

KINGDOM OF CAMBODIA
NATION RELIGION KING



CAMBODIAN COUNCIL OF NURSES

STRATEGIC PLAN II
FOR
THE CAMBODIAN COUNCIL FOR NURSES

2017-2019



implemented by



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Abbreviation

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Abbreviation

AJCCD	ASEAN Joint Coordinating Committee on Dental
AJCCM	ASEAN Joint Coordinating Committee on Medical
AJCCN	ASEAN Joint Coordinating Committee on Nursing Services
AMS	ASEAN Member States
AQRF	ASEAN Qualification Reference Framework
ASEAN	Association of Southeast Asian Nations
ASSIST	Applying Science to Strengthen and Improve Systems
CCN	Cambodian Council of Nurses
CLMV	Cambodia, Lao PDR, Myanmar and Vietnam
CPD	Continuing Professional Development
DPs	Development Partners
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
ICN	International Council of Nurses
ICT	Information Communication Technology
MoH	Ministry of Health
MRA-NS	Mutual Recognition Arrangement on Nursing Services
MRAs	Mutual Recognition Arrangements
NQF	National Qualification Framework
NRA	Nursing Regulatory Authority
PNC	Provincial Nursing Council
RNC	Regional Nursing Council
USAID	United States Agency for International Development
WG	Working Group
WHO	World Health Organization

Preface

With the objective of setting and maintaining professional nursing standards for the protection of public safety, responding to the changing environment to ensure a fit for purpose workforce, engaging stakeholders to guide the development of a competent and flexible workforce, demonstrating national and international leadership in nursing regulation, local and oversea training to build capacity of the council to finally reach the quantity and quality of nurses and strengthening national and international cooperation to share knowledge and experience, the Cambodian Council of Nurses (CCN), a milestone in Cambodian history, was established to undertake the above responsibilities. The role of the CCN is not to seek mistakes in order to penalize responsible individuals, rather to supervise the implementation of principles of morality, righteousness, fairness and loyalty necessary for effective and sustainable performing the medical professional assistants, observe the performance of all members regarding the respect of professional obligations and other regulation stipulated in the Code of Ethic in Nursing, and preserve honors and dignity of medical professional assistants.

The vision of the CCN is ***"All nurses in Cambodia (national and foreigners) deliver high quality services to patients and the nursing profession is based on good policies and reputation"***. To realize this vision, the CCN has a mission to supervise the implementation, observe performance and preserve honor and dignity of nurses as stated in the Nursing Act promulgated by the Royal Decree No. NS.RKT. 0906/389 dated on 17 August 2007.

The CCN has integrated into the regional community with the aim to learn, share and strengthen institutional capacity in an effort to gather all qualified nurses who can exercise as medical professional assistance in the Kingdom of Cambodia professionally in accordance with the code of ethic in nursing, standard of nursing care of Cambodia and as well as the international standards.

To achieve the above objective, the CCN has developed and implemented the Strategic Plan I (2014-2016) which laid down three main activities, namely (1) professional standards, (2) registration and licensing, and (3) communication strategy. Until 2016, the CCN has attained significant achievements resulted from the implementation of the Strategic Plan I.

CCN requires and aims at institutional development and human capacity building. The CCN has developed and is ready to implement Strategic Plan II (2017-2019) aiming at continuously upgrading on institutional capacity building and nursing profession with expectation of promoting health and safety patients.

On behalf of the CCN, I would like to extent my deepest gratitude to the MoH for their full support for the CCN. I also would like to thank all healthcare providers (both public and private) for their close cooperation, support and coordination in every single work of the CCN. My special thanks are also to the development partners such as the Federal Republic of Germany and its implementation agency Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), World Health Organization (WHO), United States Agency for International Development (USAID) and its Applying Science to Strengthen and Improve Systems (ASSIST) Project for technical and financial support to develop the CCN. We very much appreciate this support as it is crucial for CCN to develop and fulfill its role.

I firmly believe that the CCN's management and staff will actively take part in implementing programmes and activities in the Strategic Plan II in order to successfully achieve the targeted results.

