka Branch Chairperson*

In addition to the above noticed benefits the interviews with stakeholders has brought out a number of benefits that ZUNO has worked for the nurses.

*We are involved in all the meetings that go on in management, so they always consult us to say look we are having this could you come in and really like give your voice. So we attend ESCO meetings, we attend financial meetings, so every time we go there we always lobby for the nurses. They do part time so we say look the money for part time*

*hasn't been paid and the nurses have been working. So could you speed up so that the nurses can get something by the end of the day? - Branch Chairperson Lusaka*

*Those are some of the benefits even advocating maybe I want to go to school, there is resistance from management ZUNO will come in to help, to say this nurse should upgrade to improve on professionalism even on the knowledge. So that is the benefit on my part, because they will represent me where I cannot talk on my own behalf.*

Furthermore, with ZUNO being a union and professional body, the organisation would help their members improve their professionalism.

*It's good that those that have joined ZUNO, I think they are on the right track, because this is a union which will also teach them on how to behave as professionals. They will not only concentrate on what a nurse wants to hear. The nurses they are a noble profession which need to be protected and if we only incline ourselves to unionism those that have remained with the other unions they are missing out on the professional touch. - General Nursing Council Registrar*

### **3.8. Recognition Agreements**

ZUNO has signed several recognition agreements with organisations that employ its members. These include both the government as well as private institutions. The recognition with the government was signed through the Ministry of Health. Recognition agreements were also signed with Mopani Copper Mines Plc and Lusaka Trust Hospital.

#### **3.8.1. Government of the Republic of Zambia**

ZUNO has a recognition agreement in place with the Government of the Republic of Zambia. The government is the largest employer of nurses in Zambia therefore the majority of ZUNO members are likely to be employed by the government. A recognition agreement was signed in June 2009 and approved July 2009 by the Labour Commissioner under the Ministry of labour and Social Security. This agreement stipulated that for the purpose of regulating collective relationship of the government and ZUNO, the government agreed to recognise ZUNO as a representative and bargaining agent for unionised nurses and midwives employed either on permanent, contract or probation bases. The recognition agreement details all issues pertaining to the general principles, bargaining units, scope of negotiable matters, collective bargaining, settlement of unionised employees' grievances as well as membership dues. As

such, ZUNO may be consulted on all matters concerning health policies affecting nurses and midwives from time to time. The agreement also details the scope of issues that ZUNO can negotiate for on behalf of its members. Matters that ZUNO can negotiate on behalf of its members include salaries, wages and allowances; social and economic welfare as regards loans, health, education, and housing schemes; retrenchment and redundancy packages; funeral, terminal and repatriation grants; medical schemes and compensation.

### **3.8.2. Mopani Copper Mines Plc**

Mopani Copper Mines Plc has signed an agreement recognising ZUNO as the representative of and bargaining agent for its unionised employees belonging to ZUNO. This agreement was approved by the Labour Commissioner under the Ministry of labour and Social Security in May, 2011. The agreement is meant to provide for the recognition of ZUNO by Mopani Copper Mines Plc and to provide procedures that will regulate the relationship between the two parties. In this agreement, all procedures and conditions are detailed as agreed upon by ZUNO and Mopani Copper Mines Plc. The agreement provides for collective bargaining at the level of the company and at the level of the mine site as well as procedures for settlement of all matters concerning the employment of the employees.

A detailed schedule on what areas can be negotiated on which are based on the conditions of service of the employees is also included in the agreement. In the agreement also are disciplinary procedures, settlement of disputes and industrial actions. These procedures in the schedule are the guiding principles of the agreement.

In 2013, ZUNO and other unions signed a collective agreement. The collective agreement came into effect on January 1<sup>st</sup> 2014 and expired on December 31<sup>st</sup> 2014. The objectives of the agreement were to provide a review of salaries, provide a review of funeral assistance and to provide for re-introduction of education assistance. In the agreement, it was agreed that basic salaries be increase by 8 percent across the board effective January 1<sup>st</sup> 2014. As part of the funeral assistance, it was also agreed that cordwood, a tent and transport should be provided for on the death of a biological parent residing in a local area which included Mufulira, Kitwe, Chambeshi and Kalulushi. This was in addition to the One Thousand Kwacha (K1,000.00) funeral grants that were being provided to affected employees. Education assistance was deferred to the next round of negotiations. This collective agreement was an amendment of the agreement signed in 2012 which also reviewed salaries, long service awards, funeral grants and medical risk allowance. This collective agreement

signed was for the period 1<sup>st</sup> January 2013 to 31<sup>st</sup> December 2013. A 10 percent increase in basic salary across the board was agreed. It was also agreed to increase Long Service Awards for eligible employees by 100 percent. Medical Risk Allowance was increased from 3 percent to 4 percent of basic monthly salary for all eligible employees.

Mopani Copper Mines Plc also signed a Side Agreement with ZUNO and other unions which was approved in May 2014 by the Labour Commissioner's Office. This agreement pertained to variations in pensions agreements. The agreement detailed the principles of the agreement and the contents with the effective date being 1<sup>st</sup> February 2014.

### **3.8.3. Lusaka Trust Hospital**

The recognition agreement between Lusaka Trust Hospital and ZUNO was signed on June 2009 and approved by the Labour Commissioner in July 2009. This agreement was signed for the purpose of regulating the collective relationship between Lusaka Trust Hospital, its employees and ZUNO. It was established to provide for industrial and labour relationship mechanisms between Lusaka Trust Hospital and ZUNO that would foster consultation, discussion, negotiation, co-determination and industrial action between the two with regard to all unionised employees. Issues detailed in the agreement included the general principles; recognition of the union; bargaining unit; the scope of negotiable matters which included regulation of salary rates, wages, allowances, other financial and non-financial incentives, safe work environment as regards health and safety, work load and work schedules, social and economic welfare, social security and job security; collective bargaining and settlement of grievances.

Collective agreements have also been signed between the two institutions. The most recent agreement was signed in December 2014. This collective agreement was approved by the Labour Commissioner's office in May 2015. The objectives of the agreement were to determine an equitable pay structure; improve morale and industrial relations; increase in work output; and reduction in labour turnover by providing a conducive working environment and offering competitive terms and conditions of service. Some of the issues detailed in the agreement included issues on employees' obligations recruitments and appointments, probationary period, payment of salaries, working hours and leave days including annual leave, maternity leave, sick leave, unpaid leave among others). Previous collective agreements were signed in 2012 to review salaries and a 12 percent (12%) general

increase in salaries across the board was one of the issues agreed upon. This was for the period 1<sup>st</sup> January to 31<sup>st</sup> December 2013.

### **3.9. Working Relationships with ZUNO Stakeholders**

ZUNO has also established working relationships with institutions that they work with. These working relationships have been described as good or cordial. This is based on the interaction ZUNO has with the various organisations. The fact that they are invited to participate in various activities that other stakeholders engage in as well as ZUNO inviting them to participate in its activities shows that this relationship is cordial and healthy. These sentiments were expressed by both the ZUNO President and the ZUNO General Secretary. This is what the General Secretary had to say of ZUNO's relationship with stakeholders at national level.

