

**NATIONAL ASSOCIATION GAMBIA NURSES AND MIDWIVES (NAGaNM)
STRATEGIC PLAN 2023-2027**

Forward

The Gambia Nurses Association (GNA) was established and affiliated with International Council of Nurses (ICN) in 1965, and in 1990 The Gambia Midwives' Association (GMA) was also established and affiliated to International Confederation of Midwives (ICM). There also existed, The Association of Community Health Nurses founded in March 1989 and The State Enrolled Nurse Association founded in 1991. These associations existed side by side for years with little or no interaction among them. Cognizant of these setbacks, the fact that all nurses and midwives regardless of cadre have four common fundamental responsibilities: to promote health, prevent illness, to restore health and, alleviate suffering, the three (3) distinct entity associations in February 2004 form The National Association of Gambia Nurses and Midwives (NAGaNM). The NAGaNM is an independent, non-partisan and non-governmental Nurses and Midwives' Association and has the supreme authority to represent all nurses and midwives that hold membership to the Association or when it so desires to protect the name and integrity of the profession and professionals.

NAGaNM is an Association of Nurses and Midwives, practicing in The Gambia and is a member of the ICN and the International Confederation of Midwives (ICM) as well as, the Commonwealth Federation of Nurses (CNF). NAGaNM functions under a principle of non-profit making and non-discriminatory. To strive for excellence in health care delivery in The Gambia through advocating and raising awareness on the very critical role of the Nurse and Midwife in the improvement of the health care system of the Gambia and her people.

The purpose of the NAGaNM is to represent, protect and promote the welfare and interest of Nurses and Midwives and the profession and professionals nationally and internationally. Based on this NAGaNM have developed a four-year strategic plan to inform and shape the direction of the National Executive Committee (NEC) and the entire membership of the association. With this strategic plan we aim to improve the standard of nursing and midwifery practice in this country and promote the welfare of the entire membership. We call for collaboration with stakeholders and support from the nurses and midwives of this country to archive our goals.

NAGaNM Preside: Dr. Baboucarr Cham

Signed: 

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INTRODUCTION

Nurses and Midwives are the largest health care providers in The Gambia constituting approximately 70% of health professionals directly engaged in health service delivery in the country. Majority of Nurses and Midwives are employed in the public health sector and vary in distribution.

There is a critical challenge of having good data for profiling health workforce in the country. The Directorate of Human Resources for health established that, there were six thousand one hundred and fifty-two health workers (6152) (source HRH profile, 2021 in Annual Service Report 2021). Out of this, about 61% (3742) comprised of skilled health workers; nursing and midwifery professionals making up 47.3% of it, followed by environmental and occupational health and hygiene professionals at 8.2% and medical doctors 6.2%.

The nurses and midwives in The Gambia work within the Primary Health Care (PHC) principles of providing universally accessible, cost effective, and affordable health care services. Training institutions produce nurses and midwives annually but are unable to meet the national demand for this cadre without expanding and strengthening their efforts.

The framework of this nursing and midwifery strategic plan draws from the Ministry of Health vision of Universal Health Coverage (UHC). The vision has clearly demonstrated critical shortages in the nursing and midwifery workforce impacting on the quality of the health care services. Recognizing this challenge, the National Association of The Gambia Nurses and Midwives (NAGaNM) felt the need to develop a strategy that will help to ensure not only that nursing has longer term direction but also that its services, programmes and day to day decisions contribute to reduced disease burden and increased survival and quality of life. This strategic plan will also serve as a road map to the association's preferred future. Historical facts, current issues, and the organization's vision and goals inform the strategic initiatives that will drive the plan to success.

Vision

The National Association of Gambia Nurses and Midwives' vision is to be a visible, professional, viable and responsive to the health needs of Gambians and people living in The Gambia

Mission

To actively participate and contribute towards the improvement of the standards in nursing and midwifery education, practice, research and management for improved health care and outcomes for the Gambian population. NAGaNM will promote the provision of equitable, accessible, competent and evidence-based nursing and midwifery care to all the people of The Gambia, in line with the policies of the Ministry of Health and the decentralization reforms.

Goal

To represent the interest of Nursing and Midwifery professions and professionals nationally and internationally at all times.

