



2022-2026
STRATEGY

STUDENTS
FOR
GL+BAL
HEALTH

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ACRONYMS

AfGH	Action for Global Health
AMR	Antimicrobial Resistance
FCDO	Foreign, Commonwealth and Development Office
GHE	Global Health Education
LMIC	Low- and Middle-Income Country
IMFSA	International Federation of Medical Students Associations
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MP	Member of Parliament
NC	National Committee
NWG	National Working Group
PAC	Policy, Advocacy and Campaigning
RC	Regional Coordinator
SfGH	Students for Global Health
UEA	University of East Anglia

BACKGROUND

Students for Global Health is a student network that brings hundreds of students together to tackle global and local health inequalities through education, advocacy and community action. The organisation has over 15 branches based at universities across the UK, each with their own diverse membership made up of students from a variety of degree disciplines. SfGH's vision is to "create a fair and just world in which equity in health is a reality for all". Through its National Committee, semi-autonomous branches and extensive student network, SfGH organises a series of education, advocacy, policy, parliamentary engagement and political campaigning activities to raise awareness on key global health issues and campaign for sustained UK political, financial and programmatic leadership on global health. Students for Global Health aims to champion the power of student action and garner support for global health related causes. On occasion, SfGH partners with other grassroots and national organisations and joins coalitions to extend its reach and amplify its impact.

For information on the currently active branches, campaigns, and collaborations, please contact coordinator@studentsforglobalhealth.org



2019-2022 STRATEGY

SfGH 2019-2021 strategy was developed after an extensive consultation process with the network. The three overarching principles were **Nurturing**, **Growing** and **Reaching**.

Nurturing

We want a network with strong foundations to enable growth and ensure sustainability for future generations.

Our vision: An organisation with strong foundations in governance and structure to enable growth and ensure sustainability for future generations.

Growing

We want a network that is rooted in empowering and equipping the network with the knowledge and skills to achieve the vision and mission of Students for Global Health.

Our vision: An organisation rooted in empowering and equipping the network with the knowledge and skills to achieve the vision and mission of Students for Global Health.

Reaching

We want to be an organisation of empowered students reaching into the world as changemakers and current and future global health leaders to create a positive impact in global health.

Our vision: An organisation of empowered students reaching into the world as changemakers, current and future global health leaders to create positive impact in global health.

Summary feedback on 2019-2021 strategy

As part of this consultancy, feedback was gathered from the current National Committee, Branch members, Trustees, SfGH Coordinator, Action for Global Health (AfGH) and STOPAIDS. The general consensus has been that SfGH did its best to implement the 2019-2021 strategy, however it was difficult to assess exactly how far progress was made due to the COVID19 pandemic.

Anecdotally, there was an initial increased engagement with the student base, new partnerships, and an additional branch - Aston (officially joined Summer 2022 due to the absence of SfGH Coordinator) - being formed in the previous strategy period. AfGH supported the network in building their capacity to conduct more national campaigning and SfGH was able to become influential quite quickly.

Respondents mentioned that Governance issues persisted during the 2019-2021 strategy period. There was insufficient National Committee (NC) capacity from 2020 with some National Committee members being unavailable due to other commitments, leading to SfGH not being represented on key global health working groups and on the international stage with the IFMSA. There was a lot of siloed working across the National Committee and a decline in student engagement - even in online events- which led to a loss of momentum.

Overall, the 2019-2021 strategy had a large number of indicators with no baseline data or clear plans on when and how to monitor indicators. The general consensus for the upcoming strategy was for SfGH to hone in on a few priority global health topics and do these to the best of their ability. It was agreed that narrowing its focus in the next strategy would allow the network to have greater impact.

Summary of Previous Strategy Achievements

Great work was conducted to get student input into the 2019-21 strategy, and incentives were used to make student participation during the strategy process more appealing for our student members.

The NC and branch members took a strong stance on global health challenges that they were passionate about, such as climate and health and access to medicines. This was very clear in their social media messaging. Their messaging was consistently friendly and approachable, with quotations from NC members and regular posting. This is especially for encouraging newer members to attend in person meetings, which is a great strategy to welcome new members, therefore expanding membership.

