



ICN membership factsheet for RCN members

All the information provided below is taken from ICN documents in the public domain, the members' area of the ICN website, or ICN documents and emails provided by ICN to the RCN in response to specific questions related to these criteria.

ASPECTS	DEFINITION	INFORMATION OBTAINED	SOURCE DOCUMENT
BENEFITS			
Access to information & intelligence	<i>Description of the nature of information or intelligence accessed via membership of the alliance. (e.g. opportunity for RCN reps to attend high level roundtable events with key decision makers, formal read out from alliance representatives attending private meetings with key decision makers)</i>	<p>ICN has been in official relations with the World Health Organization (WHO) since just after WHO was founded in 1948. This status means ICN has the right to appoint a representative to participate, without voting rights, in WHO meetings, committees and conferences, and the right to submit memoranda to the Director General.</p> <p>This means ICN is the global voice of nursing at meetings of health ministers and senior health officials from the 194 WHO Member States, as well as representatives from civil society and other stakeholders. ICN continues to work with WHO on formal guideline development, advisory groups, the Nursing Now campaign and other activities.</p> <p>ICN has privileged access to critical information</p>	<p>From ICN website (Membership benefits) and 2019 annual report, pg. 29-31</p> <p>https://www.icn.ch/nursing-policy/icn-and-world-health-organization</p> <p>Annual report 2019</p>

		<p>through these high-level meetings and through environmental scanning, data collection and participation in high level fora, including the WHO, World Health Assembly, the WHO Paternal, Maternal, Newborn and Child Health Board, and the WHO High Level Commission on Noncommunicable Diseases. ICN regularly identifies current and future trends that impact nursing, patient care and health systems. ICN shares this critically important information with its National Nursing Association (NNA) members, enabling them to react quickly to pressing issues and to plan strategically for the future. Examples include:</p> <ul style="list-style-type: none"> • Advanced Nurse Practitioner Guidelines, Disaster Nursing Competencies, International Nurses Day resources, reports and case studies. • Members get free copies of ICN publications and discounts on certain external publications, (e.g. Springers APN series) • Monthly updates on ICN activities • International Nursing Review – ICN’s scientific journal • Press releases and web stories on the latest news • Annual Reports • The International Classification of Nursing Practice (ICNP): Developed and owned by ICN and recently incorporated into SNOMED, ICNP is a strategic asset for nursing that is available for use by Members free of charge for research purposes. • ICN international forum and topic working groups 	
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		<ul style="list-style-type: none"> • Development cooperation projects • National Nursing Association (NNA) meetings (biennial) 	
Genuine opportunities for sharing experiences and learning	<i>Description of planned approaches which bring together members to capture and share knowledge and good practice.</i>	<p>ICN Congress offers a platform for NNAs to share best practice in its scientific programme. Congress 2019 received more than 4,500 abstracts.</p> <p>ICN Global Nursing Leadership Institute (GNLI) is a programme that develops the world’s most senior nurses for their role as very senior policy makers. Recent GNLI scholars include RCN’s current General Secretary, Northern Ireland’s Chief Nursing Officer Professor Charlotte McArdle and Professor Laura Serrant.</p> <p>Member GNLI benefits include:</p> <ul style="list-style-type: none"> • Reduced fees to attend the programme • Access to bursaries for nurses coming from low income countries • GNLI scholars have access to a global alumni Network of 300 prior scholars. <p>ICN has two official networks: Nurse ICN Practitioner/Advanced Practice Network and ICN Student Network.</p>	<p>Promotional materials on ICN leadership programmes.</p> <p>https://www.icn.ch/what-we-do/projects/global-nursing-leadership-institutetm-gnli</p> <p>ICN website – ICN Networks</p>
Networking and engagement opportunities	<i>Description of ways in which the alliance facilitates ongoing networking and communication between member organisations.</i>	<p>ICN sends a delegation of up to 60 nurses from around the world to the World Health Assembly meeting, which is usually held in May each year. It also co-hosts the ICN/WHO/International Confederation of Midwives ‘TRIAD’ meetings in Geneva, which are also held in May.</p>	ICN website Membership benefits and annual report 2019, pg. 29-31