PHILOSOPHY**The Gambia Nurses and Midwives belief in;**

1. Nursing and midwifery education that is of quality and based on developing relevant competencies
2. Community need driven services that are evidence based
3. Access to health service is a basic human right
4. Nursing and midwifery contribute to the economy of the country by impacting on the health outcomes positively

CORE VALUES

- Equity and fairness
- Quality nursing and midwifery services—well managed, culturally sensitive, integrated, available, accessible, accountable, and sustainable
- Professional integrity

Objectives

1. To uphold the ethics of nursing and midwifery professions as set out in the code of International Council of Nurses (ICN) and International Confederation of Midwives (ICM) and the Nurses and Midwives' Act of The Gambia.
2. To positively influence health and social policies in enhancing the standards of nursing and midwifery practice.
3. To promote the socio-economic welfare of Nurses and Midwives including their rights to improved condition of work and security
4. To advance the knowledge and skills of Nurses and Midwives on issues regarding nursing and midwifery practice and other health related disciplines
5. To promote the conduct of nursing research, publication, and use of such research findings to contribute to the body of knowledge in nursing education, practice and management

6. To promote the health of individuals, families and communities in The Gambia

STRATEGIC PLAN DIRECTION AND SCOPE

The National Association of Gambia Nurses and Midwives have articulated a strategic framework of action, based on the Vision, Mission Statement, Philosophy, Core Values and working principles that emerged from the consultative discussions with the relevant stakeholders.

PRIORITY AREAS

- Professionalism
- Nurse and Midwife patient/client relationship
- Leadership and Management
- Specialization for Nursing and Midwifery
- Nursing and Midwifery education
- Nursing and Midwifery research and evidence-based practice
- Quality management and quality assurance
- Lobbying and Advocacy
- Communication, networking, collaboration/partnership
- Information Communication Technology
- Information Management
- Resource mobilization and sustainability
- Monitoring, supportive supervision, evaluation and reporting
- Enabling working environment for nurses and midwives.
- PHC approach
- Task shifting and sharing

RISKS

- Limited supply of resources
- High attrition rate among nurses and midwives

- Limited improvement in leadership and management of nursing and midwifery services with negative impact on standard of practice
- Interruption of support from partners/development agencies as a result of change of focus, priorities and or policies
- Difficulties in the recruitment and retention of nurses and midwives to curb the high attrition rate
- Poor working conditions (salaries, accommodation, incentives etc.)

ASSUMPTIONS

- Continued support from the government through the MOH and development agencies
- Strengthened linkages and collaboration between the Nursing and Midwifery Council, Nursing and Midwifery training institutions, Directorate of Nursing and Midwifery Services, DHS, and WAPCNM.
- Strengthened and scaling up of pre and in-service nursing and midwifery education programmes
- Political commitment to health sector reforms

FUTURE DIRECTION OF NURSING AND MIDWIFERY

Education;

Dialogue with relevant nurse educators to collaborate and strengthen the aspect of community need driven and competency-based curricula for quality nursing and midwifery as well as train nurses to become advance nurse practitioners.

Research;

Nurses and midwives have a vital role to play in ensuring that research is not only conducted but shared and used to improve nursing and midwifery practice. However, it has been noted that there are gaps in research capacity and its utilization among nurses and midwives in the country.

Policy frame work and regulatory systems;

The WHO (2001) conceptual framework for nursing workforces describes three important dimensions for competent and motivated nursing and midwifery personnel (policy and planning; education, training and development; as well as utilization).

- Nursing leadership (NAGaNM) in partnerships with other health care providers will strengthen policy development and regulatory systems. The policy will focus on Lobbying and advocacy for an enabling work environment for nurses and midwives and other health care workers
- Nursing and Midwifery practice and service forms an integral part of the PHC system. Also, nurses and midwives are the pillar for the multidisciplinary health team which provides health care and services to individuals, families and communities. All midwives in The Gambia are nurses and significantly their preparedness for service places them in best position to be deployed to work in all settings within the national health services
- Communication, collaboration, networking and advocacy; good communication skills among nurses and midwives are the core for respect of human rights and to enhance and strengthened partnerships among national and international nurses and midwives' association, government, development agencies, institutions for nursing and midwifery education, communities and other stakeholders
- Raising profile and improve their image, nurses and midwives will have to establish strong sustainable linkages and diversity through networking and advocacy with relevant stakeholders including politicians and the public

IMPLEMENTATION, MONITORING, ADVOCACY AND EVALUATION

- Change management during implementation process and beyond is crucial
- To successfully implement this strategic plan, means assigning responsibilities for the strategies

PROGRESS POST STRATEGIC PLAN DEVELOPMENT

- National Nursing & Midwifery Education Committee (NNMEC) establishment
- Strengthened collaboration between regulation, professional body, office of the Directorate of Nursing, Nurse Training Institutions
- Funding to build capacity of nurses and midwives (advanced nursing and midwifery training)
- Development of Nursing and midwifery retention package for hard to reach health facilities
- Regulatory and Professional bodies developing their strategic plans
- Regulatory and professional bodies managed to solicit funding to strengthen nursing regulation, by drafting standards, Continuous Professional Development scope of practice, review of the Act and other relevant legal frameworks

Objective 1: *To uphold the ethics of nursing and midwifery profession as set out in the code of ICN, ICM, CFN and the Nurses and Midwives' Act of The Gambia.*

NAGaNM is committed to strengthen the contribution, value and the efficiency of a competent, self-regulated, and respected nursing workforce focused on the health needs of all Gambians and people living in The Gambia.

