

Application form: Partnership Development

1. Basic Information

Activity information	
Activity title	Partnership development project: Learning to be in an international partnership
Applying DUF member organisation(s)	IMCC ME
Partner organisation(s)	IFMSA-Jo
Activity locality	Denmark
Activity period	October 8.-17. 2020
Amount applied for (max 50.000 DKK)*	39.495 DKK

* Up to 100.000 DKK, if there is 50% self-funding of all expenses exceeding 50.000 DKK

Summary of the project

This partnership development project will be an important opportunity for the volunteers in each project group to meet, and increase their knowledge on what it means to engage in an international partnership. Due to cultural differences between the partner organisations and the amount of new volunteers in both groups, there is a significant need for matching our expectations to each other in regards to our respective roles in the partnership and our pilot project. Therefore, we wish to address our current problems by conducting activities to further our understanding of each other's organizations, cultures and political contexts, as well as our mutual understanding of the partnership and our project, to ensure the sustainability of our partnership.

2. The Partners

The Danish member organisation

2.1 Vision and work of the Danish member organisation

IMCC is a non-profit student, volunteer-based organization with the vision "To create a fair world, in which all have equitable access to health, and are physically, mentally and socially healthy." IMCC is governed democratically and composed of a national board, six regional boards (Aalborg, Aarhus, Copenhagen, Esbjerg, Odense, Roskilde), approximately 25 activity groups, and a secretariat with one full time employee and one student assistant. IMCC has approximately 1800 members working voluntarily in the different activities all aiming to reach the above-mentioned vision. These activities are divided into four groups; International Exchange programs, Education and Information, Society and Debate and Development and Aid. Our project is situated under Development and Aid, and as such we are, along with the other 10 international partnership projects in IMCC, part of a collaborative called "the Green Group". This collaborative is a great opportunity to gather knowledge with and through other IMCC activities, share this knowledge and do workshops together.

As IMCC's vision is not only focussed on the national scale but on an international scale, we see a great need to continuously improve and learn from our international partnerships. This is why it is relevant for IMCC ME as a group and for the IMCC Green Groups in general, to develop the partnership with IFMSA-Jo, as it will not only benefit the groups' volunteers and our current pilot project, but also contribute to IMCC's knowledge on international partnerships in this specific region.

2.2 The capacity and experience of the Danish member organisation

IMCC is a member of the umbrella organization “International Federation of Medical Students’ Associations” (IFMSA) and has carried out numerous international projects. Several of these projects have been funded by the International Pool at DUF, such as IMCC Tamida, IMCC Palestine, IMCC Nepal, IMCC IMUNZI etc. Currently IMCC has 10 active international partnerships. Through these and previous projects, IMCC has extensive experience and capacity in planning, conducting and monitoring partnership projects. Therefore, the Danish project group has access to people with vast experience in capacity building, cultural cooperation, project implementation and health campaigning. The Danish project group IMCC ME currently consists of 4 motivated and active volunteers. The group represents different levels of IMCC experience and different areas of studies such as Medicine and Anthropology. The group has elected a national activity coordinator, who is responsible for coordination and communication between the partner organisations. The group has also elected two national activity treasurers, responsible for financial matters in cooperation with the other partner organisation’s corresponding treasurers. Furthermore, the group has elected a person who is responsible for the communication and knowledge sharing with the other international development projects within IMCC. This is described further in 2.3. The structure of the Danish project group is flat; thus, all members of the group interact in an equal relationship with an equal vote.

2.3 Learning and anchoring of the project in the Danish member organisation

IMCC has developed an organisational structure that permits and encourages knowledge-sharing on a national level (through meetings between activity leaders and seminars) and between the 4 types of activity groups. All IMCC activities under “the Green Group”, meet at 2-3 online meetings and 1 physical meeting every semester. The last two years one of the physical meetings have been in the form of a weekend seminar where each group could present their ongoing projects and receive feedback. This has enhanced the collaboration and knowledge-sharing between the activities tremendously. These meetings also provide the project groups with grounds to work strategically with joint volunteer recruitment and skill enhancing trainings. IMCC has gained tremendous cultural insight from each of its international projects. Therefore, IMCC ME hopes to achieve a similar level of knowledge of the Jordanian culture, history and health challenges through both our pilot project and this proposed partnership development.

