Introduction

Dear NMOs,

As you might know, IFMSA adopted its first three-years Strategy ever in Taiwan, during the August Meeting 2014. This Strategy that was launched when the Team of Officials 2014/15 took office, is to be finalized during this term 2016/17, while a new Strategy 2017/20 is currently being drafted.

Our challenge this term is double: While we work on reporting and evaluating the implementation of the Strategy 2014/17, we must develop the new Strategy 2017/20. Let us however assure you: Everything is so far under control!

According to the timeline of the Strategy 2014/17, its implementation is to be finalized in February 2017, while the evaluation takes place until the end of this term. We are happy on the mean time to share with you here the interim evaluation report of this Strategy, that comes as a combination of the efforts of our Team of Officials, but also the Team of Officials 2014/15 and 2015/16, who all worked towards achieving these strategic goals.

Right after the March Meeting 2017, we will develop indicators for each of these strategic goals and start evaluating their implementation together with various stakeholders, including but not limited to the former officials, as their perspective might be different than ours.

One thing we want to point out though, before you start reading this report, is that in our opinion, some Strategic Goals were not clear enough to allow us to grasp their meaning and expected outcomes, nor have they included concrete indicators that would allow us to evaluate their successful implementation. Additionally, the second implementation report was sadly not submitted by the EB 2015/16. It was therefore not an easy task for our Executive Board to write this evaluation report, but we have tried our best to include all the achievements that are in line with the motivation of each goal.

Last but not least: There is one agenda point in the Plenary II of the upcoming March Meeting 2017 for the presentation of this report. As you can see, the report is quite long and includes many details. Therefore, we are not planning to present it in the Plenary, as we will assume all of you would have taken some time to read it beforehand. We will use instead that time in the plenary to answer any questions you may have.

Should you have any questions or need any more elaborations on any of the points, please feel free to email us at eb@ifmsa.org.

Best,
Firas, Joakim, Marie, Andrej, Monica, Dominic & Omar
How to read this report?

The strategy 2014/17 was adopted in AM2014 in Taiwan, and consisted of three themes: Sustainability, Relevance and Impact. Each of these themes had an aim and several strategic goals, with a motivation behind each of them.

In this document, we are reporting back on each of the strategic goals, giving therefore an overview of what has been done since 2014 to achieve them. You can see below the themes’ aim, the strategic goal and its motivation, then our report in blue.

There are two documents that we consider are quite important for you to read, though not essential to understand this report:

- **Strategy 2014/17**: Click.
- **Implementation report of EB 14/15 on the Strategy 2014/17**: Click.

As according to the timeline of the Strategy implementation, an implementation report has to be submitted by each of the Executive Boards at the end of their term. The first one was submitted by EB 2014/15. Unfortunately, no report was submitted by EB 2015/16.

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**
  - Motivation: In 2002, it was decided to divide IFMSA into five regions. The reasons behind this decision have been lost, but the regionalisation of the Federation may provide a strong basis for capacity building in National Member Organisations. Therefore, we should reidentify what we want from the regions, and how to get it.

The Federation has worked on the process of regionalization in the past two terms, with the objective of making the regions stronger, more involved and participating more in the discussions that are relevant for them. Following consultations with NMOs, the Team of Officials, and the Alumni, a Regions Strategy was adopted August Meeting 2016, elaborating on different areas which should be worked on to strengthen Regions individually and as core united pillar of IFMSA. The Strategy aimed at pointing out areas for development, whereas the concrete strategy is left to the regions themselves, respecting their individuality. 6 areas emerged from the process of making this strategy: Regional Meetings, Regional Teams,
Regional External Representation, Recruitment, NMO-NMO Collaboration, and Capacity Building.

