



# IFMSA

International Federation of  
Medical Students' Associations

# IFMSA Strategy 2014-2017 Annual Implementation Report

## 1st Implementation Year Report

Complemented by a review of the EB  
Pursued Goals and the Team of Officials  
Annual Plan of Action for 2014-2015

*Presented by  
IFMSA Executive Board 2014-2015*



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## Introduction

The IFMSA Strategy 2014-2017 was adopted in August Meeting General Assembly 2014 as part of the reform process. The Strategy support the Federation to implement structural changes that transcend individual leaderships and helps the Executive Board and Teams of Officials to align their work with the long term interests of IFMSA as an organisation throughout a period of 3 years. The Strategy also aims at ensuring continuity, transparency and accountability in the work of the IFMSA toward its members – the national member organizations.

This present report outlines the work of the Federation for 2014-2015 in contributing to the implementation of the strategy and to the accomplishments of the adopted strategic goals. It is completed by a review and evaluation of the work achieved under the Executive Board Pursued Goals for 2014-2015, which feed in the Strategy.

## Structure of the Strategy

The Strategy 2014-2017 has three themes. Under each theme there is a defined aim a number of strategic goals that will help IFMSA achieve this aim. These strategic goals have been chosen carefully, are presented with individual motivations to explain why they made it to the final strategic plan, and they satisfy the SMART criteria: they are specific, measurable, appropriate, ambitious and time-bound. The Strategy is aligned with the IFMSA mission and vision statements, which were adopted in August Meeting General Assembly 2013, in Chile.

### Vision Statement

A world in which all medical students unite for global health and are equipped with the knowledge, skills and values to take on health leadership roles locally and globally.

### Mission Statement

IFMSA unites medical students worldwide to lead initiatives that impact positively the communities we serve. IFMSA represents the opinions and ideas of future health professionals in the field of global health, and works in collaboration with external partners. IFMSA builds capacity through training, projects and exchange opportunities, while embracing cultural diversity so as to shape a sustainable and healthy future.

## Timeline

August 2014	Adoption of Strategy 2014-17(AM2014)
Oct. 2014 – Sept. 2015	First annual work plan based on Strategy 2014-17
Oct. 2015 – Sept. 2016	Second annual work plan based on Strategy 2014-17
Oct. 2016 – Sept. 2017	Third annual work plan based on Strategy 2014-17
February 2017	Execution of Strategy 201417 finalised
March 2017	Interim Evaluation of Strategy 2014-17 (MM2017)
August 2017	Adoption of Strategy 2017-20 (AM2017)
September 2017	Evaluation of Strategy 2014-17 shared with stakeholders



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## Report on the Strategy 2014-2017

### Theme #1: Sustainability

**Aim** : IFMSA is a reliable organisation with efficient internal processes, and it ensures coherence between its past, present and future. By providing adequate support for its volunteers the Federation ensures that more medical students feel they can serve the Federation. IFMSA provides tailored support to its members, who actively engage in the development of the Federation.

### Strategic Goals

*By February 2016, the Federation has a clearly defined long term strategy for its regions*  
This objective was also included in the Executive Board Pursued Goals for 2014-2015. The Federation worked on the process of regionalisation, looking at the roles and regulations of regions. Consultations were done and input were collected at several regional meetings and during general assemblies. The outcome of this reflection process was shared at August Meeting General Assembly 2015 as an initial assessment. For all the information, please see the [Regionalization Outcomes](#).

### Recommendation

Since the deadline is February 2016, we recommend the Executive Board 2015-2016 to follow up on those consultations and to propose a long term strategy with specific goals for the IFMSA regions by the 2nd Team of Official Meeting of the term.

*By October 2016, the Federation expends its resources rationally, and has sufficient inflow of funds, to adequately support Officials in carrying out their duties*

It was a priority from this Team of Officials to focus its attention on the proper management of its funds, which were distributed according to the priorities of the Federation. This allowed a better distribution and more comprehensive oversight of the financial management of the Federation. IFMSA has also invested significant efforts in 2014-2015 regarding fundraising, and was successfully able to ensure substantial incomes from grants and sponsorships, namely an operational grant from Erasmus + for the annual working year of 2015 of a value of 33.032 Eur. These efforts are reflected in the budget amendments adopted at August Meeting General Assembly 2015 by the plenary, as well as in the adopted budget for the next term 2015-2016. These efforts - which positively impact two terms - have been able to reduce to a minimum for a first time in history the expenses of the Team of Officials 2014-2015 which were related to the execution of their official duties.