*I think our relationship is cordial, it's very good. Ya coz you check the relationship with the interaction. Because if a stakeholder views you as not being a very good partner, you'll see the....level of involvement in their activities and also their involvement in our activities (will reduce). So far I think we are in good terms with the two ministries. – ZUNO General Secretary*

ZUNO has been involved in various activities with the two government ministries, Ministry of Health and Ministry of Community Development Mother and Child Health. These have included review of the nursing establishment in government institutions. With regard to civil society organisations, they have been involved in activities by the General Nursing Council and NGOCC.

*Ya, and also even us when we are doing strategic plans, we invited people from the ministry, from the (General Nursing) Council, they came here, they helped us for a period of one week. It means if someone totally engages themselves, it means they have confidence in what you are doing....Also the (General Nursing) Council we are in good terms with them because currently we are involved in reviewing the nurses and midwives act where if we were not there they will really insist that can you be here which means that the collaboration is quite good. – ZUNO General Secretary*

Stakeholders such as the General Nursing Council also mentioned that they work together with ZUNO in determining the direction of nursing issues in the country.

*...we work closely together as a triad, in the management of the nursing issue in the country. I said a triad we regard ZUNO as one of the pillars in nursing leadership in the country. We have the MOH we have the nursing council and then we have ZUNO. So these three they determine the direction of nursing in the country. – General Nursing Council Registrar*

With regard to the working relationship, the Registrar mentioned that sometimes they antagonise each other by virtue of the role ZUNO plays as a union. They do not always agree on issues but they still maintain a cordial relationship.

*The fact that they are a union sometimes we antagonize each other when it comes to issues of disciplining nurses, they assume their protective role for the nurse...so.. Us we must discipline and then this colleague maybe saying probably your punishment is too harsh reduce it. So there are times when we don't agree. – General Nursing Council Registrar*

Even at provincial and branch level, the relationship with the various stakeholders is considered cordial. This is also based in the involvement and dialogue that goes on between ZUNO officials and the various stakeholders. Instances are cited where ZUNO has consulted by the hospital or DCMO on matters relating to nurses.

*The DHMT I remember when there some cases I was called only twice to attend to those cases then labour matters I was called twice as well. - Mazabuka Branch Chair*

*The last time we were discussing the Labour Day awards, they were the most forceful group actually trying to push for their members to be awarded in various capacities. – Mazabuka Hospital Superintendent*

Reference was also made to how nurses got organized during celebrations. An example was cited when ZUNO was involved in the International Nurses Day Celebrations.

*It has been good in the sense that ...whenever there is an activity at ZUNO the management has been very supportive in terms of supporting nurses, because like now when we are having the international nurses day, ZUNO has requested UTH to provide financial support to 40 nurses which we have done. – UTH Senior Nursing Officer*

However, there are instances when tensions arise both at national and sub-regional levels. This may be as a result of failure to come to agreements on matters that the ZUNO and the employers of their members may be engaged in. In such cases, dispute resolution is usually handled through constant dialogue. An example is the time nurses were dismissed by the government for absconding from work when they protested for better conditions of service. The union was at the forefront of negotiating and dialoguing with the government to have the nurses reinstated.

*We have had challenges of disputes with some of the employers, not all of them but some of them where you differ huh but you differ to agree or you differ to disagree with them and then we are in such situations, we normally encourage each other to go for a dialogue to resolve such issues.– ZUNO General Secretary*

Similarly, some challenges have been experiences at sub-national level. This was mainly challenges with the branches and the various stakeholders including the members and government ministries. For example, a change of office bearers in Monze affected the effectiveness of the branch office while in Mazabuka the branch office rarely met due to apathy for the meetings. In Chongwe the relationship was not strong with ZUNO due to poor communication. The Human resources officer indicated an information gap between ZUNO and DCMO.

*The working relationship has been there but I cannot say it has been strong enough...probably communication has to improve. Her office does not work with ZUNO directly with the provincial level. - Chongwe Human Resources DCMO*

In Chongwe a request for an improved relationship was made by educating the DCMO in terms of labour matters so that they can handle the nurses and midwives well. ZUNO was never involved in meetings where disputes were settled for nurses and midwives. The district does not know where and when ZUNO should come in.

*That one has not been happening, probably if as an office we could be educated on how we could involve ZUNO when handling disciplinary issues. When we have disciplinary issue we just expect reports from various facilities and the meetings they had then we go and interview. So where and when dies ZUNO come in, I need more insight as human resource. A lot of cases have been handled without the involvement of ZUNO. - Chongwe Human Resources DCMO*

The district proposed for an improved interaction and communication. As a result the work relationship was described as weak.

### **3.9.1. International Affiliations**

ZUNO has affiliation with both international and regional organisations. Regionally, ZUNO is affiliated to Southern African Network for Nurses and Midwives (SANNAM) and East, Central and Southern African College of Nursing (ECSACON). Internationally, ZUNO is affiliated to the Commonwealth Nurses Federation (CNF) and the International Council of Nurses (ICN). Through these affiliations, ZUNO has extended its network in the region and internationally and benefitted through projects that have been funded by some of these organisations. The ZUNO General Secretary described these affiliations as follows.

*Still internationally, as you know we are affiliated to the International Council of Nurses (ICN). Yeah, we receive great support from them. We received some funds for orphans. We sponsor orphans who are left by nurses and midwives. Also we have a project on mobile libraries that comes from ICN. Also we had a project on TB Management in Zambia and then we are going into another project of a wellness centre with the International Council of Nurses. So on that one I think it's also a very good international relationship we have had with them. Also regionally, there is this organisation called SANNAM which is Southern African Network for Nurses and Midwives. Yeah there that's where we now interact with SADC countries, the nursing organisations in these SADC countries. Though there we don't really have projects per se but we have just the network support. – ZUNO General Secretary*

### **3.9.2. International Partnerships**

ZUNO has had a long standing partnership with the Norwegian Nurses Organisation. This partnership dates back as far as 1988. NNO has significantly contributed to ZUNO from the time it was an association through its transition into a professional organisation and union. More recently, ZUNO is establishing partnerships with other organisations such as the Royal College of Nursing (RCN) from the United Kingdom and the Swedish Nurses Association (SNA). These are contributing towards building capacity among ZUNO members. The RCN is contributing to building capacity among theatre nurses while the SNA is contributing to building capacity among female leaders. As said by the ZUNO General Secretary;

*Our strongest working partnership has been with the Norwegian Nurses Organisation. Also on board now we are seeing Royal College of Nursing coming in. Also there is project where we are working with the Swedish Nurses Association. They are helping us build capacity in female leaders. Then Royal College is building capacity in theatre nurses. But the major one really has been the Norwegian Nurses Organisation. – ZUNO General Secretary*

### **3.10. Advocacy in Healthcare Related Issues**

ZUNO engages in advocacy for nurses and midwives' welfare as well as health care related issues. They mainly advocate to the Ministries of Health, and Community Development Mother and Child Health and the General Nursing Council because these are the main policy makers. ZUNO has made considerable progress in their advocacy activities as shown by the level of involvement in the policy making. ZUNO has become more involved in the activities on the ministries and the council. When meetings are called to discuss policy issues and ZUNO representatives are unavailable, meetings are sometimes rescheduled to ensure that ZUNO representatives are able to attend. According to the President, policy issues are rarely if ever discussed without ZUNO involvement. As a result, ZUNO sits on several committees in the two ministries and policies that they have lobbied and advocated for have been adopted by the ministries. The General Secretary was in agreement with this.