Phnom Penh, 18 December 2018



I. Introduction

1. Legal Framework

Cambodian Council of Nurses (CCN) established in 2007 with the aims of ensuring of the public safety by regulating nursing education system and setting the strategic direction for the CCN and overseeing the work of senior CCN staff. Moreover, the establishment of CCN is for the purpose of gathering all qualified nurses who can exercise as medical professional assistant in the Kingdom of Cambodia.

All nurses who have exercised as medical professional assistants must register with the CCN and CCN has to supervise the implementations of principles of morality, righteousness, fairness and loyalty necessary for effective and sustainable performing the medical professional assistants. CCN observes performance of all members regarding the respect of professional obligations and other regulations stipulated in the Code of Ethic in Nursing.

2. Institutional Structure

The CCN is headed by the president who is assisted by two vice presidents. They are subordinated by the General Secretariat and Treasury. The president has the responsibilities to lead the CCN, be in charge of the implementation of policies, goals and objectives of the CCN and have the authority to act in all matters stipulated in the law; especially the president manage all human resources matter of the CCN.

The CCN remains having limited human resources in terms of not enough staff to work full time to support the operational work of CCN because all of them are volunteers except one full time administrative staff and financial resources as all of the CCN's operation is depended on the members' fee.

The CCN performs their tasks by following the Municipal and Provincial Nursing Council (PNC); Regional Nursing Council (RNC; and National Nursing Council (NNC) (*More detail of the institutional structure, please go the royal decree of the establishment of the CCN*).

3. Vision, Mission and Value

Vision

"All nurses in Cambodia (national and foreigners) deliver high quality services to patients and the nursing profession is based on good policies and reputation."

Mission

"Supervise the implementation of the professional standards and preserve honors and dignity of nurses for effective and sustainable performing their profession."

Values

The value of the CCN reflects the behavior, attitudes and characteristics of the nurses as a result on the impacts of the decision making and achievement. Value and behavior of the CCN are:

- collaboration

- righteousness
- professional capacity
- transparency and accountability
- up keeping the symbol of professional nursing care in Cambodia

II. Review on the implementation of strategic plan I (2014-2016)

1. Completed activities

- development of scope of practice for nurses;
- establishment of disciplinary committee;
- development of the minimum standards for registration;
- development of code of ethics for nurses;
- development of the guideline on mutual support for CCN's members;
- development of the logo for the CCN; and
- temporary allocation of the CCN's office.

2. Ongoing activities

- Activities that are not completed in the strategic plan I have to be carried out to the strategic plan II:
 - development of standards of registration and licensing forms;
 - development of registration and licensing processes;
 - development of database system for nurses;
 - development of nurse magazines; and
 - creation of the account for all PNCs.

