

Application form: Partnership Development

1. Basic Information

Project pool and themes		
Which project pool are you applying?	MENA	
	Project Pool X	

Activity information	
Activity title	Partnership development between DSF and ZINASU
Applying DUF member organisation(s)	Danske Studerendes Fællesråd (DSF)
Partner organisation(s)	Zimbabwe National Student Union (ZINASU)
Activity locality	Harare, Zimbabwe
Activity period	One week in the months June or July
Amount applied for (max 50,000 DKK)*	49,849 DKK

* Up to 100,000 DKK, if there is 50% self-funding of all expenses exceeding 50.000 DKK

Summary of the project (5-10 lines)

With this partnership development project DSF and ZINASU aims to consolidate our partnership and develop new visions to pursue together. The need for the partnership development comes after both partners have experienced a large change in the involved students.

The four objectives of the partnership development are to 1) build personal relationships and increase trust, 2) consolidate the partnership, 3) develop the next phase of the partnership, and 4) to introduce DSF to the local context. It is our firm belief that through this partnership development our partnership will be able to grow further and become even more vibrant.

2. The Partners

The Danish member organisation

2.1 Vision and work of the Danish member organisation

DSF - the National Union of Students in Denmark - is an umbrella organisation, representing approximately 165.000 students. DSF represent the students of Denmark - primarily university students - through its 15 member organisations that all are independent local student councils at Danish Higher Education Institutions. DSF works to promote the students' interest, both within academia and (social) living conditions, as well as to promote the students' influence at all decision-making levels, both within higher education institutions and nationally. DSF is a nonpartisan organisation. DSF is a part of a vibrant and active student movement both nationally, regionally and globally. It is our common goal in working together with other students and student representatives to create the best possible conditions for students. DSF's vision is thus very much aligned with the ones of ZINASU.

DSF has continuously been able to develop itself as an organisation in order to best possibly mobilise students as well as stakeholders in a defence of student interests. The success is very much due to DSF's structure, which has allowed smooth communication and cooperation between its local members and the national executive. Parts of these efforts have already been addressed in a previous pilot project with ZINASU, during which the national executive

committee (NEC) was trained in organisational skills and workshop facilitation. With a new NEC in ZINASU and a change in the engaged students from DSF's side, this partnership development project seeks to handover and build on top of the previously successful pilot project, in order to make new steps towards an ever closer cooperation between our two organisations.

2.2 The capacity and experience of the Danish member organisation

DSF as an organisation has about 6 years of experience working with international partnerships supported by DUF. Since 2010 DSF has had a very successful partnership with the student council at Al Quds University in the West Bank, Palestine, which in the summer of 2015 succeeded in its primary objective of creating Palestine's first ever national union of students. Working with the Palestinian student movement and in the context of Palestinian politics and the Israel-Palestine conflict has also given DSF experiences with working in a highly politically tense region, where the rights of people are violated and where students are very politically engaged.

The partnership with ZINASU will be handled by a team of volunteers (project leader team) within DSF's International Committee under the supervision of DSF's International Officer from the Executive Committee (currently Monika Skadsborg). This is the same structure as both the Palestine and also the Zimbabwe partnerships have all been run according to. The project leader team is currently undergoing a major change with some of the long-term volunteers leaving due to finishing studies, others going on exchange and new volunteers from both Copenhagen and Aarhus joining. This may affect DSF's current capacity in the partnership, but it is also vital in ensuring the continuous partnership. Further, the long-term volunteers have all committed to continue cooperation and communication with the continuing project leader team. In line with this change in the project leader team it is also a priority from DSF's side that the volunteers partaking in the partnership development visit in Zimbabwe are both one new and one experienced volunteer.

DSF's accountant, who has experience with reporting on both the Palestine and Zimbabwe partnerships, will also follow the project. As something new the Danish project leader team will also seek closer cooperation with DSF's Secretary General, in order to ensure better support for the partnership. Further, the knowledge and experience regarding international projects in DSF is gathered and disseminated through communication meetings between the two (Palestine and Zimbabwe) project leader teams, meetings with the International Officer and regular updates to the International Committee.

