

COMMONWEALTH NURSES AND MIDWIVES FEDERATION



ANNUAL REPORT 2013-2014





c/- Royal College of Nursing
20 Cavendish Square
London W1G 0RN United Kingdom
+61 438 647 252

Email: jill@commonwealthnurses.org

Website: <http://www.commonwealthnurses.org>

1. INTRODUCTION

The Commonwealth Nurses Federation (CNF) was established in 1973. During this financial year, the CNMF made some significant constitutional changes, one of which was to change its name to the Commonwealth Nurses and Midwives Federation (CNMF). The CNMF works with its membership, national nursing and midwifery associations from Commonwealth countries, in order to influence health policy, develop nursing networks, improve nursing standards and competence, and strengthen nursing leadership throughout the Commonwealth. The CNMF was first accredited to the Commonwealth in 2004.

The CNMF maintains close links with Commonwealth bodies and civil society organisations within the Commonwealth 'family' and liaises with international bodies, such as the World Health Organization; the International Council of Nurses; and the International Confederation of Midwives. These links enable the CNMF to plan strategically on issues of concern to nursing and midwifery in a global context. Additionally, the CNMF is affiliated with other international bodies such as the Global Health Workforce Alliance; the White Ribbon Alliance; C3 Collaborating for Health; and Health Information for All by 2015; as well as regional bodies such as the Caribbean Nurses Association; the South Pacific Nurses Forum; the East, Central and Southern College of Nursing (ECSACON); and the West African College of Nursing (WACN). The CNMF participates actively in the work of Commonwealth bodies: the Commonwealth Foundation, the Commonwealth Secretariat, and the Commonwealth Health Professions Alliance.

The CNMF's work is supported by the provision of office space within the Royal College of Nursing, United Kingdom (RCN UK). The RCN UK also provides collegiate support and advice and made a significant financial contribution to the 21st CNMF Biennial Meeting which was held at the RCN UK premises in London 7 March 2014. The RCN UK also provided administrative support for the 2nd Commonwealth Nurses Conference held 8-9 March 2014 in London. The CNMF Executive Officers and Board are extremely grateful to the RCN UK and appreciative of the excellent support they provide and their encouragement for the work of the CNMF.

The strategic directions for the CNMF focus on seven key areas: governance, projects, communication, liaison, administration, finance and membership. The CNMF *Strategic Plan 2014-2016* and the 2013-2014 audit report form part of this annual report.

2. GOVERNANCE

The CNMF is governed by an elected Board consisting of a President, Vice President and six Board members from each of the six CNMF Regions (Atlantic; Asia; East, Central and Southern Africa; Europe; the Pacific; and West Africa). The CNMF President, Vice President and Board members are elected for a four year term and are eligible for re-election for a second four year term. During the 2013-2014 financial year elections were conducted for the positions of CNMF President and Vice President and CNMF Board members for the Atlantic; West Africa; and East, Central and Southern Africa regions. Additionally, a Board Member was appointed to complete the term of the vacated CNMF Asia Region. Elections are conducted according to the CNMF constitution. The major governance instruments of the CNMF are its constitution and strategic plan. A quarterly report from the Executive Secretary is provided to the CNMF Board. Additionally, on 19 November 2013, the CNF (as it was then) was incorporated under Companies House UK as a private limited company (Company No: 8781428).

3. ELECTED AND APPOINTED OFFICERS

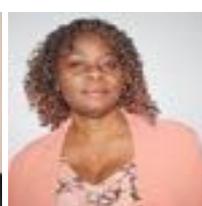


During the 2013-2014 financial year the CNMF farewelled Miss Susie Kong who was CNMF President from 2005 to 2014. When taking over the Presidency of CNMF, Susie had a vision for the CNMF which she worked hard to realise during her term of office, bequeathing a strong and vital organisation to her successor. Susie had an illustrious nursing career and been an outstanding nursing leader, nationally in Singapore, and internationally. The CNMF has benefitted greatly from her energy, commitment and wisdom. At the 21st CNMF Biennial Conference, CNMF members expressed appreciation for Susie's inspirational and transformational leadership.



The newly elected President and Vice President of the CNMF are Dr Ramziah Binti Ahmad (Malaysia) and Professor Kathleen McCourt (UK). At the time of her election, Ramziah was President of the Malaysian Nurses Association and the current CNMF Board member for the Asia Region. Professor Kathleen McCourt is the Chair of the Royal College of Nursing UK International Committee and Executive Dean of the Faculty of Health and Life Sciences, Northumbria University.