STRATEGIES

1. Collaborate with the Nurses and Midwives' Council and Ministry of Health and other stakeholders to review nursing/midwifery training curricula on ethics and code of conducts.
2. Collaborate with the Nurses and Midwives' Council and Ministry of Health and other stakeholders to review nursing/midwifery ethics, code of conduct, and Nurses and Midwives Act 1989.
3. Build capacity of lecturers/tutors and clinical staff on ethics and code of conduct.
4. Collaborate with the Nurses and Midwives' Council and Ministry of Health to conduct joint monitoring in observing the adherence of code of ethics.
5. Attend ICN, ICM, CFN and other international conferences, seminar, workshops and trainings to build capacity of members

Objective 2: *To positively influence health and social policies in enhancing the standards of nursing and midwifery practice.*

STRATEGIES

1. Use findings of operational researches on issues affecting nursing and midwifery practice as an advocacy tool to influence policy change.
2. Advocate for *social policies that will enhance the standards of nursing and midwifery practice.*

Objective 3: *To promote the socio-economic welfare of Nurses and Midwives including their rights to improved condition of work and security*

STRATEGIES

1. Establish a functional association secretariat to better coordinate the welfare of nurses and midwives
2. Establishment of nurses and midwives' trust fund
3. Advocate for improvement of working conditions and better remuneration for nurses and midwives
4. Advocate for compensation of nurses and midwives for occupational related injuries and diseases.
5. Advocate for free medical care for both active and retired Nurses and Midwives.
6. Advocate for issues of nursing and midwifery registration and licensure, discipline and connected matters be referred to Nurses and Midwives' Council
7. To promote unity, cooperation and understanding among the nursing and midwifery professionals and members of this association
8. Improving the financial status of the association which include but not limited to lobbying for spaces in health facilities/health training institutions to operate shops and staff canteen where nurses can access cheap food and products
9. Embark on a project for the allocation of land to nurses and midwives through collaboration with relevant government agencies, private estate agencies, Social Security and Housing Finance Corporation.
10. Provide in-person or online counselling and/or support services for Nurses who become victims of human rights violation in consultation with other organizations and institutions.

Objective 4: To advance the knowledge and skills of Nurses and Midwives on issues regarding nursing and midwifery practice and other health related disciplines

STRATEGIES

1. Support and strengthen the alignment of nursing and midwifery curricula to global and regional standards (ICN, ICM, CNF and WAPCNM)
2. Continue the dialogue on upgrading the second level nurse training institutions to a registered nurse training program
3. Lobby for capacitating nurse and midwife training tutors with the requisite knowledge and skills as well as actively invest in training of clinical nurses to become advance nurse practitioners.
4. Fully participate in the establishment and implementation of continuous education program for nurses and midwives in advance skills practice training for nurses such as intubation, ECG, endoscopy, advance physical assessment, customer care etc. by using locally available experts
5. Promote and support Nurse Mentorship Program for mentees to have the opportunities to make best decision regarding their profession and areas of specialization.
6. Build capacity of Nurse Attendants (Nurses Aid) to be train as second level nurses (**our Leadership for Change project**)

Objective 5: To promote the conduct of nursing research, publication, and use of such research findings to contribute to the body of knowledge in nursing education, practice and management

STRATEGIES

1. Establish scientific committee for nurses and midwives to enhance the publication of research and use of findings.
2. Encourage and support seminars/ conferences on research methodology for nurses and midwives including nurse tutors/lecturers.

Objective 6: To promote health and wellbeing of nurses, midwives, individuals, families and communities in The Gambia.

STRATEGIES

1. Advocate for health promotion activities in the communities.
2. Raise awareness on sexual and reproductive health of the population on traditional and harmful practices.
3. Establish and strengthen partnership with stakeholders in the prevention of both communicable and non-communicable diseases within the communities.
4. Promote the health and wellbeing of nurses and midwives

