



IFMSA

International Federation of
Medical Students' Associations

Strategy 2017-2020

Introduction

On August 7, 2014, the IFMSA General Assembly adopted its first-ever three-year strategy during the 63rd General Assembly August Meeting 2014, in Taipei, Taiwan. The execution of this plan was finalised by February 2017, with the interim evaluation report submitted at the 66th General Assembly March Meeting 2017, in Budva, Montenegro.

The Executive Board 2016-2017 has taken up the tasks of evaluating the execution and outcomes of the previous strategy and drafting a new three-year Strategy for the period 2017-2020. The process was extensive and spanned almost the entirety of the term.

The Executive Board reached out to Mr. Henning A. Bendtsen, an external consultant from Denmark, who'd previously helped IMCC-Denmark in laying out their own strategy. A first meeting took place from the 18th until the 21st of November, in Aarhus, Denmark, where Mr. Bendtsen and the Executive Board discussed the basics of strategic planning, drew a map of all IFMSA stakeholders, and laid out a plan for face-to-face and online consultations. You can find below a summary of these consultations:

- Consultation of members (NMOs) at the 2016 African Regional Meeting, in Ouagadougou, Burkina Faso;
- Consultation of members (NMOs) at the 2017 Americas' Regional Meeting, in Lima, Peru;
- Consultation of IFMSA Team of Officials 2016-2017 during the 2nd Team of Officials' Meeting (TOM-2), in Zagreb, Croatia;
- Consultation of members (NMOs) at the 2017 Eastern Mediterranean Regional Meeting, in Beirut, Lebanon;
- Online consultation of members (NMOs) of the European Region (Facebook group discussions);
- Online consultation of members (NMOs) of the Asia-Pacific Region (Facebook group discussions);
- Consultation of members (NMOs) at the 66th General Assembly March Meeting 2017, in Budva, Montenegro;
- Online consultation of Alumni and Board of Recommendation members (survey);
- Online consultation of International Assistants and Program Coordinators (survey);
- Online consultation of external partners (survey);
- Online consultation of the Academic Medical Centre (IFMSA Secretariat) and NMOs with big secretariats.

All input was collected, categorised, and analysed by the Executive Board in the period between early March and end April. A round-up discussion took place with officials during the 4th Team of Officials' Meeting (TOM-4), in Casablanca, Morocco, leading up to the first draft of the **Strategy 2017-2020**. The Executive Board and the Executive Board-elect met

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IFMSA

International Federation of
Medical Students' Associations

with Mr. Bendtsen for a second time from the 18th until the 21st of June, in Agra, Switzerland, to finalise the document, which is hereby presented for adoption by the IFMSA General Assembly.

The **Strategy 2017-2020** has four pillars (Secretariat and Financial Administration, Participation and Representation, Alignment of Work, and Visibility and Promotion), each having a number of goals that the Federation is expected to work toward achieving by 2020. Each goal has a set of back-cast steps to be taken for the it to be achieved (marked by year of expected completion), as well as a list of indicators of success.

This full document is supported by an extended background document and graphic representation of the **Strategy 2017-2020**.

Cordially,

The IFMSA Executive Board 2016-2017

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Pillar I: Secretariat and Financial Administration

1. Unlock benefits of engaging IFMSA Alumni

The Federation will have established a solid structure to allow engagement of Alumni across all fields of work.

- a. Contact other organizations about Alumni Structure (1)
- b. Assess benefits for Alumni from IFMSA (1)
- c. Assess benefits for IFMSA from Alumni (1)
- d. Come up with the design of the Alumni database (2)
- e. Define a framework on how to collaborate with Alumni (2)
- f. Create the Alumni database (3)
- g. Start implementation of framework (3)

Indicators:

- X % of Alumni have updated their entry in the database [where X is to be determined once the database is set up]
- X Alumni have participated in accordance to the framework [where X is to be determined once the framework is set up]
- 80% of Alumni satisfied with their access to benefits in the evaluation of IFMSA meetings

2. Professionalise IFMSA's Fundraising

The Federation will have established long-term ties with professionals in Fundraising to not rely on the fluctuating fundraising skills of the IFMSA leadership.

- a. Consult other organizations incl. student organizations, NMOs (1)
- b. Establish clear guidelines for fundraising, including ethical guidelines (1)
- c. Establish a financing plan for professional fundraising (2)
- d. Establish a relationship with professionals and agreeing on conditions (2)
- e. Implementing and utilizing professional fundraiser (3)

Indicators:

- Adopt Guidelines for Fundraising, including ethical guidelines
- Contract signed with a professional
- 5 % of the IFMSA Budget comes from funds raised by professionals

3. Increase the Resilience and Sustainability of IFMSA's Administration

The Federation will have established comprehensive and practicable standard procedures for administrative and operative tasks that will be handled by its leadership, all while working toward an expanded secretariat.

