

Student Network Organization

Strategy and Annual Plan 2020-2021

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Important Abbreviations

SNO: Student Network Organization
 TUFH: The Network Towards Unity For Health
 EC: Executive Committee
 IPC: International Project Coordinators
 PRT: Public Relations Team
 IB: International Board
 RT: Regional Team
 RR: Regional Representative
 NT: National Team
 NR: National Representative

Who we are

Student Network Organization (SNO) is an independent organizing body within The Network: Towards Unity For Health (TUFH) aiming to increase student participation and career development opportunities through integrated participation in The Network: TUFH annual conferences. We will meet this goal through:

1. Supporting students with abstract submission and preparing for presentations
2. Providing a pre-conference orientation session for all students
3. Facilitate connections between universities, organizations and students encouraging cross collaboration on projects or internships
4. Having discussions in multi-disciplinary groups to tackle health inequities locally and globally
5. Providing social networking opportunities with other students around the world
6. Stimulate student participation by encouraging every university partner of The Network: TUFH to bring at least one student
7. Provide materials to post-conference students to recruit new students to apply and attend next years' conference, therefore constantly bringing in fresh perspectives to each conference

Mission and Vision

OUR MISSION

SNO brings together health science students to participate in the process of Universal Health Care construction. We create a platform to strengthen students' interests, knowledge and impact, regardless of their area of expertise on public health issues from a local, regional and international level, achieved through interdisciplinary collaboration between partners, experts, peers and public health professionals, while establishing networks and surrounded by a supportive environment.

OUR VISION

To be an international student organization of reference for the construction of networks from an interdisciplinary point of view, based on the goal of access and equity of health care.

Annual Strategy

Goals

1. Fostering future global leaders
 - 1.1. Provide leadership opportunities for students in their local contexts as well as internationally
 - 1.2. Exposure to global thinking and local action
 - 1.3. Build capacity to be effective leaders and effect change (Advocacy training; Importance of evaluation and assessment, self-reflection)
 - 1.4. Team building in international and multidisciplinary context
 - 1.5. Contextualization of global movements to local action
2. Strengthening students interests and skills in all areas of health
 - 2.1. Creating opportunities to interact with professors, professionals, and peers in similar fields of interest
 - 2.2. Develop capacity in research, and the effect of research on bringing change
 - 2.3. Creating a network of students with similar goals and interests
3. Promoting intersectoral collaboration in future health workforce
 - 3.1. Recruiting diverse teams to work together which fosters multidisciplinary approach to solutions
 - 3.2. Creating awareness of the intersectionality in health and health care delivery in global and local perspectives
4. Advocating for access and equity of health care (Social accountability, primary health, social justice, community engagement)
 - 4.1. Advocates for social accountability practices at educational institutions and hospitals
 - 4.2. Hosting various activities which empower students and local communities in health promotion (Commemoration of world days; Community awareness programs)
 - 4.3. Engaging communities in project development, supporting grass-roots initiatives

Annual Plan

Here is the [overview](#) of the events as of December 2020. For the working events outline, please check the "[Working Annual Timeline 2020-2021](#)" excel.

The annual plan table can be found in [Appendix 1](#).

Capacity

In October 2020 we took a first official step into enacting our newly updated Bylaws by recruiting a full new team of International Project Coordinators and Regional Teams.

Full list of SNO Leaders can be found in the "[SNO Leadership 2020/2021](#)" sheet. Further information about specific roles and responsibilities can be found in the "[SNO Leadership Responsibilities](#)", based on the updated "[SNO Bylaws](#)".

SNO International Board				
Executive Committee				
President	Yassein Elhussain	Sudan	Medicine	sno.network
Vice President	Veronika Duwel	The Netherlands	Medicine, Global Health (grad)	sno.vicepresident
Office Manager	vacant			sno.officemanager
PR Manager	Mustapha Tukur	Nigeria	Medicine	sno.prm
LT Manager	Kamila Muyasarah	Indonesia	Medicine	sno.localteam
PR Team				
Internal CC	Anamika Ghosh	India	Medicine	sno.icc
External CC	Areej Alobeid	Sudan	Medicine	sno.ecc
International Project Coordinators				
Activities	Sameera Chowdhury	Bangladesh	Medicine (grad), Neuroscience	sno.activities
Mentorship	Abigail Cherop Ng'etich	Kenya	Environmental Science	sno.mentorship
Research	Rayan Mohamed	Sudan	Medicine	sno.research
Exchange	Madhava Sivapuram Sai	India	Medicine	sno.exchange

You can find the organogram in [Appendix 2](#).

Internal Operational Guidelines

Recruitment and Handover Process

Recruitment for national representatives in not represented countries is always open through the SNO website. In not represented countries, a NR is elected following the application and interview process outlined in the SNO Bylaws. The interview is conducted by the Regional Representative and one of EC members.

In countries with an established SNO chapter, the NT selection is done through a regional team opening the call and then RR with their team follow the normal application and interview process. EC can be called to assist in the interview process, however it's not necessary if two members of RT are present. It is advised that the EC is involved in the selection of NR.

Call for RR is always conducted through the EC. The selection of subsequent RT is a collaboration of the EC with the newly appointed RR.

