

**SOME CHALLENGES FACING TRADE UNIONS IN ZAMBIA'S LOCAL
COUNCILS: A CASE STUDY OF LUSAKA PROVINCE COUNCILS**

By

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**A dissertation submitted to the University of Zambia in partial fulfilment of the
requirements of the degree of Master of Public Administration**

THE UNIVERSITY OF ZAMBIA

LUSAKA

2021

DECLARATION

I, Joan Gwasupika, by submitting this Masters dissertation, I do declare that this represents my own original work and where information has been derived from other sources and it has been cited accordingly. I further state that it has been prepared in line with the guidelines required by the University of Zambia for a Masters dissertation and that I have not previously submitted either in part or its entirety to the University of Zambia or to any institution for acquiring any qualification.

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APPROVAL

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ABSTRACT

Whereas Trade Unions bargain with the employer on behalf of union members, workers are still subjected to poor terms and conditions of employment in Zambia. Additionally, casualization of labour and contract employment that aim to avoid the costs of long-term employment are common in public institutions including Local Councils.

The general objective of this research is to identify the challenges facing Trade Unions in Local Councils in Zambia. Specifically, it aims at identifying the challenges facing Trade Unions to recruit members in Local Councils. It also aims at identifying the challenges facing Trade Unions to engage in collective bargaining in Local Councils and to understand from the point of view of trade union leaders, members and the executive how challenging it is to render their service to members.

The research was descriptive in nature and a case study of Lusaka Province. It employed a mixed method research design to collect both primary and secondary data from 112 respondents that included key informants from the councils. Purposive sampling was used to sample key informants while multistage sampling, combining simple random and stratified sampling, was used to select respondents. To collect data, a questionnaire and interview guide was used. To analyse qualitative data, content analysis was used while SPSS and excel were used to analyse quantitative data.

The findings of this research show that there are few challenges that are faced by Trade Unions in Local Councils to recruit members. One of the major challenges faced is the massive decline in employment levels over the years which has led to a reduction in union membership. With regards to collective bargaining, some of the challenges faced are concentration of power at the top and massive transfers of active union members. The findings also reveal that even though the welfare services are provided, almost three quarters of the sampled union members do not receive welfare services for various reasons which include; lack of clarity on the welfare services that are provided, the services either take long or are hard to access, lack of cooperation from management while others had no idea the services existed.

ACKNOWLEDGEMENTS

This project would not have been possible without the support of many people. I hereby wish to thank the following for their support rendered to me in my studies.

To begin with I would like to thank my God for the favour and blessings he showers me with each day. Many thanks to my supervisor, Dr Clever Madimutsa, for his time, patience, resilience, and commitment in providing the guidance that I needed for this dissertation to be completed.

I owe this to my lovely mother Mercy Mulenga Gwasupika who made it possible for me to undertake my post graduate studies. To my father Justine Chisembe Gwasupika Snr, brothers and sisters who have always believed in me and supported my career choices. My family's love and support has always kept me going.

Lastly, I would like to thank my friends for the support and always reminding me that I can do more.

Special thanks go to Lusaka City Council, Chongwe Municipal Council and Kafue Town Council management for allowing me to collect data from their councils as well as the Directorate for Graduate Studies for granting me ethical approval to carry on with the study.

To these and others not mentioned, who in one way or another contributed to the success of this research, I am forever grateful for your support.

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ABBREVIATIONS AND ACRONYMS

CSAWUZ	CIVIL SERVANTS AND ALLIED WORKERS UNION OF ZAMBIA
FSUZ	FIRE SERVICES UNION OF ZAMBIA
LED	LOCAL ECONOMIC DEVELOPMENT
MMD	MOVEMENT FOR MULTY PARTY DEMOCRACY
MUZ	MINE WORKERS UNION OF ZAMBIA
NAPSA	NATIONAL PENSION SCHEME AUTHORITY
NEC	NATIONAL EXECUTIVE COMMITTEE
NPM	NEW PUBLIC MANAGEMENT
PMEC	PAYROLL MANAGEMENT ESTABLISHMENT CONTROL
PPP	PUBLIC PRIVATE PARTNERSHIPS
PSR	PUBLIC SECTOR REFORM
SPSS	STATISTICAL PACKAGE FOR SOCIAL SCIENCES
UNIP	UNITED NATIONAL INDEPEDENCE PARTY
ZCTU	ZAMBIA CONGRESS OF TRADE UNIONS
ZULAWU	ZAMBIA UNITED LOCAL AUTHORITY WORKERS UNION

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

The purpose of this chapter is to introduce the dissertation and present the background of the research. To achieve its purpose the chapter begins with a presentation of the background to the research. It then states the research problem, research objectives, significance of the research, definition of key terms and conceptual framework. The chapter ends with a presentation of the structure of the dissertation.

1.2 Background

History shows that the growth of Trade Unions is closely linked to the industrial revolution. John (1995) states that Britain's Trade Unions possess the longest history as workers' organisation than anywhere in the world. The origins of the trade union movement can be traced to the time of the industrial revolution, which transformed Britain in the 18th and 19th centuries from an agrarian and rural society to one which was based on industrial production in factories, textile mills and mines. However, the conditions in these new industries were often harsh, with men, women and even children forced to work long hours for very low wages (Schurman et al 1998). According to Schneider (2005), the issues of poverty, working and life conditions of dependent workers around 1850 provoked the creation of organizations allowing the joint expression of the workers' interests. Throughout contemporary history, Trade Unions have played a crucial role in making workplaces safer. For example, in the United States of America for example, Trade Unions were fundamental to the development and passage of the Occupational Safety and Health Act in 1970 (Schurman et al., 1998).

After 1945, African Trade Unions were setup with the open support of the colonial administration, which saw it as a way of keeping social peace. With the emerging resistance against colonial rule, African Trade Unions managed to get liberated from their European colonisers. As the most important African mass organisations of that time, unions had a decisive share in the national liberation struggle. Their actions usually occurred under the auspices of the national liberation movements, even though in many cases the unions had to be credited for accelerating change through protest actions and political strikes (Schillinger, 2005).

The genesis of trade unionism in Zambia dates back to the time of the start of mining on the Copperbelt after huge deposits of copper were discovered in the region in the 1920s that led to commercial mining. The establishment of the copper mines was followed by collective action and organisation by African workers. The secretary of the European Mine Workers' Union in South Africa was invited to Northern Rhodesia to study the possibilities of forming a union of European mineworkers. He studied the prospects and strongly recommended its formation. As a result, in 1937, the first trade union was formed in Northern Rhodesia for white workers only. The Africans were allowed to organise themselves into Boss Boys, Committees and Clerks' Associations among others. However, they did not have the right to discuss matters like working conditions and wages. African miners were allowed to form Trade Unions later on. In 1948, the first branch of the African Mineworkers' Union (A.M.U.) was formed at Nkana and Lawrence C. Katilungu became its Chairman. His defeated rival, Godwin Mbikusita Lewanika, became the President of the African National Congress (A.N.C.) and the Salaried Workers' Association. In March 1949, all branches on the Copperbelt merged to form the A.M.U. and Katilungu became its President. Though he wanted the Union to remain out of politics, it

became a potent force in the nationalist struggle. Its meetings also became a focal-point of political grievances. In 1950, the A.M.U. and all other unions federated to form the Trade Union Congress (T.U.C.) with Katilungu as its President (Singh, 1984).

The United National Independence Party (UNIP) administration passed the Trade Unions and Trade Disputes Law in 1965 aimed at consolidating the labour movement and helping unions to conduct their affairs freely. This also allowed for the formation of the Zambia Congress of Trade Unions (ZCTU), a national federation of the unions (Mwendapole, 1977). The UNIP leadership saw ZCTU as a formidable enemy politically and so was so unhappy about the labour movement supporting calls for a return to multi-party politics. As a result, it tried to weaken the movement by having the check-off system cancelled. It also tried to divide it by urging UNIP National Council to repeal the 1971 Industrial Relations Act which prohibited the formation of several unions in one industry.

However, in 1990/1991, the labour movement reached its peak in popularity and supported the Movement for Multi-party Democracy (MMD) in the struggle to re-introduce plural politics in Zambia. The labour movement then asked the MMD government to replace the 1990 Act which had liberalised the formation of Trade Unions. This Act was replaced by the 1993 Industrial and Labour relations Act which restricted the formation of Trade Unions in industries that already had unions but only allowed those that did not have to do so. The 1993 Act was later amended and replaced with the Industrial and Labour Relations (Amendment) Act of 1997, which further divided the labour movement by authorising the creation of opposing union federations (Republic of Zambia, 1997).

Wage setting in Zambia is conducted largely through the process of collective bargaining under the auspices of the Industrial and Labour Relations Act. Every employer employing not less than twenty five (25) employees and the trade union to which their employees belong are required to enter into a recognition agreement. Under this agreement, the employer does not simply acknowledge the existence of such trade union, but more importantly undertakes to accept the Union as a bargaining partner. The agreement is a pre-requisite for regulating the collective relationship of the employer and the trade union. Similar relationships are required to be established between the employer's organizations and the Trade Unions as may exist. Following the establishment of plural trade unionism in 1997 and the emergence of competing Trade Unions, the question of criteria for recognition has been topical and has been discussed at various tripartite fora. The law has so far not given guidance on the matter leading to difficulties in certain sectors. In many cases however the principle of "most representative" has been the standard. Bendix (2006: 737) states that Zambia has always had relatively strong collective bargaining and a history of many strikes, especially at the local level. The independent government promoted collective bargaining and took part in the facilitation of the resolution of disputes.

Local government administration in Zambia can be traced back to the period before independence where priority was given to whites with regard to the delivery of services. In the post-independence era, the development of local government administration can be divided into three phases with respect to the local government acts that have been formulated. These Acts include: the 1965 Local Government Act No. 69; the 1980 Local Administration Act No. 15; and the 1991 Local Government Act No. 22 (Musukuma, 2011). The enactment of the 1965 Local Government Act was seen as a mechanism for ensuring effective and equitable

delivery of services to the local people. The Act of 1965 created three types of local authorities namely: Urban Councils (City and Municipal); Township Councils; and Rural Councils. The Local Government Act of 1965 had a number of deficiencies that led to it being repealed and replaced by the Local Administration Act of 1980. This Act reflected the government and ruling party's desire to decentralize power to the people. It also had to ensure an effective integration of primary organs of the local administration and to enable district councils to play a more direct and substantial role in the development process (Musukuma, 2011).

According to Lolojih (2008), local government administration still remained highly centralized. District councils were far from being front liners in the development process. This was one of the reasons for the repeal of the 1980 Act and replacing it with the local government Act of 1991. This Act came about just after Zambia's return to multi-party politics and it is the one currently governing local government administration and management in the country. The aim of this Act was to reintroduce adult suffrage, separate political party administration from local government administration and to empower the minister of local government to establish councils where need be in the country (Musukuma, 2011). Like other sectors of the economy, there are Trade Unions operating in the local government sector in Zambia.

1.3. Statement of the problem

Trade Unions in Local Councils in Zambia have been in existence since the colonial period. Like Trade Unions in other sectors, the unions in the local councils have existed to protect the welfare of employees through mechanisms such as engaging in collective bargaining, resolving disputes and provision of different welfare services that benefit their members.

Despite the presence of Trade Unions in Local Councils, there has been an increase in the number of employees being retrenched, casualised, not paid salaries and working under poor conditions (Madimutsa, 2016; Phiri, 2018). The aforementioned brings to the fold the following question; Why are Trade Unions in Local Councils failing to fight for improved terms and conditions of employment for their members?

1.4. OBJECTIVES

1.4.1 General objective

The general objective of this research is to identify the some of the challenges facing Trade Unions in Local Councils in Zambia.

1.4.2 Specific objectives

1. To identify some of the challenges facing Trade Unions to recruit members in Local Councils.
2. To identify some of the challenges facing Trade Unions to engage in collective bargaining in Local Councils.
3. To establish some of the challenges that Trade Unions in Local Councils face in rendering welfare services to their members.

1.5. Significance of the research

This research has provided information on the challenges facing Trade Unions in Local Councils. The concept of Trade Unions has been chosen because, throughout history, Trade Unions have struggled for the protection and improvement of the real incomes, security of tenure at the work place, safety and healthy working environment for their members. Trade

Unions in Africa are no exception in the pursuit of these objectives. The principal instrument that has been used by Trade Unions at either enterprise or national level is collective bargaining. Trade Unions are also increasingly engaging in lobbying governments and their agencies for legislations that favour workers and their families (Schillinger, 2005). These efforts are important in the fight against poverty among workers and their families.

Local Councils have been chosen because they play a crucial role in the transformation of living standards of people at the local level. This is because they are physically closer to the people in need of development. In addition, local government systems help to develop the agenda of the country by explaining the implication of government programmes to the people as they have a closer proximity to the people and are in a better position to ensure that Government policies are translated into services that will eventually meet the needs of the people (Chasaya, 2016). Therefore, a motivated labour force is required in such institutions so that service delivery is effective and efficient.

The data provided by the research will be of benefit to various stakeholders which include: officials from the Ministry of Local Government, members and leaders of Trade Unions and policy-makers, policy analysts and researchers in the areas of labour relations and local government administration. The information from the research will help trade union leaders to strategize on how to recruit members and bargain for improved conditions of service for their members. This research will also contribute to the general body of literature on industrial relations and local government administration. Policy makers will also benefit by being able to understand how particular legislations affect the operations of Trade Unions and how to make Trade Unions contribute to national development.

1.6 Definition of key terms

Challenge – defined in the context of this research refers to trade unions facing difficulty in an undertaking some of their functions or duties that they would want to engage in.

Trade union – refers to economic organisations which negotiate pay and conditions of employment with management on behalf of their members.

Local council - refers to governmental bodies exercising functions over specific portions of the country, but ultimately subordinate to higher governmental authority.

Recruitment - refers to a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications and attitudes and encouraging them to apply for jobs or membership in organisations.

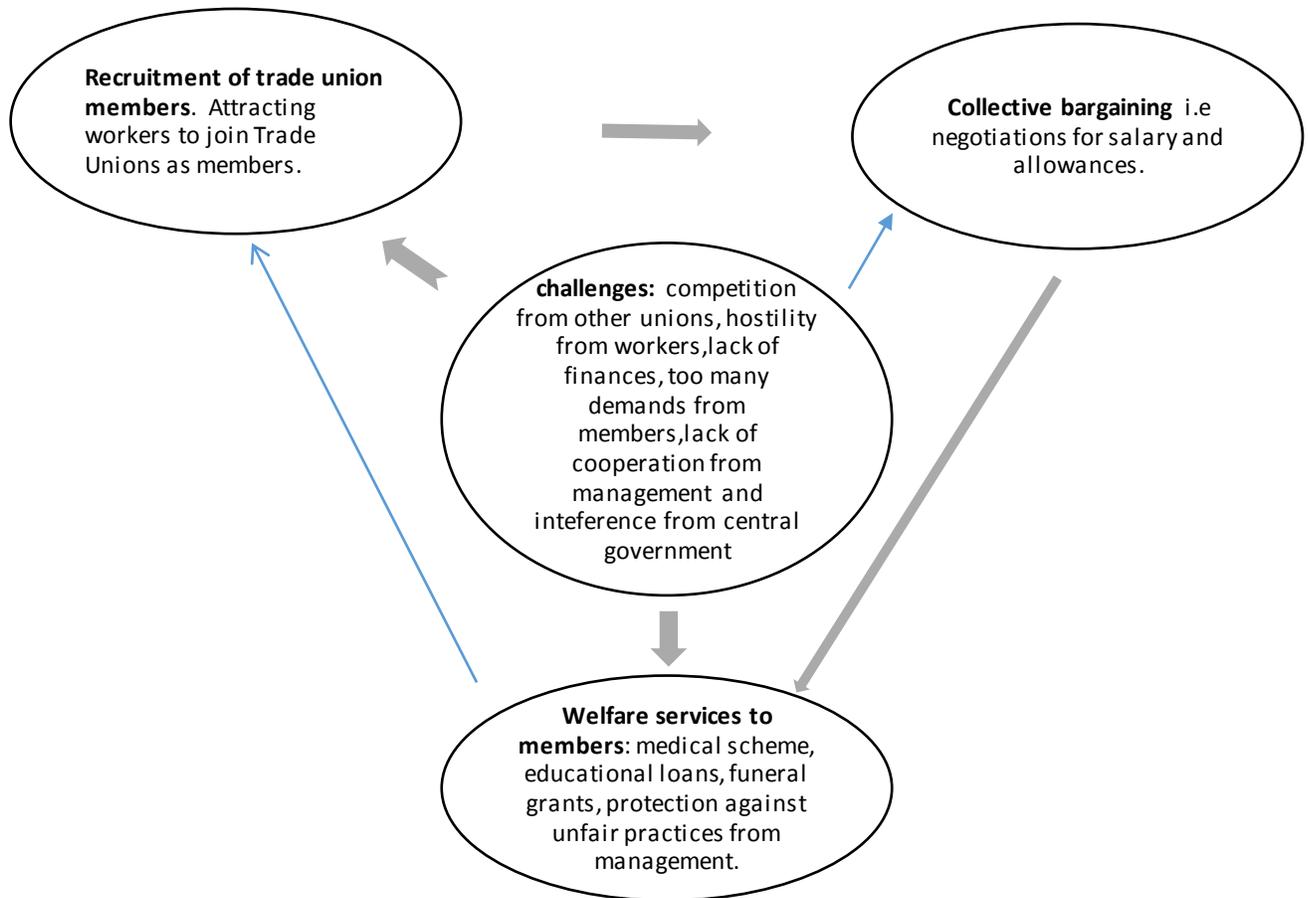
Collective bargaining - Collective bargaining is the formal process of negotiation between an employer and a group of employees often with their union representative that sets the terms and conditions of work.