- a. Consultation with other NGOs, asking for factors of success and for tasks that can be given over to the Secretariat (1)



- b. Identify and prioritize tasks that can be delegated to professionals and that will remain with Officials (1)
- c. Achieve overall coordination of SOPs and templates by the Secretary (1)
- d. Establish a financial plan to achieve expansion (2)
- e. Expand the Secretariat and transfer tasks (3)

Indicators:

- Increase of Secretariat working hours to at least the equivalent of 1 full time employee (incl. Intern working hours)
- Creation of SOPs for all identified administrative tasks
- Archiving of all SOPs for administrative tasks carried out by Officials by Secretary

4. Increase the Financial Stability of IFMSA Meetings

The Federation will have established a support system for Organising Committees of IFMSA General Assemblies and Regional Meetings to benefit from to ensure the meetings' financial stability.

- a. Identify needed skills and challenges to organize financially stable IFMSA meetings (1)
- b. Develop modules to obtain the needed skills (1)
- c. Set criteria for the evaluation of financial capability of meeting hosts (2)
- d. Independent evaluation of financial stability of General Assembly candidate hosts before election (2)
- e. Provide continuous support to the elected hosts (3)

Indicators:

- Criteria for evaluation of financial capability of the meeting host candidates adopted in plenary
- At least 80% of the modules delivered to all hosts of General Assemblies and Regional Meetings
- Report by independent body on financial stability of General Assembly host candidates
- All meetings in term 2019/2020 have been financially stable based on an assessment by the EB of that term

Pillar II: Participation and Representation

1. Create a System that Allows for NMOs' Individual Development

The Federation will offer its National Member Organizations (NMOs) online and face-to-face opportunities tailored for their individual development. Such opportunities will be financially accessible and focused to benefit those that need them the most.



- a. Implement and evaluate the system for active follow-up of Candidate Members (1)
- b. Identify key components that characterises strong medical students' organizations (1)
- c. Create an NMO Development Model based on the identified components (1)
- d. Identify the target NMOs which are the NMOs least developed with regards to the identified components (1)
- e. Make a needs assessment of NMOs based on the standard components (1)
- f. Develop and offer modules on key NMO management skills, based on the NMO Development Model (3)
- g. Evaluate the NMO Development Model for future use to increase NMO Development (3)

Indicators:

- An NMO Development Model has been created that reflects the key components of a strong organization
- Minimum 2 modules have been created and evaluated
 - 60% of the target NMOs (which are the NMOs least developed with regards to the identified components) have received capacity building as part of the developed modules
- 90% of people who have completed the modules have received an increase in knowledge (based on an integrated pre-post questionnaire)
- 30% of NMOs that have completed the modules, have implemented positive changes related to the specific modules. (This could be assessed through the NMO report or follow-up on modules).

2. Establish an Integrated Approach to Regional Representation

The Federation will strive for a balanced representation of all of its (sub)regions, especially when it comes to its different selection processes.

- a. Analyse the regional and sub-regional representation in the last 5 years in IFMSA (Officials, International Assistants, Program Coordinators, Task Forces, Plenary Teams, key external meetings as WHA) (1)
- b. Analyse best practices for regional representation currently in IFMSA (1)
- c. Consult other global organisations on how they ensure regional representation (1)
- d. Create and pilot a universal regional representation criterion in IFMSA selection processes, including a definition of regional representation (2)
- e. Analyse which selections are taken according to the criterion (3)
- f. Establish best practice for taking regional representation into consideration in selection processes (3)

Indicators:

- A universal criterion for regional representation in IFMSA selection processes is created



- The universal criterion is used in 90% of the identified selection processes of IFMSA

3. Improve NMO Involvement in Decision-Making

The Federation will have reviewed its decision-making processes both ahead of and during General Assemblies, to allow all NMOs to understand and be meaningfully involved.

- a. Identify decisions taken by NMOs in General Assemblies (1)
- b. Assess which decisions are relevant for NMOs to take in General Assemblies through qualitative analysis (1)
- c. Create guidelines on decision making processes within the Executive Board (2)
- d. Propose bylaw changes to regulate decisions made in the General Assembly (2)
- e. Executive Board to review and improve communication procedures and documents structures leading up to decision making during the General Assembly (2)

Indicators:

- Bylaw changes reflecting decisions to be taken at the General Assembly has been adopted
- A guideline on decisions taken by the Executive Board has been created
- Procedures for NMO involvement in decision making processes has been developed
- 100% of documents shared by IFMSA follows the structure set out by the Executive Board
- 90% NMOs feel informed before making decisions at IFMSA General Assemblies
- 90% of NMOs think decisions that they make are relevant to them (subjective assessment)
- 90% of NMOs feel they are sufficiently involved in decisions taken in IFMSA (subjective assessment)

Pillar III: Alignment of Work

1. Ensure Consistency and Establish Global Priorities

The Federation will have aligned its actions and areas of work with a set of Global Priorities, so as to improve the consistency of work between the Standing Committees, the Programs, and the External level. The work on the local and regional level will be reflected on the global level, and vice versa.