To ensure a smooth transition of office, a clear handover process needs to be conducted. Some aspects of the handover process will be headed by the EC, namely:

- Create a workflow chart and checklist for ensuring good team transfer
- Collect all passwords for official SNO email accounts
- Organize a team building workshop with the incoming board
- Make the SNO Team Building Folder available to the incoming board

Most of the process depends on each team, the most important steps being:

- Conduct a (Health) Needs assessment per region and country in the last quarter
- Go over the checklist before the end of term (team member list, work reports, etc)
- Transfer all SNO files to the leadership drive (each team should have their own drive)
- Handover of passwords
- Handover of social media accounts
- Former position holder should be available as mentor during the first month

Certificates of Appreciation

At the end of each term, every SNO Leader is eligible for a Certificate of Appreciation for their service in SNO. Certificate is only granted if said person conducted all duties to the satisfaction of the SNO Bylaws. This is the [template](#) for the Certificates of Appreciation. The issuance of said certificates is as follows:

Team?	Who issues certificates?	Signature?
EC	TUFH Board of Directors	Secretary General
IPC	EC	SNO President
PRT	EC	
Subordinate team*	Team leader	Team Leader
RR	EC	SNO President
RT (except RR)	RR	RR
Subordinate team	Team leader	
NR	EC	SNO President
NT (except NR)	NR	NR
Subordinate team	Team leader	

* subordinate team is any team which is not part of the core teams as described in SNO Bylaws

Similarly to event certificates, you can easily make a copy of the certificate slide, create a new google presentation and by using the correct [excel template](#) and AutoCrat extension you can easily create certificates (there are many YouTube videos which explain how to use it).

Team Functioning

Annual Strategy Plan

For content of the annual strategy plans please refer to "[How to write a strategy plan](#)" document.

Executive Committee (EC)

At the beginning of each term EC creates a SNO Strategy and Annual Plan. This plan details the Goals, Activities and overall vision for functioning of the SNO Leadership. This plan should be complete within 2 weeks of EC handover (usually during the TUFH conference).

Future EC should refer to this original 2021 Plan when creating the following Annual Plan. The Long-Term plan should be utilized as a guide in creating activities during future terms.

International Board

Once the EC Annual Plan is completed and shared with the International Board (International Project Coordinators (IPC), PR Team (PRT)), each IPC and PRT member has 2 weeks to write their Annual Plan. Once completed it should be shared with EC. It should closely reflect the EC Plan with allowances for more duties-focused activities based on the Needs Assessment at the end of term of previous team. This annual plan should be utilized during the quarterly progress evaluation as a checklist, to be documented and shared in the Leadership folder for eventual creation of next year's annual plan.

Regional Teams (RT)

Once the EC Annual Plan is completed and shared with RTs, the regions have 2 weeks to write their Regional Annual Plan. Once completed it should be shared with EC. It should closely reflect the EC Plan with allowances for more region-specific activities based on the need's assessment at the end of term of the previous team. This annual plan should be utilized during the quarterly progress evaluation as a checklist, to be documented and shared in the Leadership folder for eventual creation of next year's annual plan.

National Teams (NT)

Once the EC Annual Plan is completed and shared with NTs, the teams have 2 weeks to write their National Annual Plan. Once completed it should be shared with EC and RT. It should closely reflect the EC Plan with allowances for more region/country-specific activities based on the need's assessment at the end of term of the previous team. This annual plan should be utilized during the quarterly progress evaluation as a checklist, to be documented and shared in the Leadership folder for eventual creation of next year's annual plan.

Work reports

For more information go to [Appendix 3](#).

National Teams

Every month the National Teams meet with the Regional Team. The deadline to submit the Work Reports by NT is a week prior to the meeting. The report must be submitted to the Regional General Assistant. If there is no response from the RT. The NR should report it to SNO VP as soon as possible. This is the new [template of the work report](#), please download it to use it.

These work reports should include a list of all recent activities conducted, any new changes to the team, and comment on the overall functioning of the team. The reports should be written by the national representative. Late submission or lack of submission of the work report means the team will not be qualified for the Tri-Annual award for the most active national team. The **Most Active Team Award** will be announced during the Triannual SNO Global meeting.

Every quarter of the term, the work report should be accompanied by the Quarterly Evaluation, in which NT evaluates their progress on the annual plan and reflects on how they can improve. More details in section "Evaluation plan."

Regional Teams

Every two months, on the last Saturday of the month, SNO EC hosts the international Council meeting. The deadline to submit the Work Reports by RT is a week prior to the meeting. The report has to be submitted to the [SNO Vice President](#). If the NR fails to communicate with the RT. The RR should report it to SNO VP as soon as possible.

This is the new [template of the work report](#), please download it to use it. These work reports should include a list of all recent activities conducted (including the ones from NT in the region), any new changes to the team, and comment on the overall functioning of the team. The reports should be written by the general assistant, with supervision of the regional representative. Late submission or lack of submission of the work report means the team will not be qualified for the bimonthly award for the most active region. The **Most Active Region Award** will be announced during the Bi-Monthly Council meeting.

It's important to point out that since RT will receive a work report from every NT in the region every month, these reports all have to be organized, ideally in one google folder, named "[Region] NT Work reports [Month] [Year]", for example, for the Eastern Mediterranean regions NT work reports for month of November 2020 the name of the folder should be "EMR NT Work reports Nov 2020". Ideally all work reports would be organized in folders within one Regional folder, so just one folder has to be shared at the beginning of the term. It's the duty of Regions to ensure that National Teams are completing the work reports, sending them on time, and that these reports are received by the EC 1 week before the International Council meeting.

Every quarter of the term, the work report should be accompanied by the Quarterly Evaluation, in which RT evaluates their progress on the annual plan and reflects on how they can improve. More details in section “Evaluation plan.”

Deadlines Work Reports for RT: 19 Dec 2020, 20 Feb 2021, 17 Apr 2021, 19 Jun 2021

International Project Coordinators and PR Team

Every month SNO EC hosts the international Board meeting. This is the new [template of the work report](#), please download it to use it. The deadline to submit the Work Reports by IPC & PRT is a week prior to the meeting. The report has to be submitted to the SNO Vice President (sno.vicepresident@thenetworktufh.org).