As a result we have undertaken a few initiatives:

**Regional Meetings (RMs):** The RM Contract was developed, ready for adoption at MM17, and a Regional Meeting Manual is in process. The Federation has also developed regional Internal Operating Guidelines (IOGs) for all the regions, that were adopted by the members of the respective regions. These IOGs are helping the regions in better regulating their work, and setting solid grounds for their development. Currently, we are working on unifying their structure, to ensure alignment between regions, despite their differences. The plan is to finalize this before AM17.

**Regional Teams:** Since this term there is an increased financial support to the Regional Teams for RMs. Additionally, The Task Force on International Teams Structure is currently reviewing the Regional Teams structure to ensure it answers more to the current needs of IFMSA as growing Federation.

**Regional External Representation:** In terms of External Representation, a good collaboration is established between the Vice President for External Affairs and the Liaison Officers to work with Regional Directors on how the Regions can become stronger in External Representation. This work still needs to be followed up on in some regions, to make it sustainable.

**Recruitment:** Recruitment is one of the core tasks of the RDs, however, no guidelines or procedures, nor good practices exist. A recruitment manual is therefore being developed to support RDs and NMOs in the recruitment process. Furthermore, an assessment of how to better meet the needs of new NMOs is planned and will hopefully result in more support and better recruitment and development of our NMOs.

**Capacity Building:** The focus this term has been on ensuring the organization of Sub-Regional Trainings in all regions.

**Regional Strategies:** The Regions Strategy serves as a good foundation to align the directions our regions should move towards. Acknowledging every region is different, the need for individual goals was realised. The regions have started looking into the future, and we are aiming at creating regional strategies. The first one that was completed and adopted is the European one, while the other regions are still consulting their members to develop theirs for adoption hopefully at AM17. Once the Regional Strategies are made (taking the recommendations from the Regions Strategy into account), these will be leading the way for each Region. The Regions Strategy will not be forgotten, but still serve as reference for the overall development of Regions in IFMSA, and evaluated by the end of term, as well as in the development of the annual working plan for the next coming Vice-President for Members and Regional Directors.

Finally, it is to mention that other actions have taken place in order to make the voice of regions more heard through the implementation of the Task Force on NMO Participation Barriers, and by supporting continuously the SWG on NMO Involvement.

Acknowledging the need of the regions and strengthening these continuously through the Regional Team and Regional Directors, we are now looking more into the representation and participation and the inter- and intraregional differences related to this. This is a key focus area of consultation of the next Strategy 17/20.
By October 2016, the Federation expends its resources rationally, and has sufficient inflow of funds, to adequately support Officials in carrying out their duties
  ○ Motivation: Hitherto, IFMSA has not provided enough resources to its volunteers, which means that many individuals have spent hundreds or thousands of euros on serving the Federation. We need a system that ensures that its leaders are selected based on their merits and passion, and are not excluded because of their personal economic situation.

The Executive Board of this term as well as previous terms have put a lot of efforts in achieving this strategic goal, though it probably was one of the most challenging ones.

Regarding expanding our resources rationally, we set up mechanisms where our expenses are spent only according to the priorities of the Federation. As the August Meeting 2016 plenary adopted the Global External Focus Areas, we now only spend our human and financial resources on attending external meetings that are aligned with these priorities. Furthermore, for the attendance of every Regional Meeting, we select and cover the expenses of officials only according to the priorities of each region, that are pre-defined by the respective Regional Director after an assessment among the regional NMO presidents.

As to when it comes to fundraising, the EB 2014/15 developed a sponsorship prospectus that our EB 2016/17 has been reviewing in the past few months. We have also worked on the development of a donation system, after double-checking that there are not any legal constraints in the Dutch law that would hinder us from proceeding. We also applied for several grants (we recently got a 16.000€ one from the Council of Europe) and we are following-up with the reporting on the grants from previous terms. Finally, it is important to mention that we have so far failed at making our fundraising more sustainable and constant. Finances have a big space in the consultation process of the Strategy 2017/20 development, and we are currently brainstorming on ways to improve our fundraising.

