

**Inclusion Strategy for the National Organization of Nurses and Midwives
of Malawi (NONM) 2023-2026**



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Preamble

This Inclusion strategy for the National Organization of Nurses and Midwives of Malawi (NONM) for the period 2023-2026, was developed after realizing that the organisation has no any inclusion strategy for members and stakeholders including the marginalized. According to the 2018 Population and Housing Census, there are 1,734,250 persons with disabilities in Malawi, representing about 11.6 percent of the total population aged above 5 years including the Nurses and Midwives. This only shows how necessary it was for the organization to have this strategy in place.

The strategy was developed by personnel from NONM Secretariat's technical team whose names are listed at the end of this document. The development process involved a careful analysis of the organization environment, identifying the strengths, weaknesses, opportunities and threats (SWOT) Analysis. The developers designed the strategy in a way that will turn weaknesses into strengths, maintain strengths, tap into opportunities, and check threats. PEST ANALYSIS. This was achieved through a careful analysis of the environment in which NONM is operating, and identifying the strategic issues and strategies to be put in place to address the needs of the organization and its members. This Strategic Plan will assist NONM achieve the vision and mission of NONM as conceived in its current mandate.

As expected, the aim of this Inclusion Strategy is to give a road map for what the organization aspires to achieve through inclusion of all stakeholders including the marginalised over the next three years. The main expected outcome of the strategy is to make sure that all stakeholders irrespective of race, gender disability, medical or other need have equal opportunities; this is in line with the aim of the 2012 Malawi disability Act. Generally, this inclusion strategy aims at contributing towards achieving NONM's core business, improving the wellbeing of the nurses and midwives, to enhance their professionalism as health care workers, and as members of NONM as a trade union, to empower and build their capacities through training and career development, to increase partnerships and networks, to lobby and advocate for the member's rights and to improve information and technology amongst members.

In this strategy, the important areas for effective inclusion, as well as the vehicles through which NONM will be able to achieve the inclusion strategy objectives

have been incorporated. Implementation and action plans for the strategy have also been developed and attached.

Background

For the reason that at the time of the development of this strategy NONM had no one such document it can rightly be affirmed that the organization has been operating without an inclusion strategy. This in verity is having an organization operating without clear inclusion guidelines and focus and one can rightly guess the result; some stakeholders having felt like they don't belong or that their unique contributions are not known, heard or recognized and without belonging the potential for the organization to flourish is diminished. It was therefore important that a strategy should be developed so that all stakeholders feel accepted have a sense of belonging and know that they all have equal opportunities thereby contributing to higher stakeholder's performance, participation, satisfaction and well-being

In this initiative, the Norwegian Nurses Organization (NNO) was very helpful and generous to provide funding to ensure that this inclusion plan is developed and in place. The funding facilitated the meeting in which selected individuals from NONM secretariat were invited to provide inputs into the planning process.

The National Organisation of Nurses and Midwives of Malawi (NONM) was founded in 1979 as an independent, non-partisan, non-governmental and professional organization representing nurses and midwives of Malawi. Its goals are to safeguard nurses/midwives' professional, organizational, trade union and social economic interests; and to influence nursing education and nursing practice, thereby serving the population of Malawi.

Since 2006, the Norwegian Nurses Organisation (NNO) has been collaborating with NONM and has helped NONM receive support in form of funding from NORAD. From 2006-2011, a project called "Caring for HIV-positive care-givers and strengthening of NANM" was implemented. A follow-on project was initiated, namely the "Phase 2: Organisational Strengthening and Sustainability Project". Ever since then, NONM has been assisted by well-wishers and partners in one form or another, to supplement on its usual resources which include generation of income from physical infrastructure consisting of offices for rent and a restaurant, and membership dues and IGAs.

NONM has therefore seen a steady growth, from 50 members in 2006 to 6634 members in 2009 and to 9640 members in 2013. Currently, paid-up membership

in NONM stands at 5872. It should however be noted that NONM has a potential membership of around 9,000 to 10,000 nurses and midwives in the country, a very big potential for further growth.

So far, NONM has been providing its members a number of important services such as providing assistance to sick nurses (of which some have been referred to health facilities outside Malawi); providing legal counsel and assistance to some of its members; establishment of support groups throughout the country; lobbying and advocacy on HIV/AIDS intervention for health care workers; participating in policy reviews of health issues affecting the nurse/midwives; supported orphans of nurse/midwives; stigma reduction on nurse/midwives; encouraged nurse/midwives in counselling and harassment issues; and capacity building/training of nurse/midwives, all of which have been an important motivating factor for nurses and midwives to become members and to stay as such.

As a trade union organization, NONM is an affiliate MCTU through which it has succeeded in resolving industrial disputes between nurse/midwives and their employers, the largest being MoH and CHAM, which the members see as satisfactory and helpful; and NONM has provided its members a lot of training activities in the areas of trade unionism, labour laws, leadership and management and in prevention/treatment of HIV/AIDS.

However, NONM, just like any other trade union organization, has experienced a number of challenges, notably reported to be dissatisfied with the provision of scholarship for career advancement, reported dissatisfaction with the membership fee, lack of motivation of members to encourage fellow nurse/midwives to join NONM as members, and a reported poor relationship with the Nurses and Midwives Council of Malawi (NMCM).

On a positive note, NONM has of late made efforts to negotiate and bargain for a check-off system with key partners, MoH and CHAM, so that membership dues can be obtained at source and this is expected to improve its financial base. In this inclusion plan, strategies have been put in place so that no any stakeholder regardless of disability, race, gender, medical or other need feel excluded in the organization, so that NONM continues to be an effective advocate for nurses and midwives in Malawi.