A collaborative approach with sharing events co-hosted by others, which we have maintained throughout the strategy period, and is something we hope to continue during this new strategy. This helps to develop or strengthen relationships with other organisations and encourages mutually beneficial support when hosting events and running campaigns.

Throughout this period, collaborations have included with UAEM on the Spring General Assembly (YEAR) with a hybrid conference on learning from the pandemic, a World Cancer Day Interview with World Child Cancer, the #WhereIsTheVaccine Campaign with Global Justice Now, and a photography competition for Antimicrobial Awareness Week - with British Society for Chemotherapy on One Health.

It is important to note that at the start of the 2019-2022 period, SfGH membership was higher than at present, allowing the organisation to achieve a huge amount within the previous 3 years.



Regular informative posts on topics such as gender inequality, COVID support, and other topical issues helped to keep people engaged with the SfGH social media channels. Many posts encouraged actions or conversations, such as actions of the week and competitions for members to frequently interact with SfGH and further strengthen the network. Frequent workshops also benefit this, and have been used effectively across this strategy period, with topics covered including 'Where Next? Spotlight on the UK's role in Global Health' with Lord Crisp, the Climate Emergency with the Climate Coalition, Global Health careers, and Universal Health Coverage with THET and AfGH.

The makeup and selection process of the NC has changed since 2019, however, we can learn from this and apply their early and clear recruitment processes going forward. Advertising the positions available for a longer period of time, and splitting the NC into smaller teams may make it easier to recruit and subsequently manage each section of the NC. Recruitment for some teams, such as the policy team, was ongoing to ensure that members had multiple opportunities to engage.

Overall, there are notable successes across the 2019-2022 strategy period, but engagement waned following the start of the COVID-19 pandemic. This has had a lasting impact on what SfGH has been able to achieve during the 2021-2022 and 2022-2023 NC periods, due to this decreased engagement.

We are hopeful that we can use this new strategy to try and return to higher levels of engagement, and strengthen our collaborations with existing and new partnerships. We also hope that in our 2022-2026 strategy that we can build our network through supporting branches, expanding membership wherever possible including to universities not associated with medical schools, creating an alumni network, and more to try and support the sustainability and success of Students for Global Health.



2022-2026 STRATEGY

VISION

“A fair and just world in which equity in health is a reality for all”

Following consultation with the SfGH National Committee, Trustees, Branches and its partners, three strategic priorities are proposed for the 2022-2026 strategy. It is recommended that the vision remains the same as the previous strategy as it aligns well with the current global focus on health equity and it is likely that health equity will remain high on the political and global health agenda.

STRATEGIC PRIORITY ONE

Policy, Advocacy and Campaigning

We want to be a network that is impact focused and galvanises change in global health. We want to influence local, national and international global health policy through our advocacy and campaigning work.

Our vision

A network of engaged students, alumni and affiliates at the forefront of global health campaigning and advocacy, holding leaders to account to ensure equity in health is a reality for all.

Previously our policy, advocacy and campaigning work was focused around yearly coordinated themes, which in some cases were restrictive to our work. Health equity remains at the core of all we do, and in this strategy, we will focus our policy, advocacy and campaigning around prominent political and global health issues that we foresee will dominate global health conversations over the next few years. We strive to remain on the pulse of acute global health challenges and will also lend our voices as such events unfold.

Prominent global health issues we will engage on:

- Climate and Health, including the impact of climate change on food security, access to clean water, air pollution, and other planetary health challenges that impact health.
- Intersectional global health rights, access and security, including but not limited to access to medicine, digital health access and rights, health education, and awareness.
- Economic disparities that impact health and wellbeing.
- Noncommunicable diseases including Cancer, Diabetes, Cardio-Vascular Disease etc.
- Mental health

National Level

SfGH will regularly conduct horizon scanning for the above-mentioned global health issues and other health topics that SfGH want to address. We will address each topic through an intersectional health equity lens. We generally aim to align our advocacy and campaigning activities with international and UK World Health Days and publicised priorities, allowing us to market, communicate, and amplify our messages alongside our chosen themes and action areas.