Because of this lack of sufficient inflow of funds, we unfortunately are not yet at a stage where the expenses of our officials are adequately covered, in a way that would let them carry out their duties without any financial burden. However, it has always been our priority and we have already achieved several successes in that sense. For instance, all of our officials have been covered for at least 75% of their expenses for all the meetings that are important for the Federation. As to when it comes to the part covered by themselves, we have developed a new system this year to calculate their debts, in the most fair way possible, with less discrimination towards the officials whose flight tickets are the most expensive.

Finally, we are also trying as much as we can to decrease the financial burden on the volunteers that are serving the Federation, by covering 100% of the registration fees of all international assistants for Regional Meetings, as well as allocated a certain financial support for Program Representatives to IFMSA General Assemblies to waive their registration fees.

By February 2016, the Federation has a well functioning Secretariat that plays a natural role in the daily life of the Federation
  ○ Motivation: The Federation has almost outgrown itself in geographical span and level of activity. Thus, it is now clear that professional, continued organisational support is needed to sustain IFMSA as a well run organisation, for the benefit of its members. This necessitates gradual establishment of a secretariat, in which the ideas and visions of our volunteers direct the practical work of the staff, not the other way around.
The IFMSA Secretariat has been in our term, as well as previous ones, a source of big support, for the IFMSA Executive Boards especially, but also for the Officials. In the last term, the Secretary was solely responsible for the administration of submissions to the General Assembly (proposals, candidatures, and so on). Furthermore, she is fulfilling her duty as contact person to all companies based in the Netherlands.

The IFMSA Secretary has, on numerous occasions, successfully intervened in giving us access to the bank account, solving ad-hoc bank related issues and noticing some overcharged payments that the Executive Boards would not have noticed. Additionally, thanks to the IFMSA Secretary, we managed to get back the access to the IFMSA Paypal account, where a certain amount was blocked for years. On another hand, the IFMSA Secretary has successfully managed to register two full Executive Boards and Supervising Councils at the Dutch Chamber of Commerce, which has never been achieved before. Also, our capacity to issue certificates has increased significantly, as the certification system has become more resilient. Finally, we have been able to request multiple pro bono legal advices, thanks to the coordination of the Secretary.

In general, the IFMSA Secretary has become more comfortable and confident within her position and more proactive in the work of the Federation. Today, we believe the IFMSA Secretariat is well established and is part of our daily life. That is especially possible thanks to the development of the Standing Operating Procedures (SOPs) that are currently being developed and should be finalized around MM17. These are documents that describe all the tasks of the IFMSA Secretary in great details, and should new Secretaries be recruited, these documents would become priceless for the handover and understanding of all the tasks.

It is important to mention that even though the administrative workload on the shoulders of our officials has decreased, it is still not enough and we do value the importance of increasing the working hours of our Secretary and/or the human resources in our Secretariat. Also, the financial projections during the drafting of the last strategy proved to be inaccurate, as our negotiations with AMC regarding their support to the Secretariat, financially and logistically, were not concluded at that point in time. Therefore, we currently do not have the financial means to expand the capacity of the Secretariat. Instead, the Executive Board is concentrating efforts to find ways to employ interns to support the Secretary.

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

○ Motivation: Successfully implementing a new leadership structure takes more than one term. By making this a strategic goal of IFMSA we ensure that it stays a central task for future generations of IFMSA leaderships, and that they devote sufficient energy and time to this task to ensure a successful implementation.

Our Team of Officials 2016/17 is the second one taking office under the new structure.

Regarding the Executive Board structure, our general feeling is that we believe that we managed to find a proper balance for us to function well this term, thanks to a good preparation, team building and tasks definition and distribution during the handover period. Nevertheless, we have faced certain challenges, mainly the overlapping of certain tasks (e.g. sponsorships/fundraising for VPF and VPPRC; management of Alumni and Board of Recommendation members, who are also externals, for President and VPE) and the overload of some positions (e.g. VPA with the coordination of all Program Coordinators, VPPRC with the design of publications and management of website issues). We have managed to overcome...
these challenges as best as we could, but we are planning to re-assess this after the March Meeting 2017, together with the Executive Board elect, and see if there is any room for improvements.

