



MEDACROSS

FREE CARE AND COACHING

STRATEGIC PLAN

2024/2027

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STRATEGIC PLAN OVERVIEW

WHO WE ARE

MedAcross is a non-governmental organization (NGO) founded in Turin, Italy, in 2016 by a group of doctors and professionals who decided to dedicate their free time to practically help those without access to healthcare in the World.

VISION

MedAcross envisions a future in which everyone, even the world's most remote communities, has access to disease prevention, treatment and safe, nutritious and sufficient food, which is essential for good health.

MISSION

The mission of MedAcross aims to provide free health care to patients who do not have the resources to cure themselves; it also aims to inform underprivileged communities about the necessary prevention of diseases and to help those living in precarious economic and social conditions to gain healthy and balanced nutrition.

VALUES

- Respect for the human dignity
- Solidarity between peoples
- Interculturality
- Non-discrimination
- Collaboration
- Right to health
- Widespread medical training
- Professionalism in the implementation of health actions
- Sustainability of intervention
- Transparency
- Accountability
- Efficiency and effectiveness
- Innovation

STRATEGIC PLAN OVERVIEW

WHAT WE DO

- we treat communities without access to health
- we train local staff
- activate women's empowerment within communities
- we promote healthy education through nutrition and prevention

WHERE WE WORK

We implement projects in territories where there is limited international cooperation, for communities without access to medical care.

OUR OBJECTIVES

- Over the next three years, our Strategic Plan sets out
- Efficiency of the organisational structure, through an annual review plan of internal procedures and the adoption of strategies to ensure transparency of activities.
 - Expansion of intervention programmes in favour of fragile categories, by activating projects in co-design with other realities with which we share values.
 - Expansion of fundraising strategies, through diversification of donors and internal roles.

AGENDA 2030 FOCUS:

2 ZERO
HUNGER



3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



5 GENDER
EQUALITY



17 PARTNERSHIPS
FOR THE GOALS





A THREE-YEAR PLAN

In seven years of existence, MedAcross has faced different experiences, from the complexity of digital transformation during the Covid19 pandemic, to the political instability in Myanmar - the country in which we opened our first operational office - to the decision to start projects in other areas and the related expansion of activities, relationships, missions and specific work teams.

All these challenges have contributed to the growth and integration of the working group that constitutes MedAcross, culminating in the decision to define our work with an in-depth review of the organisation, through an open dialogue with all its members.

This gave rise to the need to draw up a multi-year Strategic Plan which, making the most of the experience gained in recent years, could guide the organisation towards a stronger structural definition. In this perspective, the Plan does not have a purely informative function towards the outside world, but is primarily a tool to make the Board of Directors and the operational staff capable of understanding the challenges looming on the horizon; it thus tends to facilitate a discussion with the aspirations that characterise us, in order to direct our work towards strategic growth objectives that can guide us in complex and constantly changing situations. The Plan is therefore configured as a valuable internal compass for the organisation, suggesting agreed lines of development as essential for MedAcross, thus keeping the route in every situation.

This Strategic Plan has a temporary three-year perspective (from June 2024 to June 2027), which allows us to define a realistic medium-term growth horizon; it is segmented internally into a monthly chronogram with annual objectives that contribute to the achievement of the three-year goals. Through the three-year Strategic Plan, MedAcross equips itself for the first time with a roadmap with measurable objectives that are an expression of the identity of the organisation. We will have an important tool to direct our intervention towards growth consistently with the values and aspirations that guide our activities, without focusing solely on the responsiveness of specific contexts.

MEDACROSS IDENTITY

OUR STORY

2016 - TORINO

MedAcross is a non-profit association founded in 2016 in Turin with the aim of providing healthcare in less developed countries, building healthcare facilities and facilitating access to healthcare and medical training in order to promote the universal right to health.

The organisation was born from the will of a group of friends who decided to dedicate their free time to practically help those who do not have access to health in the world.

In 2012, the same group had built and established the MAS Children Teaching Hospital in Hargeisa, Somaliland, which after three years, as agreed, was handed over to the African country's Ministry of Health.

