On behalf of the CNF President and Board, I wish all CNF members and friends a safe, happy, healthy and peaceful 2013.

**SUSIE KONG HONOURED BY SINGAPORE**

The CNF congratulates the CNF President, Miss Susie Kong, who was awarded the Public Service Medal by Dr Tony Tan, President of the Republic of Singapore at the 2012 Singapore National Day Honours Awards ceremony. The Public Service Medal is awarded to a person who has rendered commendable public service in Singapore or for their achievement in the field of arts and letters, sports, the sciences, business, the professions, and the labour movement.

**ANF HOSTS A SUCCESSFUL SPNF**

Over 400 nurses and midwives from across the South Pacific attended the 16th South Pacific Nurses Forum (SPNF) 2012 which was held from 19-22nd November in Melbourne Australia. The highly successful SPNF was hosted by the Australian Nursing Federation. A highlight for delegates was an introduction to the unique animals of Australia. For copies of the presentations and photographs go to: [http://www.spnf.org.au](http://www.spnf.org.au)

**COMING EVENTS**

10th CNF Europe Region Conference
*Advancing nursing and midwifery through evidence based practice*
15-16 March 2013 Larnaca Cyprus
For more information go to: [http://www.cyna.org](http://www.cyna.org)

Tanzania Nursing and Midwifery Council
60th Anniversary Conference
*Looking back and thinking ahead*
16-19 March 2013 Dar es Salaam, Tanzania
For more information go to: [http://www.tnmc.go.tz](http://www.tnmc.go.tz)

ICN 25th Quadrennial Congress
*Equity and Access to Health Care*
18-23 May 2013 Melbourne Australia
REGISTRATION NOW OPEN

The 2nd Commonwealth Nurses Conference will be held in London 8-9 March 2014 on the eve of Commonwealth Week. The Conference will be preceded by the 21st CNF Biennial Meeting on Friday 7 March. The 2nd conference will be a ‘must attend’ event so mark it in your diary and plan to attend: a ‘Call for Abstracts’ will be circulated early in 2013.
THE COMMONWEALTH NURSES FEDERATION STRATEGIC PLAN 2013-2014

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

GOVERNANCE
The CNF 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.
3. Reports will be provided quarterly by the Executive Secretary to the President, Vice President and Board members covering all key strategic areas.
4. The Constitution of the organisation will be reviewed in consultation with members prior to each CNF Biennial Meeting.
5. The Annual Report of the organisation will be circulated to members and other stakeholders and made available on the CNF website.

ADMINISTRATION
The CNF will maintain effective and efficient administrative processes with specific consideration to reducing costs and environmental impact.
1. All files of the CNF from 1 July 2012 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 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 CNF to celebrate its 40th anniversary in 2013 and launched at Biennial in March 2014.

FINANCES
The CNF will have a financial growth strategy, a diversified financial base and operate within open and transparent financial systems.
1. An annual budget will be approved by the Board.
2. 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.
3. 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.
4. End of year financial statements will be prepared which include a comprehensive breakdown of income and expenditure.
5. The financial accounts of the CNF will be subject to an annual audit which will be publicly available to members, be uploaded to the CNF website, and form part of the CNF Annual Report.

COMMUNICATION
The CNF will have a dynamic communication strategy which will effectively and attractively promote its purpose and activities to members and other stakeholders.
1. The CNF e-News will be published monthly and sponsorship maintained.
2. The Commonwealth Nurse will be published bi-annually; member contributions actively sought; and advertisements and sponsorship sought to offset costs.
3. The CNF website will be updated regularly.
4. Opportunities will be sought to have CNF activities publicised in other communication media.
5. Opportunities will be sought to publish CNF activities in other relevant journals.

LIAISON
The CNF will maintain active links with relevant stakeholders within the Commonwealth and the wider international community in order to fulfill 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 CNF.
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.

MEMBERSHIP
The CNF will provide a high quality service to members providing information, regular communication, and supporting capacity building and leadership development.
1. Current membership will be actively maintained and new membership sought.
2. Members will be provided with regular communication on issues of interest to them.
3. Input from members will be sought when preparing CNF responses to issues of interest or concern.
4. The membership data base will be kept current.
5. A proposal for expanding membership categories will be developed and submitted to the CNF Biennial Meeting in 2014.

PROGRAMS
The CNF 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 CNF will be determined in consultation with members and the CNF Board.
3. Board members will be actively involved in delivering CNF programs.
4. All programs will be evaluated and a report made publicly available on the CNF website.
5. Programs will be provided across all regions of the CNF.

Comments on the strategic plan are welcome and can be sent to: jill@commonwealthnurses.org