

medsin

GLOBAL HEALTH • LOCAL ISSUE

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Long Term Development Plan 2016-2019



Contents

<u>Executive Summary</u>	Page i
<u>Section 1: Where are we going?</u>	Page 1
<u>Section 2: Our thematic priority areas</u>	Page 5
<u>Section 3: Mechanisms of supporting progress</u>	Page 12
<u>Glossary of Terms</u>	Page 16

Access a pdf of the appendices to this development plan containing background information about the organisation and how this plan came to be by clicking [here](#)

Executive Summary

Medsin is an organisation bringing together thousands of students all around the country towards a common vision. Our best chance to achieving our vision of a fair and just world is to unite around a set of aims and goals that we agree upon collectively, that would make us a movement. If we do not unite in this way, we are just a bunch of random people doing random things around global health across the UK.

The ways in which Medsin organises and operates aim to make it the collective responsibility for all its members, from individuals, to Branches, and national-level working groups and the leadership, to take our aims forward. Therefore, taking action to bring this strategy forward and achieve the objectives that it proposes is the collective responsibility of members, Branches, Affiliates, National Working Groups, as well as the national-level leadership in the National Committee, Agenda Committee and Board of Trustees, and any other structures that we do not currently have.

To guide this collective spirit, this strategic plan will be followed by a set of toolkits and action plans for each part of the network, to ensure that we all have a role to play together.

Medsin's work between 2016-2019 has been outlined in two parts.

1. Developing cross-cutting thematic priority areas, such as:
 - Capacity-building
 - Global Health Education (GHE)
 - Reforming engagement in Policy and Advocacy
 - Improving the range of opportunities available for members to engage in external forums and ensure such opportunities are accessible to all who are interested
2. Improving processes and structures in governance, training, welfare, finances, monitoring & evaluation, branding & communications

“A strategy is a living document - it should be alive in every part of the network.”

The LTDP was developed with consultation with Medsin members and external partners, and is our collective vision for moving this incredible network forward. The LTDP is intended to be used for its principles and suggested timeline to guide the work of everyone in the network, from the local committee to the national leadership. There are also accompanying LTDP action plans, with suggested actions from all possible stakeholders. A successful collective vision requires collective action from everyone.

Section 1: Where are we going?



Our Vision for 2016-2019

“Medsin is a movement working towards a common vision - if we are not a collective movement, we are just a bunch of random people doing random things across the UK.”
Jonathan Currie, Medsin National Coordinator 2009-2010

The last two decades has seen Medsin grow from a few passionate people, to a few branches, to a registered charity and entire national network. We have undergone many changes and transformations along the way, in our governance and leadership structures, but one thing has remained true to its core - Medsin brings together passionate young people who believe in global health equity.

Now, as we look forward to the future, we need a new roadmap to guide us towards realising our vision. The Long-Term Development Plan (LTDP) 2016-2019 is our next roadmap, guiding us on strengthening our **identity** as a movement, our **impact** as health advocates, while considering **where we want to go**.

Our Vision Statement for the next 3 years

“An easily identifiable, cohesive, and effectively led network grounded in its grassroots movement with individual members feeling welcomed and sufficiently skilled to take on the challenge of achieving the vision of the organisation whilst identifying with their own branch successes locally, and their peers' successes nationally and beyond.”

Overarching Principles

1. Stronger Identity	To help our members be better able to identify with and effectively communicate, Medsin's brand, ways of working and successes
2. Greater Impact	To better facilitate our members work through improved capacity building, a wider range of opportunities and improving the processes used to engage in our core ways of working
3. Operations & Governance	To ensure sustainable growth by tackling barriers in our operations, processes and governance.

Having these 3 overarching principles in mind, we have compiled a list of time-bound objectives that we believe need to be achieved for our 3 year vision to be realised. To help with accessibility and usability moving forward we have split these objectives under two sections.

A rationale as to why the above areas have been chosen and details on the objectives that fall under them is explained in the following 2 chapters. What is crucial to understand is that for the 3-year vision and aims to be achieved work must be done on both section 1 and 2 objectives in parallel. Each section is as important as the other in being able to ensure any progress made is not just effective but sustainable for years to come.

