



INTERNATIONAL PROJECTS AND PARTNERSHIPS

GUIDELINES FOR DUF'S INTERNATIONAL POOL

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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 organizations and democracy.

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

■ MEMBERS OF DUF

DUF represents more than 70 child and youth organizations at a national level in Denmark with about 600.000 members, nearly 6.400 local branches and over 100.000 volunteers. Almost half of the Danish population is or has been a member of a youth organization which DUF represents.

DUF members conduct social engagement activities for children and young people focusing on topics such as youth politics, scouting, religion, environment, youth clubs, theatre, international exchanges and international projects.

■ DUF's WORK

DUF's secretariat provides training courses for active members of the member organizations, offers advice to the member organizations, works to establish good conditions for children and young people within the organizations, supports the organizations' international work, and represents their interests in relation to politicians and authorities.

In addition to this, DUF allocates about 140 million Danish kroner a year to its members. The funding comes from among other sources the Danish Lottery Fund, the EU, and the Danish state, including the Ministry of Foreign Affairs of Denmark and Danida.



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HOW TO GET STARTED

If you have come up with a good idea for an international project you are already well underway. Now you have to focus on writing the application so your idea can become a reality. Please feel free to consult with DUF right from the start.

The guidelines for DUF's international pool are your first and most important tool for getting started with your international project.

- Read the guidelines carefully when you develop your project idea and use them as a reference throughout the whole project cycle.

It is important that you develop the project in close collaboration in your partnership. Also remember to meet the deadlines and application requirements.

DUF CAN PROVIDE GOOD ADVICE THROUGHOUT THE APPLICATION PROCESS

You are responsible for how your application is prepared and formulated. But you can receive valuable advice from

DUF's international consultants all the way from your first idea to the final version of the application.

DUF's international consultants have experience with international project management, and they are knowledgeable of the countries where the member organizations of DUF carry out activities.

We can advise you by e-mail, by phone or at an in-person meeting at either your or our office. DUF's consultation is geared specifically towards you, and it is based on your needs and experiences as project group. We can, among other things help you to:

- find a partner organization, if you do not already have one
- understand the guidelines for DUF's international pool

Do not be discouraged by the specific project language used. In the glossary in chapter 9 you can find a definition of the most important words and concepts.



Application deadlines and requirements

- There are five yearly application deadlines for DUF's international pool: February 1st, April 1st, June 1st, September 1st, and November 1st. DUF must receive the application no later than 12 noon on the day of the deadline for the application.
- Applications for Network Activity are reviewed regularly, there is no deadline.
- The application and supporting documents have to be uploaded at duf.dk.
- An authorized signatory from both organizations must be scanned and attached to the application – with the exception of applications for Partner Identification.
- All applications must be made with a standard application form. There is one for each of the seven types of projects, and they can be downloaded at duf.dk/templates.
- All applications must be submitted in English – with the exception of applications for a Partner Identification, which can be submitted in Danish.
- All applications must include a budget in DUF's standard budget form, which can be downloaded at duf.dk/templates.

The guidelines are effective from January 1st, 2018. Projects initiated under the old guidelines and reporting requirements will continue under these, rather than the new guidelines.



- find out if you are on the right track according to the guidelines – for instance we can help you make sure your project complies with the overall purpose and the crosscutting requirements of the pool
- translate your ideas into clear objectives with success criteria for the change you seek to achieve
- make a partnership agreement for the cooperation
- read the project draft and provide professional input before you submit it at duf.dk (only one review per draft)
- advise you throughout the project, for example about financial management
- think through the next step, once you have completed a project and have to move on.

» Contact DUF

Call DUF on telephone: +45 39 29 88 88

Send an e-mail to puljen@duf.dk

Find DUF's international consultants on duf.dk/fiu



The Toolbox and the Guidelines

DUF has produced a number of useful tools that can help you get started with your project. All DUF's guidelines and tools are available in English, so they can be used in your partnership, and they can be ordered and downloaded from duf.dk/toolpapers.

DUF's Toolbox is full of good advice, which we recommend that you use when you start preparing your project. Here you will find useful information on context analysis, project design, the rights-based approach to development cooperation, and much more.

In DUF's Financial Guidelines you will find the formal requirements for financial management of your project, and you can learn more about everything from project budgeting to accounting, which are part of the financial management of an international project.

DUF's Guide to Youth Leader Exchange is a special tool for those who are considering assigning youth leaders to your project.

“The purpose of DUF’s international pool is that youth organizations in partner countries strengthen their capacity and increase their influence in the societies they are part of.”



HOW TO USE GUIDELINES

DUF hosts after-work meetings, training courses and seminars in Denmark and abroad on a regular basis, which may be relevant for your international work. Stay updated on duf.dk.

■ 1. INTERNATIONAL PROJECTS – HISTORICAL ROOTS

The first chapter of the guidelines gives you an introduction to the history and the purpose of DUF's international work.

■ 2. THE PURPOSE OF THE POOL

To receive support for your project it has to meet the overall purpose of DUF's international pool. You will be introduced to the Change Triangle and three crosscutting requirements related to children and young people's influence, volunteerism and gender equality.

■ 3. PARTNERSHIPS AND SUSTAINABILITY

Here you can read all about how you choose a partner, create good partnerships and how you best ensure that your collaborative project will be sustainable and the impact will last after the project is completed. Religious organizations and political parties are dealt with separately in this chapter.

■ 4. SEVEN TYPES OF PROJECTS

Through DUF's international pool you can apply for grants to seven different types of projects. Read more about each individual type of project here.

■ 5. FORMAL REQUIREMENTS AND RULES FOR FUNDING

In this chapter, you can learn about the formal requirements and rules related to DUF's international pool. For instance, you can read about which organizations can apply for funding, the participation of Danish volunteers, and in which countries the projects can take place.

■ 6. HOW THE PROJECT IS ASSESSED

Your project will be assessed by six criteria, which you can read more about here. You can also read about the processing of the applications, and the procedure from when you submit your application until you receive a response from DUF.

■ 7. AFTER THE PROJECT HAS BEEN APPROVED

Here you can read about the requirements for the management of your project after the grant has been approved.

■ 8. REPORTING PROBLEMS OR IRREGULARITIES

When you enter into a contract with DUF, you commit yourselves to comply with the Ministry of Foreign Affairs of Denmark's clause on anti-corruption and DUF's Anti-Corruption Code of Conduct. Read more about the clause in this chapter.

■ 9. GLOSSARY

Here you will find a glossary with explanations of the key words and concepts that you will come across in relation to your international project. You can use it as a reference work – and to make sure that everyone speak the same "project language" in your partnership.

■ 10. INDEX

In the index, you can look up key subjects and easily find the place in the guidelines where they are described.

1 INTERNATIONAL PROJECTS – HISTORICAL ROOTS

DUF works to promote young people's participation in organizations and democracy.

DUF was founded in 1940 – under the name of Dansk Ungdomssamvirke (The Danish Youth League) – as a reaction to the authoritarian tendencies which were emerging in many parts of Europe at the time. The founders wanted to show that despite political differences they had something in common: they wanted to maintain and strengthen the rule of democracy.

The objective was to inform, engage and educate young people to be democratic citizens – and it was in the committed voluntary communities that the founders saw a basis for strengthening young people's knowledge of and engagement in democracy.

Today, more than 75 years later, DUF is still working to promote youth participation in organizations and democracy – both in Denmark and abroad. DUF's vision is a world where democracy is a way of life for all young people, regardless of where they live, and where young people have genuine influence on their own lives and the society they live in. For DUF, democracy is not just about a system of government and formal influence, it is just as much about a way of life in which dialogue breaks down prejudices and creates mutual understanding between people.

DUF'S INTERNATIONAL WORK

In many parts of the world, young people's democratic influence is far from a reality.

Young people under 30 constitutes the largest proportion of the population in a large part of the world. Yet young people are grossly underrepresented when major decisions are made – both in formal institutions such as parliaments and district councils as well as in organizations.

In DUF's view, a democratic education takes place when young people participate actively in democratic processes in associations and other similar organizations. Young people learn to make decisions and take responsibility for themselves and other young people in committed communities concerning objectives they are passionate about. At the same time DUF regards a strong organizational life as a benefit to democracy in itself.

“Youth organisations play an important part in creating sustainable development for the individual and society. In voluntary associations, young people commit to a cause that enables them to build competencies and lead positive changes in their community - in Denmark and in the world.”

From The World 2030: Denmark's Strategy for Development Cooperation and Humanitarian Action

DUF supports young people's global civic engagement through international partnerships. DUF advises and provides learning activities that can strengthen your international cooperation – and you can apply for grants from DUF's international pool for projects between a Danish member organization and a partner in countries listed on OECD's DAC List of ODA Recipients, which you can read more about in chapter 5.

DUF'S INTERNATIONAL POOL

DUF's international pool is funded by Danida under the Ministry of Foreign Affairs of Denmark and is subject to Denmark's development cooperation policy.

The pool supports projects between DUF's member organizations and their international partners.

A RIGHTS-BASED APPROACH TO DEVELOPMENT COOPERATION

DUF's international work is based on a rights-based approach. In this approach poverty and inequality are seen as a result of the injustices and skewed power structures in a society.

The focus is not only on people's immediate needs, but to a greater extent on the causes of poverty and inequality from a more holistic perspective. By working with the underlying causes of the problems one ensures that long-term and sustainable solutions are created.

The rights-based approach puts participation in focus. It is about creating positive and lasting changes with people and not just for people.

In DUF we work with children and young people's rights – especially the right to participate in and influence society, both in Denmark and globally. We do this through partnerships, where young people from Danish organizations along with young people from the partner countries set the framework and objectives for the change which they want to create together. In this way we contribute to young people themselves setting the agenda, describing

the problems, and coming up with potential solutions, so that future development is driven by active young people and not just becomes activities for them.



Human Rights as a Starting Point

The starting point for the rights-based approach is the system of human rights, which was established on an international level after the end of World War II. A number of rights are rooted in the international conventions, which grant the individual the right to live a life free from oppression and exploitation. The rights are written down in the UN Universal Declaration of Human Rights, the UN Convention on the Rights of the Child, the UN Convention on the Rights of Persons with Disabilities, and the CEDAW: the UN Convention on the Elimination of All Forms of Discrimination against Women, among others.



Rights Holders and Duty Bearers

In the planning of projects the rights-based approach has a focus on the relationship between rights holders (for example children and youth) and duty bearers (for example public authorities, officials, and other decision-makers). That way you can ensure that authorities, policy makers and individuals who are responsible for rights not being violated are held accountable for fulfilling their obligations – this can for instance be to ensure education for children or women's right to vote.

THE SUSTAINABLE DEVELOPMENT GOALS

In DUF we work with UN's 17 sustainable development goals, which were adopted in 2015. In short, the sustainable development goals will contribute to creating sustainable development in the world.



