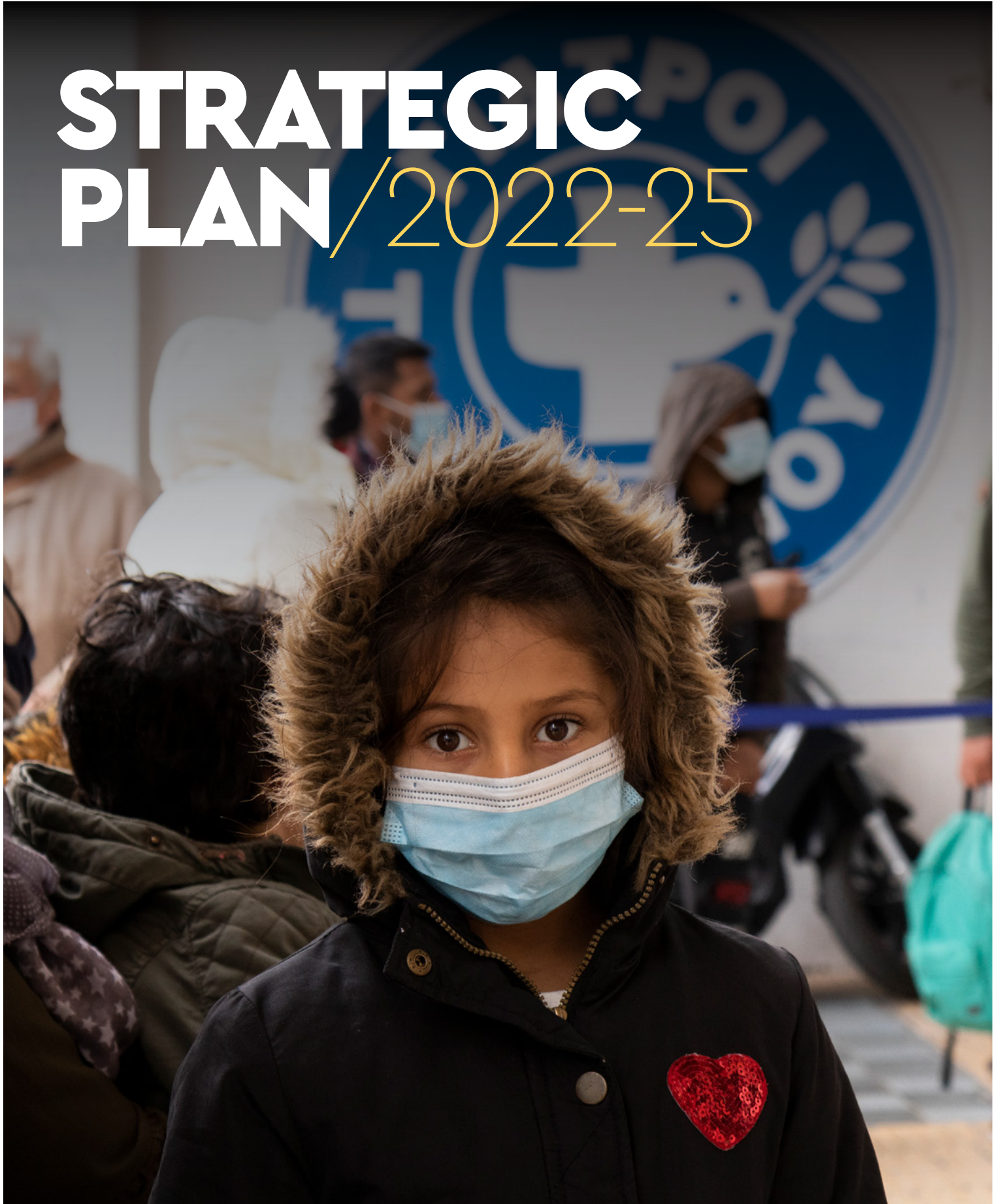


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STRATEGIC PLAN/2022-25



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Médecins Du Monde – Greece complies with the GDPR rules.

If you have any questions, please send an email to our email address: disclaimer@mdmgreece.gr

Be aware of the increase in cybercrime and online fraud in cyberspace. If you receive an email claiming to be from someone from Médecins Du Monde – Greece and seeks to direct a payment to bank details that are different from those we have already provided to you (*in our letter and invoices*), it is unlikely to be genuine. Please do not reply to the email or act on any information contained in it, but contact us immediately.

Médecins Du Monde – Greek Delegation, is a non-profit association, officially registered at the Athens Court of First Instance 1456/10–05–1990 in Greece with registration number 17378. The headquarters of the organization are located on 12 Sapphos Street, Athens, 10553, 10553, tel. +302103213150.

**MDM-GREECE IS NOT
ONLY A SERVICE
PROVIDER. IT IS AN
ACTIVE ORGANIZATION
THAT PROVOKES A
DIRECT AND REAL
CHANGE**

— Hara Tziouvaras

PRESIDENT OF BOARD - MÉDECINS DU MONDE - GREECE

MÉDECINS DU MONDE – GREECE

VISION, MISSION AND VALUES

Change itself begins from ourselves, constituted of numerous small efforts by each one of us, separately. Every day. Every moment. Day by day, change becomes a habit. What we see today is change, what we offer tomorrow is a bigger change. Change towards social solidarity starts with a drop. A drop that will grow to become a whole ocean.

Médecins Du Monde – Greece, designs and implements **cross-sectoral** actions and initiatives that reflect the ever-changing needs of the beneficiary population. Founded in 1990, they are a **historical, medical, humanitarian Non-Governmental Organization in Greece**, a member of the International Network of Médecins Du Monde which consists of 17 national chapters (*Argentina, Belgium, France, Germany, Germany, Switzerland, Greece, United States of America, United Kingdom, Japan, Turkey, Spain, Italy, Canada, Luxembourg, the Netherlands, Portugal, Spain, Sweden, and the United Kingdom*).

The organisation's guiding principle is that every human being has the right to humanitarian assistance, regardless of gender, origin, sexual orientation, reli-

gion, ideology or political belief. Consequently, Médecins Du Monde operate on the humanitarian principles of neutrality and impartiality.

However, the fact that they maintain their neutrality does not prevent them from speaking openly about human rights abuses when they themselves witness them. Where possible, Médecins Du Monde highlight the dangers of such abuses, either through tacit diplomacy or through their intervention in the media.