COSTED ACTIVITES OF THE STRATEGIC PLAN

Strategy	Activity	COST 2023	COST 2024	COST 2025	COST 2026	COST 2027	TOTAL COST
Collaborate with the Nurses and Midwives' Council and Ministry of Health and other stakeholders to review nursing/midwifery training curricula on ethics and code of conducts.	Review and update nursing and midwifery curricula to address gaps in ethics		D500,000.				D500,000.
	Validate the reviewed curricula		D250,000				D250,000.
	Print and disseminate the validated curricula		D150,000				D150,000.
	Train the lectures/tutors on validated curricula			D600,000.			D600,000.
Collaborate with the Nurses and Midwives' Council and Ministry of Health and other stakeholders to review nursing/midwifery ethics, code of conduct, and Nurses and Midwives Act 1989.	Organize stakeholder meeting to Review the nurses and midwife ACT	D30,000.					D30,000.
	Orient nurses and midwives at all levels on the updated ACT		D50,000	D50,000			D100,000.
Collaborate with the Nurses and Midwives' Council and Ministry of Health to ensuring the adherence to the ethics and code of conducts	Conduct a biannual nationwide supportive supervision and monitoring on adherence to the code of conduct	D100,000	D110,000.	D120,000.	D130,000	D140,000.	D600,000.

	Conduct periodic surveys on adherence to ethics and code of conducts	D30,000			D35,000		D65,000.
	Attend ICN, ICM, CFN and other international conferences, seminar, workshops and trainings	D900,000		D500,000	D600,000	D650,000	D2,650,000.
SUB-TOTAL A							D4,945,000.

Objective 2: To positively influence health and social policies in enhancing the standards of nursing and midwifery practice

Strategy	Activity	COST 2023	COST 2024	COST 2025	COST 2026	COST 2027	TOTAL COST
Use findings of operational researches on issues affecting nursing and midwifery practice as an advocacy tool to influence policy change.	Organize periodic scientific committee meetings	D6,000.	D7,000.	D8,000.	D9,000.	D10,000.	D40,000.
	Organize conferences to disseminate Nursing research findings		D150,000.	D160,000.	D170,000.	D180,000.	D660,000.
	Advocate for social policies that will enhance the standards of nursing and midwifery practice.						
Strategy	Activity	COST 2023	COST 2024	COST 2025	COST 2026	COST 2027	TOTAL COST

Establish a functional association secretariat to better coordinate the welfare of nurses and midwives	Recruitment and appointment of an Admin Assistant	D7,000.					D7,000.
	Refurbish and furnish office space	D75,000					D75,000.
	Payment of salaries and incentives	D108,000.	D113,000.	D118,000.	D123,000	D1128,000	D590,000.
	Administrative running cost of the office	D50,000	D65,000.	D90,000.	D105,000.	D120,000.	D430,000.
Establishment of nurses and midwives' trust fund	Opening fix deposit bank account						
Advocate for improvement of working conditions and better remuneration for nurses and midwives Advocate for improvement of working conditions and better remuneration for nurses and midwives	Assess work place conditions and safety of Nurses and Midwives		D100,000				D100,000.
	Generate and share report with relevant stakeholders		D50,000.				D50,000.
	Assess remuneration benefit of Nurses and Midwives		D75,000.			D100,000	D175,000.
	Generate and share report with relevant stakeholders		D50,000.			D60,000.	D110,000.
Advocate for compensation of nurses and midwives for occupational related injuries and diseases.	Survey on occupational related injuries and diseases		D350,000.				D350,000.
	Sensitize Nurses and Midwives on occupational related injuries and diseases		D50,000.	D60,000.	D70,000.	D80,000.	D260,000.
Advocate for free medical care for both active and retired Nurses and Midwives	Advocate for employers of Nurses and Midwives to make complete payment of health care insurance for Nurses and Midwives						

Advocate for issues of nursing and midwifery registration and licensure, discipline and connected matters be referred to Nurses and Midwives' Council	Celebration of International Nurses and Midwives day with Organize national award ceremony	D660,000.	D700,000.	D750,000.	D800,000.	D900,000.	D3,810, 000.
Improving the financial status of the association which include but not limited to lobbying for spaces in health facilities/health training institutions to operate shops and staff canteen where nurses can access cheap food and products	Engage CEOs of various hospitals to secure an outlet for business		D20,000.				D20,000.
	Develop a business plan	D10,000	D10,000	D10,000	D10,000	D10,000	D50,000.
	Employ sale girls		D144,000	D162,000.	D180,000.	D198,000.	D684,000.
	Buy commodities for the shop		D300,000				D300,000.
	Organize fund raising activity	D150,000.	D160,000.	D175,000.	D185,000.	D200,000.	D870,000.
	Buy ID card printing machine with cards	D300,000.					D300,000.
	Print membership ID cards						
	Print T-Shirts for sale	D30,000	D35,000	D40,000	D45,000	D50,000	D200,000.
Embark on a project for the allocation of land to nurses and midwives through collaboration with relevant government agencies, private estate agencies, Social Security and Housing Finance Corporation.	Engage the Ministry of land for land allocation						
	Buy land if government didn't allocate land	D1500,000.					D1,500,000.
	Develop a building plan	D50,000.					D50,000.
	Lay the foundation stone	D10,000					D10,000
	Build a nurse house		D10,000,000.				D10,000,000.