The partner organization

2.4 Vision and work of the partner organization

IFMSA-Jo was established in pursuit of providing a platform for medical students to harness their skills and unleash their hidden potential. IFMSA-Jo is guided by the vision of serving our community and reinforcing the Jordanian national health through igniting and uniting the knowledge and potentials of medical students. The mission is to serve society and medical students in Jordan by empowering our members in using their knowledge and capacities, providing a link between members, medical students associations, and national and international organisations to encourage the cooperation between them for ultimate benefit for society.

IFMSA-Jo is recognized as a Non-Governmental Organization (NGO) within the Jordanian Associations System, and now has approximately 5000 medical students registered in it. The partnership with IMCC ME is a great chance to improve the work of IFMSA-Jo and strengthen the organisation’s capacity in regards to carrying out an international partnership. The impact we do in the community through targeting the topics of children’s health is essential and will make a great improvement in the lives of Jordanian children and the broader community. Therefore, it is important to continuously increase our knowledge on partaking in this partnership.

2.5 The capacity and experience of the partner organization

IFMSA-Jo has vast experience in conducting projects on both local and national level, such as “Here I Am”, a national project about mental health and “The Warmest Winter”, a project that collected clothes and donations for refugees, elderly abuse projects and medical missions in refugee camps. With a very organised structure and many volunteers, IFMSA-Jo has a big capacity and despite not having previous experience in conducting international projects, we are highly motivated for being in and learning from this partnership. Our pilot project is a part of a national program in IFMSA-Jo, under the work of the standing committee on human rights and peace, and is held as other national projects with all standing committees as a part of it. As any other project in IFMSA-Jo, a team of volunteers has been democratically selected as the Organising Committee (OC) for our project. The management of this project will be the responsibility of the OC, led by Mr. Hamza Alkhashashneh. This group is a part of the joint project between IFMSA-Jo and IMCC ME, which is a branch of the Standing Committee on human Rights and Peace (SCORP). The OC consists of twelve members and is divided into sub-groups as the following: A financial team, a training team, a logistics team, a creative team, a social media team and a feedback and evaluation team. Each team has a team coordinator. Our team of twelve OC members contains some of the most experienced members of IFMSA-Jo, others with average experience, and, as always, new members with little experience (a policy used by IFMSA-Jo to insure that our experiences are passed on to newer generations). The delegates for this partnership development project will be chosen from these twelve members as described in section 4.

2.6 The structure and the organisation of the Partner Organisation

IFMSA-Jo is a non-profit organization with a democratic structure based on volunteerism. We work to improve the health in the Jordanian society and the only requirement to be a volunteer in IFMSA-Jo is to be a medical student. IFMSA-Jo pursues its aims without political, religious, social, racial, national, sexual or any other form of discrimination. Our National Federation promotes humanitarian ideals among medical students because we seek to contribute to the creation of responsible future physicians. The National Federation respects the autonomy of its members. All operations within IFMSA-Jo shall be guided by the National Federation’s core values which are: a. Honesty b. Transparency c. Mutual Respect d. Equity e. Cooperation. All members of IFMSA-Jo have the right and ability to join any project held by IFMSA-Jo. For any activity held, a call for an Organising Committee (OC) is opened for all IFMSA-Jo’s members, and a democratic selection process ensures the best team to start working on the activity.

IFMSA-Jo takes gender equality seriously and we work to ensure an equal distribution of genders across our team of officials, organising committees, and volunteers selections in any activity held. We work towards reaching a 50:50 distribution of the genders, however this can be difficult to achieve in reality due to the distribution among the applicants. We also always try to include geographic distribution in our volunteers to give a fair chance and presentation of all layers of the society.

IFMSA’s work is built and executed through six Standing Committees: Standing Committee on Public Health (SCOPH), Standing Committee on Medical Education (SCOME), Standing Committee on Research Exchange (SCORE), Standing Committee on Professional Exchange (SCOPE), Standing Committee on Human Rights and Peace (SCORP) and Standing Committee on Reproductive health and AIDS (SCORA). Each standing committee has a national officer responsible for it, a local officer in each of the local committees, as well as a number of members in the standing committee.

