A new year is traditionally a time to reflect on what has been achieved and set, sometimes ambitious goals, for future achievements in the coming year. The second page of the e-News outlines the CNMF Strategic Plan 2017-2018. The Strategic Plan addresses the seven CNMF strategic objectives: programs, membership, communication, liaison, governance, administration, and finances.

Programs: The Mental Health Legislation Reform project, funded by the Commonwealth Foundation, came to an end 31 December 2016. The CNMF is hoping to continue to work with Botswana and the Seychelles during 2017 to finalise the new Mental Health Bill and see it submitted to Parliament.

During 2017, The CNMF has been funded by The Burdett Trust to run three maternal health programs in Sierra Leone and also to conduct a nurses’ health program in the South Pacific in Fiji, Samoa, Tonga, Cook Islands and Kiribati.

The African Regional Collaborative (ARC) partnership comes to an end in August 2017 and at this stage it is unclear whether it will receive any further funding. The ARC partnership has made a significant contribution to improving leadership, regulation and standards during its five years of operation.

The CNMF continues to be an Executive Member of the Commonwealth Health Professions Alliance (CHPA) and will be working with the CHPA and the Commonwealth Foundation to host a Commonwealth Civil Society Policy Forum in Geneva in May to coincide with the Commonwealth Health Ministers’ meeting.

Another exciting project for the CNMF this year is the development of an online archive linked to the CNMF website and the digitisation of current and past CNMF records. The storage and maintenance of records is always a challenge for organisations. All CNMF records since July 2012 have been kept in a digital format. As these records are closed they will gradually be transferred to the online archive. Past records, which are all hard copy, will gradually be scanned digitised and also stored in the online archive. This means that the CNMF records and history will be safely stored in one place and be available in a searchable form to the CNMF Board, researchers and members. Some paper records of historical value will be kept.

The CNMF is governed by an elected President, Deputy President, and six Board members, one from each of the CNMF regions: Pacific; East, Central and Southern Africa; Atlantic; West Africa; Europe; and Asia. The President and Deputy President are elected by the total membership and the Regional Board members are elected by members in their Region. All elected positions are for four years with an option to serve for a further four years. Each Board member is expected to conduct at least one CNMF activity in their region at least each two years. They are also expected to keep in touch with the members in their region and respond to any issues raised with them by members. The current Board members of the CNMF are pictured below. In 2017, elections will be held for President, Deputy President, and Board members in East, Central and Southern Africa; West Africa; Asia; and the Atlantic.
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.

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, 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. 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. Members will have access to capacity building and leadership support within the CNMF resources.

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 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 and 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. 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 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.
3. End of year financial statements will be prepared which include a comprehensive breakdown of income and expenditure.
4. 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.
5. All legal requirements of the CNMF as a registered private limited company in the United Kingdom will be met.