### Recommendation

We would advise to continue in that strategic financial spirit for the years ahead, so that we strive for a Federation that is more inclusive and in which financial status isn't a factor that limit the participation and involvement of medical students in voluntary and active international work. The funds should also be assigned in accordance to the priorities of the Federation and the importance of the officials' presence in certain internal and external meetings. The next step is to guarantee the support for basic expenses of officials present in external meetings, since sometimes the cheapest accommodation prices and registration fees of important meetings can be more expensive than the travel expenses themselves. Finally, we underline the importance of the proper reporting for the grants that the Federation is receiving and to continue the submission of new grants.

*By February 2016, the Federation has a well-functioning Secretariat that plays a natural role in the daily life of the Federation*

The year 2014-2015 marked the implementation of a functioning secretariat to support to work of the Federation. Many tasks have already been shifted to the Secretariat, which is now composed of one employee. Through this list - we can now identify the current role of the secretary and which tasks we

medical  
**students**  
worldwide



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envison to be undertaken by her in the upcoming period. The incoming Executive Board will continue this process.

### **Recommendation**

We recommend to assess the volume of work and tasks of the present secretariat and the secretariat's presence in the different IFMSA meetings. We also advise to evaluate how much the secretariat could support the Federation in grant processes and in outsourcing some of its work (such as publication and evaluation) to professional companies.

*By February 2017, the new leadership structure of the Federation is fully implemented and a sound evaluation scheme is developed and employed.*

The year 2014-2015 focused on the transition to the next term especially in terms of tasks redistribution of the support divisions, the liaison officers and EB tasks. There has been an emphasis on a sound handover for the different transitions processes - to ensure that it can focus more on the implementation rather than finding out the general tasks - with the creation of a complete EB Handover Manual and an UNESCO tasks transition manual.

### **Recommendation**

We recommend to create an evaluation scheme in order to evaluate the success of the new leadership structure and to present the results of this transition by February 2017.

*By February 2017, the Federation has initiated the implementation of an NMO membership development scheme.*

This present Team of Officials ensured a meaningful presence at the Regional Meetings, in order to support the different workshops and sessions of the meetings, based upon the specific regional needs. During the RMs, the officials also promoted discussions about the NMOs needs and gave recommendations about the improvement of the NMOs. It is also important to take into consideration the input received regarding the regionalization, as it can serve as a basis to a NMO development scheme. Additionally, efforts have been put into the development of a revamped NMO Recruitment manual, which will be released in the next term. It is also important to underline the massive work of the NMO Involvement small working group to promote a better integration of NMOs in IFMSA work.

### **Recommendation**

We recommend to ensure the publication of the NMO recruitment manual early next term, and to create a mechanism to monitor if the present NMOs fulfill the IFMSA Constitution and Bylaws. We also recommend to continue analyzing the NMO reports in order to monitor the development of the NMOs, so to support a greater involvement of medical students, and to better identify in which ways IFMSA can support them.



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## Theme #2: Impact

**Aim** : IFMSA actively promotes collaboration amongst its members in their respective fields of work and provides a link between their initiatives, while collecting and showcasing their best practices and results. The services provided by and mechanisms instituted within the Federation serve as a reference of quality to its members, who also seek to improve themselves following the example of the Federation.

### Strategic Goals

*By February 2016, the Federation has fully implemented the Programs model for its activities, to ensure consistency in the work of the Federation*

The year 2014-2015 focused on the implementation of the first IFMSA programs, with seven proposals successfully adopted in March Meeting General Assembly 2015 and ten more adopted at August Meeting General Assembly 2015. Efforts have been invested in promoting the programs with online and in-meeting presentations at all IFMSA events of the year, and the creation and distribution of manuals on how NMOs can join programs. The first review of the function of the implementation of the IFMSA Programs structure has been done.

### Recommendation

We advise to take into consideration the recommendations given in August Meeting 2015, for an improvement of the programs and their development. We also recommend to invest in their evaluation and impact on the local, national and international level, and to focus efforts in the most strategic programs, which aligned with IFMSA annual priorities.

*By February 2017, solid quality assurance mechanisms for IFMSA Programs are developed and implemented*

The first program reports were adopted at August Meeting General Assembly 2015 and outlined an evaluation of the work archived so far. It gives recommendations for future developments. The basic tools for assessment of quality of IFMSA Programs Coordinators, IFMSA Programs Reports, IFMSA Programs Activities have been created.

### Recommendation

We recommend to establish a quality assurance framework on the Programs (from its concept and planning until its reporting, follow-up and evaluation), namely the activities and the capacity building workshops that are developed and conducted by the Federation.



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## Theme #3: Relevance

**Aim** : IFMSA has developed a brand that underpins its work, and allows medical students to benefit personally, academically and professionally from their involvement in IFMSA activities. The Federation can act as an agenda-setter in health related political processes, by basing its advocacy priorities on the needs of its members, mobilising the national grassroots level, and increasing its media exposure.