Current CNMF Board members are: **Europe:** Mrs Paula Hancock (United Kingdom); **Pacific:** Ms Lee Thomas (Australia); **Atlantic:** Mrs Rosemarie Josey (Bahamas); **Asia:** Mr Keerthi Wanasekera (Sri Lanka); **West Africa:** Ms Hossinatu Mary Kanu (Sierra Leone); **East, Central and Southern Africa:** Mr Paul Magesa Mashauri (Tanzania). Mrs Rosemarie Josey, Ms Hossinatu Mary Kanu and Mr Paul Magesa Mashauri commenced their first term of office in 2014. Mr Keerthi Wanasekera was appointed to fill the vacancy in the CNMF Asia Region left by Dr Ramziah Binti Ahmad being elected as President of CNMF. The President and Vice President are elected by all CNMF members. Board Members are elected by members from their region.



Ms Jill Iliffe has been the appointed CNMF Executive Secretary since April 2008. Mrs Angela Neuhaus has been the appointed CNMF Honorary Treasurer since 2008.

4. SPECIAL EVENTS

4.1 21st CNMF Biennial Meeting

The 21st CNF Biennial Meeting was held at the Royal College of Nursing London 7 March 2014. The Biennial meeting was preceded by a CNMF Board meeting held at the Royal College of Nursing on 6 March. Sixteen member countries attended the Biennial Meeting: Australia, Bahamas, Barbados, Botswana, Cyprus, Ghana, India, Jamaica, Malaysia, Malta, Namibia, Sierra Leone, Singapore, South Africa, Trinidad and Tobago, and the United Kingdom. Proxy voting forms were received from Canada, Kenya, Kiribati, Lesotho, Mauritius and Tanzania. The meeting received and endorsed reports from the Executive Secretary and the Honorary Treasurer. A number of significant constitutional changes were considered and endorsed.

- The first constitutional change was a change of name from the Commonwealth Nurses Federation to the Commonwealth Nurses and Midwives Federation. In relation to the name change, the CNMF Board emphasised the inclusion of ‘midwives’ in the title did not constitute an endorsement of midwifery as a separate profession to nursing. In some Commonwealth countries, midwifery is a direct entry program and midwifery a separate, although closely linked, profession to nursing; however in other Commonwealth countries a nursing qualification is a pre-requisite to undertaking a midwifery qualification. An underpinning value of the CNMF is for countries to be self-determining in relation to this and other issues and for the CNMF to be inclusive of all countries of the Commonwealth.

- The same philosophy of inclusiveness was behind the expansion of membership categories to include affiliate, associate and individual members while still maintaining the integrity of the CNMF structure and voting entitlements. The CNMF receives many requests from organisations and individuals to join however until now has not been in a position to respond positively to those requests.

- The third major constitutional change was the addition of a values clause in the CNMF constitution. The values of the CNMF are –
 - to be committed and contribute to the objectives of the CNMF,
 - to be an effective and efficient organisation,
 - to be responsible in the use of internal and external resources,
 - to be inclusive and involve members in decision making,
 - to be cooperative and work as a team with members,
 - to be consistent, congruent and ethical in decision making and behaviours,
 - to respect the human rights of members and other people,
 - to avoid discrimination of members or other people,
 - to be protective of the privacy and confidentiality needs of members and other people,
 - to be tolerant and accepting of members and other people,
 - to be open, forthright and have integrity in dealing with members and other people,
 - to be flexible, innovative, and determined in order to achieve CNMF objectives,
 - to be compliant with relevant legislation and regulation.

During the Biennial meeting, countries worked together in CNMF regions to consider and recommend CNMF activities in their regions over the next two years. Countries also farewelled CNMF President, Miss Susie Kong.





While in London, members of the Trinidad and Tobago delegation made time to visit Miss Margaret Brayton, the first Executive Secretary of the CNMF. Miss Brayton was instrumental in the development of many national nursing associations across the Commonwealth, particularly in Africa and the Caribbean.



4.2nd Commonwealth Nurses Conference

The 2nd Commonwealth Nurses Conference was held at the Royal College of Physicians London 8-9 March 2014. The conference was titled, *Nurses and midwives: agents of change*. Over two hundred nurses from 26 countries attended the conference. The conference had four themes: maternal and child health; mental health; primary health care; and acute and chronic health care. Papers presented at the conference were of an exceptionally high quality.



5. PROJECTS

The CNMF focus is on in-country project work to extend its reach, reduce costs, and achieve a greater impact with a critical in-country mass enhancing effect and outcome. The CNMF also seeks partners from a broader field than traditional Commonwealth sources. There is a focus on supporting national nursing associations so they can have a greater impact at government level (leadership, governance, media, lobbying) and working with national associations to provide them with evidence to support their lobbying (surveys and research).