*I'll indicate that in terms of advocacy, we mainly advocate with the Ministry of Health, the Ministry of (Community Development) Mother and Child and the (General Nursing) Council because that is where policy is done. And currently we have seen that advocacy is growing because if...there are certain activities that are to do with and the organisation needs to be present, and then maybe we are absent, you'll see the ministry making a decision no we are postponing unless if ZUNO is there. Yeah, so let's try (and) find a time when they are able to be around. When you reach such levels, it means people believe in your advocacy because you say have you consulted ZUNO? If you haven't, then can you consult them before you proceed...so we are seeing that more growing in the council and in the two ministries. – ZUNO General Secretary*

An example of issues that ZUNO has successfully advocated for was the increasing of the number of graduates from the nursing schools. Having noticed that the numbers of nurses coming out of nursing schools were fewer than needed, they engaged the ministries and the

council since the ministries manage the colleges while the general nursing council manages the curriculum and educational materials. ZUNO advocated for improvement in infrastructure of the colleges so that they could increase enrolment rates and thus increase the number of graduates. They also lobbied through the Council to allow for private colleges. So far, a few private colleges and universities have been set up and are managing nursing programs. They also lobbied and advocated for the revision of the curriculums so that they are brought up to date. As a result of this lobbying, the numbers of graduates has increased.

*And today we are seeing quite a good number of graduands. Previously we used to graduate between 700 and 800. But now we are graduating between 1,600, 1,700 and to us as an organisation it's quite good... – ZUNO General Secretary*

The lobbying and advocating did not end there. ZUNO further advocated for the government to employ these nurses and midwives. They lobbied for the ministry to unfreeze the positions that had been previously frozen so as to accommodate the new nurses. ZUNO is still lobbying with the government to recruit more nurses.

*Because even this year, there will be net recruitment. Last year 2014 there was nothing, they froze. But this year, they are targeting to recruit 2,500. And again we have lobbied with the Minister of Health that no, this 2,500, at least 50 percent of this number should be nurses and midwives to take in these district hospitals that are being built. And government has agreed that no, 2015 let's employ more nurses. So that is the lobbying and advocacy that we are talking about. – ZUNO General Secretary*

Another issue that ZUNO advocates for is good health through advocating for more nurses in the wards and having a working environment conducive for nurses. The safety of nurses working at night duty was addressed through ZUNO by rescheduling the reporting and knocking off time. ZUNO also addressed the issue of protective clothing for nursing. Some of these issues are addressed in the collective agreements that are signed with the nurses' employers. Even in human resource issues, ZUNO is always advocating for its members to concerned parties. Through capacity building ZUNO has also tried to address the health care of nurses and the public. For the health care related issues that ZUNO advocated for were HIV and TB training for the members.

*The HIV...we have had a number of workshops where nurse have been trained in HIV testing and treatment. And also the cancer thing nurses have been trained through ZUNO. To health diagnose issues of cancer. They also train new nurses and peer educators. – Lusaka Branch UTH*

*Yes I remember there were some workshops in malaria, workshops in HIV/AIDS, management issues... I think that has helped. On health care related issues she said there were workshops in TB. – Mazabuka Branch*

*On that one it's just implementing in our part as health care providers but the knowledge is there on how we should do our work. We have been told how we should do our work and it has also has helped us to see the importance of the care that we providing to the patients. – Kabwe Hospital Branch*

Stakeholders made suggestions on how ZUNO can improve its advocacy. To improve advocacy, stakeholders proposed for increased sensitization of its members through meetings, workshops and newsletters.

*I think the way it can improve in advocating we have a newsletter that they provide. I think if that can be distributed to every member so that they can read through to see what the union is doing they would feel very motivated, because others would not know what ZUNO is doing but meanwhile they are doing something but because there is no platform where to get that information, so they would be ignorant about what ZUNO is doing... Kabwe Branch Hospital*

*Uhu... ok maybe sometimes we don't get to hear people when they are fighting a good cause, we tend to hear them more when there is a problem like nurses are getting fired things like that... – Mazabuka Hospital Superintendent*

### **3.11. Nursing Organisations in the Region**

ZUNO has worked with several nursing unions and associations in the region some of whom are transitioning from nursing associations to nursing unions like ZUNO. Among these are the Botswana Nurses Union, Tanzania Nurses Association who are in the process of transitioning from an association to a union, Malawi Nurses and Midwives Organisation, Rwanda Nurses Union and Uganda Nurses Union. So far, Botswana Nurses Union has successfully transitioned from being an association and ZUNO has contributed to this. Their

contribution to nursing organisations in the region still continues as there are more who are transitioning to trade unions.

*Mainly with these organisations it's the interaction because...we transformed earlier than them so our interaction mainly has been on how we have transformed so that they learn from that, and also it assists them as they are transforming and we have seen great results from that interaction. Even Botswana when they were transforming, our President went there, addressed their congress and from there they got rejuvenated and it increased their hope of transforming and finally they have transformed. Tanzania, our president went there but they haven't yet but they have gained momentum...- ZUNO General Secretary*

Additionally, ZUNO has had exchanges with these organisations. ZUNO staff members have visited these organisations and they have also hosted people from these nursing organisations in the region as they exchange ideas on how to successfully transition from a nursing association to a trade union.

*So this interaction, like the Uganda Nurses Union we invited them, they came here and we hosted them for a week. And then recently we went to Malawi, we went to induct their new executive committee; they hosted us for a week. Rwanda? We have been to Rwanda and their technical people like their accountant came here, we hosted their accountant for a week working with our finance. Because them they believe that our financial instruments currently seem to be stronger...so we do these exchange visits as a way of learning from each other. – ZUNO General Secretary*

Through these partnerships and exchange visits, other nursing associations in the region are successfully transitioning from associations to nursing unions.