Since the beginning of its activities, the Organization has designed and implemented numerous programs both in Greece and abroad aimed at providing medical and other services to marginalized groups of people, who do not have access to health services and are in need of medical care.

The first and main **mission** of Médecins Du Monde is to provide health care services. However, activities extend beyond the scope of health care. **The long-term goal of Médecins Du Monde is to ensure unhindered access to health care and to ensure that it is a basic unviolated human right.**

PUBLIC HEALTH AND HUMAN RIGHTS

HEALTH IS A FUNDAMENTAL HUMAN RIGHT.

The State has a duty to ensure the right of everyone to enjoy the highest attainable standard of physical and mental health, and modern health policies must provide the conditions that will enable the exercise of this right. But this is not borne out in contemporary social reality.

Although the right to health is enshrined in law, in practice health inequalities are widening.

Health inequalities are inextricably linked to the social determinants of health, i.e., the conditions of the social context that drastically affect the health of the individual and the community, general socio-economic, cultural and environmental conditions.

These encompass all areas of human activity: the natural environment, food cultivation and production, housing, health services, social networks, education, work or unemployment, gender, age, access to drinking water and good sanitation and living conditions.

Public health, as the branch of the health sciences concerned with disease prevention and health promotion in the community, must be inclusive and work for the benefit of all, without exclusion or discrimination, respecting fundamental human rights.

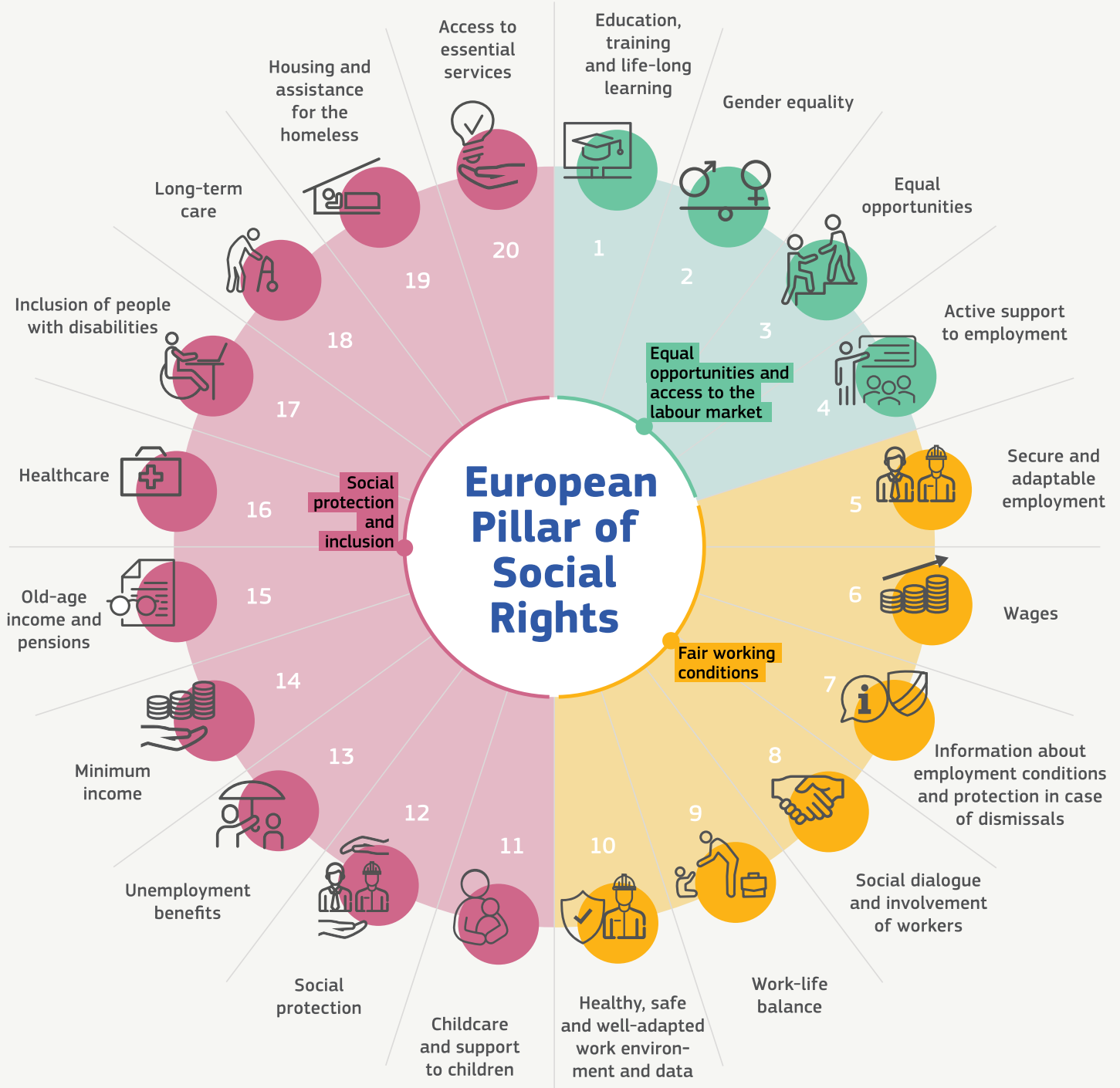
In this context, Médecins du Monde-Greece works in complementarity with the competent bodies and in collaboration with the community. The concepts of Public Health and Human Rights govern the strategic plan and action lines of Médecins du Monde-Greece horizontally, always in the context of the organization's vision of a society of equal opportunities, without inequalities in Health, Education, Employment and Inclusion.

"LEAN" PHILOSOPHY

In general, the organisation follows a lean philosophy based on saving energy, time and money (e.g. *smaller stocks, fewer warehouses, reduced administrative costs etc.*) while striving for continuous improvement (*kaizen*) in all aspects of work. This philosophy, translated in operational terms, is appropriate for the current and future ambitions of the organisation while being consistent with operational principles such as those of 'street medicine' or 'war medicine'. An enriched problem-solving methodology combined with people that

function as 'multi-tools' fortify the organisation's action, simplifying and streamlining processes. This way of working also helps to protect the environment by eliminating surpluses that will end up as waste through leaner – and therefore economical – supply chain systems. The organisation emphasizes on automatization and digital transformation, achieving further standardization. MdM-Greece should continue to upgrade participatory management processes by creating Quality Circles among the organisation's staff and volunteers.