The executive board members (EB) is composed of a president, 3 vice presidents (for activities, for members, and for external affairs), a treasurer, and a secretary general. Almost the exact same structures can be found in each of the standing committees. The elections take place each one year, in a national gathering assembly in September. Each year a new national team of officials are elected by the local committees. As mentioned before, a team of an organizing committee is selected and divided into smaller task specific sub-teams, these teams always include a team for the evaluation and impact assessment of the activity. This team is responsible for collecting data and documenting every step from A to Z, problems faced and how they were overcome, numbers of people attending or targeted by the activity, and feedback is almost always taken from the targeted groups. We document all the data and report accordingly to the national database of IFMSA-Jo.

2.7 Learning and anchoring of the project in the partner organisation

IFMSA-Jo has a planned and well-organised system to ensure the experiences and skills learned from activities are documented and transformed to new members in the best way possible. First of all, every activity must be approved by

the executive board, documented, followed up, and reports must be written after the activity to ensure the impact done by that activity is according to IFMSA-Jo's standards. These documented files are all saved and used to analyze the activities done and to learn from any problems we have faced during the activity. During every structural change in IFMSA-Jo, a "hand-over" period is used to give the new position holders a chance to meet with the former ones, exchange experiences, highlight specific points that need to be followed up, and to insure at least the same level of professionalism in work by the new members.

Every year tons of activities are done in IFMSA-Jo to give new members a chance to learn the skills and experiences of those who worked before. This will keep these experiences in IFMSA-Jo and will give its members the possibility of bettering and adding to them. This is also how we wish to approach this partnership development project, to ensure that the learnings and outcomes of it will be anchored in IFMSA-Jo, to improve our chances of continuing the partnership and/or creating new international partnerships in the future.

Partnership and cooperation

2.8 Previous cooperation

IMCC ME contacted IFMSA-Jo through email and in January 2018 IMCC ME had two delegates in Jordan on a partnership identification trip. After this, IMCC ME and IFMSA-Jo decided to enter into a partnership together, as we matched in terms of our organisational ideals as well as our core values and visions. Generally, IMCC have great experiences working with other National Member Organisations (NMOs) of IFMSA when doing projects in development countries, e.g. IMCC Global partnership with MSAKE in Kenya and EMSA in Ethiopia, and IMCC Rwanda with MEDSAR. We initially entered into this partnership with a goal of forming a project targeting the stigma surrounding mental health, which was our focus on the partner identification in 2018 and on the partnership development seminar held by DUF in 2018. On the seminar two delegates from IFMSA-Jo attended along with two delegates from IMCC ME. However, due to challenges in communication, the project came to a standstill for a period. After regaining contact, we conducted a preparatory study in August 2019, where the idea for a project on children's health and rights came up. During the preparatory study two delegates from IMCC ME worked with members of IFMSA-Jo to further develop our ideas for the project and work on the application for a pilot project which we were granted in December 2019.

As this description shows, our partnership has a long history during which we have been able to learn a lot about each other and identify differences between our organisations and cultural approaches. We have had problems with communication and structural changes in IFMSA-Jo as well as problems regarding the transfer of money to Jordan and many other practical obstacles. Nevertheless we are proud of having worked persistently to obtain our pilot project and we wish to make sure it will be a success.

We see a need for conducting a partnership development together even though we have gone through many of the basic steps to get to know each other's organisations and to establish methods for collaborating. Since it has taken us a long time to get to this point, many of the volunteers who initially took part in these activities are no longer members, and new ones have joined instead. Furthermore, the OC in Jordan was not established until January 2020. Therefore, there is a need to go back to basics in regards to our partnership: all the new volunteers in both groups need to be introduced to the original ideas behind creating this specific partnership.

We categorise our partnership in the following terms:

Strengths: IFMSA-Jo is an experienced organisation with several successful projects. As local citizens they are experts on the local context and culture. IMCC ME is a group with various competences and they can draw on the knowledge from the Green Group to help develop our partnership.

