

Application form: Partnership Development

1. Basic information

Project information	
Project title	A joint future path and strategy
Applying DUF member organization(s)	Venstres Ungdom (VU)
Partner organization(s)	Young Women's Christian Organization (YWCA)
Project locality	Lusaka, Zambia
Project period	February-June 2020
Amount applied for (max DKK 50.000)*	49.942 DKK

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

Joint future path



1.1 Summary of the Partnership Development (5-10 lines)

In less than one year, the VU/YWCA partnership has achieved more than what was ever thought possible. In the light of the recent pilot project, however, it is time to pause, reflect and look forward in order to ensure sustainability and joint understanding. Through a partnership development, the future strategy of cooperation will be settled to ensure a fruitful progression while upholding our shared principles. This development project will include three intense days spent in Ndola: three days where both project groups can strengthen relational ties and improve means of communication. A second aim is to provide the Danish participants a chance to deepen our contextual understanding - needed to carry out a larger partnership projects successfully in the future, just as a third aim is to jointly balance expectations and set visions of the future path of cooperation; something that will be done using DUF's tools for Understanding Organizations, financial guidelines and Intercultural Communication.

2. The partners

The Danish member organization

2.1 Vision and work of the Danish member organization

Venstres Ungdom (DLY) is a liberal youth organization working to promote democratic awareness and participation among young people in Denmark as well as to generate an insight into the political system and party politics. Being based on a democratic governance, the organization is a platform for the voices of young liberals in the public debate with an overall aim to increase the engagement of the youth in society. The values of liberty and democracy are strongly related, and so we wish to promote political participation and abilities to have a say in any given context.

Having met the young engaged members of the YWCA during a partnership identification as well as a preparatory study and recent pilot project, we strongly believe that this project closely relates to the general work and vision of Venstres Ungdom. Not only do they fight for what they believe in: their zest for the right to participate regardless of gender, age, and economic background is at the heart of the organisation.

2.2 The capacity and experience of the Danish member organization

Venstres Ungdom has great experience working on international projects. This being the case in partnerships in several countries around the world including Morocco and Ukraine as well as study trips to several countries including Russia, USA, Israel, and Brussels. Apart from this, Venstres Ungdom is involved in the European organisation of Liberal and Radical Youth parties (LYMEC) as well as its global counterpart (ILFRY). DLY's international work flows chiefly through the international officer, which is a position held by a member of the executive board elected at the national general assembly, currently August Stengaard. At the discretion of the executive committee, project groups are formed to be responsible for managing international partnership projects. The project groups report to the International Officer and to the national board.

In Venstres Ungdom, the project group consists of four members: Anne Sophie Noer (Phie), Anne Sophie Krog

(Sophie), Mathilde Hjort Bressum and Camilla Niemann, just as we are in the process of finding two more project members as we write this: a process that is taking place through Facebook, mouth-to-mouth as well as advertising on the national board. All four members have extensive experience working on international projects with Phie being the project manager of the DLY Morocco group, Sophie having experience from Israel as well as several years abroad and Camilla and Mathilde being part of the Malawi project group. Till now, Sophie has been the focal contact person to manage the contact with YWCA. Moving on, however, we want to improve our division of tasks and hence create a more clear structure of who is in charge of what in order to ensure sustainability.

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

From the beginning of the project, it has been regarded essential for the project to not only include the project group but rather the organisation as a whole in order to assure anchoring and sustainability of the project: Something that has been carried out by spreading the word on social media as well as through articles (posted through DUF, IFLRY as well as DLY's own, national magazine) and a collection of clothes to be brought to local orphanages. A proposal for more members of the actual group has been written, and several applications to join have today (January 26th) already been received. Hence, in less than a month, the project group will be extended with one or two more members.

As we move on with the project, we want to get more members engaged in the process and project group. Hence, we will offer different local branches to hear about our work at their open meetings, just as we will spread the word (as we sit here in Zambia writing the application, we have already had a SnapChat takeover, made a post in the international group as well as Instagram, and written an article for the national magasin, Liber), just as the first presentation in a local branch is scheduled for a few weeks after returning to Denmark. Apart from this, we will have to consistently update the international committee as well as the national board.

Needless to say, the project will add great value to the organisation. Venstres Ungdom does not - as of right now - have partnerships in this part of the world; resulting in new knowledge and perspective to be spread in the organisation about a reality that differs greatly from what we experience in our everyday life. Though very well going, the international work of Venstres Ungdom has not been active for that many years. Spreading the word about engagement in a youth political party not only being limited to the local branch or country will be a motivation for members of the organisation proving how voluntarism and belief in the betterment of society is not limited to the area in which one grew up.