### Strategic Goals

*By February 2015, international institutions that could endorse experience acquired through involvement in IFMSA have been identified, and 50% of these formally recognise such experience by February 2017.*

This strategic goal has been successfully achieved and presented by the Executive Board during the March Meeting General Assembly 2015. There are 28 identified organizations that could potentially recognize IFMSA programs/activities. In the remaining of the year, there has been significant effort invested to increase the external recognition of IFMSA activities, namely of the exchanges programs. Partnerships have been solidified, and we shall name the landmark adoption of the Memorandum of Understanding with the World Medical Association.

### Recommendation

We recommend to follow up the endorsement by the 28 organizations identified and to search the field to see if new possibilities arise. The detailed list can be consulted [here](#).

*By February 1st, 2017, the Federation's activities are underpinned by and aligned with priorities identified critically and independently, and relevant to its members.*

Efforts were put at the beginning of the term into creating a streamlined annual plan of action for all the Team of Officials activities, with clear defined priorities, aligned both with the Strategy 2014-2017 and the Executive Board Pursued Goals for 2014-2015.

### Recommendation

We advise to continue the adoption of an annual and collective plan of action during the 1st Team of Officials of the term, and to define better reporting mechanisms and to develop sound recommendations for the following terms. We also recommend to finalize the adoption of an advocacy strategy for the Federation, which could potentially include a comprehensive plan for health. Finally, we suggest to continue to base the decisions on the greater interests of the Federation and not the particular interests of specific groups and/or members, by acting in accordance to the decisions of the General Assemblies, the work of the standing committees, the annual priorities and the programs.



## Report on the Pursued Goals 2014-2015

The Executive Board has presented in August Meeting General Assembly 2014 their pursued goals, which are aligned with the IFMSA Strategy 2014-2017 as a tool to complement the development of the Federation. The presented pursued goals were the following:

### 1. Ensure efficient leadership

- Mutual accountability and trust between the Team of Officials and NMOs
- Transparency in executive management processes
- Guaranteed equal participation of NMOs in decision making processes

In terms of ensuring efficient leadership, the following actions were completed :

- Increased communications channels and internal guidelines based on mutual accountability between the Team of Officials, the NMOs, the Executive Board and the Supervising Council – including a Code of Conduct, transparency and professionalism in communications and reporting.
- Increased communications means to NMOs regarding management processes, including commitments of the Federation toward external bodies.
- Support given to the work of the SWG on NMO Involvement to foster equal and increased participation of the NMOs in decision making processes of the Federation, namely active participation before and during General Assemblies and Regional Meetings.

### 2. Professional management of the Federation

- Implementation and integration of employed staff, legal consultancy, and external bookkeeping
- Follow-up on the legal status of IFMSA in the countries in which it is registered
- Development of a sustainable fundraising strategy
- Development of an efficient archiving system based on a needs assessment

In terms of professional management of the Federation, the following actions were completed :

- IFMSA hired Ms. Iris Tomlow as the secretary of the permanent of secretariat in AMC.
- IFMSA has started to work with MTH for professional bookkeeping.
- IFMSA has also employed two different companies for the production of professionally made marketing tools, namely the development of a new website (TudioWeb) and the production of an IFMSA video (Ample Earth).
- The fundraising strategy was developed and fully implemented, which led to an massive increase of funds in the Federation with successful grants applications (Erasmus+ Operational Grant and UNESCO Participation Program namely), sponsorships (e.g. Up To Date) and financial agreement with partners organisations (World Health Organization).
- The online archive of IFMSA has been revised, and efforts have been spent to track down institutional memory of current and previous terms, such as: completion of Annual Report 2013-2014, tracking of IFMSA publications and accepted abstracts to external meetings, last three financial reports completed and publicly available for members. Most of it is available on the relevant sections of the new website.



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- Follow-up has been conducted on the legal status of IFMSA in the countries in which it is registered, and IFMSA is respecting the Dutch law, especially in regards to the ANBI status.

### 3. Ensure the Federation's continuous development

- Implementation of the pursued goals of the Federation in line with the strategic plan
- Active follow-up on the IFMSA strengthening process outcomes
- Development of an efficient reporting system (eg. activities, meetings, annual reports, programs)

In terms of ensuring the Federation's continuous development, the following actions were completed :

- This report outlines the implementation of the pursued goals of the Federation in line with the strategic plan, and the review suggests that both were successfully integrated and follow upon during the term 2014-2015.
- The strengthening process was actively followed up, namely with the implementation of the strategy 2014-2017, the adoption of the first IFMSA programs, the implementation of the permanent secretariat in Amsterdam, and the handover to the new structure with the election of the new board in March Meeting 2015. Additional thoughts were given to the strengthening process outcomes during the 4th Team of Official Meeting (TOM4) with the production of an outcome report with six chapters leading to greater reflection on the work of the Federation. It must be noted that the main recommendations regarding policy within the Federation have been accepted by the plenary at August Meeting General Assembly 2015 with the creation of a Task Force on its implementation.
- The reporting systems within IFMSA has been further developed in the Federation such as : creation of the March Meeting 2015 report, completion of regional meetings reports, collection of data for the annual report for 2014-2015, publication of an external meeting interim report, creation of a report of the work of IFMSA at the 68th World Health Assembly; visibility on social media of internal activities such as sub regional trainings and IFMSA events.