One of our aims is to restart drafting and publishing policy statements, position papers and issue briefs around these topics. As a national network with international connections, we will also publish case studies to highlight how these global health issues are adversely affecting communities. We will strategically publish these documents on our website, through social media and other outlets. We will also publicise these documents at our events and use them as a discussion tool during meetings with the Foreign, Commonwealth and Development Office (FCDO), Members of Parliament (MPs) and other elected officials and our partners when possible. We aim to use our social media channels, newsletter, and blog via our website to keep our members informed on these and other activities. To increase the impact of our social media presence, we are also looking at starting podcasts, collaborative media such as Instagram takeovers with branches or allied organisations, and training opportunities for our National Committee to ensure they are well equipped to manage these outlets.

We will continue to apply pressure on the UK government for their continued leadership, financial, programmatic and political commitments to global health. We will leverage AfGH excellent working relationships with key decision makers in the UK including the FCDO and Parliament to amplify our voice to the UK Government where possible. This can be achieved through unified network actions to communicate with MPs and other local, regional, or national decision makers through petitions, letter writing and social media campaigning.

SfGH will rejoin relevant AfGH working groups that align with the global health priorities we are focused on to have a greater impact in our advocacy and campaigning work. For example, we will rejoin the Climate Working Group (WG) to lend our voice to this increasingly important topic – and we will actively participate in future Conference of the Parties' (COP).

To ensure our policy, advocacy and campaigning work is as effective as possible, SfGH will hold a strategic planning session with AfGH as soon as possible to cement areas of alignment and overlap around this strategic objective and to identify training needs across the network. We will conduct regular training audits and consultations with the student body to identify gaps in our network's knowledge and aim to provide information via talks, workshops and trainings to ensure an inclusive and intersectional global health education is provided.

SfGH will also utilise our membership of the International Federation of Medical Students Associations (IFMSA) to continue our previously popular exchange programme and jointly conduct advocacy and policy work on areas where we most align. The IFMSA advocacy "focus fields" where we could potentially work together on include "Health, Environment and Climate Change" and "Health Emergencies and Humanitarian Action". We will also actively contribute towards the development of IFMSA policy documents where possible, which are valid for a period of three years and/or until their renewal. The "Health Equity", "Health, Environment and Climate Change", "Air Pollution", "Mental Health" and "Health Emergencies" position papers were drafted in 2020 and are currently due for renewal. SfGH can play a key role in supporting the updating and marketing of these documents.

SfGH will also take advantage of IFMSA's invitation to develop and propose an IFMSA policy document for adoption by the IFMSA General Assembly. We will also aim to jointly represent SfGH through the IFMSA at annual World Health Assemblies to build our profile and advocate and campaign on health issues, as well as run our exchange programme, due to relaunch in 2024. Thanks to our Director of International Affairs, it is possible that a UK Youth Delegation to the World Health Association will also be developed as an additional engagement opportunity.



Branch Level

At branch level, SfGH will continue its advocacy and campaigning work around our priority areas in global health, alongside ad hoc reactionary work, with local MPs and elected officials. Additionally, branches will use their knowledge and insight of their communities to campaign on public health issues affecting the local population. SfGH produced two toolkits - "Engaging with Local MPs and Local Government-how to engage local MPs/councillors on local issues" and "Strategic Advocacy and Campaign Toolkit" during the previous strategy to help members engage with MPs and Local Government. We intend to work with AfGH and STOPAIDS to further refine these tools and provide refresher training to our student base to have a greater impact locally.

We intend to use varied and dynamic campaigns aimed at elected officials and hope to attend meetings to discuss and push for action on the health issues affecting the population. Where possible and safe, we will support optional attendance to local and national protests and partner with other student networks in our area that align with our vision. We intend to engage as much as possible the general public, local authorities, local media houses and other key health organisations to amplify our campaigns through a coordinated day of action and digital campaigning, amongst other things.

The National Committee will be tasked with ensuring at least two members of all branches are trained to facilitate onward training to the wider student network around our advocacy and campaigning work. Existing toolkits will be refreshed in collaboration with branches and training teams, then shared with branches as soon as possible to support future advocacy or campaigning work.



STRATEGIC PRIORITY TWO

Global Health Education and re-engaging the student body

We want to be a network that is educated, informed and keeps abreast on key global health topics in order to have the greatest impact in our policy, advocacy and campaigning work.