		<p>ICN sends delegations to the UN Commission on the Status of Women and UN General Assembly, and attends the Women Deliver conference. With partner organisations, ICN has hosted events at these gatherings on leadership, gender and addressing inequalities.</p> <p>In addition to the two named networks, NNAs can participate in ICN's key membership conferences:</p> <ul style="list-style-type: none"> • Biennial Triad meeting – ICN, ICM and WHO • Biennial ICN Congress (last 2019) • Biennial meeting of NNAs • ICN Regional Conferences • The International Credentialing and Regulators Forum. <p>Members are intimately involved in the revision of ICN's policies including, for example, the review of the ICN Code of Ethics which will be subject to a consultation with members this year with the intention of publishing a revised Code of Ethics in 2021.</p> <p>NNAs are vital sources of information and evidence for ICN's influential reports, including for the ICN/WHO State of the World's Nursing report, ICN's report on migration "COVID-19 and the International Supply of Nurses" and ICN's latest report on COVID-19 infections and deaths among nurses "Protecting nurses from COVID-19: a top priority"</p>	<p>https://www.icn.ch/who-we-are/specialist-affiliates</p>
<p>Access to resources at subsidised prices</p>	<p><i>Description of access to resources at subsidised prices</i></p>	<p>Membership benefits listed on website include:</p> <ul style="list-style-type: none"> • Financial benefits, including discounted cost of attending Congress and ICN conferences, 	<p>ICN Website – Membership benefits</p>

		<p>reduced fees for programmes, including the GNLI, free copies of ICN publications and reduced charges for the award of International Continuing Nursing Education Credits for NNA organised events</p> <ul style="list-style-type: none"> • Position statements and policy papers • Consultancy services • Guidance and technical support to its members. 	https://www.icn.ch/sites/default/files/inline-files/Membership%20benefits%202020%20final.pdf
Quality assessment and marking	<i>Description of any formal accreditation schemes the alliance is signed up to for any form of quality assurance</i>	ICN is currently working with CGFNS, the world's largest credentials evaluation organisation for the nursing and allied health professions since 1977, to deliver a certification process for ICN Nurse consultants, which is due to be launched before the end of 2020	n/a
Funding opportunities	<i>The types of any funding allocations made by the alliance.</i>	<p>ICN's Disaster Fund: ICN's primary role in disaster is information dissemination and support to NNAs. Its main focus is on medium and long-term support. ICN promotes appeals, acts as a hub for donations, consolidates these for the benefit of NNAs that require support, and provides assurance to donors about the adequacy of controls in the recipient organisation. ICN is currently coordinating support to the nurses of the Lebanese Order of Nurses in the wake of the Beirut explosion.</p> <p>Girl Child Education Fund: through the Florence Nightingale International Foundation, ICN raises funds that are invested in the education of orphaned daughters of nurses, currently in four countries in Africa. 82 girls benefit from the programme today. ICN</p>	<p>https://www.icn.ch/news/international-council-nurses-offers-condolences-and-support-lebanon-nurses-following</p> <p>https://www.icn.ch/what-we-do/projects/girl-child-education-fundtm-gcef</p>

		coordinates the generous donations from its members and members of the public, with the main objective being to continue to provide education to more girls every year, and to ensure that they finish their schooling.	
Active working groups producing content	<i>Information about active workstreams involving members working together to produce outputs e.g. policy positions, policy reports, good practice case studies, development of principles etc</i>	<p>Through ICN's various strategic and targeted forums and working groups, Members have access to a range of events and activities that develop expertise in Professional Practice, Regulation and Socio-economic welfare (ICN's three main pillars).</p> <p>Such activities strengthen the capacity to provide clear and informed leadership on matters of concern to their members, constituencies and the public.</p> <p>ICN hosts a number of meetings and events specifically for member associations every year. These include Workforce Forums focusing on nursing labour markets and employment issues. The most recent was held in Asia attended by 11 Associations from that region, which employs 8 million nurses. Forums for Europe, the US, and Australia and NZ planned for Spring 2020, were either postponed or held virtually.</p> <p>ICN also holds Policy Forums and most recently Members from Southern Europe and the Gulf region were hosted at an event in Cyprus. ICN has also supported similar events in India and Brazil. These events provide the opportunity for Members to both learn and share, and be updated on and influence ICN's strategic direction, and key activities.</p>	<p>ICN Annual Report 2019</p> <p>https://www.icn.ch/nursing-policy/socio-economic-welfare</p>