European Pillar of Social Rights



EUROPEAN, NATIONAL AND TRANSNATIONAL ADDED VALUE

At European level, Médecins Du Monde – Greece, being an organization that works in the context of Human Rights Safeguarding and the Rule of Law in Europe and the World, incorporates the **20 principles of the European Pillar of Social Rights** with emphasis given on Chapter 3 for **Social Protection and Inclusion**. In particular, Médecins Du Monde – Greece is in line with the objectives of the Lisbon Declaration of 21 June 2021 and the purpose of the European Platform to Combat Homelessness. More specifically, Médecins Du Monde - Greece set the following goals during the implementation period of their strategic plan:

- No one sleeps on the street due to lack of accessible, safe and adequate emergency accommodation.
- No one should live in emergency or transitional housing longer than is required to successfully move to a permanent housing solution.
- No one should be discharged from any institution (e.g. prison, hospital, treatment center) without being offered suitable housing.
- Evictions should be prevented whenever possible and no one should be evicted without assistance for a suitable housing solution when needed.
- No one should be discriminated against due to the fact that they are homeless.

At national level, Médecins Du Monde – Greece implement their actions following the principle of complementarity, always in collaboration with local authorities in the framework of the National Strategy for Social Inclusion and Poverty Alleviation 2021–2027.

Being one of the beneficiaries of the European Social Fund and the Asylum, Migration and Integration Fund in Greece, they must capitalize and transmit their experi-

ence so far to the bodies of Public Administration, assisting wherever and whenever there is a need.

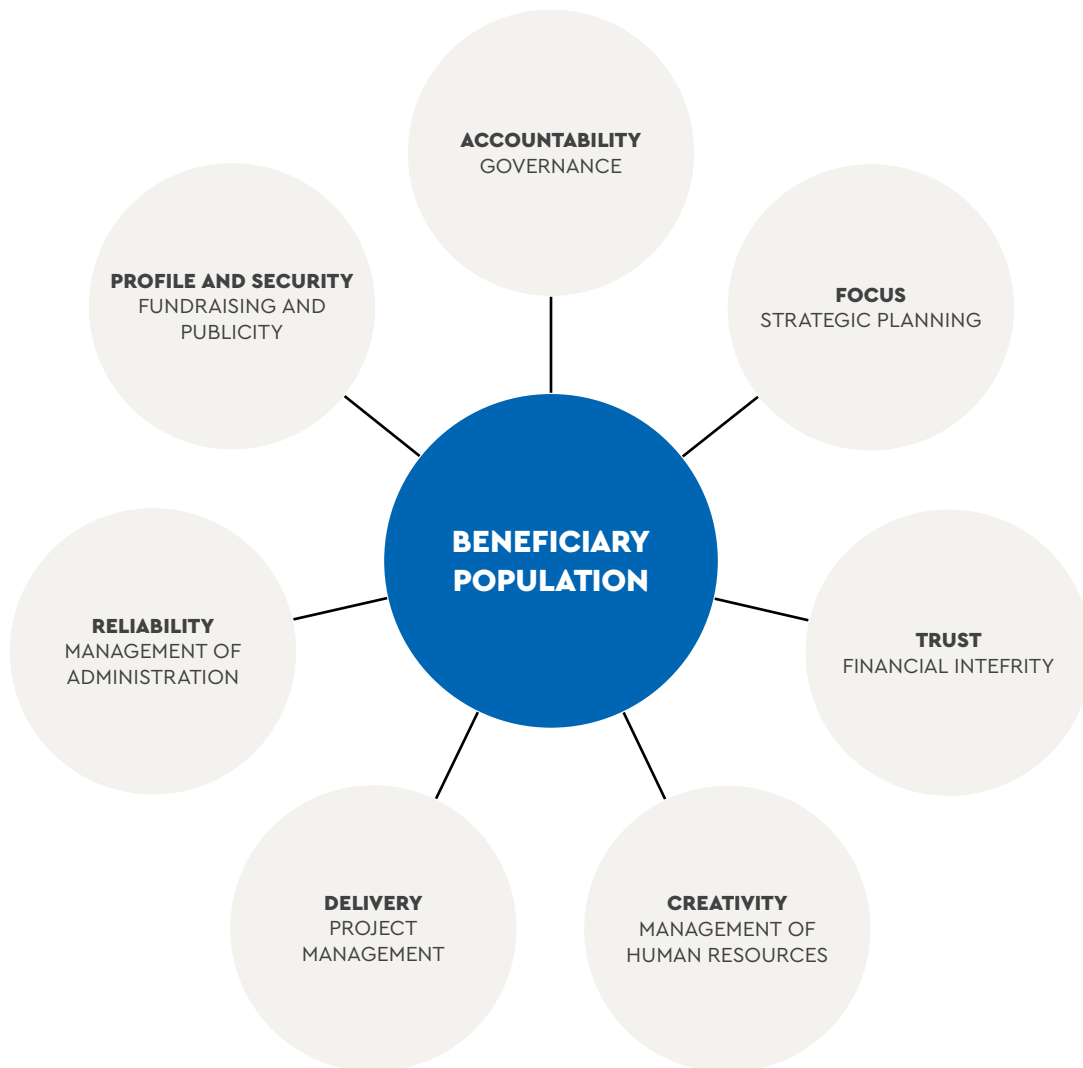
At the global level, Médecins Du Monde harmonizes their action with regard to the following 8 Sustainable Development Goals based on the relevant United Nations Classification (*UN SDGs*) for the Transformation of the World:

 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensure healthy lives and promote well-being for all at all ages</p>
 <p>4 QUALITY EDUCATION</p>	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>
 <p>5 GENDER EQUALITY</p>	<p>Achieve gender equality and empower all women and girls</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>Reduce inequality within and among countries</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>
 <p>13 CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>



PERSON-CENTRED APPROACH

As depicted in the following figure, Médecins Du Monde – Greece follow a person-centred approach:



The Organisation, guided by the belief that people are capable of change, designs and implements its actions to help individuals to develop and become self-reliant in order to cope with change and overcome their problems.