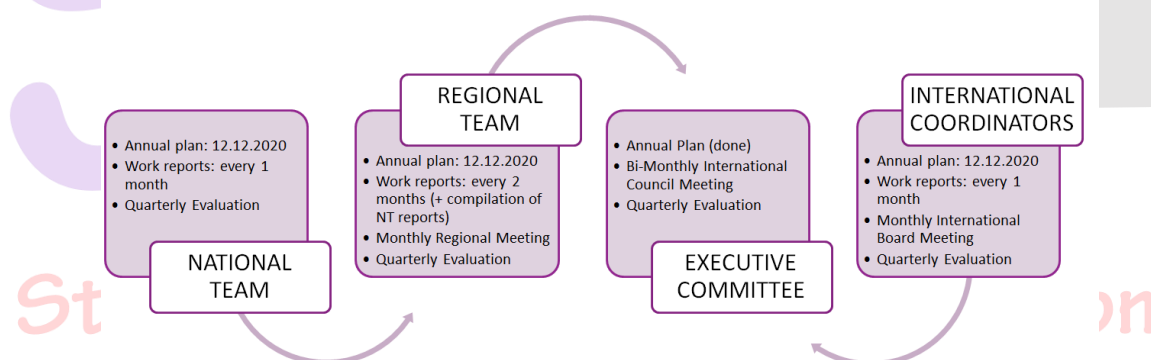
Deadlines Work Reports for IPC, PRT:

**12 Dec 2020, 9 Jan 2021, 13 Feb 2021, 13 Mar 2021, 10 Apr 2021, 8 May 2021,
12 Jun 2021, 6 Jul 2021**

Executive Committee

The EC is obliged to write the quarterly evaluation report, to be shared with SNO Global Leadership. More details in section “Evaluation plan.”

Simplified diagram of the reporting duties



For more information go to [Appendix 3](#).

Meetings

All teams must meet at least every two weeks (bi-weekly). This is to ensure the progression of the objectives set out in the annual plan at the beginning of the term. Every month the EC will meet with the IPC and PRT to be up to date on all issues coming up. The Regional team will also meet monthly with the NR from all chapters in the region to receive the National Reports. Every two months the SNO Council (EC, IPC, PRT, and RT) will meet to update each other on the progress on the regional and national levels as well as get an update on the international activities. During this meeting the quarterly review will also happen. Lastly, the

Global Leadership will meet every four months to receive an update from the SNO Board and have an opportunity to ask any questions.

Summary:

Bi-weekly: EC, IPC, PRT, RT, NT, LT
 Monthly: Board, Regional (RT + NR)
 Bi-monthly: Council
 Every-four-months: Global Leadership



For more information go to [Appendix 3](#).

For the Board, Council, and Global meetings, the SNO Office Manager will share the invitation and agenda. Afterwards SNO Office Manager will send the meeting minutes.

Any member of the leadership can request a separate meeting with SNO VP, especially when it comes to concerns about their functioning and duties. They should send an email with a timeline, reason for the meeting, and proposed agenda. SNO VP will communicate with the member about the dates for the meeting.

Activities

At the beginning of every term, SNO EC creates a list of goals and strategies to achieve during the year. These goals guide the setup of activities on the international level and guide the regional and national levels on creating their own activities during the term. The EC events follow a more global perspective, while NR and RR should focus on creating more specific activities based on the Health Needs assessment at the end of the previous term. The activities of each NT and RT can be separate, but we encourage the teams to create opportunities for collaboration within the regions and outside of regions as well. The suggested activities will be reported in the annual plan submitted at the beginning of the term, however if more activities are proposed at a later time, they can be added during the quarterly evaluation of each team.

Each event should have an **Organizing Committee (OC)**, which should consist of:

- **Event Coordinator**, in charge of coordinating the OC and communicating with the Activity Coordinator/Assistant on the appropriate level
- **Organizing team**, in charge of the technical organization of the event
- **Scientific team**, in charge of the content of the event (incl. topics, guests, etc.)
- **Promotion team**, in charge of the promotion of the event

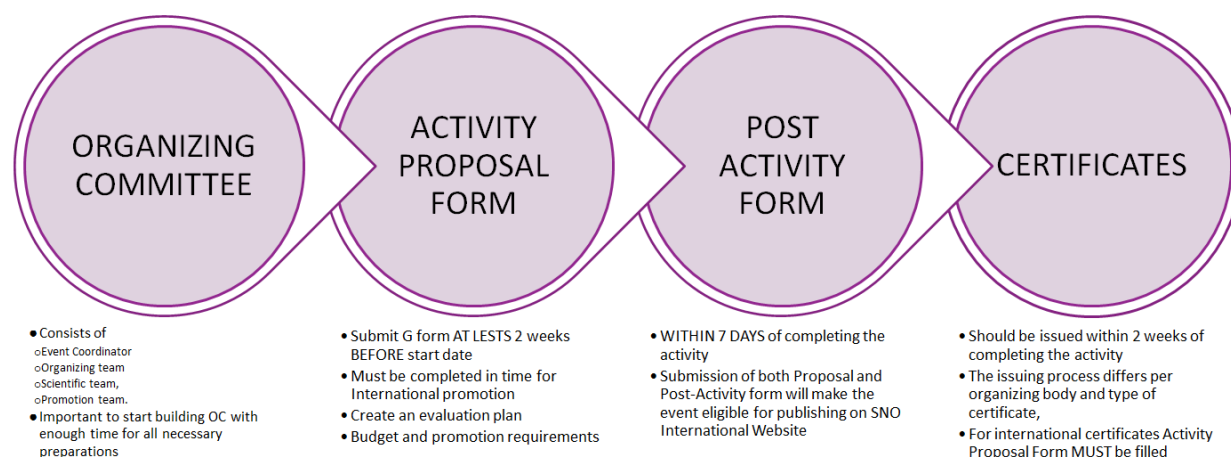
Depending on the size of the event, the sub-teams can consist of 1 person or a structure of 3-5 people.