III. Strategic Plan II (2017-2019)

1. SWOT Analysis

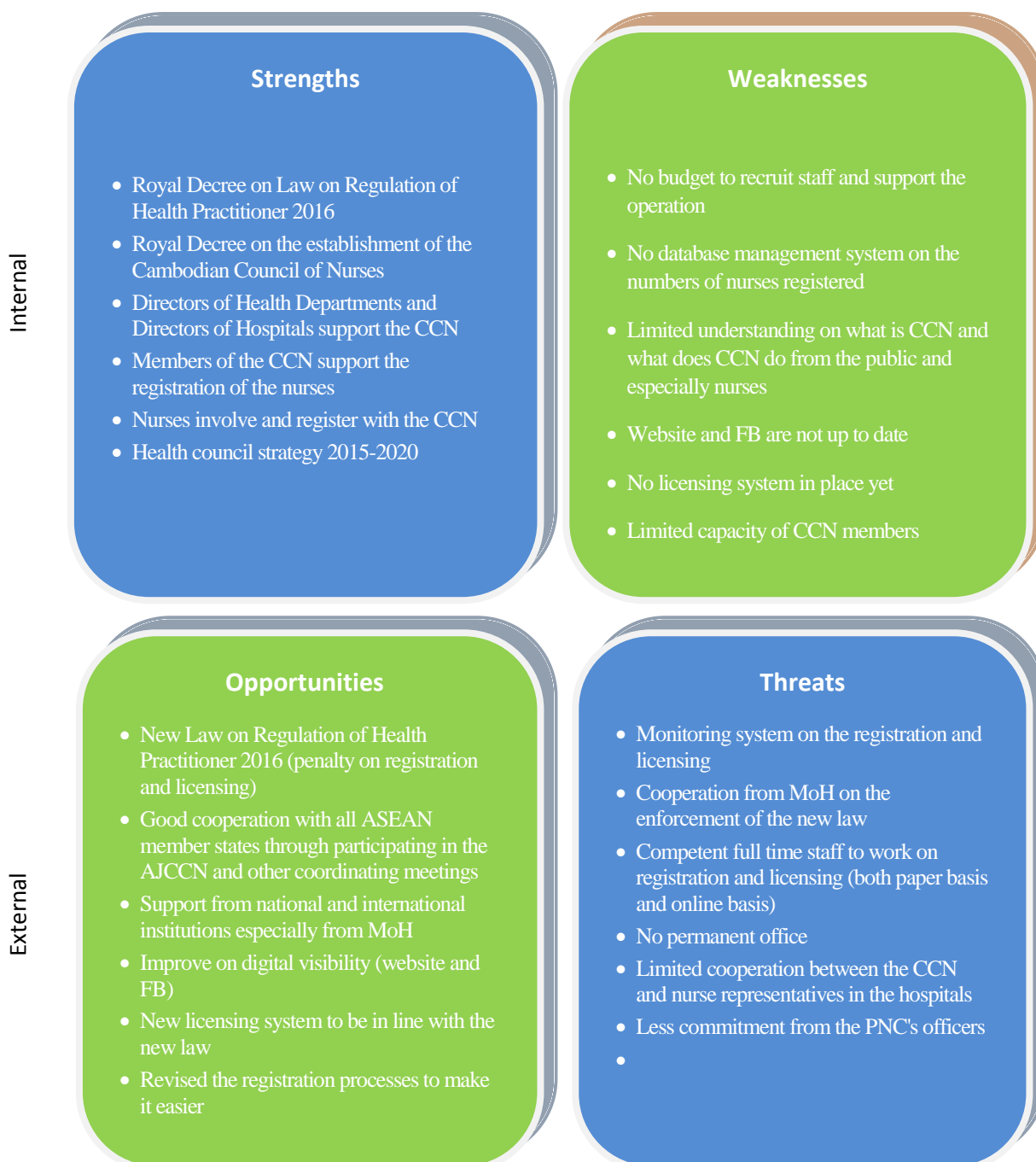
The SWOT which stands for "Strengths, Weaknesses, Opportunities and Threats" is a useful analytical tool to portray the current status of the CCN. While Strengths represent the internal factors that drive the CCN forward, Weaknesses are the negative internal factors that hinder the operation and development of the CCN. The strategic plan therefore focuses on activities that help strengthen the Strengths by mitigating or eradicating the Weaknesses.

Opportunities and Threats are the external factors that may have positive and negative impacts on the CCN, respectively. These factors are exogenous and influenced by the changes in environment surrounded the CCN. Identifying these

factors may help formulating a counter strategy that enables the CCN to profit from these opportunities while weakening the threats in tandem.

The CCN has attained some significant achievements through the implementation of the 3 years strategic plan I (2014-2016). Nevertheless, there are still some weaknesses to be addressed in the 3-year strategic plan II (2017-2019). The table below demonstrates the SWOT Analysis of the CCN.

SWOT Analysis of the CCN



2. Challenges

- limited capacity and time of the CCN's staff and members;
- lack of technical and financial resources and financial management;
- lack of professional standards in both languages as a guidance for the CCN and nurses;
- no registration and licensing system;
- no monitoring and evaluation system; and
- no own permanent office to situate/accommodate the staff for daily operation.

3. Objectives and work areas

Having analyzed the SWOT of the CCN, the strategic plan II formulates the needs for development and strengthening the four areas:

- Professional standards:
 - setting and maintain professional nursing standards for the protection of public safety;
 - ensuring the fit to nursing practices.
- Registration and licensing system:
 - increasing the number of registered nurses;
 - offering licensing to nurses;
- Institutional capacity building and development
 - engaging stakeholders to guide the development of a competent and flexible workforce;
 - communication strategy through strengthening national and international cooperation to share knowledge and experience.
- Human capacity building and development
 - demonstrating national and internal leadership in nursing regulation;
 - local and oversea trainings to build capacity of the council to finally reach the quantity and quality of nurses.

a. Professional standards

During the past few years, the CNN has developed a few standards for nurses such as nursing code of ethics, standards of care, nursing core competency standards, etc. The CCN will continue developing additional Guidelines, Standards, and Manuals in order to enhance the quality of nurses to meet national and international standards. The CCN will organize systematic and in-depth training to those standards and guidelines and manuals to selected nurses.

