

GUIDE TO YOUTH LEADER EXCHANGES

*A GUIDE WITH GOOD ADVICE AND REQUIREMENTS FOR
YOUTH LEADER EXCHANGES UNDER DUF'S PROJECT POOL
AND MENA POOL*

ABOUT DUF

■ WHAT IS DUF?

Dansk Ungdoms Fællesråd – The Danish Youth Council (DUF) is a service and interest organization that works to promote children and young people's participation in organizational life and democracy.

Since its establishment in 1940, DUF has worked to strengthen young people's conditions and influence, as well ensure that they acquire democratic values, such as respect for others, conversation, dialogue and a sense of responsibility for each other through active participation in organizations.

■ MEMBERS OF DUF

DUF represents 71 nationwide children and youth organizations in Denmark with about 600,000 active members, 5,000 local organizations and more than 100,000 volunteers. Almost half of the Danish population is or has been a member of a youth organization that DUF represents.

DUF members conduct socially engaging activities for children and young people and focuses on topics such as youth politics, working with scouting, religion, environment, youth clubs, theatre, international exchanges and international projects.

■ DUF's WORK

DUF's secretariat is based in Copenhagen and employees 35 people. The secretariat provides courses for active members of the organizations, offers advice to member organizations, works to establish a good framework for children and young people in the organizations, supports the organizations' international work, and represents their interests to politicians and authorities.

In addition, DUF distributes about 100 million Danish kroner per year to its members, from places such as the Danish Lottery Fund, the EU and the Ministry of Foreign Affairs.



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The experience of being a youth leader has taught me a lot about myself as a person. I have become more visionary, confident, and I can support others in making a difference. The youth leader training seminar was one of the best experiences of the youth leader exchange, and the seminar had a great influence on how we worked in Rwanda.

Caroline J. Arnbjerg, IMCC Rwanda

HOW TO USE THE YOUTH LEADER GUIDE

This guide is designed to help develop a youth leader application for DUF's Project Pool or MENA Pool in collaboration with the Danish organization and their partner organization. This guide describes the different elements in the application form, and the guide is a good place to begin in preparation for a youth leader exchange.

It is important that you understand and comply with DUF's guidelines throughout the project period, from application to the final reporting. In the guidelines for DUF's international pools, you will find information about requirements, application deadlines, funding and reporting.

According to the guidelines, your application must be written in compliance with this youth leader guide. The guide and the application are structured around the same headings and sections, so you can easily get the information and help you need as you fill out the application. The guide contains relevant extracts from the guidelines so you have all the information in one place.

In the youth leader guide we use the following designations:

- The Danish organization: DUF's member organization
- The Partner organization: The Danish organization's partner from the Middle East, North Africa or a developing country

- The host country: The country where youth leaders stay during the exchange. Most often this will be the partner organization's country.



Toolbox and Manuals

DUF has prepared a number of manuals and formats that can be used in collaboration with your partner organization. They can be ordered and downloaded from DUF's website at duf.dk/skemaer.

The DUF's guidelines are your main tool in developing your project. At the same time, DUF's toolbox is full of good advice, which we recommend that you use when you begin working on a project. Here you will find useful information on context analysis, project design, the rights-based approach to development, and much more.

In DUF's financial management manual, you can learn about everything from budgeting to accounting of an international project and you will also find the formal requirements for the financial management of your project.

»» Contact DUF

The Danish member organization can always contact DUF's international consultants. DUF's advice is targeted towards you, and is based on your needs and experiences as a project group. We can, among other things help you to:

- Match expectations between the two organizations
- Provide input in relation to the guidelines - for example, advisors can assess whether your project meets the overall purpose and the cross-cutting requirements for the pools
- Manage the project's finances
- Read your application for the youth leader exchange once and provide technical input before submitting the application.

Find DUF's international consultants at duf.dk/ipa

1 YOUTH LEADERS FACILITATE CHANGE

Why you should include youth leaders in your partnership:

- Youth leaders help create a strong and close collaboration between your organizations
- Youth leaders are full-time volunteers and quickly generate results
- Youth leaders are future resources for both organizations
- Youth leaders get a solid education in project management
- Youth leaders create continuity in your collaboration
- Youth leaders forge close personal relationships and expand mutual understanding between your organizations
- Youth leaders are a catalyst for change

DUF's youth leader program is a unique opportunity to add extra energy and resources to your partnership, project and activities.

A youth leader is a young, full-time volunteer assigned to the partnership between a Danish organization that is a member of DUF, and a partner organization in the Middle East, North Africa or a developing country. Together, the youth leaders from the Danish organization and the partner organization form a team, working on specific activities and initiatives in the Danish organization and the partner organization. Youth leaders can be assigned to the project for a period of three to twelve months.



PHOTO: DUF



From DUF's Guidelines

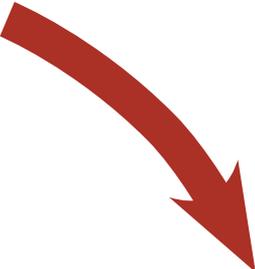
You have two options for assigning youth leaders:

- Assign youth leaders for a partnership funded by DUF
- Assign youth leaders for partnerships without DUF funding, where the activities are either funded through other means or are performed on a voluntary basis, but the youth leaders' activities must still meet the objectives of DUF's pools.

Youth leader process: From application to debriefing



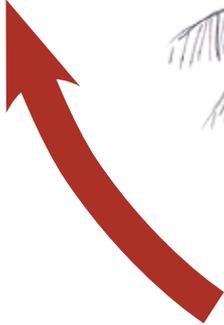
DEADLINE:
Five times a year



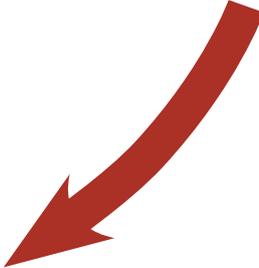
END:
Reporting, evaluation and debriefing



YOUTH LEADER TRAINING SEMINAR:
Held in Denmark in February and September



YOUTH LEADER EXCHANGE:
Three to twelve months



2 DUF'S YOUTH LEADER TRAINING SEMINAR



PHOTO: IMMAL SCHLOSSER



PHOTO: DET ARABISKE INITIATIV

AN EXPERIENCE OF A LIFETIME

Before youth leaders can begin their work on a project, they must participate in DUF's youth leader training seminar. During the seminar, the youth leaders work with their own project and establish the best possible starting point for collaboration.

During the seminar, youth leaders are taught the principles behind DUF's international work. They achieve a solid knowledge of project management tools and attend workshops on group dynamics and intercultural cooperation. Besides this, youth leaders bond with other young, dedicated volunteers from all over the world.

It is important that the Danish organization supports the youth leaders and the seminar by keeping contact with DUF and participating in the partnership day during the seminar. The seminar takes place twice a year, in February and September, and is mandatory for anyone who will be going abroad as a youth leader.