Event proposal and Evaluation

Each planned activity during the term (international, regional, national, or local) has to be enrolled via our [Activities Proposal Form](#) for recognition as an Official SNO activity on SNO International Website and Social Media Platform. This Proposal Form must be filled in **at least two weeks** before the proposed start date of the activity. SNO International Activities Coordinator will check the form responses every week to keep updated on any new activities submitted. Once submitted, the organizers will ONLY be contacted if there is an issue with the activity. If there is no communication from the SNO Board, the activity is approved.

An important aspect of conducting events is the evaluation. Both from the participants and from the Organizing Committee. It's highly advised that for every event an evaluation form is created. It can be a paper version (especially for an on-site event), or more commonly a google form for participants to fill in. In the proposal you will be asked to consider the objectives of your event and success indicators. Based on them you should come up with an evaluation plan. The results of this evaluation should be submitted via the Post Activity Form.

Simplified diagram of steps to take when conducting an activity



Certificates

For international events, only the events which were submitted and accepted, as described in the *Event proposal* section, will be eligible for receiving international certificates. Regional and national teams should also receive the activity proposal at least 2 weeks prior to the event to be able to make necessary arrangements for the certificates and promotion.

Certificates should be issued within 2 weeks of the events end date.

The issuing process differs per organizing body and type of certificate, in summary:

	Types of certificates	Who issues certificates?	Signature?
National Events	Participation	Organizing Committee	Event Coordinator & Activities Coordinator (NT)
	Guests/Winners	Secretary (NT)	Activities Coordinator & National Representative
	Organizing Committee	Secretary (NT)	
Regional Events	Participation	Organizing Committee	Event Coordinator & Activities Assistant (RT)
	Guests/Winners	General Assistant (RT)	Activities Assistant & Regional Representative
	Organizing Committee	General Assistant (RT)	
International Events	Participation	Organizing Committee	Event Coordinator & Activities Coordinator (IPC)
	Guests/Winners	Office Manager	Activities Coordinator & SNO President
	Organizing Committee	Office Manager	

Please find here the [template](#) for the participation, award, and guest speaker certificates which can be used by the Organizing Committees, and Regional and National Teams. You can easily make a copy of the desired certificate slide, create a new google presentation and by using the correct [excel template](#) and AutoCrat extension you can easily create certificates (there are many youtube videos which explain how to use it).

In the situation of a collaborative event on national or regional level, the team should in advance decide which office will take charge of certificates and be reported in the proposal. The signatures on the certificates should be from all National/Regional Representatives involved. In case that is too many signatures, it can be requested to get a signature from a Regional Representative/SNO President, which also should be requested in the activity proposal form.

For local events, it's up to the National Team to decide who will be issuing the certificates: the local chapter manager or the National Representative.

In case of events in partnership with other organizations, another signature can be added representing the partner. It is up to the partner organization to decide whose signature should it be.

Post activity report

Within 7 days of completing the activity, the Organizing Committee needs to fill in the [SNO Post Activity Form](#). This is necessary not only for documentation, but more importantly for updating our website and the Newsletter. If this form is not filled in, we will not be able to communicate with our members around the world about the different activities that are happening in SNO Global Community.

Additionally, having documentation of all events via this form means the bi-monthly work reports do not have to be as long.

International Projects

Activities Coordinator

The annual plan can be found in [this document](#). Incorporated into the EC annual plan.

Research Coordinator

The following goals are the principles guiding the Research Coordinator [annual plan](#).

Capacity Building for SNO members in research skills

- Develop capacity in research, and the effect of research on bringing change, and the effect of research on bringing change.
- Giving Students sufficient knowledge through intensive research methodology courses that will help them to conduct their research or guide them to participate in group research.
- Build capacity to be effective leaders and effect change (Advocacy training; Importance of evaluation and assessment, self-reflection).

Coordinate international /regional SNO research projects

- Motivate and empower members for Gaining more knowledge and skills in the research area.
- Publishing the conducted research.
- Allowing the research project team to learn teamwork and building skills.
- Provide leadership opportunities for students in their local contexts as well as internationally
- Exposure to global thinking and local action
- Team building in international and multidisciplinary context
- Promoting intersectoral collaboration in future health workforce
- Recruiting diverse teams to work together which fosters multidisciplinary approach to solutions

Coordinate Research for our Region and global priorities (This is going to be incorporated in the upcoming year activities)

- Address health problems in each region.
- Conduct research in each region according to its need.
- Contextualization of global movements to local action.
- Promoting intersectoral collaboration in future health workforce
- Recruiting diverse teams to work together which fosters multidisciplinary approach to solutions
- Creating awareness of the intersectionality in health and health care delivery in global and local perspectives

Research project bridge

- Building a bridge between SNO member's time, strength, ambition, and TUFT professors' knowledge, ideas, and experience.
- to help SNO member's in learning teamwork and research skills.
- Team building in an international and multidisciplinary context.
- Creating opportunities to interact with professors, professionals, and peers in similar fields of interest.
- Promoting intersectoral collaboration in future health workforce
- Recruiting diverse teams to work together which fosters multidisciplinary approach to solutions

Online Research club

- Advocating for research education.
- Help Members with or without research ideas in exploring research.
- Provide a link between joiners and seniors.
- Increases the sense of competition between SNO members.
- Promoting intersectoral collaboration in future health workforce
- Recruiting diverse teams to work together which fosters multidisciplinary approach to solutions
- Provide the opportunity for our expert members to share their stories.