Welfare Service - means a type of economic activity that is intangible, is not stored and does not result in ownership. A service is consumed at the point of sale.

1.7. Conceptual framework

The conceptual framework of the research is presented in Figure 1.1.

Figure 1.1: Model of the conceptual framework on some of the challenges faced by Trade Unions in Local Councils



Source: Author's own illustration

Figure 1.1 illustrates that first of all, trade unions have the responsibility to recruit members. That is to say that they attract members to join the union. When more members are recruited into the union, there will be more people being represented during collective bargaining which in turn will strengthen union bargaining power since there is a huge workforce in agreement with what is being bargained for. However, in the process of recruiting members, Trade Unions face challenges such as competition from other unions, hostility from workers among others.

Additionally, the unions have the responsibility to engage in collective bargaining with employers. This involves negotiations for salary and allowances, better conditions of service, working attire and insurance. Nevertheless, in the process of collective bargaining, Trade Unions face some challenges. These include lack of cooperation from management and interference from central government. Furthermore, Trade Unions have the responsibility of providing welfare services to their members. These include medical scheme, educational loans, funeral grants, protection against unfair practices from management. Nonetheless, if this is not done correctly, Trade Unions will face numerous challenges such as competition from other unions which may be providing welfare services and with a good bargaining power to bargain for workers needs, lack of finances and too many demands from union members among others.

Trade Unions have been formed in Local Councils to promote industrial democracy. The presence of these unions allows for worker participation in decision making at the local authority level. Additionally, Trade Unions act as a link between workers and management and they are in charge of carrying out the task of communicating the several challenges that workers face in an organisation. It is also expected that Trade Unions in Local Councils are engaged in membership recruitment so as to increase their bargaining power. Poole (1922)

points out that industrial democracy increases productivity and service delivery from a more fully engaged and happier workforce. Other benefits that Poole (1922) identifies include less industrial dispute resulting from better communication in the workplace, improved and inclusive decision-making processes resulting in qualitatively better workplace decisions, decreased stress and increased well-being, an increase in job satisfaction a reduction in absenteeism and an improved sense of fulfilment.

Furthermore, it is also expected that Trade Unions do not only represent workers at the level of collective bargaining but they also protect other rights of workers including psychological needs and welfare services. This in turn motivates workers and increases their productivity. It is the welfare services given to members that make workers get attracted to join Trade Unions. However, it is expected that these unions face challenges as they perform the above roles especially from employers.

1.8. Structure of the Dissertation

The presentation of this dissertation is as follows: the introduction which is the first chapter of this research contains the background to this research, statement of the problem, the general and specific objectives, significance of the research, conceptual framework and structure of the dissertation. Chapter two contains literature review that is reviewed literature on Trade Unions and reviewed literature on local government administration. Chapter Three presents the methodology used in this research. Contents of this chapter includes the type of research, the location of the research, the research approach, research design, sources of data, sample size, sampling methods, data collection methods, reliability of data, validity of data, data analysis techniques, ethics applied when conducting the research and the limitations of the research.

Chapter four presents some of the challenges facing Trade Unions to recruit members in Local Councils, level of unionisation in Local Councils, organisational structure of Trade Unions, Process of recruiting union members in Local Councils, some challenges faced by union leaders to recruit members in Local Councils, some challenges faced by workers to join unions in Local Councils. Chapter five discusses some of the challenges facing Trade Unions to engage in collective bargaining in Local Councils. In doing so it brings out some of the collective bargaining tactics, the ability to secure benefits for union members, union members happiness with collective bargaining and some of the challenges faced by Trade unions in collective bargaining. Chapter six analyses the challenges faced by Trade unions to render welfare services to union members. This is done by bringing out the welfare services rendered to members, showing the satisfaction with welfare services, some challenges faced by union leaders to render welfare services to members. The dissertation ends with chapter seven which presents the summary of conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter is aimed at reviewing literature on the concepts of Trade Unions and local government administration. Literature on Trade Unions will be reviewed first, followed by literature on local government administration. Finally, a conclusion will be given.

2.2. Trade Unions

2.2.1 Literature on Zambia

Mulenga (2011) in his study on the labour movement in Zambia states that the history of Trade Unions in Zambia dates back to the time of the start of mining on the Copperbelt. He argues that trade unionism in Zambia was born as a result of African workers' radical reaction to the sharpening antagonism between capital and labour. The realisation unveiled by African workers during the colonial period led them to form Trade Unions. Mulenga (2011) shows how the industrial relations system in Zambia has evolved. This is divided into three phases; the colonial era up to 1964, post -independence era up to 1991, and the plural politics era up to the present. He indicates that the changes in the political and economic landscape also put pressure on the labour unions to concentrate on their perceived traditional role of effectively representing workers in matters of common interest. However, Mulenga (2011) does not talk about the challenges being faced by Trade Unions presently.

In his study on *Trade Unions effectiveness in Zambia*, Mwale (2014) particularly focused on Mine Workers Union in Zambia (MUZ). The study employed quantitative research methods

with the use of a questionnaire to collect data from the sampled 220 respondents. The findings of the research indicated that the majority of the respondents (61%) perceived MUZ ineffective in regards to openness and accountability to its members. However, in relation to sharing information to its members, the respondents were rather evenly divided, with 50% agreeing that the union shares information and 50% disagreeing. 69% of the respondents also perceived the union to lack proper understanding of the employer's business. The bivariate analysis also indicated a weak but positive correlation between independent and dependent variables, further indicating the interdependence between the variable factors. However the study can be criticised for having few women participants in trade unionism as only 10.90% (24) of the respondents were female against 89.10% (196) male respondents. Further, the study only implored quantitative data that does not give detail that can be obtained from a qualitative study. It should also be noted that this study did not endeavour look at how these unions are managed by the local authorities.

Madimutsa (2016) in his study titled *implications for public sector reform for public sector unions in Zambia a case study of the civil servants and allied workers union of Zambia in Lusaka*, argues that although public sector unions are negatively affected by Public Sector Reforms (PSR), they have agency and do not just wait to become victims of the reform process. The focus of the research was on trade unionism in the central government, the Civil Servants and Allied Workers Union of Zambia (CSAWUZ) in particular. The findings of his study indicate that unions make policies so as to adjust to the changing situations. These policies include expanding the membership, discouraging the growth of new unions, improving membership recruitment, dealing with non-traditional matters, servicing the membership and promoting the involvement of side-lined groups in decision-making

processes. Madimutsa (2016) states that other policies such as decentralising the administrative structure of the union, organising union activities, providing policy-relevant information, negotiating for terms and conditions that enable workers to meet their basic needs, and forming alliances with external organisations are the strategies used by public sector unions to survive. However, the study by Madimutsa (2016) does not cover unions that organise outside the central government. In addition, the research does not cover all the categories of public institutions in Lusaka district as it was confined to institutions from which the CSAWUZ draws its membership. Institutions that are outside the scope of the research include primary and secondary schools, and Local Councils.

Madimutsa and Pretorius (2017) in their journal article titled *Revisiting Trade Unions' Response to New Public Management: A Case from Zambia* state that the New Public Management (NPM) reforms were introduced to Zambia through the adoption of structural adjustment programs in 1983. NPM paradigm presents significant challenges for democratic governance by affecting the employment relations in the public sector leading to job losses, reduction in union membership, income and promotion of industrial conflict. The negative effects of reforming the public sector force Trade Unions to make strategies to adapt to challenging circumstances. Despite being put in a difficult situation, Trade Unions are able to respond strategically to reform of the public sector. The implementation of NPM reforms in Zambia led to a major reduction in the scope of the public sector which led to job losses that drastically affected union recruitment, collective bargaining and participation. This means that the role of the government in the process of production and distribution of goods and services was drastically reduced. The transformation of the NPM affected two major areas of public sector unionism which are its structure and governance. Due to the restructuring of different

departments, union membership was affected. The governance of the union was affected by reductions in membership and subscription. With fewer members paying subscription the union had less money for its operations.

Madimutsa and Pretorius (2017) add that because of a combination of external imposition and negative effects, the implementation of NPM reforms in developing countries is problematic. There is resistance from various sections of society, including members of the public and Trade Unions. Despite being negatively affected by NPM reforms, public sector unions in developing countries are still active participants in the reform process. They do so by making strategic decisions to adapt to the changing circumstances. The importance of this study is that it has shed light on the still poorly understood responses of public-sector unions in the context of developing countries. Despite important differences to developed countries, specifically, the externally imposed nature of the reforms and the high vulnerability of public workers, these unions use strategies that can also be observed in developed countries to mitigate the negative consequences of NPM reforms on the public sector.

Although this article has contributed to the literature on trade unionism, its weakness is that it does not cover the challenges for Trade Unions in Local Councils as its main focus were CSAWUZ.

Madimutsa and Pretorius (2018) in their journal article titled: *Public-Private Partnerships and Industrial Relations in the Public Sector in Zambia* state that, Public – Private Partnerships (PPP's) attempt to resolve problems of inefficiency, ineffectiveness and unresponsiveness facing the public sector by relying on resources from the private sector. Although PPP's have some benefits, they have several challenges that purport to service delivery which makes

public sector unions vulnerable. Additionally, PPP's result in poor service delivery, environmental degradation and bad conditions of service which are as a result of the desire to make more profits at the expense of employees welfare. They do not only affect the quality of service but also industrial relations in the public sector. Their effects are felt at all the three levels of industrial relations activity. These are workplace, collective bargaining and policy-making levels. In other words, PPP is a modern strategy to promote capitalism. Through PPPs, the public sector is co-opted to serve the interest of the private sector. The co-optation is done in four ways. First, public institutions are made to pay for goods and services delivered by private companies. Second, private companies are allowed to finance, construct and operate projects for a specific period of time then transfer them to the public sector. Third, private companies are allowed to finance, construct, own and operate projects in the public sector workplace. Fourth, private sector actors are engaged to manage public institutions. Since private sector actors are interested in capital accumulation, PPPs result in poor public service delivery.

Madimutsa and Pretorius (2018) agrees that PPP strategy is not a solution to problems facing the public sector in Africa. Instead, the public sector should build its own capacity to deliver public services. The importance of this literature is that it shows how PPP agreements affect industrial relations. However, the weakness of this literature is that it does not look at the effects of PPP's on unions in Local Councils.

In his writings about *the role of Trade Unions in the democratization process in Africa*, Konings, (2000) states that one can distinguish a pessimistic and an optimistic school. The author selected three case studies for an in-depth comparative analysis: Zambia, Ghana and Cameroon. They reflect variations in the degree of intensity of the unions' role in the

democratic process, varying from high in Zambia, medium in Ghana, and low in Cameroon. The author demonstrates that these variations depend not only on differences in the unions' organizational strength and previous State-union relations, but also on the unions' willingness to involve themselves directly in the creation of formal democracy in the form of a multiparty system. The case studies suggest that unions in Africa, particularly in English-speaking countries, are more likely to fight for autonomy versus the State and for more participation in the national decision-making process than to support or join opposition forces in their struggle for the establishment of a multiparty system. Based on their experience with both the colonial and postcolonial trade union models, African unions have often been inclined to stay aloof from struggles to introduce formal democracy, out of fear that any alliance with opposition movements or parties would eventually turn out to be harmful to their representation of workers' interests in form of welfare services and collective bargaining.

Konings (2000) adds that to consolidate their achievements, the unions should strengthen their organization; improve upon their negotiating and bargaining position in national decision-making fora; and democratize their internal organization and administration diluting the welfare services available to mine workers. It stipulated that there would be only one union per industry, and that each union had to be affiliated to the ZCTU. Moreover, the act provided for the introduction of the check-off system which specifically required all unions to spend part of their funds on workers' education and other welfare services. As a result of this act, the trade union movement showed a high degree of centralisation and unity, was well-financed and had good membership which made them devote a great deal to workers education and advancement. The government responded to opposition by the ZCTU and the mine workers' union by reactivating the District Councils of Labour which functioned as the link between

local unions and the national leadership. The Ghanaian trade union movement, like its Zambian counterpart, has always been a potentially strong social force. Ghana used to have a somewhat lower proportion of its working population in the labour force than Zambia (approximately 24 %).

Following independence in 1957, the Nkrumah government and the leadership of the Ghana Trades Union Congress (GTUC) decided to strengthen and centralise the organisational structure of the trade union movement. Both parties agreed that a strong and highly centralised trade union movement would make a significant contribution to both the construction of a socialist state and the defence of workers interests. The 1958 Industrial Relations Act transformed the colonial trade union model of a large number of small and weak local unions into a «new» model with a limited number of strong national unions, introduced the check-off system, and allowed the GTUC considerable power²⁴. The trade union movement in Ghana, however, appears to have been more exposed to government control, both under civilian and military regimes, than the trade union movement in Zambia. Significantly, these controlling efforts were not always successful, even at the highest level of the trade union movement. Out of frustration, the Busia civilian government (1969-1972) abolished the GTUC in 1971 feeling that this was the only way of controlling the trade union movement. However, Konnings (2000) does not show the challenges that were faced by local council Trade Unions in Zambia.

2.2.2. Literature on other African countries

Charles (2005) in his study titled *Trade unionism, collective bargaining and nation building: the Nigerian experience* points out that the emergence of Trade Unions has become a desired form of association in order to restore the dignity of professional workers and to ensure greater

level of overall national output. These unions operate at different levels of government and use different means to press for recognition in the political sphere. To ensure the unions in dispute often enter some kind of collective bargaining with the government or agency involved. Charles (2005) reveals that over the years these Trade Unions have preserved in their collective efforts to maintain a standardised culture in the labour market.

Charles' (2005) research is important because it shows the impact the Trade Unions have on government. The effect of trade unionism in nation building calls for co-operative spirit to maintain a stable and sustainable economic, social and political development of the country. However, Charles (2005) does not explain the internal operations of the unions.

Schillinger (2005) in his article titled *Trade Unions in Africa: Weak but feared* states that compared to its role in politics, the influence of Trade Unions in Africa has remained weak in the traditional fields of labour relations such as the improvement of wages and working conditions of members, job security, and improvement of social policies with the notable exception of the industrially more developed countries in Africa such as South Africa, Mauritius. Collective agreements play a subordinate role in fixing wages and working conditions in most countries. Branch-level or centralised bargaining rarely exist in most African countries except for South Africa. There is only limited bargaining autonomy in most countries. Often, collective agreements need the prior approval of the skilled labour minister to take effect or as in the case of Tanzania, the approval of the Industrial Court, which can reject them on the grounds of being detrimental to the economic well-being of the country. The right to strike generally exists. However, it is often limited through complicated rules and protracted procedures that make legal strikes in support of trade union demands virtually impossible in many countries.

