

How Unions Can Create Growth and Reforms

Dr. Ouma Oluga, OGW



Purpose

Practice

Potential

Prospect

The Purpose



- The ‘why’ of your existence
- The factory for focus, commitment, collaboration
- (Unfortunately) organizations discover their purpose when things are going badly.
- So what is your purpose?

The Practice

- Unions are political
 - Internal
 - External



- Associations are limited in scope
 - Influence
 - Capacity

- Associations struggle with resources
 - Membership
 - Development/Partnerships
- Association cultures are complex and may resist change
 - Member self-interest
 - Association relevance or preservation tendency

The Potential



The Prospect

- Thought leadership: Who generates the knowledge that drives industry?
- Sustainability - Are you just for now or for tomorrow: Vision & Strategy, Operations, etc
- Value Creation in Society: Darwin's Theory is real, not some mythical biology. Unions die when they don't shape society.
- Communication, Communication, Communication or engagement, engagement, engagement.

Now into the Future

- Why are things the way they are?
 - Why were the laws and policies enacted as such?
 - Who profited from it? And how?
- What solutions are there for streamlining labour and human resource practice?
- Government is Us.
 - Are Regulatory Frameworks are government preserve?
 - Government often follow the money - and will support laws for or against a particular flow.
 - What legislations, regulations, policies will solve the real society problems.
- Anthropologists too exist - the society has a language. They speak it in their behaviour which should be studied and interpreted as a source and association for what needs changing

Health Advocacy and Reforms

- Identify the Need for Reform:
- Formulate Clear Solution:
 - Ensure to fully create a desired regulatory framework (solution).. but in silence.
- Engage Stakeholders:
 - Seek views based only on the problem that need reform.
 - Highlight repeatedly the gaps, the negative impact and the costs
 - Use case studies (aligning with your desired outcome).
- Conduct Research and Analysis:
 - Use views gathered from stakeholders to show support for a direction you desire.
 - Publish reports calling for reforms.

The Reform

- Generated from all or one of the following:
 - Presidential Directive - The President
 - Parliamentary legislation - The National Assembly or The Senate
 - Policy Development - Cabinet/Ministry of Health
 - Judicial Review or Action - Judiciary
- Reforms are:
 - Incremental
 - Comprehensive

Health Reform Pathways

- Incremental: Small targeted adjustments/improvements
- Comprehensive: Transforming entire components, processes, policies and practice.

Major Areas of Work

- Research and Analysis
- Power Mapping
- Membership education
- Leadership Development
- Networking and Coalition Building
- Political and Stakeholder Lobbying
- Legislative Drafting and Change
- Media Engagement
- Countering opposition

Audience Mapping

- Beneficiaries
- Decision Makers (Presidency, Cabinet/MoH, Parliament, Judiciary)
- Adversaries
- Allies and Partners

Reform Activities

Advocacy Tactic	Audience Category			
	Beneficiary	Partners	Adversaries	Decision Makers
Sensitization				
Dailoguing				
Debating				
Negotiating				
Lobbying				
Petitioning				
Pressuring				
Mobilizing				

Conclusion

- Come Together
- Set the Objective
- Get the Facts
- Determine who you are trying to influence (presidency, moh, parliament, judiciary)
- Determine what decision can be influenced (incremental vs comprehensive)
- Build Alliances and Coalitions
- Choose a method that works (for your situation)
- Review, Adjust, Redo or Repeat