Research mentoring scheme

- To give members the chance to understand research as a career and the research fellowship programs.
- To create mentors for our members in the research area.
- Exposure to global thinking and local action

Database

- Provide supervisors for our member's research.
- register member's research ideas that could be done and their questions and interests.
- Creating a network of students with similar goals and interests

Student Peer review and criticism series

- Empower our SNO members with criticism and review skills.
- Promoting intersectoral collaboration in future health workforce
- Recruiting diverse teams to work together which fosters multidisciplinary approach to solutions

Online International Research package week (If we had time we can do it otherwise it is going to be incorporated in the upcoming year activities)

- To create mentors for students in the research area.
- To encourage the students to know the research importance and participate or conduct their research.
- Hosting various activities which empower students and local communities in health promotion

Online Research exchange program (This is going to be incorporated in the upcoming year activities)

- Hosting various activities which empower students and local communities in health promotion
- Provide the opportunity for our students to gain new information and to participate in research training programs internationally and inter-regionally.

Sustainability and office meetings

- To ensure the sustainability of the office activities.
- Conduct productive meetings.

Mentorship Coordinator

To be filled in by the new Mentorship Coordinator. Currently waiting for handover.

Exchange Coordinator

S.No	Exchange Program Name	Organized by	Target Audience	Timeline	Benefits from the program	Co-Ordinators from SNO
1.	iStep 2020-2021*	Student Network Organization (SNO) International, Towards Unity for Health (TUFH), Tony Claeys of VIVES Live lab	International Students of Allied Sciences (Both SNO and Non-SNO members)	October 2020 – July 2021	Students across the world can learn about the social determinants of health and how to identify such problems in their communities and tend to work towards solving the problems they encounter	1. Madhava Sai Sivapuram (Exchange Co-Ordinator) 2. Veronica Duwel (SNO Vice President)
2.	Online Unilateral Exchange – International Exchange (Pilot Project)	Student Network Organization (SNO)	SNO Members (Both Existing and new members)	Expected Timeline: Jan 2021 to May 2021**	Students from across the world can work on the stressing topic which would addresses the global health and write a review paper and submit to the journal towards publication.***	1. Madhava Sai Sivapuram (Exchange Co-Ordinator)
3.	Online Unilateral Exchange – Intra-regional Exchange (Eastern Mediterranean Region) (Pilot Project)	Student Network Organization (SNO)	SNO Members (Both Existing and new members)	Expected Timeline: Jan 2021 to May 2021**	Students from the Eastern Mediterranean region can work on the stressing topic which would addresses the global health and write a review paper and submit to the journal towards publication.***	2. Hiba Abdelrahim (SNO EMR Exchange Assistant) 1. Madhava Sai Sivapuram (Exchange Co-Ordinator)

* A detailed explanation on iSTEP is not being given as the program is already established and in practice.

** Will be adjusted according to the schedule, approvals.

*** Please check [this document](#) to understand the complete structure of the Online Unilateral Exchange.

SNO Exchange Manual can be prepared as a part of this years' experience which can be a handbook for next year coordinator and further can be used as a bylaws guide for taking in the students further if at all this pilot project takes a leap. [Status: Depending on the workload and time]

Public Relations

For the Publicity of SNO to work seamlessly, it requires an effective coordination of the international PR team, Regional PR Assistants and National PRMs. A channel will be created to enhance communication between the arms above.

Partnerships

As per the new SNO Bylaws of 2020, each level of SNO leadership (International, Regional and National) will be responsible for seeking Partnerships at the respective levels. Partnerships can be a long-term agreement, completed by filling [this form](#) or a collaboration that requires a less formal process and will appear on your promotional materials for the event concerned only. All partnership agreements duly signed should be added to the leadership folder for proper documentation and follow with subsequent administrations.

SNO Magazine

The SNO magazine will be published regularly (3 months?) and will contain information about SNO activities at all levels (International, Regional and National) as well as articles, poems and other creative works. Details about SNO activities will be gotten via the Post Activity form, which means it must be completed for an activity to feature in the Magazine

Social Media

Social media presence is crucial to the Publicity of SNO and as such, in addition to the International SNO Official Social Media accounts, Regional as well as National Teams should have individual accounts for showcasing their own activities as well as collaborate to reach a wider audience for International events. **If a National or Regional event requires Publicity assistance via the international SNO Official Social Media accounts, it must be indicated when filling the Activity Proposal form.**

The Regional and National Teams will be responsible for creating the publicity materials to be used on their Social Media but for international events, publicity materials will be provided by the International Public Relations Team.

Financial plan

Any student who wants to become a part of SNO is required to purchase a 3-year membership. This membership will make them eligible for all SNO related activities, such as the SNO Exchange, Students Projects for Health, discount for the annual TUFH Conference fee, and many more. The membership costs 30 USD for students from high income countries, 15 USD from middle income countries, and 5 USD for low income countries. More information can be found on the [website](#). All student membership fees go directly into the SNO budget, on the bank account of TUFH.

Payment Issues

Because of currency and international bank transfers' sanctions in many countries, we are facing difficulties in mobilizing SNO Budget from both sides:

1. Students paying SNO membership fees,
2. SNO EC sponsoring International, Regional and National events and competitions.

Last year we tried to utilize the SNO budget for SNO competitions and offer the winners free membership and/or free TUFH 2020 conference registration, but we still can't use the budget in the most efficient way.