»» Example of a Youth Leader Seminar

A typical youth leader exchange begins with the youth leaders' meeting in Denmark. Here, the Danish organization has prepared a program for youth leaders, where they learn about the Danish organization, the project and get to know each other. The youth leaders participate in DUF's compulsory youth leader training seminar, where they learn to use different project management tools. They may also participate in information activities in Denmark, which may include giving presentations to members of the Danish organization.

After this, the youth leaders travel together to the partner organization to work on specific project activities for a period of three to twelve months. After the period as youth leaders is over, the youth leaders become a resource for the project groups and organizations.

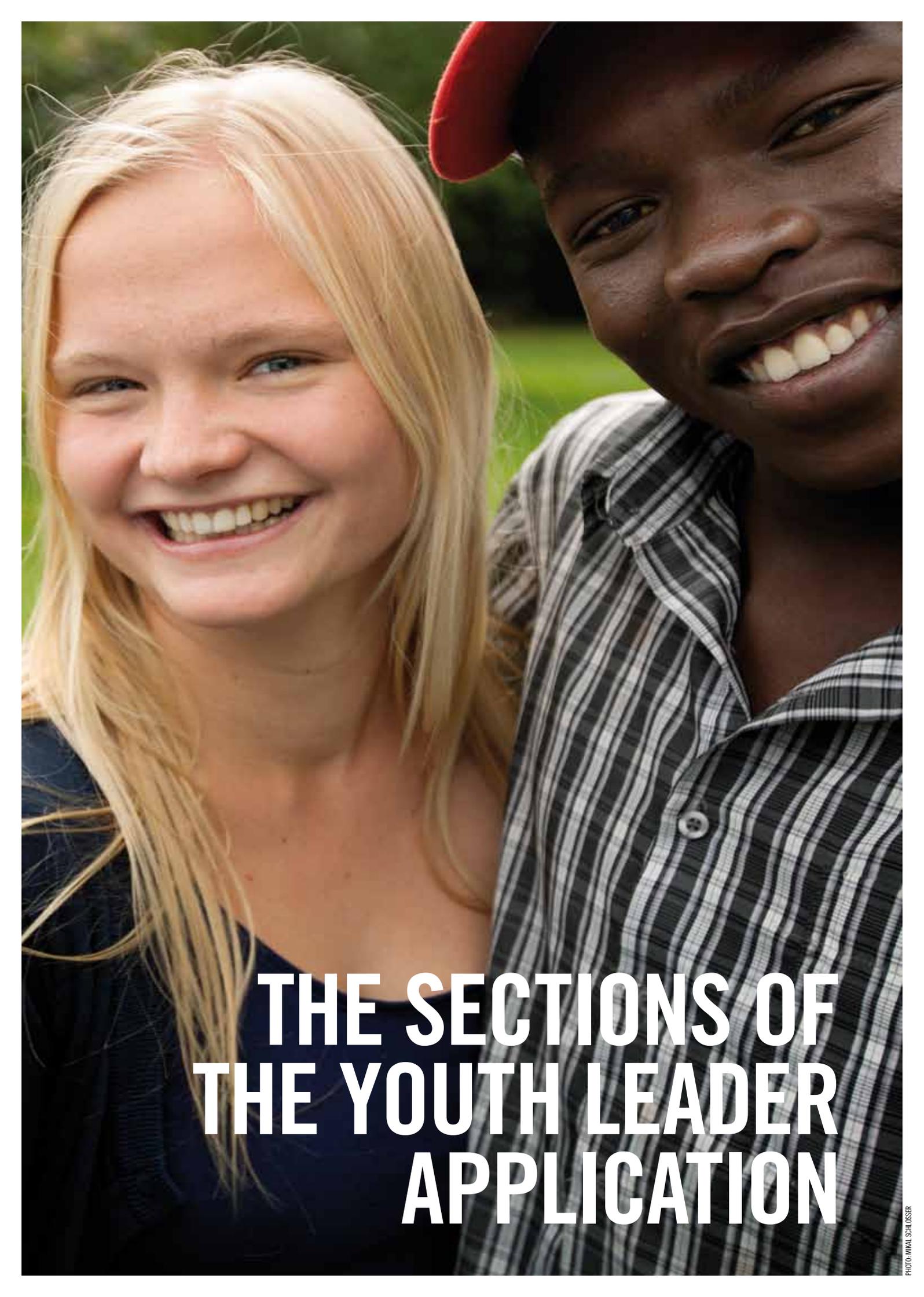


From DUF's Guidelines

Prior to the exchange, all youth leaders must attend a compulsory youth leader training seminar organized by DUF, where they will learn about international project management, conflict resolution, dialogue and international partnerships. The seminar is held twice a year.

At least two days before the youth leader-training seminar begins, the Danish host must meet and introduce the youth leaders to the Danish organization and the partnership.

The organizations must provide at least one project volunteer who has knowledge of the partnership, for DUF's partnership day in DUF's youth leader training seminar.



**THE SECTIONS OF
THE YOUTH LEADER
APPLICATION**

3 THE PARTNERSHIP

A good youth leader exchange program requires that both the Danish organization and the partner organization understand what it takes to manage full-time

volunteers for an extended period of time, and that the organizations have the necessary capacity to support the youth leaders and their work.



PHOTO: DUF

» Example of Strengths and Weaknesses in a Partnership

Strengths:

- The partnership has a solid foundation, there is mutual understanding of each other's organizations and the partners have good experiences from previous collaborations
- Both organizations have read the youth leader guide and consulted with DUF and other organizations about what it takes to have youth leaders involved in a project
- Both organizations have the resources to assign contact persons that are available and can regularly coach the youth leaders on their work and the practical conditions of the exchange
- Employees or volunteers with financial understanding, who can manage the financial part of the exchange

Weaknesses:

- The partnership is new and there is no accumulated trust between the organizations
- The organizations have no common ownership of the youth leader application and do not know all the requirements for the youth leader exchanges
- The organizations do not have the administrative and human capacity needed to be both hosts and employers for the youth leaders, including finding accommodations, arranging working conditions, defining work assignments, etc.
- The organizations do not agree on the objectives and the framework for the youth leader exchange

The youth leader seminar has given me a lot of skills and insights into working with international projects. It is enormously stimulating personally, and the seminar has made me very confident in my ability to do the work I have been assigned as a youth leader. At the same time, it is inspiring to be in such a culturally diverse group.

Cheyenne Silver Pratt, Social Democratic Youth of Denmark

THE PARTNERSHIP'S CAPACITY

To assess the partnership's capacity for having youth leaders attached to a project, you must analyze your strengths and weaknesses. It is important to be open and honest about the partnership's weaknesses before assigning youth leaders to a project.

If a partnership has youth leaders attached to a project without having the right capability, it can damage the partnership and youth leaders can experience problems during their exchange.

If you are aware of the partnership's weaknesses early in the process, you also know where and how to strengthen your collaboration, in order to maintain a youth leader exchange.

JOINT PLANNING OF THE YOUTH LEADER EXCHANGE

The youth leaders' role and duties must be determined based on the partner organization's needs through equal discussions within the partnership. It is important that both the Danish organization and the partner organization take ownership of the youth leader application. If not, the youth leaders may be caught between the organizations and their differing goals, without the ability to have an impact.