The partner organization

2.4 Vision and work of the partner organization

Young Women Christian Association, YWCA, is a movement working on the empowerment, leadership and

rights of young women and girls in more than 120 countries. In Zambia, the organisation's vision is: "*A safe, gender sensitive Zambia with equal opportunities and good quality of life*". YWCA Zambia operates in 9 out of 10 provinces and is present in 51 districts out of 104 districts. The level of activities differs per districts with some districts having more activities than others. YWCA targets all age groups with its work. The organization's constitution defines youth as persons below 30 years, and this comprises approximately 30% of its members. Youth engagement is a focus point for the organisation with a rule of 25% of representation at every level in the organisation.

Having visited YWCA four times within the last year, we have had plenty of chances to experience some of the work done by the organisation first hand by joining and facilitating various workshops, as well as visiting local project sites and most recently jointly arranging the youth seminar. As we get closer to the members, we realised how much good they do for society; the list being endless. The young members voluntarily spend their free time working for the betterment of society through various projects. We experienced an eagerness to learn as well as an understanding of society and its challenges that we think provide a perfect foundation for a partnership, beneficial to both Venstres Ungdom and particularly YWCA. Focusing on gender equality, youth involvement, and advocacy, we can hardly think of any organisation that better aligns with the vision of neither Venstres Ungdom nor DUF as a whole.

2.5 The capacity and experience of the partner organization

In charge of the project will be 8 leading members of the YWCA with whom close contact has been established during previous visits; Faith Sakala, Kekeni Nikisi, Valentina Kateule Kasonde, Chupa Mpundu Kabaso, Honest Kanyanta, Castro Bulaya, Winnie Nakachinda and Becker Mwewa from the youth department. Further, in order to ensure sustainability and incorporation of the entire organization rather than just the capital, the National Youth Chair person, Bessa Kambafwile, is incorporated and an essential part of the group. These capable young people will be in charge of the project strongly supported by Sabrina Amanzi from the main organization.

During the preparatory study, as well as recent pilot project, these same members have been the cornerstone of the partnership, and it is hence with a major feeling of confidence that we can say that we really have the base for a strong partnership.

2.6 The structure and the organization of the partner organization

YWCA is heavily based on democratic values. This being the case in YWCA as a whole as well as in the youth department in which the board is elected for a period of 3 years and has consistent meetings with the entire organisation to ensure that everybody is properly informed. Though the organisation focuses on women's rights, men are consistently thought into the equation. During previous visits, we have been happily surprised by male members advocating for their fellow females: pointing to the fact that democracy and gender equality

has to involve both genders. Hence, the board consists of young men as well as women; something that is also the case for our project group, just as our recent pilot project included 50% male and 50% female participants.

YWCA heavily emphasizes the importance of working in a non-discriminatory way, as listed in their principle organizational program: “*YWCA operates on a non - discriminatory policy, hence its projects and programs operate with no divide of race, sex, religion, health, economic status, geographical location, political affiliation etc.*” Youth engagement is another focus point for the organisation with a rule of 25% of youth representation at every level of the organization. With the YWCA “adult members” as a helping hand and informative partner, we want to focus our partnership not only ABOUT but also WITH the young people proving that together we can make a change BY, FOR and WITH these same young people. Last of all, the organisation unquestionable has the capacity to manage a project. This being supported not only by the fact that the organisation has extensive experience working with international organisation but also by the work we have seen first-hand during four previous visits. Needless to say, the organization works in a non- profit way.

The partner organization has members who work as volunteers. Their role is to run the organization and participate in meetings and workshops latest they joined the danish project team (Sophie and Mathilde) at the youth seminar in Lusaka, Zambia, where they helped out with the planning of the program, workshops and running the convention as well. The partner organization also has paid workers at their branches.

2.7 Learning and anchoring of the project in the partner organization

Though the partnership has gone forward very fast till now, further understanding between the two organizations is needed in order to ensure sustainability and a joint vision for the future project. Hence, with the current project being the first time for the young members to do budgeting, economic management, international partnership and project development, a lot of lessons have been learned during the project periode: lessons that have not only been important for the Zambian project group: but also for all their fellow, young YWCA volunteers who have been incorporated in workshops taking place in Lusaka, Kitwe, Solwezi, Chipata, Choma - and during the recently held pilot project.