Our vision

A network of engaged, educated student activists equipped with the knowledge and tools, motivation and commitment to demand action for equity in health for all.

One of SfGH main strengths is its passionate student network and its grassroots nature. We are known for having a mobilised, organised student base who are ready to raise awareness of the global health issues that are affecting our generation. In order for us to have the greatest impact, we need our student base to be knowledgeable of the global health issues that we are prioritising over this three-year strategy. There has been reduced engagement from our student network since the COVID pandemic and we need to address this promptly. Building on our previous strategy, we will conduct global health education sessions mainly at branch level to educate students further on our priority areas and other pertinent topics. To retain our members who have graduated, we will try to strengthen the alumni network and provide opportunities to engage for former SfGH members, such as advisory positions and speaking opportunities.

Global Health Education

SfGH intends to hold education events that aim to inform its members about key global health issues. As in the previous strategy, we will organise conferences to bring together our network for education and teaching purposes.

To ensure that we remain locally led, the remit of organising and delivering conferences will be with branches. The aim will be there to be at least 2 conferences per year, and aim to spread them across the regions that SfGH has branches in to increase access and share organising responsibilities. Conferences should have clear actions on next steps following the conference, with post conference resources being shared to all attendees. . For example, if a conference focuses on Pandemics, Global Health Security, Animal Health and AMR, the branches/regions will already have considered if they will launch a campaign linked to the conference, digital actions such as letters to MPs, petitions, or posts to share, or the stance which the network wants to take leading up to a World Health Day – e.g., World Antibiotic Awareness Week from November 18-24, 2023.

Having our education sessions/conferences linked directly to our policy and advocacy work provides the opportunity to be more strategic in how we work and students can tangibly see how our global health education sessions translate into our work.

We will invite speakers to discuss and debate topical global health issues during the global health education sessions and provide real life examples of careers in global health. We hope to include people with backgrounds in social sciences, policy, decolonial practice, medical and allied health sectors, and beyond. We will engage with our alumni network to invite them to attend and contribute to our conferences.

We will aim to hold at least one global health education conference at national level on an annual basis to bring together the entire network, however the majority of our global health education conferences/sessions will be branch led or planned collaboratively with branches within a specific region. These will be supported by the NC, preferably by regional coordinators and affiliates coordinator should those positions be filled, or by the wider NC.

We will update our existing GHE Short Course toolkit and our Global Health in Schools toolkit and will share with branches as soon as possible to restart our educational programmes. We will also promote global health training, seminars, workshops etc. run by other organisations that align with our global health priorities to ensure our network taps into wider educational opportunities and is connected with other global health institutions.

SfGH will agree on the aims and objectives of any other conference/convening session that would normally aim to bring a large number of SfGH members together. Our students have competing priorities, mainly with their academic studies and COVID forced us to shift our ways of working so we want to be more intentional going forward about the events that we organise. We want all future events to lead us to our ultimate goal, which is to tackle health equity through our policy, advocacy and campaigning work.

Re-engaging the student network

Due to the COVID pandemic which limited our ability to conduct in-person events, SfGH has seen its student base dwindle. Whilst this has been challenging, we have still managed to maintain a core group of branches that remain active and passionate on issues relating to global health and health equity. We remain a powerful voice of students, and global health remains high on the political agenda, so we have a unique opportunity to re-engage students and rebuild momentum. We have long struggled with attracting non medics and this is an area of particular focus in this new strategy.

Strategies we will employ to engage and diversify our network include:

- 1** We will brand ourselves firstly as a social justice organisation with a focus on equity and health as a human right. This aims to attract a more diverse student membership and help us attract more students from backgrounds outside of medicine and health as we believe that everyone can play a meaningful role in global health.
- 2** We will use every opportunity to highlight our impact through our revitalised PAC work to ensure that current and prospective students feel that they are contributing towards a worthwhile, politically important cause.
- 3** We will use our conferences as an opportunity for students to grow, learn and network. We will closely link our conferences with our PAC work so students can sign up to get involved in a specific campaign or advocacy event post conference. We will maintain this involvement by reinstating the regular calls to action posted across our social media channels and equip branches with the information to take localised actions, e.g. writing to their MPs.
- 4** We will use World Health Days as an opportunity to showcase our policy, advocacy and campaigning work to students and the general public. This will allow SfGH to participate in significant campaigns, such as those organised by Medics 4 Rare Diseases, UN Awareness Days, and others on their relevant topic areas and awareness days.
- 5** We will offer incentives in the form of certificates or accreditation to students who attend our education conferences and participate in SfGH activities. We hope to be able to track these engagements in order to celebrate the different levels of participation by individuals.