### **3.12. Sustainability**

Over the past few years, ZUNO has laid the foundation towards sustainability. As a step towards ensuring sustainability, ZUNO has strived to increase its membership base. As of May 2015, ZUNO's membership base stands at 7,433. Therefore, ZUNO is receiving subscription fees from 7,433 members. It is the finances received from these members that ZUNO uses to cover its operational costs. The subscription fees are the main source of income for ZUNO with these fees accounting for almost 94% of ZUNO's income in the year

2014. For the period January to March 2015, membership fees account for about 75% of ZUNO's income. Other sources of income are through fundraising activities and specific projects and these funds are used for specific project activities. Some fundraising activities include selling badges to its members. This shows that ZUNO is on its way to becoming sustainable. According to the General Secretary;

*I'll hasted to say that I think 2008 and some parts of 2009 most of our employees, they were being paid for by donors like NNO, they were paying salaries you see. But today, not even one employee; we have grown now we have 23 employees but all the 23 employees they are being paid for by ZUNO from what we are generating. Because we had a benchmark of saying 80% by the time we reach 2015 and now 80% of our costs are being covered by ZUNO. Currently we pay for our own fuel, we buy our own stationary, we pay our own salaries, you see that? And that to me i think we have managed to achieve some level of sustainability. – ZUNO General Secretary*

Similar sentiments were expressed by the President and Finance Manager who said that currently ZUNO was able to cover most of its operational costs. ZUNO is able to pay for their running costs such as utility bills.

*I can say that at least we are able to pay for our basic utilities...Previously we depended on donors but at least now we can pay for bills on our own... – ZUNO President*

According to the Finance ZUNO is currently “breaking even” and thus are yet to attain sustainability but is on its way to achieving it. As the President explained, “achieving sustainability is a process not an event.”

Several plans are in place aimed at ensuring ZUNO becomes self sustaining in future. The intention is to diversify their sources of income so that they do not just depend on membership fees. They have what is called the “Build ZUNO Project”. This project aims at developing four things. Firstly, they intend to turn the current offices into a private clinic. The office block was already designed to be a clinic. This clinic will be open to the public and is intended to generate income for ZUNO. Secondly, they have built a conference hall which will be leased out to the public for conference facilities as well as other functions. Thirdly, a private school will also be constructed that will also generate income for ZUNO. Lastly, a three storey office block will be constructed with two floors being leased out to the public

and ZUNO occupying one of the floors. Similar plans will be made for provincial offices in order to make them self sustaining.

#### **4. CONCLUSION**

Considerable success has been recorded with regard to the indicators set for the ZUNO/NNO project. Progress has been made towards making ZUNO a strong, bold and sustainable organisation. They have successfully formed a fully functional organisation with offices across the entire country. At national level, they have a secretariat that runs the affairs of the organisation. They have also provincial offices in the regions working with various stakeholders towards achieving the organisation's objectives and thus ensure that their members are well represented. They have trained staff who work towards ensuring the organisation meets its objectives in line with their mandate. Although they are yet to meet the targets in terms of gender distribution with regard to elected officials, they are likely to achieve this by encouraging female participation in elections at all levels in the organisation.

ZUNO currently has 78.8% of nurses and midwives in the country as recruited members. Of these 69% are subscribing members of ZUNO who pay their membership through the check-off system. These figures fall short of the targeted figures but based on how the number of recruited and subscribed members has increased over the years, ZUNO can attain these figures in future. This will also contribute towards ZUNO becoming financially stable. Reducing the gap between recruited and subscribed members will help ZUNO achieve financial stability and sustainability as this will have more members paying their subscription fees.

ZUNO has also successfully represented their members in various labour and industrial relations matters. ZUNO has been negotiating with employers for their members in improvement of salaries and working conditions. Collective agreements have been signed and negotiated on an annual basis. Furthermore, as explained by both ZUNO staff and stakeholders, ZUNO played a key role in ensuring nurses who were dismissed were reinstated. Furthermore, they have advocated for policy changes that have greatly influenced the nursing fraternity. ZUNO successfully advocated for the improvement of infrastructure in government nursing schools to enable them enrol more nurses. They also successfully lobbied for the introduction of private nursing schools also contributing to increases in the number of nurses in the country. This has helped address a key need in the country with regard to health care workers. There is a shortage of trained health care workers in the country and ZUNO's advocacy is helping address this human resource gap.

Success has also been recorded in terms of collaborations with international organisations. With ZUNO's help, nursing organisations in the region are successfully transitioning from nursing associations to nursing unions. Having successfully managed this transition, ZUNO is proving to be a vital resource for organisations in the region. Their knowledge and experiences in this regard are being utilised to help other organisations in the region. ZUNO is therefore not only contributing to development of the nursing fraternity in the country but in the region as well.

With regard to sustainability, ZUNO has set a firm foundation to ensure that the organisation becomes stronger and self sufficient. So far, ZUNO represents majority of nurses in the country and all indications are that these membership numbers will grow. This will contribute financially to the organisation through membership fees. The organisation also has long standing partnerships with international organisations with more coming on board to help the organisation with various projects and activities. ZUNO is also making plans to develop various long term income generating projects and activities. Should these projects and activities become successful, ZUNO will become sustainable.

Despite these successes, there were also some challenges. The biggest challenge that ZUNO has is that of communication. Many of the issues raised by members stem from the poor communication structures within ZUNO. ZUNO members do not seem to know much about the organisation besides the fact that it is a union they belong to. Most of the members do not seem to know of ZUNO's offices especially the branch offices.

While ZUNO staff members are aware of all activities that ZUNO is engaged on behalf of the members, the members on the other hand do not seem to know much about what the union is doing. This is evident from the interviews conducted with ZUNO staff members and union members. An example is the resolution of the issue of nurses who were dismissed by the government. Some members are of the view that ZUNO did not do much to help the members while the staff members are fully aware of what the union did. Some members indicated that all they know are the subscription fees that are deducted monthly. Furthermore, issues such as plans the union has as well as how subscription fees are used are not well communicated to the members. This has led to members not feeling like valued members of ZUNO. Findings suggest ZUNO needs to work towards ensuring its members feel valued. Although there were members who felt valued as members of ZUNO, majority did not feel valued. This was tied to the benefits that members felt should accrue to them. Most of the

members did not feel like they benefitted from being members of ZUNO. Compared to other unions, members felt they did not benefit enough. Furthermore, they did not feel the union did enough for them. Although some members did cite instances where they benefitted union services, most of the members did not see the benefits of belonging to the union despite paying membership fees for long periods of time.

These issues can all be tied to the poor communication of information from the union structure to its members. Various concerns were raised as far as communication to union members was concerned. One of the issues raised was that the members did not know how their membership fees were used by the union. Therefore, it is important that ZUNO improves communication to its members for them to fully understand what the union is doing for them and for them to feel more appreciated and valued as members.

With ZUNO's mandate being both a union and a professional body for nurses and midwives in Zambia, some stakeholders were of the view that ZUNO has focused more on unionism and have neglected the professional side. They have made great strides in representing members on trade union matters but issues on professionalism have lagged behind. As such, suggestions were made that ZUNO should improve the professionalism aspect.

Therefore, with all these successes and challenges, it is important to link them to the performance and success indicators that ZUNO was to achieve by the end of the project.

#### **4.1 ZUNO will represent 80% of the nurses and midwives of Zambia.**

Over the project period, ZUNO did not achieve this target. As of May 2015, ZUNO has 78.8% of nurses in the country have been recruited by ZUNO with 69% of them currently paying membership fees as subscribed members of ZUNO. Paying members of ZUNO represent about 54% of all nurses in the country. ZUNO may still achieve this target by December 2015 provided they implement strategies to increase recruitment.

