MMI Network Strategy 2011-2015:

"We will make the MMI Network a real community of change for strengthening health systems"

1. We will focus joint ventures on issues related to health systems strengthening. This is the common agenda of our members!

2. We will develop new spaces and tools for sharing know-how and joining forces. Our members are keen to become better agents of social change!

3. We will focus joint international advocacy on the WHO. This is where we can make a difference, in addition to our members' own efforts!

4. We will develop new partnerships between NGOs and research institutions. Our members need to get evidence into their policies and practices!

"Sharing knowhow and joining forces towards Health for All."

MMI Network Strategy 2011-2015

The MMI Network Strategy 2011-2015 is a general framework which explains how our Network shall pursue its vision and carry out its operational mission during the five years ahead. Our strategic choices for the next years presented in this document are based on a broad agreement of the Network members that they are promising ones.

Shared vision of Network members

Medicus Mundi International is the Network of civil society organisations working in the field of international health cooperation and advocacy. The Network members share the vision of access to health and health care as a fundamental human right ("Health for All"). While recognizing that poverty, inequality, violence and injustice are at the root of ill-health and death in many low income countries, MMI Network members are convinced that accessible, equitable and affordable health care is essential to the improvement of global health, fighting diseases and reducing poverty; the major challenge is to keep basic health care sustainable and affordable; the key strategy is to strengthen the health system as a whole; the private not-for-profit health sector is an essential actor that needs to be considered while strengthening the health care system; users of health services should have the opportunity to contribute to the development, management and monitoring of health care policies and services.

Operational Mission of the MMI Network

The Network supports its members' efforts to achieve the shared vision of Health for All through a set of specific contributions:

- *undertaking advocacy and sensitization activities at an international level;*

- *enhancing communication and the exchange of knowledge and know-how between members;*

- *enhancing cooperation, coordination of activities and the development of joint activities;*

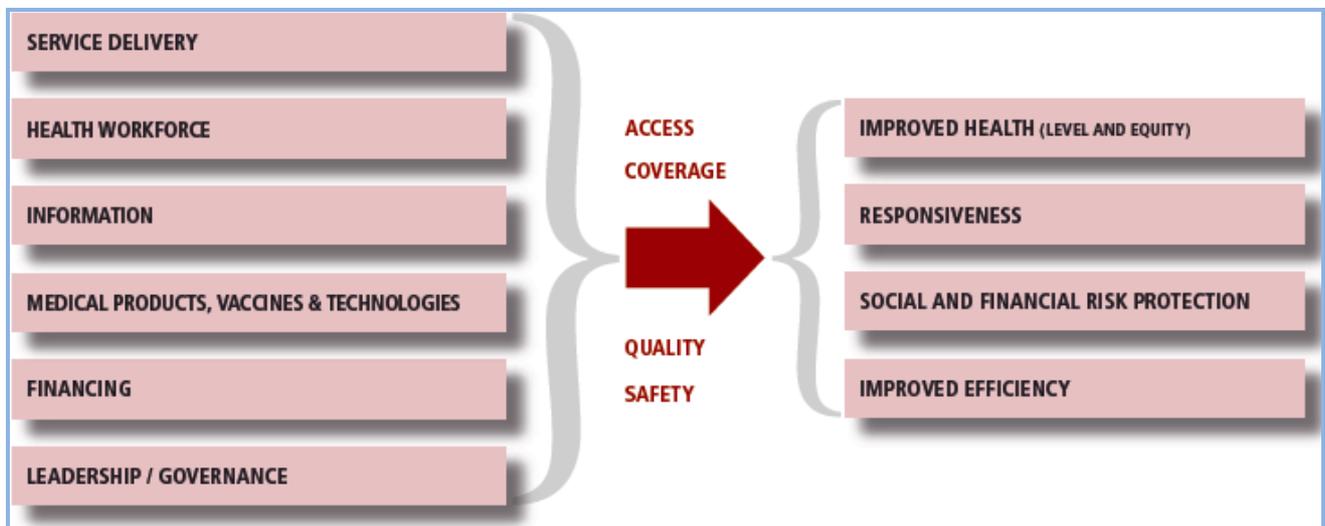- *fostering the development of common policies and practices.*

Source: MMI Network Policy, 2009

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1. "We will focus joint enterprises on issues related to health systems strengthening."

By the end of 2015, the MMI Network will have substantially contributed to the international debate about making health systems more accessible, equitable, sustainable and affordable. The MMI Network will also have substantially contributed to the development of related common policies and practices of the Network members. This will be achieved by:

- **Focusing on health systems strengthening:** Contributing to health system strengthening will be the common denominator of joint enterprises and statements of our Network.