5.1 African Regulatory Collaborative (ARC)

The African Health Professions Regulatory Collaborative (ARC), is a four year innovative south-to-south partnership to engage and build on the capacity of Africa's health professional regulatory leadership for nursing and midwifery. The partners are the United States Centers for Disease Control and Prevention (CDC); Emory University's Lillian Carter Center for Global Health and Social Responsibility; the East, Central and Southern Africa Health Community (ECSA-HC), the Commonwealth Secretariat, and the Commonwealth Nurses and Midwives Federation. The initiative is funded by the United States of America *President's Emergency Plan for AIDS Relief* (PEPFAR). The aim of this collaborative is to improve health professional standards and practice in the region using local solutions and peer-based learning. The ARC conceptual framework is adapted from the Institute for Healthcare Improvement (IHI) model for breakthrough organisational change. The Institute for Healthcare Improvement Breakthrough Series© model is a short-term (6 to 15 month) learning system in which organisations learn from each other, as well as from recognised experts, about an area needing improvement. The structure of the IHI model is a series of alternating learning sessions and action periods.



5.1.1 Year 3 Summative Congress and Learning Sessions

5.1.1.1 Year 3 Summative Nairobi Kenya July 2013

The ARC Year 3 Summative Congress was held in Nairobi Kenya 30 July to 2 August 2013. Eighteen countries attended the Summative: Botswana, Ethiopia, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, South Africa, South Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. Representatives from the Democratic Republic of the Congo also attended the meeting. The purpose of the Summative Congress was to showcase the regulatory improvements made by the ARC Year 2 grant recipients; facilitate dialogue on key issues facing nursing and midwifery in the region; and announce the Year 3 grant guidelines.



5.1.1.2 Year 3 First Learning Session Nairobi Kenya February 2014

The 1st learning session of the ARC Year 3 initiative was held in Nairobi, Kenya from 4-6 February, 2014. Learning Sessions are designed to assist countries awarded ARC grants with their projects. Prior to the learning session, the successful ARC Year 3 grant recipients were announced. The successful countries were: Botswana (CPD), Lesotho (CPD), Namibia (CPD), Rwanda (SOP), Seychelles (SOP), South Africa (CPD), South Sudan (SOP), Swaziland (licensing examination), Uganda (SOP) and Zambia (CPD). In addition, Mozambique received in-country CDC funding for a regulatory improvement project and was invited to participate in the learning session.



5.1.1.3 Year 3 Second Learning Session Lusaka Zambia April 2014

The 2nd learning session of the ARC Year 3 initiative was held in Lusaka Zambia from 29 April to 2 May 2014. All ARC Year 3 grantee countries attended the learning session. The aim of the learning session was to provide specific assistance and technical support to ARC grantees to advance the implementation of their scope of practice, CPD, and entry to practice examination projects.



5.1.2 Year 3 ARC Technical Assistance

5.1.2.1 Botswana CPD Implementation Plan July 2013

In July 2013, the CNMF Executive Secretary provided technical assistance to the Botswana nursing and midwifery leadership to develop an implementation plan for their national continuing professional development framework for nurses and midwives in Botswana. The development of the CPD framework and the provision of technical assistance were funded by a grant from the African Regulatory Collaborative. The CNMF met with the Botswana CPD Advisory Committee over three days with the draft CPD implementation plan being shared with a larger stakeholder forum.



5.1.2.2 South Africa CPD Framework August 2013

In August 2013, the CNMF Executive Secretary provided technical assistance to the South African nursing and midwifery leadership to provide technical assistance in the development of a national continuing professional development framework for nurses and midwives in South Africa. A national CPD framework for health professionals other than nurses and midwives was already available in South Africa so it was a challenge for the nursing leadership to develop a framework that met the needs of nurses and midwives while being consistent with that already available for other health professionals. The development of the framework and the provision of technical assistance were funded by a grant from the African Regulatory Collaborative.



5.1.2.3 Uganda Scopes of Practice March 2014

On behalf of the African Regulatory Collaborative, the CNMF visited Uganda to monitor the progress of the Uganda nursing and midwifery leadership in the completion of the Action Period 2 activities for their ARC Year 3 grant and to provide guidance in undertaking Action Period 3 activities. A range of meetings and briefings were undertaken including courtesy visits to the Permanent Secretary for the Ministry of Health and to the Minister for Education.