		<p>Communiqués are produced by such events and they have resulted in co-ordinated regional activities that have led to countries' health ministries agreeing to change their positions on nursing.</p> <p>ICN Members are able to submit abstracts to ICN Congresses and Regional Conferences, and receive reduced fees to attend. Representatives from ICN Member associations are invited to the Council of National Representatives every four years, and to the NNA meeting in Geneva every two years, which are held just prior to the World Health Assembly.</p> <p>ICN, WHO and the International Confederation of Midwives hold a Triad meeting every two years to support nursing and midwifery leadership at national, regional and international levels. ICN Members are invited to attend these invitation-only high-level meetings. ICN also sends delegations to the UN Commission on the Status of Women and UN General Assembly and the recent Women Deliver conference. With partner organisations, ICN has hosted events at these gatherings on leadership, gender and addressing inequalities.</p>	
GOVERNANCE			
Member consultation, engagement and influence over organisational policy and strategy	<i>How members are engaged and consulted to shape the policy positions of the alliance, and in development of strategy. E.g. sub committees, call outs for</i>	The Council of National Nursing Associations (CNR) establishes the framework for the ICN's policy, which is carried out by the ICN Board of Directors.	<p>ICN Constitution Annual report 2019</p> <p>ICN Members' website</p>

	<p><i>submissions, task and finish groups.</i></p>	<p>ICN regularly contacts its Members requesting input into various policies, surveys, publications, etc. For example, ICN Members have in the last 12 months been asked to contribute to:</p> <ul style="list-style-type: none"> • A web-based consultation on non-communicable diseases to inform the WHO High-level Commission on NCDs • A survey to ascertain how many nurses have contracted the Coronavirus and how many nurses have died from it • ICN’s Strategic Health Policy Priorities • ICN position statements on a variety of topics • Development of the revised Advanced Practice Nurse Guidelines • Development of the revised ICN Code of Ethics 	<p>https://www.icn.ch/news/new-icn-report-shows-governments-are-failing-prioritize-nurses-number-confirmed-covid-19-nurse</p> <p>https://www.icn.ch/nursing-policy/position-statements</p> <p>https://www.icn.ch/system/files/documents/2020-04/ICN_APN%20Report_EN_WEB.pdf</p> <p>https://www.icn.ch/news/international-council-nurses-launches-consultation-revise-code-ethics-nurses</p>
<p>Organisation governance, including AGM</p>	<p><i>The governance structure and arrangements of the alliance e.g. the make up of the governing Board, committees and the ToR, AGM frequency and member voting rights etc.</i></p>	<p>The Council of National Nursing Associate Representatives is the governing board of ICN and its functions are described in the Constitution. Member NNAs select an individual to be its representative who sits on the council.</p> <p>The Council meets every two years and sets policy at a macro level, which includes decisions about admission of new members, election of the board of directors (from its ranks), amendments to the constitution and the setting of fees.</p>	<p>ICN Constitution ICN Website – Council of National Nursing Association Representatives (CNR) https://www.icn.ch/who-we-are/council-national-nursing-association-representatives-cnr</p>