Provide in-person or online counselling and/or support services for Nurses who become victims of human rights violation in consultation with other organizations and institutions.	Develop guidelines for counseling and support for nurses and midwives		D10,000.				D10,000.
	Set up a website for online counseling and support for nurses and midwives		D25,000				D25,000.
	Select counselors and mentors						
	Recruit a lawyer for the association and maintain him/her	D20,000	D25,000	D30,000	D35,000	D40,000	D150,000.
SUB-TOTAL B							D20,809,000.
Objective 4: To advance the knowledge and skills of Nurses and Midwives on issues regarding nursing and midwifery practice and other health related disciplines							
Strategy	Activity	COST 2023	COST 2024	COST 2025	COST 2026	COST 2027	TOTAL COST
Continue the dialogue on upgrading the second level nurse training institutions to a registered nurse training program	Organize stakeholder meeting on upgrading the two schools to a first level program	D30,000.	D30,000.	D30,000.	D30,000.	D30,000.	D150,000.
Lobby for capacitating nurse and midwife training tutors with the requisite knowledge and skills as well as actively invest in training of clinical nurses to become advance nurse practitioners.	Identify training needs for nurse tutor through survey	D50,000				D50,000	D100,000.
	Develop training package for nurse tutors	D30,000					D30,000.
	Lobby for increased teaching allowance for nurse tutors						
	Train nurses and midwives on Leadership for Change/ other areas		D350,000.				D350,000.

Fully participate in the establishment and implementation of continuous education program for nurses and midwives in advance skills practice training for nurses such as intubation, ECG, endoscopy, advance physical assessment, customer care etc. by using locally available experts	Conduct survey to identify refresher training needs for nurses and midwives	D30,000.				D35000.	D65,000.
	Develop refresher training curriculum for nurses and midwives	D30,000.					
	Recruit trainers for the refresher training						
	Conduct refresher training for nurses and midwives	D150,000.	D175,000	D200,000.	D225,000.	D250,000.	D1,000,000.
Build capacity of Nurse Attendants (Nurses Aid)	Train nurse Attendants to second level nurses	D500,000.		D600,000.			D1,100,000.
Promote and support Nurse Mentorship Program for mentees to have the opportunities to make best decision regarding their profession and areas of specialization	Develop a mentorship program		D35,000.				D35,000.
	Select mentors						
	Implement mentorship program						
	Evaluate mentorship program		D25,000				D25,000.
Strategy	Activity	COST 2023	COST 2024	COST 2025	COST 2026	COST 2027	TOTAL COST
Establish scientific committee for nurses and midwives to enhance the publication of research and use of findings.	Establish a scientific committee						
	Develop Term of reference for the scientific committee						
	Raise fund for the functioning of the committee						

Encourage and support seminars/ conferences on research methodology for nurses and midwives including nurse tutors/lecturers.	Organize training on grant writing and article writing		D100,000.		D125,000.		D225,000.
	Establish a nursing journal		D20,000.				D20,000.
	Produce biannually copies of the nursing journal		D50,000.	D60,000.	D70,000.	D80,000.	D260,000.
SUB-TOTAL C							D3, 360,000
Objective 6: <i>To promote the health of individuals, families and communities in The Gambia</i>							
Strategy	Activity	COST 2023	COST 2024	COST 2025	COST 2026	COST 2027	TOTAL COST
Implement health promotion activities in the communities.	Organize free medical screening and treatment	D50,000.	D65,000.	D80,000.	D95,000.	D110,000.	D400,000.
	Organize open field days on important health issues		D75,000.		D100,000.		D175,000.
	Conduct radio talk shows						
	Conduct television talk shows						
Raise awareness on sexual and reproductive health of the population on traditional and harmful practices.	Conduct survey on awareness of adolescents on traditional and harmful practices in the Gambia		D250,000.				D250,000.
	Develop health education messages on traditional and harmful practices in the Gambia						
	Conduct sensitization of the population on traditional and harmful practices in the Gambia		D50,000.	D60,000.	D70,000.	D80,000.	D260,000.
	Evaluate effectiveness of sensitization of the population on traditional		D5,000	D6,000.	D7,000.	D8,000.	D26,000.

	and harmful practices in the Gambia						
SUB-TOTAL D							D1,111,000.
GRAND TOTAL (A+B+C+D)							30,225,000.
GRAND TOTAL IN US DOLLAR (\$)							US\$ 495,491.80

NOTE: THE CURRENT EXCHANGE RATE IS TAKEN AS US\$1 EQUIVALENT TO SIXTY-ONE DALASI (D61)