- **Based on demand, reacting to opportunities.** Within the broad framework of health systems strengthening, the definition of a set of more specific "key issues" will be demand driven, initiated and lead by network members. We will therefore develop joint plans and programs in an ongoing dialogue about joint key issues and new developments and opportunities in our environment, and, if there is an agreement, develop task and outcome oriented teams, programs and plans.

SERVICE DELIVERY		IMPROVED HEALTH (LEVEL AND EQUITY)
HEALTH WORKFORCE	ACCESS	RESPONSIVENESS
INFORMATION	COVERAGE	SOCIAL AND FINANCIAL RISK PROTECTION
MEDICAL PRODUCTS, VACCINES & TECHNOLOGIES		IMPROVED EFFICIENCY
FINANCING	QUALITY	
LEADERSHIP / GOVERNANCE	SAFETY	

Key reference: WHO framework for action for strengthening health systems

- **Integrating and linking levels:** With our joint ventures, we will build bridges between the different paradigms and vertical worlds of *mutual learning and cooperation* (see section 2 of the strategy), *advocacy aiming at influencing and changing policies* (see section 3), and *getting research into policy and practice* (see section 4).

2. "We will develop new spaces and tools for sharing know-how and joining forces."

By the end of 2015, the MMI Network will have become a pulsating, open community of professionals and organizations working in the field of international health cooperation and advocacy that come together in order to share experiences, learn, cooperate, coordinate activities, join forces and build communities and alliances. This will be achieved by:

- **Involving more people:** We will transform Medicus Mundi International from a Network of "dedicated activists" into a Network of organizations and professionals, starting with the staff of our members and their partners, but involving others and extending the community.

- **Investing in decentralized networking:** We will transform the role of the Network board, secretariat and existing working groups from main actors of networking (current situation) to initiators and promoters of structures and tools for decentralized networking and, finally, to "simple" providers and owners of these structures and tools.

- **Using and further developing existing tools:** We will not reinvent tools and technologies for social and professional networking, but use, promote and further develop the already available ones (working groups, newsletters, MMI ePlatform, web2 platforms and discussion groups, conferences and workshops etc.).

Key reference: MMI Network Policy (2009)
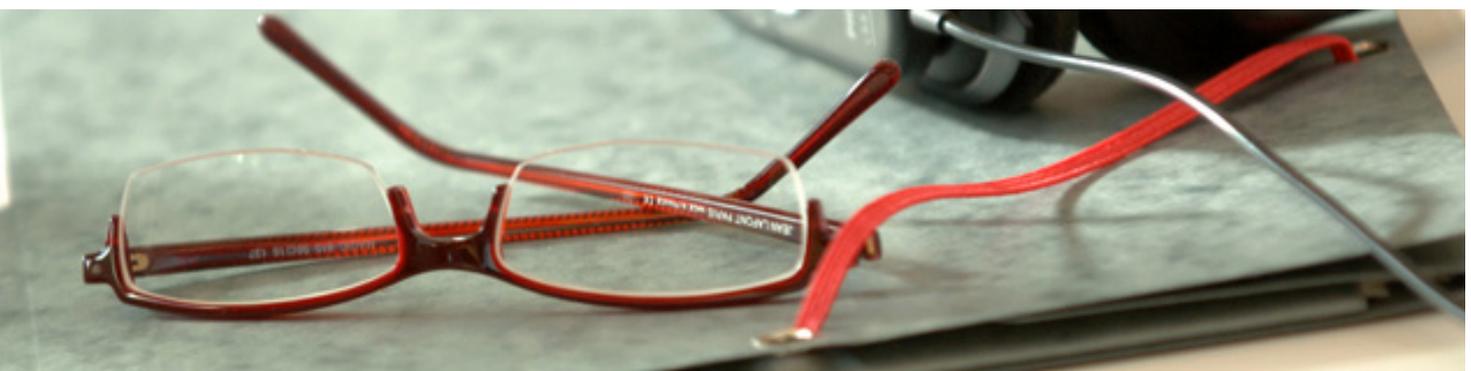
3. "We will focus joint advocacy on the WHO."

By the end of 2015, the MMI Network will be accepted by the World Health Organization as a valuable, respected and well known voice of civil society. The Network will be systematically participating in or linking Network members with international advocacy coalitions, networks and coalitions related to access to health and health care. This will be achieved by:

- **Focusing joint international advocacy on the World Health Organization.** MMI is in official relations with the WHO. We will continue to participate and intervene in the World Health Assembly and other global and regional WHO (and WHO lead) structures, programs, events and consultations. At the same time, we will contribute to monitor the development of the World Health Organization and to strengthen the WHO as the international coordinating body for issues related to people's health. We will establish coalitions and joint programs with other civil society organisations or networks pursuing the same tasks.