Regarding the management of Alumni, Board of Recommendations and Honorary Life Members, the general feeling from these entities is that they are not considered as a priority by the Federation. While this was quite true last term, due to the President’s workload and to the adaptation to the new leadership structure, we put a lot of efforts since the start of our term to include these entities in the work of our Federation, through sharing newsletters, inviting them to our meetings and including them in the consultation process of the new Strategy 2017-20. We also developed a database of our alumni and honorary life members and we are working on updating it. Lastly, we communicated with our Board of Recommendations and they all but one were happy to renew their mandate until 2021 and to support our Federation.

Regarding the Team of Officials, the Regional Directors fit very well in the new structure, as nothing much changed in their position or tasks.

Regarding the Liaison Officers, most of the LO UNESCO tasks have been well taken over by the Liaison Officer on Medical Education issues. As to when it comes to the LORMA (Liaison Officer to Research Medical Associations), the medical associations this position used to manage were divided among the different Liaison Officers, depending on their field of work. The coordination of the external advocacy of the Standing Committees on Professional Exchanges and Research Exchanges has also been reallocated to the Liaison Officer on Medical Education issues (LME).

Some challenges have been met due to the removal of the LORMA position, as the two Standing Committees on Professional Exchanges and Research Exchanges now do not have one liaison officer dedicated to them, as do the other Standing Committees. However, the efforts to redistribute work has paid off several achievements since the reform due to collaboration within the TO.

Lastly, again, we have to point out that the phrasing of this strategic goal does not allow us to come up with objective indicators to measure the well implementation of the new structure, and to evaluate it.

• By February 2017, the Federation has initiated the implementation of an NMO membership development scheme
  ○ Motivation: IFMSA should be the platform where our National Member Organisations can obtain advice from peers and professionals to develop and improve their organisations and activities. Systematising these efforts allows the Federation to provide relevant, high quality support to its members.

Starting from this term 2016/17, we put a high focus on NMO development, but it is quite unfortunate to see that this strategic goal has not been much prioritized before.

First, the aforementioned NMO recruitment manual is under development. The aim is not to only look into how we recruit, but also how we support our NMOs when they become members. Additionally, the process itself of becoming members is quite complicated. While it might be seen as a necessity to ensure we adopt the right organisations in the right time, we have also seen previously on the other hand many invalid applications, because the form was filled incorrectly, and not because of the organisations themselves. Therefore, we have followed extra closely up on applicants this time, which has resulted in only 1 invalid application. The
process and criteria is still to be looked at and the support can still be improved, which is the aim for the remaining term.

Secondly, to support new NMOs, the Capacity Building team has developed a PreRM workshop specifically tailored to the newest member of the EMR family, SMSA-Syria. It was a great success, and resulted in a bunch of new and motivated SMSA-Syria members, ready to develop their organisation.
This is a great project that we would encourage to reproduce in other IFMSA meetings to ensure the proper development of our NMOs.

Furthermore, we have developed an NMO tracking document, to better follow the development of our NMOs across terms and to better plan for the specific needs they have. This is to be evaluated and improved throughout the term and kept for future terms.

To support collaboration amongst peers, we have expanded the TO-Buddy System to include NMOs. This means one Official is paired with 3-5 NMOs into a TO-NMO Buddy Group.
We have tried to ensure an active outreach from all Officials, and made the Officials responsible for facilitating communication. While the Officials provide support to NMOs and answer their IFMSA-related questions, this platform also offers the NMOs the opportunity to communicate and collaborate together, and exchange experiences.
For some Buddy Groups, the success has been great, while for other, it has been challenging. The system is to be developed further after evaluating it during Presidents Sessions’ MM17.