»» Example

DUF's internationally active member organizations contribute to fulfilling the sustainable development goals through their international projects. In Tunisia, YMCA Scouts of Denmark have developed a strong partnership with the Tunisian scout organization Les Scouts Tunisiens. The sustainable development goals are integrated in some of their project activities.

The partners have worked collaboratively and strategically with the organizations' democratic structures, which goal 16 focuses on. During the partnership, young leaders have been trained with a special focus on promoting social inclusion and gender equality, which goal 10 and 5 aim at. This has affected the organizations' social communities as well as young people's opportunities for participating actively in their local communities.

Furthermore, the partnership has focused on entrepreneurship, which is a part of goal 8. The partners have collaboratively trained and guided young Tunisians in how to develop projects and start their own companies. Besides creating jobs, this initiative also affects the society's long-term sustainable development.

Through the international work, DUF works to realize the global sustainable development goals. The guidelines for DUF's international pool reflect that all projects funded by DUF support the achievement of four specific goals:



- **GOAL 5** is about reaching gender equality, for instance by ensuring women's participation and equal opportunities for leadership at all levels in decision-making processes and in society.



- **GOAL 10** aims to reduce inequality and ensuring equal opportunities, for example by including everyone – no matter age, sex, disability, race, ethnicity, origin, religion, economic or any other status – in social and political decisionmaking.



- **GOAL 16** focuses on supporting peaceful and inclusive societies. Among other things, it is necessary to ensure sound, inclusive, participatory, and representative decision-making processes at all levels.



- **GOAL 17** on strengthening partnerships for the future include building the capacity of and promoting partnerships among civil society organizations for example across borders.

>>> The World 2030: Denmark's Strategy for Development Cooperation and Humanitarian Action

You can read more about Denmark's development cooperation and find the official Danish translation of the sustainable development goals, targets, and indicators at um.dk/en/danida-en under Strategies and priorities.

2 THE PURPOSE OF THE POOL

YOUTH ORGANIZING AND INFLUENCE

The intention of DUF's international pool is to strengthen youth organizations and their ability to influence their own communities. Children and young people are stronger when they work together to achieve the changes they want for their community. At the same time, active organizations in themselves benefit a democratic society.

In practice this means that all the projects supported by the international pool must contribute to the overall purpose:

That youth organizations in partner countries strengthen their capacity and increase their influence in the societies they are part of.

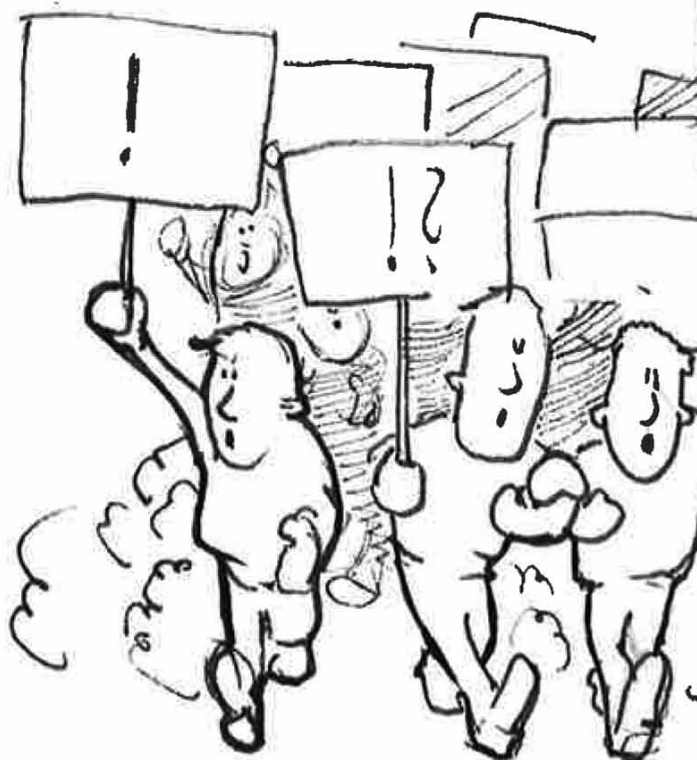
DUF's international pool supports partnerships between DUF's member organizations and their international partners. These can either be established youth organizations or young people who are in the process of establishing an independent youth organization or a youth section in an existing organization.

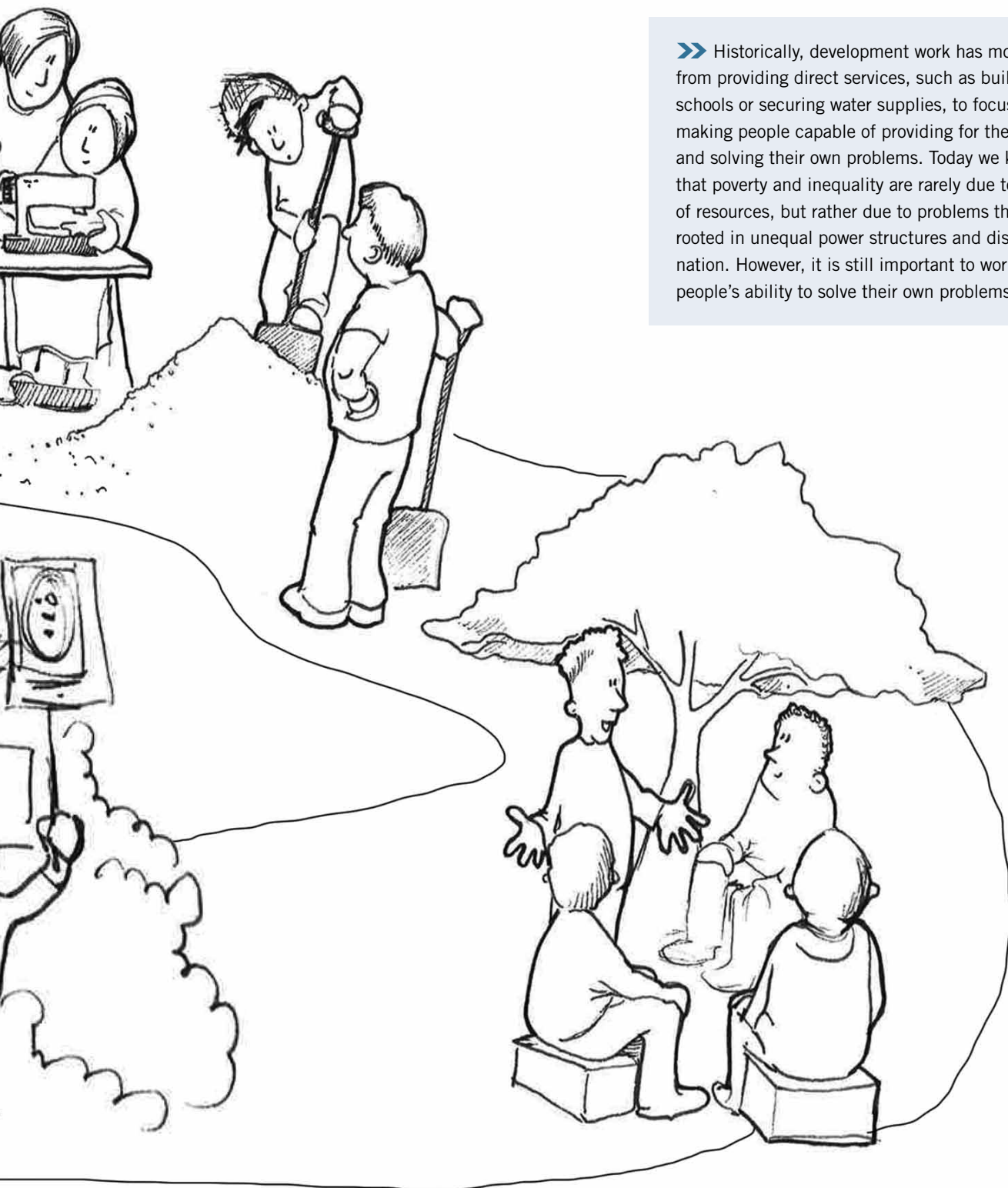
DUF's international pool gives young people the opportunity to cooperate with other young people in equal and committed partnerships.

HOW TO CREATE CHANGE

Your project must produce positive and tangible change. As you develop your project together in the partnership, you must therefore describe how your project activities make a tangible difference for children and young people, the partner organization and in the local society.

In order to achieve results together with young people in the partnership it is necessary to consider what creates the biggest change.





» Historically, development work has moved from providing direct services, such as building schools or securing water supplies, to focusing on making people capable of providing for themselves and solving their own problems. Today we know that poverty and inequality are rarely due to lack of resources, but rather due to problems that are rooted in unequal power structures and discrimination. However, it is still important to work with people's ability to solve their own problems.

THE CHANGE TRIANGLE

DUF's experience with international projects shows that the projects have the greatest effect when there is synergy between:

- development and capacity building of the organization
- advocacy for children and young people's rights
- activities aimed at children and young people's participation and influence.

Your project must therefore consider the above three components. DUF uses the **Change Triangle**¹ as a tool to illustrate the interaction and to discuss the connection between objectives and the project activities to ensure that you reach your objective. However, this does not apply to supplementary project types.

»» The Change Triangle shows how these three aspects of international projects form a whole and how they interact and reinforce each other.

The balance between the three sides of the triangle may vary – it depends on the specific project, the context, and your organizations' skills, values and your shared visions. You do not necessarily need to work with all the sides in a project, but you must explain why you emphasize some sides in the triangle rather than others in order to achieve your objectives.

»» Example

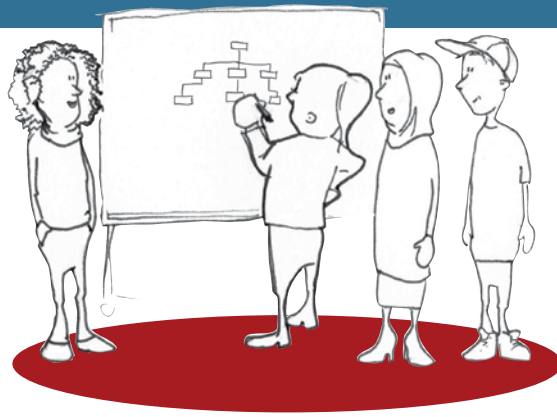
It is DUF's experience that child and youth activities and organizational development are often a prerequisite in making successful advocacy convincing decision-makers to make changes for the benefit of children and young people's rights. Similarly, well-executed and successful advocacy also further strengthens an organization's recognition and capacity, and it improves the opportunity for creating more activities.

An example of how the three sides of the Change Triangle reinforce each other is the development of the cooperation between the International Medical Cooperation Committee (IMCC) and the medical students' organization in Rwanda, MEDSAR. IMCC and MEDSAR have worked together since 2004.