OPERATIONAL ADEQUACY AND INFRASTRUCTURE

In the sector of the service's provision, Médecins du Monde – Greece follows a holistic approach to the model of care they apply in its activities. It works with trained staff who are responsible for providing scientific supervision and technical guidance to the field teams.

In addition, they follow established procedures and internal policies that address specific safeguarding issues for staff, beneficiaries and volunteers during the fieldwork.

Médecins du Monde -Greece approach to service delivery is based on an integrated and cross-sectoral case management model, including the individual electronic case file of each beneficiary.

The role of the trained Social Workers, Psychologists, Nurses and Mediators in the inter-sectoral case management model in addition to the role of the medical practitioners is crucial to enhancing beneficiaries' direct access to quality health services.

Each health professional working with Médecins du Monde -Greece carries a legal license to practice and prior to working with them has agreed and consent-

ed to the unqualified application of the Médecins Du Monde Code of Ethics. For the Médecins du Monde – Greece, the technical competence of professionals at the service delivery level ensures both the interconnection of those served with all other active services of the organization and their broad support through the proper management of the large number of volunteers, in the context of continuing to provide care to those in need.

Médecins du Monde-Greece ensures the ongoing training of its staff through beneficial collaborations with academic institutions, supranational bodies such as the relevant agencies of the United Nations, the European Commission Directorates, as well as relevant Civil Society initiatives.

In the sector of infrastructure, Médecins du Monde-Greece has for many years managing integrated social structures, such as the Open Polyclinic of Athens, the Open Polyclinic of Thessaloniki, the Homeless Shelter in the Municipality of Athens, the Open Centre for Vulnerable Women and their Children in Athens, the Health Centre in Folegandros, and currently has an active fleet of 9 vehicles, 5 of which are equipped mobile health care units.

CERTIFIED PROCEDURES AND MANAGEMENT COMPETENCE

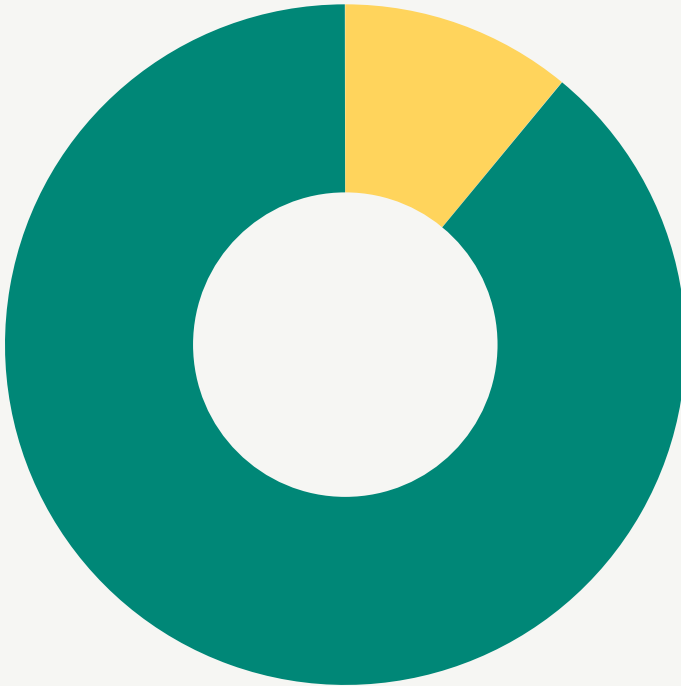
Médecins du Monde-Greece is a certified organisation for the Management System according to the EN ISO 9001:2015 standard for the design and development of humanitarian health care, psychosocial support, housing and integration programmes for vulnerable social groups, valid until 4th December 2023.

At the same time, its community structures are licensed by the relevant local authorities and local medical associations, and all health professionals hold the required professional licence.

Médecins du Monde-Greece is also a certified Social and Solidarity Economy (*SSE- KALO*) agency and an organization with a management certification until 2024 for primary, secondary and tertiary social care structures and programmes by the Region of Attica, the National Centre for Social Solidarity and the Ministry of Labour and Social Affairs

WORK CIRCLE

CURRENT SITUATION



EXPENDITURE 2020

- 11% ADMINISTRATIVE EXPENSES
- 89% PROJECT EXPENDITURE



DISPERSION OF GRANTS 2020

- 50% INSTITUTIONAL
- 27% PRIVATE
- 23% FOUNDATIONS & PRIVATE FUNDS
- 0% OTHER

PROGRAMS' INPUTS AND OUTPUTS, LISTED BY THEMATIC PRIORITY (2020)

THEMATIC FOCUS	INPUT		OUTPUT
1. Environment and vulnerable populations	1,070,000	➡	Open policlinics, MMUs, A2M, Open Minds, Night shelter
			➡
			<ul style="list-style-type: none"> • Beneficiaries:..... 5,624 • NFIs (<i>streetwork</i>): 7,310 • Personal Hygiene Items:..... 2,120 • Medical Consultations: 9,497 • Outreach activities: 97
2. Refugees and Migrants	722,365	➡	Lesvos Clinic and MMUs
			➡
			<ul style="list-style-type: none"> • Beneficiaries:..... 3,000 • COVID-19 Personal Protection Equipment (<i>PPE</i>): 4,000 • Personal Hygiene Items:..... 1,500 • Vaccinations:..... 233
3. Mother and Child	540,000	➡	Shelter for vulnerable women and vertical health actions in Mdm policlinics
			➡
			• Beneficiaries:..... 217
4. Capacity Building – Empowerment and Integration	20,000	➡	Trainings and workshops in health professionals, NGO workers and youth
			➡
			• Beneficiaries:..... 171
5. Emergency Response	498,599	➡	Emergency Humanitarian Missions in Greece and abroad (<i>Lebanon</i>)
			➡
			<ul style="list-style-type: none"> • Beneficiaries:..... 25,643 • NFIs: 85,923

IN SUMMARY



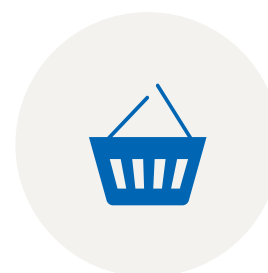
€ 2,850,964

EURO



34,655

PEOPLE



101,086

ITEMS

MAIN ACTIVITIES 2018 – 2020

1. HEALTH CARE AND PSYCHOSOCIAL SUPPORT IN THE COMMUNITY (COMMUNITY BASED)

Médecins Du Monde – Greece provides **comprehensive health care and psychosocial support services** to vulnerable populations and individuals through the permanent structures of Open Polyclinics. They apply horizontally the method of **Case Management**, which is an in-depth process that allows the proper framing and monitoring of the cases examined, in accordance with the legislation in force. Through the operation of the Polyclinics, Médecins Du Monde – Greece adapt the support provided to the needs of each case, thus offering better prevention and more targeted and effective assistance. The Open Polyclinics operate with the daily presence of a general practitioner, a paediatrician, a social worker, a psychologist, interpreters and intercultural mediators, as well as with the support of volunteer doctors of other specialities. The Open Polyclinics also operates a **Check-Point** so that people can undergo rapid diagnostic tests and receive appropriate counselling and awareness-raising about HIV/AIDS.