Open repression against independent Trade Unions in Africa is rather the exception and limited to countries where the unions are part of a political power struggle with an authoritarian or dictatorial regime currently in Zimbabwe and Swaziland. Yet, in the wake of the debate around structural adjustment, deregulation and global competition, African unions have found themselves in an increasingly hostile political environment for quite some time now.

The research by Schillinger (2005) is important because it shows that to offer more attractive conditions to foreign investors, many governments have reformed existing labour laws under the banner of labour market flexibility by dismantling or weakening certain trade union and worker rights for instance protection against dismissals, collective bargaining for better working conditions, strikes and so on. Another popular ploy is that they by-pass existing labour legislation by introducing special economic zones in which national labour legislation such as collective bargaining of worker conditions does not apply fully, or to simply grant exemptions from the law on a case-by-case basis. However, the weakness of the research by Schillinger (2005) is that it focuses on Africa as a whole, it does not highlight how collective bargaining is done in Local Councils and some of the challenges that are faced in these Local Councils.

Maree (2008) in his article titled *Trends in Collective Bargaining: Why South Africa differs from global trends* states that collective bargaining trends in South Africa have often moved in the opposite direction to global trends over the past thirty years. When collective bargaining decentralised in many countries it became more centralised in South Africa; when trade union density declined it increased in South Africa. One explanation has been the emergence of a less repressive regime in South Africa that enabled the pent-up demand for trade unions to be

met. Although there is some validity in this perception it is incomplete and inadequate. The core explanation lies in the emergence of a Black trade union movement in South Africa during the 1970s. It had to struggle for its survival in the first few years of its existence and, once that was achieved, for recognition from employers and the state. As large Black national unions established themselves, they joined bargaining councils. Where a national Black union joined several regional councils in the same industry, the unions pressurised employers' associations on these regional councils to agree to their amalgamation into a national bargaining council. In other industries, where there were no bargaining councils, large national Black trade unions successfully managed to lobby for the creation of a national bargaining council.

Hence collective bargaining in South Africa became more centralised from the 1990s onwards. At the same time trade union density grew. Additionally, another reason collective bargaining centralisation and trade union density increased during the 1990s was due to the extension of collective bargaining institutions into the public sector. Large national public sector bargaining councils were set up and the unionisation of almost all the public servants into large national unions took place. This increased union density considerably. Hence South Africa moved in the opposite direction to many countries as far as collective bargaining and trade unionism was concerned. On the other hand, South Africa moved in step with the rest of the world by increasing flexibility and reducing the regulation of labour. This was due to a combination of developments. Employers responded to these combined forces by introducing as much flexibility as they could into the employment relationship. Non-standard employment grew through the processes of casualisation, externalisation and informalisation.

2.2.3 Literature on developed countries

A study by Kuruvilla, et. al. (2002) on *Trade union growth and decline in Asia* highlights that the traditional Japanese labour-management relations is closely related to the single company unionism. This means that unions are not as independent of the company that employs their members as seen in Europe or the United States of America. In their findings, Kuruvilla et. al (2002) states that in Fiji for instance the government refused to recognise the public service union. As such, public sector employees reported being too scared to engage in union activities out of fear of reprisals from their employer. This study is important because it shows some of the challenges that unions face in their operations. These challenges include opposition from the government. The weakness of the study by Kuruvilla et. al. (2002) is that it discusses trade unionism in Asia in general terms. It does not make distinctions between sectors where different types of unions operate.

Waddington (2005) in his study titled *Trade union membership in Europe, the extent of the problem and the range of trade union responses* states that trade union density in a number of European countries had been going down since 1980. The membership reduction is attributed to external factors and internal union deficiencies which include globalisation, international competition and deregulation among others. In this regard, he cites the major factors as being rising unemployment, changing composition of the labour force, and increased employers' resistance of unionisation. In the case of internal union deficiencies, he presents the following as illustrations: highly formalised trade union operations, middle-aged men and manual workers being supreme in trade unionism, undemocratic styles of union governance, and limited information by trade union leaders about workplace operations. In his findings, he notes that in Britain, the unions retain their political power despite declining influence in the

workplace. The unions are struggling to attract younger recruits and are also challenged by the changing nature of the British economy. Their traditional stronghold industries of manufacturing and transport have been transformed by automation and technology thereby undermining their collective bargaining power. Waddington (2005) indicates that Trade Unions in Europe had initiated various reforms to deal with the problem of membership decline. The main reform measures included formation of merger using electronic systems including the internet to recruit members, delivering services to members, enhancing of the level of communication between the members and the leadership and adding several new items to the bargaining list so as to serve the interests of new members.

These findings by Waddington (2005) are important because they show how union membership is negatively affected by external threats and internal union inadequacies. The findings also outline various reforms that can be adopted by Trade Unions to reverse membership decline such as servicing and organising the membership. However, the study focusses mainly on Trade Unions that operate in the NPM reform environment. It does not discuss unions that operate in the post- NPM environment which is characterised by reforms such as re-regulation and partnerships.

2.3. Local government administration

2.3.1 Literature on Zambia

Loljih (2008) in his PhD thesis titled *Local government administration and service delivery in the third republic: a case study of Lusaka city council, Choma municipal council and Luwingu district council* used both qualitative and quantitative tools to conduct the research. The study's main focus was comparing three councils regarding their ability to deliver services. Its

argument was that a central government predisposed to centralising tendencies cannot create an enabling environment for efficient and effective service delivery by Local Councils. In the thesis, it is shown that performance of Local Councils regarding service delivery during the period under review had been poor and raised a lot of concern among residents. The study discovered that although there are other factors have contributed to the poor service delivery of the Local Councils, government's tendency to centralise decision making on critical matters affecting local authority operation is the major constraining factor. The Local Councils also cited salary delays and lack of resources as major hindrances in proper service delivery. The importance of this study is that it shows that centralisation of decision-making results in Local Councils that fail to deliver effective services. The weakness of this study is that it only focuses on service delivery by Local Councils. It does not cover issues of human resource management and labour relations. Another weakness of the study is that it only looked at the period between 1991 and 2001. This leaves out the current experiences of the Local Councils that are characterised by networks and partnerships among stakeholders.

Mukwena (1999) in his article titled *Building the institutional capacity of local authorities in Zambia in the third republic* observed that the institutional capacity of local authorities to provide services has been at the best very modest in the Third Republic. Additionally, it was seen that the capabilities of the councils were limited because of the various challenges that were being faced which led to failure to curb high levels of misappropriation of funds and other malpractices in some district authorities. Mukwena (1999) points out that the central government has tried to reduce several important constraints that have contributed to the weakening of the capacity of local authorities. They include, recognising that rural and urban district councils are markedly different. As such, the government has provided for

organisational structures which differ between the two types of local authorities. In other cases, however, central initiatives aimed at revitalising the capacity of local authorities have not benefited all councils because government has overlooked the fact that due to differences among local authorities, some councils were going to be negatively affected by the measures it was introducing. This was the case with the amendment of the Local Authorities Superannuation Fund Act, whose object was to ensure that councils laid off all excess and longer serving staff and replaced them with younger and professionally better qualified staff. Due to the remoteness of some districts and general lack of facilities, some councils have not been able to derive many benefits from this measure. This study is important because it shows that, despite official proclamations by the government regarding capacity development of district councils, no meaningful action has been taken to improve the situation. However, the weakness of Mukwena (1999) is that he does not explain the reaction of the Trade Unions to the weak capacity of Local Councils.

Loljih (2007) in his article titled *Enhancing Local Government: Lessons from Bilateral Cooperation* shows that no government should claim to be committed to democratic governance while neglecting the importance of having an effective and efficient local government system. Loljih (2007) points out that the unrealistic policies and retrogressive government pronouncements coupled with mere political rhetoric are the main characteristics of the administration of local government in Zambia. He hoped, however, that the decentralisation policy launched in 2004 would enhance the operations of Local Councils especially regarding the delivery of services. Loljih (2007) also indicates that upon realising the problems facing the local government system in Zambia, cooperating partners have taken several initiatives aimed at improving performance as well as promoting community

participation in local governance and administration. The importance of Lolojih (2007) is that he highlights the need for partnerships between the state and non-state actors to improve the performance of Local Councils. However, the major weakness of Lolojih (2007) is that he does not cover the role of Trade Unions in the operations of the Local Councils.

2.3.2. Literature on other African countries

Oduro-Ofori (2011) presents a PhD thesis titled: *The role of local government in Local Economic Development (LED) Promotion at the District level in Ghana*. The thesis employed qualitative research methods where a case study approach was adopted. Both primary and secondary sources of data were used and a variety of methods including interviews, documentary analysis, observations and group discussions were employed to ensure triangulation and the quality of data collected and analysed. The thesis indicates that local governments in the developed world have been promoting LED in areas under their control for decades unlike their counterparts in the developing world. Oduro-Ofori (2011) indicates that despite the Ghanaian local government has not been able to effectively promote Local Economic Development. The study is important because it reveals that local government in Africa are less committed to the implementation of development programmes and projects because of inadequate capacity in terms of funds, logistics and human resources. However, the study by Oduro-Ofori (2011) had some weaknesses such as failure to explain the relationship between local governments and non-state actors including Trade Unions in the process of promoting LED.

2.3.3. Literature on other developing countries outside Africa

Pradeep's (2011) PhD thesis looks at *Challenges of Local Government Service Delivery: A Case Study of Matara Municipal Council*. The focus of the study was to explore the challenges of local government service delivery in Sri Lanka. The study was largely guided by the service delivery models that included the decentralization model and multi-level governance model. Using these two models, the researcher identified following as crucial variables affecting the better service delivery at the lower levels of government: (a) constitutional and legal framework, (b) consistency politics, (c) institutional capacity, and (d) service delivery mechanism. The major findings of the study are that the municipal council has implemented several strategies and innovations, developed partnerships with the private sector and enhanced the public participation in the service delivery process. Despite these challenges, the municipal council failed to ensure the better health service delivery to the public. This failure is due to lack of appropriate constitutional and legal framework, institutional capacity, service delivery mechanism built up by public-private partnership and mutual understand between national and local political leadership. This situation leads to the emergence of various challenges in health service delivery including shortage of competent human resources, inconsistent politics, unclear powers, and functions to undertake the health service delivery, poor public-private partnership, inadequate financial resources, inadequate physical resources and inaccessibility to the community for health services. However, the study by Pradeep (2011) does not explain the role of Trade Unions in the delivery of municipal services especially that the issue of partnerships is being raised.

2.3.4. Literature on developed countries

In his study on *The Role of Local Government in Shaping and Influencing International Policy Frameworks*, Pan (2014) attempted to explore the capacity of local government to influence intergovernmental organizations' policy frameworks during the formulation and implementation of their instruments and policies. At the theoretical level, the research argues multi-level governance reflects not simply the redistribution of power resources among various actors, but also the process of reshaping understanding and preferences through direct communication between actors at different territorial levels. It suggests that local political preferences can be shaped and reframed by broader values and consequently generates significant influence on higher level policy outcomes.

However, despite the existence of specific constitutional devices for involving local development in the legislative processes of the Council of Europe, empirical evidence shows local authorities have largely failed to take up this opportunity, and their influence remains limited. Implications hence can be drawn for wider utilization of local engagement in intergovernmental organisations, for example, within the context the Committee of the Regions of the Europe Union.

Connoley, (2007) in his journal article titled: *Victorian Local Government Reform 1992-1999 Revisited: Implications for Trade Unions* argues that the factors driving reform in the Victorian local government clearly resulted from central governments opposition to Trade Unions. This was because of the perceived pressure to public sector debt levels and the introduction of competition into the delivery of goods and services which threatened the decrease of trade union membership levels. Connoley adds that there was an approach to development and

implementation of the reform agenda which presented additional challenges to Trade Unions because the perceived access to government members to discuss policy changes was removed during the *Local government act 1994*. This led to difficulties in the appeals policy decisions as the pace at which reform measure were being done was not conducive.

Furthermore, Connoley (2007) adds that the expected outcomes sought by the Kennett government clearly challenged Trade Unions in that the policy instruments of the Victorian local government were expected to deliver the three outcomes as perceived by the central government which included amalgamation, enforced savings targets and compulsory competitive tendering presenting challenges to employment levels in the Local Councils. These challenges led to difficulties of recruitment in Trade Unions, challenging bargaining outcomes, difficulties in intra and inter-union relations and difficulties in making policies.

The weakness of this research is that it was carried out in Australia which is a developed country and cannot be used to represent challenges faced by Trade Unions in Local Councils in a developing country. Additionally, questions such as how public sector reform agendas impact on Trade Unions and whether governments are successful in achieving union objectives remain to be answered.

2.4. Conclusion

In conclusion the reviewed literature shows that there are a lot of challenges that Trade Unions face ranging from recruitment of its members, change in economic trends servicing the membership, globalisation, international competition and deregulation among others. Measures are being put in place by various unions on how to overcome these challenges. The local government plays a major role in the administration of government at local level as it is near to

the people. However, most local governments face challenges such as a centralised decision making of the country that affects the implementation of services to the people. Studies have been conducted on how best the local government can be run with the passing of the decentralisation policy. However, the literature is not comprehensive because it does not cover Trade Unions in Local Councils in Africa. This is the gap that this research attempted to fill by focusing on Local Councils in Zambia.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was adopted for this research. This chapter looks at the type of research, research design, sources of data, sample size, sampling methods, data collection methods, reliability of data, validity of data, data analysis techniques, ethics that were applied when conducting the research and limitations of the research.

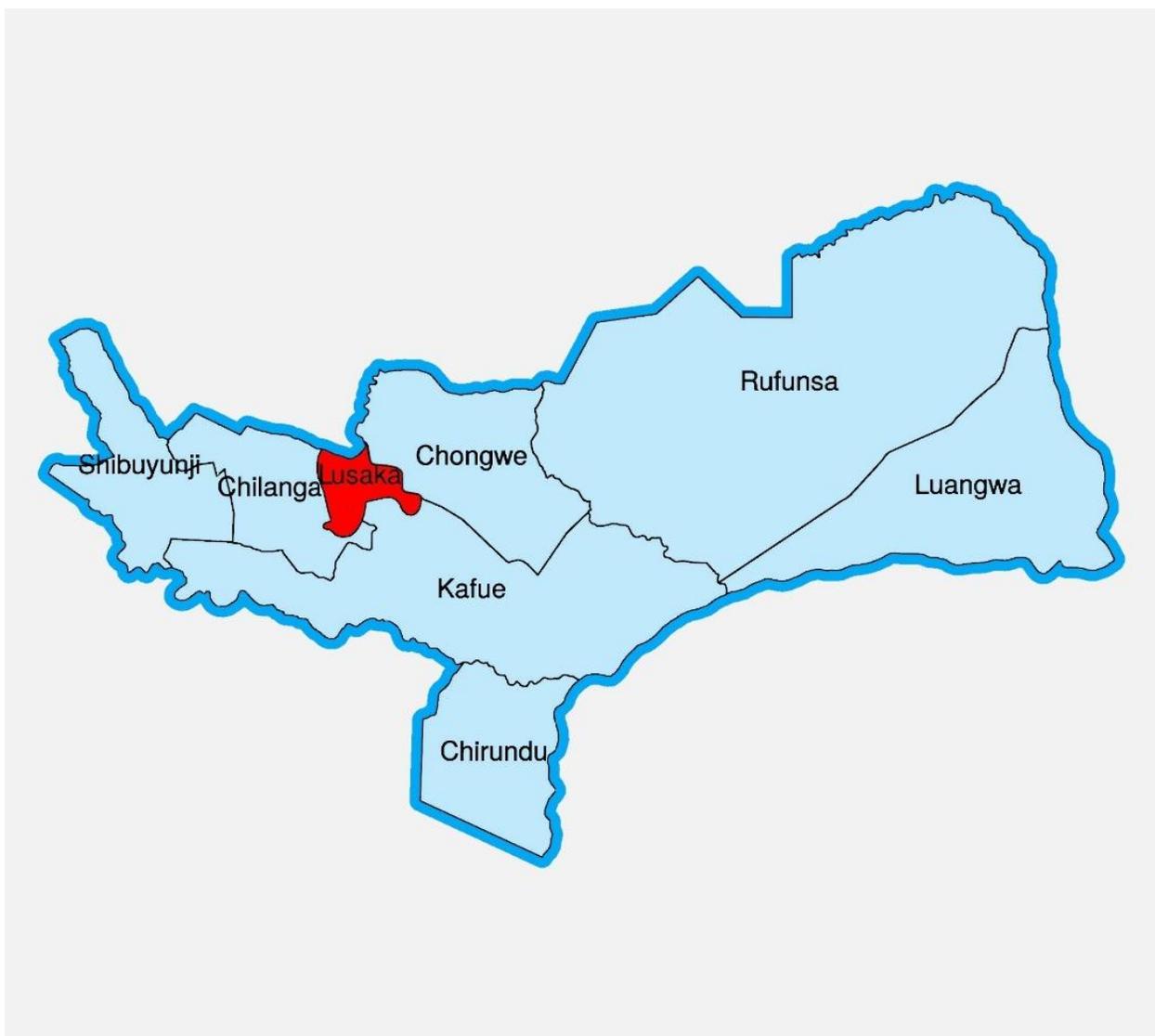
3.2 Type of research

The type of research that was conducted was a case study of Lusaka province. A case study examines “a unit in detail, in context and holistically. It is a way of organizing educational data and looking at the object to be studied as a whole” (Kombo and Tromp, 2006: 72). Stake (1995) observes that, case study research is concerned with the complexity and particular nature of the case in question and is less costly. Additionally, Madimutsa (2019) argues that case study research allows the researcher to collect detailed information on the behaviour of the social unit under investigation and helps the researcher to understand the relationship of the social unit with the environment and its history. Madimutsa (2019) adds that case study research also enables the researcher to understand the challenges of the social unit as it interacts with the environment and helps the researcher to make recommendations on how to deal with the challenges. The research was conducted between 1 March 2019 and 31 December 2019.