From 2008-10 the partnership focused on strengthening MEDSAR's organizational capacity to carry out projects and the following Partnership Project from 2011-12 focused on MEDSAR's capacity to carry out sexual and reproductive health (SRH) education and education on family planning. The teaching methods produced good results and the activities were scaled to reach a broader target group across a wider area – and contributed to ensure that MEDSAR received recognition and support from local authorities and schools. This project also established a foundation to perform advocacy. Advocacy workshops were conducted and work groups were created to focus on advocacy.

In 2014-16 IMCC and MEDSAR built on the earlier project with a continued focus on providing effective SRH education in a new Partnership Project. This time, the education activities reached 23.540 students and the partnership documented the methods and results of MEDSAR's SRH education, so that examples and case studies could be used for advocacy. As a result hereof, the partnership participated in producing the teaching material about reproductive health that the government implemented in primary schools and high schools in 2016.

¹ The Change Triangle is developed by Fagligt Fokus in 2008. DUF has adapted the model to suit the international work between DUF's member organizations and partner organizations.



ORGANIZATIONAL DEVELOPMENT

A strong **ORGANIZATIONAL CAPACITY** is important for the planning and quality of the activities.

CHILD AND YOUTH ACTIVITIES

strengthen the organization's legitimacy and accountability. They involve volunteers taking responsibility for other children and young people. The activities provide knowledge about the children and youths who participate and insight into the thematic area in focus.

Good **ORGANIZATIONAL CAPACITY** forms the foundation for well-planned and well executed advocacy.

Successful **ADVOCACY** can strengthen the organization's recognition and local network.



CHILD AND YOUTH ACTIVITIES

CHILD AND YOUTH ACTIVITIES can strengthen knowledge and contribute to effective advocacy, which can lead to decision-makers improving children and young people's conditions.

ADVOCACY builds on insight into the real needs of the target group and can create lasting, positive change for the target group.



ADVOCACY

ORGANIZATIONAL DEVELOPMENT

Does your project contribute to creating lasting, positive change in the organization and does it make it stronger?

In DUF we define organizational development as **planned and deliberate processes that create lasting, positive change in the organization**. This can for instance be to establish more democratic structures or management methods, develop strategies and educational programs, retain volunteers or to strengthen employees' and mem-

bers' capacities and opportunities to carry out the organization's work.

Organizational development is primarily a process where your focus is turned inward and you work with the internal conditions and structures of the organization.



»» Examples of Organizational Development

- Facilitate workshops where you discuss how the partner organization can strengthen its member democracy.
- Exchange experiences that can help the partner organization to increase its membership base, attract new volunteers, improve internal and external communications, and more.
- Exchange experiences in your partnership about how you can strengthen your organizational capacity to achieve better results in your child and youth activities or advocacy.

ADVOCACY

Does your project advocate for children and young people's interests in the political system or to decision-makers and/or the general public?

Advocacy is a **planned, purposeful effort to advocate for, or enact influence on, a cause with the purpose to create lasting, positive change in society**. This can be done by influencing decision-makers to improve young people's living conditions by changing laws, implementation of policies, resource allocation or similar. Advocacy can either

be done on behalf of others or by strengthening a specific target group's ability to advocate for their own cause.

Advocacy is first and foremost a process where you turn your attention outwards and purposefully work towards improving conditions outside the organization.



»» Examples of Advocacy

- Influence community leaders, for instance church leaders or school principals to support your cause.
- Arrange meetings with politicians at local or national level to influence them to act on the problem your project deals with.
- Make a campaign that engages the public in creating the change your project seeks to achieve.
- Contact journalists and media to make them interested in your message and put it on the agenda.

CHILD AND YOUTH ACTIVITIES

Are your child and youth activities based on the needs of the target group? Are the activities connected to organizational development and advocacy and do they contribute to achieve the project's overall objectives?

The child and youth activities are your project's **contribution to the partner organization or community which supports the project's overall objectives**. The activities can be anything from testing new methods in working with children and young people, making manuals, or organizing training courses for the partner organization's members and/or children and young people in the local area.

The activities must be part of or a starting point for working with organizational development and advocacy – and the activities must support and contribute to achieving the project's objectives. You can therefore not base your project on child and youth activities alone.

Your child and youth activities must be based on the needs of the organization and the target group.

You can for instance arrange activities for children and young people that make a difference for them as a target group and at the same time give you an understanding of their needs. You can use that knowledge to advocate for the interests of children and young people to local authorities, and your activities can help you get the backing and support of the local community. The activities can also be training or workshops for young people which equip the organization with the ability to do a better job for children and young people.

Child and youth activities are primarily activities for and with children and young people. They can both be aimed at young volunteers in the organization or children and young people outside the organization.



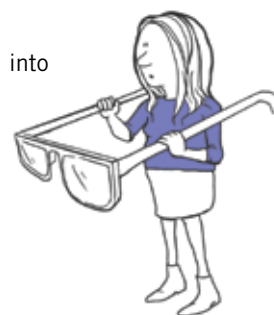
»» Examples of Child and Youth Activities

- Teach, train and organize workshops to build knowledge and/or strengthen the skills of children and young people or their leaders.
- Initiate a homework club, youth club, scouts group, and the like.
- Organize a seminar that focuses on children and young people's participation in society with children and young people involved in planning and conducting the seminar.

CROSSCUTTING REQUIREMENTS TO THE PROJECT

DUF's international work also builds on **three crosscutting requirements** which have to be integrated into the analysis of the context and the project design:

- **Children and Young People's Influence, Participation, and Rights**
- **Volunteerism**
- **Gender Equality**



CHILDREN AND YOUNG PEOPLE'S INFLUENCE, PARTICIPATION, AND RIGHTS

Children and young people are the primary target group for DUF's international work. Children and young people constitutes an important resource in society, although unfortunately they are often ignored, marginalized and given no influence. Therefore, your project must focus actively on strengthening children and young people's rights, active participation and influence.

- At the organizational level, your project must ensure that children and young people are actively involved in the planning and implementation of the project as well as the organization's decision-making processes.
- At the societal level, the long-term impact of your project must contribute to strengthen young people's voice and their influence in society at large.

VOLUNTEERISM

Volunteerism is based on willingness, commitment, community, a sense of responsibility, and enthusiasm – and it is an important element of active participation in organizations. The purpose of promoting a culture of volunteerism is to strengthen the social responsibility and commitment that ultimately forms the foundation of democracy.

ism is to strengthen the social responsibility and commitment that ultimately forms the foundation of democracy.

- You must describe the local culture of volunteerism within the partner organization and in the local society, and on that basis explain how the project can promote voluntary engagement.
- You must explain what role volunteers play in the organizations and examine their opportunities for influence.

GENDER EQUALITY

Equal opportunity for men and women is an essential element of any democracy. In many societies there are unequal power structures that discriminate citizens based on their gender. At the same time, there are different expectations and functions associated with being a boy/man and girl/woman that influence the opportunities for participation and influence. This in particular applies to women and girls who are deprived of their basic rights – but boys and men can also experience pressures and barriers based on their gender.

Gender roles and power structures are found in organizations, on the job market, in politics and in the family. It is

»» How do you ensure that children and young people have an impact on the project activities? And how does your project actively work to strengthen young people's influence in the surrounding society?

»» How does your project involve and engage volunteers in both Denmark and the partner country? And how does your project strengthen the volunteers' influence in the organization?

therefore important that you examine which barriers both sexes encounter – and you must in your partnership work actively to ensure real and equal opportunities for both sexes in the project activities.

Therefore you must remember the following:

- You must analyze men and women's roles, needs and opportunities to participate and gain influence – both at an organizational and societal level.
- You must explain how your project ensures equal and effective opportunities for both sexes to participate in, benefit from, and influence project activities.
- You must explain how your project contributes to creating equal and effective opportunities for both men and women to participate in the organization's work and gain influence in the organization.

➤➤ How do you make sure that both men and women have equal and real opportunities to participate and influence the project activities? And how does your partnership relate to the local society's unequal power relations between the sexes?



Checklist: Overall Requirements for the Project Application

- Does your project contribute to achieve **the purpose of the pool**?
- Describe how your project **integrates the three sides of the Change Triangle** – organizational development, advocacy and child and youth activities.
- Are the **three crosscutting requirements** integrated into your project?

USE THE TOOLBOX

Here you will find tools to analyze children and young people's opportunities for participation and influence, gender roles and relationships – and there are tools to work with volunteerism, monitoring, evaluation and learning, partnerships, organizational development, and advocacy.

Find the toolbox on duf.dk/toolpapers.



Find Inspiration in the Sustainable Development Goals and take part in a Global Agenda

When your project meets the crosscutting requirements for DUF's international pool, at the same time the project is contributing to reach some of UN's sustainable development goals.

- When you improve **children and young people's influence, participation, and rights** you contribute to reducing social inequality in social and political decision-making. At the same time, you participate in creating peaceful and inclusive societies where more people have access to participatory institutions and inclusive, participatory, and representative decision-making processes at all levels.
- When you work with the crosscutting requirement **gender equality** you take part in ensuring equality between the sexes and that women and girls can participate fully and effectively and have equal opportunities of taking on leadership roles at all levels in decision-making processes.



3 PARTNERSHIPS AND SUSTAINABILITY

For a project to gain funding through DUF's international pool, it must be implemented in a partnership between one or more of DUF's member organizations and one or more partner organizations. Other organizations can be included in collaborations, but it is important that you enter into a formal partnership with one or more organizations.

The projects are implemented in partnerships to create long-lasting relations rather than short-term project activities.

A benefit of a partnership is that the Danish organization has a partner who knows the local conditions. This gives you direct access to information about the conditions for children and young people, about the local volunteer and organizational culture, and the challenges for creating equal opportunities for boys and girls, men and women.

ESTABLISHING A GOOD PARTNERSHIP

When you establish a partnership from scratch, it is important to realistically consider how to make the partnership strong and viable.

A good match is based on careful considerations and honest conversations about what each organization is passi-

onate about and what kind of positive and lasting change you want to create for children and young people. If the partnership is to be meaningful, your organizations should have something in common that you can collaborate on. Additionally, it is important that you investigate how a future partner operates.



» Use the Three Circle Model and the Change Triangle as conversation tools in the initial meetings within the partnership. Find these and other tools in the toolbox on duf.dk/toolpapers.



A Partnership that Fits

For you to get the best possible partnership and results, it is essential that you talk openly and are conscious about the needs and wishes each of you have.

- What are the values your organizations are based on?
- What do you want to get out of the project, and what can you learn from it?
- What can you contribute with?
- Do you meet each other's expectations and needs?



Know Your Partner

When you want to find the right partner, it is important that you consider the following:

- How is the organization led?
- Does it have active local volunteers? And do they have an influence on the activities and the organization?
- How is the organization funded? Does it have other resources, partnerships and donors?
- How are the activities organized for the organization's target group? Who is responsible for the activities?