2. MOBILE AND FLEXIBLE HEALTH SERVICES AND HARM REDUCTION

Despite the existence of stable inclusive health structures, coverage of care is still becoming difficult for particularly vulnerable people such as the homeless, drug addicts, etc. For this reason, Médecins Du Monde operates **mobile health units with the aim of providing direct care for these individuals and harm reduction**. Médecins Du Monde has a well-established **permanent and technically competent scientific and technical staff** who ensure both the linkage of the beneficiaries with all other active services of Médecins Du Monde and the **referral and linkage** with complementary medical services and the NHS. The flexibility of mobile units also offers the possibility of **immediate response to emergency situations, which often require short and intensive, supportive actions**.

3. EMERGENCY AND SAFE ACCOMMODATION

Médecins Du Monde, based on 20 years of experience in the reception and housing of vulnerable groups and the recent know-how from the "Homeless Shelter" in Athens, supports together with the Municipality of Athens the operation of the **Multifunctional Homeless Centre of the Municipality of Athens**. The participation of Médecins Du Monde to its support consists of the provision of services, the allocation of staff, volunteers, and the provision of equipment as well as technical guidance.

Médecins Du Monde also operate an **intermediate accommodation and full-day living facility for women asylum seekers and their children**. A prerequisite for the successful accommodation of each beneficiary is the elaboration of an **individualised plan of care**, in cooperation with the facilities social workers and staff, which specifies the appropriate services and referrals for each individual case (*Case Management*). As part of this **holistic** approach, specific internal procedures and **"Duty of Care"** policies and procedures are followed, as well as specific protocols for **protection from sexual exploitation, abuse and harassment (PSEAH)**.

4. STRENGTHENING RECEPTION AND INTEGRATION OF ASYLUM SEEKERS AND REFUGEES IN GREECE

Médecins Du Monde has had a **continuous presence on the island of Lesbos since 2011**, as well as in 18 other refugee reception centres, having established a *modus operandi* that supports both the Asylum seekers and the local community.

5. CLAIM AND DEFENSE OF HUMAN RIGHTS

Médecins Du Monde's approach to social change and the protection of fundamental human rights is holistic. **Advocacy for human rights** permeates horizontally throughout all of the organisation's activities. This approach consists of a thorough and regular process of advocacy for the rights of the most vulnerable populations, whose own capacity for self-expression and defence over these rights is limited. Médecins Du Monde seek to assert and protect the fundamental rights of their beneficiaries, both through their continued presence in national and local working groups such as:

- Refugee Protection
- Children's Rights on the Move
- Protection of Rights of Migrants in Rights of Children
- Mental Health
- Rights of the Homeless
- People who use drugs

As well as through their active participation in national and international networks of Civil Society Organisations, such as:

- Network for the Right to Shelter and Housing
- European Network of National Associations for Homelessness (*FEANTSA*)
- Inter-Agency Meetings
- Athens Municipality Coordination Group
- Athens Coordination Centre for Migrants and Refugees (*ACCMR*)

SWOT ANALYSIS

STRENGTHS

- Well known organization
- Continuous operation for 30 years
- Operational capacity & emergency response
- Well established co-operations
- Credibility & advocacy towards stakeholders

OPPORTUNITIES

- Systematic response to increasing needs
- Implementation of new long scale projects
- Knowhow in specific areas and initiatives
- Support and knowledge transfer capability
- Ability to support the National Healthcare System

WEAKNESSES

- Lack of sustainable state's funding
- Limited Opportunities for Operational Funding
- Specific project restricted funds
- Basic promotion via mass media tools
- Small scale mass fundraising actions

THREATS

- Difficulties in Greek economic environment
- Challenges for the continuations of all project
- Small scale Social Responsibility Opportunities
- New waves of C19 pandemic
- Insufficient space and hate rhetoric against NGOs

INTERNAL ENVIRONMENT: STRUCTURAL AXES

On the basis of the above analysis, the organization is interested and plans to further develop its strengths and assets, capitalizing on opportunities, remedying weaknesses and addressing potential risks and threats. Following the SWOT analysis, which distinguishes between internal and external factors, Médecins du Monde divides and categorizes its strategic objectives into issues relating to the internal environment, i.e. the structure of the organization, and thematic priorities relating to the external environment i.e. the organization's action in the field.

INTERNAL ENVIRONMENT – STRUCTURAL AXES



OPTIMIZING GOVERNANCE, MANAGEMENT AND ADMINISTRATION



BOOSTING COLLABORATIONS AND NETWORKING FOR NATIONAL AND INTERNATIONAL PROGRAMMING



NUTRURING ORGANIZATIONAL GROWTH



OPTIMIZING COMMUNICATION – ENHANCING WATCHDOG ROLE AND ADVOCACY EFFORTS- REPRESENTATION AND POLICY MAKING

GOVERNANCE AND ADMINISTRATION

HUMAN RESOURCES (HR)

Looking to the continuous **improvement of the quality** of its programs and actions, the organization focuses on human resources and -new- tools that further ensure the quality, **transparency and accountability of the actions both to the sponsors and to the general public and -mainly- the beneficiaries of the action themselves.**

Specific (*written*) **policies and procedures** are followed by MdM in relation to **Human Resource Management** while the effectiveness of the strategy (*HRM*) of the organization, as well as the degree to which it is integrated, complies and follows the procedures as defined by international HRM standards and are being evaluated on a regular basis, through **financial and program risk analyzes.**