		<p>At meetings of the CNR the right to speak is limited to:</p> <ul style="list-style-type: none"> • Members of the CNR, ICN Board of Directors, the ICN Chief Executive Officer and the person accompanying each NNA representative • Official observers designated by the ICN Board of Directors, on selected topics, as determined by the person chairing the meeting • Guests invited by ICN to speak on specific topics for the time allowed by the presiding officer of the meeting <p>The CNR is ICN's governing body. The CNR meeting includes AGM functions as well as policy discussions and decisions.</p> <p>There are provisions for the CNR to conduct its business in writing, for example the independent Audit and Risk Committee reports to the CNR members annually in writing, or for special meetings to be called.</p> <p>ICN Board meetings take place twice per year. In a year when a Congress is held, the Board meeting is held in the same location as the Congress. The Board meeting lasts for two days; prior to this is a meeting of the Executive Committee (President and three Vice Presidents), which lasts for one day.</p> <p>The ICN Board has four other Committees: the Membership Committee, the Congress and Conference Committee, the Constitution Committee and the Awards Committee.</p>	
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Board arrangements to allow member influence	<i>Member representation on the Board – and methods of engagement of wider membership in decision making.</i>	<p>The ICN Board of Directors for 2017-2021 is composed of 14 people, elected by the CNR, including the President and three Vice Presidents. Its 13 members, not including the President, are elected based on ICN voting areas, and the newly elected ICN Board, at its first meeting just after Congress, elects three Vice-Presidents from among its ranks.</p> <p>ICN has six areas corresponding to the WHO regions. Article 32 of the ICN Constitution specifies the number of seats allocated to each area, based on the number of members of the NNA and the overall percentage of nurses in the country who are members of the association.</p> <p>Based on the most recent census provided by ICN Members, the ICN Board of Directors 2021-2024 will have 12 Board members: 11 coming from the six ICN regions, and the President, who is not linked with any area. Directors on the ICN Board do not represent a region or country, but are selected to represent nurses and nursing Worldwide. However, during CNR meetings, Board members do take the lead in their respective areas and each of the Board members is associated with their region. If an NNA wishes to refer</p>	<p>ICN Constitution ICN Website – Who we are – Board of Directors https://www.icn.ch/who-we-are/board-directors</p>

		a matter to ICN, it can be done by a contact with the Secretariat, or by approaching a Board member representing the area concerned. Often the Board members have closer ties within their region as a result of cultural or language proximity. The 2021-2024 Board will have three representatives from Europe.	
Accessible meeting minutes and governance papers	<i>How are records of meetings, and paper discussed by governance structures, made available to members.</i>	<p>Documentation relating to minutes and governance papers is available in the password-protected membership area of the ICN website. A summary of Board minutes is available for all Members via the on-line membership area. ICN also provides a monthly update to Members, where there is a section dedicated to governance.</p> <p>The full CNR minutes are available at the next CNR meeting for approval by the CNR; prior to that and before the end of the year in which the CNR is held, the minutes are shared with Members.</p> <p>All governance policies are available on the membership website and when an NNA joins ICN, a welcome pack and login to that area is provided.</p> <p>When needed, the Governance section of ICN shares with NNAs any new documentation by direct communication (email). CNR papers are also shared in advance by direct mailing, and a hard copy of a book is given to NNAs before the CNR meetings starts.</p>	ICN Website Members' Area
Strategy, accounts and impact assessment accessible	<i>How are alliance strategy documents, financial accounts, and assessment of impact made available.</i>	ICN's Strategic Plan for 2019-2023 is available on its website.	<p>ICN Strategic Plan 2019-2023</p> <p>https://www.icn.ch/sites/default/files/inline-</p>

		<p>The ICN annual report details all ICN activities according to the strategic themes and goals.</p> <p>ICN financial accounts are presented to Members at the CNR meetings.</p> <p>ICN's external auditors are KPMG who audit the accounts annually. These go to the ICN Audit and Risk Committee (ARC), which is a core element of ICN's governance. It is chaired by a renowned independent expert in risk management Bruno Bruehwiler. In a Congress year the accounts are part of the Finance report to the CNR, and in a non-Congress year there is a written report from the ARC to all NNAs. Under Swiss law ICN's banks and the Swiss Authorities are also permitted to request the accounts.</p> <p>ICN has had several iterations of risk management workshops at Executive Management level, maintains its risk register up-to-date and has 'embedded' risk management in its operational practices, which means that risk assessments are part of every decision taken at Executive management level. ICN's internal controls are being systematised under the guidance of the ARC.</p> <p>Governance policies spanning Board systems, finance, public relations, etc. are maintained in a governance handbook that is regularly updated. Internal policies include a code of conduct and a code of ethics.</p>	<p>files/Strategic%20plan.pdf</p> <p>Annual reports 2018 and 2019</p> <p>ICN Website Members' Area</p>
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RELEVANCE AND IMPACT