MONITORING AND EVALUATION FRAMEWORK FOR THE STRATEGIC PLAN 2023- 2028

Strategy	Activity	Expected output	Indicators	Indicator measurement	Target	Lead Agency	Partners
Collaborate with the Nurses and Midwives' Council and Ministry of Health and other	Review and update nursing and midwifery curricula to address gaps in ethics	Current issues on nursing and midwifery ethics	Number of curricula reviewed	Report on curriculum review	7 training institutions	NAGaNM	GNMC UNFPA WHO MoH

stakeholders to review nursing/midwifery training curricula on ethics and code of conducts.		incorporated into curricula					UTG SONM SENM AIUWA CHNM WAPCNM
	Validate the reviewed curricula	Current issues on nursing and midwifery ethics incorporated into curricula	Number of curricula validated	Report on curriculum review	7 training institutions	NAGaNM	GNMC UNFPA WHO MoH UTG SONM SENM AIUWA CHNM WAPCNM
	Print and disseminate the validated curricula	Printed copies of nursing ethics distributed	Number of copies printed and distributed	Activity report	500 copies	Naganm	GNMC UNFPA WHO MoH UTG SONM SENM AIUWA CHNM
	Train the lectures/tutors on validated curricula	95% of nurse lecturers trained on ethics	Percentage of nurse lecturers trained on ethics	Training report	45 nurse lecturers	Naganm	GNMC UNFPA WHO MoH UTG SONM SENM

							AIUWA CHNM
Collaborate with the Nurses and Midwives' Council and Ministry of Health and other stakeholders to review nursing/midwifery ethics, code of conduct, and Nurses and Midwives Act 1989.	Review and update the nurses and midwife ACT	A new nurses and midwives' Act	1 new nurses and midwives' Act	Report on Review	10 copies	MoH, GNMC NAGaNM	
	Produce, print and disseminate the updated ACT		10 copies	Record of copies distributed	10 copies		
	Orient nurses and midwives at all levels on the updated ACT	Increase level of awareness on the Act	10 sensitization sessions	Report on sensitisation	10 sensitization sessions	NAGaNM	GNMC
Collaborate with the Nurses and Midwives' Council and Ministry of Health to ensuring the adherence to the ethics and code of conducts	Conduct a biannual nationwide supportive supervision and monitoring on adherence to the code of conduct	Regular joint monitoring conducted	At least one joint monitoring everyone	Monitoring report	1 monitoring yearly	Naganm	GNMC UNFPA WHO MoH UTG SONM SENM AIUWA CHNM
	Conduct periodic surveys on adherence to ethics and code of conducts	Survey conducted and findings shared	At least one survey every four years	Survey report		Naganm	

Objective 2: *To positively influence health and social policies in enhancing the standards of nursing and midwifery practice*

Strategy	Activity	Indicators	Indicator measurement	Target	Lead Agency	Partners
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Use findings of operational researches on issues affecting nursing and midwifery practice as an advocacy tool to influence policy change.	Organize periodic scientific committee meetings	Number of scientific committee meetings organized	Minutes of scientific committee meetings organized	4 meetings annually	Naganm	GNMC UNFPA WHO MoH UTG SONM SENM AIUWA CHNM
	Organize conferences to disseminate Nursing research findings	Number of conferences organized	Conference report	One conference annually	NAGaNM	
	Advocate for <i>social policies that will enhance the standards of nursing and midwifery practice.</i>	Number of advocacy meetings held	Minutes of meetings	3 advocacy meetings	NAGaNM	
Objective 3: <i>To promote the socio-economic welfare of Nurses and Midwives including their rights for improved condition of work and security</i>						
Strategy	Activity	Indicators	Indicator measurement	Target	Lead Agency	Partners
Establish a functional association secretariat to better coordinate the welfare of nurses and midwives	Recruitment and appointment of an Admin Assistant	Appointment of an Admin Assistant	Appointment letter	1 staff	Naganm	PMO
	Refurbish and furnish office space	Office refurbish and furnished	Procurement receipts and report	One office	Naganm	
	Payment of salaries and incentives	One staff	Salary slip	One staff	Naganm	MoH