#### **4.2 A check-off system for membership fees shall continue in operation, with 90% of ZUNO members paying through this check-off system.**

The check-off system is currently functional with members paying their fees to ZUNO through the system. Of the 10,799 recruited members of ZUNO, 7,433 (69%) currently pay their membership fees using the check-off system. This falls below the target of 90% set at the beginning of the project contract.

**4.3 A majority of elected officers, including shop stewards, within ZUNO are women.**

ZUNO did not meet the target set in this indicator. As of 2012, 45% of all elected officials at national and provincial levels are women. This is as of the last elections that were conducted in 2011. The next elections will be held in December 2015 when the 4 year term of the current office bearers expires. This can be attributed to cultural and patriarchal systems that continue to look down upon women, as well as gender-blind legal and policy framework that constrain women from fully participating in socio-economic activities. These affect not only Zambia but many countries in the region. Also, trade unionism in the nursing fraternity is relatively new in Zambia and as such, women usually do not participate and where they do, men are usually preferred. This may change with the projects currently being implemented by ZUNO. Deliberate programmes are in place aimed at building capacity and leadership skills among young female nurses. While ZUNO is currently below the 50-50 target for gender representation set by SADC, it is hoped that in future this will be met as these young female nurses contest and possibly hold office within ZUNO and beyond.

**4.4 ZUNO will become financially sustainable and cover at least 90 % of annual operational costs from funds generated locally, through membership fees and other revenue-generating activities.**

ZUNO has made progress towards this target. Due to strategies aimed at increasing membership recruitment and inputting, ZUNO has managed to achieve this target. In 2014, about 94% of ZUNO's income was generated locally and as of May, 2015 ZUNO is on course to meet and exceed this target. This shows that ZUNO is on course to achieve sustainability with finances generated locally.

**4.5 ZUNO will have a well-functioning organisation at all levels: main office, branch offices, provincial offices and shop stewards, where at least 80% of elected or appointed officials are trained to carry out their duties.**

Offices have been established at almost all levels. The national office, the secretariat, has been fully functional with provincial offices set up in 9 out of the 10 provinces. At district level however, only one out of the 123 branches has been set up. This has contributed to communication problems between ZUNO and its members. Staff members including ZUNO

officials such as NEC members, provincial and branch leadership as well as Shop Stewards have been trained over the project period 2012-2015.

**4.6 90% of student nurses and midwives will, upon graduation, become registered members of ZUNO.**

ZUNO's membership currently stands at 69%. This meets the requirement of the law (Industrial and Labour Relations Act Cap 269) that stipulates that once a union achieves 66% membership, all graduates automatically become members of that union. The challenge in achieving this indicator is at the implementation stage. Inputting these graduates onto the Payroll Management and Establishment Control (PMEC) system is usually not done in line with the law. This contributes to ZUNO's inability to meet this target.

**4.7 ZUNO will negotiate for and provide services to their members so that 80 % of them experience that they are valued members of the organisation and that their living and working conditions have improved. This will be determined through membership surveys.**

ZUNO has successfully represented its members on various issues. However, majority of the members, about 51%, do not feel like they have benefitted from being members of ZUNO. With regard to feeling valued as members of ZUNO, about 35% agreed that they felt valued while about 9% strongly agreed. About 21% disagreed while 14% strongly disagreed to the statement "*I feel valued as a member of ZUNO.*" Twenty-two (22%) percent remained neutral. Although this was determined through the evaluation and not membership surveys, results showed that ZUNO is also below the target on this indicator. During the project period, membership surveys were not conducted to collect information on this indicator.

**4.8 ZUNO will have an established network with international, regional and national organisations and governmental agencies, contributing to the development of a strong labour movement and civil society in Zambia.**

Documents reviewed and interviews with ZUNO staff and stakeholders revealed that ZUNO had achieved this indicator. ZUNO had established networks with international, regional and national organisations and governmental agencies. This is evident from the recognition agreements and collective agreements that ZUNO has signed with various local organisations and government ministries. ZUNO also collaborates with the Zambia Congress of Trade

Unions and other local unions. Furthermore, ZUNO has established networks with regional organisations such as SANNAM and ECSACON while internationally; networks have been established with the ICN and CNF as well as organisations such as Royal College of Nursing and Norwegian Nurses Organisation.

**4.9 ZUNO will be an effective watch-dog and advocate in health-care related issues in Zambia.**

With regard to being an effective watch-dog and advocate in health related issues in the country, ZUNO has recorded successes. They successfully advocated for the improvement of infrastructure in nursing schools and health institutions; and introduction of private nursing school in order to increase the number of nurses being produced. This was in response to a national need for increased numbers of trained health care workers especially nurses and midwives. With the government building more health facilities particularly in rural areas, ZUNO advocating for larger numbers of graduates from nursing school directly addresses this need. Furthermore, ZUNO is more involved in influencing policy at national level. They are involved in various committees in the two line ministries that look at nursing and health related issues. As such, they are at the forefront of influencing issues that affect nurses in the country and health care delivery to the population.

**4.10 ZUNO will assist one other national nurses' organisation in the region, helping it to effectively address health care issues and member needs in their country.**

ZUNO has been lending support to various nursing organisations in the region that are undergoing transition from nursing organisations to unions. Having already successfully undergone this process, ZUNO is proving to be a vital resource for nursing organisations in the region. Thus far, Botswana Nurses Union has successfully transitioned to a union with assistance from ZUNO. Other organisations that are undergoing this transition process with ZUNO's technical assistance are Tanzania Nurses Association, Malawi Nurses and Midwives Organisation, Rwanda Nurses Union and Uganda Union of Nurses and Midwives.

## 5. LIMITATIONS

This evaluation had limitations that should be mentioned.

- i. Due to time and resource constraints, only participants that resided in predominantly urban and peri-urban areas were interviewed. Participants from rural areas were not included. Furthermore, only 3 provinces that were not randomly selected were included in the evaluation. This may impact on the generalisability of the findings.
- ii. Due to problems in scheduling appointments for KII, some stakeholders who may have provided information relevant to the evaluation were not included in the evaluation. This could have affected the diversity of information that was collected.
- iii. The survey was design such that participants had the option to partially answer or skip questions as they would like. Some of the data was therefore incomplete with missing information or vague statements.
- iv. Changes in the formats of the quarterly and annual reporting formats made it difficult to collate and analyse data under the document review component. The indicators and focus of the reports changed during 2013 which made the reports from before and after this period difficult to compare.

## **6. RECOMMENDATIONS**

Based on discussions with members and stakeholders, various recommendations were made on how ZUNO can improve as a professional organisation and trade union. These recommendations are thematically presented below.

### **6.1. Branding and Visibility**

It is recommended that ZUNO improves its branding and visibility. This is in terms of its presence in the media as well as materials provided to members such as badges and t-shirts. Some suggestions made included;

- i. Provide chitenges and badges to fully paid-up members. Most members want these to be given for free because they pay fees to ZUNO.
- ii. ZUNO should be at a place where they are visible and accessible at all times
- iii. Provide members with newsletters on new updates
- iv. Nurses should all put on t-shirts on Nurses Day even those on duty to motivate everyone not only those marching
- v. ZUNO should sell the profession through public sensitization so that the profession is respected.