PRINCIPLES BEHIND THE CHOICE OF PARTNERS

The partner organization must have its base in countries listed on OECD's DAC List of ODA Recipients, which you can read more about in chapter 5, and the organization must have a focus on children and youth.



The partner organization must:

- **Be an organized group with democratic governance**
The partner organization must be an institution, association or organization which applies democratic principles and has transparent structures and decision-making processes. It also means that the organization's management cannot be completely beyond democratic control.
Your project can for example have democratic organizational development as an objective.
- **Work in a non-discriminatory way**
The partner organization must not discriminate against a particular ethnic, religious, political, or another group in society.
- **Have children and young people as their target group**
The partner organization must have children and young people as its target group, and it has to allow them real influence in the organization - unless it is an organization which exclusively has children as its target group.
Your project can also have as its objective to ensure children and young people's influence in the organization.
- **Have the capacity to complete the project**
You should choose a partner organization that has the resources to implement the project's different activities in collaboration with you. If there are doubts about the partner's ability to manage the project, you can consider including one or more other organizations in the project.
- **Work non-profit.**

A final important element is the principle about the project's foundation and the awareness of the project in the organization, which is applicable to both organizations:

**DUF can only support projects that are embedded in both organizations.
DUF can therefore not support partnerships or independent project groups
that only have a minimal connection to the main organization.**

To ensure the connection between the project and the work of the organizations, it is important that as many people as possible are involved in the partnership and are aware of the project activities. Therefore, you commit yourselves to provide information about the projects

and the results you achieve – at least to your own organizations as a minimum, but also to the general public. You should also investigate how you can learn from the partnership and implement the lessons in your own organizations.

EQUALITY – A FUNDAMENTAL PRINCIPLE

Equality is a fundamental principle of good partnerships. Equality means:

- That both organizations respect each other's point of view.
- That both parties contribute to the project and the partnership.
- That both parties make an effort to learn from the partnership and evolve accordingly.
- Both parties have an influence on and responsibility for the common projects.

The requirement of equal influence applies to all aspects, from the planning of your project to its implementation, financial management, monitoring, and evaluation.

Therefore, you must at a very early stage in the partnership decide what each of your roles will be – and define clearly what expectations you have to each other and who is responsible for what.

ADMINISTRATION AND ALLOCATION OF RESPONSIBILITIES

When a project is approved for funding from DUF's international pool, the money will be allocated to the Danish organization and the Danish organization is financially and legally responsible to DUF. But the partner organization should have responsibility for implementing the project and manage it together with the Danish organization. There are various ways to allocate the tasks and responsibilities between the Danish organization and the partner organization.

»» **DUF recommends** that you make a **partnership agreement**, where your shared expectations are written down alongside other important topics, such as your shared vision and allocation of responsibility. It is always a requirement that the partners enter into a partnership agreement for all Partnership Projects.



The Sustainable Development Goals

By cooperating with a democratic organization that focuses on children and young people you create good conditions for fulfilling some of UN's sustainable development goals.

- When children and youth are your target group and your work is non-discriminatory in terms of ethnic, religious, or political groups, you contribute to reduce the social inequality in the partner country.
- When partnering with an organization with a democratic structure you promote an inclusive society by having decision-making processes that are sound, inclusive, participatory, and representative.



PARTNERSHIPS WITH POLITICAL PARTIES AND RELIGIOUS ORGANIZATIONS

Political parties and religious organizations are obvious partners for many of DUF's member organizations. There are many benefits to working with these actors because they often have a good network and good opportunities for influencing the development of the local society.

DUF supports partnerships between political or religious organizations - and is obliged to manage the international pool without favoring specific political affiliations or beliefs.

SUPPORT FOR POLITICAL ORGANIZATIONS OR PARTIES

Political parties can contribute to the development of society in many ways. They can for instance contribute to promoting the development of democratic, pluralistic political systems that are responsible and legitimate - and to pave the way for a democratic political culture and dialogue between citizens and the political system.

However, you need to pay particular attention when you choose a party or political organization as a partner. The political landscape and ideologies you know from your own country may not be applicable to the political systems and parties in other countries. Therefore, you should analyze the political system of the partner organization's country and examine your partner's ideological point of view, role and history in the local society.

You must also ensure that your partnership promotes democratic political processes through the development of pluralistic political systems.

Pay Special Attention To:

- Whether the organization or party commits to comply with democratic principles, has the ability and willingness to represent a group of citizens' interests, and has a clear political agenda.

- Whether the organization or party commits to respect human rights and to work for a pluralistic political system with democratic dialogue between groups with different political convictions.
- When public campaigns are a part of your project, its primary purpose must not be to promote a certain political party. Regarding a campaign about something else, the parties are free to promote themselves for instance by displaying their party logo.

DUF's Pool Supports:

- Projects that promote political activity among youth and generate political commitment.
- Projects that encourage young people to participate in democracy, for example by using their right to vote in elections.
- Organizational development where the objective is to strengthen the party's relation to its members and involve members in the development of programs and policies.
- Organizational development where the objective is to strengthen internal democratic structures, transparency, and responsibility towards members and society ensuring that decisions are made within a member democracy.
- Projects that support the development of a multiparty political system.

>> Example

The Youth Wing of the Danish Democratic Party has for more than ten years had a partnership with Akbayan Youth in the Philippines. The partnership has focused on creating strong local chapters and has established regional centers where young Filipinos are trained in how to influence political decision-making processes.

- Advocacy that does not support specific party-political interests but supports broader public interest.
- Cross-political dialogue and cooperation.

DUF's Pool Cannot Support:

- Election campaigns or the promotion of a particular party.
- Direct training of candidates from a single party.
- Projects that explicitly favor a particular ethnic or religious group in society.

SUPPORT FOR RELIGIOUS ORGANIZATIONS

Religious organizations are in many countries key players in social work and education, and religion can be an important part of young people's identity and social communities. Religious organizations often reach out to other groups than secular organizations, and they manage to connect the grassroots level with national and international levels.

A partnership with faith-based organizations can therefore give you many benefits. You should, however, be very cautious not to let a partner's religious conviction interfere with the rights-based approach of your project.

Pay Special Attention To:

- The organization's religious position and their approach to marginalized groups and development work in relation to that position.
- The organization's internal democratic structures, including whether young people are given influence in the organization and are taken seriously.
- The potential for linking advocacy with the organization's social work, knowledge, and inclusion of marginalized groups.

DUF's Pool Supports:

- Democratic organizational development, including the involvement of young people and women in the organization's decision-making processes.
- Advocacy on behalf of young people and marginalized groups.
- Inter-religious dialogue and cooperation.
- Dialogue, reconciliation, and conflict resolution.

DUF's Pool Cannot Support:

- Promoting a particular faith or promoting a particular religious group.

CREATING SUSTAINABLE CHANGE

YOUR PROJECT MUST MAKE A DIFFERENCE

All projects must make a positive difference for children and young people.

The bigger the project and amount you apply for, the higher the requirements are for your project to contribute to tangible, lasting change.

In your application you must set clear objectives for the change that you wish to achieve through your project. You must explain how your activities are related, and how they contribute to reaching your objectives. The Change Triangle is a very good tool to analyze how your project and partnership can best make a difference in the long term.

SUSTAINABILITY

A project is seen as sustainable when it contributes to achieving positive and lasting change for the partner organization and/or the target group. In other words, the changes that your partnership paves the way for should ideally be maintained or continued after the project grant and project activities have ended. This could for instance be a member registration system, a leadership training program or lasting improvements for children and young people's conditions through advocacy.

You should consider sustainability as an integral part of the project from the very beginning.

» Remember, there is greater likelihood that a project will have a long-term effect if you deal with real needs for the target group and the partner organization. You should also ensure local ownership of the work and connect the project to the organization's work.

Consider how you can ensure that the partner organization achieves the capacity and the resources to independently maintain or continue the changes that the project creates. Neither your partner nor the target groups should be placed in an inappropriate relationship of dependency after the project's completion.

WHEN IS A PROJECT SUSTAINABLE?

Whether a project meets the requirements of sustainability is considered in relation to each project's concept, size and objectives. For some projects, financial sustainability will be the most important aspect - for others it will be more important to ensure local political support for the project.



Many partnerships begin by conducting child and youth activities and work with organizational development – this helps the partners get to know each other and get a better understanding of the target group. The work to strengthen the partner organization’s capacity and improving the organization’s activities can become the foundation for well-planned and effective advocacy, which can contribute to lasting improvements for children and young people.

During a short-term Pilot Project it can be difficult to achieve a long-term effect. Here the focus can instead be that you gain valuable experience and learn more about the target group so this knowledge can be included in the future work of the organization and the partnership.

In smaller Partnership Projects it can be difficult to achieve long-term sustainability. You can therefore focus on smaller, manageable objectives of change in each project and continue the collaboration with the partner organization in a way in which new projects build on previous projects, or where new target groups or objectives are included along the way.

In larger Partnership Projects, you must create changes that can continue after the project is completed and the funding of the project ends.

» Use the **Change Triangle** as a tool for designing sustainable projects. In the toolbox you can find more advice on how to carry out various analyses that can strengthen the sustainability of the project from the beginning. You can also contact DUF’s international consultants. Find the toolbox on duf.dk/toolpapers.



PHOTO: CHRISTER HOUTE

MONITORING AND EVALUATION

Monitoring and evaluation are the tools you will use to manage and adjust your project according to the experiences you gain during its progression – in this way the probability of reaching your objectives is much higher.

You must also be able to demonstrate to DUF that the project makes a difference, and explain if you have reached your objective with the project. Therefore you should make a plan from the beginning of the project as to how you will monitor and evaluate your project.

Monitoring is the ongoing observation and recording of the project's progress: Are the activities running as planned and with the expected results?

Ongoing monitoring of project activities is your best tool to verify that the project is on course – and to adjust activities or the budget if it becomes necessary.

Evaluation is the systematic examination of the project's results, impact, relevance, and efficiency at key stages during the project: Have you achieved the objectives of your project activities – and have you done the right things to achieve your objectives?