### 4. Integrate external and internal activities

- Implementation of a need-based external representation strategy
- Maintain a vision for professional branding of the Federation towards its members and externals

In terms of integrating external and internal activities, the following actions were completed :

- Review of the external representation guidelines and reporting.
- Increased transparency in external representation with sharing of statements, reports, policy statements, advocacy priorities, calls for input.
- Professional branding for the Federation on social media, on traditional media and on online platforms, with the creation of a new website, increased visibility tools (Instagram, Twitter, Facebook) and distribution of press releases.
- Review of the corporate identity elements and significant efforts invested in professional branding which are reflected in the organic growth of IFMSA on media.
- Total rebranding of the website to communicate more our internal and external activities to members and externals, with integration of institutional memory available online.





## 5. Initiate a concrete impact assessment strategy

- Review of a global integrative policy work
- Measurement of IFMSA impact on the international and local levels

In terms of initiating a concrete impact assessment strategy, the following actions were completed :

- Policy-making and external representation addressed during TOM4 with production of a clear timeline and suggested way forward to strengthen the processes within the Federation (see TOM4 Outcomes Report for more details). A Task Force was created in August Meeting 2015 to follow-up on its implementation.
- Impact assessment was discussed also during TOM4 with a roadmap forward (See TOM4 Outcomes Report for more details).
- Evaluation of the work via the review of the Strategy 2014-2017, the bi-annual evaluation of the EB pursued goals, the follow-up on the work at each team of officials meeting, tracking of the annual plan of action on a monthly basis, evaluation of the visibility and fundraising strategies with milestones achieved and monitored.
- Creation of overall quality assurance, reporting and monitoring system for IFMSA Programs and its activities

## 6. Assess the regionalization of the Federation

- Provide a space for a discussion on the Regions' usefulness, division, work and needs
- Provide recommendations to the Federation on the status of regions
- Maximize the outcomes of the GAs and RMs, while providing a suitable working environment
- Increased collaboration between the Federation fields and levels of work (standing committees, support divisions, and regions)

In terms of assessing the regionalization of the Federation, the following actions were completed :

- Sessions have been conducted at regional meetings, team of officials meetings and online for alumni to create an assessment document in which information is provided, including definition of regions, and key aspects are highlighted.
- This document shall be used in the upcoming term to provide a clear way forward for the Federation in regards to regionalization ie. What the roles of regions are in the Federation and the responsibilities of international assistants in IFMSA.
- A Code of Conduct has been developed and adopted at August Meeting General Assembly 2015 to provide an environment in which all delegates felt respected, welcomed and empowered to contribute to the agenda.
- Regional external representation strategies were developed, allowing to tackle better regional challenges and to empower the regional coordination with externals tools.



## Annual Plan of Action 2014-2015

The Team of Officials 2014-2015 produced an annual plan of action which was shared at the very beginning of the term in regards to the annual plan of action for the term, following its discussion and adoption in the 1st Team of Officials Meeting.

As presented before, the Annual Plan of Action guided the Team of Officials work for the term, and was aligned with both the strategy and the pursued goals. Its format allowed NMOs to follow on a monthly basis the progress on the work done.

The updated document is [available online here](#).

## Conclusion

This marks the last lines of the first report on the implementation of IFMSA Strategy 2014-2017, completed by a review of the highlights of the work done on the Executive Board Pursued Goals for 2014-2015. We are overall extremely satisfied with the efforts invested in the term to improve in a sustainable manner the work of the Federation.

The Strategy 2014-2017 gives a clear roadmap to the Federation to where it should head to and aim for in terms of internal and external development. It is our hope that it will continue to guide the work of IFMSA in the two coming years, and that the exercise will be repeated again in a professional manner for 2017-2020 so that the potential of the Federation is ever growing. Only by knowing where we are from and where we are going will we affirm our position as a global organisation representing students in over 120 countries.

An annual report will be published in the upcoming months, which will reflect in a broader way all the work of the Team of Officials 2014-2015, including the development of regions and of standing committees, the best success stories of the year, and financial picture.

We hope you enjoyed its reading.

With best regards,

*IFMSA Executive Board 2014-2015*

Agostinho Sousa, President

Claudel P-Desrosiers, Vice-President for External Affairs

Jason Van Genderen, Vice-President for Internal Affairs

Wael Nasri, Treasurer

Karim Abu Zied, Secretary General