The CCN not only focuses on the quantity of the nurses registered but also on the quality and effectiveness of the nursing services. Regular improvement and update on capacity, knowledge of professional standard and other relevant skills are the prioritized tasks for the CCN to make nurses become competent and reliable professionals in conformity with the international standards through the development of Continuing Professional Development (CPD) for nurses and most importantly is the implementation procedures on CPD.

b. Registration and licensing system

In November 2016, the Law on Regulation of Health Practitioners has been approved for putting into practice by the Royal Kram No. NS/RKM/014 which states strongly on the responsible entity on registration and licensing. All health professionals who wish to practice their professions, they should hold registration and license to practice with the respective health council. The CCN has to improve the current registration system to make it easier for nurses getting registered and develop the licensing system for all registered nurses.

c. Institutional capacity building and development

Capacity building has been a great need of the CCN. The organizational and operational structure of the CCN has to be strengthened through trainings and lesson learnt from other nursing councils in ASEAN as well as other countries.

The partnership with the experienced institutions in the region and globally has to be taken into consideration for the CCN to maintain and strengthen its relation with ASEAN nursing council and as well as the International Council of Nurses (ICN) and join the ASEAN Joint Coordinating Committee of Nurses (AJCCN). The CCN has also forged relationship with different nursing councils in the regions to exchange idea, experience and good practice. This kind of knowledge is very beneficial for the CCN to build up its capacity.

Moreover, this strategic pillar is also to strengthen the image of the CCN. The CCN should become an eminent and respectful institution in Cambodia especially from nurses. The work of the CCN is meaningful and effective if the MoH, nurses and the public support and acknowledge the value and benefits of their work. To achieve this objective, the CCN has to strengthen its internal structure and external relation. The internal structure refers to roles and responsibilities of CCN's members, registration and licensing system, data management system and ICT system. The CCN has to improve the current registration system and develop the licensing system to match with the new law for quality and efficiency of its operations. Data management system refers to the management of the digital database system of the registered nurses both local and foreign nurses. An effective ICT system will be developed to support the administrative tasks to enable effective internal and external communication.

These tasks are critically important for the CCN to be professionally competent, reliable and recognized by other stakeholders especially nurses and MoH.

d. Human capacity building and development

The professional development for the members can be strengthened through trainings inland, abroad or cooperation with local, regional and international nursing

training institutions and councils. The training need assessment is to be reviewed, revised and updated regularly from one to the other mandate. With this work done, specific training will be provided and gaps in managing the nursing council can be filled. Since the members are equipped with knowledge and skills relevant to their work, the CCN's management is able to operate their work effectively.

IV. Action Plan

The four areas stated above can be achieved through 3 year (2017-2019) implementation of 15 activities as shown in the table below. The expected outputs of each activities in conjunction with its indicators used as criteria to follow up and monitor the implementation of those activities are shown in Chapter VI.

In addition to CCN's work plan, the CCN also contributes to achieve the AJCCN's work plan as seen in annex 3.

Strategy	Strategic Activities		Responsibility
Strategy 1: Professional Standards	1	Amendment of Royal Decree on Cambodian Council of Nurses	MoH and CCN
	2	Development on procedures related to complaints on professional misconduct	WG/CCN
	3	Review on Scope of practice for nurses	WG/CCN
	4	Development of Continuing Professional Development (CPD) for nurses	WG/CCN
Strategy 2: Registration and Licensing System	5	Mechanism on registration and licensure for nurses	WG/CCN
	6	Mechanism on licensing renewal	WG/CCN
	7	Improving follow-up system of registration and licensing	WG/CCN
	8	Database management system (set up and maintenance)	WG/CCN
	9	Developing communication strategy to maintain and raise awareness efficiently on the implementation of the new Law on Regulations of Health Practitioners, registration and licensing	WG/CCN
	10	Implementation mechanism of CPD guidelines	WG/CCN
Strategy 3: Institutional Capacity Building and Development	11	Strengthening the cooperation with international institutions and other stakeholders	CCN
	12	Strengthening the implementation and understanding of roles and responsibilities of the CCN's members	CCN
	13	Maintaining and updating the CCN's website	CCN
	14	Internal cooperation and communication strategy	CCN