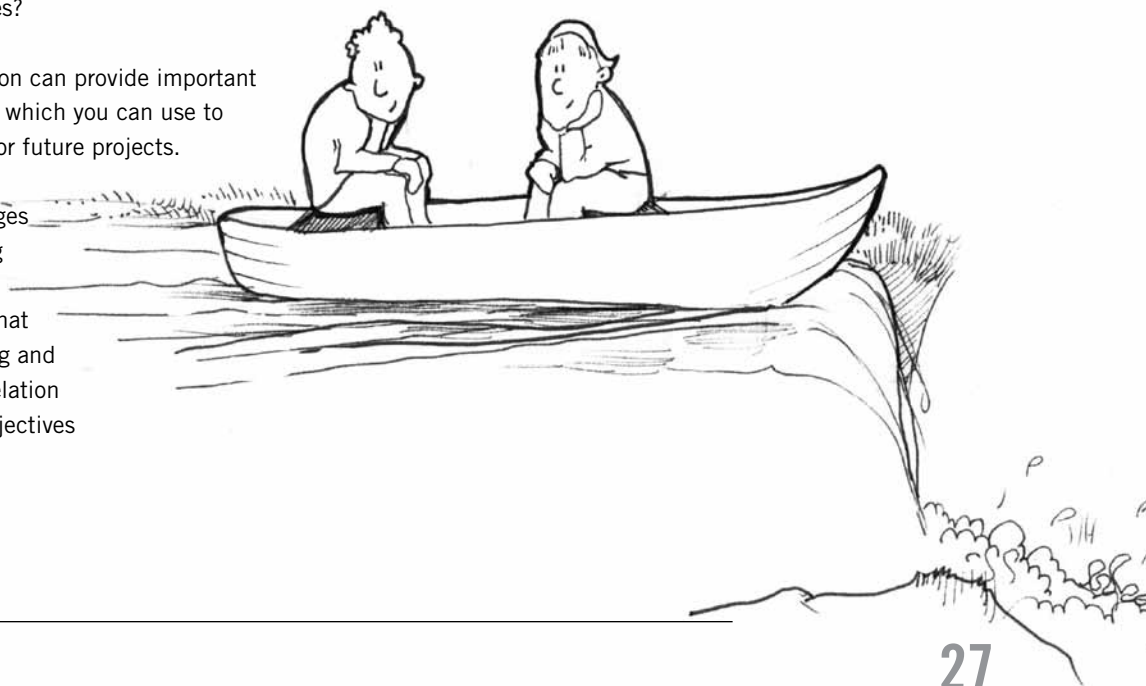
A well-designed evaluation can provide important learning and knowledge, which you can use to strengthen your current or future projects.

There are many advantages in integrating monitoring and evaluation strategically in your project so that the process of monitoring and evaluation is useful in relation to the various project objectives and activities.

» **REMEMBER** – your project will not always go as planned. Contact DUF's international consultants if you need advice to adjust your project activities or the budget. You can also find tools to monitor and evaluate your project in the toolbox on duf.dk/toolpapers.

Monitoring and Evaluation are used to:

- Document what you achieve through the project and share the knowledge with others. You can use your knowledge of the target group's needs and conditions or of the impact of your approach to strengthen your advocacy.
- Learn from the experiences you gain during the project with specific target groups, activities, or methods. It strengthens the organization's and the partnership's opportunities to perform similar activities.
- Motivate, create ownership, and commitment among the participants in the project through the knowledge of their work bearing fruit and that they can create change.



4 SEVEN TYPES OF PROJECTS

DUF's international pool supports seven different types of projects.

Overall, the seven types of projects are designed to support your partnerships at every stage - right from when you make the first contact and implement the first smaller projects, to the drawing up of a long-term strategy for your partnership, and the implementation of large projects, perhaps with youth leaders assigned.

Four of the project types – **Partner Identification**, **Preparatory Study**, **Pilot Project**, and **Partnership Project** – must be completed before you can apply for a new project.

Three of the project types – **Partnership Development**, **Youth Leader Exchange** and **Network Activity** – can be applied for in parallel with the Pilot and Partnership Projects. Youth Leader Exchange is only relevant when you have established a Pilot or Partnership Project.

DUF recommends that you build up your partnership and project activities gradually and adjust the size of the projects to fit the capacity and experiences held by the organizations and in your partnership. If your partnership is brand new, it may be a good idea to complete a Pilot Project in order to get to know each other and the context, before you engage yourselves in larger Partnership Projects.

When you have completed the first projects together, it is important for you to think beyond the individual projects and consider a long-term strategy for your partnership.

»» You can read previous applications approved for the seven different project types. Find the examples on duf.dk.

Think about how you get the individual projects to connect so that you ensure coherence and progression in your partnership.

Project Type	Maximum amount	Purpose
■ Partner Identification	50,000 DKK	Find the right partner organization
■ Preparatory Study	50,000 DKK	Explore ideas and develop a project
■ Pilot Project	200,000 DKK	Try out a new idea or a small-scale project
■ Partnership Project	750,000 DKK	Make a larger or longer-term project
■ Partnership Development	*50,000 DKK	Meet each other and develop your partnership
■ Youth Leader Exchange	Reasonable and necessary expenses	Assign full-time volunteers for your Pilot or Partnership Project
■ Network Activity	50,000 DKK	The partner organization can participate in a Network Activity

* You can apply for up to 100,000 DKK if at least 50 percent of all expenses above 50,000 DKK are self-financed.

PREPARATORY STUDY

Explore ideas and develop a project



PILOT PROJECT

Try out a new idea or a small-scale project



PARTNER IDENTIFICATION

Find the right partner organization



PARTNERSHIP PROJECT

Make a larger or longer-term project



PARTNERSHIP DEVELOPMENT

Meet each other and develop your partnership



NETWORK ACTIVITY

The partner organization can participate in a Network Activity



YOUTH LEADER EXCHANGE

Assign full-time volunteers for your Pilot or Partnership Project



EXPERIENCE AND KNOWLEDGE

Going forward you can use the knowledge and experience you gain through your partnership and project, which is an indicator of progression – that you are developing your partnership, becoming more skilled, thus increasing your impact.

REMEMBER that when you apply for funding through DUF's international pool, the requirements regarding the projects' professional quality, impact, and sustainability always increases according to your experience with projects. DUF also increases demands, the greater the amount you are applying for. Finally, both the Danish member organization and the partner organization have to show that you have the capacity to see the project through all its stages. Remember to differentiate between the experience of the project's volunteers and the experience of the organizations' when you write the project application.

Even though you have a long-term strategy, you still need to apply for each project as a separate and clearly demarcated project. Therefore, you cannot commence on new project activities within the same partnership before ongoing projects are completed and the narrative and



Financing the Different Types of Projects

DUF funds **reasonable and necessary expenses** related to your project activities.

REMEMBER

- You are welcome to apply for a smaller amount than the limit set by the type of project.
- When you apply for funding for a project, you must explain why the project will have the expenses you are applying for. You must show what each element in the budget covers.
- You can get useful advice on budgeting in DUF's Financial Guidelines and with DUF's international consultants.

Find DUF's Financial Guidelines on duf.dk/guidelines.

financial reports are submitted to DUF – because only then have you achieved the experiences you need to use as a foundation for your next applications.



Danish engagement in your partnership and project

DUF encourages you to consider information activities as a natural part of your partnership. It can both create support for your international engagement internally in your own organization, help promote your organization externally, and draw public attention to young volunteers' role in Denmark's development cooperation. Information activities can for example be presentations about your project for other children and young people in your organization, at educational institutions and so forth, or a strategy on how local media can bring information about your project activities. Contact DUF's international consultants if you want advice on your external communication and information activities.

PARTNER IDENTIFICATION



■ PURPOSE

Partner Identification allows members of the Danish organization to meet with one or more potential partners and explore the possibilities and the basis for establishing a future partnership. At this stage it is important to examine the organization's structure, values, and visions – and agree on the expectations for your partnership and project ideas.

The Partner Identification is where you need to begin, if you have not previously completed any project activities, and you do not yet have a real partnership. DUF can help you if you do not yet have any contacts in the partner country.

■ REQUIREMENTS

The Partner Identification must take place in the expected partner country.

In order to gain funding, your application must clarify and describe:

- The elements your organization is looking for in a future partner in order to achieve a good match.
- The organizations you want to visit in the partner country. Contact must be made in advance.
- How the trip will lead to the establishment of a partnership. A detailed program has to be attached, in which you describe the activities and approaches you will use in meeting with potential partners. You could for instance use the Change Triangle as a conversation tool and analytical method.
- How will you enquire about, and gain knowledge of, the crosscutting requirements: The culture of volunteerism, gender equality, and the position of young people in the organization and the local community.

- What the actual product of the trip will be – it could, for example, be a number of ideas for joint projects or a partnership agreement.

■ FINANCING

Partner Identifications can be supported with up to 50,000 DKK. The maximum amount given to cover travel costs is for two people traveling from Denmark.

Funding is provided for transportation on economy class (internationally and locally), insurance, visas, accommodation and food during the trip, and necessary vaccinations. You can also apply for 7 percent of the total project costs for administration.

■ ADMINISTRATION AND REPORTING

The Partner Identification must be evaluated, and you must submit a brief narrative report to DUF. You also have to submit a financial report for the Partner Identification. Templates for narrative and financial reporting can be downloaded at duf.dk/templates.

The deadline for submitting the narrative and financial reports for the trip is 1 month after the end of the Partner Identification.

»» DUF recommends:

If you have not previously worked with projects funded by DUF's international pool, we recommend that you arrange a meeting with one of DUF's international consultants before you apply, to talk about future opportunities to receive grants from DUF's pool – and the requirements of your future partner. Use the toolbox – there are tools for the initial talks about the partnership. Find the toolbox on duf.dk/toolpapers.

»» Examples of Activities

- Meetings with potential partner organizations including workshops and discussions to examine the expectations of a partnership, capacity for project work, and project ideas.
- Meetings with other relevant organizations and institutions that can provide insight into the situation in the partner country, for instance in relation to volunteerism and gender equality. Other organizations could also provide an outside view to the potential partner organization's work.

PREPARATORY STUDY



■ PURPOSE

A Preparatory Study allows you to develop and prepare a Pilot Project or a Partnership Project together.

If you have a partnership, you can apply for funding for a Preparatory Study, which can help you to find common ideas for a project and to analyze the needs, as well as the context, in which the project will take place. You can also benefit from a Preparatory Study, if you want to prepare a timetable for the project or determine the possibilities of assigning youth leaders to your project.

A Preparatory Study should provide you with the knowledge or the methods that are necessary, for you to develop and finalize your project application together.

It can be a good idea to have a Preparatory Study both in new partnerships where you are to develop your first larger project and in more experienced partnerships – for instance if you are to work with new activities or a new target group.

■ REQUIREMENTS

In order to gain funding, your application must describe and include:

- Which questions your Preparatory Study will answer. Here you should remember to explore the local context in relation to children and young people's rights, volunteerism, and gender equality.
- How you will examine the relationship between advocacy, organizational development, and child and youth activities in your project.
- A detailed program for the Preparatory Study and the process that will lead to a project application.
- A description of the tangible changes your future Partnership Project can lead to.

■ FINANCING

Preparatory Studies can be funded by up to 50,000 DKK. The maximum funds you can receive for travel expenses is for two people traveling either from Denmark to the partner country and back, from the partner country to Denmark and back, or alternatively one person each way.