Rationale for NONMs Existence

The Vision

NONM envisions “.... a strong, vibrant, and visionary organization that fully support and develop motivated and empowered nurses/midwives who are able to provide effective health care to the population...”.

The Mission Statement

NONM exists “... to promote and maintain members’ professional interests and socioeconomic welfare to effectively contribute to quality health care services rendered to the nation....”

The motto and slogan remain ‘Viva NONM, Viva’ ‘An Injury to one is an injury to all’.

Values of NONM

Members of NONM value the following in relation to their professional conduct and practice within the context in which they operate:

Unity and solidarity- Unity and solidarity within member organizations will enhance collective bargaining while discharging our duties professionally and to the satisfaction of our target groups.

Rights and Responsibility of members – There are agreed rights and responsibilities of members that are upheld at all times.

Justice and fairness- Justice and fairness are fundamental aspects to human rights of which the nurses and midwives are also entitled to.

Excellence in patient care - Use of available resources to effectively deliver quality patient care to our clients in and outside the health facilities

Empowering the members- Members must be empowered through knowledge sharing and powerful interaction in order to effectively deal with issues that hinder the provision of quality care to its clients.

Sustainability- NONM is able to effectively sustain its membership as well as resources for implementation of its activities.

Transparency and accountability - The association members at all levels starting with the secretariat must be transparent and accountable in all operations at all levels.

Dignity and professional commitment - Every patient/client as well as service provider requires dignity and through this, professional commitment will never be in question.

Safeguarding the profession - The professional conduct of nurse/midwives while discharging their duties will safeguarding the dignity of the profession.

Conducive and safe work environment for members- Patients need to be provided with quality patient care at all times. The safety of patients as well as the care giver will be safeguarded once the nurses and midwives are practicing within conducive and safe environments.

Preserving the natural environment- The environment remains key to the promotion of lives of Malawians and remains one of the major prevention strategies for various diseases in this country, thus important that nurses and midwives actively participate in the environment around them.

Partnership- Partnerships are key towards the growth and effective operation of the organization

Lobbying and advocacy- Continue to lobby and advocate for better welfare of nurses and midwives who is key in the provision of quality nursing care.

Gender sensitivity- Continue to be an equal opportunity organization recognizing potential in both male and female members.

Inclusion Strategy

Goal

To promote a culture of providing equal access to opportunities among all NONM stakeholders including the marginalized.

Main Objective

NONM becomes an organization which is inclusive in its dealings with all its stakeholders regardless of any physical or mental disability that the stakeholder may have.

NONM will thus mainstream inclusiveness in all its activities and programs through deliberate policies which shall encouraged the marginalised, minority groups or those with disability to participate fully in all NONM activities.

Specific Objectives

Objective 1. To create a disability friendly environment

Objective 2. To create awareness on disability and inclusion

Objective 3. To foster a good working relationship among stakeholders including the marginalized

Objective 4. To lobby and advocate for disability friendly environment

The Strategic Issues for the Plan

The following were identified as important communication strategic issues for NONM to address in order to realise its achievement of informing members, stakeholders and the general public on NONM's activities and get the required feedback:

1. Creating a disability friendly environment
2. Creating awareness on Disability and inclusion
3. Fostering a good working relationship among stakeholders including the marginalized
4. Lobbying and advocating for disability friendly environment

Translating Objectives into Strategies and Activities in the Strategic Plan

Objective 1: To create a disability friendly environment

Strategy 1: Engaging in modification and creation of physical infrastructure to ease access to people with disabilities

Activities: Modify infrastructure into structures that can be easily accessed by people using wheelchairs or crutches and other equipment that aid

movement (stare cases into flat surfaces, installing side rails, well spacious toilets etc.)

: Construct buildings that are disability friendly

Strategy 2: Promoting mental and psychological well-being

Activities: Recruiting personnel responsible for providing mental health services

Objective 2: To create awareness on disability and inclusion

Strategy 1: Building capacity of stakeholders on inclusion

Activities: Awareness campaigns (conducting outreach programs of awareness, making posters, magazines etc.)

: Conducting workshops with stakeholders on inclusion.

Objective 3: To foster a good working relationship among stakeholders including the marginalized

Strategy 1: Creating a multisectoral link among stakeholders including the marginalized

Activities: Involve stakeholders with disability in our activities

: Participate in national & international activities on disability and inclusiveness

: Creating social grouping on disability and inclusiveness

Objective 4: To lobby and advocate for disability friendly environment

Strategies: Engaging policy makers on disability and inclusiveness

Activities: Formulating policy on disability and inclusiveness

: Advocating for policies that promote involvement of people with disability in key decision making

: Advocate for structures that are physically mentally and psychologically friendly to the marginalized

: Conducting courtesy calls to stakeholders on disability and inclusiveness

Swot Analysis of NONM Inclusion

Strengths	Opportunities
<ul style="list-style-type: none">• A well-organized union which will ease advocacy• Well-developed partnerships• A committed donor on disability and inclusion	<ul style="list-style-type: none">• A committed donor on disability and inclusion• Organizations with similar or related interests• Many potential donors
Weaknesses	Threats
<ul style="list-style-type: none">• Limited data on disability• Lack of policy and strategy on disability and inclusion• Lack of funds to recruit personnel for providing mental health services• Limited knowledge of stakeholders on inclusion• Lack of funds to modify and build disability friendly infrastructure	<ul style="list-style-type: none">• Limited knowledge on disability of stakeholders• Cultural barriers on disability and inclusion• Lack of openness among stakeholders