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

The learnings and experiences will be anchored in the project leader team, which is in turn anchored in DSF's International Committee, where members of the project leader team regularly participate at meetings to both update, discuss and reflect on how DSF's partnership with ZINASU can support and develop the rest of DSF's international work. Further, as mentioned earlier, the current two project groups within DSF also meet to exchange experiences. The project improves DSF's ability to work with international partners, something that is of priority to the current Executive Committee and International Committee, who would like to increase DSF's involvement in international projects (both DUF supported as well as with European and North American partners).

The project also helps DSF to understand student politics in another context and builds upon, and extends, DSF's global network. This is beneficial when DSF develops its own policies and when DSF participates at other international events such as meetings in the European Students' Union or at international conferences. This strengthens the project, DSF's other international work and the European student movement's focus on capacity building partnerships. International projects increases DSF's ability to be an equal partner. While we do

already participate as a partner in a number of projects, being just one of two partners is something that we can still learn a lot from.

The learning outcomes are disseminated to the organisation through workshops and presentations. It has become a tradition that the international committee facilitates at least one workshop at the biannual Political Conference of DSF and the annual summer camp, and here experiences of the international partnerships can be mediated. The learning outcomes also help to inspire new policies and initiatives at local and national level. As direct consequences of DSF's partnership with ZINASU, DSF has become a European leader in the movement to create a "students at risk"-programme, as well as in the integration of the SDG4.

The partner organization

2.4 Vision and work of the partner organization

The Zimbabwe National Students Union (ZINASU) is an umbrella body of the students union in Zimbabwe composed of 46 institutions of higher learning found in all the political provinces of Zimbabwe. ZINASU exists to defend academic rights and freedoms in Zimbabwe and works towards the democratic realization of all fundamental freedoms and liberties including, political, social, economic and cultural rights of the students and youths in Zimbabwe. ZINASU focus their efforts on good governance, human rights and equal access to quality education. ZINASU believes in the democratic principles of openness and inclusion and works to see academic freedoms and rights becoming a part of everyday culture in Zimbabwe. As such, it can be said that the two organisations share a strong platform to develop the partnership from.

2.5 The capacity and experience of the partner organization

ZINASU has previously worked with different international partners and collaborates with Studentenes og Akademikernes Internasjonale Hjelpfond (SAIH) from Norway. ZINASU has a big volunteer capacity and are able to mobilize students in Zimbabwe. It also has capacities within financial reporting through the secretariat which can assist with budgeting, accounting, liaise with venues and such. ZINASU is now part of a 3 year staff exchange program with SAIH facilitated through FK Norway that focuses on Academic Freedom and Students Rights. Currently two activists from SAIH works in the ZINASU secretariat which increases the organizations secretarial capacity.

ZINASU has a national executive consisting of 9 members, where one post is the International Relations secretary, currently held by Melissa Museka. This post is responsible for maintaining and enhancing both regional and international relationships, such as the Southern Africa Student Union (SASU), The Students and Academic International Assistance Fund (SAIH) and Danish Students Union (DSF). The National Executive is also supported by the secretariat, currently consisting of 1 administrator and two members from SAIH on a staff exchange through FK Norway. The secretariat has capacities within admin and financial reporting and can assist with budgeting, accounting, liaise with venues and such. The project will be managed by the NEC, together with the secretariat. The International relations secretary, together with the Secretary General will be responsible from the National Executive. They will bring be the point of contact, and will also make sure that the project is anchored within the ZINASU structures. The secretariat will assist in the administration part of the project when needed.