If you have not previously had youth leaders associated with your partnership, it is a good idea to apply to DUF for a preparatory study. A preparatory study will clarify how to ensure the best conditions for youth leader exchanges and remove the weaknesses your partnership might have.



From DUF's Guidelines

The exchange must be part of a partnership between organizations that know each other and have carried out activities together. If the youth leader is affiliated with a DUF-funded project, there are no requirements to the length of the partnership. If the partnership is not supported by DUF's international pools, it must have existed for at least two years before youth leaders can be supported.

You must have the administrative capacity to act as hosts and employers for the youth leaders. Your organization has the responsibility to manage the exchange. This includes finding accommodation, setting up working conditions and other practical matters.

4 WORK FUNCTIONS OF THE YOUTH LEADERS

The youth leaders' assignments should support the realization of the goals set forth in your pilot or partnership project and the youth leaders can help perform the actual activities of the partnership. With full-time volunteers on your project, you can achieve even greater results.

In the application form, you must describe the relationship between the project's objectives and the activities of the youth leaders. You should also describe the specific results the youth leader's assignments will contribute to.

The youth leaders' assignments can range widely and depend entirely on what you collaborate on in your partnership. It is important that you have a realistic expectation of the number of assignments given to the youth leaders.

DETAILED SCHEDULE OF ASSIGNMENTS

It is not a requirement when filling out the application form, but when you receive your grant, it is important to make the job assignments as specific as possible, including creating a schedule for assignment completion. The schedule of assignments is a tool that both organizations and the youth leaders can use all the way through the youth leader exchanges.

»» Examples of Assignments:

- Plan and organize training activities
- Teach and facilitate courses
- Develop training materials
- Provide logistical and practical support to project activities
- Communicate about project results
- Establish a better contact with the volunteers in the organization
- Collect the knowledge you gain through the project in handbooks.



PHOTO: CHRISTEN HOJTE

A detailed schedule of assignments provides a common understanding of responsibilities between the Danish organization, the partner organization, and the youth leaders before, during, and after the youth leader exchange.

The schedule of assignments should contain specific information about each work assignment, the time frame it is to be completed within, the youth leader's role and responsibilities in the assignment, who the youth leaders will collaborate with, and what the expected outcome is.

WORKING HOURS

The normal working hours for youth leader exchanges is 37 hours per week, but in special cases (for example, for studies and work commitments) youth leaders from the partner organization are allowed to work part-time, at a minimum of 25 hours per week. If local youth leaders work part-time, their allowance is reduced by a percentage, equal to the percentage in reduction of working hours.

When it comes to the selection process, it is important to talk openly and clearly with the youth leaders about

» Example of a Schedule of Assignments

Assignment	Time frame	Completed in collaboration with	The Youth Leader's role and responsibilities	Expected outcome
Planning of workshop on gender equality	End of March	Volunteer group	Responsible for sending out invitations, booking presenters, and logistical tasks	Three-hour workshop on gender equality with 50 participants
Give presentation about the partnership and the project for at least two local branches of the Danish organization	On returning to Denmark after the exchange	The project group in Denmark	The Danish youth leaders are responsible for preparing the presentation and aligning it with the project group. The project group books meetings with the local branches	Min. 40 young people from the Danish organization have heard more about the partnership, and the project feels greater ownership

any study or work-related commitments they may have under the youth leader exchange.

By making a detailed schedule of assignments, you will prevent a situation where the youth leaders have too many unforeseen responsibilities and the workload therefore becomes too great.

You should make sure to establish a realistic expectation of the working hours with the youth leaders. It is acceptable for some of the working hours to take place during evenings or weekends, as long as the youth leaders are prepared for this before the exchange takes place.



From DUF's Guidelines

The exchange must be associated with specific activities and initiatives of the partnership. All youth leaders must have a detailed job description.

Youth leaders cannot be given sole responsibility for the completion of an activity or a project, or be made solely responsible for larger organizational changes.

The youth leaders must work full-time (37 hours per week) in the organizations during the exchange period, and their work as a youth leader must be their primary occupation. Under special circumstances, for instance study-related duties or other side-projects, the youth leaders from the partner organization can get an exemption to work part-time as a youth leader (minimum 25 hours).

5 CAPACITY BUILDING WITHIN BOTH ORGANIZATIONS

Capacity building and knowledge sharing in both organizations are important elements in creating a youth leader exchange that can make long-term and sustainable differences for the organizations. It is therefore important to consider how the youth leaders can pass on the knowledge they receive about project management during the youth leader-training seminar, as well as the insights they gain about the project through the exchange itself.

Many youth leaders go through great personal and professional development during their youth leader exchange and the youth leaders should use this development to create change or mentor others.

CAPACITY BUILDING WITHIN THE PARTNER ORGANIZATION

When planning how to work on capacity building in the partner organization, DUF recommends that you consider the following elements during your youth leader exchange:

● **Introductory Program upon Arrival**

When the youth leaders arrive at the partner organization, it is important to introduce them to the organization, the staff, and the volunteers. The youth leaders should feel welcome and the rest of the organization

should know the youth leaders, their assignments and activities.

An introductory program is a way to integrate the youth leaders into the organization. It functions as a solid foundation for the collaboration and creates a good start. At the same time, the introductory program helps to build the capacity of the partner organization and allows the youth leaders to share their learning from the youth-leader training seminar.

● **Work Sustainability**

The changes that the youth leaders initiate should continue after the youth leader exchange ends. Therefore, sustainability must be incorporated as a natural part of the project activities.

There are many ways to ensure sustainability, but above all, it is important to be aware of the balance between the youth leaders' responsibilities and leadership and how they pass on these responsibilities and leadership to others. Activities, knowledge and experience from the youth leader exchange can only proliferate if others in the organization take ownership of them.

To ensure that knowledge and experience is passed on, the youth leader must collaborate with employees or volunteers from the partner organization in completing

»» Example of Elements in an Introductory Program

- A presentation for the youth leaders of the partner organization and key staff members
- A presentation of the youth leaders to the partner organization
- Disseminating the youth leaders' experience from their stay in Denmark to the partner organization, especially focusing on tools, methods and knowledge from the youth leader training seminar
- A joint examination of the role of the youth leaders' work assignments and mandate as stipulated in the contract, schedule of assignments and the time schedule
- An agreement on how the youth leaders are to communicate with the partner organization and the Danish organization during the exchange
- A conversation about the social integration of the youth leaders in the organization and the host country.

When young people work together with other young people, it creates a huge amount of commitment and motivation that goes both ways. You are in tune with each other, and it provides a tremendous sense of responsibility. If there is to be fundamental change, it must come from young people.

Ida Kirkegaard Mikkelsen, The Danish Guide and Scout Association

their assignments. The sustainability of the project will be strengthened if the youth leaders work in conjunction with permanent staff and/or volunteers and are encouraged to schedule meetings where the youth leaders are urged to share their knowledge and experiences.