Since 2016, MedAcross has been activating healthcare projects in Myanmar, focusing its clinical activities towards migrant populations living in remote areas that are unable to reach local healthcare facilities.

Over the years, cooperation activities in Myanmar have focused on various fragile groups such as:

- support for HIV-positive patients involved in human trafficking between Myanmar and Thailand;
- medical assistance on the islands where the nomadic Moken people live, who have no health services;
- promotion of the role of women in rural communities and sanitation assistance;
- empowerment of communities through health and nutrition education.

Since 2021, cooperation activities have extended to Thailand to support the Burmese migrant population who are excluded from the national health service.

Also in the same year, MedAcross returned to Somaliland to start a neonatal training programme at the MAS children's hospital, together with a mobile clinic project involving regular medical check-ups for children in refugee camps on the suburbs of Hargeisa. Prevention and awareness campaigns on major communicable diseases are also carried out during the mobile clinics.

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VALUES

AROUND HUMAN DIGNITY

The Universal Declaration of Human Rights, already in its introduction, emphasises that "recognition of the inherent dignity of all members of the human family and of their rights, equal and inalienable, constitutes the foundation of freedom, justice and peace in the world". As citizens of the world and as Europeans, we, at MedAcross, are also committed to embracing the first article of the Charter of Fundamental Rights of the European Union, (2000/2007) which states: "Human dignity is inviolable. It must be respected and protected".

From the strong conviction that each individual, by virtue of his or her humanity, deserves respect and consideration, comes the founding values that inspire the behaviour and actions of all the components of MedAcross.

As for the World Health Organisation, (WHO), for us, health is not to be understood solely as "the absence of disease or infirmity," but rather as "a state of total physical, mental and social well-being," which is indispensable for the full development of every individual. And so, in offering free treatment and medicines, we aim to strengthen solidarity between peoples and, in respect of interculturality and non-discrimination, we approach people's needs, regardless of their ethnic group, religion, gender, age, sexual orientation, disability and even the political-economic framework in which they live. We also work for the autonomy of the countries in which we operate, through the valorisation of structures and economic resources and the training of local personnel, favouring dialogue with communities, associations and organisations in the region, in order to create projects capable of understanding the cultures of the beneficiaries.


Thus, we strive to improve skills, methods, and operational strategies, making use of up-to-date scientific information, in line with national and international institutions; in every course of action, we then devote special attention to workplace safety, with appropriate risk assessments for all those involved. We also do not tolerate any form of harassment - psychological, moral or sexual - guaranteeing victims prompt protection, free of prejudice.

Accompanied by the responsible professionalism of our operators, transparency, efficiency and effectiveness characterise all MedAcross projects, free from private and/or political conditioning and inspired solely by the real needs of the assisted communities.

CONTEXT

COP28 in 2023, based on the UN Framework Convention on Climate Change and the 2015 Paris Agreement, defined the impacts of climate change on human health. The long-term global temperature rise identified over the past 50 years increases the risks for heat-related illnesses, exacerbates the transmission of pathogenic diseases and intensifies the impacts of extreme weather events such as floods, droughts, fires and storms. Violent weather events also have a devastating effect on agricultural systems, increasing the risk of famine, on buildings and infrastructure, directly affecting both health facilities and the lifestyles of populations. Although climate change is felt globally, communities in low-resource settings with a history of colonisation are the most exposed. The female population in particular may suffer further specific impacts from the climate crisis: women are often responsible for rural agricultural work, so their increased dependence on natural resources makes access to food and water more complicated, and also increases their exposure to high temperatures and disease transmission. Environmental threats pose a risk to vulnerable communities, especially through inadequate nutrition, contaminated water, hygiene problems and poor sanitation. Attention to climate change is therefore a necessary measure for those dealing with health and marginalised communities.

The challenge for a health cooperation organisation is to navigate in a highly changeable system, where crises have a co-presence of multiple emergencies: climate, armed conflicts, food and health. In this complex and increasingly interconnected scenario, our work operates, even in specific contexts, with a horizontal approach, not focusing our intervention on a solely health and emergency response, but promoting multi-sectoral development for communities. Fundamental to our intervention is the One Health approach, an integrated method that recognises the interconnection between human, animal and environmental health; believing that people's health is closely linked to that of animals and the environment in which they live.