In general, there are two **overarching strategies** of the organization in relation to human resource management:

1. PEOPLE ARE THE ORGANIZATION, HUMAN RESOURCES ARE INVESTMENT

➡ The organization invests in further training and capacity building at a horizontal level

2. THE RIGHT TO COMPLAINT

➡ The lessons learned from the corporate space and the ecosystem of Civil Society, demonstrate the urgent need for bodies to have clearly formulated, user-friendly and functional grievance mechanisms that ensure the appropriate level of confidentiality and protection of those harmed in any way during the performance of their duties. Witnesses of labor violations that are human rights violations are considered to always act in good faith. In this sense, the national and international Human Resources Management system should guarantee the proper treatment of witnesses and / or complainants, provide protection and moral support to victims, and provide appropriate tools and methods to enable them to examine thoroughly and fairly and ultimately judge the matter. As a result, NGOs are required to have national and global knowledge and expertise, legislative frameworks, etc., and to be "proactive" in dealing promptly and effectively with unfair and effective labor and human rights violations.

At the level of Governance and Management, the organization promotes, supports and implements a culture of **institutional memory** in order to inspire and mobilize old and new members.

In addition, Médecins Du Monde invests – to the extent that the financial situation of the organization allows it – in the **modernization of their tools** and procedures in order to upgrade their quality and transparency. Further development and stabilization of resources for this purpose is necessary.

BOOSTING COOPERATION

The idea of cooperation is at the core of the organization, which is an autonomous, independent and equal member of the International Network of MdM consisting of 17 national chapters. The participation of the Greek delegation in the international family of MdM strengthens the **public discourse** of the organization and the **impact of actions at international level**. MdM collaborate with a variety of local, regional, national and international bodies and organizations and also participate in (*coordinating*) platforms at national and international level. The axis of collaborations and networking at European level is crucial in terms of maximizing the impact of the organization's actions and requires additional (*financial*) investment over a period of three years.

ORGANIZATIONAL DEVELOPMENT AND GROWTH

The business strategy of Mdm-Greece is based on high quality interventions at the community level (*community-based*), innovation and investment in people. Also, expanding and operating in the international environment is a one-way street for an organization that wants to maintain its leadership role in a rapidly changing ecosystem of global civil society, where resources are shrinking, leading to an increasing competition. A VRIO analysis, which highlights the competitive advantages of the organization, is presented below:

VRIO Table	Value	Rarity	Inimitability	Organization
ORGANIZATIONAL RESOURCES / MEANS AND OPPORTUNITIES				
Strategic location and international orientation	●			
Research and Innovation	●	●	●	
Effective and fast interventions	●			●
Investing in technology and digital transition	●			●
Development Opportunities	●			●
COMPARATIVE ADVANTAGES				
History and Institutional Memory	●	●	●	●
Famous "brand"	●	●	●	●
Strategies and possibilities of different actions and programs	●	●	●	●

(Slideshare.net, 2012. Rancord Society, 2019 and Scribd, 2019).

VRIO ANALYSIS – NARRATIVE:

As part of an international network, MdM have an -internationally- strong **brand name**. Even more important is the fact that as a member of an international family they can "borrow" but also co-create **additional know-how** and **good practices** together with the other members of the organization. MdM can also draw on **institutional memory**, past **successes** as well as **failures translated into learning** from their international network. Enhancing the viability of the organization, the network finally offers opportunities for joint action and programs in the field which can enhance not only the resources but also the coverage of the needs of the beneficiary populations served by the MdM.

MdM is primarily a **humanitarian, medical organization** which, however, has expanded to other, complementary fields of action by designing and implementing **multidisciplinary programs** on topics such as racism and xenophobia (*Enough Project*), Gender-based violence (*EmpowerRef Project*) et al. As a humanitarian, medical organization, it must **capitalize on its experience** by enhancing the **quality** of its services, thus increasing its scope (*coverage*) in view of the increased needs of the populations it serves. Building on the solid foundations of the past, it has the opportunity to proceed with **research** and **innovation** by investing in the **knowledge of its executives** and seeking new collaborations that will **renew** it and **strengthen** its relevance.

One of the most characteristic features of MdM-Greece, almost synonymous with the identity of the organization, is the emergency response in the field to domestic and international disasters. **Urgent missions** are also the bulk of the organization's **visual material** which has a unique relevant archive. Public appeals of the body for solidarity and contribution as well as the consequent mobilization of institutional and private donors in these crises are tools to strengthen the **resources** and the **public image** of the organization and therefore a valuable strategic advantage to be exploited.

EXTERNAL ENVIRONMENT: THEMATIC PLANNING AXES

THEME FIELDS



ENVIRONMENT AND VULNERABLE POPULATIONS



REFUGEES AND MIGRANTS



HEALTH AND PROTECTION OF MOTHER AND CHILD



CAPACITY BUILDING - INTEGRATION AND INCLUSION



DIRECT RESPONSE TO EMERGENCIES

ENVIRONMENT AND VULNERABLE POPULATIONS

Ensuring a continuous, **reasonable and efficient framework for the operation of the Poly-clinics** will strengthen both the existing health coverage provided to vulnerable and socially excluded populations by Médecins Du Monde, and the pursuit of Universal Health Coverage. **Activating the community** through the active participation of its members is also a key priority, as well as .

Environmental injustice expressed through poor/sub-standard living conditions, unhealthy environment, is a key determinant of poor health for both the individuals and the society at large. The link between environmental injustice and poor health characterises the vulnerable groups we care for, creating physical health, wellbeing and mental health problems both at an individual level and in *(their)* personal and social lives. Furthermore, the majority of the vulnerable people we serve remain largely excluded from the public health system and unable to access private practitioners due to cost, or actively claim better living conditions.

Environmental injustice and the poor personal health and hygiene associated that are closely related to it, pose a **direct risk to public health** in situations such as the Covid-19 pandemic and constitute a **violation of human rights**. The organisation's three-year target and strategy is:

- To link more closely the "health and environment" sectors by creating interdisciplinary networks, alliances, voluntary groups, etc. that will work in innovative ways on waste management and circular economy applications, thus contributing to the reduction of the environmental footprint at local level.
- To foster a culture of waste management among young people and health professionals
- To communicate more intensively the message "Health and environmental justice for all" (*especially*) among young people and health professionals.