Lastly, we have supported the SWG on NMO Collaborations, who will try out the idea of a world cafe to establish meaningful partnership surrounding specific topics or projects at MM17. This can be combined with online meetings and organisational visits.

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 Programmes model for its activities, to ensure consistency in the work of the Federation**
  ○ Motivation: The activities in IFMSA suffer from unnecessary bureaucracy, which also impedes the ability of IFMSA to effectively support the activities. This has led to lower quality of IFMSA recognised projects, and has limited the positive impact of IFMSA on the grassroots level. It is crucial for IFMSA to implement the Programmes model because it tackles these issues.

Today, the programs have fortunately become part of the daily work of the Federation. We currently have 18 active programs, each of which has an adopted baseline assessment report,
an enrollment and report form for the activities, and at least a second term Program Coordinator leading it.

As of 1st of February 2017, a total of 210 activities (118 in the term 2015/16, 92 in the first half term 2016/17) are enrolled within these programs, varying from 0 to 47 for each program. These activities represent in total 61 NMOs.

We have additionally conducted multiple capacity building sessions on programs, as well as webinars, in order to raise the awareness of NMOs regarding programs and encourage them to enroll their activities. Program Coordinators have also played an important part in these capacity building events, especially at the General Assemblies where they facilitated and participated in several sessions.

Besides of this, we are currently also developing promotional materials. A manual for NMOs on how to enroll activities and what they can gain from programs has already been created, and will be updated in the near future.

On another hand, the main challenge we have faced was the big number of programs to coordinate. We have tried to overcome it by having a Program Support Assistant for the Programs to help the Vice-President for Activities out with the workload. We currently feel we do not have the capacity of adding any more programs.

Another frequently mentioned problem is the apparent overlap between Programs, which leads to confusion among Activity Coordinators under which Program an Activity should be enrolled.

- **By February 2017, solid quality assurance mechanisms for IFMSA Programmes are developed and implemented**
  - Motivation: We want to have a positive impact on our communities. At the same time, it is at the heart of our activities that the same communities do not suffer from our presence, and that we eliminate the potential downsides of our activities. The Federation wants to put in place mechanisms that will help us realise this aspiration, for the benefit of our communities and volunteers.

We must state that for this strategic goal, it is particularly hard to grasp its meaning. The Federation has no set system to assure the quality of its Programs. A limited number of Programs can be shared with external partners to inquire their input on the quality of the Program description, which can serve as a quality assurance mechanism.

The first set of Program Annual Impact Reports have been adopted at the August Meeting 2016. A major disadvantage of these reports was the low number of Activities. This prompted Program Coordinators to amend them a short time before the General Assembly to include all Activities, which hindered thorough considerations of the reports by National Member Organization. A major review of the Annual Impact Reports needs to take place, which is planned for the second half of the 2016/17 term.

Programs whose Annual Impact Reports were not adopted at August Meeting 2016 were investigated by the Vice-President for Activities. All of the four Programs investigated had a non-adopted report due to its non-submission by the PCs, for various reasons. Clearer goals for such investigations must be defined in the future.
We are tracking the overall statistics of Activity Enrolment and use this information to update National Member Organizations. In the current term, all Enrolment Forms have been unified, so the Vice-President for Activities has access to real time information about Activity Enrolment, so as to participate better in the process. It is expected that this will serve as a quality assurance mechanisms.

Furthermore, there are several discussions taking place in the current term which can potentially contribute to the quality. We are planning to better define different terms of the Theory of Change methodology to be used in Program Descriptions, so that if Programs are changed in the future, they will become more uniform.

**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.
  - Motivation: Volunteers invest thousands of working hours in IFMSA to help it thrive. We believe that our national member organisations can leverage the recognition of IFMSA related experience by international institutions to provide their local volunteers with similar national level professional and academic recognition of their work and experience.