2.6 The structure and the organization of the Partner Organization

ZINASU is managed by the National Executive Council (NEC) with the support of the advisory Board. The NEC is made up of elected student leaders from different institutions. It has regional branches that in turn are represented at the institutional level. The highest decision

making organ of ZINASU, is the Congress which meets bi-annually and is mandated with the election of the NEC members. Within the term of office of the NEC members, the General Council makes binding decisions with regards to the operation of the Union and considers policy decisions in between the congresses. The ZINASU board is responsible for the appointment of the Secretariat that helps in the day to day management of the Union.

ZINASU has a standing set of statutes that defines the legal framework that the leadership has to operate within. The leadership; the NEC (9 volunteers) are democratically elected for a 2-year mandate. The secretariat of ZINASU comprises of two paid staff, one of them is currently on an exchange program through SAIH and FK Norway and will return in September. In addition ZINASU currently have two exchange participants from SAIH working in the secretariat.

2.7 Learning and anchoring of the project in the partner organization

The project will be anchored in the partner organization through the ZINASU NEC which consists of 9 members from different areas in Zimbabwe. An important area of work for the new National Executive is to enhance the provincial and institutional structures. As these structures are strengthened, this means that the learnings from the project can be more sustainable, as they will reach a broader base of the organization. ZINASU also have a number of platforms for the members to meet, such as the General Council, the Congress, the Provincial Discussion 4 forums and provincial and national female summits. These platforms can also be used to share the learnings from the proposed project, hence making the activities more sustainable.

Partnership and cooperation

2.8 Previous cooperation

In January 2014, DSF conducted a partner identification visit to Zimbabwe to meet with national, regional and local representatives of ZINASU. From this study visit it was clear that though the two partners operate in two different contexts they share the same struggles and objectives, highlighting how a partnership would be beneficial to both organisations. In June 2014, DSF and ZINASU conducted a preparatory study together to develop the partnership further, to discuss a future project together and to make a context analysis and project description. The study was a three-day workshop in Harare with ZINASU's National Executive Committee (NEC) where a pilot project was developed. The Pilot project was a training of trainers seminar in Harare in March-April 2015, where NEC-members and two representatives from DSF were successfully trained in organisational and activity planning, leadership skills, mobilising and organizing, advocating and campaigning, and workshop facilitation and planning. As part of the pilot project the NEC subsequently organised and facilitated a similar workshop with the Provincial Executive Committee in Bulawayo. Representatives from both ZINASU and DSF also participated at DUFs partnership seminar in Harare, Zimbabwe, in October 2015.

2.9 Perspectives of the cooperation

Both DSF and ZINASU work to represent and defend students' rights nationally as well as internationally. Our two organisations pursue the same objectives, and to a large extent our structures also resemble each other. The major difference, however, is that DSF as an organisation has had more time to mature, while ZINASU has developed in a volatile context.

As such, DSF can offer ZINASU support to develop and strengthen its structure, in order to empower students locally and nationally to lead advocacy efforts in defense of students' rights. Especially DSF's experiences and competences in terms of linking the national and local work, as well as peaceful forms of protesting, are of particular value to ZINASU. What makes this

support unique is the deep and shared understanding of student issues which our two organisations share.

On the other hand ZINASU offers DSF competences in working in an environment where students' representation is not given, but rather something that has been fought for. ZINASU also offers DSF a unique understanding of students at risk, and what can be done in order to better support a global student movement that can stand in solidarity in defense of global student issues as well.

3. Preparation and analysis

Project background and preparatory process

The partnership has been in a quiet phase for about 6 months now, during which DSF has had to sort out some reporting issues with DUF, and ZINASU has been busy with its general assembly and subsequently the new NEC taking office. Now that everything has been sorted out both partners started discussing how to move the project forward. However, ZINASU's new NEC has not received a proper handover from the pilot project, just as it also has its own political and organisational priorities. Combined this makes for a good opportunity to sit down together and discuss what we as partners want to achieve, and not least how to achieve it in order to consolidate the partnership and prepare for further projects.

ZINASU's NEC has expressed clear ideas in terms of what they want to achieve from the partnership: improved knowledge of the situation between the partners; increased focus on internal structural capacity development; and inspiration on how to best possibly represent local comrades. DSF very much agree with these points, and as such it is clear that there is a good platform to develop a partnership agreement from.