Strategy	Strategic Activities		Responsibility
Strategy 4: Human Capacity Building and Development	15	Comprehensive trainings, on-the-job trainings and self-learnings to strengthen the capacity of CCN members	CCN

The 3-Year Actions Plan (2017-2019) shall be achieved through implementation of all 50 activities that support the 15 main activities and four strategic objectives in annex 2.

The successful implementation of the strategic plan requires a strong determination, commitment and participation of the CCN's members and staff as well as other stakeholders. Moreover, timely implementation of the strategic plan is attributable to the funding of the development partners because the CCN needs consultants and funds to assist the implementation of those activities.

Therefore, the CCN benefits from support of development partners providing technical assistance and funds to ensure sustainable implementation of this strategic plan.

V. Communication and Monitoring

To have an effective and eased monitoring of strategic plan implementation, the expected outcomes of individual activities are defined and the indicators and objectives for performance measurement are also determined.

The provincial council meets every three months to discuss the issues, share information or find ways to solve the issues. In case they cannot find the solution, the provincial council can bring up the issues for the discussion in the regional council meeting which is held in every 6 months.

The CCN meets regularly in every two months to discuss, share information, and update the progress of the planned activities and find solutions if any to move things forwards in order to reach the indicator and objective.

Once or twice a year, the CCN organizes meeting with relevant stakeholders to discuss about the progress of the implementation plan supported by the CCN and various stakeholders and to plan the activities for the next half year or next year.

Progress report of the strategic plan implementation will be produced twice a year by the secretary general to report to the president via vice president as well as DPs if necessary.

Annex 1: Cost Projection

Table of the Cost Projection for 2017-2019

Strategy	Strategic Activities		Cost estimation
Strategy 1: Professional Standards	1	Amendment of Royal Decree on Cambodian Council of Nurses	3,000
	2	Development on procedures related to complaints on professional misconduct	5,000
	3	Review on Scope of practice for nurses	20,000
	4	Development of Continuing Professional Development (CPD) for nurses	5,000
Strategy 2: Registration and Licensing System	5	Mechanism on registration and licensure for nurses	4,500
	6	Mechanism on licensing renewal	2,000
	7	Improving follow-up system of registration and licensing	17,000
	8	Database management system (set up and maintenance)	32,000
	9	Communication strategy to maintain and raise awareness efficiently on the implementation of the new Law on Regulations of Health Practitioners, registration and licensing	25,000
	10	Implementation mechanism of CPD guidelines	40,000
Strategy 3: Institutional Capacity Building and Development	11	Strengthening the cooperation with international institutions	12,000
	12	Strengthening the implementation and understanding of roles and responsibilities of the CCN's members	3,000
	13	Maintaining and updating the CCN's website	2,000
	14	Internal cooperation and communication strategy	0
Strategy 4: Human Capacity Building and Development	15	Comprehensive training to strengthen the capacity of CCN members	5,000
Costs in total in USD			174,500

Note: The above cost projection is based on a rough estimation of financial need for the implementation of main and sub-activities only. The cost of daily operation financed by CCN itself is not included.

Annex 2: 3-Year Actions Plan (2017-2019)