- 6** We will develop closer relationships with other student networks and those outside of medical disciplines – for example those with a Human Rights focus - to attract students who wouldn't usually consider joining our network. The Partnerships Director role (replacing Affiliates Director), if filled, will lead on this relationship building. Their main aim is to roll out an engagement strategy to secure additional partnerships and diversify our student base. Alternatively, the Director of Branch Affairs, branches and present NC members will be responsible for developing a plan for working on engagement and partnerships with support from the Coordinator and relevant AfGH team members where necessary.
- 7** We also aim to diversify our student body by reaching out to universities that are not closely linked with medical schools to assess interest in joining SfGH and encourage our existing branches to reach out to other schools within their university to engage with potential new members who have an interest in global health.
- 8** We will promote our work at university Freshers Fairs , local and /or national careers fairs and other university or cross-sectoral events in collaboration with our local university based branches. We will support this through providing advice, templates, and merchandise where appropriate.
- 9** We will invite notable global health professionals to speak at our events from both our alumni network and externally to ensure that we have a wide range of speakers at our events.

We will monitor this expansion through yearly branch and membership surveys, conducting demographic and geographic research using the database once this has been fully developed and populated, and by conducting regular mapping and monitoring of SfGH branch activities.

STRATEGIC PRIORITY THREE

Engagement and partnership with global health, social justice and human rights partners

We want to be a network that fosters strategic relationships and partnerships with other global health, social justice and human rights organisations. We want to work more closely with other student networks to amplify our student voice in the UK and globally. Using these connections effectively could also help us rebuild our student membership and build up our alumni and speaker networks.

Our vision

A network of student activists who work closely with other global health, social justice and human rights partners to demand equity in health for all globally.

Global health is a diverse space with a plethora of actors who focus more generally on global health or in speciality areas – for example humanitarian action. Over the next three years, SfGH will intentionally build stronger relationships with a variety of partners including youth organisations, global health organisations, and a variety of other stakeholders. We want to harness the enthusiasm of other student organisations to have a wider impact in our PAC work. We want to have a reputation of being the ‘go to’ student network for issues around global health, social justice and health equity.

At both national and branch level, we intend to identify organisations that have a shared vision to ours and will prepare tailored pitches to each organisation on why they should partner with us. When filled, the Partnerships role on the NC will lead on building and fortifying relationships with these external organisations. We will communicate our value add for their organisation and highlight previous successes in our PAC work. At national level, the Director of Engagement and Partnerships will develop a one pager leaflet that provides a snapshot on who we are, what our vision is, what our work entails and what our successes are. Leaflets will be shared with all branches to support them as they create new local partnerships and leaflets will be available at global health education conferences and other SfGH events.

We will also use our Salesforce database to track engagement and securely store branch details and other key information in a central location to ensure ease of access and ability to effectively manage and monitor SfGH information.

Partnerships

Value of partnerships statement

At this stage, we have official partnerships and sign MoUs with:

AfGH - who can support in strengthening SfGH's policy, advocacy and campaigning work (including support in translating national level campaigns into local campaigns with MPs/ media). AfGH can bridge the gap and support us in initiating relationships e.g., with FCDO. We also want to re-join AfGH working groups which will give us access to other global health organisations.

STOPAIDS - which is a leading campaigning organisation and can support us in developing our campaigns. STOPAIDS previously ran a workshop with AfGH and SfGH on Digital Health Rights. Digital Health Rights is one of our prominent global health issues of focus, so we will also tap into their expertise when running campaigns around Digital Health Rights.

Current Memberships

IFMSA: we are currently members of IFMSA and want to solidify this partnership. We want to actively participate in IFMSA bi-annual conferences with the aim of showcasing one of our most successful campaigns each year at IFMSA.

