THE COMMONWEALTH NURSES AND MIDWIVES FEDERATION
STRATEGIC DIRECTIONS 2027-2028

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

The CNMF has seven areas of strategic importance: Governance, Membership, Administration, Finances, Communication, Liaison, and Programs. The CNMF Strategic Directions address these seven priority areas.

GOVERNANCE

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

1. The President, Deputy President and Board members will be actively engaged with all aspects of the organisation's governance and decision making.
2. Democratic elections will be held in a timely manner and in accordance with the CNMF Constitution.
3. The Constitution, and other relevant documents of the organisation, will be reviewed in consultation with members prior to each CNMF Biennial Meeting.
4. The Annual Report and annual financial audit of the organisation will be circulated to members and other stakeholders and made available on the CNMF website.

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 within the expanded membership categories will be sought.
2. Input from members will be sought when preparing CNMF responses to issues of interest or concern.
3. The membership data base will be kept current.
4. Members will have access to capacity building and leadership support within the CNMF resources.

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 using a proscribed numbering system.
2. Timelines will be established to complete the population of the CNMF online archives 1973 to present time.
3. A single comprehensive, current, and secure data base will service communication with members and other stakeholders.
4. The CNMF Board will follow the developed protocol, including timelines, for the election and/or appointment of all Office Bearers, to ensure a seamless handover of all functions.

FINANCES

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

1. 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.
2. Opportunities will be 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.
3. End of year financial statements will be prepared and will be subject to an annual audit which will be publicly available to members, and form part of the CNMF Annual Report.
4. All legal requirements of the CNMF as a registered private limited company in the United Kingdom, registered with HMRC for taxation purposes, and as a Commonwealth accredited civil society organisation will be met.

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.
2. The *Commonwealth Nurse* will be published online from its own website to increase access and reduce paper, printing and postage costs.
3. The CNMF website will be updated regularly.
4. Any CNMF use of social media will be targeted and ethical.

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 Secretariat and the Commonwealth Foundation will be maintained and opportunities pursued to partner with these organisations.
2. Active participation in the Commonwealth Health Professions and Partners Alliance and the Independent Forum of Commonwealth Organisations will be maintained in order to influence policy at Commonwealth level.
3. Opportunities will be 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.

PROGRAMS

The CNMF will provide 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. Connectedness with full member associations will be enhanced with the provision of two webinars annually to each full financial member association of the CNMF on an issue relevant to the member association.
3. CNMF Board members will be actively involved in delivering CNMF programs in their regions.
4. All programs will be subject to evaluation and report to the CNMF Board.