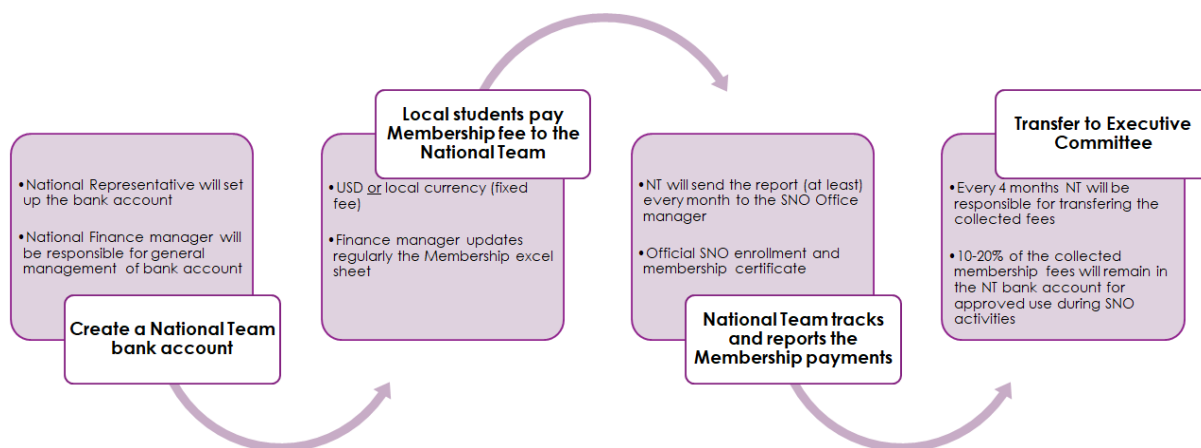
(1) We noticed high desire and motivation from students want to join and have SNO membership and apply to the international SNO opportunities, but most of them couldn't due to difficulties in payment via credit/visa cards (students often don't have access to credit cards, or such credit cards are unavailable in their countries) or transferring the membership fee (international transfer not allowed).

(2) At the same time, we cannot sponsor the international, regional and national team's projects and competitions because we don't have a separate bank account as SNO. We are using TUFH's account which is addressed in the USA and due to high international transfer fees it's very difficult to mobilize a small amount of money for sponsoring one single event or project and there are some restrictions on money transfer and mobilization specially from NGOs bank accounts.

Payment Structure Proposal

We are currently proposing some few solutions that may help to overcome the two issues outlined above. We will continue individual SNO membership registrations and payment through the same methods (credit cards or bank transfer). Group membership payment discount is allowed (10%; 20+ people for LIC, 10+ for MIC, 5+ for HIC), which will encourage and help groups of students to pool their fees together for easier international transfer.

We want to give the national teams (focusing on countries with sanctions and restrictions in payment) the authority to boost SNO membership at their countries by offering a new payment method as explained below:



- SNO National/Regional Team will be responsible for payment of SNO International membership fees for their respected students at their country level to SNO/TUFH
- SNO National Representative will be directly responsible for managing, following, maintaining, and reporting this payment to the SNO EC and TUFH.

Transfer of funds

- The National Finance manager will collect the fee and needed information of the student (date of payment, amount collected and currency, first and last name, address, country, field of study, institution, email address and WhatsApp number) and fill the [Membership excel sheet](#).
- SNO NR will share a monthly Membership report: the excel sheet and proof of payment to the local bank account.
- Upon receiving the monthly Membership report, SNO EC will ensure new member's enrollment to TUFH online community and send them membership certificates.
- SNO National team will be responsible to send the fee in USD to SNO and should cover any losses or drop rate of exchange from local country currency to USD.
- All the above-mentioned processes will happen only 3 times during the SNO term, every 4 months.

Student Network Organization

National Budget

- SNO EC will allocate 10-20% of the collected membership fee (for each country) to sponsor the National Team budget for events, projects and competitions - subtracted from the total amount of money before NR transfers the money.
- At the moments of transfer (every 4 months), NT will communicate with SNO EC about the total amount of money made. The SNO EC will then communicate with the NT about the specific amount of money they're being awarded for sponsorships, and the amount they must send to the SNO bank account.
- Any use of the sponsorship money is only approved after the budget is appropriately and timely submitted in accordance with Activity proposal guidelines.
- SNO NR will be responsible for submitting detailed financial reports with receipts to SNO EC to highlight how they used the sponsorship given.

IMPORTANT: This proposal is still not final; it will be approved by SNO EC after considering all of inputs and suggestions from national and regional teams. Additionally, it's important to note that we prioritize this structure in countries where students have limited to no opportunity to pay the SNO Membership fee. Once this proposal is complete, it will be shared with TUFH Secretariat to see the technical aspect of its application and finally to TUFH BOD to be approved and launched officially.

Current Budget

As of November 1, 2020, the balance of the SNO bank account (under TUFH) is 6,588.14 USD. However, as mentioned above, we are not able to easily access this budget. With the structural changes of TUFH coming in 2021, we hope that SNO will gain more independence when it comes to the opportunities for spending. Currently, we are able to give out free SNO memberships, free annual TUFH conference tickets, and any other awards that don't require transfer of money.

In the future, we would like to be able to give monetary awards to students, provide our chapters with sponsorships, and be able to reinvest in SNO development (such as a subscription for a domain name, website platform, etc.). As of right now, it's difficult to predict when we will have more access to our budget, when we have more information, we will communicate that with SNO Global Leadership.

Evaluation plan

Quarterly evaluation plans

With having written the Annual Plan, it's important to utilize it as a measurement of progress throughout the year. As mentioned above ([Work Reports](#)), we expect every team to conduct a Quarterly Evaluation, as the name suggests - every 3 months. The main goal of this evaluation is to answer the question, have we accomplished our annual goals and plan? This will give the team the occasion to reflect on their goals and strategies, assess their progress, and adapt accordingly. This evaluation should accompany a team meeting when everyone must reflect on the overall functioning of the team, namely: communication, responsibility, and leadership. This should be typed up by the Secretary (NT)/ General Assistant (RT)/ Vice President (EC) and sent to SNO EC (and for NT also to the RR). SNO EC themselves will also conduct this evaluation and will share their findings with the SNO Leaders.

At the end of the year, the EC will write a comprehensive End Year Review that will encompass these reflections from all levels of SNO leadership. This review will be shared with the general public to increase the transparency of SNO.

SNO EC created a [template](#) for this report, please send it before the relevant deadline.