We aim to build more relationships with similar youth organisations

UNDERPINNING PRINCIPLE

In order for SfGH to be effective and successful in this three-year strategy, we will need to critically assess, prioritise and formalise our current governance and leadership structure and organisational processes. We want to ensure sustainability of the network in the coming years and remedy the loss of institutional knowledge due to COVID and annual turnovers. SfGH is now in a better financial position than in previous strategies and greater accountability is expected from the network from its donors. Now is an opportune time as we revamp our strategy to address our long-held governance issues.



GOVERNANCE AND LEADERSHIP



Trustees

Trustees should continue to have oversight over legal, financial, operational and governance matters within the network. Trustees should meet at least four times a year with a clear agenda and be prepared to review the SfGH's draft MoUs, financial reports, toolkits etc. A standing agenda item for Trustees quarterly meeting is to agree on who will hold introduction calls with new National Committee members, Branch Presidents and Vice Presidents. Trustees are key to addressing pressing governance issues and should hold meetings with the National Committee at least four times a year to work through these issues. Trustees should provide hands-on support and contribute towards drafting of proposals for new projects, drafting reports and the creation of a one-page leaflet for SfGH to use when forging new partnerships. Trustees should ensure that National Committee members fulfil their duties as per their Job Description and the Committee Code of Conduct, and should actively step in to support Branches if they are not being adequately supported by the NC.

National Committee

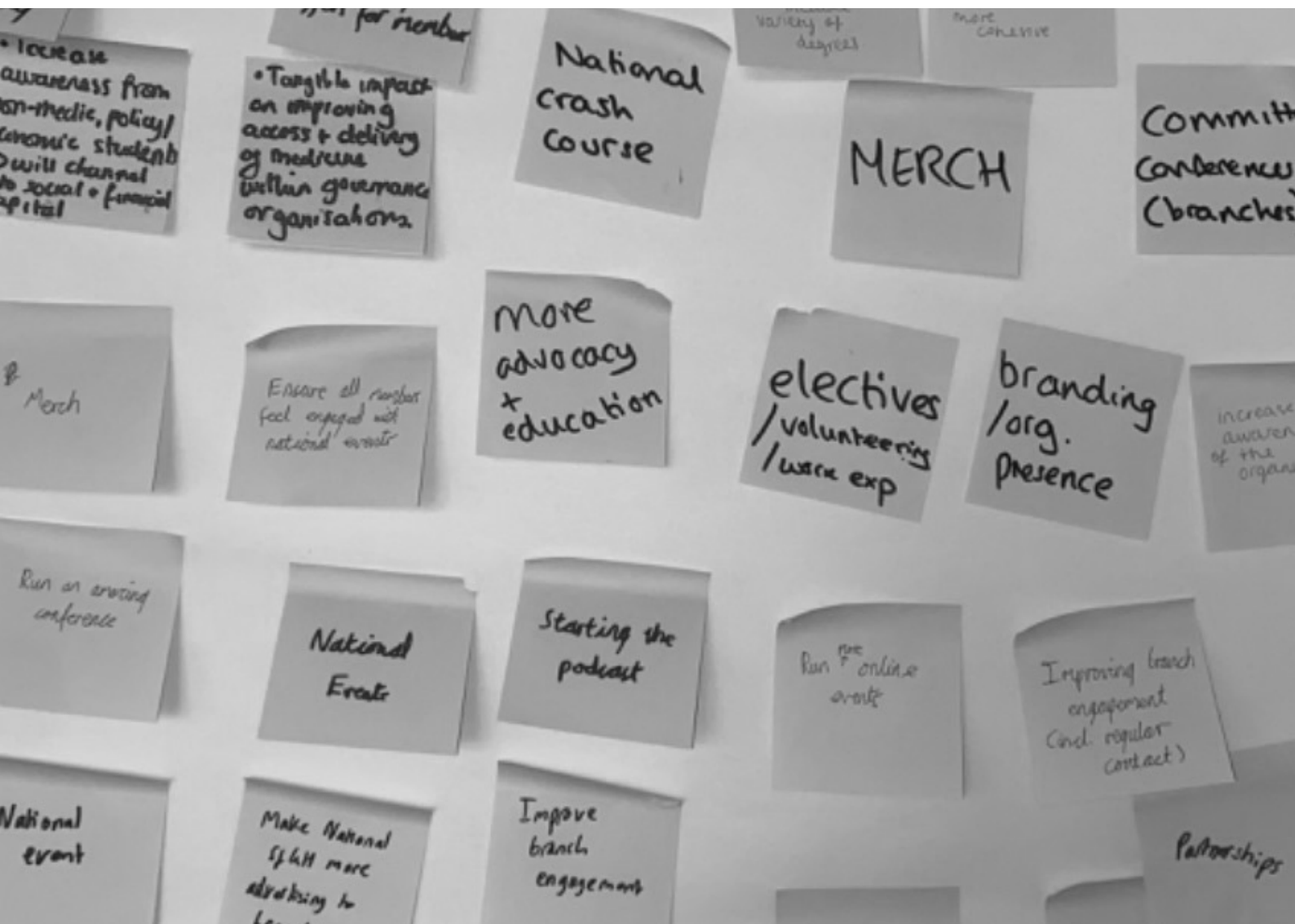
SfGH will agree on the roles that should be filled at a minimum for the National Committee to be effective. It is proposed that at a minimum, the National Committee should consist of a National Director, Finance Director, Secretary, Director of Policy, Advocacy and Campaigning, Director of Branch Affairs, Director of International Affairs, Education and Training Director, the International Team (made up of National Officers for Research Exchanges and National Exchange Officers), and a Public Relations and Communications Officer. The National Committee also endeavours to have the following positions filled: the Partnerships Director, and Regional Coordinators for all Regions (South West, South East, Midlands, and North). SfGH requires the flexibility to change the structure of the National Committee based upon various factors, including but not limited to the number of students who nominate themselves for roles, committee capacity and priorities, and the needs of the student membership.