Weaknesses: Our previous weakness has been the fact that our communication has been dependent on one person in IFMSA-Jo. We now have the OC in Jordan as well as the IMCC ME group in Denmark, but most members in both of these groups are inexperienced in working with each other and in international partnerships in general. Furthermore, it is our experience that much of the knowledge around this partnership is currently dependent on few of the more experienced members, which is problematic.

Opportunities: IFMSA-Jo and IMCC ME are both very established and experienced organisations. There are good opportunities for us to learn from each other through this project in order to enhance our partnership for the benefit of our pilot project, which we are highly motivated to develop and run.

Threats: The most prominent threat right now is the global COVID-19 pandemic, which has and still is affecting both Jordan and Denmark. While the coronavirus has halted most of the activity in our pilot project we also see it as a risk that it will be an obstacle to this partnership development project.

2.9 Perspectives of the cooperation

Our organisations match each other well with our visions and core values. As described in sections 2.1 and 2.4 both IFMSA-Jo and IMCC ME are very established and experienced organisations with great capacities for carrying out projects regarding health campaigning. IMCC ME has great resources and organisational strengths, including access to educational material and experiences from “the Green Group”. IFMSA-Jo has a great number of volunteers and a very structured organisation including systems for monitoring and evaluating projects. However, IFMSA-Jo does not have previous experience of working in international partnerships, while the IMCC ME group does not have knowledge of the political and structural context in Jordan. This has affected our communication and created misunderstandings. In order to combat these problems, we have created an extensive Partnership Agreement (see annex 1) which has helped pave the road for our current pilot project as it has established better lines of communication between us.

3. Preparation and analysis

Project background and preparatory process

The idea for a partnership development project emerged in collaboration between IMCC ME and IFMSA-Jo, as it is our common experience that the new volunteers do not have a proper understanding of the partner organisation. The problem analysis and the ideas for activities were generated by both IMCC ME and IFMSA-Jo through an online meeting with 13 members participating. The process of writing the application has mainly been carried out by IMCC ME members.

When we discussed the best place to conduct the partnership development project, both groups thought it would be immensely beneficial to have the project in Denmark. While the Danish group has had several trips to Jordan, the two Jordanian delegates who took part in the DUF partnership seminar in 2018 are no longer part of the project. Therefore, members of IFMSA-Jo will benefit from meeting IMCC and gain a better understanding of the organisational structure as well as the Danish organisational culture.

Since the beginning of the partnership, we have learnt that because of cultural differences and the fact that both partners come from well established organisations, we have very different ways of working and communicating. While we have come a long way in addressing these issues, the amount of new volunteers in our project groups makes it important for us to make sure everyone has the same level of knowledge of our partnership and of our previous agreements and insights. We believe that to build a foundation for a long lasting partnership, both partners need to learn how to better communicate and work with each other, and how to properly match each other's expectations of a partnership.

In January 2020 a project visit was conducted in Jordan, where we started planning the implementation of our pilot project. However, around the beginning of March 2020, the global COVID-19 pandemic caused almost all project activity to stop. During the pandemic, IMCC ME and IFMSA-Jo have kept in contact and tried to maintain a level of activity in the project, so that the project will be able to continue when it is possible to start up again. However, this has caused a long pause, confusion as to how and when the project can continue, as well as a changing of volunteers. Therefore we see a partnership development trip as a great opportunity for us to develop and work on our partnership as well as being an obvious opportunity for us to start up the pilot project in collaboration after the COVID-19 lock down. After the project visit in January 2020, there were several loose ends, which we need to address. For this reason we also wish to use the time when the IFMSA-Jo delegates are in Denmark to work on these issues. Therefore we have applied for a 10 day visit, rather than 7 days.

Problem analysis

The main objective of this project is to examine what expectations both partners have in regards to working together in a partnership, where the differences and similarities lie, and how we can establish a long lasting partnership that works

for both partners. The partnership has experienced difficulties especially in areas such as communication, areas of responsibility and what roles each partner plays in the project - including how much each partner expects to be involved in different matters of project planning. These are topics that we need to address face to face, as online communication is one of the current issues, although this area actually has been improved since the beginning of the partnership. The problems will be addressed between IMCC ME and IFMSA-Jo delegates through different activities, designed to promote better communication, understanding of each others' organisational and cultural contexts and team building as stated in section 4.