● **A Closing Meeting at the End of the Exchange**

DUF recommends that the partner organizations and the youth leaders hold a joint closing meeting reflecting on the youth leader exchange's contributions and how the shared knowledge can be used and solidified in the organization's future work.

➤➤ **Example of Elements in a Closing Meeting**

- What has the youth leader exchange contributed to?
- What have the youth leaders and the organization learned?
- How can the youth leaders and the collaborating organizations use this knowledge?
- How is the knowledge passed on so that it can be used in the organizations now and in the future?
- How do the youth leaders play a role as future resources for the project group and the organization?

CAPACITY BUILDING IN THE DANISH ORGANIZATION

In the Danish organization, capacity building will most often be centered on the period after the Danish youth leaders' exchange at the partner organization.

It is good to plan a reunion meeting with the youth leaders and the project group and/or the organization's management. During this meeting, you can plan how the youth leaders' knowledge about project management and the partnership can be passed on and used in the Danish organization's national and international work. The meeting can be based on the youth-leader training seminar and the considerations that arose at the closing meeting with the partner organization.

It is also important that you discuss how youth leaders can be included as future resources in the project group and/or elsewhere in the organization.

Take the time to gather and write down the experiences that the organization and the youth leaders have achieved during the youth leader exchange for use in future youth leader exchanges.



From DUF's Guidelines

It must be indicated in your application as to how the youth leaders' knowledge and skills will be integrated into both the Danish organization and the partner organization after the exchange has taken place.

6 INFORMATION ACTIVITIES IN DENMARK

After the exchange, the Danish youth leaders will have a significant amount of knowledge to share regarding their experience in their exchange country.

Youth leaders can use this knowledge to:

- Strengthen awareness within the organization of the international work being done through internal channels of communication and information meetings with members
- Participate in public forums to raise awareness and support for youth participation in developmental work and to inform the public of the project
- Present to youth organizations and high school students about the partner country and the situation of young people there

DUF recommends that information activities be incorporated in the youth leader exchange.



PHOTO: DUF

Information activities can be aimed internally at local branches, committees, and leadership in your organization, or externally to other organizations, schools and the general public.

“The youth leader training seminar is taught at an incredibly high level and you can really develop your own knowledge.

Jens Kjærgaard, Social Democratic Youth of Denmark

»» Example of Information Activities

Information Activities within the Organization:

- Oral presentations and debates within the organization that provide new knowledge about the local conditions in the exchange country and the theme you are working on in the project
- Written communication through your organization's communication channels, such as blog posts, website updates, articles for newsletters or updates on social media.

Information Activities outside the Organization:

- Presentations and debates in other associations
- Teaching to an elementary or high school class
- Opinion pieces or other types of articles in the media, based on your knowledge of the local country

7 ROLES AND RESPONSIBILITIES

It is important that the organizations decide how to allocate the roles and responsibilities in relation to communication, finance, decision processes and support for the youth leaders during their exchange. Clear agreements in advance will make it easier for you to focus on collaborative work during the youth leader exchange and reduce the risk of misunderstandings or disagreements.

In connection with your application, please outline the delegation of roles and responsibilities.

COMMUNICATION PROCEDURES

It is important to talk about how you will communicate during the youth leader exchange beforehand. You should agree on who communicates with whom, how often, and how long the response time should be.

DUF recommends that you choose a person from each project group in the two organizations as the primary contact person for the youth leaders. The contact per-

son will often be the project manager, a key member of the project group, or in some cases, a secretarial staff-member.

The contact persons are the link between the two organizations during the exchange and are responsible for the ongoing communication between the organizations and with the youth leader. In this regard, it is the contact persons' responsibility to ensure that all parties are up-to-date on what is happening in the project. Youth leaders should not be responsible for the communication between the two organizations, since this can put the youth leaders in an unfortunate predicament.

Before the exchange, you should also consider how the contact persons agree on the managerial responsibilities for the youth leaders. One contact person should be responsible for the daily management of the youth leaders' assignments, including feedback to the youth leaders regarding their work, and informal social and cultural liaison during the youth leader's stay.



PHOTO: CHRISTER HOLTE



PHOTO: CHRISTER HOLTE

CONTACT PERSON IN THE PARTNER ORGANIZATION

The contact person in the partner organization provides feedback to the youth leaders and acts as a link to the partner organization. The contact person in the partner organization will act as the youth leaders' closest manager; conveying and prioritizing the different tasks associated with the youth leaders' assignments.

DUF recommends that the contact person have regular meetings with the youth leaders. It is important that the contact person has close knowledge of the youth leader's assignments, the scope of the project and the partnership so that the contact person can contribute with relevant suggestions to the youth leader.

Changes in the project or in the youth leaders' assignments should be discussed and agreed upon by the contact persons from both organizations and communicated to project groups and organizations via the contact persons. If the changes are substantial in relation to the original project plan and budget, the Danish organization is responsible for contacting DUF for approval of these changes.

It is important for the youth leaders' motivation that their assignments and activities have the support of the organization and that there is recognition of successes. Therefore, the contact person will also be responsible for serving as an advocate for the youth leader within the rest of the organization.

»» Example of Areas of Responsibilities for the Contact Person in the Partner Organization

- Arrange an introductory program for the youth leaders (see section 5.1)
- Delegate and prioritize daily assignments and be responsible for any changes in the job description
- Give feedback on the youth leaders' assignments
- Follow up on the youth leaders' work-related well-being
- Facilitate communication between the youth leaders and the rest of the organization
- Promote communication and knowledge-sharing with the contact person in the Danish organization
- Motivate and encourage the youth leaders

CONTACT PERSON IN THE DANISH ORGANIZATION

Although the youth leaders' work and assignments are performed primarily with the partner organization, it is important that there is an assigned contact person in the Danish organization. The contact person is jointly

»» Example of Areas of Responsibilities for the Contact Person in the Danish Organization

- Manage the ongoing communication with the contact person from the partner organization, including knowledge-sharing and consistent project, assignment, and well-being check-ins
- Ensure continuous communication with the Danish youth leaders and pass on information to the Danish project group
- Plan and organize a personal debrief from the youth leaders upon their return
- Collect useful experiences for use in future youth leader exchanges.

Being active at an international level allows you to expand your horizons. When working on international projects under DUF's pools, you are not just a brick in the wall, but the driving force behind the project.

Anne Kirstine Rønn, The Social-Liberal Youth of Denmark

responsible for the youth leaders and must collaborate with the contact person from the partner organization, particularly in relation to adjusting and prioritizing work assignments.

A regular contact between the two contact persons allows for new ideas and challenges to be handled in a timely manner.

YOUTH LEADERS' SOCIAL AND CULTURAL INTEGRATION

A youth leader exchange is also a cultural and social exchange, and it is important that the youth leaders are well integrated in the host country and the partner organization.

A social contact person from both organizations should be responsible for making sure that the youth leaders feel comfortable when they are at the Danish organization and the partner organization, respectively.

A social contact person can help introduce the youth leader to the daily and social routines of the organiza-

tion, provide an insight into the country and its culture, guide the youth leaders around the local area, and be a mentor for the youth leader if they experience integrational challenges.