Nr	Activities	Responsibility	Need of support	Time Frame		
				2017	2018	2019
Strategy 1: Professional Standards						
1	Amendment of Royal Decree on Cambodian Council of Nurses					
	<i>Indicator: Royal decree on Cambodian Council of Nurses is amended and approved for use</i>					
1.1	Amendment of Royal Decree on Cambodian Council of Nurses in accordance with the new law on Regulation of Health Practitioners	MoH and CCN	Fund: USAID ASSIST until Sep. 2017	✓		
1.2	Workshops to disseminate the new amended law and other communication channels	MoH and CCN	Fund		✓	✓
2	Procedures related to complaints on professional misconduct					
	<i>Indicator: Procedures related to complaints on professional misconduct is developed and approved for use</i>					
2.1	Draft procedures related to complaints on professional misconduct	WG/CCN	Technical support		✓	
2.2	Approve procedures related complaints on professional misconduct	WG/CCN			✓	
2.3	Dissemination of the approved procedures	WG/CCN	Fund		✓	
2.4	Implementation on the approved complaints procedures	WG/CCN	Fund			✓
2.5	Follow up and monitor on the complaints procedures	CCN				✓
3	Review on Scope of Practice for nurses					
	<i>Indicator: Scope of practice for nurses is reviewed and approved for use</i>					
3.1	Review and revise the current scope of practice for nurses	WG/CCN	Technical		✓	

Nr		Activities	Responsibility	Need of support	Time Frame		
					2017	2018	2019
				support			
	3.2	Approve scope of practice for nurses	WG/CCN			✓	
	3.3	Workshops to disseminate the approved scope of practice to relevant stakeholders especially nurses	WG/CCN	Fund		✓	✓
4	Continuing Professional Development (CPD)						
	<i>Indicator: CPD guideline is available for the implementation at least 3 training providers are selected and 10 training courses are accredited by the CCN</i>						
	4.1	Develop (draft) CPD guideline	WG/CCN	Fund and technical support: GIZ	✓		
	4.2	Finalize the draft CPD guideline	WG/CCN	Technical support: GIZ	✓		
	4.3	Select the training providers and accredit the training courses	WG/CCN	Technical support: GIZ	✓		
	4.4	Workshops to disseminate the approved CPD guideline	WG/CCN	Fund: GIZ		✓	
	4.5	Pilot implementation on CPD guideline	WG/CCN	Fund: GIZ		✓	✓
	4.6	Collaborate with training providers to deliver the trainings	WG/CCN	Fund and technical support: GIZ		✓	✓
Strategy 2: Registration and Licensing System							
5	Mechanism on registration and licensing for nurses						
	<i>Indicator: The registered nurses are increased up to 95% and at least 50% of them are licensed</i>						

Nr		Activities	Responsibility	Need of support	Time Frame		
					2017	2018	2019
	5.1	Develop (draft) mechanism on registration and licensing for nurses	WG/CCN	Technical support	✓		
	5.2	Approve the draft mechanism	WG/CCN		✓		
	5.3	Trainings on registration and licensing mechanism	WG/CCN	Fund	✓		
	5.4	Pilot implementation on registration and licensing mechanism	WG/CCN	Fund and technical support: GIZ	✓	✓	
	5.5	Full implication of registration and licensing mechanism to increase the numbers of registered and licensed nurses	CCN			✓	✓
	5.6	Follow up support and monitor on the implementation of the registration and licensing mechanism	CCN			✓	✓
6	Mechanism on licensing renewal						
	<i>Indicator: Mechanism on renewal licensing is available and at least 10% of the licensed nurses are renewed their licenses</i>						
	6.1	Draft mechanism on licensing renewal	WG/CCN	Fund and technical support	✓		
	6.2	Finalize and approve the draft mechanism	WG/CCN	Technical support	✓		
	6.3	Dissemination of the approved mechanism	WG/CCN	Fund and technical support		✓	
	6.4	Pilot implication on the approved licensing renewal mechanism	WG/CCN	Fund and technical			✓

Nr		Activities	Responsibility	Need of support	Time Frame		
					2017	2018	2019
				support			
	6.5	Full implementation on providing the licensing renewal	CCN				✓
	6.6	Follow up support and monitor the implementation of licensing renewal	CCN				✓
7	Follow-up system of registration and licensing						
	<i>Indicator: Follow up mechanism is discussed and put into practice</i>						
	7.1	Discussion on the follow-up procedures of registration and licensing	WG/CCN	Technical support	✓		
	7.2	Implication of the follow-up procedures of registration and licensing	WG/CCN	Technical support	✓		
8	Database management system (set up and maintenance)						
	<i>Indicator: The framework and content of the database is discussed and developed and regularly maintained every six months</i>						
	8.1	Discussion on the framework and the content of the database	WG/CCN	Technical support	✓		
	8.2	Comprehensive database is being developed	WG/CCN	Fund and technical support		✓	
	8.3	On-going update and maintain on the comprehensive database	WG/CCN			✓	✓
9	Communication strategy						
	<i>Indicator: Communication strategy on the implementation of the new law is developed and put into practice</i>						
	9.1	Draft communication strategy	CCN	Fund and technical support:	✓		