Funding is provided for economy class transport (internationally and locally), insurances, visas, accommodation and food during the trip, and necessary vaccinations. You can also apply for 7 percent of the total project cost for administration.

■ ADMINISTRATION AND REPORTING

The Preparatory Study must be evaluated, and you must submit a brief narrative report to DUF. You must also submit a financial report for the Preparatory Study. Templates for narrative and financial reporting can be downloaded at duf.dk/templates.

The deadline for submitting the narrative and financial reports is 1 month after the Preparatory Study has ended.

»» Examples of Activities

- A workshop for the partnership and for the target group to develop context and problem analyses, and analyze the opportunities for creating change. DUF recommends that you use the Change Triangle to discuss the objectives and activities of the project.
- Visits to relevant organizations and institutions to gather background information about the context, themes, approaches, or something else.
- Meetings with the partner organization's board of directors and project management group to determine agreements and plans, for instance about financial management.
- Writing workshops, where you write a project application together.

PILOT PROJECT



■ PURPOSE

A Pilot Project gives you the opportunity to work on a small project together, develop something new and strengthen the relationships in your partnership.

With a Pilot Project, you can test how you might work together on a larger project. A Pilot Project also gives you the opportunity to adjust the collaboration in the partnership and test the activities before you jump into a larger Partnership Project. Finally, a Pilot Project can also be new kinds of activities, a new way of working together or a smaller activity, such as a seminar.

■ REQUIREMENTS

To receive funding for a Pilot Project, the following requirements must be met:

- You have to describe how your project contributes to fulfilling the purpose of the pool.
- Your application must explain how advocacy, organizational development, and child and youth activities interact and are prioritized in the specific project.
- The three crosscutting requirements: Children and young people's rights, volunteerism, and gender equality must be integrated into the project's analyses, and it has to be clear how you will contribute to solving the problems that you have found in your analysis.
- Your project description must include clear objectives and measurable success criteria.
- The application must include a timetable for the project.

- You must explain how you will ensure that experiences and ideas are gathered, so they can benefit your organizations and future projects.

■ FINANCING

Pilot Projects can be supported with up to 200,000 DKK for relevant activities lasting no longer than 1 year altogether. You can also apply for 7 percent of the total project costs for administration.

As a part of the Pilot Project you can assign youth leaders and you can apply for project visits. See the description of project visits in Chapter 5, under Funding for Danish Volunteers' Participation. You can for instance apply for funding for visits to Denmark or the partner country to help coordinate and implement major activities or carry out midterm evaluation.

■ ADMINISTRATION AND REPORTING

The Pilot Project must be evaluated collaboratively in the partnership, and you must submit a brief narrative report to DUF. You must submit a financial report for the Pilot Project. Templates for financial and narrative reporting can be downloaded at dof.dk/templates.

The deadline for submitting the narrative and financial reports for the project is 3 months after the completion of the Pilot Project. In addition, representatives of the project group must participate in a **mandatory evaluation meeting** organized by DUF.

»» Examples of Activities

- Development of already tested teaching methods with new target groups or a new training module, for example a role model course for young people with disabilities. Here you must have a strong emphasis on gathering experience.
- Capacity building for advocacy activities, for example a campaign about youth or sexual and reproductive health.
- Workshops and the development of democratic and transparent structures in the partner organization, for instance a study of the role of men and women in the organization and a strengthened effort to involve women in the decision-making processes.
- Capacity building to monitor and handle the finances of the project.
- Exploring opportunities for cooperation and start-up of a network of child and youth organizations that have common interests.

PARTNERSHIP PROJECT



■ PURPOSE

A Partnership Project is a larger and long-term commitment that gives you the opportunity to work determinedly with advocacy, child and youth activities, and organizational development. You can use and apply the lessons learned from a Pilot Project to reach an even larger target group, initiate larger organizational changes, or work systematically to influence decision-makers. With a Partnership Project you must create changes that are sustainable beyond the period the project is set to last.

■ REQUIREMENTS

To receive funding for a Partnership Project, the following requirements must be met:

- You must articulate clearly how your project contributes to fulfilling the purpose of the pool.
- You must formalize a partnership agreement and attach it to the project application.
- You have to have made a thorough analysis of the participating organizations' capacity and development potential, a context analysis, and a problem analysis leading to the project's objectives and activities.
- The three crosscutting requirements: Children and young people's rights, volunteerism, and gender equality must be considered and integrated into the context and the problem analyses, and solutions must be incorporated in the analyses as you develop the project's objectives and activities.
- The project description should include clear objectives and measurable success criteria.

- You have to describe the relationship between, and the emphasis on, advocacy, child and youth activities, and organizational development in your project.
- You have to formulate a detailed timetable and a plan for the project.
- You have to explain how you will gather experience and knowledge, so the project will be sustainable and have an impact beyond the planned project period.

■ FINANCING AND TIMEFRAME

Partnership Projects can be supported with up to 750,000 DKK. You can also apply for 7 percent of the total project costs for administration.

Partnership Projects may only apply for projects lasting a maximum period of 3 years.

As part of the Partnership Project, you can assign youth leaders, as well as apply for project visits. See description of project visits in Chapter 5, Funding for Danish Volunteers' Participation. You can for example apply for funding for visits to Denmark or the partner country to help coordinate and implement a major activity, carry out midterm evaluation, review the financial management, or plan the next phase of the project.

■ ADMINISTRATION AND REPORTING

Halfway through Partnership Projects lasting longer than 1½ years, you must submit a **midterm status** to DUF and attend a meeting with DUF's international consultants.

»» Examples of Activities

- Implementation of child and youth activities in the partner organization, for example a larger educational program for vulnerable children and young people or their volunteer leaders.
- Working focused and systematically to improve conditions for children and young people, for instance through advocacy aimed at local politicians, school administrators, or similar.
- Increased organizational development focus, for example seminars and workshops that will lead to the creation of democratic structures in a partner organization's local branches, or capacity building to monitor and handle the finances of the project and the overall organization.

When the project ends, it must be evaluated collaboratively in the partnership, and you must submit a brief narrative report to the DUF. You must submit a financial report for the project. Templates for the midterm status, the final narrative reporting and financial report can be downloaded at duf.dk/templates.

The deadline for submitting the narrative and financial reports for the project is 4 months after the Partnership Project has ended. In addition, representatives from the project group must participate in a **mandatory evaluation meeting**, organized by the DUF.

>> Remember that the requirements increase with experience and larger budgets

The requirements for the project application increase in accordance with the increase in the duration of the project and in the amount applied for. The level of experience and capacity of the partners are also taken into consideration.

SUPPLEMENTARY PROJECT TYPES



You can apply for funding for Partnership Development, Youth Leader Exchanges and Networking Activities alongside a Pilot or Partnership Project.

A Partnership Development or Network Activity can for example give you new insights into the local conditions or specific target groups, or they can be used to strengthen

the partner organization internally – both of which can improve the project's advocacy impact. And when youth leaders are assigned, through your Pilot or Partnership Project, and become part of the daily life in Denmark and in the partner country, you will see each other, the local contexts and your common project in a new light.

»» Examples of Partnership Development

- A workshop with focus on the establishment of a partnership strategy and participation of representatives of the partnership's boards.
- A seminar for the partnership's project teams with focus on project management, financial management, communication, and collaboration.
- A discussion of the organizations' visions with the participation of representatives from the partnership, as well as representatives from the target group and other stakeholders.

»» Examples of activities in which a youth leader can be involved

- Involvement of volunteers in the organization's activities.
- Investigate the needs of the volunteers of the partner organization.
- Develop and organize new project activities, such as workshops and training sessions.
- Coordinating work, for instance the logistics of project activities.

»» Examples of Network Activities

- Participation of young volunteers from the partner organization in an international youth summit.
- Participation of a representative from the partner organization in a larger national seminar on the rights of children, young people, democracy, or a similar topic.
- Organizing a network meeting focused on cooperation and joint activities between the partner organization and other organizations.
- Participation of young volunteers or board members from the partner organization in the Danish organization's annual meeting in order to use the experience and learning to implement own annual meetings.

PARTNERSHIP DEVELOPMENT



■ PURPOSE

Partnership Development is a platform for activities that can develop and offer new visions for an existing partnership.

You can for instance apply for funding for a vision seminar or a partnership workshop, which you can use to establish a partnership agreement, a strategy for how to further develop the partnership, or something similar. Partnership Development can take place either in the partner country or in Denmark.

■ REQUIREMENTS

To receive funding for Partnership Development, the following requirements must be met:

- You must already have an active partnership. This means that within the past two years you have carried out activities together – funded by either DUF's international pool, CISU, Danida, or similar, or by the organizations themselves.
- The partnership activities must be aligned with DUF's guidelines, and you must also have the foundation for and concrete plans to further develop the partnership.
- The composition of the delegations for the Partnership Development must reflect the expertise and the mandate to further develop the partnership and commit the organizations to future collaborations. This means that you may include new volunteers in the activity, but you must also ensure that individuals who are centrally placed in the organizations participate.
- You cannot apply for funding for activities that are solely a part of an ongoing project, for example project visits and evaluation activities. Nor can a de-facto Preparatory Study be supported under this project type.

In the partnership as well as in the application you must also clarify and describe:

- How the activity can strengthen your partnership and contribute to development.
- The objectives of your Partnership Development, and what will be the tangible result of the Partnership Development – for example a partnership agreement, a work plan, or a future strategy.

- How you will achieve the objectives of the Partnership Development. Along with your application you must submit a detailed program of activities, including a description of methods, survey questions, and follow-up activities.

■ FINANCING

You can apply for Partnership Development alongside ongoing project activities within the partnership.

A Partnership Development can be funded by up to 50,000 DKK. You can apply for up to 100,000 DKK if at least 50 percent of all expenses above 50,000 DKK are self-financed. This means that the pool covers 100% of the first 50,000 DKK and up to 50% of the remaining expenses. The pool can support a Partnership Development with maximum 100,000 DKK.

Funding is provided for necessary and reasonable expenses related to the activity, transport on economy class (internationally and locally), insurance, visas, accommodation and food, necessary vaccinations, information in Denmark, evaluation, budget margin, and auditing. You can also apply for 7 percent of the total project costs for administration.

There is no maximum limit on the number of people who can participate in the activity. If you are applying for funding to cover travel expenses for more than three people from Denmark, DUF suggests that your organization pay for part of the travel costs.

■ ADMINISTRATION AND REPORTING

The Partnership Development must be evaluated, and you must also submit a brief narrative report to the DUF, preferably together with your partnership agreement or a similar product of the activity.

You must submit a financial report for the Partnership Development. The templates for narrative and financial reporting can be downloaded at duf.dk/templates.

The deadline for submitting the narrative and financial reports for the activity is 1 month after the Partnership Development has been completed.