5.1.2.4 Lesotho CPD Accreditation, Monitoring and Evaluation April 2014

The technical assistance provided to Lesotho in relation to their Year 3 ARC grant was to assist in the development of monitoring and evaluation tools for their CPD Framework and accreditation criteria for CPD providers and CPD content. These activities were successfully accomplished and the CNMF subsequently assisted Lesotho with the preparation of the first monitoring report for their national CPD program which contained recommendations for improvement of the program in the future.



5.1.2.5 Botswana CPD Training Package April 2014

A second technical assistance visit was made to Botswana in April 2014 to assist them to develop a training package for their national CPD framework. The method was to model a training package with a group of nursing and midwifery educators and supervisors from across the country. Accordingly, training materials were prepared, the training delivered, and the training package modified from feedback by participants. Botswana intends to use the training package in each district to ensure that nurses and midwives, managers, supervisors, and training providers are aware of the CPD requirements when the attainment of a minimum number of CPD points becomes mandatory for re-licensure in 2015.



5.2 Safety Workshop Sri Lanka November 2013

The CNMF President, Dr Ramziah Binti Ahmad working in partnership with the Sri Lanka Nurses Association provided a Safety Workshop for 55 nurses and midwives on 12-13 November 2013. The workshop covered issues related to a safe patient, a safe workplace, a safe profession, and a safe nurse.



SLNA Executive with CNMF President



Participants in the Patient Safety workshop

5.3 Maternal and Child Health Workshop Zimbabwe May 2014

In partnership with African Impact and the Zimbabwe Nurses Association, a three day training workshop on maternal and child health was provided to 30 midwives 5-7 May 2014 at Antelope Park Gweru. The objectives of the training were to give midwives an update on current practices in maternal and infant care as well as time to reflect on their practice and how practice might be improved to reduce maternal and infant morbidity and mortality. The intensive was supported by funding from The Beit Trust.



5.4 Website Development Program

The website development program is an ongoing project to support the development of individual websites for small, less developed member associations to enable them to have an internet presence and be able to communicate more readily both within and outside their countries. In an age where electronic communication is the medium of choice, organisations and individuals experience considerable disadvantage without access to the internet and without an internet presence. National nursing organisations are unable to effectively communicate with their members or promote themselves, their mission, their goals and their views on current issues. The project includes purchase of a discrete domain name for each organisation, web space for each organisation, the customisation of an individual and unique website, purchase of necessary software, and training for website maintenance so that countries can be independent.

5.5 Commonwealth Fellowships

The CNMF was delighted to be awarded two Commonwealth Professional Fellowships in 2013 as part of the Commonwealth Scholarship Commission scheme (<http://cscuk.dfid.gov.uk/>). The Fellowships are the second in a proposed regular program to develop young nurse leaders in developing countries.



The two successful Fellows were Mrs Alice Mvu Mashizha and Mr Chido Irvine Katsambe from the Chitungwiza Central Hospital in Zimbabwe who spent three months in London from September to December 2013 increasing their clinical, leadership, and organisational skills to enhance their contribution to nursing and midwifery in their own country. Alice and Chido were wonderful ambassadors for Zimbabwe and for nursing and gained great benefit from their Fellowship which they are now applying in their home environment.

5.6 Maternal and Child Health Education

The CNMF was funded by the Burdett Trust to provide further maternal and child health education and training to midwives in Sierra Leone (2 programs), Cameroon (2 programs), and Lesotho (1 program). Due to the Ebola outbreak in Sierra Leone, the programs have been unable to be progressed. As it is unlikely Sierra Leone will be in a position to be able to release staff for training in the near future, it is anticipated that the two planned programs for Sierra Leone will be conducted in another country.