3.3 Research Site

The research was conducted in Lusaka province. Lusaka province is composed of eight districts which include: Lusaka, Chilanga, Chirundu, Rufunsa, Luangwa, Chisamba, Kafue and Shibuyunji. Three districts Lusaka, Chongwe and Kafue were chosen of the eight districts because there was need to have information from the three types of councils that exist.

Figure 3.1 Map of Lusaka Province



These are city council, municipal council and town/ district council. Lusaka had been chosen because it is the most populous province in Zambia. It was estimated to have a population of 2, 426, 898 people in 2017 (Republic of Zambia, 2018). Additionally, the province has a lot of economic activities and infrastructure development. This means that Lusaka province has the highest demand for public services that are usually offered by the Local Councils. Lusaka is also centrally located; it connects the country's four main highways from North, East, West and South of the country.

3.4 Research design

A mixed method research design was employed for this research. The reason for using this method was that it allowed the researcher to collect both qualitative and quantitative. The justifications are: (a) the two designs complement one set of results with another, expand a set of results and help to discover something that would have been missed if only a quantitative or a qualitative approach was used; (b) the study has different types of questions demanding their own approach. The researcher began by conducting research which was quantitative in nature. Thereafter, they conducted interviews with the key informants, which is qualitative in nature, to see how they viewed the experiment and if they agreed with the results. (Kothari and Garg, 2014).

3.5 Sources of data

This research used both primary and secondary sources of data. According to Nkhata (1997), primary data are those data which are collected afresh and for the first time, and are original in character. These data are collected for the first time by the researcher. This type of data was collected from local council workers and union officials. In this research, primary data

included both quantitative and qualitative data. Quantitative data was collected using questionnaires which were administered to local council workers while qualitative data was collected using interviews that were conducted with union officials and some members of the union.

Secondary data are data that have been collected, analysed and documented by other researchers. These data can be obtained from sources such as books, research reports, seminar presentations, conference papers, and working papers among others (Sidhu, 2006). In this research, secondary data was collected through desk research in libraries and from online documents.

3.6 Sample size

The sample size for this research comprised of 112 respondents and key informants. The key informants were 12 comprising one official from Zambia United Local Authorities Workers Union (ZULAWU) and one official from Fire Services union of Zambia (FSUZ) based at national level. One official from the provincial ZULAWU leadership, three leaders from the district level (that is, one from each district); six officials at branch level (that is, two from one Lusaka city council, two from Kafue town council and two from Chongwe municipal council). This sample was chosen because it provides in-depth information about the research. Additionally, the particular people being interviewed are experts in the field. It has been recommended that qualitative studies require a minimum sample size of at least 12 to reach data saturation. Therefore, a sample of 12 was deemed sufficient for the qualitative analysis and scale of this study (Creswell, 2012). Of the 12 union officials, 5 were female while the remaining 7 were male. The remaining 100 were ordinary workers drawn from the three

councils. These included 15 workers drawn from Chongwe, 20 workers drawn from Kafue while 65 were drawn from Lusaka. The ratio that was used was 1-1.2-10. They were able to satisfy the central limit theorem which states that the distribution of sample means approximates a normal distribution as the sample size gets larger. Sample size equal to or greater than 30 are considered sufficient for central limit theory to hold (Barron, 1996).

3.7 Sampling method

On the one hand, typical purposive sampling was used to draw the sample of 12 key informants who are union officials from the three councils. Purposive sampling is essentially strategic and entails an attempt to establish a good correspondence between research questions and sampling. In other words, the researcher samples on the basis of wanting to interview people who are relevant to the research questions. Creswell (2012) contends that purposive sampling method involves the identification and selection of individuals or groups of individuals that are proficient and well informed with the phenomenon of interest. On the other hand, multi-stage sampling was employed to select the 100 workers from the three Local Councils. Multi-stage sampling was used because it allows for better sampling when there is no complete list of members of the population that is being investigated. In this case, the councils are sparsely located and each council employs workers separately from those employed by the Local Government Service Commission. This makes it difficult to have one complete list of all the workers in the councils in Lusaka province. Firstly, stratified sampling was used to divide the councils in Lusaka province into three categories that is town council, municipal council and city council. Then secondly, one council was purposively selected from each category based on how long it had been in existence. Since some councils had just been formed, it was going to be difficult for them to explain challenges faced by Trade Unions in

their council. Stratified sampling involves dividing the population into several strata that are usually more homogeneous than the total population (Kothari and Garg, 2014). Thirdly, each council was divided into departments. Then, simple random sampling in particular the lottery technique was used to select five departments from each council. This allowed each department to have an equal chance of being sampled. At this stage, a list of employees from each sampled department was obtained. Then the lists were compared to see the local council that had the largest number of employees and the one with the least. At this stage the largest number in the sample was drawn from the council that had the largest number of workers which was Lusaka with about 3000 workers in this case while the smallest number was drawn from the council that had the smallest number of workers which was Chongwe municipal council with about 256 workers. The moderate number was drawn from the council with the moderate number of workers and this was Kafue town council with about 300 workers. 15 workers were drawn from Chongwe, 20 workers were drawn from Kafue while 65 were drawn from Lusaka. The ratio that was used was 1-1.2-10. However 65 workers were drawn from Lusaka because according to central tendency theorem a sample of 30 or more is able to represent a sampled population. In this case 65 five participants were able to represent the population of the workers at the Lusaka city council. Simple random sampling was used to select the workers from the departmental lists. Simple random sampling is the most basic form of probability sampling. With random sampling, each unit of the population has an equal probability of inclusion in the sample. Moreover, probability sampling allows the researcher to employ tests of statistical inferences about the population from which the sample was selected (Bryman 2004).

3.8 Methods of data collection

To collect qualitative data, semi – structured interviews were conducted. Semi – structured interviews was engaged so that key informants are asked questions that are pre-set and with room to ask further when need arises. This is because asking further questions allows for the researcher to get more insight on what the respondent says (Sidhu, 2006).

Quantitative data was collected using a questionnaire. A questionnaire is a systematic compilation of questions that are submitted to a sampled population from which the information is desired (Sidhu, 2006). The questionnaire used in this research contained open-ended, closed-ended and partially closed-ended questions. The inclusion of open-ended and partially closed-ended questions was to dig into as much insight as possible from the respondents. The inclusion of closed ended questions was to try and control the responses. Using a questionnaire is important because it allows for the researcher to obtain amounts of information from a large sample (Sidhu, 2006).

3.9 Reliability of data

Internal consistency method was used to determine the reliability of the data. Internal consistency reflects the extent to which items within an instrument measure various aspects of the same characteristic or construct (Bless and Achola (1988). This was done by asking logically related questions to respondents. These questions had logically related responses to show that the information is reliable. If the responses are contradicting each other, then that information was left out as it was considered unreliable.

3.10 Validity of data

This study used content validity to assess the validity of data. Content validity involves the use of a research instrument that is representative of the full content of the subject under investigation (Bless and Achola, 1988). The elements of Trade Unions that were taken into consideration in this research are membership recruitment, collective bargaining and provision of various welfare services to members. The type of local council that the research focused on are city council, municipal council and town council.

3.11 Methods of data analysis

In this study, qualitative data was analysed using content analysis while the quantitative data was analysed using Statistical Package for Social Sciences (SPSS) and Microsoft Excel. Content analysis involves looking for structures and patterns in data. This will entail putting the data in groups by placing related elements in the same category. This research created the following categories: challenges in recruiting members in local council unions, collective bargaining in local council Trade Unions and challenges faced by local council Trade Unions in providing welfare services. SPSS involves coding data by giving a number to each response for each question. After coding, the data are then entered into the computer program and analysed accordingly. Using SPSS, the researcher was able to generate figures, tables and graphs for the various variables that were under analysis.

3.12 Research ethics

Ethical principles that were observed and transgressions were avoided in this research. The research adhered to several key research ethics before, during and after fieldwork and writing up of results. It is argued in the literature that, research ethics is typically associated with

morality, and both deal with matters of right and wrong (Babbie, 2011). The researcher considered and applied all the important ethical agreements as argued by Babbie (2011) in terms of what is proper and improper in the conduct of a scientific inquiry. Below are some of key ethical aspects the study observed during the entire process.

Firstly, it was important for the researcher to ensure that both dissertation writing, and fieldwork processes are preceded by acquisition of ethical clearance certificate issued by University of Zambia. Thus, following a successful adjudication of an application submitted by the researcher the study was given a clearance certificate by the ethical Committee. Secondly, the researcher ensured that no participant was interviewed without prior consent. Thus, before the research was conducted, consent was to be obtained from all relevant authorities including the office of the town clerk Lusaka city council and Chongwe municipal council, and the Council Secretary of Kafue town council. The researcher fully informed the participants in the study about the nature of the study and obtained consent from all participants that availed themselves for the study. No money or any payment in kind was paid out to the participants, their participation was purely voluntary. The researcher ensured that information obtained from individual respondents was treated with high level of confidentiality.

Furthermore, the research ensured that the participants were neither harmed nor exposed to any harm. Harm can take a number of facets such as physical harm, harm to participants' development, loss of self-esteem, stress and inducing subjects to perform reprehensible acts (Diener and Crandall (1978). Informed consent was sought from the respondents to show their willingness to participate in the study. No participant privacy was invaded and if any participant felt they should withdraw, they were be accorded that right.

3.13 Limitations of the research

There are several limitations facing the research.

- Getting clearance from some councils such as Kafue and Chongwe was difficult as the council secretary and town clerk were hard to find. However, this did not stop the researcher from carrying out the research. A lot of persistence and patience had to be practiced until the permission to conduct the research was given.
- Leaving questionnaires for the participants to give responses proved to be difficult as most would not respond citing their busy as an excuse. The researcher then decided to self-administer the questionnaires so as to receive quick and reliable responses.
- Some key informants such the National Executive Committee for ZULAWU is based in Ndola on the Copperbelt. This made it a bit difficult to conduct face-to-face interviews with the chairperson of the union. The researcher instead asked if she could conduct a phone interview with the chairperson which helped her collect the needed data.

CHAPTER FOUR

SOME CHALLENGES FACING TRADE UNIONS TO RECRUIT MEMBERS IN LOCAL COUNCILS

4.1 Introduction

This chapter is aimed at presenting and discussing findings relating to the first specific objective which reads: To identify the some of the challenges facing Trade Unions to recruit members in Local Councils. In order to achieve its purpose, the chapter begins by discussing the level of unionisation in Local Councils. Thereafter, it presents the organisational structure of Trade Unions in Local Councils. This is followed by a discussion of the process of recruiting union members in Local Councils. The chapter then presents the challenges faced by union leaders to recruit members in Local Councils. This is followed by a presentation of the challenges faced by workers to join Trade Unions in Local Councils. Finally, a conclusion is given.

4.2 Level of unionisation in Local Councils

Table 4.2 shows that the level of unionisation in Local Councils is at 95 percent. A majority of the union members are males, accounting for 63.1 percent of the membership (60 out of 95 members). Females account for 36.8 percent of the membership (35 out of 95 members).

Table 4.1: Sex and trade union membership

		Do you belong to any trade union?		Total
		Yes	No	
Sex	Male	60	4	64
	Female	35	1	36
Total		95	5	100

The findings also reveal that five out of 100 workers do not belong to any trade union. Of the five, four are males while one is female. Although the findings show that a majority of the unionised workers are males, males are also a majority among those who do not belong to Trade Unions. When we look at the male population, we see that 60 out of 64 (93.7 percent) are unionised while 6.2 percent are not. For females, 35 out of 36 (97.2 percent) are unionised while 2.8 percent are not. This implies that female workers in Local Councils are more likely to belong to Trade Unions than their male counterparts.

Table 4.2: Membership share of ZULAWU and FSUZ

NAME OF UNION	Frequency	Percent	Valid Percent	Cumulative Percent
ZULAWU	79	79.0	79.0	79.0
FSUZ	21	21.0	21.0	100.0
Total	100	100.0	100.0	

Table 4.1 shows that ZULAWU has a larger membership than FSUZ. Its membership is four times larger than FSUZ. This implies that sectoral unions have an advantage over occupational unions in terms of membership mobilisation in Local Councils.

There are two types of Trade Unions operating in Local Councils in Lusaka province. These are sectoral and occupational unions. On the one hand, a sectoral union is a union aims at reaching a collective agreement that covers all workers in a sector of the economy. Sectoral unions are often industry-specific and tend to be most common today among public sector employees and those in manufacturing, mining, construction, and transportation (Larson and Tornberg, 2019). There is only one sectoral union operating in Local Councils in Lusaka province called Zambia United Local Authorities Workers Union (ZULAWU). ZULAWU recruits different categories of workers in the local government sector. These include division two employees, division three employees and division four employees. This is because these employees are not part of management and therefore have the mandate to take part in union activities. It is important to note that most of the members of the union belong to division four who are wage staff (ZULAWU Lusaka chairperson).

On the other hand, an occupational union is a union whose job area is restricted to members of a particular occupational group. These may include among others skilled manual workers, doctors, midwives, teachers, lecturers, and nurses (Heery and Noon, 2008). Despite there being several occupations, there is only one occupational union operating in Local Councils in Lusaka province. This union is called Fire Services Union of Zambia (FSUZ). The FSUZ draws its membership from one section of the Engineering Department called the Fire Brigade Section (FSUZ Lusaka Chairperson). Between the two unions organising workers in Local Councils in the province, ZULAWU is larger. Table 4.1 shows the membership share of ZULAWU and FSUZ in Lusaka province.

4.3 Organisational structure of Trade Unions in Local Councils

The organisational structure of the two unions found in Local Councils in Lusaka province is presented below.

4.3.1 Zambia United Local Authorities Workers Union

Zambia United Local Authorities Workers Union (ZULAWU) has representation from national level, provincial level, district level and branch level. The executive structure at the national level is called the National Executive Committee (NEC) and is based in Ndola at the ZULAWU headquarters. This committee comprises of the chairperson, vice chairperson, secretary, vice secretary, treasurer, vice treasurer and two trustees. These individuals perform different functions that help ensure that ZULAWU NEC functions properly. The major function of NEC is to conduct collective bargaining on behalf of ZULAWU. This is because the NEC is the only body allowed to negotiate with the government and the labour commission on behalf of ZULAWU. The other function of the NEC is to coordinate ZULAWU countrywide (ZULAWU National Secretary, 2019).

At provincial level, ZULAWU maintains its name as ZULAWU provincial committee. This committee has eight executive members which include the chairperson, the vice chairperson, the secretary, the vice secretary, the treasurer, the vice treasurer and two trustees. The duty of the provincial committee is to oversee provincial ZULAWU affairs. Additionally, ZULAWU Provincial Committee is also responsible for overseeing the District and branch committees. They do this by doing checks and balances on these committees.