Section 1: Thematic Priority Areas

The following areas are used to group the priorities for work over the next 3 years which emerge from the consultation process:

- Capacity Building
- Global Health Education
- Policy and Advocacy
- Youth Voice

Section 2: Mechanisms of supporting work

In order to achieve the aims we set, it is important to ensure that we have the appropriate processes in place to facilitate the network to function efficiently, democratically and sustainably. In this regard, the following priorities emerge:

- Identity
- Governance and Leadership
- Finances
- Monitoring and Evaluation
- Communications
- Welfare

Section 2: Thematic Priority Areas



Our Thematic Priority Areas

There are four priority areas with four aims each - each objective outlined in these priority areas helps work towards improving both the internal and external impact of the organisation.

“Recognising the importance of integrating capacity building and external engagement as the most effective way of advancing our Vision and Mission”

Priority Area 1: Capacity Building

“Create better mechanisms of supporting grassroots activity in branches and affiliates, and the personal and professional development of members, so that more individuals are able to take action with greater impact”

Aim 1	Implement a sustainable system of building capacity for incoming National Committee members <ul style="list-style-type: none"> A. December 2016: the National Director and Training Director to consult with the relevant individuals to create a training schedule B. National Committee Handover 2017: implement an annual training programme for incoming National Committee
Aim 2	Build capacity among Branch Presidents and Affiliates Leads for handover and sustainability <ul style="list-style-type: none"> A. June 2017: devise and implement a pilot training programme B. June 2018: carry out network-wide implementation of the training programme
Aim 3	Engage more effectively with Alumni who wish to maintain ties with and support the organisation beyond graduation <ul style="list-style-type: none"> A. August 2016: set up regular sustainable communication with Alumni from all across the organisation’s history utilising social media to full effect B. December 2016: work with relevant stakeholders to create a 2-year plan for Alumni
Aim 4	Improve support and training mechanisms for Branch and Affiliate committees <ul style="list-style-type: none"> A. December 2017: devise and implement a generic pilot training programme for incoming Branch and Affiliate committees B. May 2018: review the pilot programme and roll-out a network-wide training programme for Branch and Affiliate committees from autumn 2018 onwards

Priority Area 2: Global Health Education

“Improve access to formal Global Health Education opportunities while continuing to fill the gap with quality student-organised Global Health Education, and leading the development of peer-to-peer education.”

Aim 1	<p>Review use, usability and quality of the Global Health Education Toolkit</p> <ul style="list-style-type: none"> A. December 2017: Create a strategy for periodic reporting of local GHE toolkit courses B. April 2017: Develop a strategy for wider use of the GHE Toolkit C. 2017/18: First year of implementing the strategy for use of the GHE Toolkit D. September 2018: First annual report on the use, usability and quality of the Global Health Education Toolkit and other Global Health Education activity at grassroots level
Aim 2	<p>Develop a Global Health Education in Schools (GHEiS) project</p> <ul style="list-style-type: none"> A. June 2017: Complete the strategy for GHEiS B. June 2017: Completion of a pilot for GHEiS C. December 2018: Training for branches interested in GHEiS D. April 2019: First GHEiS courses implemented in trained branches
Aim 3	<p>Provide education for individuals undertaking placements abroad</p> <ul style="list-style-type: none"> A. August 2017: Create a draft GHE course for incoming and outgoing individuals undertaking placements abroad B. June 2018: Complete a pilot of the programme C. December 2018: Complete review of pilot and devise strategy for roll-out of resources D. April 2019: First nation-wide delivery of placements abroad training
Aim 4	<p>Advocate for wider access of students to formal GHE in universities</p> <ul style="list-style-type: none"> A. June 2017: Produce an annual strategy to audit global health teaching in relevant university courses B. December 2018: Produce the first report of the audit C. April 2019: Identify strategy for proactive advocacy for changes to curricula of relevant university courses

Priority Area 3: Policy and Advocacy

“Improve mechanisms of training and supporting members in their advocacy and action on global health topics, encouraging more effective collaboration and coordination, internally and externally, where possible”