HOW WE OPERATE

MedAcross operates in developing countries and, while emphasising its health vocation, takes an integrated approach to have a more lasting and sustainable impact.

1

HEALTHCARE

We ensure access to health care services for communities that live far from health facilities or do not have sufficient financial resources.

2

TEACHING

We believe that in order to deliver care to all, it is essential to develop knowledge both for health personnel and within local communities.

3

NUTRITION

We consider nutrition to be a fundamental pillar of good health, preventing the onset of disease.

4

GENDER EQUALITY

We support women's empowerment during health, informal sexual and reproductive health and hygiene training to communities.

5

NETWORK

We implement projects in partnership with local communities and administrations and actively cooperate with other NGOs in the countries of intervention.

6

TRANSPARENCY

We are committed to establishing transparent project management procedures with responsible use of resources and to reporting budgets and activities on a regular basis.

AGENDA 2030

The UN 2030 Agenda includes 17 interconnected Sustainable Development Goals and 169 targets.



On 25 September 2015, 193 countries of the United Nations signed an action plan with the aim of ensuring a better present and future for our Planet and the people who inhabit it: the 2030 Agenda. It groups its goals into 17 key points guided by the following key concepts:

- People - Eradicate hunger and poverty in all forms and ensure dignity and equality.
- Prosperity - Ensuring prosperous and full lives in harmony with nature.
- Peace - Promoting peaceful, just and inclusive societies.
- Partnership - Implement the agenda through strong partnerships.
- Planet - Protect the planet's natural resources and climate for future generations.

Agenda 2030 is positively influencing development policies, overcoming sectoral orientation, and affirming the need for an integrated and transformative vision. Stressing then the indispensability of careful monitoring and evaluation of interventions and policies based on broader data collection, it argues that action at every level must prioritise the last and most vulnerable, such as the cross-cutting nature of achieving gender equality and community empowerment.

We at MedAcross also aim to make our work sustainable for the future of the communities we work with, which is why we will be increasing our commitment to multi-sectoral interventions in the three-year period 2024-2026. Starting with healthcare to cure people living with a disease condition, our projects will increasingly develop towards prevention considering environmental and social causes as complementary obstacles to achieving sustainable change.



ASPIRATIONS

According to the Multidimensional Poverty Index 2023, 1.1 billion out of 6.6 in 110 countries of the world live in extreme poverty and lack access to health services. Conflicts are increasing (by 40% in 2023 compared to 2020) and 1 in 6 people live in a war zone. For Global Trends, climate change will cause more and more events of catastrophic proportions in the coming decades.

Since its foundation MedAcross has been working in difficult contexts and the unexpected is in its DNA. Thus in Myanmar, we brought relief to people affected by the pandemic and established a community network that allowed us to continue to take care of our patients after the outbreak of armed conflict. Similarly, with the spread of dengue in Somalia, we launched awareness campaigns. However, as MedAcross is still relatively small, its capacity for intervention is limited.

With this in mind, we have tried to imagine the MedAcross of the future. Our ambition is to be able to guarantee a pervasive intervention capacity with a timeliness scaled to the level of emergency. This is why we have prioritised the improvement of the internal organisational process to make it more efficient and transparent. In parallel, we have planned a gradual increase in our interventions in regions that we consider strategic. We are convinced that at the centre of our small universe, the mobile clinic tool must be maintained and strengthened, which, in our opinion, is the best way to connect villages, plantations, refugee camps, and small migrant communities to our health services. The effort to consolidate or, where necessary, create networks of community health workers to ensure an effective link between central and peripheral structures will also go in this direction. It is this network that has enabled us to continue to provide healthcare to the chronically ill in peripheral communities in Myanmar during the difficult times of the pandemic and armed conflict. At the hub level, with particular reference to the only hospital facility built, the 'Italian' Paediatric Hospital in Hargeisa in the Somaliland region, in agreement with the local government, we have set ourselves the objective of strengthening strategic services, in particular neonatology and surgery, and at the same time launching others. Two in particular are important: the creation of a radiology department that can serve both tertiary care facilities in Somaliland, which are neighbouring, and the organisation of a paediatric emergency service linking the hospital to the refugee camps, and in the future to the entire metropolitan area.