Having had a strong focus on the two organizations being equal partners, we firmly believe that keeping the structure of jointly writing applications, and deciding the path forward strengthens the belief in their own abilities as well as the ownership in the project as a whole, and hence using DUF’s tools for intercultural communication, financial management etc will be a great help for both organizations.

Further, while most of the activities will take place in Lusaka, we want to isolate ourselves in order to improve communication, solve previous misunderstandings and fully focus on the future, This will be done by jointly spending three days in Ndola. With Ndola being the sixth city to be visited by the project group, the depth of the partnership, and the knowledge thereof will strongly be extended through the partnership development ensuring that not merely the members in the capital; but rather all over the country are aware of the activities taking place.

Capacity building (within communication, financial management, team building) and capability to handle the future partnership will be key focus points, and hence the Zambian as well as the Danish member

organization will surely leave the partnership development with renewed energy and skills needed for the future work. We firmly believe that this project will create a more sustainable future for our cooperation because we ensure a joint understanding of context and strategy, and in that way create a feeling that the young members can impact the society that they are part of.

Partnership and cooperation

2.8 Previous cooperation

In February 2019, the first visit to Zambia and the YWCA took place during a partnership identification. Meeting the young members and experiencing their passion and belief in a better future immediately convinced us that we had to start a stable partnership: Hence, soon after coming back, the application for a preparatory study was written: A visit that took place five months later, in July of the same year.

During the two visits, workshops have been held to strengthen the personal ties as well as organizational understanding between the two organizations. Further, project members have jointly travelled to Solwezi in the Northwestern part of the country to get an understanding of the different challenges being faced within the country. Several meetings and discussions have taken place, just as the present application is a result of 3 intense days of working together in Lusaka, Zambia.

In September, 2019 the project group was granted funds for a pilot project: less than three months later, two Danish project members were back in Zambia preparing for the first, national YWCA youth forum - a forum that was a great success and forum that gathered 40 young members from all over the country to four days of capacity building, of strengthening relational ties and of realising how much good can come with a partnership like the present. In order to spread the word about the youth forum, four local members travelled to other provinces during the fall - to tell about the forum, and to spread the word about the initiation of a great partnership.

Apart from this, two of the Zambian project members conducted a network activity in South Africa In the fall, participating in the 29th world council at the World YWCA: An experience that brought them new knowledge about democratic structures, feminism and faith as empowerment and a strengthened belief in the themselves as well as the partnership as a whole.

2.9 Perspectives of the cooperation

In order to strengthen the future corporation, several different activities will take place during the partnership development.

First of all, the entire program will have a clear focus on building capacity within the fields that will be needed for the future work. In doing so, we will use DUF's workshop in financial management, intercultural skills, as well as cross cultural management and team building. Doing so, we believe, will improve our chances to avoid future misunderstanding and potential risks.

Second, while the work done by the project groups is – of course – mainly focused on the project at hand, strong relational ties are a must in order to maintain motivation. Hence, networking and social activities will be prioritized during the partnership development. Hence, while group work and DUF workshops will be a key point, time will also be set aside to jointly visit the local museum, playing board games and getting

to know each others. Stronger ties means a stronger relationship, and hence constitute an essential part of the partnership.

Third, in order to fully be able to concentrate on the future of the partnership, three days will be spent at Nsanika lodge in Ndola. Having experienced the power of staying in one place during the pilot project, we firmly believe that the stay here will have a major impact on the project group – first of all because having the participants gathered in one place ensures that everybody is present when needed, just as spending intense time together will provide an opportunity of getting to know each others – in work as well as social settings.

Balancing of expectations: This being the case both in terms of budgeting, future achievements, and responsibilities within both project groups is essential to strengthen the future partnership.

Fifth, but not least, enhanced contextual understanding is a must in order to avoid cultural misunderstandings. In order to do this, time will be set aside for the Danish project group to visit local projects: something that has, due to the fast pace, not to a sufficient extent been prioritized till now.

Last but not least, being two different organizations with a joint goal has from the start been a key focus point. Hence, jointly ensuring the strategy and future of the partnership will ensure that both organizations maintain the ownership in and maintain the ownership within the project and agree on the future of the partnership.

Find the partnership agreement attached in annex 2.