- **Basing advocacy on experience and evidence**. Our joint international advocacy will be based on evidence from research and from the knowledge and experience of the Network members and partners and translate it into joint positions and into a format in which it can be used to influence policies and practices.

- **Connecting organizations and levels.** We will encourage members and partners to share with each other information on their advocacy programs and campaigns, to address a specific issue with different actors simultaneously and to strengthen and support each other if action at a higher level is needed. We will disseminate information, analyses and opinions on the issues relevant for the advocacy efforts to member organisations and networks. We will foster and support efforts of Network members to create national or regional advocacy and sensitization programs, platforms and structures.

- **Seizing opportunities for joint advocacy, getting involved in existing networks and campaigns.** In some topics and political arenas (mainly: Europe) there already exist strong advocacy networks and thematic "consortia" - some of them even lead by MMI members. If there are opportunities (and resources) for joint advocacy activities of the Network outside the WHO arena, we will seize them, but there is no need for us to duplicate already existing structures and efforts. If we have the means to do it and if there is a demand from our members, we will rather get in touch with these structures, get involved in broader alliances and platforms, and participate in joint campaigns or at least link them with our members.

Key reference: MMI Advocacy Policy (2009)

4. "We will develop new partnerships between NGOs and research institutions."

By the end of 2015, the MMI Network will have established an easily accessible institutional memory on existing evidence and best practices of Network members related to a set of key issues defined by the Network. The MMI Network will also have contributed to the establishment of mutually beneficial and productive working interfaces between Network members and research institutions both in the North and South. This will be achieved by:

- **Making existing evidence available and reflect on experiences.** We will sensitize the Network members about the challenge of "Getting evidence into NGO policy and practice!" (including advocacy and the development of common practices and positions!) and facilitate members' access to existing evidence and best practices related to the jointly identified key issues. We will provide platforms for Network members to share strategies and tools for assessing the impact or effectiveness of their programs and strategies and for implementing the lessons learnt.

- **Supporting research partnerships**. We will foster cooperation between Network members and academic institutions which are focusing on health systems strengthening.

Key reference: MMI Research Policy (2009)

Strategy implementation and institutional development: "We will develop our Network's resources and structures step by step."

Strategic planning means selecting, choosing one way among various valid options and then, for a specific period, following it, developing and vigorously pursuing programs that support the logic of the chosen strategy. The success of the MMI Strategic Plan 2011-2015 will depend on our commitment to contribute actively to its implementation. As a next step, the strategy will be translated into concrete programs and annual plans, with related short term objectives, activities, performance indicators - and budgets.

Institutional development is not a key element of the present strategy, but will be considered in the strategy implementation. We consider institutional growth in terms of members, budget and capacities an indicator of the success of our work, and not as an objective itself. Nevertheless we are convinced that, by the end of 2015, the Network will have extended its programs and activities in a way that a considerable number of new members have been attracted and that the Network's structures are strengthened. This will be achieved by:

- **Realistic planning between ambitions and capacities:** Joint programs will both reflect the ambitions of the Network's owners (member organizations) and the capacities and resources available at a given moment. Plans and programs which are not based on our members' expectations will not create the momentum needed for their implementation, but plans which do not accept our available resources as a starting point will just lead to frustrations.

- **Adapting Network structures to requirements.** The Network will continue to rely on a small core structure with a dedicated Board and professional secretariat, both able and flexible enough to cope with the demand of the Network members and to take up new opportunities. According to the organizational requirements of our joint programs, we will develop adequate management capacities and infrastructures at a peripheral or central level of the Network.

- **Improving project funding:** We will split leadership in the development and implementation of joint Network programs and projects from the responsibility for funding these projects and, as part of the institutional development, develop a fundraising policy and practice for our joint projects.

- **Exclusive platforms – inclusive programs.** While some of our platforms and services shall remain exclusively accessible for Network members, we will, if adequate and corresponding with our strategy, open up our programs and joint ventures to organizations and professionals that are not (yet) member of our Network, but able and interested to participate. This will allow us to create the "critical mass" needed for successful joint enterprises – which will motivate more organizations to become co-owners of the Network.

- **Opening the Network for newcomers.** The Network intends to become really global – also regarding the membership – and invites organizations from the South and the North dealing with international health to join in. We will develop easy procedures for the admission of new Network members, including new regulations on membership contributions. We will systematically involve the newcomers in the further development of the Network, its governance structure and its programs.

Key reference: MMI Network Policy (2009)

MMI Network Strategy 2011-2015 adopted by the Annual Assembly, 20th May 2010.