<p>How strong is the fit with RCN strategic aims</p>	<p><i>How do the strategic aims of the alliance align with RCN's</i></p>	<p>ICN's mission is to represent nursing worldwide, advance the nursing profession, promote the wellbeing of nurses, and advocate for health in all policies.</p> <p>Its vision is for the global community to recognise, support, and invest in nurses and nursing so that they can lead and deliver health for all.</p> <p>A number of ICN strategic priorities overlap with RCN priorities. These are: Universal health coverage; non communicable diseases, primary health care; HR for health; person centred care; patient safety; antimicrobial resistance; mental health; immunisation; sustainable development.</p> <p>ICN's 3 pillars are: Professional Practice, Regulation & Education, and Socio-economic welfare. Recent policy positions on areas aligned with RCN priorities, include:</p> <ul style="list-style-type: none"> • Evidence-based safe nurse staffing • Nurses, climate change and health 	<p>ICN Strategic Plan 2019-2023</p> <p>https://www.icn.ch/sites/default/files/inline-files/Strategic%20plan.pdf</p> <p>https://www.icn.ch/what-we-do/campaigns/international-nurses-day</p> <p>Annual report 2019</p>
		<p>ICN was established in 1899. During its long history it has been a globally respected NGO that leads in identifying and addressing the key issues on the nursing profession, and how nurses impact the health and wellbeing of patients, families and populations. ICN is in official relations with WHO and that status is governed by the Framework of Engagement with non-state actors, which requires a collaboration plan to be agreed between WHO and ICN.</p>	

		<p>This plan includes agreed objectives and activities over a three-year period and is structured in accordance with the WHO General Programme of work. The WHO Executive Board reviews and approves the collaboration plan every three years, the most recent of which was approved by the WHO Executive Board this year.</p> <p>The areas of collaboration cover Universal Health Coverage, Promoting Healthier Populations, Addressing Health Emergencies and the Health Workforce. It covers a range of activities, including supporting WHO publication and guideline development, leadership training, technical support, and advocacy and dissemination.</p> <p>ICN and WHO together signed an agreement to Support the Nursing Now Campaign, which aims to raise the status and profile of nursing. This work, along with ICN's collaboration to promote the International Year of the Nurse and the Midwife, has further strengthened ICN's relationship with WHO, enabling ICN to have a powerful influence on WHO policy.</p> <p>In 2020 ICN has worked to improve the health and safety of nurses during the pandemic and it also worked behind the scenes with WHO on its recent Charter for Health Worker Safety.</p> <p>ICN delivers global leadership, ensuring that Members, through their collective action at the global level, add value to their own countries and to the</p>	
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		<p>worldwide nursing community. ICN provides its Members the platform and the means to achieve common goals through collaborative action, working together for the benefit of society, the advancement of the profession and the development of its Members.</p> <p>ICN and its Members work with a wide range of NGOs, governments, intergovernmental agencies, industry and key stakeholders to achieve maximum impact.</p> <p>ICN's close collaboration with WHO, and its work with its own affiliates (see below), provides ready access to intelligence that is otherwise not available to nationally based nursing organisations.</p> <p>ICN's affiliates:</p> <ul style="list-style-type: none"> • Council of International Neonatal Nurses • International Federation of Nurses Anaesthetists (IFNA) • International Federation of Perioperative Nurses (IFPN) • International Society of Nurses in Cancer Care (ISNCC) • NANDA International • Sigma Theta Tau International (Sigma) • World Federation of Critical Care Nurses (WFCCN) • Nursing Society on Addiction (IntNSA) 	
Strategically beneficial to RCN due to current	<i>Benefits of particular relevance to the RCN due to context. What are these and why?</i>	ICN has been in official relations with the WHO since 1948. It is the only nursing organisation to be formally recognised to represent the global voice of nursing and have unique access to WHO decision-making,	https://www.icn.ch/who-we-are/specialist-affiliates