Aim 1	<p>Build capacity for consistent reactive advocacy by the network</p> <ul style="list-style-type: none"> A. August 2017: Implement a programme to monitor ongoing policy and decision-making processes in global health B. August 2018: Complete a training programme for a team responsible for reacting to developments in global health, under the management of the Policy and Advocacy Director
Aim 2	<p>Develop the network’s ability to advance its policy</p> <ul style="list-style-type: none"> A. June 2017: Review the organisation’s reputation and relationships with Affiliates, partners, governmental departments and non-governmental stakeholders B. December 2017: Develop a strategy for building stronger relationships and reputation with governmental departments, scientific journals and non-governmental stakeholders, who are relevant to the organisation’s priorities C. April 2018: Carry out a review of existing policy statements, including their implementation and success D. December 2018: Develop action toolkits to facilitate successful attainment of policy calls
Aim 3	<p>Improve the effectiveness and sustainability of the network’s national-level proactive advocacy</p> <ul style="list-style-type: none"> A. December 2017: Complete a review of all of the network’s mechanisms for proactive advocacy, identifying successes and areas of improvement B. December 2018: Complete a reform of the mechanisms for proactive advocacy, ensuring improved effectiveness and sustainability as the key aims
Aim 4	<p>Improve grassroots members’ ability to engage in advocacy at all levels</p> <ul style="list-style-type: none"> A. August 2017: Develop a training programme on advocacy in the form of an Advocacy Training Toolkit B. 2017/18: Implement a network-wide training programme on advocacy for Branches and Affiliates, based on the Advocacy Training Toolkit

Priority Area 4: Youth Voice

“Expand the range of external forums that Medsin engages in and improve both the range and accessibility of opportunities available for members”

<p>Aim 1</p>	<p>Review the organisation’s past, existing and potential future relationships for advancement of its Vision and Mission</p> <ul style="list-style-type: none"> A. August 2016: Produce a report in each area of the organisation’s work on potential engagement with governmental and non-governmental external forums B. August 2017: Engage each area of the network with at least one external forum, based on the findings of the August 2016 reports
<p>Aim 2</p>	<p>Improve the accessibility of external opportunities to members</p> <ul style="list-style-type: none"> A. September 2016: Identify the key barriers to accessibility of external opportunities to members B. November 2016: Create a set of guidelines for increasing the accessibility of external opportunities to members C. June 2017: Implement the recommendations for accessibility
<p>Aim 3</p>	<p>Develop the organisation’s role in promoting sustainable overseas project</p> <ul style="list-style-type: none"> A. August 2017: Investigate current engagement and impact in promoting sustainable overseas projects B. August 2018: Implement the relevant recommendations for improving the organisation’s engagement and impact in the topic
<p>Aim 4</p>	<p>Increase the reach of the organisation internationally by exploring new forums for engagement</p> <ul style="list-style-type: none"> A. September 2016: Complete an application to attain UN ECOSOC consultative status B. June 2017: Attain UN ECOSOC consultative status C. June 2017: Compile list of opportunities and mechanisms for encouraging members to access and engage in these forums

Section 3: Mechanisms of supporting progress



Mechanisms for Supporting Progress

Whilst the previous section highlighted cross cutting priority areas that we wish to develop over the next 3 years we have also reflected on the underlying processes that could be utilised to support development being undertaken. As such the 6 aims outlined below encompass areas of work that if worked on in an integrated way, could complement and support the progress being made in the thematic priority areas.

Aim 1: Identity

“Review and reform the branding of the organisation and ensure effective processes for establishing and maintaining partnerships with external organisation ”

Objective 1	By April 2017, complete a full rebrand of the organisation following a clear process for changing the name of the organisation, and complete reconstruction of the website
Objective 2	By June 2018, establish formal agreements with 5 UK national student representative bodies. By June 2018, complete talks to establish partnerships with at least 1 relevant UK government department, and enter talks with at least 1 other
Objective 3	By April 2017, complete recommendation 3.6 of the 2013/14 Governance review seeking guidance to clarify the definition of a “partnership” with external organisations, including a review of existing formal agreements that exist with affiliates and external partners and a protocol for the agreement of new formal agreements

Aim 2: Governance and Leadership

“Complete relevant outstanding recommendations from the 2013/2014 governance review, and stabilise the workload of, and provide better training to, elected Medsin officials”

Objective 1	By November 2016 complete recommendation 1.2.1 of the 2013/14 Governance Review seeking to formalise Trustee induction including an introduction to charity finances, greater knowledge of legal risk and charity law, background training about the network, and understanding their role with implementation complete
Objective 2	By December 2016 complete recommendation 1.2.4 from the 2013/14 Governance Review to create processes that will allow for Network input into trustee meeting agendas and publication of minutes online with more regular updates given from the trustees
Objective 3	By December 2016 consult on the desirability, feasibility and sustainability of paid roles in the organisation, including sabbatical officers, general assistant roles and secretariat