Nr		Activities	Responsibility	Need of support	Time Frame		
					2017	2018	2019
				USAID ASSIST			
	9.2	Finalize and put into use	CCN	Fund and technical support: USAID ASSIST	✓		
	9.3	Implication of the communication strategy	CCN	Fund		✓	✓
	9.4	Follow up and monitor on the implementation progress	CCN		✓	✓	✓
10	Implementation mechanism of CPD guideline						
	<i>Indicator: Implementation mechanism of CPD guideline is available and at least 100 of licensed nurses are checked and received CPD credits/points</i>						
	10.1	Draft implementation mechanism of CPD guideline	CCN	Fund and technical support	✓		
	10.2	Finalize the implementation mechanism and put into practice	CCN		✓	✓	✓
	10.3	Trainings to strengthen the implementation of the mechanism to CCN members	CCN			✓	✓
Strategy 3: Institutional Capacity Building and Development							
11	Strengthening the cooperation with international institutions						
	<i>Indicator: Taken part in at least 6 workshops, discussion forums, or meetings nationally, regionally and internationally</i>						
	11.1	To host and to take part in the meeting/conference of ASEAN countries as well as CLMV countries	CCN	Fund and technical support	✓	✓	✓

Nr		Activities	Responsibility	Need of support	Time Frame		
					2017	2018	2019
	11.2	Communicate with ASEAN countries to share best experience and practice or send staff to training and workshop	CCN	Fund	✓	✓	✓
	11.3	Strengthening capacity of CCN's members who have been appointed as the focal persons of the AJCCN (MRA-NS focal persons)	CCN	Fund	✓	✓	✓
	11.4	Build up relation with regional and international nursing councils and other professional institutions	CCN	Fund and technical support	✓	✓	✓
12	Strengthening roles and responsibilities of the CCN's members						
	<i>Indicator: At least 60% of CCN members' responsibilities and accountabilities are good</i>						
	12.1	Review roles and responsibilities of the CCN's members	CCN	Technical support	✓		
	12.2	Finalize and put into practice	CCN		✓		
	12.3	Disseminate and explain about roles and responsibilities to CCN's members and post on website and Facebook page of the CCN	CCN		✓		
	12.4	Follow up and monitor the responsibilities and accountabilities of members	CCN		✓	✓	✓
13	Maintaining and updating the CCN's website						
	<i>Indicator: The website is maintained and regularly updated at least every 2 months</i>						
	13.1	Develop the policy to maintain and update the website of CCN	CCN	Fund and technical support	✓		
	13.2	Training to staff or members who are responsible for maintaining and updating the website	CCN	Fund and technical support	✓		

Nr	Activities	Responsibility	Need of support	Time Frame		
				2017	2018	2019
	13.3 Regular monitor the update on the website and follow up on the yearly maintenance service	CCN		✓	✓	✓
14	Internal cooperation and communication strategy <i>Indicator: Internal cooperation and communication are improved and strengthened</i>					
	14.1 Study and analyze the current condition of the CCN's internal communication	CCN	Technical support	✓		
	14.2 Initiate the communication with all members actively through different channels	CCN	Technical support	✓		
	14.3 Share the information and start the communication for the effective implementation	CCN	Technical support	✓	✓	✓
	14.4 Regular share and check the response from the members	CCN		✓	✓	✓
Strategy 4: Human Capacity Building and Development						
15	Comprehensive training on leadership and management and other relevant skills <i>Indicator: Taken part in the trainings which considered to be needed for strengthening the capacity of the CCN's members</i>					
	15.1 Assess on the training needs to build the capacity of CCN's members and staff	CCN	Fund	✓	✓	✓
	15.2 Take part in the training course and programme on leadership and management and other relevant skills	CCN	Fund	✓	✓	✓
	15.3 Regularly check and assess on the training needs for the CCN's members	CCN			✓	✓
	15.4 Follow up and monitor on the progress of members' performance	CCN		✓	✓	✓
Activities in total= 50						