The other level of representation of ZULAWU is at district level and is called ZULAWU district committee. The ZULAWU district committee has a different composition compared to the NEC and the provincial committee. This is because its aim is to ensure that every

department is well represented by the union and it is part and parcel of the council at grassroots level. At most, the district committee has 14 members in its executive committee which include; the chairperson, the vice chairperson, the secretary, the vice secretary, the treasurer, the vice treasurer, the women's committee chairperson, the youth committee chairperson, and representatives from the different departments at that particular council which include; finance department, human resource and legal department, the health and safety department, the engineering department and the administration department. The duty of the district committee is to oversee union affairs at district level or branch level. For provinces with more than one council, the district committee has some representation from different branches (ZULAWU Lusaka Chairperson, 2019).

4.3.2 Fire Services Union of Zambia

The organisation structure of the Fire Services Union of Zambia has a similar composition to that of ZULAWU. The FSUZ executive committee at national level is also called the National Executive committee is based in Lusaka. The NEC for FSUZ also has eight members. These are the chairperson, vice chairperson, secretary, vice secretary, treasurer, vice treasurer and two trustees. The NEC is responsible for running the affairs of FSUZ at national level. At provincial level, the FSUZ executive committee is called FSUZ provincial executive committee and has eight members as well which include the chairperson, the vice chairperson, the secretary, the vice secretary, the treasurer, the vice treasurer and two trustees. They are in-charge of running the union affairs at provincial level (FSUZ Lusaka Chairperson, 2019).

The Fire services union of Zambia at district level is called the District FSUZ executive committee. This committee at district level only has six members which include the chairperson, the vice chairperson, the secretary, the vice secretary, the treasurer and one

trustee. This is because the union only has one department or section to represent in the council. They are in-charge of negotiating for work attires and tools at district level. They also ensure that affairs at district level are well taken care of (FSUZ Lusaka Chairperson, 2019).

4.4 The process of recruiting union members in Local Councils

The process of recruiting members in the two unions operating in Local Councils is discussed below.

4.4.1 Zambia United Local Authorities Workers Union

According to the ZULAWU National Secretary,

The process of recruitment in Local Councils is done before commencement of work when one is filling out employment forms. This process depends on the division or position one is being employed in. As explained in the earlier chapter, there are four different divisions in the union. Employees that are in division one and those interning with the organisation do not belong to any union. This is because this class of employees is considered to be part of management. Only those that are in division two, three and four are members of a union. Everyone who joins the organisation belongs to either ZULAWU or FSUZ depending on their nature of work and position. Once you are employed by the local government service commission as a permanent employee or the local council human resource department, then you automatically become a member of the union. Union members are made to sign recruitment forms right

after getting employed by the council. This is done at the same time as one is signing their employment forms.

When the council workers who part of the sample were asked the same question, they affirmed by saying union membership recruitment is done at inception when one is filling out employment forms. However, the moment you join management, you cease to be a member of the union. As soon as one gets employed, they sign union membership forms and membership fee is deducted from their salary.

4.4.2 Fire Services Union of Zambia

The process followed for one to become a member of FSUZ is similar to that of ZULAWU. Just like in ZULAWU, the process of recruitment in Local Councils is done when one is filling out employment forms depending on the division or position one is being employed in. There are equally four different divisions in the fire brigade. Employees in division one do not belong to the union as they are part of management. Those belonging to the union include employees from division two, three and four. In the case of FSUZ, union members are also made to sign recruitment forms right after getting employed by the council to work in the fire services department. According to the FSUZ Chongwe branch chairperson, a recruitment fee of about K25 is paid upon signing the recruitment papers. This fee is paid annually and is deducted from every member at the beginning of the year from PMEC. Applications are sent to the mother body where membership cards are processed for every member. The application forms are accessed from the Human resource of the particular council and are signed together with employment forms. Thereafter, the forms are sent to the secretary general of the union who then sends them to be processed by the mother body of the union. After processing is

complete, membership fees are then deducted from the joining member and a membership card is given to them afterwards by their union representative.

4.5 Some challenges faced by union leaders to recruit members in Local Councils

The findings of the research show that there is one major challenge that is faced in the process of union recruitments. The ZULAWU national secretary explains that, the decline in the number of workers employed by the council is one major challenge that they experience during union recruitment. The Secretary stated that “The council has not employed as many people as it used to employ in the recent past which has led to a decline in the number of people recruited into the different unions of the council”. She adds that, “Union recruitment has greatly been affected by the rising unemployment levels and massive resistance to unionism from employers” (ZULAWU National Secretary, 2019).

The findings of this research are in line with Madimutsa (2016) who states that there is a decline in the membership of people in public sector unions in Zambia because of the decline in the number of people employed by the central government.

4.6 Some challenges faced by workers to join Trade Unions in Local Councils

One of the cited challenges faced by employees in joining Trade Unions is that of one being an intern at the organisation. When asked why they do not belong to any trade union, three of the respondents indicated that they were interns in the finance department and as such they did not qualify to in a trade union since they were not permanent employees of the council. The other respondent also indicated that they were an intern in the health department making her not to be part of any trade union in the local council. Another challenge faced by employees in joining the union is the fact that they are a part of management. When one is employed into division one or

they move the rank from the other three divisions of the council into division one, they cannot be recruited into the union as they are a part of management. One of the respondents who was part of the sample indicated that they were part of management thus did not belong to a trade union anymore.

4.7 Conclusion

The findings of this research on some of the challenges faced by Trade Unions in the recruitment of members in Local Councils indicate that there are two types of unions in the Local Councils. These are sectoral union and occupational union. Of the two unions in the council, ZULAWU is a sectoral union while FSUZ is an occupational union. Both ZULAWU and FSUZ recruit different categories of workers from the Local Councils. These include division two employees, division three employees and division four employees. This is because these employees are not part of management and therefore have the mandate to take part in union activities. Additionally, ZULAWU has a larger membership compared to FSUZ is because it is a sectoral union with the advantage of having a larger base from which to draw its membership.

With regards to the structure of the unions, both unions have the same organisational structure with organs from the national level through the province and district up to branch level. The findings also show that despite the two unions having the same organisational structure, they have differences in the number of committee members at different levels of the union's organisation structure.

The process of recruitment in Local Councils is dependent on the division or position one is being employed in the council. Both ZULAWU and FSUZ members sign recruitment forms when signing employment forms. The forms are then given to the union representative at that

particular council for processing by the Human resource department. After processing, a membership fee is deducted and a membership card is presented to the new union member. It is important to note that recruitment into the union is restricted to council workers belonging to division two, three and four.

There are few challenges that are faced by union executive to recruit members into the union as recruitment into the union as long as the person is not an intern and does not belong to management. One of the major challenges faced is the massive decline in employment levels over the years which has led to a reduction in union membership.

The level of unionisation in Local Councils is at 95 percent. A majority of the union members are males. Although the findings show that a majority of the unionised workers are males, males are also a majority among those who do not belong to Trade Unions. This is different from females who have a smaller number of people who do not belong to the union. This shows that females are more likely to be unionised compared to their male counterparts. Workers in the union also face some challenges when it comes to them joining the union. One of the challenges is not belonging to the three divisions that are recommended for one to be a part of the union. The other challenge is one being an intern of the council rendering them ineligible to be recruited into the union by virtue of them being an intern.

CHAPTER FIVE

SOME OF THE CHALLENGES FACING TRADE UNIONS TO ENGAGE IN COLLECTIVE BARGAINING IN LOCAL COUNCILS

5.1 Introduction

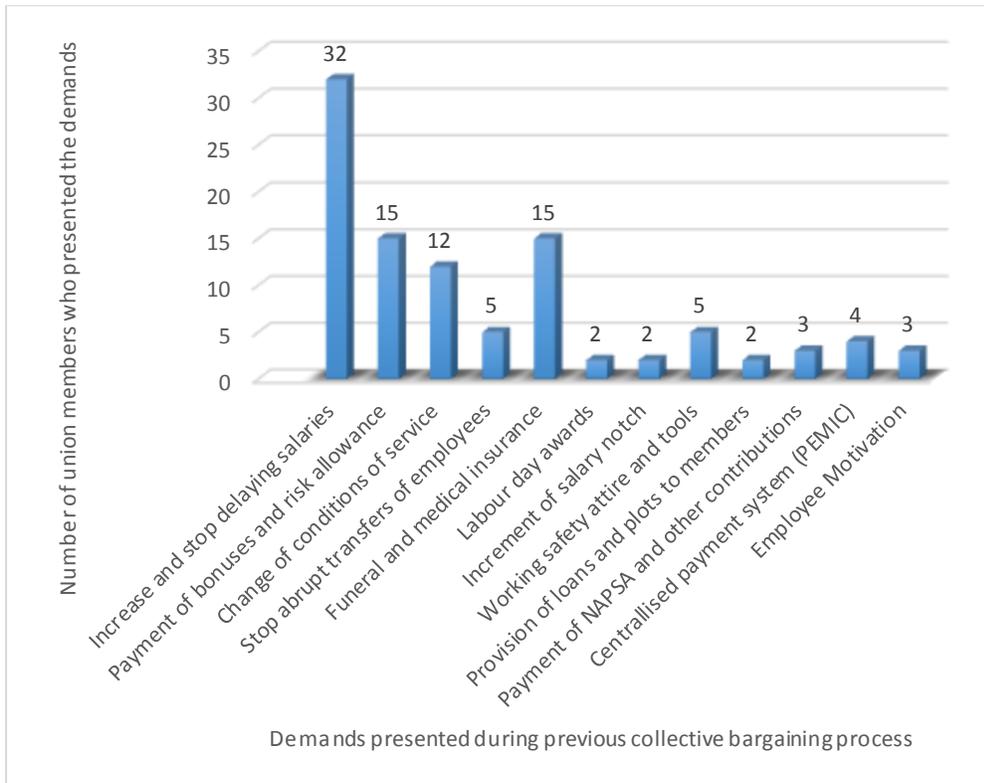
The aim of this chapter is to present and discuss findings relating to the second specific objective which reads: To identify some of the challenges facing Trade Unions to engage in collective bargaining in Local Councils. For this to be achieved, the chapter will begin by analysing the collective bargaining tactics used by Trade Unions. Then it will look at the ability of Trade Unions to secure benefits for union members. Later it will look at union members' happiness with the collective bargaining process. It will then look at challenges faced during the collective bargaining process and finally a conclusion will be given.

5.2 Collective bargaining tactics by Trade Unions

Several demands were presented to the union leadership during the previous collective bargaining process. About 32% of the union members demanded for a salary increment, 15% demanded for an introduction of funeral grants, medical and funeral insurance; 3% demanded for employee motivation, 2% asked that they begin selling plots to members at an affordable price, loan provision, confirmation and promotion, another 15% demanded for payment of bonuses such as settling in allowance which they wanted to be increased to 25% and to benefit all workers from the Local Councils. Additionally, 12% asked for the change of the 1996 conditions of service which were considered outdated and not supportive of unions in the Local Councils. Furthermore, about 5% employees were of the view that there was need to reduce on transfers that were being done in the councils especially for people who were very

active in union activities. Adjustment of salaries and transport upwards plus late payments of salaries were among the demands presented to union leaders during the previous collective bargaining process and was demanded for by 2% of the union members that were sampled. In addition, 3% union members demanded for payment of NAPSA and other statutory contributions to the stipulated bodies and agencies. About 4% of the union members demanded for a change from the current payroll system to a centralized payroll system (PEMIC) among others.

Figure 5.1 Demands presented to union leaders during the previous collective bargaining process



As can be seen in figure 5.1, more people presented low and delayed salaries as a challenge that they wanted their union to address in the previous collective bargaining.

Fire Services Union of Zambia (FSUZ) members equally presented several demands to their union leaders during the previous collective bargaining process. Among the demands presented was new safety working attires for fire officers such as safety boots, fire suits, gloves and helmets which was presented by 5% of the sampled population. They also continued to ask for other items such as tools for the section to carry out their job easily, risk allowance and fuel to be readily available in the fire trucks which was demanded for by 15% of the union members. Additionally, an improved budget for their meals at work and Labour Day awards demanded for by 2% of the union members was another of their requests. Fire officers have different shifts that allow them to eat from work as such their request was that the money allocated for the meals be increased so that they can have a balanced diet while on duty.

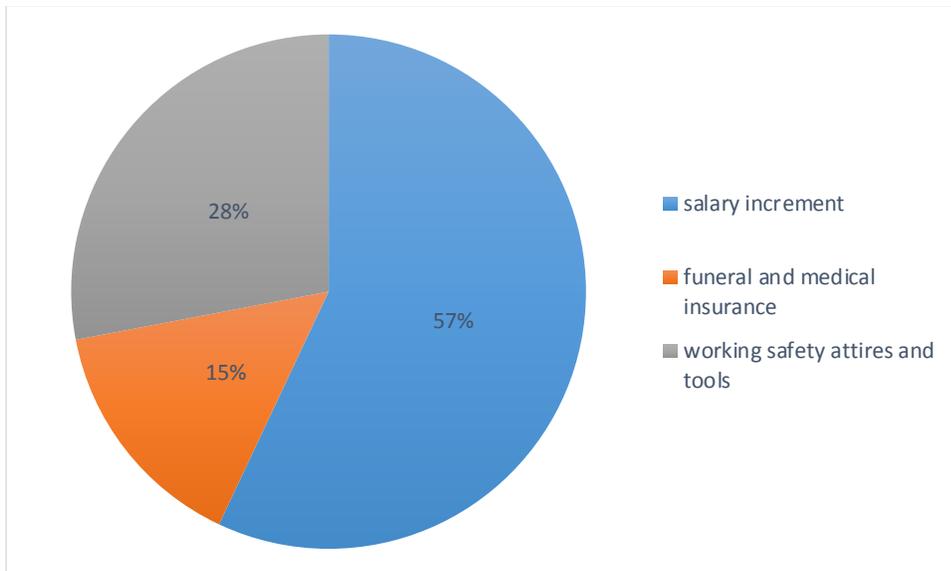
5.3 Ability to secure benefits for union members.

After receiving several demands from their members, ZULAWU compiled the list and chose those they thought were highly demanded for to management. Among these demands are: salary increment, increment of settling in allowance to 25%, funeral and health insurance, increment of percentage of money that they benefit membership fee to 15%, “we only receive about 5% of the money that is contributed by our members as a union, 25% goes to the NEC while the rest goes to Zambia Congress of Trade Unions (ZCTU)” (ZULAWU Lusaka province chairperson). Additionally, they asked for the change of the 1996 conditions of service which were considered outdated and not supportive of unions in the Local Councils. According to the ZULAWU Lusaka Province chairperson, “the 1996 conditions of service are

not supportive of union activities as such when one opposes management for instance, they tell them to refer to the conditions which says ‘work before other activities’ making it hard for people to voice out their grievances”. Furthermore, non-remittance of statutory obligations such as NAPSA and late remitting of loans to banks were also part of the demands that were presented to Management (ZULAWU Lusaka Province Chairperson).

According to the FSUZ Lusaka Branch Chairperson, FSUZ union leaders equally presented several demands to management during the previous collective bargaining process. Among them include, safety working attire for the workers, cooking utensils for the cooks, fuel for the fire trucks, medical and funeral insurance, risk allowance, more fire trucks at the fire stations, renovations of the fire stations, tools and salary increment. Among all the demands that were presented, only 25% were met as can be seen in the figure 5.2.

Figure 5.2 Demands met during the previous collective bargaining process



As can be seen in Figure 5.2, only three from among the many demands that were presented during the previous collective bargaining process were met. This can be seen as a huge challenge that the union faces in the process of collective bargaining. From the figure 5.2, 57% represents salary increment during the previous collective bargaining process. This was seen in the previous diagram with the highest frequency (32) showing that more council workers requested for a salary increment which can be said to be their major challenge. The second demand which was met in the previous collective bargaining process is that of working safety attires which is represented by 28% in the diagram above. Funeral and medical insurance represent 15% of the demands met during the previous collective bargaining. ZULAWU only managed to secure 25% of the demands that they presented to management in the previous collective bargaining process (Figure 5.2). These demands are salary increment, funeral insurance and medical insurance which they further signed with Madison General Insurance Company (ZULAWU Lusaka branch chairperson).