### **6.2. Communication**

Poor communication was a major issue that was raised by members and some stakeholders. There has been poor communication of information from the ZUNO structures to their members. Members recommended that ZUNO should sensitize its members more and improve communication between the organisation and its members. This will ensure that members are updated on the union's activities and members can also easily present their concerns to the union. Specifically, it was recommended that;

- i. ZUNO should sensitise its member on what to expect from the union because they may be demanding for things which are not for the union to provide.
- ii. ZUNO should educate nurses more on services offered and leadership structures as well as terms of officers. It should also sensitize its members on what ZUNO was doing and what has been done for its members. This should include how the subscription for membership was used and the general structure of ZUNO.

- iii. To improve communication, ZUNO should consider placing memos in the wards or departments because it was difficult for busy nurses to read them when placed on public notice board.
- iv. ZUNO should also sensitize the community on the safety of the nurses.
- v. Sensitise members countrywide on the importance and benefits of belonging to a union. It should also sensitise some members who don't have any idea of ZUNO services including those in private institutions.
- vi. Meetings should be held regularly and should be in the action plan which should be availed to the members. ZUNO should keep their "ears to the ground" and strengthen feedback to members

ZUNO should also improve on its use of the internet to communicate with its members. ZUNO currently has a website and Facebook page through which information is disseminated to its members. These sites need to be kept operational at all times and must be regularly updated to ensure that ZUNO members and stakeholders are provided with current and timely information.

### **6.3. Negotiation and Representation**

Numerous recommendations were made with regard to negotiations and representation of nurses by ZUNO. Most of these were focused on suggestions that ZUNO should be firmer in negotiations with government and other employers. Some suggestions made were that;

- i. ZUNO should negotiate with government to increase salaries, night duty allowance, uniform allowance, and to include the international nurses' day celebration in the government budget. This negotiation should also be based on workload for the nurses based on nurse patient ratio. They also requested for ZUNO to help the nurses that upgrade to be promoted or change the salary scale since their duties have changed.
- ii. ZUNO should find ways of motivating its members and improving the processing of its membership. It was also suggested that the Union should continue fighting for better services for nurses e.g. risk allowances looking at the type of work they do.
- iii. ZUNO should have consultative meetings with the members before engaging government on improving conditions of services. They should consider holding conferences or indabas.
- iv. ZUNO should improve communication to grass roots so that members are aware of that is going on with the union.

#### **6.4. Support to ZUNO Provincial Offices**

It was also recognised that ZUNO's sub-national levels needed to be strengthened for them to better serve the members. As such, several recommendations were made on what ZUNO can consider doing to address this. It was recommended that;

- i. ZUNO should strengthen the provincial and branch offices by providing office space, equipment and transport to increase access to members. Where offices are already established, they should be strengthened with skilled personnel and where offices are to be established, ZUNO should open branches to ensure members can have easy access to ZUNO.
- ii. The effecting of the membership should be improved in line with internet technology.
- iii. ZUNO needs to strengthen structures at grass root level by empowering them with skills and knowledge on labour relations
- iv. ZUNO should have an inspectorate that inspects members' working environment and puts health facilities to task in improving their working environment

#### **6.5. Professional Development**

With regard to professional development, members had some suggestions on what ZUNO can do to serve them better in this respect. They suggested that ZUNO should;

- i. Continue with the library so that nurses can acquire more knowledge and be updated professionally. ZUNO should also lobby for nurses prospectuses and more opportunities in career development
- ii. Improve standard in nursing schools, especially private schools. With the increase in the number of nursing school in the country, it is important to ensure that the standard of training is not compromised. Therefore, ZUNO should work with the GNCZ and line ministries to maintain high standards of training for nurses and midwives.
- iii. ZUNO should come in to help its member's professional development by negotiating with government in sponsorship and promotions. This came in light of those who have upgraded but still get the same salary and others who have been acting for many years without being confirmed.
- iv. ZUNO should also influence training of some senior nurses in advances courses or even management courses

With these recommendations, the nurses did however recognise the good work ZUNO was doing for them. They therefore, commended ZUNO for the work they were doing and encouraged ZUNO to continue. Some of the commendations are listed below.

- i. You have done great. Thank you and God bless you.
- ii. We are thankful for having ZUNO in our country because it's helping nurses and midwives and also protects them at their places of work.
- iii. ZUNO should continue because nurses and midwives feel more valued as health workers.
- iv. There is more participation from the nursing schools in ZUNO programmes compared to in-service. The same spirit should continue.

## 7. APPENDICES

### 7.1. Work plan

Activity	Week 1	Week 2	Week 3	Week 4	Week 5
Development of Evaluation Scope					
Planning Meeting					
Development of Study Tools					
Document Review					
Data Collection					
Data Analysis					
Report writing and synthesis					
Presentation of Draft Report					
Presentation of findings					

## 7.2. Evaluation Tools

### Focus Group Discussion Guide – ZUNO MEMBERS

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#### **Section A: Particulars**

Province..... District.....  
Name of Health Facility..... Date: \_\_\_\_/\_\_\_\_/\_\_\_\_  
Start Time: \_\_\_\_/\_\_\_\_ End time: \_\_\_\_/\_\_\_\_ (Total Time spent :\_\_\_\_\_)

Name of Interviewer: .....

#### **Introduction**

Hello, my name is **[insert your name]** and this is **[insert name]**. We want to thank you for agreeing to take part in this one to one interview. I will be leading the discussion and **[insert name the note taker]** will be taking notes.

We are asking you to take part in this discussion that will help us to better understand your experiences as a member of Zambia Nurses Union Organisation (ZUNO). I would like to encourage you to share your experiences openly and honestly. What you will tell us will be beneficial to the organisation. We will also make recommendations that may help improve the organisation. Before we start, we would like you to know a few things.

We would like to ask you not to use real names or anything that will identify you or others. Please be honest in sharing your options and experiences as this will help us make better recommendations to meet members of ZUNO like you. Please understand that there is no right and wrong answer.

We will ask for your permission to tape record this interview because there will be a lot of information that neither I nor the note taker will be able to remember or write down. There will also be times that I will ask follow up questions so that I can better understand what you are saying. By tape recording this discussion, we can also make sure that our notes do not leave out the most important information you have shared. The meaning of your view points and experiences will also not change. This discussion will last about an hour.

Do you have any questions before we start? **[Take time to address all the questions and concerns]**

With your permission I would like to turn on the tape recorder and begin the interview?  
**[Turn the tape recorder if permission if granted]**

**[INTERVIEWER: START RECORDING]**

**Remember to probe, get concrete examples and spend time (one hour). Let the informant speak at length and make sure that you use this only as a true guide in the interview process, and not as a list of questions to be covered one after the other.**

### **INTRODUCTION**

Which nursing school did you go to? How long have you been practicing as a nurse?