The underlying causes of the current issues in the partnership can be located in the cultural and organisational differences. We need to learn how to address and understand certain issues, and work with and not against each other's differences. One of the major issues at hand has been the respective expectations to the teamwork in the partnership, how roles are divided and how much each partner needs to be involved in different parts of the project.

Furthermore, because of the inevitable change of volunteers, many members do not know or properly understand the other organisation. Therefore we need to plan in collaboration how to hand over the gained knowledge to new members, so that we can create a sustainable partnership during periods where the groups change members, as volunteer groups consistently will.

The partnership is affected, as we have experienced several cases of misunderstandings, including confusion and various delays, different expectations to communication and level of involvement in areas of project planning. In general we think that many of these problematic instances could be avoided by matching each other's expectations and understanding each others' contexts, so that the collaboration and different project processes will run more smoothly and the partnership will be much more sustainable.

4. Activity description

Objectives of the partnership development activity

Our main objective with this proposed partnership development project is basically to learn how to work together in an international partnership in the best way possible. We have struggled with creating clear lines of communication and while this has been improved, we still think that our lack of knowledge on the different contexts, both cultural, political and organisational, continues to cause confusion as to the content of our communication as well as a mismatch in expectations to the different roles of the respective partners. Therefore, our more immediate objectives are to: gain a better understanding of each other's contexts and organisations, match our expectations to each other, work on how to communicate better, and to create a more sustainable structure for passing on knowledge about our partnership to new volunteers.

Our success criterias are that new volunteers will feel more confident in our partnership, and that all members will feel they have a better understanding of the context of the partner. We wish to do a small questionnaire in the beginning and in the end of the project with questions such as "What do you expect to learn from this week?" and "What do you feel you have learned from this week?". We will also incorporate questions in the last questionnaire about which topics, doubts or suggestions the participants have for our future collaboration. Furthermore a success criteria for us is to create a shared document to sustain the learnings from the project for the future progress as well as a tool for the delegates to share their experiences with the rest of the OC in Jordan.

Activities, results and time plan

The time frame for this project is 10 days. We will carry out the activities mentioned below during the course of 6 days. 2 days will be set aside to work on loose ends from the project visit as well as discussing our strategy for starting up our pilot project after the COVID-19 lock down (or evaluating this process in case we have been able to start up again before the partnership development trip).

Main activities, purposes and expected results:

Activities	Expected results
<p>a) WORKSHOP: The organisational structure of each partner.</p> <ul style="list-style-type: none"> - Using "The Three Model Circle" with special emphasis on 'context'. 	<p>a) New members will have achieved a better understanding of the partner organisations' structures and values. New as well as older members will understand the other partners contexts, which influence their work.</p> <p>Both partners will work together on creating a written document with information on each partner's structures and contexts. This document will be incorporated in activity g).</p>
<p>b) WORKSHOP: Roles and expectations to and of each partner</p> <ul style="list-style-type: none"> - Using an "Expectation Chart" which will lead to dialogue based on the comparison between the expectations of each partner 	<p>b) Both partners will have achieved a better understanding of the expectations each partner has to the role of the other partner in order to avoid future misunderstandings and conflicts.</p> <p>A document based on our findings will be created and incorporated in activity g).</p>
<p>c) WORKSHOP: Creating a common understanding of the partnership</p> <ul style="list-style-type: none"> - Using Simon Sinek's tool "The Golden Circle", the partners will through communication define a joint understanding of the purpose and meaning of the partnership 	<p>c) The partners will be able to come to a joint understanding of three key aspects of the partnership: 1) What do we do? 2) How do we do it? and 3) Why do we do it?</p> <p>By asking these questions in a dialogue between both partners, a mutual understanding of the meaning behind this specific partnership will be gained.</p>
<p>d) WORKSHOP: Communication</p> <ul style="list-style-type: none"> - DUF "Dialoghåndbogen" - Team building exercises in communication and collaboration - Center for konflikthåndtering: Conflict resolution 	<p>d) Both partners will gain knowledge and tools to use in order to improve communication between the partners and secure effective and smooth work on the project in a manner where future conflicts will be solved - maybe even before they become conflicts..</p> <p>Because verbal language only constitutes around 7% of human interaction, various team building exercises will be used to create an environment where trust is built and different communication strategies are discovered and thus can be reviewed and improved.</p>
<p>e) SEMINAR: "Children's health and the welfare system in Jordan" and "NGO's and the political system in Jordan"</p> <ul style="list-style-type: none"> - Jordanian delegates will hold a seminar for the Danish members in order to broaden the Danish group's knowledge of the local context 	<p>e) The Danish members will have increased their knowledge on the Jordanian political context. This knowledge will also be relevant later on in our pilot project where we will create an information activity in Denmark.</p>
<p>f) SEMINAR: "The process of writing applications to DUF"</p> <ul style="list-style-type: none"> - Members of the Danish group will hold a seminar for the Jordanian delegates in order to further engage the Jordanian members in future application-processes. 	<p>f) Even though some of the IFMSA-Jo volunteers already have experience with working on DUF applications, the application process is unfamiliar for others. We will establish an equal collaboration on future applications where two members from each partner group will be in charge of the practical application process. The seminar will equip the IFMSA-Jo delegates with the knowledge and understanding of the process to feel comfortable to contribute more to the writing process.</p>
<p>g) WORKSHOP: Sustainability of knowledge in the partnership</p>	<p>g) The knowledge from the partnership development activities will be refreshed and gathered in order to start</p>