Aim 3: Welfare & Inclusivity

“Create governance and frameworks that promote safe working environments for Medsin volunteers at all levels of the organisation with emphasis on encouraging a more diverse membership”

Objective 1	By April 2017 propose relevant governance setting out recommendations to facilitate Safe Space environments for all members, in all forums
Objective 2	By November 2017 propose strategy and guidance to increase outreach and accessibility of the organisation to marginalised and vulnerable groups of society
Objective 3	By November 2018 complete recommendation 1.1.4 of the 2013/14 Governance review regarding writing and agreeing upon a standardised Volunteer agreement for all members

Aim 4: Monitoring and Evaluation

“Identify key research questions regarding Medsin’s impact and work done by the wider student global health community, alongside establishing mechanisms by which such research could be completed”

Objective 1	By April 2017 establish a working group to measure the impact of the organisation and agree on priorities and ways of working. Establish first working cycle in 2017/18
Objective 2	By December 2017 establish mechanisms to gather case studies of best practice of all areas of the organisation’s work
Objective 3	By April 2018 for the working group to organise a database to collect key internal data reflecting the work and development of the organisation and its members

Aim 5: Communications

“Reform our methods of communicating successes at all levels within the network and to the wider public”

Objective 1	By August 2017 implement mechanisms to facilitate horizontal communication between the network’s grassroots, sharing resources, expertise and best practice, through a partnership between the Communications Operational Team and the Branch Development Team
Objective 2	By December 2017 produce annual public reports consolidating data collected by the Impact Operational Team
Objective 3	By August 2018 communicate 6-monthly summaries of best practice case studies and successes among the network

Aim 6: Finances

“Review our finances, consolidate a strategy to secure future sustainable income flows and improve our mechanisms of regular reporting to relevant stakeholders”

Objective 1	By April 2017 complete consultation of the network to reform our core, operational and aspirational costs
Objective 2	By November 2017 propose a comprehensive 3-year fundraising strategy, based on the Long Term Development Plan and the priorities of the network as determined by a consultative process, reflecting on past practice, current situation and future aims
Objective 3	By October 2016 produce 6-monthly reports on progress on the fundraising strategy, communicating successes and necessary improvements to the relevant stakeholders

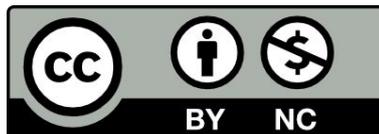
Glossary of terms

Abbreviation	Term	Explanation
-	Advocacy	Campaigns that aim to lend a voice towards aims and goals that we believe in
NC	National Committee	The elected executive leadership of Medsin-UK
BoT	Board of Trustees	The elected committee tasked with oversight over legal, financial and governance matters
LTDP	Long Term Development Plan	The 3-year strategy of Medsin
AC	Agenda Committee	The elected body tasked with the democratic organisation of Medsin
-	Branches	University-level societies affiliated to Medsin
-	Affiliates	Autonomous student organisations that have a shared vision with Medsin who choose to affiliate with Medsin and become Voting Members
NWGs	National Working Groups	A collective of members working on a specific global health policy area or goal
GHE	Global Health Education	Local and national level activities that aim to inform members and the public about global health
-	Community Action	Engagement with communities to empower them to improve their health
IFMSA	International Federation of Medical Students' Associations	An international federation which forms the main part of Medsin's current international engagement
-	Policy	The way in which we express the opinions of the organisation, internally and externally
-	Training	Workshops delivered at all levels of the organisation, aimed at empowering members with the skills to carry out the work they want to do
-	Vision	The ultimate reason for the organisation's existence; the circumstance in which the organisation would not need to exist

Abbreviation	Term	Explanation
-	Mission	The ways in which the organisation will aim to achieve its Vision
-	External partners	Any bodies that are not Members or in some way affiliated to Medsin, which we engage with either for individual events, ongoing projects or on a permanent basis
-	Governance	The processes the organisation employs to ensure it is run in an efficient, effective, transparent and democratic way
-	Capacity Building	Action taken to empower members to possess the ability to achieve what they aim to achieve
-	Safe Space Policy	A neutral internal policy aiming to ensure an environment free from discrimination for members
-	Placements abroad	



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