YOUTH LEADER EXCHANGE



■ PURPOSE

The purpose of DUF's Youth Leader Exchange is to strengthen the capacity of your partnership and to establish a closer cooperation between the Danish organization and the partner organization.

Through a Youth Leader Exchange, young volunteers from the Danish organization are assigned to the partner organization as a full-time "youth leader" for an extended period - and vice versa. The youth leaders' job is to support a Pilot or Partnership Project and the specific activities of the partnership.

You have two options for assigning youth leaders:

- You can assign youth leaders to a partnership funded by DUF.
- You can 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 pool.

The assignment of the youth leaders may vary according to the skills of the youth leaders, the nature of the project, the partnership's purpose, and the length of the exchange.

■ REQUIREMENTS FOR THE ORGANIZATIONS APPLYING FOR YOUTH LEADERS

To receive funding to assign youth leaders, the following requirements for the organizations must be met:

- You must jointly fill out the application for the Youth Leader Exchange and in accordance with DUF's Guide to Youth Leader Exchanges, and the exchange should contribute to achieve the objective of DUF's international pool. Find the guide on duf.dk/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 pool, it must have existed at least two years before a youth leader exchange can be supported.

- A detailed job description for all youth leaders must be attached as an annex.
- The exchange must be associated with specific activities and initiatives of the partnership.
- 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 the work conditions, and other practical matters.
- As collaborators 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 youth leaders.
- 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.
- It must be indicated in your application 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.
- At least two days before the youth leader course 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 mandatory youth leader course.
- Each youth leader must have access to feedback and support throughout his or her stay.

■ REQUIREMENTS FOR THE SELECTION OF YOUTH LEADERS

In order to receive funding for one or more youth leaders, the following requirements for the youth leaders' role and function must be met:

- The youth leaders must be at least 18 and not more than 30 years old.
- You have to assign youth leaders from both the Danish organization and the partner organization.
- The youth leaders must work full-time (37 hours a week) in the organizations during the exchange period, and the work as a youth leader must be their primary occupation. Under special circumstances, for instance due to study-related duties and other side-projects,

the youth leaders from the partner organization can get permission to work part-time as a youth leader (minimum 25 hours).

- The youth leaders must not be employees of the organizations.
- The youth leaders must be selected in a transparent manner.
- Prior to the exchange, all youth leaders must attend a compulsory youth leader training course organized by DUF, where they will learn about international project management, conflict resolution, dialogue, and international partnerships. The course is held twice a year. If you have applied for visa six weeks prior to the course in Denmark, but you do not obtain a visa, you can apply for a waiver to continue the exchange, if you submit documentation for when you applied for the visa.
- Youth leaders must be able to understand and express themselves in English.

■ FINANCING AND TIMEFRAME

You can apply for funding for youth leaders for a minimum of 3 months and no more than 12 months in total. You can apply for funding for the exchange of a maximum of 8 youth leaders per Youth Leader Exchange.

Each youth leader may work a maximum of 25 percent of the time for the Danish organization and the rest of the time with the partner organization.

In certain cases you may be granted an exemption from the minimum period of a youth exchange, for instance because of study-related obligations. Contact DUF's international consultants to learn more.

The budget for a Youth Leader Exchange should cover reasonable costs for accommodation and food, 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 course, visa, vaccinations, insurance, and auditing.

Additionally, the budget should cover pocket money according to the current rates of the countries in question, which are available on duf.dk/guidelines. In special cases

where youth leaders from the partner organization have been granted a permission to work part-time (minimum 25 hours) the pocket money rate should be adjusted according to the weekly number of hours. Pocket money for vacation during the stay or during DUF's youth leader course will not be financed. DUF covers all the costs associated with the youth leader course.

Finally, you can apply for 7 percent of the total project cost for administration.

You can apply for funds to implement activities as a part of the Youth Leader Exchange if they support the project that the youth leaders are attached to. The activities cannot have a new purpose or objective, but must support the associated Pilot or Partnership Project. If it is absolutely necessary to arrange a youth leader exchange, you may apply for funding of necessary language education.

»» A Youth Leader Exchange can in some cases be transferred as credit for studies at Danish educational institutions as a kind of internship. You can contact your institution yourself if you want to explore the opportunities of using the Youth Leader Exchange as a part of your education. Be aware that your educational institute probably need to approve the Youth Leader Exchange before it starts.

■ ADMINISTRATION AND REPORTING

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

Monitoring and evaluation is undertaken at two levels: the youth leaders must carry out an individual evaluation of the exchange, while the collaborating organizations are responsible for the overall monitoring, and the final evaluation and reporting of the exchange.

Templates for narrative reporting and financial reports can be downloaded at duf.dk/templates.

The deadline for submitting the narrative and financial reports for the exchange is 3 months after the end of the exchange.

NETWORK ACTIVITY



■ PURPOSE

Network Activity allows the partner organization to develop their capacity by participating in professional network activities at a local, regional or international level. A Network Activity can for instance be professional meetings, congresses, seminars, conferences, scout jamborees and knowledge sharing seminars, and they can be held in the organizations' own countries or another location.

■ REQUIREMENTS

To receive funding for a Network Activity, the following requirements must be met:

- You must already have an active partnership. This means that within the past two years you have carried out activities together, either with funding from DUF's international pool, CISU, Danida, or the equivalent, or with funding from the organizations themselves.
- The partnership's activities must fulfill the purpose of the pool.
- If the Network Activity primarily involves participants from the partnership and is held in Denmark, the activity must be nationwide as a rule.

In the partnership as well as in the application you must also have clarified and described:

- The purpose of the Network Activity and how the participation in the activity can contribute to develop and build the professional or organizational capacity of the partner organization and if relevant how it contributes to new collaborations between the partner organization and other stakeholders.
- How the participants in the Network Activity will pass on knowledge and lessons learnt to the partner organization. It is possible to apply for funding to spread awareness about the activity in the partner organization.

The application must include a description and program for the activity.

The participants in the Network Activity must represent the partner organization, and you must describe how you will ensure that the participants can contribute to achieving the purpose of the Network Activity.

Network Activities can be applied for regularly and you can expect a reply within 3 weeks after the application is uploaded to DUF. The months of July and December are excluded from this.

■ FINANCING

A Network Activity can be funded by up to 50,000 DKK. The pool can support up to three people attending.

Funding is provided for transportation (locally and internationally), insurance, visas, accommodation and food, vaccinations, if necessary the participants' fees, pocket money while traveling abroad, and auditing. Expenses for accommodation, food, and pocket money cannot exceed the Danish state's official per diem rates for the country in question. You can also apply for 7 percent of the total project costs for administration.

As a rule, funding can only be given to one Network Activity per partnership per year.

You can apply for funding for a Network Activity in parallel to ongoing project activities in your partnership.

DUF's pool does not support Danish nationals' or private individuals' participation in Network Activities.

■ ADMINISTRATION AND REPORTING

The Network Activity must be evaluated and you must submit a brief narrative report to the DUF. You must submit a financial report for the Network Activity. The templates for narrative and financial reporting can be downloaded at duf.dk/templates.

The deadline for submitting the narrative and financial reports is 1 month after the Network Activity ends.



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When young people from DUF's member organizations engage in international projects with young people from other countries they create strong results in the organizations and in the society at large. Young people's resources and competences are strengthened through cooperation and dialogue in the partnerships, and as agents of change they widen the possibilities for youth participation and influence - and promotes democracy as a way of life."

Kasper Sand Kjær, President, DUF – The Danish Youth Council

5 FORMAL REQUIREMENTS AND RULES FOR FUNDING

Before you have defined the purpose and described the project you would like to apply for funding for, you must be aware that applicants and projects must meet a number of different requirements.

WHO CAN APPLY?

DUF's member organizations can apply for funding from DUF's international pool.

As a local group or association in one of DUF's member organizations you can apply for funding from the pool if your national organization approves the partnership, takes ownership of the collaboration, and assumes the legal and financial responsibility for the projects.

There is as such no limit to how many times the same organization can apply for funding and receive support from the pool.

DUF's Member Organizations Can Apply Jointly

There can be many advantages to joining up with one or more of DUF's other member organizations when applying to DUF's international pool:

- You can often achieve more if you work together on the project.
- You have the opportunity to get a tailor-made, special advisory process through DUF if any specific needs arise that are not otherwise covered by DUF's educational offers.

If you decide to collaborate on applying for funding from the pool, the same rules and requirements apply as for individual organizations. The project must be carried out in cooperation with one or more partners, and all the orga-

nizations in the partnership must be actively involved in realizing the project.

All the Danish organizations that are part of the collaboration should be members of DUF. If you have a partner in Denmark that is not a member of DUF, please contact DUF to hear more about your options for applying for funds from the pool in cooperation with them.

WHERE IN THE WORLD?

- The projects should normally take place in the partner country.
- The projects must take place in countries listed on OECD's DAC List of ODA Recipients, which is OECD's Development Assistance Committee's (DAC) full list of partner countries. The DAC List of ODA Recipients includes the least developed countries as well as countries in the Middle East, North Africa and EU's neighboring countries to the East.
- The pool can support regional activities which involve organizations from several countries in a region – but only if all countries meet the above requirements.
- Your project can take place in the West Bank and Gaza as well as involve partners from the Arab minority in Israel, but the pool does not support project and activities that are directly involved in the Israel-Palestine conflict.

➤ You will find OECD's DAC List of ODA (Official Development Assistance) Recipients on OECD's website: oecd.org/dac/stats/daclist.htm. Follow the link, and open the newest version of "DAC List of ODA Recipients."

➤ Kick-start the Collaboration with Clear Agreements

If you are part of a partnership with several partners you must draw up a partnership agreement or similar. That way you ensure that all parties agree on the allocation of responsibilities and the terms and principles of cooperation. One of the DUF member organizations must take on the legal and financial responsibility in relation to DUF. In your applications and other documents you always have to indicate who the partner organizations are and any other collaborating organizations.

In general, DUF's pool prefers to support people rather than bricks – and the pool can only cover the cost of the individual project. Therefore, you cannot apply for funding to cover the organization's daily operation costs. You may, however, apply for 7 percent of the project costs for the administration of the project by the Danish member organization. Funding for administration of the project by the partner organization can be included in the main budget item Project Support.

- In relation to the start-up and implementation of your project, the pool provides funding of necessary expenses other than the ongoing costs of the daily operations.

Purchase of equipment and inventory can only be covered if there are particularly good arguments for the purchase. You also have to explain who will own the equipment and how the use of it can continue after the project ends.

- Income-generating activities as well as social services in education and health and can only be supported if they form a small part of your project and are integrated into the project's overall objectives.

Special Rules for Funding Salaries in the Partner Organization

In Pilot and Partnership Projects you can apply for funding to cover salary costs of the partner organization to a limited extent in cases where the workload regarding administration, logistical or practical coordination of the project or certain activities is greater than volunteers can be expected to carry out.