### **KNOWLEDGE ABOUT ZUNO**

- Tell me, when did you join ZUNO?
- Please tell me how you heard about ZUNO.
- Tell me about what made you decide to become a member of ZUNO.
- Please share with me what the services offered by ZUNO are.
- Tell me about how you pay your membership fees to ZUNO.
- Tell me what you know about the structure of ZUNO.
- Can you describe to me what the flow of information is like in ZUNO? Explain to me how you receive information that concerns you as a member of ZUNO.

### **BENEFITS OF BEING A MEMBER OF ZUNO**

xi. ZUNO will negotiate for and provide services to their members so that 80 % of them experience that they are valued members of the organisation and that their living and working conditions have improved. This will be determined through membership surveys.

- Tell me how you think being a member of ZUNO has been beneficial to you.  
**P:** Tell me about what has been beneficial about being a member of ZUNO.  
**P:** Tell me about what has NOT been beneficial about being a member of ZUNO.
- Tell me what you think about being a member of ZUNO. Do you feel like you are a valued member of ZUNO?
- Tell me about what ZUNO has done to make you feel like a valued member.  
**P:** Have they negotiated on your behalf on any matter? If they have, how was that resolved? Was it successful or not?
- Tell me what ZUNO has NOT done to make you feel like a valued member
- Do you feel like your life has improved as a result of being a member of ZUNO?

**P:** If yes, how has your life improved as a result of your membership to ZUNO?

**P:** If not, how do you think your life can be better improved as a result of being a member of ZUNO?

Do you have any final comments?

**Thank you for your participation.**

## Key Informant Interview Guide – ZUNO Staff

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### Section A: Interviewee's Particulars

Province..... District.....  
Name of Health Facility..... Date: \_\_\_\_/\_\_\_\_/\_\_\_\_  
Start Time: \_\_\_\_/\_\_\_\_ End time: \_\_\_\_/\_\_\_\_ (Total Time spent :\_\_\_\_)

Name of Interviewer: .....

### **Introduction**

Hello, my name is **[insert your name]** and this is **[insert name]**. We want to thank you for agreeing to take part in this one to one interview. I will be leading the discussion and **[insert name the note taker]** will be taking notes.

We are asking you to take part in an interview that will help us to better understand your experiences as a member of staff of Zambia Nurses Union Organisation (ZUNO). I would like to encourage you to share your experiences openly and honestly. What you will tell us will be beneficial to the organisation. We will also make recommendations that may help improve the organisation. Before we start, we would like you to know a few things.

We would like to ask you not to use real names or anything that will identify you or others. Please be honest in sharing your options and experiences as this will help us make better recommendations to meet members of staff of ZUNO such as yourself. Please understand that there is no right and wrong answer.

We will ask for your permission to tape record this interview because there will be a lot of information that neither I nor the note taker will be able to remember or write down. There will also be times that I will ask follow up questions so that I can better understand what you are saying. By tape recording this discussion, we can also make sure that our notes do not leave out the most important information you have shared. The meaning of your view points and experiences will also not change. This discussion will last about an hour.

Do you have any questions before we start? **[Take time to address all the questions and concerns]**

With your permission I would like to turn on the tape recorder and begin the interview?  
**[Turn the tape recorder if permission if granted]**

**[INTERVIEWER: START RECORDING]**

**Remember to probe, get concrete examples and spend time (one hour). Let the informant speak at length and make sure that you use this only as a true guide in the interview process, and not as a list of questions to be covered one after the other.**

## **INTRODUCTION**

- What is your role in this institution?
- How long have you been working here?

## **KNOWLEDGE ABOUT ZUNO**

- Please tell me about ZUNO. **PROBE:** How is it structured?
- Describe what activities you are engaged in as ZUNO.
- Tell me about how ZUNO recruits its members.
- How does ZUNO communicate or provide information to its potential members?  
How effective have these methods been in recruiting new members?
- How about communication to members? How does ZUNO communicate to its members? What sort of information is communicated?

## **WORKING RELATIONSHIP WITH STAKEHOLDERS**

- Tell me about institutions that you work with as ZUNO.
- How would you describe your working relationship with the various stakeholders such as NGOCC, PSMD, Ministry of Health, Ministry of Community Development Mother and Child Health and General Nursing Council, ZCTU? **PROBE:** Any conflicts or tensions with other organisations? How were these resolved?

### **Government Agencies**

- Tell me about how you relate with government agencies such as PSMD, Ministry of Health, Ministry of Community Development Mother and Child Health and General Nursing Council?. What is your relationship like with these government agencies now that ZUNO is a trade union for nurses and midwives? How do they treat ZUNO as a professional organisation and as a trade union?
- Has there been a change in your relationship with them now that ZUNO is also a trade union compared to before ZUNO became a trade union? Describe to me how your relationship has changed.

### **Private Sector Institutions**

- Tell me about how you relate with private institutions such as Lusaka Trust Hospital, Mopani Mines PLC. What is your relationship like with private institutions now that

ZUNO is a trade union for nurses and midwives? How do they treat ZUNO as a professional organisation and as a trade union?

- Has there been a change in your relationship with them now that ZUNO is also a trade union compared to before ZUNO became a trade union? Describe to me how your relationship has changed.

### **Regional and International Organisations**

- Tell me about ZUNO's presence within the region. Which organisations do you work with in the region and how do you relate with them? Tell me about how what activities you have engaged with them.
- Tell me about your relationship with international organisations. Which organisations have you worked with and how would you describe your working relationship with them? What activities have you engaged in with them?
- Tell me about any nursing organisation in the region that ZUNO has assisted. In what way did ZUNO assist this nursing organisation? How has this organisation performed since ZUNO provided assistance?

### **ADVOCACY**

- One of the things ZUNO has planned to do is to be an effective watch-dog and advocate of health related issues in Zambia. How effective has ZUNO been? Do you feel ZUNO has achieved this?
- Tell me about healthcare related issues that ZUNO has advocated for. How successful was ZUNO in these advocacy activities?
- How do you think ZUNO can improve its advocacy activities as it represents its members?

One of the objectives of ZUNO was to assist another nursing organisation within the region, helping it to effectively address health care issues and member needs in their country.

- Are there any nursing organisations that ZUNO has supported in the region? How has ZUNO assisted them? What was the outcome of ZUNO's Assistance?
- Do you have any final comments?

**Thank you for your participation.**



## Key Informant Interview Guide – Stakeholders

### Section A: Interviewee's Particulars

Province..... District.....

Name of Health Facility..... Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Start Time: \_\_\_\_/\_\_\_\_ End time: \_\_\_\_/\_\_\_\_ (Total Time spent :\_\_\_\_)

Name of Interviewer: .....

### **Introduction**

Hello, my name is **[insert your name]** and this is **[insert name]**. We want to thank you for agreeing to take part in this one to one interview. I will be leading the discussion and **[insert name the note taker]** will be taking notes.