During the previous collective bargaining process, FSUZ union leaders managed to secure new working attires and tools. The FSUZ Lusaka Branch Chairperson stated that “We are glad that we received our work suits because it became quite challenging for us to carry out our work diligently especially when there is a fire call”. Additionally, funeral and medical insurance were among some of the demands met during the previous collective bargaining (FSUZ Lusaka Branch Chairperson).

However, both unions did not manage to secure about 75% of the demands that were presented to management. These demands include: the change of the 1996 conditions of service which

were considered outdated and not supportive of unions in the Local Councils, reduction in transfers, labour day awards, employee motivation, increment of bonuses to 25% across the board, increment of the money they benefit from membership fees to 15%, provision of more fuel for fire trucks, new cooking utensils, risk allowance, more fire trucks at the fire stations as the few that were available were not able to meet the high demand of the population (FSUZ Chongwe Branch Chairperson) and remittance of statutory obligations

5.4 Union members’ happiness with the collective bargaining process .

Table 5.1 below shows the level of happiness with the way the previous collective bargaining process was handled in relation to age.

Table 5.1 Level of happiness with collective bargaining by age

Age	Are you happy with the way your union handled the previous collective bargaining process?		Total
	Yes	No	
20-29	5	5	10
30-39	23	30	53
40-49	7	17	24
Above 50	7	6	13
Total	42	58	100

In terms of the level of happiness in relation to age, Table 5.1 shows that the 30-39 age group was more not happy with the way the collective bargaining process was handled. However this category also represents the age group happier with the way the previous collective bargaining

process was handled represented by 43.4 percent. This is followed by the 40-49 age group represented by 70.8 percent of people who were not satisfied while the remaining 7 (29.2 percent) were satisfied. In the 50 and above age group, 53.8 percent of union members were satisfied with the remaining 46.2 percent expressing dissatisfaction. Finally, the age group from 20-29 with equally represented in terms of happiness with a 50 percent split. When looked at in terms of the youth (30 and below) and adults (31 and above), the adults were more satisfied with the way the previous collective bargaining process was handled compared to the youths.

Table 5.2 Level of happiness with collective bargaining by Gender

Sex	Are you happy with the way your union handled the previous collective bargaining process?		Total
	Yes	No	
Male	26	38	64
Female	16	20	36
Total	42	58	100

In terms of gender, Table 5.2 reveals that 26 males representing 40.6 percent of males were satisfied with the way the union handled the previous collective bargaining process while the remaining 38 representing 59.4 percent of males expressed dissatisfaction. For the females, 44.4 percent were satisfied with the collective bargaining process against 55.6 percent who were not satisfied. This entails that males were happier with the way the previous collective

bargaining was handled than the females. The table below analyses the levels of happiness in relation to marital status;

Table 5.3 Marital status and happiness with collective bargaining

Marital status	Are you happy with the way your union handled the previous collective bargaining process?		Total
	Yes	No	
Married	28	49	77
Single	13	6	19
Widow(er)	0	1	1
Divorced	1	2	3
Total	42	58	100

In terms of the level of happiness in relation to Marital status, married union members had the higher frequency of those that were happier and those that were unhappy with the way the way the previous collective bargaining process was handled represented by 66.7 percent happier and 84.5 percent unhappy union members compared to the singles 30.9 percent and 10.3 percent, widow(er) with 0 percent happy with collective bargaining and 1.7 percent unhappy and divorced who were represented by 2.3 percent happy union members and 3.4 percent unhappy union members.

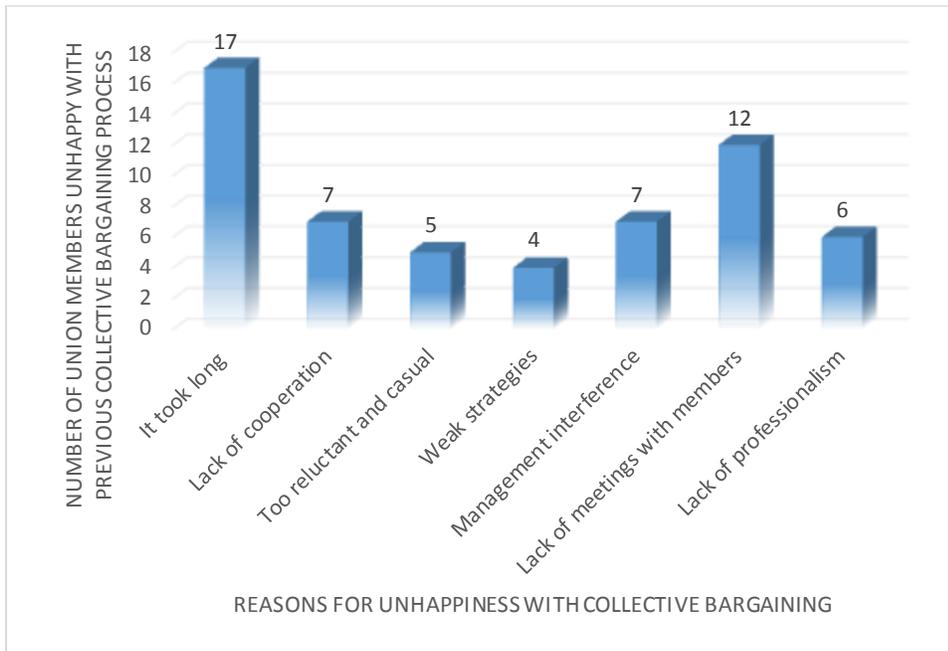
Table 5.4 Type of council and happiness with collective bargaining

Type of council		Are you happy with the way your union handled the previous collective bargaining process?		Total
		Yes	No	
	City Council	23	42	65
	Town Council	12	8	20
	Municipal Council	7	8	15
Total		42	58	100

In terms of level of happiness with the way the union handled the previous collective bargaining process in relation to the type of council where a union member belonged, union members from the city council were more dissatisfied with the way he previous collective bargaining was handled represented by 64.6 percent while 35.4 percent were satisfied. This was followed by union members from the town council and the municipal council who had the same number of people dissatisfied with the way the previous collective bargaining process was handled by the union. However, union members from the town council were more satisfied with the previous collective bargaining as represented by 28.6 percent compared to those from municipal council who had 16.7 percent representation.

The researcher took interest in understanding why most of the union members stated that they were unhappy with the way the union handled the previous collective bargaining process. Figure 5.3 shows the reasons why the union members were unhappy.

Figure 5.3 Reasons for unhappiness with previous collective bargaining process



When asked why they were not happy with the way the union handled the previous collective bargaining process, the 29.3 percent of 58 union members who were unhappy with the way the previous collective bargaining process mentioned to say the time taken to resolve issues affecting the institution was too long but the outcome were not pleasing. Another 12.1 percent added that the union leaders do not perform their duties accordingly and there was no cooperation in doing things like making recommendations.

Additionally, 5 union members representing 8.6 percent went on to say that the union leaders were too casual on how they handled the matters during collective bargaining. They mentioned that there was need to put more seriousness in the negotiations. Even though they spoke very well, none of the things spoken were fulfilled. The union is so reluctant such that they cannot tell management serious issues. Further, 6.9 percent of 58 union members unhappy with the previous collective bargaining stated that the union handled the process poorly in the

sense that the strategies used to pin down the bargaining committee were very weak making the committee to have much control over the process. Another 7 representing 12.1 percent felt that the union was dictated to by management without putting up a fight in terms of arguments during the collective bargaining process. 20.7 percent added that to make matters worse, unions do not call for meetings and they do not come back to the members when collective bargaining fails, they just keep quiet. Finally, 10.3 percent of the union members thought that the union leaders lack the professionalism needed for collective bargaining to be in their favour. They added that this has made it easy for management to threaten them and in turn yield less results from collective bargaining.

5.5 Some of the challenges faced by Trade Unions in collective bargaining

There are five major challenges faced by Trade Unions in Local Councils during the collective bargaining process. The first major challenge faced by Trade Unions in collective bargaining is the concentration of collective bargaining power at the top levels of the unions' organisational structure. The ZULAWU Lusaka Branch Chairperson explained that

Only the National executive committee (NEC) is allowed to negotiate on behalf of all the union branches. Local council workers are commonly regulated as an outcome of negotiated agreements between unions and employer associations at a national level. This in the past has posed a huge challenge because members of the NEC are not able to articulate issues elaborately as they do not know exactly what is happening on the ground. Every branch is asked to submit their challenges before a collective bargaining process takes place.

Similar views were presented by the FSUZ Lusaka Branch Chairperson regarding the way collective bargaining is handled by FSUZ. However, these processes do not take place often as such some councils would have to wait for a very long time before some form of intervention or response is given by the NEC after a process of collective bargaining. In a situation where the proposal for a particular union branch is lost, then that union branch needs to wait for the next collective bargaining process for their issue to be deliberated. This in turn delays any candid change that needs to take place in that particular council. Trade Unions are largely unprepared for this change in bargaining and have not established mechanisms at the local council level for negotiating collective agreements.

Consequently, local council Trade Unions leaders do not possess much needed local expertise in which to negotiate agreements on behalf of members. This places immense pressure on central union resources. Unions are unable to negotiate all agreements and this becomes more problematic as local council managers increasingly seek reductions in terms and conditions from the local government commissioner (ZULAWU Lusaka chairman). Unions also face more aggressive managerial initiatives for change to work practices and these are pushed through collective bargaining agreements. This is similar to what Charles (2005) found about Trade Unions in Nigeria. He argued that the terms which Trade Unions seek to get through collective bargaining, the process by which they are negotiated and the enforcement of the agreement, all depend on the size and strength of the bargaining unit. In the public sector, collective bargaining take place at the national level. If the issues involved pertain to the whole nation, but if they concern a particular state only, the bargaining takes the procedure adopted in the private sector.

The second challenge faced by Trade Unions in collective bargaining is massive transfers of people who are in the union executive or very active union members. According to the FSUZ Chongwe Branch Chairperson,

Immediately the town clerk realises that you are quite influential and right with what you challenged him with, he submits your name to the local government commissioner who facilitates your transfer. The moment you report for work at your new duty station or council, the town clerk or the council secretary there tells you during induction that we do not have unions here because we beat. Thus discouraging you from taking active roles in that council's union. If they transfer me today as the chairperson of the union to a different council, unlike the way ZCTU operates, I cease to be a chairperson because I am only given the mandate to represent people of the particular council where I was elected. As saying goes employment comes before unionism (council code of conduct). This leads to a weakened union executive as people have less trust in the union representation.

The third challenge faced by Trade Unions in collective bargaining is the issue of channel of communication. Most negotiations at branch level are not fruitful because the management rarely listens to what the union requests of them. According to ZULAWU national secretary,

If the person doing the negotiations for a particular branch has a lower position in employment compared to those in management, they are deemed too low to challenge the management and are asked to follow a channel of communication when reporting a case which disadvantages the union because of lack of cooperation from management and interference from central government.

The fourth challenge faced by Trade Unions in collective bargaining is fear by union members to actively engage in union activities. This is because they are mostly reprimanded by their employers and further the threatening their job security (ZULAWU Kafue Branch Chairperson). The ZULAWU Kafue Chairperson states that in “addition to transfers, people are threatened to lose their jobs if they actively participate in union activities”. This shows some of the challenges that unions face in their operations which include opposition from the government and management of particular organisation. This is in line with the study by Kuruvilla et. al (2002) which states that, the traditional Japanese labour-management relations is closely related to the single company unionism. This means that unions are not as independent of the company that employs their members as seen in Europe or the United States of America. As such, public sector employees reported being too scared to engage in union activities out of fear of reprisals from their employer.

The fifth challenge in addition to the level of influence in chain of command and on membership levels, Trade Unions face challenges in conducting traditional collective bargaining processes after the reform period (ZULAWU National Secretary). National bargaining in the public sector has frequently been viewed as the main source of trade union power (Foster and Scott 1998). However, public policy seeks to end the presumption, embedded in council legislation and government policy, that collective bargaining between employers and representative Trade Unions is a more favoured or more legitimate form of industrial relations than any other and seeks to push decentralise bargaining to the workplace level. This is in line with Colling (1994: 119) who notes that the “bombardment of reform has had particular and intended implications for both management practice and employee relations”. Unions are subsequently caught between the demands of in-house provider

managers wanting to reform work practices and the demands from union members fearful of change and potentially losing their jobs (Colling 1994).

5.6 Conclusion

In conclusion, as can be seen from this chapter, several demands were presented to the union during the previous collective bargaining process. These demands include; salary increment which seemed to have a higher frequency from among all the demands presented. Introduction of medical and funeral insurance, employee motivation, bonuses such as settling in allowance to benefit all workers from the Local Councils, the change of the 1996 conditions of service which were considered outdated and not supportive of unions in the Local Councils. And the need to reduce on transfers that were being done in the councils for active union members and leaders among others. Of the many demands presented, only three were met which are salary increment, working safety attires and tools and medical and funeral insurance.

In terms of the level of happiness with collective bargaining, the findings revealed that adults above 31 were more satisfied with the way the previous collective bargaining process was handled compared to the youths below the age of 30. When it comes to the level of happiness in relation to gender, more males were happy with the way the previous collective bargaining process was handled compared to females. There were more married union members who were happy with the way the previous collective bargaining process was handled as compared to singles, widowed and divorced. With regards to the level of happiness with previous collective bargaining process in relation to the type of council one was from, union members who belonged to the city council were happier with the way the previous collective bargaining

process was handled followed by those from town councils and the least were members from the municipal council.

However, some of the respondents among union members were not happy with the outcome of the collective bargaining process and how it was handled by the union leaders. They stated that the union leaders were too casual on how they handled the matters during collective bargaining. Additionally, the time taken to resolve issues affecting the Local Councils was too long. Moreover, the union handled the process poorly in the sense that the strategies used to pin down the bargaining committee was very weak enabling the committee to have much control over the process. They also felt that the union was dictated to by management minus putting up a fight in terms of arguments during the collective bargaining process. In terms of challenges faced by union leaders in the previous collective bargaining process, one of the major challenges faced according to the findings of this research was the concentration of power at the of the structure of the union leadership. This made it difficult for negotiations to take precedence. Some of the union leaders interviewed felt that there was unfairness in presentation of issues during collective bargaining as people in the NEC did not have an understanding of what was happening on the ground. This can be attributed to the fact that the NEC only received a compiled report of issues to be presented to during collective bargaining and were not the ones in touch with the people on the ground to know exactly what needed to be bargained for with a sense of urgency.

Another challenge faced by Trade Unions in collective bargaining is massive transfers of people who are in the union executive or very active union members. This has weakened the union's bargaining power as people are transferred the moment they are seen as a threat by management. To add on, the chain of communication is also among the challenges faced by

the union in collective bargaining. The whole process of having to report to the NEC is cumbersome and by the time they contact management of that particular council for negotiations the problem would have escalated.

CHAPTER SIX

SOME OF THE CHALLENGES THAT TRADE UNIONS IN LOCAL COUNCILS

FACE IN RENDERING WELFARE SERVICES TO THEIR MEMBERS

6.1 Introduction

The aim of this chapter is to present and discuss findings relating to the third specific objective which reads: To establish some of the challenges that Trade Unions in Local Councils face in rendering welfare services to their members. For this to be achieved, the chapter will begin by identifying welfare services that have been rendered to unions members. Later it will analyse the extent to which union members are satisfied with welfare services rendered to them by their unions. It will then look at some of the challenges faced by union leaders to render welfare services to members. Finally, a conclusion will be given.