		<p>ICN co-chaired the expert steering board for the first WHO State of the World's Nursing (SOWN) Report, which was published in April 2020.</p> <p>ICN worked with its National Member Associations to ensure the SOWN report reflect nursing's global priorities.</p> <p>Expert nurses from around the world were involved in developing the recently published ICN Disaster Nursing Competencies report and this year ICN workshops were held in Sri Lanka and the Bahamas, training nurses who have been at the forefront of responding to the disasters affecting each country. This is an example of developing policy that then directly supports improving nursing practice. ICN's President was a Commissioner on the UN high level Commission on NCDs and secured positive references to investment in nursing and the contribution of the nurses to NCD's in both of their reports.</p> <p>ICN's Chief Executive Officer was part of the advisory group that developed the Astana declaration (that replaced the Alma Ata declaration), which contained unambiguous references to the health workforce.</p> <p>ICN's Girl Child Education Fund supports the orphaned female children of nurses who have died in developing countries. The education of 82 girls is currently being paid for by the fund. The impact of the GCEF on these girls' lives is immeasurable.</p>	
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<p>Availability of demonstrable and measurable impact of activity</p>	<p><i>Impact should be understood in terms of successful influencing of policy makers and other relevant decision makers captured and communicated by the ICN, including specific positive changes within policy and practice which can be attributed to ICN influencing</i></p>	<p>ICN also engages with the United Nations through its consultative status with the Economic and Social Council (ECOSOC). This allows ICN to contribute to UN policy making, including various human rights mechanisms, ad hoc processes and special events organised by the President of the General Assembly.</p> <p>ICN is a partner in the Nursing Now Campaign and will take over the legacy of the campaign at the end of 2020. ICN successfully lobbied the WHO Director General to create a WHO Chief Nursing Officer role, currently held by Elizabeth Iro, and the new WHO</p>	<p>https://www.icn.ch/nursing-policy/icn-and-world-health-organization</p> <p>ICN Updates in Website Members' area</p> <p>https://www.nursingnow.org/?gclid=Cj0KCQjwit_8BRCoARIsAlx3Rj7GI4awQah_jPxRgddomqM9wk</p>

		<p>Europe Director, who has committed to create the same post in Europe.</p> <p>ICN successfully lobbied WHO to make 2020 The Year of the Nurse and Midwife. The WHO DG and CNO have regular meetings with ICN President Annette Kennedy.</p> <p>ICN co-chaired the expert steering board for the first WHO State of the World's Nursing (SOWN) Report, which was published in April 2020.</p> <p>ICN worked with its National Member Associations to ensure the SOWN report reflect nursing's global priorities.</p> <p>Expert nurses from around the world were involved in developing the recently published ICN Disaster Nursing Competencies report and this year ICN workshops were held in Sri Lanka and the Bahamas, training nurses who have been at the forefront of responding to the disasters affecting each country. This is an example of developing policy that then directly supports improving nursing practice. ICN's President was a Commissioner on the UN high level Commission on NCDs and secured positive references to investment in nursing and the contribution of the nurses to NCD's in both of their reports.</p> <p>ICN's Chief Executive Officer was part of the advisory group that developed the Astana declaration (that replaced the Alma Ata declaration), which contained unambiguous references to the health workforce.</p>	<p>E1Awpl2EmbOASyBPYc5nKKOXDnbeYaAmfQEALw_wcB</p>
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EFFECTIVENESS