REFUGEES AND MIGRANTS

MdM-Greece has the managerial competence and ability to develop targeted interventions for the care of asylum seekers and refugees both in reception centers and in alternative forms of housing. At the same time, they carry out awareness actions and prevention measures for the local communities, where the reception structures are located. Always defending the **right of third-country nationals to decent living conditions, basic services and a safe asylum procedure**, in cooperation with the relevant authorities and local partners. The relevant actions are planned to be continued and strengthened not only on the basis of undeniable need but also as a **counterweight to the prevention policies** implemented in Greece and Europe.

MOTHER AND CHILD – HEALTH AND PROTECTION

Following the thematic priorities of the International Network of MdM which enhance the overall impact of the organization's actions, MdM-Greece focuses not only on Health but also on Mother-Child Protection through an approach that emphasizes **sexual and reproductive health**. Maternal Health is also an **"entry point"** in **other topics** such as **Gender Violence** but also is the most important **risk of discrimination based on gender and age**.

CAPACITY BUILDING – INCLUSION AND INTEGRATION

MdM-Greece hopes to articulate as soon as possible a **human rights claim** by maintaining a stable operational and human presence **alongside** vulnerable communities, where they can **understand and listen closely** to their needs and concerns, as well as their **broad dimensions of social exclusion** that these individuals experience. MdM-Greece is already working and will continue to work for three years **"together" and not "for"** the vulnerable populations that serve a common path of finding solutions and improving their daily lives. In this regard, MdM-Greece need to plan and explore **new, innovative ideas and programs that empower** the most vulnerable fellow human beings with the aim of **reducing inter-communal tensions, bridging differences, integration and inclusion**.

Over the course of three years, MdM-Greece want to contribute to the **redefinition of citizen participation in the community** by helping citizens and organizations to be active in the city, in the workplace, etc. with the aim of **improving their living conditions**. The strengthening and prioritization of the **"digital reform"** through the planning of relevant actions is therefore in the priorities of the organization along with the maintenance and strengthening of its existing action in the schools of the country (*presentations*).

EMERGENCY RESPONSE

Traditional and well-known part of MdM-Greece's action, the **emergency missions** is an integral part of the organization's action. What is a new phenomenon, however, is the **frequency and intensity of natural disasters** that occur in our country and on the planet as a result of **climate change**. MdM-Greece remains on the side of the victims and maintain their ability to respond to emergency disasters within the territory within **48-72 hours** in cooperation and agreement with local and national authorities as well as the local communities. Over the course of three years, MdM-Greece will continue to enhance their ability to intervene in emergency disasters by renewing and expanding the composition of their teams with new field staff and trained volunteers. Further training of staff and volunteers as well as acquisition and familiarization with new, relevant tools and methods are necessary for the development of this thematic axis. The pursuit of new collaborations with local communities as well as the contact with the newly established Ministry of Civil Protection in the context of preparedness and risk reduction – topics in which MdM-Greece has undoubtedly added value due to their previous experience – should therefore be in the immediate plans of the organization.

PLANNED ACTIVITIES

REINFORCEMENT OF THE CONTINUOUS AND UNINTERRUPTED OF OPEN POLYCLINICS IN ATHENS AND THESSALONIKI

CONTINUATION OF THE OPERATION OF MOBILE HEALTH SERVICES FOR THE ISOLATED PEOPLE AND THE REMOTE POPULATIONS IN THE GREEK TERRITORY

ENVIRONMENTAL FOOTPRINT AND WASTE MANAGEMENT MEASUREMENTS IN THE PROGRAMMES OF THE MDM-GREECE

CONTINUATION OF THE INTERVENTIONS TO PROTECT HOMELESS PEOPLE, TO PREVENT INFECTIOUS DISEASES AND TO PROMOTE HARM REDUCTION IN THE URBAN AREAS IN ATTICA AND CENTRAL MACEDONIA

EXPANSION OF THE OPERATIONAL PRESENCE IN REGIONAL GREECE

PROTECTION OF THE RIGHTS OF THE PERSONS WITH DISABILITIES, WITH EMPHASIS GIVEN TO ELDERLY

EMPOWERMENT AND PROTECTION OF VULNERABLE WOMEN

EMPOWERING AND STRENGTHENING THE INTEGRATION OF ROMA PEOPLE IN GREECE

INCREASING SOCIAL AWARENESS THROUGH EDUCATION OF THE STUDENT COMMUNITY

SOCIAL HOUSING FOR THE HOMELESS PERSONS AND VULNERABLE CASES OF ASYLUM SEEKERS

2022 ○

- **IMPLEMENTATION** | MANAGEMENT TEAM AND FIELD TEAMS
- **INTERIM EVALUATION** | SENIOR MANAGEMENT
- **ANNUAL REPORT AND ANNUAL EVALUATION**
BOARD OF DIRECTORS AND ANNUAL GENERAL MEETING

2023 ○

- **IMPLEMENTATION** | MANAGEMENT TEAM AND FIELD TEAMS
- **INTERIM EVALUATION** | SENIOR MANAGEMENT
- **BIANNUAL REPORT**
OUTGOING BOARD OF DIRECTORS/GENERAL ASSEMBLY /
ELECTION OF THE NEW BOARD OF DIRECTORS = CONTINUATION
OR ADJUSTMENT OF PLANNING AND OBJECTIVES

2024 ○

- **IMPLEMENTATION** | MANAGEMENT TEAM AND FIELD TEAMS
- **INTERIM EVALUATION** | SENIOR MANAGEMENT
- **ANNUAL REPORT AND ANNUAL EVALUATION**
BOARD OF DIRECTORS AND ANNUAL GENERAL MEETING

2025 ○

- **IMPLEMENTATION** | MANAGEMENT TEAM AND FIELD TEAMS
- **INTERIM EVALUATION** | SENIOR MANAGEMENT
- **BIANNUAL REPORT**
OUTGOING BOARD OF DIRECTORS/GENERAL ASSEMBLY /
ELECTION OF THE NEW BOARD OF DIRECTORS = CONTINUATION
OR ADJUSTMENT OF PLANNING AND OBJECTIVES

* Médecins du Monde Board of Directors, elected by the General Assembly, has a two-year term of office. It meets on a monthly basis as part of the democratic governance of the organisation and the systematic monitoring of the implementation of the objectives of the organisation's strategic plan. In the current multi-year strategic plan, it is estimated that the Board of Directors will hold at least 55 monthly meetings. The General Assembly meets on an annual basis as well as in exceptional circumstances. It is estimated that the General Assembly will meet at least 6 times during the period of implementation of the multi-year plan 2022-2025.