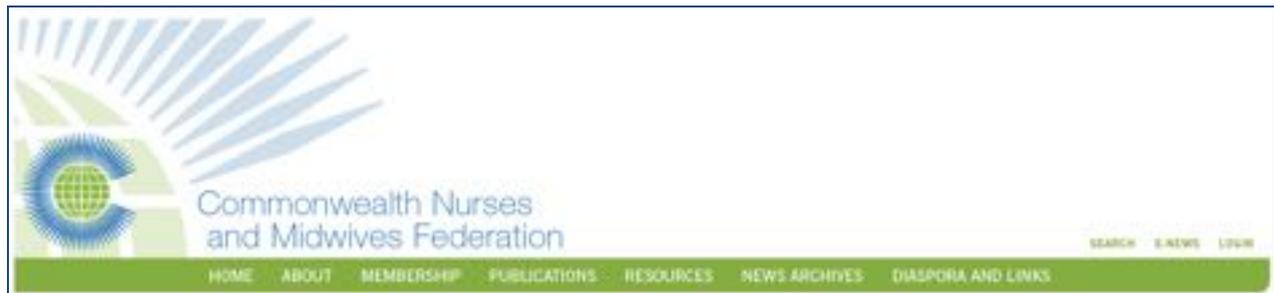
5.7 Mental Health Legislation Project

The CNMF was successful in a funding application to the Commonwealth Foundation for a Participatory Governance Grant to work with two Commonwealth countries to assess their mental health legislation against the United Nations Convention on the Rights of Persons with Disability and recommend areas where reform is indicated. The project involves establishing a National Mental Health Advisory Committee in each of the two countries to work on the project. The CNMF will be working in partnership with the Indian Centre for Mental Health Law and Policy which conducted research into mental health legislation in Commonwealth countries in 2013 and released the report, *Mental health: a legislative framework to empower, protect and care* at the 2013 Commonwealth Health Ministers' meeting. This report found that mental health legislation in many Commonwealth member states is out dated and does not fulfil member states' international human rights obligations toward persons with mental disorders and that mental health legislation in many Commonwealth member states is not compliant with the UN Convention on the Rights of Persons with Disability. The report recommended that Commonwealth member states should urgently undertake reform of mental health legislation to ensure that the legislation meets their obligations under international human rights treaties, in particular the Convention. As mental ill health is the third leading cause of disease burden in the world, predicted to be the leading disease burden by 2030 and affects one in four people worldwide at some time in their life, the project is timely.

6. COMMUNICATION

6.1 Website <http://www.commonwealthnurses.org>

The CNMF website provides an interactive environment in which to publicise and report on CNMF activities. The website is an essential and integral component of the CNMF communication strategy. The website is managed in-house to reduce operating costs. Website statistics are collected monthly. During the 2013-2014 financial year the website was redesigned and a new logo developed to accommodate the new name. A section was added to facilitate links with diaspora organisations. A secure site was re-established for the CNMF Board and Appointed Officers. Discrete URLs were established for the 2nd Commonwealth Nurses Conference and the 21st Biennial Meeting. A domain name was purchased for The Commonwealth Nurse and its own website established.



6.2 CNMF e-News

Since May 2008, the CNMF has produced a monthly e-News bulletin to keep members and other relevant organisations and interested stakeholders informed of CNMF activities. The e-News has a wide circulation and is extremely popular with over 1600 email addresses on its data base. A subscription form is available on the CNMF website (subscriptions are free). Copies of the e-News are uploaded to the CNMF website where previous copies are also available. CNMF members and friends are encouraged to distribute the e-News within their own networks. The CNMF e-News allows the CNMF to keep in touch with members and to let them know not only what activities the CNMF is undertaking, but also bring to them up to date information about other things that are happening throughout the Commonwealth. The CNMF e-News is sponsored by the RCN Publishing Company.



6.3 CNMF Journal: *The Commonwealth Nurse*

The CNMF journal, *The Commonwealth Nurse*, is produced twice yearly and provided free to members. The journal is produced in-house to reduce costs. Apart from providing an overview of CNMF activities, *The Commonwealth Nurse* provides information and also publishes articles submitted by members. During the 2013-2014 financial year the CNMF Board made a decision to provide *The Commonwealth Nurse* as an open access journal, freely available from its own website. A domain name was purchased and a website established where current and previous issues were uploaded. The journal can be downloaded in its entirety or by individual article. The journal is no longer produced in print form.

7. LIAISON

7.1 The Commonwealth Health Professions Alliance (CHPA)



The CHPA is an alliance of Commonwealth health professional associations. By working together, members of the CHPA can more efficiently and effectively represent and support health professionals in Commonwealth countries and promote high standards of care and equity in access to care for Commonwealth peoples. The CNMF is the elected secretary for the CHPA and also represented the CHPA on the Commonwealth Advisory Committee for Health.

7.2 Commonwealth Liaison

The CNMF maintains close relationships with the Commonwealth Foundation and the Commonwealth Secretariat. During 2012-2013, major changes affecting the CNMF took place in both the Commonwealth Foundation and the Commonwealth Secretariat. The new environment presented significant challenges for the CNMF Board so an application was made to the Commonwealth Foundation which had made small grants available to Commonwealth accredited organisations to transition to the new environment. The CNMF was successful in its application and two exercises were undertaken: the first a reflective exercise to examine the CNMF income and expenditure over the preceding five years to see where savings could be made and opportunities for different funding sources explored. The second exercise was a strategic planning day for the new CNMF Board held in March 2014 following the 21st Biennial Meeting and the 2nd Commonwealth Nurses Conference. Both these exercises have given the CNMF Board confidence in the capacity of the organisation to prosper and expand and continue to effectively meet the needs of CNMF members.