We are asking you to take part in an interview that will help us to better understand your experiences as a stakeholder of Zambia Nurses Union Organisation (ZUNO). I would like to encourage you to share your experiences openly and honestly. What you will tell us will be beneficial to the organisation. We will also make recommendations that may help improve the organisation. Before we start, we would like you to know a few things.

We would like to ask you not to use real names or anything that will identify you or others. Please be honest in sharing your options and experiences as this will help us make better recommendations to meet stakeholders of ZUNO such as yourself. Please understand that there is no right and wrong answer.

We will ask for your permission to tape record this interview because there will be a lot of information that neither I nor the note taker will be able to remember or write down. There will also be times that I will ask follow up questions so that I can better understand what you are saying. By tape recording this discussion, we can also make sure that our notes do not leave out the most important information you have shared. The meaning of your view points and experiences will also not change. This discussion will last about an hour.

Do you have any questions before we start? **[Take time to address all the questions and concerns]**

With your permission I would like to turn on the tape recorder and begin the interview?

**[Turn the tape recorder if permission if granted]**

**[INTERVIEWER: START RECORDING]**

**Remember to probe, get concrete examples and spend time (one hour). Let the informant speak at length and make sure that you use this only as a true guide in the interview process, and not as a list of questions to be covered one after the other.**

## **INTRODUCTION**

- What is your role in this institution?
- How long have you been working here?

## **KNOWLEDGE ABOUT ZUNO**

- Please tell me how you know or heard about ZUNO.

## **WORKING RELATIONSHIP WITH ZUNO**

- Tell me about your working relationship with ZUNO. **PROBE:** How long has your organisation/institution worked with ZUNO?
- How would you describe your working relationship with ZUNO?
- Do you have a ZUNO branch in this institution? Describe your relationship with the ZUNO branch you mostly work with.
- How about your relationship with ZUNO management both at provincial and national level, how would you describe your relationship with them?
- ZUNO is now a professional nursing body and also a trade union. How would you describe your relationship with ZUNO before they became a professional nursing body and also a trade union?
- How would you describe your relationship with ZUNO after they became a professional nursing body and also a trade union?

## **BENEFITS OF ZUNO**

- How do you feel about some of your nurses being members of ZUNO? Do you think there are any advantages to them being members of ZUNO? If they do, how so?
- Regarding ZUNO being a trade union for nurses and midwives, do you think there are any benefits to having a separate union for nurses? If yes, tell me why you think so. If no, tell me why you think so. **PROBE:** Do you think they are duplicating the work of the Civil Servants Union? Why? Why not?
- Are you aware of any projects and/ or activities that ZUNO is involved in this district? Describe what projects/activities you may have heard of.

## **ADVOCACY**

- One of the things ZUNO has planned to do is to be an effective watch-dog and advocate of health related issues in Zambia. Do you feel ZUNO has achieved this?
- Tell me about healthcare related issues that ZUNO has advocated for. How successful was ZUNO in these advocacy activities?
- How do you think ZUNO can improve its advocacy activities as it represents its members?

Do you have any final comments about ZUNO?

**Thank you for your participation.**

## Members Survey Questionnaire

Questionnaire Number:	Interviewer:
Date:	Province:
Time:	District:
Health facility name:	

### **BACKGROUND**

1. How old are you?  
\_\_\_\_\_ Years
  
2. Sex
  - a. Male
  - b. Female
  
3. What is your profession?
  - a. Nurse
  - b. Midwife
  
4. Which year did you graduate from nursing school?  
\_\_\_\_\_
  
5. What type of nursing school did you graduate from?
  - a. Private Nursing school
  - b. Government Nursing school
  
6. How many years have you been in employment?
  - a. Less than 1 year
  - b. 1 - 5 Years
  - c. 5 – 10 Years
  - d. More than 10 Years

7. Are you a paying member of ZUNO?
  - a. Yes
  - b. No (**Skip to Q9**)
  
8. How long have you been a member of ZUNO?
  - a. Less than 1 Year
  - b. 1 – 5 Years
  - c. More than 5 Years

## **KNOWLEDGE ABOUT ZUNO**

9. Have you ever heard about ZUNO?

- a. Yes
- b. No (**End Interview**)

10. What have heard about ZUNO?

- a. It is an NGO organisation for nurses and midwives
- b. It is a union for nurses and midwives
- c. It is a government organisation for nurses and midwives
- d. It is a professional organisation and trade union for nurses and midwives
- e. Other (Specify) \_\_\_\_\_

11. How did you learn about ZUNO?

- a. Through an advertisement
- b. Through a colleague
- c. Through ZUNO sensitisation sessions
- d. From Nursing School
- e. From the News on TV

12. When did you join ZUNO?

\_\_\_\_\_

13. Why did you decide to join ZUNO?

- a. I had no choice
- b. All my friends were joining
- c. I was interested in their services
- d. Not Applicable

14. Do you know if ZUNO have offices countrywide?

- a. Yes
- b. No

15. Could you mention some of the ZUNO offices you know of?

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16. Are ZUNO offices easily accessible?

- a. Yes
- b. No

**CHECK-OFF SYSTEM FOR MEMBERSHIP FEES**

17. Do you know about the check-off system that is in place for ZUNO?

- a. Yes
- b. No

18. What do you know about the check-off system?

- a. It is a system for registering with ZUNO
- b. It is a system for paying membership fees
- c. It is a system for filing your complaints
- d. I don't know anything about it

19. How has it made paying membership fees easier?

- a. Very easy
- b. Moderately easy
- c. No change
- d. Moderately difficult
- e. Very difficult

**BENEFITS OF ZUNO**

20. Do you feel that you have benefitted from being a member of ZUNO?

- a. Yes
- b. No
- c. Not Applicable

21. If yes, in what way have you benefitted from being a member of ZUNO?

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22. If no to Q10, why do you feel like you have not benefitted from being a member of ZUNO?

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23. Do you feel like you are a valued member of ZUNO?

- a. Yes
- b. No
- c. Not Applicable

24. What has ZUNO done to make you feel like a valued member?

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25. What has ZUNO NOT done to make you feel like a valued member?

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For the statements below, select only **ONE** response option. Where the statement does not apply, please **DO NOT** select any response.

Statement	Rating (Please tick only one option)												
26. Being a member of ZUNO has been beneficial to me.	<input type="checkbox"/>	Strongly Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Agree	<input type="checkbox"/>	Strongly Agree			
	27. I feel valued as a member of ZUNO	<input type="checkbox"/>	Strongly Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Agree	<input type="checkbox"/>	Strongly Agree		
		28. My working conditions have improved ever since I became a member of ZUNO	<input type="checkbox"/>	Strongly Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Agree	<input type="checkbox"/>	Strongly Agree	
			29. ZUNO has adequately represented me as my union.	<input type="checkbox"/>	Strongly Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Agree	<input type="checkbox"/>	Strongly Agree
				30. I am satisfied with the services provided by ZUNO	<input type="checkbox"/>	Strongly Disagree	<input type="checkbox"/>	Disagree	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Agree	<input type="checkbox"/>

**Thank you for your time.**