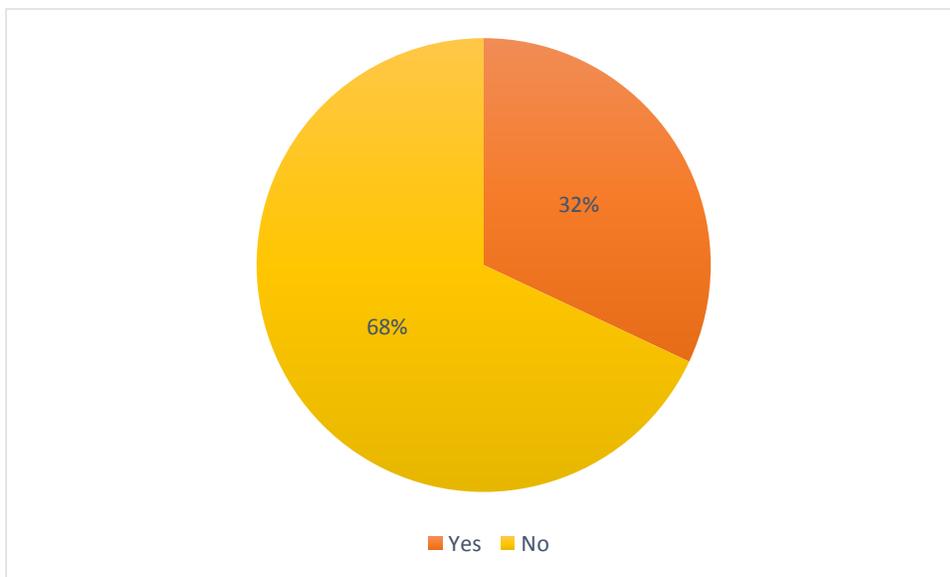
6.2 Welfare services rendered to union members

The welfare services that have been rendered to local council workers by their unions are loans, funeral grant, medical scheme and plots

The ZULAWU Kafue branch Chairperson held that they offered few welfare services among them funeral grants, medical support when a union member fails to pay for their medical bills, advocacy for salary advances and small loans. Similar views were given by the FSUZ Kafue Branch Chairperson regarding the provision of welfare services. He went on to say that “providing welfare services to union members is one of the ways to make them feel part of the union”.

Union members receive welfare services to a lesser extent. This is demonstrated by figure 6.1 which shows that few union members receive welfare services represented by 32 percent. This finding shows that the union face challenges in rendering welfare services to their members. Figure 6.1 shows the responses received from union members after being asked if they received any welfare services.

Figure 6.1 Percentage of union members who receive welfare services



Almost three thirds of the respondents did not receive any welfare services from the union as represented by 68%. About 32% reported that they received some welfare services from their union. From figure 6.1, can be noted that most of the union members do not benefit from the welfare services rendered by their unions. Additionally, the members who had received the services were asked to indicate the most recent welfare service they had received from their union. The responses are demonstrated in figure 6.2.

Figure 6.2 Welfare services received

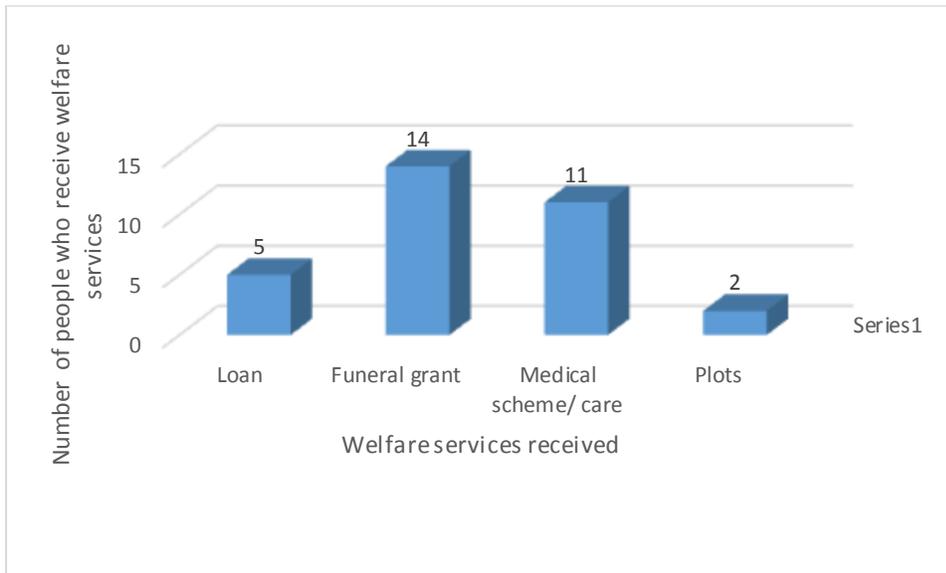


Figure 6.2 shows that more union members received welfare services in form of funeral grant as validated by 44% in Figure 6.2. Medical support is second with about 34% while provision of a loan and plots have 16% and 6% respectively. The finding is in line with what happens in other developing countries where Trade Unions not only focus on collective bargaining but also offer welfare services to their members. For instance, in Singapore the unions have for a long time focused on welfare benefits for members, such as lower priced text-books for members, union-owned co-operative stores and union-sponsored health insurance (Kuruvilla et.al. 2002).

The ZULAWU General Secretary stated that, “the welfare services such as loans and plots are provided once every month”. She added that they set up a table at their office where members go submit applications to access recommendations for services such as loans and plots. When it comes to funeral grant and medical scheme, these are provided every time when need arises.

The ZULAWU Secretary General stated, “even though members belong to Madison insurance, the union provides medical and funeral support to its members in the best way they can”.

6.3 Satisfaction with the welfare services rendered to union members

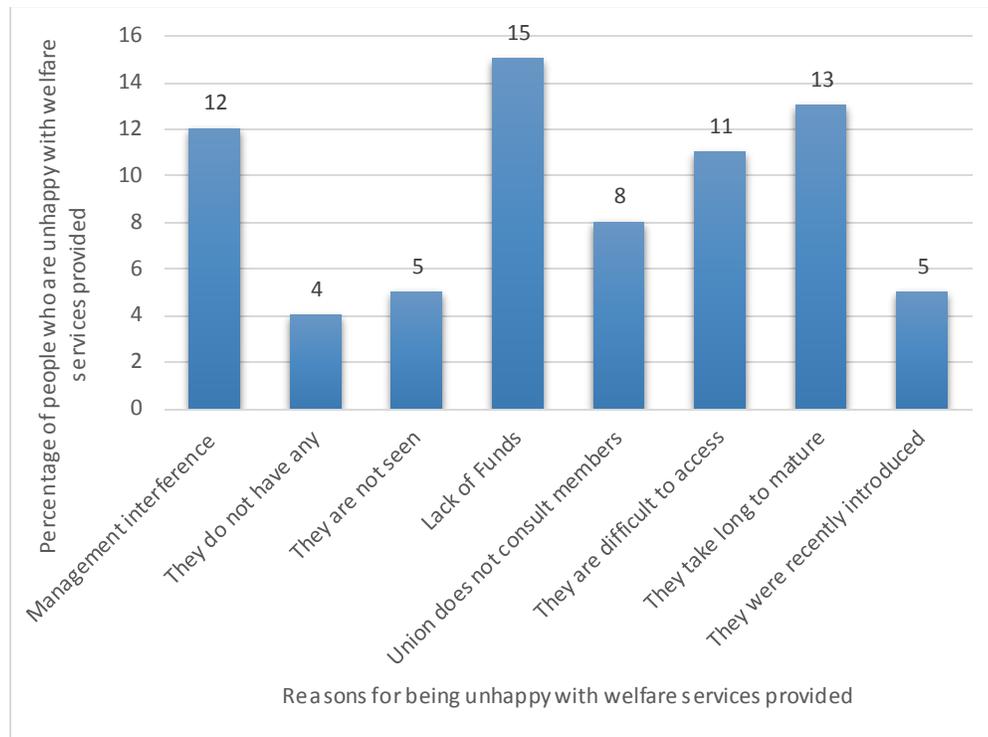
Of the 100 sampled union members, 27 (27%) indicated that they were happy with the welfare services that the union offers to its members. The remaining 73 (73%) reported that they were not happy with the welfare services that the union offered to its members. As can be seen in table 6.2. Most of those that were not happy with the welfare services came from ZULAWU with about 56 (76%) members from the sample while only 17 (24%) were from FSUZ.

Table 6.1: Happiness with Union welfare services

NAME OF UNION	Are you happy with the welfare services that the union offers to its members?		Total
	Yes	No	
ZULAWU	23	56	79
FSUZ	4	17	21
Total	27	73	100

The researcher took interest to understand what was wrong with the welfare services that were being offered since the majority said they were not happy with them.

Figure 6.3 Unhappiness with Union welfare services

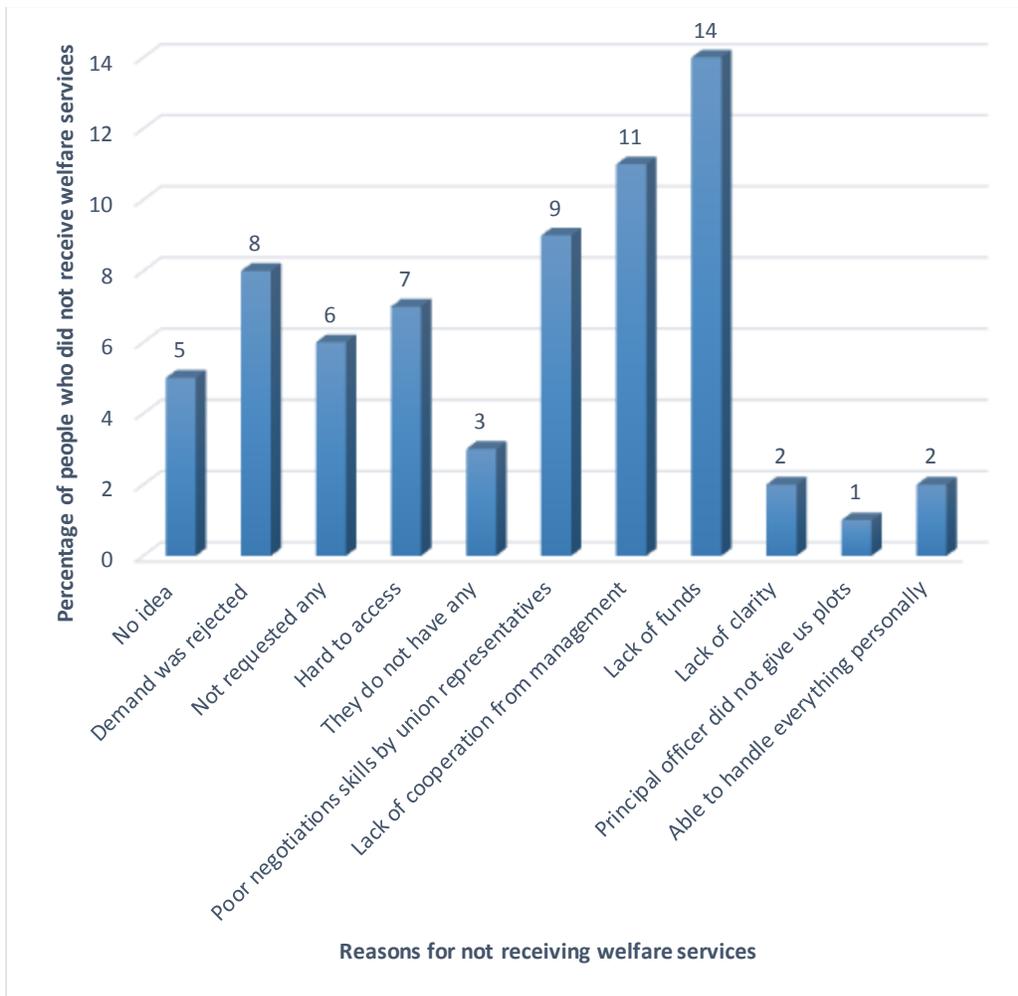


The 73 respondents that were unhappy with welfare services provided had various reasons to give. To start with, 15 out of the 73 unhappy union members representing 20.5 percent said they were unhappy with the welfare service because of lack of funds. According to them, the union does not have funds to provide any welfare services. The second most cited reason for unhappiness with the welfare services provided was that they take long to mature. 13 of the 73 respondents representing 17.8 percent. The respondents argued that by the time you are receiving the welfare services, you would have even managed to find another alternative to that service. Another respondent stated that sometimes the welfare services take as long as three months for one to access them. They stated that medical scheme care and funeral grant was recently introduced by Madison Insurance and that the only obstacle is how to access the

same because of the long time it takes for it to be accessed. 16.4 percent of the 73 unhappy union members presented management interference as the reason they were not happy with the welfare services provided. They indicated that sometimes, especially when it comes to Labour Day awards, management interferes with the selection of those to be awarded instead of giving awards on merit. Another reason cited by 15.1 percent of the unhappy union members is that they are difficult to access. 10.9 percent were unhappy because union leaders do not consult members when making decisions. They stated that the big problem is that the union does not hold meetings to address the workers so that they can tell them what they want instead they do things out of their own ideologies. 6.8 percent stated that welfare services were not seen. The union members argued that the welfare services were almost non-existent because they had not seen any welfare services being offered. Another 6.8 percent of union members stated that the welfare services were recently introduced. 5.5 percent union members stated that there are no welfare services that are provided by the union.

The researcher was also interested in understanding why a majority of the union members did not receive the welfare services. Figure 6.3 shows the responses that were given.

Figure 6.4 Reasons for not receiving welfare services



Of the 68 union members that stated that they did not receive any welfare services, 14 cited lack of funds as the reason they have not received any welfare services. 16.1 percent reported lack of cooperation from management as the reason they had not received any welfare services. Another 13.2 percent cited poor negotiation skills by union representatives as the reason they did not receive any welfare services. They argued that most union leaders do not know how to negotiate with management as such they are usually overcome during negotiations. One of the respondents stated that they thought union leaders did not know what

exactly they were negotiating for as such they mostly agreed to what management resorted to. 11.7 percent of 68 union members stated that the reason they did not receive any welfare services is because the demand was rejected during the previous collective bargaining process. This finding shows that some of the union members do not know the difference between the welfare services provided by the union and services that achieved through collective bargaining. 10.2 percent stated that the welfare services were hard to access while 8.8 percent said that they had not requested any welfare services. The remaining 1.4 percent cited the principal officer of the council not giving them the promised plots as the reason why they had not received any welfare services. They argued that they were given the offer letters but were not taken on site. The findings also revealed that the welfare services being offered were vague and some union members did not know about them.

6.4 Some of the challenges faced by union leaders to render welfare services to members

There are four major challenges faced by union leaders to render welfare services to their members. The first challenge is lack of finances. The ZULAWU Lusaka chairperson explained that:

In reality we only collect about 15% of revenue from the membership fee paid to the NEC by every union member. This amounts to about K18, 000 which cannot support about 3500 Lusaka city council employees who are part of the union while the rest of the employees about 500 are in management.

When asked whether they had presented this issue to the NEC, the ZULAWU chairperson responded saying:

We did present this request to the NEC during the quadrennial conference where we asked that they give us 50% because as a branch we are the ones that contribute the most and faces the people and have different challenges especially looking at the number of members that we have. ZCTU who do not make any contribution should get 5% and the NEC since they collect from the whole country should get a little amount. In attendance was the labour commissioner Mr Chanda Kaziya who said they would look into it but up to now nothing has been done.

Due to lack of funds, the unions are unable to pay for a number of services that are needed by their members. These include burial sites. The ZULAWU Chairperson for Kafue Branch stated that:

It is quite disheartening to be told to pay for a burial site when you lose a loved one as a council employee. We would want for a situation where we receive a waiver as employees which we would provide to our members. Unlike other institutions that provide such incentives for their workers, we are still negotiating with management and auditors on this issue for the benefit of every council employee.

The FSUZ Chongwe branch chairperson had similar views shared on the matter. He added that the second challenge that they face in the provision of these welfare services is lack of cooperation from management. He stated that:

when we recommend for our members to get loans from within the organisation, they are sent away by management sighting that union members are quite aggressive and stubborn thus do not qualify for those loans. This makes it difficult for us to provide financial assistance to our members though the council.

Another challenge cited by the ZULAWU National Executive Secretary is influence from politicians in the institution. She stated that,

We work in fear of the people that are politically aligned. You will discover that when you do not provide support to someone who is in the ruling party due to lack of funds for instance, they will ensure that they find a way of threatening the works of the union by reporting you to management or the commission.

The fourth challenged that Trade Unions face in rendering welfare services to their members is lack of support both management and union members. The FSUZ National Secretary stated that,

We do not receive the much needed support from both management and our members in the provision on these welfare services. You will discover that when union leaders suggest a way of doing things in the council to benefit the union members, management would oppose the suggestions citing that the union is questioning their authority.

When it comes to the union members, He stated that

They do not show up when we call for meetings but go on to complain that we do not involve them in decision making. Additionally, even when we come up

with a fundraising venture to help us raise money for the provision of the same welfare services, they rarely support these ventures.