In November 2013, Dr Ramziah Binti Ahmad, who was then the CNF Board Member for the Asia Region, was one of five civil society representatives (representing the Pacific region) to attend the opening ceremony of the 2013 Commonwealth Heads of Government meeting.

7.3 International Liaison

The CNMF has a positive relationship with the International Council of Nurses (ICN) and the International Confederation of Midwives. The CNMF participates in celebrations for International Midwives Day 7 May and International Nurses Day 12 May. The CNMF is a member of the Global Health Workforce Alliance; Health for All by 2015 (HIFA 2015); and the White Ribbon Alliance for Safe Motherhood.



7.4 ECSACON Conference

A very successful East, Central and Southern Africa College of Nursing (ECSACON) 13th Scientific Conference and 5th Quadrennial Meeting was held in Harare Zimbabwe attended by over 400 nurses and midwives. The Conference was hosted by the Zimbabwe Nurses Association (ZINA). The CNMF attended and presented at the Conference on behalf of the African Regulatory Collaborative. Highlights of the conference were the excellent presentations from nurses and midwives from the ECSA region and the opportunity for nurses and midwives across the region to network and share experiences. At the ECSACON Quadrennial Meeting which followed the conference, South Sudan was elected to membership of ECSACON and Ms Susan Otieno from Kenya was elected President and Mr Gustav Moyo from Tanzania elected Vice President. Attendance at the conference provided the opportunity to network with CNMF members in the East, Central and Southern CNMF Region. The CNMF hosted a dinner for CNMF Presidents present at the Conference hosted by Mrs Angela Neuhaus, CNMF Honorary Treasurer and resident of Zimbabwe.



7.5 NEXUS Awards

The CNMF was a finalist in the NEXUS Awards in all three categories in which a submission was made: Communicator of the Year for the e-News; Enterprise of the Year for demonstrating what can be achieved by a very small organisation; and the Making a Difference Award for the maternal and child health updates in Sierra Leone and Zimbabwe. Although the CNMF did not win in any of the categories, it was pleasing to be chosen as finalists.

8. ADMINISTRATION

CNMF administrative processes are constantly evaluated for their efficiency and timeliness.

- All CNMF member associations, Chief Nursing Officer and Nursing Registrar addresses are updated annually to ensure reliable and consistent communication.
- The CNMF website is regularly updated.
- The CNMF bank accounts allow online access and electronic transfer of funds and constant monitoring of income and expenditure.
- The CNMF has a comprehensive data base which includes regular contacts as well as subscriptions to the monthly e-News and the bi-annual CNMF journal: *The Commonwealth Nurse*.
- The CNMF has eliminated paper files and all files are now stored in an electronic format. Electronic access to files, email, the website, the internet and the CNMF bank account allows seamless and timely administration regardless of geographic location.
- Regular use is made of electronic communication to reduce costs through email and Skype.

9. FINANCES

The CNMF is funded through a combination of membership fees; grants from funding bodies; consultation fees; and gifts. Accessing ongoing funding is a perennial and time consuming problem. The activities and impact of the CNMF is limited only by access to funding. Considerable savings are generated by the use of Skype and email to maintain contact with members rather than using the telephone and postage and uploading documents to the website rather than printing. Savings are also generated by the opportunistic planning of activities to coincide with other events. The CNMF financial records are independently audited. The auditor's report forms part of this report.

10. MEMBERSHIP

The CNMF actively pursues membership. During 2013-2014 the CNMF welcomed the Brunei Nurses Association back into membership. The CNMF membership fees are small and are published on the CNMF website: <http://www.commonwealthnurses.org>. More than two thirds of CNMF members pay the lowest membership rate, currently £100.00 per annum. Transaction costs for these small amounts are quite high. Contact with members has increased considerably, largely as a result of interest generated by the monthly CNMF e-News. At the 21st CNMF Biennial Meeting, members passed significant constitutional changes in relation to membership, opening up membership to affiliates, associates, and individuals together with an appropriate voting and subscription structure. The new membership structure maintains the integrity of the existing structure while opening up the organisation to other members. The new membership structure will begin on 1 January 2015.