	Administrative running cost of the office	Number of job descriptions	Activity report	Job description for every carder	Naganm	MoH GNMC
Establishment of nurses and midwives' trust fund	Opening fix deposit bank account	Account open	Account book	One account	Naganm	Donors
Advocate for improvement of working conditions and better remuneration for nurses and midwives Advocate for improvement of working conditions and better remuneration for nurses and midwives	Assess work place conditions and safety of Nurses and Midwives	Share report with relevant authorities	Complete report on assessment	Complete report on assessment	NAGaNM	MoH Training institutions
	Generate and share report with relevant stakeholders	Share report with relevant authorities	Complete report on assessment	Complete report on assessment	NAGaNM	MoH Training institutions
	Assess remuneration benefit of Nurses and Midwives	Number of Report on remuneration of nurses and midwives	Report on remuneration of nurses and midwives	One report	NAGaNM	MoH Training institutions
	Generate and share report with relevant stakeholders	Number of Report on remuneration of nurses and midwives	Report on remuneration of nurses and midwives	Number of reports shared	NAGaNM	MoH Training institutions
Advocate for compensation of nurses and midwives for occupational related injuries and diseases.	complaints on occupational related injuries and diseases	Number of advocacies	Report on advocacy	Two advocacy meetings	NAGaNM	MoH Training institutions
	Sensitize Nurses and Midwives on	Number of sensitizations	Report on sensitizations	Three sensitizations	NAGaNM	MoH

	occupational health policy					
Advocate for free medical care for both active and retired Nurses and Midwives	Advocate for employers of Nurses and Midwives to make complete payment of health care insurance for Nurses and Midwives	Number of advocacy meetings	Report on sensitizations	Three sensitizations	NAGaNM	MoH
Advocate for issues of nursing and midwifery registration and licensure, discipline and connected matters be referred to Nurses and Midwives' Council	Celebration of International Nurses and Midwives day	Annual celebration of IND and IMD	Report on IND and IMD celebration	Annual celebration	NAGaNM	Regional committees
	Organize national award ceremony	Number of national award ceremony	Report on award ceremony	Annual award	NAGaNM	Regional committees
Improving the financial status of the association which include but not limited to lobbying for spaces in health facilities/health training institutions to operate shops and staff canteen where nurses can access cheap food and products	Engage CEOs of various hospitals to secure an outlet for business	Number of meetings with CEOs	Minutes of meetings	Seven meetings	NAGaNM	Regional committees Hospitals
	Develop a business plan	Number of business plan developed	Complete business plan	One business plan	NAGaNM	Regional committees Hospitals
	Employ a sales girl	Number of girls employed	Employment letters	At least 5 girls	NAGaNM	Regional committees Hospitals
	Buy commodities for the shop	Number of shops operated	Receipt of purchase of commodities	At least 3 shops	NAGaNM	Regional committees Hospitals

	Organize fund raising activity	Number of fundraising activities	Report in fund raising activities	At least one fund raising activity per naanum	NAGaNM	Regional committees
	Buy ID card printing machine with cards	ID card printing machine purchase	Receipt of purchase	One machine	NAGaNM	Regional committees Hospitals
	Print membership ID cards	Number of ID printed	Record of IDs printed	500 annually	NAGaNM	Regional committees Hospitals
	Print T-Shirts for sale	Number of T-shirts printed	Record of T-shirts printed	300 T-shirts	NAGaNM	Regional committees Hospitals
Embark on a project for the allocation of land to nurses and midwives through collaboration with relevant government agencies, private estate agencies, Social Security and Housing Finance Corporation.	Engage the Ministry of land for land allocation	Get a land	Letter written and respond to the letter	One land	NAGaNM	
	Buy land if government didn't allocate land	Get a land	Land documents	One land	NAGaNM	
	Develop a building plan	Number of building plans developed	Building plan	One building plan	NAGaNM	
	Lay the foundation stone	Foundation laid	Activity report	One day	NAGaNM	
	Build a nurse house	Building completed	Activity report	One building	NAGaNM	Regional committees
Provide in-person or online counselling and/or support services for Nurses who become victims of human rights violation	Develop guidelines for counseling and support for nurses and midwives	Guidelines developed	Complete guideline booklet	One Guideline	NAGaNM	

in consultation with other organizations and institutions.	Set up a website for online counseling and support for nurses and midwives	Website set up	Receipts and reports	One website	NAGaNM	
	Select counselors and mentors	Have a list of counsellors and mentors	Report on selection	At least 10 counsellors and mentors	NAGaNM	
	Recruit a lawyer for the association	Have a lawyer	correspondence	Legal adviser	NAGaNM	
Objective 4: To advance the knowledge and skills of Nurses and Midwives on issues regarding nursing and midwifery practice and other health related disciplines						
Strategy	Activity	Indicators	Indicator measurement	Target	Lead Agency	Partners
Continue the dialogue on upgrading the second level nurse training institutions to a registered nurse training program	Organize stakeholder meeting on upgrading the two schools to a first level program	Number of meetings	Minutes of meetings	At least two meetings	NAGaNM	MoH Training institutions
	Sensitize nurses and midwives on the need to upgrade themselves to first level nurse	Percentage of nurses and midwives sensitized	Report on sensitization	Two sensitizations	NAGaNM	
Lobby for capacitating nurse and midwife training tutors with the requisite knowledge and skills as well as actively invest in training of clinical nurses to become advance nurse practitioners.	Identify training needs for nurse tutor through survey	Assessment report	report	One assessment		
	Develop training package for nurse tutors	Training package developed	Report	One training package	NAGaNM	
	Train nurse tutors on identified training needs	Number of nurse tutors trained	Training report	Annual	NAGaNM	