RISKS – CHALLENGES AND MITIGATION STRATEGY

RISKS – CHALLENGES	POSSIBILITY	IMPACT	PROPOSED RISK-MITIGATION MEASURES
Restrictions measures and traffic bans due to Covid-19	High	Low	Implementation of the preparedness plan by expanding the already immediate measures of shielding the structures and the personnel. Strict Implementation of the public health protocols and the Recommendations of the National Public Health Organization and competent bodies
Inability to find suitable and sufficient staff and / or volunteers	Low	High	Utilization of the already established "reservoirs" of staff and volunteers in accordance with the current Human Resources policy of the organization. Readiness to announce and publish an invitation to hire new staff and volunteers.
Inability to find European institutional funding/resources	High	Moderate	Cultivation of transnational and national partnerships. Contact and communication with specialized consulting companies. Start of a cycle of meetings with EU representatives in Greece. Round of meetings in Brussels and cooperation with the MDM International Network at EU level.
Inability to find private funding/resources	Low	High	Targeted communication and meetings with representatives of CSR and Institutions in Greece. Frequent participation and presence in CSR events and acquaintance of Institutions with the Civil Society sector. Strengthening the communication department and emphasis on promoting the activities of the organization.
Inability to find "unearmarked" funds	High	Moderate	Design a systematic crowd-funding plan. Enhancing the presence of the organization on Social Media.
Inability to properly manage institutional and private resources	Low	High	The organization has a clear internal policy of zero tolerance for corruption and fraud. Informing Members of the Board of Directors and the General Meeting, Implementation of sanctions, and reorganization and consolidation plan for good and transparent operation of the organization

RESOURCES

PEOPLE

MdM-Greece maintains an average of 100 paid staff and a network of ~350 active volunteers. These numbers multiply in times of crisis with MdM's paid staff exceeding 500 people at the peak of the recent refugee crisis. The organisation's aim over the next three years is to close this gap while rationalizing the job profiles of its staff. Beyond numbers, the organization aims to attract and retain quality human capital, i.e. people with multiple skills, by enhancing individual and team initiative.

FINANCIAL

MdM-Greece has an annual financial cycle of X ~ 3,000,000 and a diversified donors' portfolio which includes institutional donors (e.g. *NSRF, EU*) foundations and smaller private donors. This enhances the sustainability of the organization in the long term by minimizing the risk involved in other types of portfolios which, for example, rely on a few, large donors.

Over a three-year period, the organization aims to maintain and increase its portfolio of donors in the following ways:

- Strengthening the quality of its partnerships and its technical expertise in order to attract more European institutional funds
- Strengthening its programmatic innovation in order to attract new donors and partners (e.g. *foundations*)
- Strengthening its knowledge of corporate social responsibility (*CSR*) issues and its relationship with the private sector

MEASURABLE OBJECTIVES AND KEY PERFORMANCE INDICATORSΣ (TWO-YEAR CIRCLE)

STRUCTURAL AXES & THEMATIC PRIORITIES	ENVIRONMENT & VULNERABLE POPULATIONS	REFUGEES & MIGRANTS	MOTHER & CHILD	EMPOWERMENT – CAPACITY BUILDING & INTEGRATION	EMERGENCY RESPONSE
AXIS 1					
Optimizing Governance, Management and Administration	Digital Transformation of Project Management Procedures:			Organizational Growth – Info and knowledge sharing	Shaping (new) strategy on Digital Crowdfunding
	<p>APPROXIMATE 2-YEAR OBJECTIVE: 80% of activities implemented through digital tools</p> <p>APPROXIMATE 2-YEAR OBJECTIVE: 80% of activities implemented through digital tools</p>			<p>APPROXIMATE 2-YEAR OBJECTIVE: 80% of departments implementing advanced digital tools</p>	<p>APPROXIMATE 2-YEAR OBJECTIVE: 80% of projects implementing digital crowdfunding tools</p>
AXIS 2					
Boosting Collaborations and networking for national and international programming	Collaborations with local and national authorities	Participation in local and national advocacy for a/networks/platforms	Scaling up collaboration with the Mdm International Network that also prioritizes Mother & Child Healthcare	Participation in international for a, platforms and alliances	Sustaining and increasing relations, synergies and collaboration with international organizations (e.g. UN – UNHCR, IOM, ICRC etc.) by the end of 2025
	<p>APPROXIMATE 2-YEAR OBJECTIVE: 80% of activities implemented through digital tools</p>	<p>APPROXIMATE 2-YEAR OBJECTIVE: 80% of activities implemented through digital tools</p>	<p>APPROXIMATE 2-YEAR OBJECTIVE: 80% of activities implemented through digital tools</p>	<p>APPROXIMATE 2-YEAR OBJECTIVE: 80% of activities implemented through digital tools</p>	<p>APPROXIMATE 2-YEAR OBJECTIVE: 80% of activities implemented through digital tools</p>

AXIS 3					
Nurturing Organizational growth	New projects – alternative and innovative approaches			Inclusion of refugee and migrant communities <i>(volunteers/personnel)</i>	Strengthening expertise, quality and speed of response
	<p><i>[Blurred text]</i></p>			<p><i>[Blurred text]</i></p>	<p><i>[Blurred text]</i></p>
AXIS 4					
Optimizing Communication – Enhancing watchdog role and advocacy efforts – Representation and Policy Making	Advocacy for Environmental Justice and Universal Health Coverage (UHC)	Advocacy and human rights defense for refugees and migrants	Advocacy in support of women and children protection	Regular and increased positive messaging and dissemination regarding inclusion, integration, empathy and solidarity	Media Promotion of MDM-Greece Emergency Response
	<p><i>[Blurred text]</i></p>	<p><i>[Blurred text]</i></p>	<p><i>[Blurred text]</i></p>	<p><i>[Blurred text]</i></p>	<p><i>[Blurred text]</i></p>



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EN ISO 9001:2015

Registration number of Certificate
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