Deadlines 2021 (for all teams of all levels)

First quarter – 16 January 2021

Second quarter – 17 April 2021

*Regional/National Health Needs Assessment has to be done before the third quarters deadline and submitted together with the Third Quarterly Report

Third quarter – 17 July 2021 (FINAL)

*in 2021 only 3 quarters as we are starting a bit later due to the restructuring
(First quarter term 2022 – 16 October 2021)

General assembly

According to the SNO Bylaws, SNO is required to host a General Assembly (GA) meeting every year during the conference. The purpose of this meeting is for SNO Leaders to be engaged in determining the future of SNO. We suggest that the meeting should be held shortly before or after the conference, considering the busy time during the conference and the current pandemic. This event should be open to all leaders of SNO from all levels and should be streamed on the Social Media platforms.



Signature Page

The SNO Annual Strategy Plan 2021 was written and edited between October 26th and November 20th, 2020, by Mustapha Tukur, SNO Public Relations Manager and by Veronika Duwel, SNO Vice President.



Mustapha Tukur
SNO PR Manager 2020-2021



Veronika Duwel
SNO Vice President 2019-2021

The SNO Annual Strategy Plan 2021 is sanctioned by the SNO President, Yassein Kamal Elhussain, on the day of November 21st, 2020.



Yassein Kamal Elhussain
SNO President 2019-2021

Student Network Organization

This document was last updated: 30 December 2020

Appendix 1: Annual Plan EC

Strategy	Specific Activities	Details	Office	Timeline
1.1	Recruitment leadership	Provide opportunities from students from all regions to become leaders in international board of SNO and gain leadership experience	EC / RT / NT	EC/RR around the conference; NR rolling basis
1.2	<i>all our activities</i>			
1.3	Leadership training	Training for the incoming new Leaders of SNO, focusing on the leadership skills in international, digital context	EC	At the start of the term and a revision later in the term
	Advocacy Training	Training for all SNO leaders on how to be successful advocates for equitable health care and SNO		
	Long term plan for SNO	Write a long (5 year?) plan for SNO to follow in the coming years		Before the end of 2021 term
	General Assembly	Leaders take active part in determining the future of SNO		At the conference; with any big changes in SNO Bylaws
1.4	Team Building Workshop	When a new team is formed, a team building training should be conducted to promote good communication and friendship forming in the leadership	EC / RR / NR	At the start of the term and a revision later in the term
	Team Check-In	At the end of the board meeting, everyone shares 1 thing they did last week and one thing they will do next	Each Team	Every board meeting

		week		
1.5	(Health) Needs assessment per region and country	Create a google form to collect ideas about important health needs all of the regions, and then select the most popular 10 ideas, students vote for top 3 priorities which SNO will focus on during this term	EC / RR / NR	End of the term, start after 3rd evaluation
2.1	Mentorship program	Assessment of the current mentorship program and its members, re-structure the program as needed; re-assessment every 1-2 months;	IPC Mentorship	Before end of December 2020
2.2	Research course	<p>This will be in collaboration with the international and each regional activities coordinator.</p> <p>Intensive research course will be provided online by TUFH professors and the research project coordinator.</p> <p>Research Course will take 5-7 weeks (the first 4 weeks will be about research methodology /2 weeks for how to analyze data /last week will be on publication) each day will take 2-3 hours.</p>	IPC Research & Research Team	This will take 5-7 weeks (capacity building for 5-7 weeks during every 6 months); By the end of the term this must be done 2 times per 12 months.
	Research project bridge	<p>Select 10-20 TUFH professor's (from a call or our database) who have applicable research ideas, previous research experience, and leadership skills and connect each one of them with 3-6</p>		Pilot project in 2020-2021; 1 monthly check-ups and evaluation