The youth leaders and the social contact person should talk about cultural differences during the exchange process, addressing how these differences can be positive, rather than a cause of unhappiness or conflict.

The social contact person must have time for the youth leaders and should not also have responsibility for the youth leaders' work-related assignments.

>> Example of Responsibilities for the Social Contact Person

- Act as guide for the youth leaders around the local area
- Invite the youth leaders to social activities
- Introduce the youth leaders to the country's culture and traditions



From DUF's Guidelines

As partners, you must have the human resources (work group, project manager or similar) to define and distribute tasks, as well as to ensure clear communication and decision-making procedures for the youth leaders.

8 SELECTING YOUTH LEADERS

The number of youth leaders depends on the scope of the assignments. Based on best practices from youth leader exchanges in the past, four youth leaders (two from the Danish organization and two from the partner organization) is often a number that creates efficiency, and the equal distribution of youth leaders between the organizations maintains equality and balance in the partnership.

THE SELECTION PROCESS

Once the youth leader application is granted, you can begin the recruitment process of youth leaders. The selection of youth leaders in both Denmark and in the partner country must be democratic and transparent. This means that all the organization's members should be able to apply for the position, and the members and criteria in the selection process should be clear.



PHOTO: CHRISTER HOUE

»» Example of Selection Process

- Develop criteria for selecting the youth leaders
- Create a selection committee of volunteers/staff members
- Prepare a job notice based on the selection criteria
- Post the job notice, for instance, in the member magazine, newsletter, on the website, and Facebook
- Hold interviews with selected applicants
- Carry out ongoing consultations with the partner organizations about the selection process
- Select the youth leaders together with the partner organization

” **Being a volunteer is to believe that you, yourself can be the catalyst for change in the world. When we work together - young person to young person in an international setting - we discover that we have the same point of departure, in spite of differences.**

Alexander Blum Bertelsen, Social Democratic Youth of Denmark

The call for youth leaders should contain:

- Information about the partnership and the youth leaders' job description in relation to the project
- The desired criteria for the youth leaders' personal and work-related skills
- Practical information about the length of the exchange and the participation in DUF's compulsory youth leader seminar
- Information about financial issues and pocket money

PERSONAL AND WORK-RELATED SKILLS

When you select youth leaders, it is important that you look at their connection to your organization. If the youth leaders are only loosely aligned with the goals of the organization, problems may arise in the collaboration between the youth leader and the organizations.

Choosing youth leaders who want to contribute to the development of the organization after the exchange is essential to the future sustainability of the project.

During the selection process, you should also be aware of how you put together the youth leaders to achieve a gender balance. DUF recommends that both sexes be represented in both the Danish youth leaders and the youth leaders from the partner organization.

Finally, you should assess the work-related and the personal skills the youth leaders need. Consider relevant language skills, organizational experience, interpersonal skills, etc. as part of the selection process.



From DUF's guidelines

- Assign youth leaders from both the Danish organization and the partner organization
- The youth leaders must be selected in a transparent manner.
- Employ a transparent selection process
- The youth leaders must be at least 18 and not more than 30 years old.
- The youth leaders cannot be employees of the organizations.
- Youth leaders must be able to understand and express themselves in English.

9 PRACTICAL PREPARATIONS

VISA

The organizations are, in collaboration with the youth leaders, responsible for applying for a visa to Denmark and the exchange stay with the partner organization. There are different visa rules depending on which country the youth leaders are traveling to and how long they are going to be in the country. The rules are changed regularly in accordance with legislation and political conditions, so always seek out the latest information.

The Ministry of Foreign Affairs' website maintains a list of the visa requirements for other countries, but in addition, you should contact the country's diplomatic mission (embassy or consulate) in Denmark to ensure that the rules are current. Read more at www.um.dk.

It can be a lengthy process to get a visa for Denmark, so you must apply for a visa no later than six weeks before the youth leader-training seminar is scheduled to begin.

Contact DUF to receive an invitation letter to the youth leader-training seminar, which you can use in your visa application process to confirm that the youth leaders are invited to Denmark with all expenses paid. To expedite the process, the Danish organization should also write an invitation letter for the additional exchange period in Denmark.

Visa applicants may be required to show documentation of insurance, vaccinations and accommodations as part of the application.

There is no need for a work permit in Denmark, but you will need to research this for partner exchanges in developing countries and in the Middle East and North Africa.

LANGUAGE COURSE

DUF's youth leader seminar is taught in English, so all youth leaders must be able to understand and express



PHOTO: SØREN OLSEN

themselves in English. In some cases, an English language refresher course can be arranged to help youth leaders brush up on English language skills.

For Danish youth leaders who are going to a non-English-speaking area, it is possible to get funding for language courses. The language courses are funded for one of the major languages, such as Spanish, French or Portuguese, or in a local language, if knowledge of that language can improve the youth leaders' work-related capabilities. For example, a Danish youth leader can attend a language course in Arabic for an exchange with an organization in Palestine.

The course can take place at home or in the host country during the youth leader exchange.

VACCINATIONS

The organizations and the youth leaders are responsible for ensuring that the youth leaders have the necessary vaccinations and will be provided with malaria preventive medication, if needed. Vaccinations and malaria prevention varies from country to country. Instructions can be found on the WHO website, SSI – Statens Seruminstitut's website, or by contacting a physician.

” Becoming a youth leader was a dream come true. I have always wanted to make a difference for vulnerable, young people in Uganda, and now it has become possible for me to create real change in my country.

Ivan Dembe Luutu, Red Cross Youth Uganda

INSURANCE

The organizations are responsible for providing insurance coverage for youth leaders from their departure date, through the last day of the exchange. The insurance must cover travel, illness and accidents and provide unlimited coverage for medical and hospital assistance. Some insurance companies may require business travel insurance for volunteer work.

PLANE TICKETS

The organizations and youth leaders will work together to determine the dates for the departure and return trips and the organizations will be responsible for purchasing tickets on behalf of the youth leaders. Arrival and departure dates should not be immediately before or after DUF's youth leader seminar. Ideally, the youth leaders from the partner organization will have some time in Denmark to acclimate before the youth leader training seminar begins, whereas the Danish youth leaders will need time to pack and say goodbye after the youth leader seminar ends.

DUF recommends that the organizations purchase tickets that can be changed before and during the exchange without major surcharges, since situations sometimes arise where it becomes necessary to change travel dates.

LOCAL TRANSPORTATION

The partner organization is responsible for organizing the youth leaders' local transportation and demonstrating to the youth leaders how the transportation system

works. Youth leaders should expect to use the same type of transportation as their closest colleagues.

Before the exchange begins, the organization should decide which travel expenses are reimbursable and how reimbursement will be handled with the youth leaders.

ACCOMMODATIONS

The partner organization is responsible for finding suitable accommodations for the youth leaders before they arrive. The accommodations must be close to the workplace and near transportation facilities.

Often, it is beneficial if all the youth leaders do not live in the same house or apartment, but that they instead live in pairs near each other. If the youth leaders are together all day, it can be difficult to separate work from leisure time.