Job descriptions for Director positions at minimum will include time commitments and expected role outputs which should be tied to the three strategic priorities within the strategy. Cross-committee discussions will continue through monthly National Committee meetings. If meetings must be held less frequently or are cancelled, to ensure there isn't a gap, interactive documents should be made available for each team lead to provide minutes detailing previous meetings and upcoming actions and needs from other teams. During particularly active times, such as whilst the NC is planning an event, these meetings may be more frequent to support SfGH activities. Other examples where this may be necessary include during reporting periods, during funding applications, and during committee handover periods.

Branches

The 2022-2026 strategy has a strong focus on branches who will lead global health conferences, local campaigns, build local partnerships and relationships. Branches are in the driving seat of this strategy, and it is imperative that they are supported to conduct their activities. When appropriate, funding should be allocated directly to branches and branch activities should be budgeted and included in new proposals. It is also proposed that Branch Presidents and Vice Presidents have direct communication with the National Committee Directors for support – e.g., sharing of toolkits, policy documents, requests for training, to share ideas for an upcoming World Health Day etc. This connection building is key during election periods for branches and the National Committee to ensure the maintenance of a strong SfGH network nationally.

We have been in discussions around the role of the Regional Coordinator for some time and SfGH National Committee and Trustees will hold a working session with Branches and current Regional Coordinators to agree on the future of this role. The main aim is for branches to have access and not be isolated from the central SfGH team and this should be kept in mind when making our decision.



National Committee recruitment

The National Committee recruitment process has required an in-person voting in at conferences. As most conferences will now be held at branches, it is recommended that the applications be submitted online with a firm deadline and the final decision be taken by the Trustees or through an online vote from the student network itself where possible. When this is not possible, the trustees will support SfGH to make decisions. Applications should outline why students want to take up a particular position within the NC, the skills they bring to the role and their commitment to complete their term.

Handovers

The handover process will be strengthened in order to make the committee transfer more effective. SfGH will develop a handover template for NC members to complete at minimum one month before their departure and share with both SfGH Coordinator and the Trustees. Each NC member will hand over to the incoming NC member in a minimum one-hour call organised by the outgoing NC member. Any outstanding queries from incoming NC members will be addressed by the Trustees, Coordinator and SfGH National Committee.