- a. Thorough process assessing the current fields of work in all spheres (Standing Committees, External Representation, Programs, Meetings, Other Capacity Building) of our Federation, the opportunities in each area internally and externally, and potential stakeholders to collaborate with (1)
- b. Develop and adopt global priorities (1)



- c. Implement and monitor progress on global priorities in the whole Federation (2)
- d. Align programs to the global priorities (2)

Indicators:

- A limited number of global priorities are adopted
- All global priorities are worked on internally and externally
- A report reflecting the work on the global priorities in the different spheres of IFMSA including recommendations for future work is published

2. Have Clearly-Defined Tasks and Responsibilities

The Federation will have clearly defined the tasks and responsibilities for its leadership positions, to allow NMOs and officials to have a clear understanding of their positions and expectations toward each other, improve the dynamics of collaboration, and avoid unnecessary overlaps in work.

- a. Assess the tasks and responsibilities of each position (1)
- b. Assess the expected collaboration between positions in IFMSA, related tasks, the necessary communication trails, and support needed (1)
- c. Review overlaps of tasks and responsibilities (1)
- d. Develop a proposal for refined descriptions of positions for adoption in plenary (2)
- e. Clearly communicate IFMSA positions to our NMOs to increase understanding (2)

Indicators:

- Adopted document of task and responsibility description of positions
- Graphic communication of the tasks and collaboration dynamics of the positions in IFMSA is produced and distributed
- 80% of the NMOs know that the document exists
- 60% of NMOs understand the tasks and responsibilities of IFMSA positions (subjective assessment)

3. Achieve a High Quality of Work

The Federation will have established a model for high-quality capacity building in key content areas and skills.

- a. Consultation with professional organisations that offer quality capacity building courses (1)
- b. Assess best practices of existing capacity building in IFMSA (1)
- c. Create an optimal capacity building framework for IFMSA offering in depth knowledge with appropriate impact assessment (1)
- d. Develop a pilot course according to the new framework (2)
- e. Thoroughly evaluate pilot course to adjust the model (3)



Indicators

- Adopted framework for quality capacity building in IFMSA
- Pilot course of at least 100 hours established with comprehensive outline (including, but not limited to agenda and session descriptions) as basis
- A report of the impact assessment of the course is published to NMOs

4. Work towards appropriate and valuable impact assessment

The Federation will be capable of evaluating the impact of its activities with relevant, high-quality methods.

- a. Collaborate with expert on impact assessment (1)
- b. Establish a standard impact assessment tool as minimum requirement for our activities (2)
- c. Establish a detailed impact assessment of selected priority activities including the pilot capacity building course (2)
- d. Publish report with results from impact assessment (3)
- e. Publish article in peer-reviewed journal based on one of the impact assessments (3)

Indicators:

- Established standard impact assessment forms for IFMSA meetings, capacity building interventions and external meetings.
- Published article in an international peer-reviewed journal based on our impact assessment of an IFMSA activity

Pillar IV: Visibility and Promotion

1. Unify the IFMSA Brand and Representation Throughout All Media

The Federation will have established a consistent brand which effectively promotes itself, its opportunities and achievements.

- a. Intern at secretariat with communications background supporting visibility and promotion efforts (1)
- b. Consult with professional company to analyse current situation (1)
- c. Develop a marketing strategy with the company adopted in plenary (2)
- d. Relevant IFMSA leaders are trained in implementing the marketing strategy (3)
- e. All IFMSA leaders are working according to marketing strategy (3)

Indicators:

- Adopted Marketing Strategy with input from professionals
- 80% increase of followers in each of IFMSA platforms



IFMSA

International Federation of
Medical Students' Associations

- 50% increase in the engagement (i.e. number of likes, comments, shares, retweets, etc.)
- All relevant IFMSA leaders reach a minimum score in a standardized test designed to measure their proper use of the IFMSA platforms according to the marketing strategy. Minimum score to be set once the test is developed.

2. Have Comprehensive and User-Friendly Online Platforms

The Federation will have developed comprehensive, easy-to-use, and up-to-date online platforms, with content that is well planned.

- a. Assess needs for improvement in our online platforms (1)
- b. Contract a company to design, create and implement online platforms according to needs (2)
- c. Establish guidelines on updating online platforms (2)
- d. Relevant IFMSA leaders are trained in managing online platforms (3)
- e. All our databases and online platforms are user-friendly and up-to-date (3)

Indicators:

- Alumni database with user profiles developed and implemented
- Trainers database with user profiles developed and implemented
- Activities database developed and implemented
- All relevant IFMSA leaders managing databases reach a minimum score in a standardised test. Minimum score to be set once the test is developed.
- 60% of users find that our platforms are informative and easy-to-use
- 80% of NMOs find that our platforms are adequate and easy-to-use
- 90% of content on online platforms is up-to-date