Youth leaders should have their own private room with access to a private or shared toilet, bathroom and kitchen facilities. DUF also recommends that all youth leaders, as much as possible, live in close vicinity of each other.

POCKET MONEY

The youth leaders are full-time volunteers and not employees. Therefore they are not paid a salary, but given pocket money as a supplement to the expenses (meals, accommodation, transport, etc.), which are covered by their budget.



PHOTO: CHRISTER HOJTE

Food and pocket money is calculated based on the rates of subsistence allowance from the Danish Moderniseringsstyrelsen (Agency for Modernization). However, it is important that you research the local salary and price levels in the country before you establish a rate for the youth leaders. At duf.dk/skemaer, you can see the maximum amount that can be delegated for pocket money and for food expenses.

If the pocket money allowance is too high, it can create internal tensions within the local organization and create the impression that the youth leaders are employees, not volunteers.

The youth leaders' stipend for food and pocket money is considered as subsistence allowance and is tax exempt in Denmark. Subsistence allowance may, however, be taxable for the Danish youth leaders during their stay in Denmark, if their residence and workplace are closely situated to each other. Not all countries have rules about tax-free subsistence allowance so you are responsible for researching tax issues both in and outside Denmark on behalf of the youth leaders.



From DUF's Guidelines

If you have applied for visas six weeks prior to the seminar in Denmark, but you do not obtain a visa in time, you can apply for a dispensation to continue the exchange, if you submit the documentation for when you applied for the visa.

The budget should cover pocket money according to the current rates of the countries in question, which are available at duf.dk/skemaer.

In special cases, where youth leaders from the partner organization have been granted an exemption to work parttime (minimum 25 hours). The pocket money rate should be adjusted accordingly to the weekly number of work hours. The pocket money is not financed in connection with any vacation during the stay.

10 MONITORING AND EVALUATION

During the youth leader exchange, it is important that you regularly follow the progress of the project to easily assess whether the exchange is on track, whether you will reach your goal, or whether adjustments need to be made. You must be able to demonstrate to DUF that your project makes a difference and explain the extent to which you have reached your goal at the end of the project. When you write the application, you therefore need to consider how you intend to monitor and evaluate the youth leader exchange.

Before beginning the exchange, you should formulate a baseline, which describes the situation you want to monitor before any action has been taken. To measure progress and results, you need data on how the situation was before you began your efforts. For example, if you want to increase a target group's knowledge of a particular topic, you should measure that target group's existing knowledge in advance, to assess whether your efforts are making a difference. This is often done through questionnaires and, in some cases, interviews.

MONITORING

By monitoring your project you can regularly see if activities are progressing as planned and have the expected results or whether there is a need to adjust the activities, the budget, or the youth leaders' assignments. You should also monitor the budget, to make sure it is

being followed, and that the financial procedures are in order, so you, if necessary, can make adjustments according to DUF's requirements.

EVALUATION

An evaluation is an examination of the youth leader exchange's results, impact, relevance and efficiency. You will have to evaluate individual activities continuously during the youth leader exchange which should be included in the final evaluation at the end of the youth leader exchange. Within three months after the end of the youth leader exchange, you must submit a comprehensive report to DUF, a personal evaluation from each of the youth leaders, and a final budget. Members of the project group, and preferably also the youth leaders, must also participate in DUF's biannual mandatory evaluation seminar.

It is a good idea to carry out an internal evaluation of the youth leader exchange with your youth leaders, so that you can collect important knowledge and experience for future youth leader exchanges.

DUF organizes an annual debriefing in the fall, for the Danish youth leaders who have returned from their exchanges. Many experiences and challenges will be recognizable across youth leader exchanges, and the joint meeting is a good platform to reflect on youth leaders' experiences and acquired knowledge.



From DUF's Guidelines

Monitoring and evaluation is undertaken at two levels: The youth leaders must make an independent evaluation of the exchange. The collaborating organizations are responsible for the overall monitoring, including decision-making and communication procedures, and the final evaluation and reporting of the exchange.

You must submit a joint narrative report from the two involved organizations where the youth leaders' individual narrative reports are attached.

Forms for narrative reporting and financial reports can be downloaded at duf.dk/skemaer. The narrative reporting and the finalized financial report must be received within three months after the end of the exchange.

11 RISK ANALYSIS

RISKS

There will always be risks and challenges associated with implementing larger projects and youth leader exchanges. Risks are the circumstances that may threaten a project and the goals you have set. When you are aware of the risks, you are able to make a plan of action and respond accordingly.

In the risk analysis portion of the application, you must consider the specific risks that may affect your project. The types of risks can be at the society, project and activity level.

For instance, it may be that examination dates change, so that your target audience cannot participate, or that an unstable political context means that you have to move an activity to another region.

SAFETY

In connection with a youth leader exchange, you should consider if you will need to take extra precautions regarding the youth leaders' safety.

Safety measures can vary widely, depending on the specific country or region. An honest conversation should be had with your partner organization on the security perspectives of the youth leader exchange and how to prepare your youth leaders for the exchange.