The Executive Board 2014/15 has identified in their term 27 organizations that could endorse the Federation’s activities. These are:

1. WMA
2. UNESCO - Education and Bioethics
3. UNHCR
4. IFHHRO - International Federation of Health and Human Rights Organisations
5. UNISDR
6. ICRC
7. Youth Beyond Disasters
8. WADE
9. CRIMEDI
10. International Union against Cancer (UICC)
11. World Federation of Public Health Associations (WFPHA)
12. World Heart Federation (WHF)
13. European Public Health Association (EUPHA)
15. World Federation for Mental Health (WFMH)
16. Framework Convention Alliance (FCA)
17. World Federation for Medical Education (WFME)
18. Association for Medical Education in Europe (AMEE)
19. WFN
20. International College of Surgeons
21. FIGO
22. WONCA
23. African Union
24. African Population and Health Research Centre
25. FELSOCEM
26. AMSA-International
27. WHO

Out of these 27 organizations, only three of them (11%) already endorse our activities *(WFME, FIGO and WONCA)*. However, 4 additional organizations that have not been identified in the past endorse today the activities of the Federation, mainly in the field of Professional and Research Exchanges. These are WFSA, IPA, FENS and EuSEM.

This strategic goal has not been achieved, but we have identified it as challenging to convince an organization to endorse our activities without first working with our Federation for a certain time. We are therefore focusing now more on the sustainability and productivity of our external relations, moving towards making this strategic goal a bit more realistic to achieve.

- **By February 1st, 2017, the Federation’s activities are underpinned by and aligned with priorities identified critically and independently, and relevant to its members**
  
  - Motivation: IFMSA is not here to mimic other large actors on the global health arena. Rather, we are here to represent our National Member Organisations, do what we can to put medical students’ real pressing problems and challenges on the agenda, and make sure it is done on a solid basis supported by evidence. This may mean that we need to reorganise the way we plan and conduct our policy work and capacity building.

  This strategic goal has been achieved in multiple ways, though there is of course always room for improvements.

  Regarding the work of the Executive Board, it all is intimately linked to the IFMSA Strategic Plan. From these strategic goals, we have developed our Pursued Goals for our term, from which we developed our Annual Working Plan. This process ensured that our work is all aligned with the Federation’s long term goals.

  Regarding the work of the Standing Committees, all of them have now developed a three-years Standing Committee Strategic Plan, that better structures their field of work and their priorities, as well as their long term goals. Their work currently is all aligned with these defined priorities.

  Regarding the work of the regions, all of them have defined priorities, based on a needs assessment from the regional NMO Presidents. The entire work in the region has therefore been all around these defined priorities, and the regional meetings’ sessions have also been focused on these. Additionally, we have identified the officials who will attend the Regional Meetings according to these set priorities, to ensure a maximum of contribution to the work of the regions and to meet the needs of our members.
Regarding the external relations work, the TO 2015/2016 conducted a stakeholder analysis in order to assess what benefits there were of existing partnerships as well as explore what opportunities there could be if collaborating with other stakeholders. Furthermore, they assessed all areas of external work, which important ongoing major processes there were in global health and what areas IFMSA is currently working on, internally and externally. Based on these exercises, a proposed framework for the external work of the term 2016/2017 was created, following input from the NMOs. After the adoption of the Global External Focus Areas (GEFAs) last August Meeting 2016, a strategic document with goals, indicators and actions was created by the LOs and VPE with support from the TO and input from NMOs. Hereby, the external work of the current term has largely been aligned with the GEFAs, both in terms of the human and financial resources of our Federation.

As for our Capacity building efforts, we have started mapping the skills that our active members need in order to perform their tasks. This has been developed and partly implemented for the Program Coordinators and we will expand this method to more roles within the IFMSA, such as Officials, Executive Board members, Task Force members, etc. Additionally some of the workshops that we conduct are directly connected to the IFMSA Programs structure. We therefore plan to enroll these workshops / Sub-Regional Trainings (SRTs) under programs. This will be one more step that ensures that our capacity building efforts are purpose-driven.