3. Preparation and analysis

3.1 Problem analysis

Needless to say, the Danish-Zambian partnership has moved forward at a very fast pace, and though we can happily say that the recently held pilot project, a youth symposium, strongly achieved all the goals, further contextual and intercultural understanding is still needed in order strengthen the partnership and work procedures.

Hence, during the pilot project, several questions came to light: How do we handle budgeting between countries that differ largely? How is it easier to get receipts when these are sometimes hard to get? Which budget lines are important to include? How does local culture impact things and situations that might be interpreted in different ways? Just as unexpected costs came up as some of the participants got sick during the pilot project and medicine needed to be bought: something we had not thought of when making the budget. Hence, using DUF's workshop in financial management will be a big help in moving forward.

Further, during our pilot project it became evident that different contextual understandings sometimes challenged the way we communicate: E.g. While an event starting at 10 AM in Denmark means that most participants will be there at 9:55, *African time* sometimes requires patience and understanding of things

taking the time they take. Thus, it is very important to facilitate a workshop to create communication plan and focus on team building.

Further, ending the pilot project marks a landmark for the partnership: A landmark that we had not thought possible when first visiting Zambia a year ago. The path from here, however, remains a bit less clear, and hence time is needed to ensure a joint brainstorm, strategy and generation of partnership project application.

During the evaluation meeting held in the light of the pilot project, it became clear that the best way to address these needs is to have further time together; to get to know one another, to jointly brainstorm, and to strengthen relational ties. Underlying causes for current misunderstandings include the fast pace of the partnership; and hence, time is needed to focus and to spend time together, as well as cultural differences sometimes create a situation in which situations are understood in different ways.

Hence, more focused time to project application writing, creation of budget, and ensuring contextual understanding is needed in order to fully understand the Zambian context and the partners with whom we are working. We strongly believe that taking a step back and looking at what has been achieved as well as what we want to achieve will strengthen the future of the partnership.

3.2 Project background and preparatory process

In July 2019 our project group visited Zambia and our partner organization to jointly write our pilot project application. Hence, from the very beginning, being equal partners deciding the future path has been a focus point, something that we find crucial in ensuring sustainability

On the last day of the pilot project, an evaluation with our two organizations was held. Here, we sat down and talked about the way forward and how our project should have a joint vision, just as we had a workshop under our pilot project where we together talked about this matter as equal partner organizations.

The application at hand is therefore a product of several meetings between the two organizations, where both organizations have had an opportunity to give their inputs ensuring a joint vision. The product is therefore a result of two organizations working together trying to create a sustainable and better future for both organizations rather than merely a Danish organization pretending to know the best future of a partnership in a country far from home.

The activity will take place in Lusaka, Zambia as well as Ndola where the project team will visit the local branch. Ndola will hence be the sixth city organizations will visit. This partnership development will help ensuring that our projects and activities are not only in the capital Lusaka, but also in the rest of the country.

4. Project description

4.1 Objectives of the Partnership Development

Based on our previous collaboration and acknowledging the challenges in our partnership, this partnership development will focus on team building, strengthening relational ties, and capacity building within financial management, intercultural communication, and cross cultural management.

Objectives:

Objective 1	Ensuring a joint understanding of the future of the partnership
Objective 2	Gain further understanding of the Zambian context and greater intercultural understanding
Objective 3	Strengthen relational ties between the two partners
Objective 4	Capacity build the partnership

Achievement of objectives:

	Achievement indicator
Objective 1	<ul style="list-style-type: none"> • Ability to jointly agree on the future of the partnership • Greater understanding of DUF and the rules of the international pool to be used in the future work - shown during future collaboration • Create a new partnership strategy/agreement
Objective 2	<ul style="list-style-type: none"> • Easier communication and clearer division of tasks in the future: Seen in general online communication. • Better understanding of each other cultures - using the Geert Hofstede culture analysis • Create a communication plan/strategy
Objective 3	<ul style="list-style-type: none"> • No social issues or misunderstandings during the time spent together. • Further interactions - during and after visits. • Team Building -
Objective 4	<ul style="list-style-type: none"> • Ability to send partnership application first deadline after partnership development. Workshop in financial management, project management and balance expectations

4.2 Activities, results and time plan

Activities	Expected results
DUF Workshop on financial Management	Ensuring that both project teams fully understand the rules of the International Pool.

