

## Mandate on Activities and Secretariat

### Mandate:

To mandate the Executive Board 2025/26 to **comprehensively evaluate the Federation's administrative and activities structure, analyze that, and propose needed changes/reform building on the discussion** initiated during the term 2024/25.

**Deadline:** General Assembly August Meeting 2026

**To:** IFMSA Executive Board 2025/2026

### Background:

In 2015 IFMSA introduced a new leadership structure. While this has contributed in many ways to the development of the federations other changes have not turned out the way they were originally intended. In the last years it has become clear that many processes are very bureaucratic and the management of the secretariat was sometimes lacking behind - in part due to the lack of paid staff, combined with the hard workload of the VPA position - managing both programs and the secretariat. Further background can be found [here](#).

Due to the high turnover of IFMSA and NMOs many discussions are initiated and then forgotten in subsequent terms or reforms are initiated without proper evaluation. To avoid this fate the EB/TO should follow-up on the reform process, continue evaluation and if necessary implement further changes.

The BCPs proposed in AM25 failed, however, we saw that (despite low participation) more than half of the votes were in favour of the reform. This clearly demonstrates the need for a comprehensive reform that responds to NMOs' wishes.

**Actions to be mandated** by Executive Board/ Team of Officials 2025/26:

1. Analyse the **IFMSA administrative and activities structure to identify** where IFMSA cannot achieve its potential, especially with regards to
  - a. **Operational, continuity and secretariat work**
  - b. Supporting NMOs and their projects

- c. Impactful activities and accurate data collection, **and analysis** about them
  - d. Different needs in different regions and with respect to NMOs' different structures.
2. Identify how these gaps could be filled by
  - a. Comparing IFMSA with other (student **and youth**) organisations
  - b. Closely examining **IFMSA & NMOs'** needs and structures
  - c. Engage with different stakeholders within and outside of IFMSA **including members, ITPC, past employees, alumni, externals, and consultants.**
  - d. Consider the historical development of IFMSA
3. If deemed necessary develop structural changes that will accommodate these needs and propel our organisation forward
  - a. Propose necessary BCPs or RCPs
  - b. Discuss internal changes to IOGs and IFMSA procedures
  - c. Evaluate the role of program representatives in General Assemblies and the equal representation of all international teams.
  - d. Analyse possible secretariat structures to introduce a more sustainable administration**
4. Work towards reducing bureaucracy and confusing procedures for NMOs, IT members and EBTO
  - a. Reduce barriers in enrollment and showcasing of activities
    - i. Reduce redundancy due to different activity databases
    - ii. **Produce a more efficient programs impact report that is simple and easy to navigate, showcasing all forms of IFMSA activities and that can be used by different stakeholders.**
  - b. Align structure and regulations, especially mandatory steps like voting rights requirements

#### **Timeline:**

1. Report on items 1, 2 and 3 in MM26 and AM26
2. Propose possible changes by AM26
3. Implement a transitional period and ensure follow-up afterwards.

#### **Objectives and Indicators of Success:**

- **Objective 1.1.** To assess the structure of IFMSA activities and their efficacy, report on it and propose necessary amendments

- **Indicator of Success 1.1.1.** A report will be produced for MM26 and AM26 at the latest
- **Indicator of Success 1.1.2:** A way forward is proposed by AM26 that incorporates NMO feedback and experiences from the past 10 years
- **Indicator of Success 1.1.3** At least 50% of NMOs report positive response to **proposed changes and amendments as per the assessment** in the NMO report submission by the end of term **2025/26**
- **Objective 1.2** To assess the work of the IFMSA secretariat and administration
  - **Indicator of Success 1.2.1.** A report is produced for MM26 and AM26 at the latest
  - **Indicator of Success 1.2.2:** A way forward is proposed in MM26 that incorporates NMO feedback and experiences from the past 10 years
- **Objective 2.1.** To bring strategic and focused direction to Vice President Activities (VPA) role in handling IFMSA administrative process
  - **Indicator of Success 2.1.1.** At least 80% of IFMSA secretariat work is **fulfilled** with no evident/explicit burden on elected Officials by the end of Term **2025/26**
  - **Indicator of Success 2.1.2.** To create a mandatory **capacity building** opportunities to newly elected VPAs during the handover/transitional period to better understand the dynamics of IFMSA secretariat work
- **Objective 2.2** To reduce the burden of bureaucracy for NMOs and officials
  - **Indicator of Success 2.2.1 35% decrease** of NMOs reporting that administrative burdens **hinder their engagement with IFMSA** by the end of the term **2025/26.**
  - **Indicator of Success 2.2.2 35% increase** of NMOs reporting that-IFMSA **supported** their local and national initiatives by the end of the term **2025/26.**

### **Suggested Methodology:**

A working group composed of relevant officials, programs team members, general members and alumni with relevant experience will work on the analysing steps and produce the mandated reports.

- Programs Implementation Report 2015-2025
  1. To provide the comprehensive insights on IFMSA programs impact throughout the last ten (10) years
  2. To evaluate the effectiveness of programs on the grounds of number of NMOs actively involved, data produced and international/national/local engagement through the initiatives

3. To do need based analysis over the programs impact trajectory and provide recommendations to enhance the IFMSA programs effectiveness in future.
- New structure Implementation/Evaluation Model (Further structural changes should be evaluated for at least 1 year after their adoption)
    1. A baseline assessment of current gaps, challenges and possible solutions should be made after consultation with all IFMSA involved stakeholders.
    2. A possible solution based evaluation model structured on consultations received should be highlighted, for example
      - a. Proposal of Publication Support Division Director Role
      - b. Proposal of Vice President Administration (VPA) role and responsibilities along with possible integration of IFMSA Programs into relevant Standing Committees.
      - c. Other potential models to be evaluated further

This includes, but is not limited to surveys, (external) consultations and the review of enrollment data, reports and other relevant documents. This data should be closely monitored throughout the implementation period of the mandate.

**Coordinator:** The VPA will be responsible for the coordination of the mandate implementation but may delegate tasks to other members as deemed necessary. A coordinator can also be selected via an open call.

The VPCB in collaboration with the **SC Directors and** their respective international teams will be responsible for **actions relating to the coordination of SCs.**