Similar views were presented by the ZULAWU Lusaka Branch Chairperson who added that “for instance we have a photocopying machine at our offices but very few members come to use the service they opt to go photocopy from the canteens by the roadside”.

6.5 Conclusion

The evidence presented in this chapter shows that there are four types of welfare services that are provided by the union. These are loans, funeral grant, medical scheme and plots. The findings reveal that even though the welfare services are provided often, almost three quarters of the sampled union members do not receive welfare services for various reasons which include; lack of clarity on the welfare services that are provided, the services either take long or are hard to access, lack of cooperation from management while others had no idea the services existed showing that there is less sensitisation on the welfare services provided.

When it comes to the level of satisfaction, very few of the sampled union members with more coming from ZULAWU were satisfied with the welfare services provided. The majority of union members are dissatisfied with the quality of service being provided by their union. This indicates that to a greater extent, the union does not provide good quality welfare services to the benefit of all its members

The union members that expressed dissatisfaction cited several reasons of which the major one was the lack of enough funds to support the growing number of union members. Secondly, some had no idea why they had not received any welfare services, others stated that the demand was rejected at the time of collective bargaining which discouraged them from asking

for welfare services. While some stated that they had not requested for any welfare services yet as they could afford to take care of their needs, others blamed managed intervention as they reason they had not received these services. The findings also revealed that the welfare services which were being offered were vague and most union members did not know about them. The findings reveal that there is lack of seriousness by union leaders during negotiations which has led to fewer results after bargaining and eventually making them unable to provide a good number of welfare services to their members. Others have cited that, it takes long for one to access these services and sometimes they are difficult to access. Other reasons that were given for the dissatisfaction as reviewed in the findings include; the union does not hold meetings to address the workers so that the workers can tell them what they want. This means that union leaders are not responsive to the needs of their members. The findings also show that the union leaders are faced with several challenges that hinder their smooth operations hence adversely affecting the quality of service being provided.

The findings also reviewed other challenges that affect the union in providing welfare services to their members. Among them was the lack of adequate finances. On the other hand, the union indicated remittance of money to ZCTU who did not in turn offer them any service as a part of that body. Lack of cooperation from management, political influence and lack of support from union members were among the challenges that the union faced in rendering services to their members

CHAPTER SEVEN

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

7.1. Introduction

The purpose of this chapter is to present the conclusions and recommendations of the dissertation. In order to achieve its purpose the chapter begins with a presentation of conclusions and ends with giving recommendations.

7.2 Summary of Conclusions

The conclusions are presented in line with the objectives of the research

The first specific objective of the research was to identify the challenges facing Trade Unions to recruit members in Local Councils. The conclusions regarding this specific objective are that the findings show that there are two unions in Local Councils. One is an occupational union while the other is a sectoral union. The sectoral union is called Zambia United Local Authorities Workers Union (ZULAWU) while the occupational union is called Fire Services Union of Zambia (FSUZ). The findings also showed that these two unions have a similar structure at national level through the province and district up to branch level. The findings also show that despite the two unions having the same organisational structure, they have differences in the number of committee members at different levels of the union's organisation structure. Generally, what can be deduced from this chapter is that union recruitment in the council is highly dependent on the number of people employed because it is a process that takes place when one is employed by the council. The challenge faced by Trade Unions in terms of recruitment comes from the decline in the number of workers employed by the union in the recent past. The council has not employed as many people as it used to employ in the

recent past which has led to a decline in the number of people recruited into the different unions of the council in the country. A larger percentage of the people employed these days are casual workers who do not qualify to be part of the union. This shows a high decline in recruitment over the years. Union members also face challenges in being recruited into the union. The first challenge is that one has to be part of the three divisions of the council that belong to the union and not management. The other challenge is that one has to be fully employed to be part of the union and not an intern.

The second specific objective of the research was to identify the challenges facing Trade Unions to engage in collective bargaining in Local Councils. Regarding this specific objective, the findings show that there were several demands that were presented to the union during the previous collective bargaining process. These demands included; salary increment which seemed to have a higher frequency from among all the demands presented. Introduction of medical and funeral insurance, employee motivation, bonuses such as settling in allowance to benefit all workers from the Local Councils, the change of the 1996 conditions of service which were considered outdated and not supportive of unions in the Local Councils. And the need to reduce on transfers that were being done in the councils for active union members and leaders among others. However, only few of the made demands were met which included medical and funeral insurance, working safety attires and salary increment. In terms of the level of happiness with collective bargaining, the findings revealed that adults above 31 were more satisfied with the way the previous collective bargaining process was handled compared to the youths below the age of 30. When it comes to the level of happiness in relation to gender, more males were happy with the way the previous collective bargaining process was handled compared to females. There were more married union members who were happy with

the way the previous collective bargaining process was handled as compared to singles, widowed and divorced. With regards to the level of happiness with previous collective bargaining process in relation to the type of council one was from, union members who belonged to the city council were happier with the way the previous collective bargaining process was handled followed by those from town councils and the least were members from the municipal council.

However, some of the respondents among union members were not happy with the outcome of the collective bargaining process and how it was handled by the union leaders. This is attributed to the fact that of the many demands presented, only three were met which are salary increment, working safety attires and tools and medical and funeral insurance. The findings indicated that the union handled the process of collective bargaining poorly in the sense that the strategies used to pin down the bargaining committee were very weak enabling the committee to have much control over the process. They also felt that the union was dictated to by management minus putting up a fight in terms of arguments during the collective bargaining process. In term of challenges, several challenges were observed as explained in the chapter. Among the challenges was the concentration of power at the top by the people who did the bargaining process. Some of the union leaders interviewed felt that there was unfairness in presentation of issues during collective bargaining as people in the NEC did not have an understanding of what was happening on the ground. This can be attributed to the fact that the NEC only received a compiled report of issues to be presented to during collective bargaining and were not the ones in touch with the people on the ground to know exactly what needed to be bargained for with a sense of urgency. Generally what can be deduced from this chapter is that the whole process of having to report to the NEC is cumbersome and by the

time they contact management of that particular council for negotiations the problem would have escalated. This leads to slow response of the requests made by union members. The findings also revealed that the massive transfers of people who are in the union executive or very active union members contributed to some of the challenges faced during collective bargaining. When a union leader was transferred during the process of collective bargaining, the one who takes over has to begin understanding negotiation patterns leading to poor bargaining. A cumbersome chain of command is another challenge that the findings of this research revealed.

The third specific objective of the research was to understand from the point of view of trade union leaders, members and the executive how challenging it is to render welfare services to members. The conclusions regarding this specific objective are that there are four welfare services that are offered by the union to its members. These are loans, funeral grant, medical scheme and plots. The findings also revealed that very few members are able to receive the welfare services and are satisfied with them. The research findings also revealed that the reasons why some members did not receive any welfare services are lack of cooperation from management, they take time and are hard to access and poor negotiation skills by union representatives. They argued that most union leaders do not know how to negotiate with management as such they are usually overcome during negotiations. The majority of union members were dissatisfied with the quality of service being provided by their union. This indicates that to a greater extent, the union does not provide good quality welfare services to the benefit of all its members. There was however an indication for the need to improve in all areas because even though some said they were satisfied with the welfare services being provided, they were not able to cite many services provided to them by the union.

The findings also indicated that the union members that expressed dissatisfaction cited several reasons of which the major one was the lack of enough funds to support the growing number of union members. Others stated that it takes long for one to access these services and sometimes they are difficult to access. Other reasons that were given for the dissatisfaction as reviewed in the findings include; the union does not hold meetings to address the workers so that the workers can tell them what they want, union leaders do things out of their ideologies. Medical scheme and funeral grant were recently introduced at Madison Insurance and they take long to be accessed.

The findings also show that the union leaders are faced with several challenges that hinder their smooth operations hence adversely affecting the quality of service being provided. The challenges faced include lack of finances, lack of support and cooperation from management and political influence.

The general objective of the research was to identify the challenges facing Trade Unions in Local Councils in Zambia. The general conclusion of this research, therefore is that there are Trade Unions in the Local Councils that face different challenges. A larger percentage of the people employed these days are casual workers who do not qualify to be part of the union. This shows a high decline in recruitment over the years.

The local council Trade Unions also face challenges of having concentration of power at the top during collective bargaining which leads to poor negotiations as the people at the top do not have a good understanding of what is happening on the ground. The people in the union mother body have a less understanding of what challenges members face due to their locality and less contact with the members as such they only negotiate based on a compiled list from those on the ground making it difficult for them to explain in detail. Additionally, massive

transfers of active union members or leaders has also been another challenge faced in local council Trade Unions. This has weakened the union in that if the person who is transferred is a strong union leader and was in the middle of negotiations, another person takes over who might have poor negotiation skills or less understanding of what is being negotiated for. This in turn disadvantages the union during the process of collective bargaining.

Furthermore, the financial incapability of the local council Trade Unions makes it challenging for them to provide welfare services to their members. Lack of cooperation and support from both union members and management makes it hard for them to provide good welfare services to their members and hinder their smooth operations hence adversely affecting the quality of service being provided.

7.3 Recommendations

Recommendations in this dissertation are in two categories. These are policy recommendations and areas for future research. Policy recommendations will be outlined first then areas for future research will also be given.

7.3.1 Policy Recommendations

To make sure that challenges faced by Trade Unions in Local Councils are reduced, the following recommendations should be considered by either policy makers at the national level, by the Local Council, NEC and all other parties involved the affairs of council workers.

1. Local council management and the local government service commission should separate their operations from politics. This will enhance transparency and accountability in the running of local authorities in the country.

2. Local council management should desist from threatening union members and leaders when not in agreement with their views and grievances. This will ensure that the union is strengthened based on what is agreed in the collective bargaining process implying that the union will act on behalf of local council and not to fulfil its individual interests and frustrate the efforts of the council.
3. It is also recommended that local council quickly considers revising the 1996 code of conduct to allow for smooth relations with trade union members.
4. Come up with systems which will be understood by all workers which will be supported by all workers. Make workers realize the goodness of the local council and its Trade Unions depends on them.
5. There is supposed to be good working relationship between Trade Unions and management in the Local Councils so that the welfare of local people may be enhanced.
6. There is need to protect active union leaders from senior council officials and from transfers.
7. Trade Unions should be involved in the planning for revenue generation for Local Councils so as to have the full scope of the revenue for the councils as they bargain for good conditions of services for their members.
8. Union leaders should be educated and be able to know how to lead the people through being fair and firm in the way they do their work.
9. There should also be capacity building and training for local union leaders to enable them understand labour issues so that they can represent their members well.

10. Union leaders should stop receiving bribes from directors, management or the government but instead they should prioritized concerns from their members.
11. Further research on the effectiveness of Trade Unions in Local Councils.
12. Parliament should come up with a bill which will support the existence of the unions in Local Councils so that they are strengthened when handling issues relating to worker's and boost the confidence of their leaders.

7.3.2 Areas for Future Research

Although this research provides valuable insights into the challenges facing Trade Unions in Local Councils, it looked at the challenges faced in Lusaka province which is highly urbanised compared to other provinces in the country. These challenges could however be different in other provinces. As such, a similar research can be conducted in rural areas. In addition, a similar study can be conducted focusing on what could be done to improve trade unionism in Local Councils.

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APPENDICES

APPENDIX A

QUESTIONNAIRE FOR LOCAL COUNCIL WORKERS

THE UNIVERSITY OF ZAMBIA

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

DEPARTMENT OF POLITICAL AND ADMINISTRATIVE STUDIES

Dear Respondent,

I am a postgraduate student at the University of Zambia. I am conducting a research titled “**Challenges facing Trade Unions in Local Councils: A case of Lusaka province**”

You have been randomly selected to participate in this study by way of this questionnaire. The information you give is purely for academic purposes and will be treated with complete confidentiality. Your anonymity is highly guaranteed, as you do not have to indicate your name or any other form of identification on this questionnaire.

It is important that you be honest in your responses. Your input will help improve the standards of Trade Unions in the country. However, you reserve the right to refuse to take part in this study, and you may also terminate your participation at any time without any prior notice.

INSTRUCTIONS

- a. Please do not write your name.
- b. Kindly answer all questions.
- c. Tick [x] were applicable and where necessary fill in the spaces provided.
- d. This questionnaire contains 27 questions

Note: Please you are kindly required to answer this questionnaire freely and honestly. The information given will be used strictly for academic purposes only.

Questionnaire #..... (For researcher’s use)

SECTION A: DEMOGRAPHIC CHARACTERISTICS

**For official
use only**

1. Age

1. Below 20 years 2. 20-29 3. 30-39 4. 40-49

5. Above 50 years

2. Sex:

1. Male

2. Female

3. Marital status

1. Married 2. Single 3. Widow(er) 4. Divorced

4. What type of local council do you from

1. City council

2. Town council

3. Municipal council

5. What department do you work from?.....

6. What is your job title in the council?.....

7. Number of years worked

1. 0-5 years 2. 6-10 years 3. 11-15 years 4. 16-20 years

5. above 20 years

SECTION B: UNION MEMBERSHIP RECRUITMENT

8. Do you belong to any trade union?

1. Yes

2. No

(if no to then skip to Q.12)

9. If yes to Q.8, what is the name of the union?.....

10. How long have you been a trade union member?

1. 0-5 years 2. 6-10 years 3. 11-15 years 4. 16- 20 years

5. above 20 years

11. What process did you follow for you to become a member of this union?

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12. If no to Q.8, why are you not a member of a trade union?

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(Skip to Q.24)

SECTION C: COLLECTIVE BARGAINING

13. What demands did you present to your union leaders in the previous collective bargaining process?

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14. Were all your demands met by the time collective bargaining was concluded?

1. Yes 2. No

15. Which of these demands were met by the time collective bargaining was concluded?

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16. Which of these demands were not met?

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17. Are you happy with the way your union handled the previous collective bargaining process?

1. Yes (if yes, skip to Q.19) 2. No

18. If no to Q.17, what was wrong with the way the union handled the previous collective bargaining process?

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SECTION D: WELFARE SERVICES TO UNION MEMBERS IN THE COUNCIL

19. Have you received any welfare services from your union (apart from collective bargaining issues)?

1. Yes 2. No (in No, skip to Q.23)



20. If yes to Q19, what is the most recent welfare service that you received from your union?

1. Loan 2. Funeral grant 3. Medical scheme/care



4. Other (specify)

21. Are you happy with the welfare services that the union offers to its members?

1. Yes (if yes, skip to Q.24.) 2. No



22. If No to Q21, what is wrong with these welfare services? (Skip to Q.24)

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23. If No to Q.19, why have you not received welfare services from your union?

1. No 2. Yes

SECTION E: RECOMMENDATIONS TO STRENGTHEN TRADE UNIONS IN THE COUNCIL

24. What do you think should be done to strengthen Trade Unions in the Local Councils?

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Thank You in anticipation

APENDIX B

Interview guide for union leaders

THE UNIVERSITY OF ZAMBIA

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

DEPARTMENT OF POLITICAL AND ADMINISTRATIVE STUDIES

BACKGROUND INFORMATION

Date of interview:

Start time of interview:

Name of council:

Name of union:

Position held in the union:

Gender

Male { }
female { }

TRADE UNION CHALLENGES IN RECRUITING MEMBERS IN THE COUNCIL

1. What is the organisational structure of your union?

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2. What categories of workers do you recruit as members into the union?

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3. What is the process of recruiting members into your union?

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4. What challenges do you face when recruiting members?

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TRADE UNION CHALLENGES IN ENGAGING IN COLLECTIVE BARGAINING IN THE COUNCIL

5. What process do you follow when conducting collective bargaining as a union?

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6. What demands did your union present to management in the previous collective bargaining process?

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7. Of these demands, which ones did you manage to secure when the collective bargaining process came to an end?

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8. What benefits did you secure for your members in the previous collective bargaining process?

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9. Which demands did you fail to secure?

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10. What challenges do you face in the process of collective bargaining?

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TRADE UNION CHALLENGES IN DELIVERING SERVICES TO THEIR MEMBERS IN THE COUNCIL

11. What welfare services do you provide for your members

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12. How often do you provide them?

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13. What challenges do you face when providing welfare services to your members?

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RECOMMENDATIONS TO STRENGTHEN TRADE UNIONS IN THE COUNCIL

14. What do you think should be done to strengthen Trade Unions in Local Councils?

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