Networking activities within the project group	Strengthened social ties and motivation for the future future. Balancing expectations and creating a new partnership agreement
DUF workshop on intercultural communication - creating a communication plan	Ensuring that we fully understand one another in spite of cultural differences
Visit to local projects in Lusaka	Enhanced understanding of the Zambian context needed in the future work. Greater context understanding and a workshop on intercultural meetings
Balancing of expectations	Ensuring that the future work and the foundation thereof is understood by both partners in order to avoid future issues that might come. Workshop in communication -
Joint cultural experience	Stronger ties and relationships between the young members; essential to ensure future motivation.
Jointly spending three nights in Ndola	Ensuring that all participants are gathered will create the basis for focus and intense time spent together with no option but being present and preparing for the future

- What is the time frame for the activity?

It is mandatory that you explain/show the timeline here. See Annex 3 for time plan.

4.3 Follow up and learning

With the main goal of jointly agreeing on the future of the partnership, the joint understanding gained through the partnership development will be essential as we move on with the partnership. Hence, the strategies and agreements agreed upon will be written down and be a reference point should any future disagreements or misunderstandings come up.

With all seven local project members participating in the trip to Ndola, and hence strengthening of social and communicational ties, the relevant experiences will easily be spread throughout the Lusaka branch. Further, inviting the national youth chairperson, Bessa Kambafwile will ensure that the word is spread outside the capital area, as she constitutes a focal reference point throughout the entire organization. Last but not least, gathering in Ndola rather than the capital Lusaka will send a clear signal to local members that not only Lusaka matters.

Within the Danish organization, the lessons learned will (as has been the case till now) be spread through the use of social media, through the International Department of the organization, as well as by offering local branches to come and tell about the partnership, just as the rule of monthly reports to the national board will ensure that management knows what is happening.

4.4 Participants

From the Danish organization, two members will be participating. These two members will be either Anne Sophie Noer (Phie), Anne Sophie Krog Pedersen (Sophie), Camilla Niemann or Mathilde Bressum. With

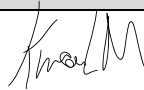
Phie and Sophie having been part of the project from the very beginning and Mathilde taking a very active part since the end of 2019, as well as Camilla recently having joined, we want to set a group in which one “old” and one “new” member gets to travel - the exact participant selection depending on the date and schedules of the participants. It would of course it would have been profitable to send the entire project group in order to ensure even better alignment as well as an equal sense of ownership and responsibility. However, this is not possible within the budget frame so instead the delegation will make sure to keep the rest of the group posted.

From the Zambian project group, incorporating the entire project group has been a focus point, and hence all eight members will be invited to take part in the trip to Ndola.

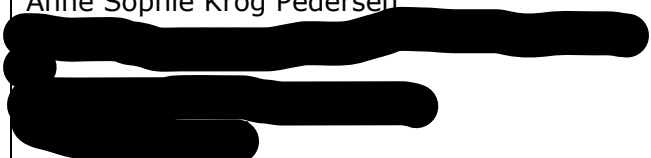

5. Signatures

I hereby confirm that my organization fully supports this partnership and this application, that we have knowledge about DUF’s 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 organization. I furthermore confirm that I have the authority to take decisions and sign agreements on behalf of my organization.

On behalf of the Danish member organization	On behalf of the partner organization
Venstres Ungdom (VU)	Young Women’s Christian Association (YWCA)
Date/Place	Date/Place
3rd of February 2020	

Name	Name
Kristian Lausten	Patricia Ndhlovu
Position in organization	Position in organization
President	Executive Director
Signature	Signature
	
Stamp (optional)	Stamp (optional)

6. Contact information

Basic information about Danish member organization <ul style="list-style-type: none"> • Organization's name • Address • Telephone number • Email address • Website, if any • Name and address of other DUF member organizations, if any 	Venstres Ungdom Nørre Voldgade 82, 3.-4.sal 1358 København K kontakt@vu.dk https://vu.dk/
Contact person <ul style="list-style-type: none"> • Name of contact person • Contact person's address (if different from the organization's home address) • Contact person's email • Contact person's telephone number 	Anne Sophie Krog Pedersen 
Partner organization <ul style="list-style-type: none"> • Organization's name • Address • Country • Email address • Telephone number • Website, if any • Name of contact person <p>If there are more than one partner, all organizations must be mentioned.</p>	Young Women's Christian Association Plot 7391 

7. Annexes

List of annexes
Obligatory annexes

- ☐ Detailed budget (DUF format)
- ☐ Time plan
- ☐ Program

Other annexes

- ☐ Quotation, Nsanika Lodge
- ☐ Article, Liber (VU Magasine)