CHALLENGES

1

ORGANIZATIONAL LEVEL

Balancing the necessary local logistical autonomy, in order to increase organisational empowerment within the intervention communities, with the need to standardise internal procedures to increase efficiency, allow proper project evaluation.

2

OPERATIVE LEVEL

Extend the presence of MedAcross in strategic regions in terms of health needs, maintaining support in countries already active through medium-term programming with a multi-sectoral approach.

3

COMMUNICATION LEVEL

Increasing the range of diversified funds, also through the enhancement of networks with stakeholders and organisations that share the values of MedAcross, while maintaining a communication based on transparency that aims to shorten the distance between beneficiaries and donors.

OBJECTIVES

2024-2026

1

STANDARDIZATION OF THE ORGANIZATIONAL PROCESS



Working in highly rural areas, in developing countries and with a scarce presence of a network of international organisations made it essential for MedAcross' operations to empower local teams to establish relationships with partners. The experience of the Covid-19 pandemic highlighted the need to implement empowerment processes for local staff to ensure the responsiveness of responses and problem solving in the field, in order to manage projects in a constantly changing context.

Promoting proactivity in the pursuit of solutions by local staff is not only a timely necessity for international non-governmental organisations to be able to operate in the field in a timely manner, but also a strong desire to initiate pathways of local capacity and leadership for local staff, together with the communities benefiting from the projects.

At the same time, the dynamic expansion of projects in territories with different characteristics and cultures has led to a diversification of procedures that requires revision and greater control by central bodies. One of the strategic objectives of this plan is to standardise the reporting activities of local staff in the various projects, involving project managers in operational meetings in order to encourage frequent and direct updating of activities in a work environment where skills and cultural aspects are exchanged. At the management level, MedAcross will be committed to updating and expanding its internal policies to ensure that projects comply with international regulations, in line with its constant commitment to transparency, which concerns not only the economic aspect of activities but also the management of the human capital involved.

OBJECTIVES

2024-2026

2

EXPANSION OF INTERVENTION PROGRAMMES



Over the next three years MedAcross will focus on making its humanitarian intervention even more extensive, reaching out to fragile communities and promoting community resilience. Particular attention will be given to migrant and IDP communities, which we consider particularly disadvantaged groups in terms of basic assistance. Project expansion and strengthening activities will follow a set of selection criteria that include:

- the mapping of beneficiaries' needs, paying particular attention to fragile groups such as displaced communities, women and children in order to design interventions that will catalyse positive long-term effects;
- the opportunities to establish programme partnerships with non-profit organisations active in the target areas;
- the willingness of the public sector to cooperate in a responsible manner to achieve long-term goals;
- the potential for mobilising financial resources in the target area;
- the presence of secure entry requirements that guarantee the medium-term viability of the project.

We consider that an essential part of the development of our work is the commitment to building co-operative networks, therefore special attention will be given to participation in international clusters of interest.

OBJECTIVES

2024-2026

3

FUNDRAISING DIVERSIFICATION



In recent years, MedAcross has begun to design projects in response to calls for applications, a tool which has enabled us to develop our activities rapidly. The near future will see us strengthening our design skills, maintaining a close link between the interpretation of needs on the ground and the creation of projects.

A key part of participating in calls for applications is the ability to build effective partnerships, collaborating with institutions and third sector entities operating on the ground. Building effective partnerships increases the impact of projects through multidimensional coverage of the needs of fragile communities managed by experts from various sectors. We consider this to be the founding principle of cooperation and are committed to fostering a culture of knowledge exchange and sharing by creating strong collaborative networks.

In the three-year period covered by this Strategic Plan, fundraising activities will be focused on diversification. We will undertake to explore corporate partnerships, directly involving the founders of MedAcross in the promotion of our activities also outside the non-profit cooperation sector.

We will intensify our connection with foundations, paying particular attention to the monitoring and evaluation processes of projects, as well as with individual donors by continuing to maintain a direct link based on human relations and ensuring scientific accuracy and financial transparency in the implementation of our projects.



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