The CNMF was saddened to receive advice from the Pakistan Nurses Federation announcing the death on 16 November 2013 of their Secretary-General, Mrs Nisab Akhtar, who was known as the 'mother of nursing' in Pakistan. Mrs Nisab was Pakistan's Chief Nursing Officer. She was also Secretary-General of the Pakistan Nurses Federation from 1988 until her death. Mrs Akhtar was an outstanding nursing leader, greatly loved in Pakistan, and highly regarded internationally.

11. FORWARD PLANS

The new CNMF Board held a Strategic Planning Day on 11 March 2014 funded by the Commonwealth Foundation. Board members made a commitment to conduct at least one CNMF activity in their region each two years. Board members also committed to identifying opportunities in their region to promote and represent the CNMF. As the CNMF has only one full time staff member, the involvement of Board members, who give freely of their time and energy to govern the CNMF, is critical to CNMF being able to effectively meet the needs and requests of members.

During 2014-2015 the focus for the CNMF will be on successfully completing the Maternal and Child Health Project for the Burdett Trust for Nursing and the Mental Health Legislation Project for the Commonwealth Foundation. During 2014-2015, the CNMF will also continue its partnership with the African Regulatory Collaborative (ARC), the final year of the initiative; writing reports and providing administrative and technical assistance. Discussions are in progress regarding the establishment of a West Africa ARC and if this eventuates, the CNMF will be seeking to be a partner in the initiative.

The CNMF will also maintain the same level of activity in relation to the CNMF website, *The Commonwealth Nurse*, and the monthly CNMF e-News.

During the 2013-2014 year, one of our members, the Sierra Leone Nurses Association (SLNA), has faced an overwhelming challenge with the Ebola outbreak in their country which has had a devastating impact on their population, their health system, and their health workforce. The CNMF has kept closely in touch with the SLNA to provide encouragement and support and links to other organisations which could practical assistance. During 2014-2015, we will continue to work with the SLNA.

The purpose of the CNMF is to support members with capacity building, education and training, networking, and developing leadership. There is great need among CNMF members and the capacity to respond to those needs is limited only by access to funding. The time spent in making funding applications is onerous for small organisations however the CNMF has demonstrated that a great deal can be achieved with a relatively small amount of funding. The search for a diversified funding base will continue during 2014-2015 in order to expand activities on behalf of members.

The President, Vice President, Board members, Executive Secretary, and Honorary Treasurer would like to formally thank all CNMF members who are so diligent in providing input and direction to the work of the CNMF and all the many friends of CNMF for their contribution toward making the CNMF a successful and dynamic organisation.



THE COMMONWEALTH NURSES AND MIDWIVES FEDERATION STRATEGIC PLAN 2014-2016

The purpose of the CNMF is to contribute to the improved health of citizens of the Commonwealth by fostering access to nursing education, influencing health policy, developing nursing networks and strengthening nursing leadership.

PROGRAMS

The CNMF will provide a wide range of programs and activities in consultation with and in partnership with members.

1. Programs will be developed in response to identified needs and emerging issues.
2. Programs conducted by the CNMF will be determined in consultation with members and the CNMF Board.
3. Board members will be actively involved in delivering CNMF programs.
4. All programs will be evaluated and a report made publicly available on the CNMF website.
5. Programs will be provided across all regions of the CNMF.

MEMBERSHIP

The CNMF will provide a high quality service to members providing information, regular communication, and supporting capacity building and leadership development.

1. Current membership will be actively maintained and new membership sought.
2. Members will be provided with regular communication on issues of interest to them.
3. Input from members will be sought when preparing CNMF responses to issues of interest or concern.
4. The membership data base will be kept current.
5. A proposal for expanding membership categories will be developed and submitted to the CNMF Biennial Meeting in 2014.

COMMUNICATION

The CNMF will have a dynamic communication strategy which will effectively and attractively promote its purpose and activities to members and other stakeholders.

1. The CNMF e-News will be published monthly and sponsorship maintained.
2. The *Commonwealth Nurse* will be published bi-annually; member contributions actively sought; and advertisements and sponsorship sought to offset costs.
3. The *Commonwealth Nurse* will be published online from its own website to increase access and reduce paper, printing and postage costs.
4. The CNMF website will be updated regularly.
5. Opportunities will be sought to have CNMF activities publicised in other communication media and published in other relevant journals.

LIAISON

The CNMF will maintain active links with relevant stakeholders within the Commonwealth and the wider international community in order to fulfil its purpose.