ORGANISATIONAL PROCESSES



Induction

As part of the induction process, all incoming National Committee members and Branch Presidents should be provided at minimum with a handover document, a copy of the current strategy, and relevant policies and toolkits that relate to their work. Incoming NC members and Branch Presidents should meet with at least one of the Trustees within the first 3 months of joining. They will also attend a meeting with the SfGH Coordinator, National Director, Financial Director and any other roles deemed important in their handover to ensure they have a complete understanding of the context in which they are joining.

Relationship with NC and Branches

The relationship between the National Committee and Branches will be developed during this next strategy period. In our new strategy, branches are at the centre of our advocacy and campaigning work. We will therefore set out clear roles and responsibilities for both parties with clear processes for decision making. As the NC will likely be smaller going forward, we need to ensure and maintain effective communication and support to branches. It is proposed that Branch Presidents and Vice Presidents meet NC members on a regular (to be agreed) basis to promptly address issues. We will clearly outline the role of Regional Coordinators, if it is agreed that this role (or some of its functions) will remain as a regional liaison between the NC and Branches.

By-laws

The By-Laws have guided how we operate, but in recent years has restricted some of our processes, especially due to the COVID pandemic where we couldn't physically meet to cast our vote. SfGH National Committee and Branches Presidents/Vice Presidents will join an upcoming Trustee meeting with this being the sole agenda item. We will then do an online vote for our student network to decide if we should keep our by-laws or have more flexibility– for example allowing NC members to complete a two-year term for greater institutional memory. We will also consult with other student member organisations to learn from them on how they have dealt with similar issues.

Financial processes and funding:

We are currently funded primarily by the Gates Foundation, with this round of funding set to end at the end of 2024. It is vital that we diversify our funding streams within this period to ensure that we can continue to operate and expand. We aim to diversify using merchandise, conference sponsorship, branch fees, and applying for a variety of grants. The Coordinator has conducted fundraising prospecting, and will continue to do so with the NC.

Developing the alumni network may also be beneficial by providing occasional alumni donations, which may be regular or one off donations, or alumni may have connections or expertise that can support with fundraising and grant applications.

International team funding currently comes from the SfGH bank account (with CAF bank) and will eventually be bolstered by the income from the exchange programme once this is restarted.

Coordinated theme

In previous years, SfGH voted on a coordinated theme to guide our work over the course of a year. We have reflected that this may be restrictive and have now proposed that all our policy, advocacy and campaigning work will now focus around prominent global health issues. Should SfGH choose to return to coordinated themes during this strategy period, a vote should be conducted with the branches to select the theme. The theme should encourage related activities and cross-branch coordination, but not limit the autonomy of individual branches to organise around the global health topics that interest them. The National Committee will also encourage branches to be critical of their curriculums or existing knowledges, and support events aimed at addressing gaps in knowledge. We also aim to share a variety of action options throughout the year such as signing petitions, writing letters to MPs, or taking part in awareness raising campaigns.

Accountability

It is the collective responsibility of NC members, Branches, Board of Trustees and the wider student network to take this new strategy forward. It is important that all levels of the organisation are versed on the strategic priorities and not only the national level. It is recommended that a 2022-2026 launch event be held to share SfGH's direction with its partners, the general public and its student base. An accompanying work plan should be developed for each strategic priority at both national and branch level to ensure it can be appropriately implemented, monitored and reported over the course of the strategy.



Aspirations for the future

Consultations with the committee and branch members indicate that long term improvements they would like to see are an increasingly active and growing membership, a mentorship programme supported by the SfGH alumni network, a higher population of students outside of medical disciplines, and increased outreach to branches to support running individual and regional events, providing education and completing coordinated actions as an SfGH collective network.

Additionally, it would be beneficial for SfGH to have more staff members to support the Coordinator and NC, especially to provide support with monitoring and evaluation, marketing, and fundraising. However, as a relatively small organisation, this is hugely aspirational. To gain support in these areas without hiring people, SfGH will work closely with AfGH staff to use existing organisational expertise, utilise the skills of the Coordinator and NC in all of these areas, dedicate time during regular meetings to update monitoring and evaluation records and share social media and marketing ideas.

Whilst it would be ideal to have staff members in place to fill these positions, SfGH's current priorities are to increase our work on policy, advocacy and campaigning, global health education, re-engaging with the student body, and engagement and relationship-building with other global health, social justice, and human rights organisations.

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