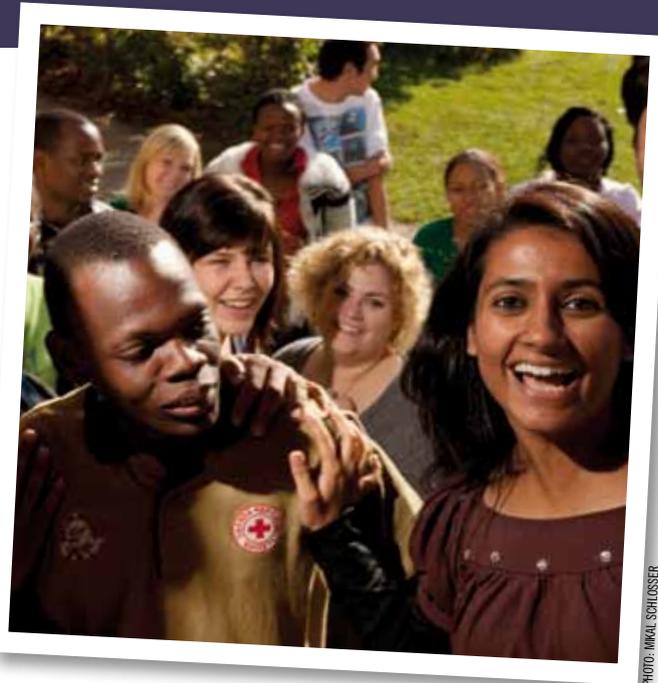


PHOTO: ANNA SCHLOSSER

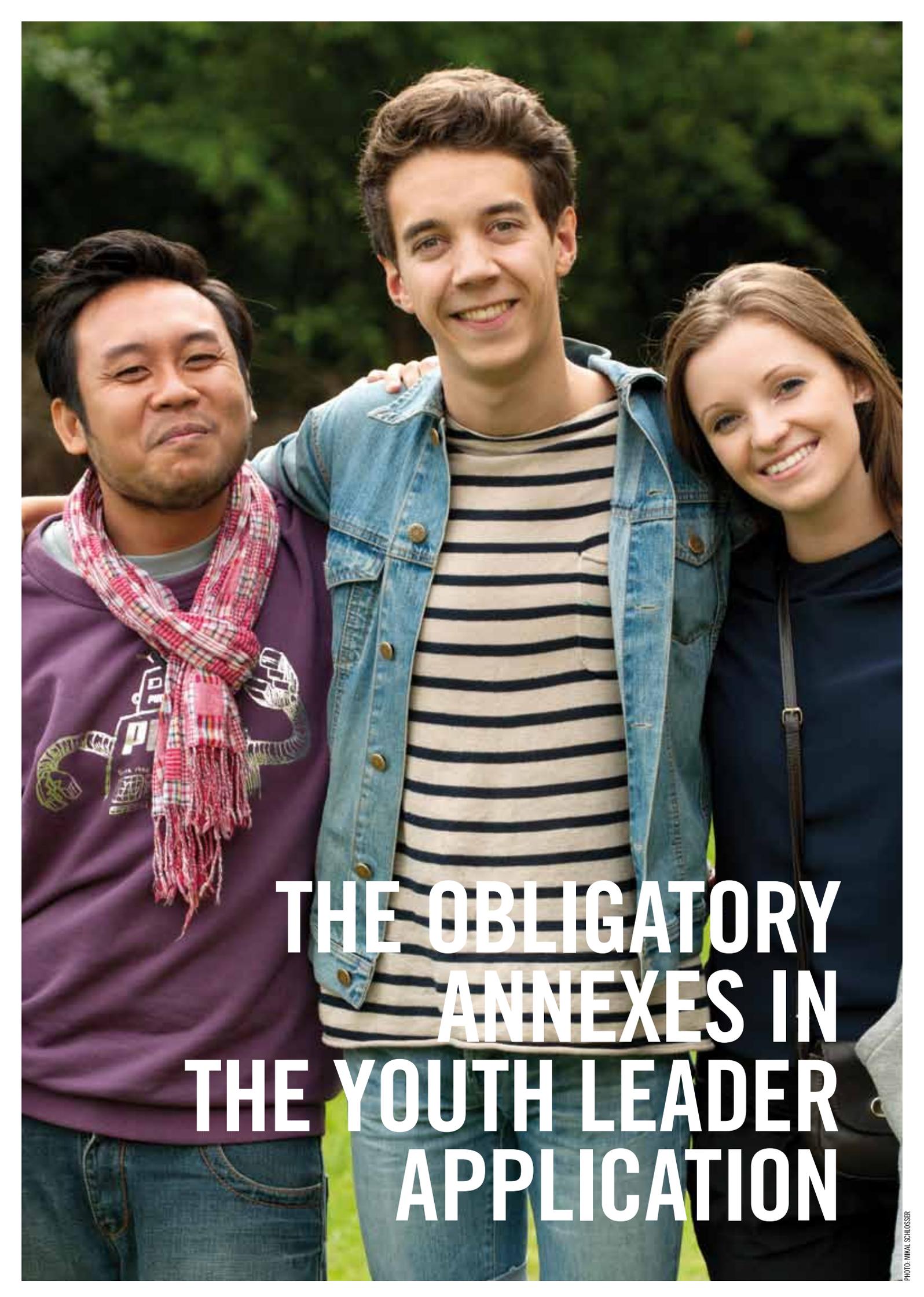
In connection with local transportation, you should consider whether it is necessary to take extra safety precautions, particularly if there is a high risk of traffic accidents or robbery.

It is a good idea to remain continuously updated in relation to the security situation during the exchange. In some areas, it may be advantageous to downplay any Danish affiliation.

Furthermore, you should be aware of the Danish Ministry of Foreign Affairs' travel guides, which you can find on their website.

As a youth leader, you take responsibility, and it has a huge influence on one's personal development. In Rwanda the organizational life needs to be supported so that young voices can be heard. I can bring the Danish experiences with me and bring inspiration back to Denmark in return.

Ditte Skårhøj, Danish Baptist Scouts and Guides Organization

A photograph of three young people standing outdoors in a grassy area with trees in the background. On the left is a young man of East Asian descent wearing a purple hoodie and a red and white patterned scarf. In the center is a young man with brown hair wearing a blue denim jacket over a black and white striped t-shirt. On the right is a young woman with long brown hair wearing a dark blue t-shirt. They are all smiling and looking towards the camera. The text 'THE OBLIGATORY ANNEXES IN THE YOUTH LEADER APPLICATION' is overlaid in large white letters at the bottom of the image.

**THE OBLIGATORY
ANNEXES IN
THE YOUTH LEADER
APPLICATION**

12 CONTRACT

The contract is the formal foundation for the collaboration between the partner organizations and the youth leaders. The contract should cover the collaboration's duration, work assignments, working hours, vacation, pocket money, expenses for food and accommodation, agreement on reimbursement of project costs, illness, insurance, and precautionary rules, if the collaboration ends prematurely.

When designing the contract for the collaboration, you should find a balance between pocket money, weekly

number of hours, rules for vacation and time off, all in relation to the rights of the local staff in the organization. If this is not the case, the youth leaders may be perceived to have special treatment, which may create tensions within the organization.

It is important to involve the people responsible for both legal and financial issues in both organizations, since the contract binds the organization financially. DUF has developed a standard draft contract, which is available at duf.dk/skemaer.

I have really learned a lot about project development from the youth leader training seminar. Spending time with young people from other countries gave me new inspiration and ideas on how I can improve my work in my own organization in the Philippines.

Marian Bahalla, Akbayan Youth



PHOTO: MIKAL SCHLOSSER

13 BUDGET

The "Guidelines for the Project Pool and the MENA Pool" and the "Manual for Financial Management of International Projects," constitute the financial framework for the youth leader exchange.

As part of the youth leader application, you need to include a budget. The partner organizations are responsible for drafting the budget so that it corresponds with the needs of the exchange. DUF's financial management manual will serve as a guide in developing a good budget. It is the responsibility of both organizations to calculate and justify the expected costs, so it is important to work out the budget in close collaboration between the two organizations.

The youth leader program differs from the other activities supported by DUF's international pools by not having an upper limit to the budget, as long as the budget is justified.

Remember to talk to the financial controller in your organization to determine responsibility for calculating accounting activities on an ongoing basis.

COLLECTION OF RECEIPTS

DUF's financial management manual outlines good ac-

counting practices, including how to collect records and update the financial accounts during the youth leader exchange.

As soon as the youth leaders are selected, you should initiate a conversation about financial management for their assignment. As soon as they have been selected, youth leaders should save all receipts related to costs associated with the exchange.

For the youth leaders, there are special arrangements for the collection of receipts. It is not necessary to collect records for pocket money and food-related expenses when the Danish and foreign youth leaders are with the partner organization. Instead, youth leaders can indicate that they received a lump sum for these expenses. While in Denmark, youth leaders must keep records regarding their food-related expenses.

If you decide that the youth leaders should not collect separate receipts for expenses related to food, it is important that you have clear-cut guidelines on how funds allocated for food can be used. Funds allocated for food must not become an extra source of pocket money. It can only finance reasonable and necessary expenses for food.