The activity is planned to take place in Harare, Zimbabwe, as it will allow ZINASU's entire NEC as well as secretariat to participate in the activity, just as DSF expected to cover the cost of a third participant from either its EC or Secretariat. Carrying out the activity in Harare will also allow for some of the old NEC members to participate, in order to handover the learnings from the provincial training in Bulawayo that was a part of the pilot project.

Problem analysis

One challenge the partnership faces is that none of the current members of ZINASU's NEC has been involved in the partnership previously, and neither has the two volunteers from SAIH who are currently working in the office. As such there's a natural need to introduce DUF's approach to partnerships, as well as the development triangle and underlying philosophy. The same challenge is somewhat reflected in DSF's project leader team due to the new members arriving.

The change in both organisations further creates a need for the unions to develop the personal relationships between us. ZINASU needs to know how DSF works, and the context DSF works in, just as DSF, although to a much lesser extent, need to know the same about ZINASU. Without this knowledge there is no foundation to build the partnership from.

As there has been a political shift in ZINASU, there is also a need to revise the long-term goals of the partnership. The initial idea had been to apply for a pilot project to expand on the one that has already been carried out, but seeing the priorities of ZINASU's new NEC are slightly different we may want to discuss this in detail.

With the change in persons the communication has also been slightly disrupted, which has led to slower-than-expected communication and smaller misunderstandings. As such, we have to

define and agree on what communication channels we want to use, and delegate the responsibilities of the partners in the project.

The outcome of all of these discussions is expected to be included in a partnership agreement, in which we hope to outline the future road our partnership will follow.

4. Activity description

Objectives of the partnership development activity

Despite all the challenges that have been presented above the change in persons in both organisations also allow for an opportunity to set down and reflect on the path the partnership has taken since its conception in the late autumn of 2013. As such the partnership development activity can help to both consolidate, reignite and grow the project at the same time.

Looking at how the partnership came off to a great start it is clear that the partner identification which allowed for great personal relations to be developed, as well as giving DSF a thorough introduction to ZINASU's work and its members, is something that should be reflected in the partnership development project, in order to prepare for another 2.5 great years.

At the same time we must also drive the partnership forward through even more successful and constructive activities than in the past. As such we must identify the challenges and opportunities we face as individual organisations and partners, in order to prepare a partnership agreement that we can all see ourselves reflected in, and which provides for a solid framework to work within. From this we can identify four (4) objectives that will be reflected in the planned activities of the project:

Objectives	Indicators
1. Build personal relationships and increase trust	1.a A one day team building activity
2. Consolidate the partnership	2.a Agree on a new partnership agreement incl. an elaborate vision with activities 2.b A presentation of DUF's partnership philosophy and the development triangle 2.c Handover presentation from old NEC emphasising outcomes of the pilot project
3. Develop the next phase of the partnership	3.a Carry out SWOT-analysis 3.b Draft a project programme (incl. activities) to be used in the application
4. Introduce DSF to the local context	4.a Visit to one higher education institution to meet local ZINASU students

Activities, results and time plan

Activities	Expected results
a) Teambuilding between the partners – exercises and cultural exchange	a) Strengthened personal relations and trust between the partners, needed to sustain the distance partnership, as well as to introduce new members of both teams
b) Partnership development – workshops	b) Consolidation of the partnership through introduction to DUF's approach to partnerships, a new partnership agreement, and the initial

	discussions of content of the next DUF project application.
c) Contextual understanding – site visits	c) An increased understanding within DSF of the context ZINASU operates in and the challenges students face at local levels.

As it is shown in the detailed programme the visit will take place across 7 days in either June or July. The first few days will be spent in a small group of the DSF representatives and coordinators from ZINASU during which we will conduct the site visits and finish the details of the workshops. The rest of the time will be spent with ZINASU’s NEC.