1. Close links with the Commonwealth Foundation and the Commonwealth Secretariat will be maintained and opportunities pursued to partner with these organisations particularly in relation to Commonwealth Ministers' meetings.
2. Active participation in the Commonwealth Health Professions Alliance will be maintained in order to influence policy at Commonwealth level.
3. Opportunities will be actively sought to partner with other organisations in activities which support the objectives of the CNMF.
4. Close links will be maintained with the International Council of Nurses and the International Confederation of Midwives.
5. Formal links will be established and maintained with other relevant organisations.

GOVERNANCE

The CNMF will be a well governed, responsive, responsible and transparent organisation.

1. The President, Vice President and Board members will be actively engaged with all aspects of the organisation.
2. Democratic elections will be held in a timely manner and in accordance with the CNMF Constitution.
3. Reports will be provided quarterly by the Executive Secretary to the CNMF Board covering all key strategic areas.
4. The Constitution of the organisation will be reviewed in consultation with members prior to each CNMF Biennial Meeting.
5. The Annual Report including annual financial audit of the organisation will be circulated to members and other stakeholders and made available on the CNMF website.

ADMINISTRATION

The CNMF will maintain effective and efficient administrative processes with specific consideration to reducing costs and environmental impact.

1. All files of the CNMF will be held in a secure electronic format.
2. A permanent archival site will be sought to securely archive old paper format files.
3. A single comprehensive, current, and secure data base will service communication with members and other stakeholders.
4. All complaints received will be responded to in a timely manner and a report provided to the Board.
5. A project will be developed and funding sought to develop a history of the CNMF.

FINANCES

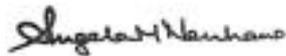
The CNMF will have a financial growth strategy, a diversified financial base and operate within open and transparent financial systems.

1. An annual budget will be approved by the Board.
2. Membership subscriptions will be invoiced annually and payment of membership subscriptions will be actively pursued by the Executive Secretary and by Board members on request.
3. Opportunities will be actively sought to apply for grants, consultancies and sponsorships; and where feasible, work provided on behalf of other organisations will be on a cost recovery basis.
4. End of year financial statements will be prepared which include a comprehensive breakdown of income and expenditure.
5. The financial accounts of the CNMF will be subject to an annual audit which will be publicly available to members, be uploaded to the CNMF website, and form part of the CNMF Annual Report.

COMMONWEALTH NURSES AND MIDWIVES FEDERATION

RECEIPTS AND PAYMENTS ACCOUNT Year ended 30 June 2014

	2014 £	2013 £
Receipts		
Grant Income - Commonwealth Foundation	15,000	22,500
Grant Income - Other	29,584	8,179
Reimbursement	9,886	5,291
Sponsorship	1,700	6,776
Consultancy	21,231	25,445
Member subscriptions	2,375	11,950
African Regulatory Collaborative	111,554	56,606
2 nd Commonwealth Nurses Conference	40,425	0
Biennial Meeting	1,000	0
	232,755	136,747
Payments		
Executive Secretary - consultancy fee	25,336	19,120
Meetings - members' travel / accommodation	510	0
Meetings - officers' travel / accommodation	2,152	8,206
Biennial Meeting expenses	1,370	0
Field activities	53,394	24,168
Publications	514	7,508
Office attendance	1,165	718
Office services - stationery, printing, postage, telephone etc	1,143	3,159
Bank fees - CNMF	585	550
Currency exchange (gain) loss on AU\$	(1,477)	455
Auditor's fee	500	500
Website	66	1,144
Capital equipment	0	732
CHPA	0	252
African Regulatory Collaborative	130,681	56,308
CHMM Mental Health Legislation Research	0	7,582
Subscriptions	153	50
Commonwealth Fellowships	11,838	0
CNF Registration	0	823
Miscellaneous	274	0
	228,204	131,275
Surplus for the year	4,551	5,472
Surplus brought forward at 1 July 2012	20,086	14,614
Surplus carried forward at 30 June 2013	24,637	20,086
Surplus represented by:		
Bank balance	112,330	13,567
Add debtors and prepayments	858	50,519
	113,188	64,086
Less creditors and un-presented cheques	(88,551)	(44,000)
	24,637	20,086



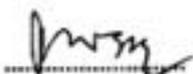
Honorary Treasurer



Executive Secretary

AUDITOR'S REPORT

I have audited the Receipts and Payments Account of the Commonwealth Nurses and Midwives Federation (CNMF) with the books and vouchers of CNF and have obtained all the necessary information and explanations. In my opinion the receipts and payments are properly drawn up so as to exhibit a true and fair view of the affairs of CNF for the year ended 30 June 2014.



Peter Westley BA, FCCA

Chartered Certified Accountant

25 July 2014