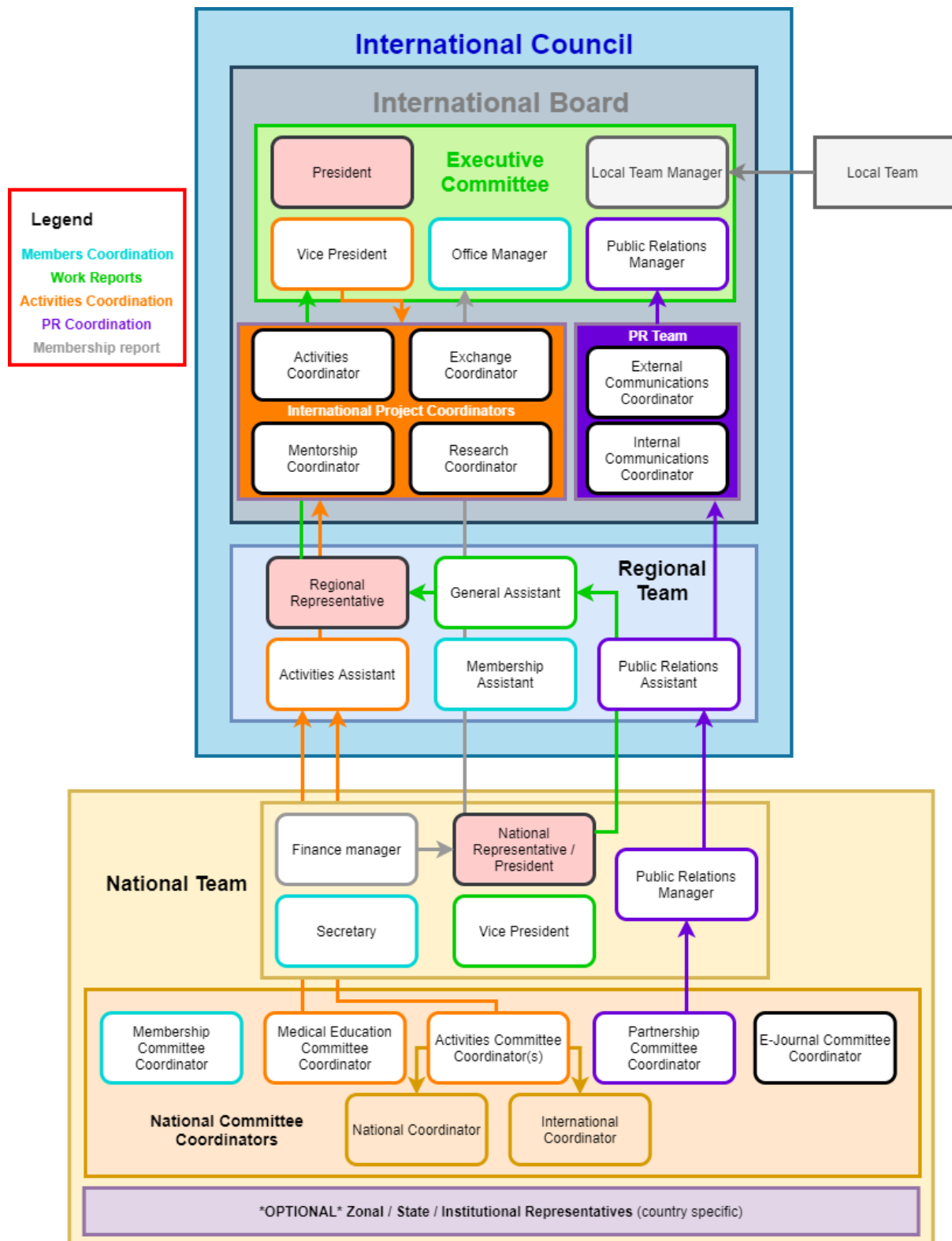
		SNO members who are interested in their field of research to work as a team		
	Online Research Club	Online platform to exchange knowledge, ideas, and questions about research. Regular posts about research, exchange, and other opportunities, highlight SNO research that is being done		Establish by January; monthly posts
	Writing workshop(s)	Academic writing in English workshops, can be on different subjects such as motivation letter writing, proposal writing, ..etc		2 times a year
	Peer review (EfH)	Group of SNO members will evaluate other groups of researchers published papers		up to EfH staff; communicate with Samridhi
2.3	Orientation Sessions	Get to know SNO; Webinar presentation to inform new members about SNO, our activities and how to participate	EC / RR / NR	Every 3 months internationally (RT/NT: every time a new national chapter opens - local orientation session)
	Post Exchange Workshop	2020 Health Systems: Expose students to the different health systems and policies around the world and major factors around the world; Health governance; Health System Building Blocks - delivered by students who attended it	IPC Exchange / Activities	Once a year, after the end of the iSTEP

	Create Student Task Forces	1) get more students involved in TUFH task forces, 2) with enough students they can create SNO Task Forces	EC / IPC Activities	Before the end of 2021 term
3.1	Partnerships with organizations having similar interests	Fostering partnerships with health and allied science students organizations for activities	Public Relations at all levels	All through the year
	Online Hackathon/Ideathon "Shark Tank"	The healthcare system today is plagued by several difficulties: public health problems, clinical challenges. We should host brainstorming sessions and the best ideas either of an individual student or a small group can be promoted by the media handle.	IPC Activities	Pilot event before end of 2021 term
3.2	iSTEP	Opportunity to enroll in iSTEP (international, multidisciplinary, digital) program	IPC Exchange	Once per year
	Newsletter: column on multidisciplinary approach/action/activity	Highlights of multidisciplinary events organized by SNO; editorials on working in a multidisciplinary team/why is it important	ICC / Newsletter team	Once every 3 months
4.1	Basic Principles of Social Accountability Workshop	Organize a workshop with theNET (https://thenetcommunity.org/about-us/#) to introduce all new students to social accountability	IPC Activities	Every 4 months
	SA Assessment Exercise	Provide resources to assess their educational programs for social accountability (IFMSA SA	IPC Activities	Open throughout the year using the resources provided

		Toolkit)		
4.2	World Health Days	Celebrate world health days with awareness campaigns, competitions, workshops and other means. Regional and national teams are encouraged to collaborate on these events. List in the events calendar.	IPC Activities / RT / NT	As applies, but preparations should be concluded at least 2 week before the event
	Community awareness programs	Based on the regional and national need assessment, suggestions to build around World Health Days	RT/NT	As applies, but preparations should be concluded at least 2 week before the event



Appendix 2: The Organogram



Appendix 3: Checklist and Deadlines

This is an overview of all meetings and reports in the intervals they occur in. Please adapt this for your team as this has all deadlines for all teams.

Interval	What?	Who?	Coordination
Bi-weekly	Team Meetings	NT, RT, IPC, PRT, EC	NT (NR), RT (RR), IPC, PRT, EC (OM)
Monthly	National Work Report	NT	RT (GA)
	Projects Work Report	IPC	EC (VP)
	Regional Meeting	RT + NRs	RT (RR)
	International Board Meeting	EC + IPC + PRT	EC (OM)
Bi-monthly	Work Report	RT	EC (VP)
	Council Meeting	RT + IB	EC (OM)
Quarterly	Evaluation Meeting and Report	NT, RT, IPC, PRT, EC	NT (NR), RT (RR), IPC, PRT, EC (OM)
Triannual	Global Leadership Meeting	NT + RT + IPC + PRT + EC	EC (VP)
Annual	Health Needs Assessment	NT, RT, EC	NT (NR), RT (RR), EC (VP)

Quarterly Evaluations

16 Jan 2021, 17 Apr 2021, 17 Jul 2021 (FINAL, must include Health Needs Assessment)

National Work Reports

Every month, 1 week before the regional meeting (which should be known to all national teams)

Regional Work Reports

19 Dec 2020, 20 Feb 2021, 17 Apr 2021, 19 Jun 2021

IPC, PRT Work Reports

12 Dec 2020, 9 Jan 2021, 13 Feb 2021, 13 Mar 2021, 10 Apr 2021, 8 May 2021, 12 Jun 2021, 6 Jul 2021