Depending on the outcome of the workshops the partnership agreement will be finalised in the weeks following the visit, just as we expect to apply for either a larger pilot-project or partnership project in the autumn, hopefully by the September 1st deadline.

Follow up and learning

The outcomes and learnings will be archived accordingly in both organisations after it has been presented in the relevant fora; in the case of DSF in the project leader team, and in the case of ZINASU in the NEC. As such they, but in particular the partnership agreement, will serve as a guiding principle which we can return to over and over again throughout the partnership in order to guide our work and solve potential disagreements.

Participants

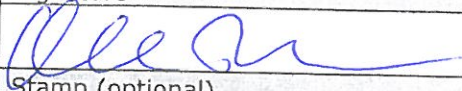
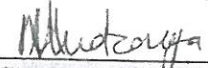
The study team will be composed by two representatives from DSF’s project leader team, who draws their mandate from the Executive Committee (EC) of DSF. The mandate has been ensured through the continuous discussions between the project leader team as well as the EC. For now we have discussed to have Rebecca Marie Little, who has been a member of the project leader team for about a year and was involved in the organising of the network activity we carried out in June 2015, and one of the new members of the project leader team go. Further, DSF will most likely also cover the costs of one from the EC or Secretariat to go as well, which taps into DSF’s ambition of creating stronger links to the Secretariat in order to ensure continuity from their side as well.

Rebecca has a good knowledge of the partnership with ZINASU and has been active in DSF’s local member union Studenterrådet ved Roskilde Universitet (the student council at Roskilde University). The second person will be decided based on availability when we know the exact dates, but all the new members of the project leader team are all characterised by experience from DSF’s local member unions and their functioning.

From ZINASU’s side we expect that the entire NEC will be present for at least part of the programme, just as the secretariat is also expected to be partly involved, again, in order to ensure continuity and understanding of what the partnership entails. Further, we are also considering to invite a member of the old NEC, in order to have him/her handover some of the facilitation skills developed during our previous pilot project.

4. Signatures

I hereby confirm that my organisation fully supports this partnership and this application, that we have knowledge about the DUF guidelines as well as the financial guidelines and that we are prepared to take on all obligations that an approval of the application will put on us as an organisation. I

on behalf of my organisation.	
On behalf of the Danish member organisation	On behalf of the Partner Organisation
DAVSKKE STUDERENDES FÆLLESRÅD	ZINASU
Date/Place	Date/Place
05/04/2016 - København	04/04/16 - Harare
Name	Name
OLE BUCH RATHSEK	Maureen Mudzonga
Position in organisation	Position in organisation
SECRETARY GENERAL	Administrator
Signature	Signature
	
Stamp (optional)	Stamp (optional)

5. Contact information

Basic information about Danish applicant organisation <ul style="list-style-type: none"> • Organisation's name • Address • Telephone and fax, if any • Email address • Website, if any 	Danske Studerendes Fællesråd Købmagergade 43, 2. sal, 1150 Kbh. +45 33 32 48 13 dsf@dsfnet.dk www.dsfnet.dk
Contact person <ul style="list-style-type: none"> • Name of contact person • Contact person's address • Contact person's email • Contact person's telephone no. 	Viktor Grønne Brydes Allé 22D, 2300 Kbh. S viktor.groenne@gmail.com +45 31 33 75 15
Partner organisation <ul style="list-style-type: none"> • Organisation's name • Address • Country • Email address • Telephone no. Name of contact person	Zimbabwe National Student Union (ZINASU) 7 Capri Road, Highlands, Harare Zimbabwe Zinasusecretariat9@gmail.com +263772378247 Maureen Mudzonga

6. Annexes

List of annexes
Obligatory annexes <ul style="list-style-type: none"> <input type="checkbox"/> Detailed budget X <input type="checkbox"/> Time plan X <input type="checkbox"/> Program for activity X
Other annexes <ul style="list-style-type: none"> <input type="checkbox"/> List them here...