From DUF's Guidelines

The budget for a Youth Leader Exchange should cover reasonable costs for room and board, international transportation (return trip to the host country on economy class), local transportation to and from work, transportation on economy class to DUF's youth leader seminar, visa, vaccinations, insurance and auditing. Finally, you can apply for 7 percent of the total project cost for administration.

The cost of activities or material purchases cannot be included in the budget for Youth Leader Exchanges. If you need this type of support, you must apply for it as part of the project grant in the associated Pilot or Partnership Project. If the youth leaders are not associated with a DUF-supported project, you must finance the costs in other ways. However, you may apply for funding of necessary language education and any potential small purchases, if they are absolutely necessary to enable the youth leaders' activities or stay.

DUF covers all the costs associated with the youth leader seminar, you can therefore not apply for pocket money for youth leaders.

14 TIME SCHEDULE

Past youth leader exchanges provide a guideline of best practices that are useful to consider in a youth leader exchange. DUF recommends that the time schedule is highly detailed and that you include as many elements as possible.

The time schedule should be a useful tool, which can be adjusted continuously.



»» Examples of What the Time Schedule can Contain

Before the Exchange with the Partner Organization:

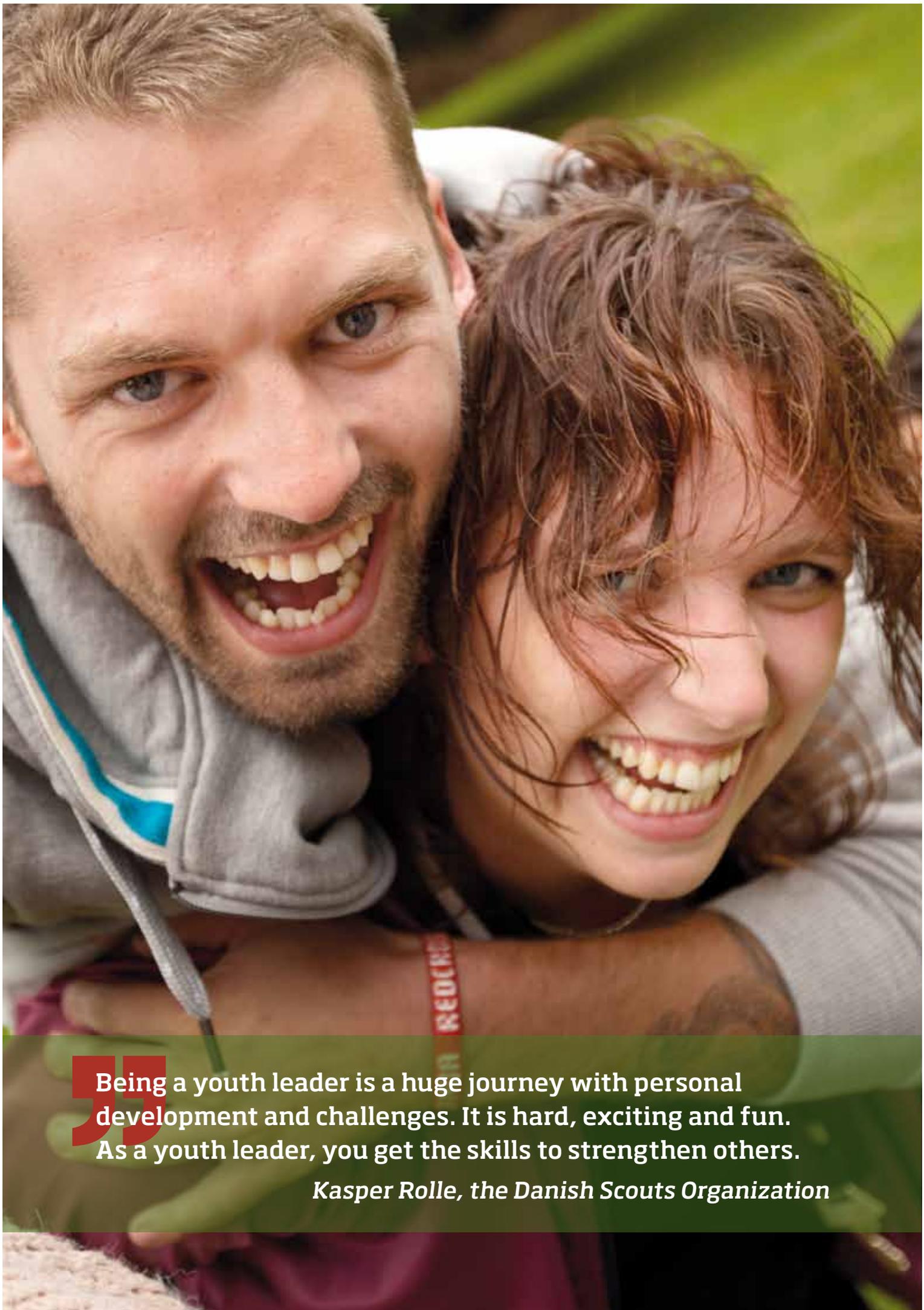
- Recruitment of youth leaders in the Danish organization and in the partner organization (Chapter 8)
- Practical preparations for the exchange taking place at the Danish organization (Chapter 9), including:
 - Obtaining a visa to Denmark at least six weeks prior to the youth leader training seminar
 - Plane tickets, transportation, accommodation, insurance, vaccinations, etc.
- Establish a program for the exchange taking place at the Danish organization, for instance:
 - Introduction to the youth leaders of the Danish organization, the partnership, the project and the youth leaders' work assignments
 - DUF's two week youth leader training seminar in February or September (Chapter 2)
 - Information activities in the Danish organization and/or in the public (Chapter 6)
 - Departure to the host country

During the Exchange at the Partner Organization:

- An introductory meeting between the youth leaders and the partner organization (Chapter 5)
- Dissemination of the youth leaders' knowledge to the partner organization, gained from their stay in Denmark (Chapter 5)
- Executing assignments - see the schedule of assignments (Chapter 4)
- Recurring meetings with the partner organization that follow up on the work assignments and the well-being of the youth leaders (Chapter 7)
- Continuous communication with the Danish organization that follow up on the assignments as well as the well-being of the youth leaders (chapter 7)
- A closing meeting with the partner organization at the end of the exchange period (Chapter 5).

After the Exchange with the Partner Organization:

- Disseminating the Danish youth leaders' acquired knowledge to the Danish organization (Chapter 5)
- Personal debriefing between the youth leaders and the Danish organization (Chapter 5)
- Collecting experience from the youth leaders for use in later youth leader exchanges (Chapter 5)
- Information activities in the Danish organization and/or in the public (Chapter 6)
- Evaluation of the youth leader exchange (Chapter 10)
- Reporting to DUF (Chapter 10)



Being a youth leader is a huge journey with personal development and challenges. It is hard, exciting and fun. As a youth leader, you get the skills to strengthen others.

Kasper Rolle, the Danish Scouts Organization