Annex 3: AJCCN Work Plan 2016-2025

	Strategic Measures	Specific Action Lines	Timeline 2016-2025	Indicators	Responsible ASEAN Bodies
	Element:	C7. Healthcare			
	Objectives:	To promote the development of a strong healthcare industry that will contribute to better healthcare facilities, products, and services to meet the growing demand for affordable and quality healthcare in the region.			
109	Further harmonisation of standards and conformance in healthcare products and services, such as common technical documents required for registration processes and nutrition labelling	1. Review of National Competencies for Nurses against the agreed 5 ASEAN Nursing Common Core Competencies.	2017	National Competencies for Nurses review conducted in all AMS and key findings of the review to be shared among AMS with recommendations to move forward.	AJCCN Lead Country: Thailand
		2. Share the experience on the harmonisation process of nursing core competencies and encourage the Member States who have not done so, to harmonise their nursing core competencies at national level.	2020	Core Competencies for Nursing from at least 5 countries shared among AMS.	AJCCN Lead Country: AMS
		3. Map the nursing competency at basic professional levels in each AMS to National Qualification Framework (NQF) for further mapping to the ASEAN Qualification Reference Framework (AQRF)	2018	Mapping conducted in all AMS which participate in AQRF and results shared with recommendations to move forward.	AJCCN Lead Country: Thailand, Philippines and Malaysia
		4. Review and share the individual country Nursing Curriculum through mapping of AMS Nursing Curriculum.	2018	Review of the curriculum of at least 5 AMS presented to AJCCN Meetings	AJCCN Lead Country: AMS
		5. Develop and strengthen the individual country Nursing Curriculum through mapping of AMS Nursing Curriculum.	2020	Mapping of AMS nursing curriculum is conducted in at least 5 AMS.	AJCCN Lead Country:

	Strategic Measures	Specific Action Lines	Timeline 2016-2025	Indicators	Responsible ASEAN Bodies
					AMS
112	Further facilitate the mobility of healthcare professionals in the region	<ol style="list-style-type: none"> 1. Define and agree the mechanism of mobility for health professionals for each ASEAN Member States under ASEAN MRAs 2. Prepare a flowchart to explain the mechanism in each ASEAN Member States to accept nurses from other ASEAN Member States. 3. Continue information and experience sharing of the implementation of ASEAN MRAs. 4. Regular review of the Work Plan for the implementation of ASEAN MRAs. 5. Strengthen the nursing services through: <ol style="list-style-type: none"> a. Identifying the gaps/weaknesses. b. Sharing information and best practices in CPD (Continuing Professional Development) on nursing. c. Establishment of national networking between the NRA with nursing educational institutions in AMS. 	<p>2017</p> <p>2017</p> <p>2016 - 2025</p> <p>2016 - 2025</p> <p>2016-2025</p>	<p>Mechanism of mobility for health professionals defined and agreed in all 10 AMS.</p> <p>All 10 AMS submitted flowchart to be shared by AMS with actions to move forward.</p> <p>Information and experience shared by all 10 ASEAN Member States.</p> <p>Work Plan reviewed every two years and actions taken to address recommendations.</p> <p>a. Gaps/Weaknesses identified in all 10 AMS. b. CPD information and best practices in CPD shared in all 10 AMS. c. National networking established in all 10 AMS. Network establish</p>	<p>AJCCN, AJCCM and AJCCD</p> <p>AJCCN Lead Country: AMS</p> <p>AJCCN Lead Country: AMS</p> <p>AJCCN Lead Country: AMS</p> <p>AJCCN Lead Country: AMS</p>

	Strategic Measures	Specific Action Lines	Timeline 2016-2025	Indicators	Responsible ASEAN Bodies
		6. Enhance capacity of ASEAN Member States in nursing services.	2016-2025	Capacity of AMS nurses strengthened in all 10 AMS with improvement in nursing services.	AJCCN Lead Country: Myanmar and AMS

Note: *blue* indicates action lines not specified in SAP AECBP 2025 (merged into just 1 line for measure 112 i.e. Implement the Work Plans of AJCCM, AJCCD, and AJCCN).