<p>How is this measured and demonstrated</p>	<p><i>Evidence of how progress against alliance goals is captured, and presented (as opposed to presentation of activity undertaken to achieve these goals).</i></p>	<p>ICN lobbied WHO for many years about the importance of having nursing represented at the very highest level of the organisation. The appointment of Elizabeth Iro as WHO’s Chief Nursing Officer was the result of that lobbying. ICN continues to lobby WHO Regional Offices on this issue, and has secured the commitment of the European Regional Director to appoint a CNO to that region. ICN continues to campaign for all countries to have a CNO.</p> <p>ICN’s work with WHO also led to the designation of 2020 as the International Year of the Nurse and Midwife. Although many of the planned activities had to be cancelled or postponed because of the pandemic, the Year of the Nurse has nevertheless been a success in raising the profile of the profession in this pandemic year.</p> <p>Nursing Now, which ICN jointly set up with WHO, has been a resounding success and a truly global movement, with many thousands of nurses involved in its work, including in the Nightingale Challenge, and the Universal Health Coverage, Evidence of Impact, and the Leadership and Development programmes,</p> <p>During 2020 ICN was the only organisation recording global data on nurse infections and deaths from COVID-19. ICN’s data has been used by NNAs to press their governments to provide proper personal</p>	<p>Annual reports 2018 and 2019</p> <p>https://www.nursingnow.org/?gclid=Cj0KCQjwit_8BRCoARIsAlx3Rj7GI4awQah_jPxRgddomqM9wkE1Awpl2EmbOASyBPYc5nKKOXDnbeYaAmfQEALw_wcB</p> <p>https://www.icn.ch/news/state-worlds-nursing-report-policy-dialogue-next-steps-covid-19-factor</p> <p>https://www.icn.ch/system/files/documents/2020-07/COVID19_international_supply_of_nurses_Report_FINAL.pdf</p> <p>https://www.icn.ch/what-we-do/projects/global-nursing-leadership-institutetm-gnli</p>
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		<p>protective equipment and healthier workplaces for their nurses.</p> <p>Former scholars on ICN's Global Nursing Leadership Institute have gone on to be prominent leaders in the profession around the world.</p>	
Evidence of impact of the organisation on positive outcomes for the nursing profession	<i>Evidence of outcomes achieved (e.g. policy change) through alliance activity and outputs.</i>	See above	
Distribution of power in membership (is it member-led and what is the voting power)	<i>What evidence that the alliance is member-led e.g. how do members set priorities, develop positions, what is their voting power?</i>	<p>There is one vote per NNA through representation on the Council of Nursing Representatives. However, additional votes are allocated to full member organisations on the basis of five balanced bands for size, and five balanced bands for percentage of coverage in the country (Tiered Voting System). Based on current RCN RN membership, the RCN would have 9 votes.</p> <p>Each ICN geographical area has at least one member on the Board.</p> <p>Each area that has more than 10% of the total ICN membership of all ICN member NNAs is entitled to another member on the Board.</p>	<p>ICN Constitution</p> <p>ICN Website Members' Area</p>
Membership model	<i>Which organisations are eligible to become members, based on which criteria, how many representatives per organisation, and any other relevant information about the membership model.</i>	<p>There are currently two categories of membership:</p> <p>i. Alliance – Under this category, national nursing groups in the country decide to form a new national nursing organisation for international purposes. Banded together in an international alliance, the Alliance becomes the full ICN member. The Alliance</p>	ICN Constitution

		<p>determines its own makeup and may include national generalist and specialist groups.</p> <p>ii. Traditional – Under this category there is normally only one full NNA per country and this is the most representative generalist nursing organisation in the country. In the case where the association represents fewer than 6% of the nurses in the country additional full ICN members, that comply with the requirements of size and also comply with the requirements for a National Nurses' Association, may also join.</p>	
FINANCIAL			
Membership costs per annum	<i>Cost per member and total cost based on current membership. In cases where only RNs can be members – RCN fee should be based on only on number of current RN members in RCN. If given in local currency, this should be presented in that currency alongside GBP amount with current conversion rate.</i>	<p>If RCN declared a registered nurse membership of 400K or more the 10% cap on fees would be exceeded i.e. no one member pays more than 10% of total ICN dues income. The current ICN estimate for RCN is in the range of 450-500,000 <u>CHF [Swiss Francs]</u>. The final calculation is of course subject to the declared membership number, total ICN fees income and the prevailing exchange rate.</p> <p>The commitment in days per year for RCN attending events in person would be at the discretion of the RCN. There are certain meetings which are significant, namely the May Meetings before the World Health Assembly, amounting to four days, meetings with WHO and other strategic partners, and the CNR/Congress (2021 is a Congress year) with a three-day CNR and the four-day Congress. These sets of meetings are in alternate years. There are other key events during the year which RCN may wish</p>	<p><i>Email from ICN CEO – April 2020</i></p> <p>Letter from ICN President to RCN General Secretary January 2020</p>
Time contribution (WTE per month)	<i>Estimate of WTE per month staff time (including which staff) based on expectations of involvement shared by the alliance.</i>		

		to be involved in, as it was in the past, including the annual International Workforce Forums. Based on the information on membership provided, RCN would be entitled to nine votes on the CNR.	
Funding model (e.g. sliding scale based on membership numbers)	<i>How membership costs for each member organisation are determined. (e.g. sliding scale based on membership numbers, membership categories based on member organisation's income etc)</i>	ICN uses World Bank categories to determine if a country is high/middle/low income and the rate per member depends on that. The range is from about 2.6CHF TO 1CHF per member. However, as the cap would apply to RCN, the actual rate per member based on RN membership would be approximately 1.2CHF per member.	<i>Email from ICN CEO – June 2020</i>

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