	Lobby for increased teaching allowance for nurse tutors	Number of meetings held	Minutes of meetings	At least one meeting		
	Train nurses and midwives on Leadership for Change	Number of nurses and midwives trained	Training report	50 nurses and midwives	NAGaNM	
Fully participate in the establishment and implementation of continuous education program for nurses and midwives in advance skills practice training for nurses such as intubation, ECG, endoscopy, advance physical assessment, customer care etc. by using locally available experts	Conduct survey to identify refresher training needs for nurses and midwives	Number of surveys conducted	Survey report	One survey	NAGaNM	
	Develop refresher training curriculum for nurses and midwives	Curriculum developed	Report	One curriculum	NAGaNM	
	Recruit trainers for the refresher training	Number of trainers recruited	Report on recruitment	10 trainers	NAGaNM	
	Conduct refresher training for nurses and midwives	Number of refresher trainings conducted	Activity report	At least three session per annum	NAGaNM	Regional committees Hospitals
Build capacity of Nurse Attendants (Nurses Aid)	Sponsor Nurse Attendants to be train as second level nurses	Number of Nurse Attendants sponsored	Training report (students' academic report)	40 Nurse Attendants	NAGaNM	Health Training Institution Ministry of Health
Promote and support Nurse Mentorship Program for mentees to have the opportunities to make best decision regarding their profession and areas of specialization	Develop a mentorship program	Have a complete mentorship guide	Activity report	One guide	NAGaNM	Regional committees
	Select mentors	List of mentors	Activity report	At least 15 mentors	NAGaNM	Regional committees

						Hospitals
	Implement mentorship program	Start mentorship program	Activity report	One mentorship program	NAGaNM	Regional committees
	Evaluate mentorship program	Mentorship program evaluated	Evaluation report	Once annually	NAGaNM	Regional committees mentors and mentees
Strategy	Activity	Indicators	Indicator measurement	Target	Lead Agency	Partners
Establish scientific committee for nurses and midwives to enhance the publication of research and use of findings.	Establish a scientific committee	Scientific committee established	Activity report of the committee	One committee	NAGaNM	
	Develop Term of reference for the scientific committee	Term of reference developed	Activity report	one	NAGaNM	Regional committees
	Raise fund for the functioning of the committee	Availability of funds	Activity report	Once annually	NAGaNM	Scientific committees
Encourage and support seminars/ conferences on research methodology for nurses and midwives including nurse tutors/lecturers.	Organize training on grant writing and article writing	Number of seminars/ conferences organized	Activity report	At least two seminars annually	NAGaNM	Scientific committees
	Establish a nursing journal	Nursing journal established	Activity report	Two issues release annually	NAGaNM	Regional committees Scientific committee Training Institutions
	Produce biannually copies of the nursing journal	Nursing journal established	Activity report	Two issues release annually	NAGaNM	Regional committees

						Scientific committee Training Institutions
Objective 6: <i>To promote the health of individuals, families and communities in The Gambia</i>						
Strategy	Activity	Indicators	Indicator measurement	Target	Lead Agency	Partners
Implement health promotion activities in the communities.	Organize free medical screening and treatment	Number of screenings organized	Activity report	annually	NAGaNM	MoH Communities
	Organize open field days on important health issues	Number of opened field days organized	Activity report	annually	NAGaNM	Regional committees
	Conduct radio talk shows	Number of radio talk shows	Activity report	quarterly	NAGaNM	Regional committees
	Conduct television talk shows	Number of television talk shows	Activity report	quarterly	NAGaNM	Regional committees
Raise awareness on sexual and reproductive health of the population on traditional and harmful practices.	Conduct survey on awareness of adolescents on traditional and harmful practices in the Gambia	Number of surveys conducted	Activity report	annually	NAGaNM	Regional committees
	Develop health education messages on traditional and harmful practices in the Gambia	Number of health education messages developed	Activity report	quarterly	NAGaNM	Regional committees
	Conduct sensitization of the population on	Number of sensitizations conducted	Activity report	quarterly	NAGaNM	Regional committees

	traditional and harmful practices in the Gambia					
	Evaluate effectiveness of sensitization of the population on traditional and harmful practices in the Gambia	Number of sensitizations evaluated	Activity report	quarterly	NAGaNM	Regional committees