<ul style="list-style-type: none"> - IFMSA-Jo will give a short presentation on documentation of knowledge and the importance of sustainability of knowledge - IMCC ME will introduce the concept of a “white book” - The partners will use these presentations as a starting point for creating our own “white book” - The documents from workshop a) and b) will be incorporated 	<p>forming a “white book” for our partnership and pilot project.</p> <p>All participants will have a greater understanding of the importance of creating structures to ensure the sustainability of knowledge in the groups.</p>
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Follow up and learning

As both our organizations believe sustainability of knowledge is important we are eager to work on solving our own problems regarding this. This is the reason why we have chosen to have an activity (g) which focuses on ensuring that our partnership will not again become dependent on a few volunteers. Furthermore we have tried to put elements of creating documents into several of our other activities. All this documentation will ensure that all members who did not participate in the activities, have access to the information and learnings from the project. We will also start the work on our long-sighted strategy, which is to create a “white book” which can be used to welcome new volunteers and sustain knowledge for the far future, if our partnership continues beyond the pilot project. The “white book” will be assessed and developed as our partnership and joint projects grow.

In order to make sure all members of each partner group will benefit from the partnership development, each partner group will hold a meeting as a follow up on the project. There will be a meeting for the OC in Jordan where the delegates will share their new knowledge as well as a meeting in IMCC ME where everyone participating will fill each other in on activities that some of the members might not have been able to participate in.

Participants

As IMCC ME currently is a small group, we plan to have everyone participating as much as possible. This means both our activity leader, activity treasurers and the member responsible for communication with the green group will participate. We will however divide the responsibility of the activities we are in charge of among our members, in case a member will not be able to participate all of the days, eg. due to work or exams. Furthermore, we will be recruiting new volunteers during the fall and we hope as many of them as possible will take part in the partnership development.

The IFMSA-JO delegates will be chosen based on a clear and a transparent criteria insuring the best knowledge and experience to meet with IMCC ME standards, delegates will be thoroughly selected to a great extent of professionalism and transparency according to IFMSA-JO’s standards and regulations.

Every member of the OC will have an equal chance to be a delegate. A member of the IFMSA-Jo team of officials might be selected to ensure sustainability of the project.

We will choose 3 delegates through a process according to IFMSA-JO’s standards and selection guidelines, where the team leader with the supervision from the national officer and the vice president for activities will choose the delegates. To insure that everything is transparent, we will try to meet a criteria to guide the decision and it includes (but not limited to): 1. Availability in the project period. 2. Tasks done by the members of the OC. 3. Percentage of meetings attended. 4. The members applying will write a motivational letter that will be considered.

We will put together a team of delegates that represents both genders, as well as experienced and at least one newer/less experienced member of the OC to ensure that the partnership development is meaningful but also beneficial for and including newer members.