Salary costs can only be covered with the purpose of supporting voluntary work and to create better opportunities for ensuring impact and sustainability in the activities and in the partnership. You cannot expect funding for salary costs in several projects implemented consecutively. Salary costs must be used as an opportunity to create a beneficial volunteer environment.

- As a general rule, any salary costs in the partner organization must not make up more than 10 percent of the total Project Support. Larger salary costs can be

granted in special cases, for instance if you have a greater need for coordination due to several partners or if you work with a special target group like children.

- If you want to apply for funding to cover salary costs in the partner organization, it is a requirement that you produce a thorough job description that clarifies the employee's role and responsibilities.

Special Rules for Funding Salaries in the Danish Member Organization

Any funding for salaries in Denmark must be covered by the administration grant as general rule. Yet there can be very special circumstances that make salary costs in the Danish member organization necessary in order to support the voluntary engagement. Such circumstances could arise for example if your volunteers are children or very young people, requiring an adult to support the project – for example by participating in project visits.

- If you want to apply for funding to cover salary costs in the Danish member organization it is a requirement that you produce a thorough job description that clarifies the employee's role and responsibilities, what the employee must contribute with, as well as how and with what purpose the employee shall contribute to the project.
- Any funding for salaries in the Danish member organization must be related to specific activities of the project and must be budgeted for under the relevant items in the detailed budget. Funding for salaries must be divided among all relevant budget items if it relates to more than one. You must specify the amount of work hours and compensation needed for each activity for which funding is applied for, which must be stated in the budget as well. In the audited financial report the salary costs must be stated under the relevant budget items.
- The compensation per work hour cannot exceed the official rate of Danida and the salary cannot be paid in advance. It is the responsibility of the Danish member organization to report it to SKAT (the Danish Customs and Tax Administration).



DUF Does Not Support

DUF's international pool cannot support:

- Study trips
- Exchange programs that are not part of a partnership
- Educational Scholarships
- General operations, including for political parties and missionary activity
- Disaster relief
- Renovation and shipping activities
- Equipment and supplies shipping and construction projects that are not a significant part of the project
- One-man organizations, meaning organizations consisting of one person or a family
- Salary to volunteers
- Activities that have already taken place
- Partial funding of larger projects and programs, or EU co-financing:
Projects supported by DUF, however, can be part of a wider range of activities, but must always be carried out independently with independent narrative reporting and financial reports.
- Per Diem:
In special cases, DUF can give dispensation from this rule. Contact DUF's international consultants if you think there is good reason why you should receive Per Diem-funding, or similar, in relation to your project.

FUNDING FOR DANISH VOLUNTEERS' PARTICIPATION

Your options for applying for funding for travel expenses for Danish nationals depends on the type of project you are implementing. For some project types travel is an obvious part of the project. This applies for instance to Partner Identifications, Preparatory Studies, Partnership Developments and Youth Leader Exchanges. You can read more about the rules under the individual type of project in Chapter 4.

For all types of projects travel expenses should be kept as low as possible. This means that trips must be on economy class, and costs for room and board should be reasonable in relation to the price level in the country you are travelling to. Costs for board should never exceed the Danish government's Per Diem rates for the given country.

For **Pilot Projects** and **Partnership Projects**, you can apply for funding to allow young Danish people to participate on

equal terms with young people from the partner country, when it makes sense in relation to the project. You always have to argue how the Danish presence is beneficial for the project, that the costs are related to achieving the project's objectives and activities, and that the costs are reasonable in relation to the total budget, and the objectives and activities of the project.

DUF recommends that the Danish member organization contribute to the travel expenses incurred by their volunteers.

DISABILITY COMPENSATION

In all the types of projects you can apply for disability compensation to cover additional costs associated with the participation of people with disabilities. You can for instance apply for funding to cover international transportation, hotel, insurance, vaccinations, and visas for helpers who accompany on foreign travels. Contact DUF's international consultants to find out more.

REIMBURSEMENT OF INTERNATIONAL EXPENSES ASSOCIATED WITH THE OPERATING GRANT

The Danish member organizations who receive an operating grant (national lottery funds) from DUF can be reimbursed with 75 percent of the net cost of international activities. This can cover for example meetings, training courses, study tours, camps, and seminars, which are either held in Denmark or abroad.

If you apply for a reimbursement, the following requirements must be met, among others:

- The member organization must decide whether it will participate in the activity, and the member organization must carry the costs.
- The culturally enriching meeting of people of different nationalities must be a main focus of the activity.

See all the requirements for reimbursements in DUF's rules for the operating grant. The rules for the operating grant can be downloaded from duf.dk.

You can apply for a reimbursement for the net costs that are directly related to the activity itself. Revenue such as project grants and tuition fees must be deducted from the amount you wish to have reimbursed and in the end the member organization must always cover the remaining 25 percent of the costs. Reimbursements for the expenses incurred in the last financial year should be applied for together with your regular application for lottery funds at DUF, and it must therefore be included in the national organization's financial report.

»» If you have doubts about whether your organization can apply for a reimbursement of the net costs of international activities, you can contact DUF's lottery fund administration.

6 HOW THE PROJECT IS ASSESSED

This chapter outlines the process from when you submit your application until you receive a reply on whether it has been approved or not. The description of the assessment criteria can give you an idea of what DUF's secretariat and the international granting committees look for when assessing your application.

DUF'S ASSESSMENT OF THE APPLICATION

When DUF receives your application, you will receive a confirmation by email. Then one of DUF's international consultants will review the application and write a professional assessment for the international granting committees who decide whether or not to fund the project.

The committees meet four weeks after each deadline to consider the applications received and decide whether the projects can be approved for funding or not. The committees' decision is final.

After the committee meeting, you will get a written response in the form of an approval or rejection letter with the committee's comments on the application and advice for the further process.

You can expect a response from DUF no later than six weeks after the deadline detailing whether or not your project has received funding.

DUF'S INTERNATIONAL GRANTING COMMITTEES

The committees are appointed by DUF's board and answer

»» Get Help with the Further Process, If Your Application Is Turned Down

If the application is turned down you will still be offered a consultation with one of DUF's international consultants, where the grounds for the rejection can be explained, and where we can talk about the possibility of adjusting the project to allow you to move forward in your partnership.

to the board. The committees consist of representatives from DUF's member organizations. In accordance with DUF's regulations on separation of interests, a committee member must not be present when an application from his or her organization is being assessed.

HOW THE APPLICATION IS REVIEWED

The committees assess the application based on six assessment criteria based on the purpose and requirements of the pool.

»» In case of scarcity of funds in DUF's international pool, projects considered as having a strong popular Danish engagement in development cooperation are prioritized over projects with less popular Danish engagement. The principle of prioritization will only be effective in case there are not enough funds in the pool.

»» The Requirements Increase with Experience and the Amount Applied For

It is important to note that your application is always reviewed as a whole, which means that the weaker aspects of your application can be balanced out by the stronger aspects. The international granting committees put emphasis on the partnership's and the project volunteers' level of experience, and the requirements will always increase in accordance with an increase in the duration of the project and in the amount applied for, as well as the level of experience and capacity of the partnership. For instance, the requirements for the project's sustainability and the technical design of the project are not as high for a Pilot Project as for a Partnership Project. DUF recommends that your capacity to engage in an international cooperation and project activities is clearly stated in the application.



The Six Assessment Criteria

1

Does the project comply with the purpose of the pool?

Initially DUF's international granting committees consider whether the project complies with the purpose of the pool.

Does the project contribute to strengthening the capacity of the youth organizations and the organizations' ability to influence their own communities? At this stage it is also considered whether the project will contribute to increase young people's influence and their participation in the development of democratic organizations and communities in the partner countries.

2

The project's coherence, relevance, and results

The project is assessed on the quality of the interaction and links between organizational development, child and youth activities, and advocacy in relation to achieving the project's objectives. This criterion includes whether the project is well-planned and there is a good correlation between context and problem analysis, objectives, and overall strategy and activities.

The committees also assess the choice of target group, the relevance of the project for the target group, and the target group's relation to the partner organization and involvement in the project.

3

Have the crosscutting requirements been met?

This criterion relates to whether the project meets the crosscutting requirements of the pool. To what extent have the conditions of children and young people's influence, volunteerism, and gender equality been analyzed? How do the conclusions of the analysis feed into the project's objectives and activities?

4

Capacity and equal partnership

The international granting committees examine closely whether the partnership has experience in the project's professional field and the capacity to achieve the project's objectives. What is the connection between the project and the organization's daily work? Is the collaboration and distribution of responsibilities based on an equal partnership, and to which extent do children and young people have influence on decisions in the organization? Have both organizations participated in developing the project?

5

The project's cost-effectiveness

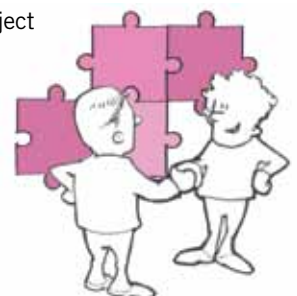
This assessment is based on the committees' review of whether the project's costs are reasonable in relation to the size of the group targeted and the scale of the project, the expected results, and the proportion of the activities carried out by volunteers. The committees also assess whether the budget is transparent and presents a detailed account of what each budget item covers.

6

The project's sustainability and long-term impact

The committees review the plans for the project completion and the likelihood of whether the project will produce lasting results and improvements for the target group beyond the end of the project. To what extent can the partner organization maintain the changes that your project creates once the funding of the project ends?

The assessment focuses on how, during the course of the partnership, you gather knowledge and experience in order to adjust the project activities during implementation, ensure the project has an impact, and contribute to the development of future projects. The project's sustainability is assessed taking into account the type of project, its size, and the project objectives.



7 AFTER THE PROJECT HAS BEEN APPROVED

When your project has been approved for funding, you must sign a contract with DUF and familiarize yourself with the requirements for the administration of the project which you must comply with, as required by DUF – and ultimately the Ministry of Foreign Affairs of Denmark.

BEFORE THE PROJECT BEGINS

Sign the Contract

Before you can receive the funds for the project the Danish organization must sign a contract with DUF.

The contract and the application must be signed by a person who is authorized to sign on behalf of the Danish organization.

With this the Danish organization with a membership of DUF assumes the full legal and financial responsibility for the correct management of the project funds.

By signing the contract the organization commits to:

- Implement the project in accordance with the approved application, to follow DUF's guidelines, the Ministry of Foreign Affairs of Denmark's anti-corruption clause, DUF's Anti-Corruption Code of Conduct, and DUF's Financial Guidelines.
- Make sure that the partner organization is aware of and complies with the same requirements and guidelines.

Before you create a budget and submit the application you commit yourselves to making an **agreement with an auditor** to audit the final financial report. It is your responsibility that your accountant and your partner's auditor are made aware of DUF's guidelines, DUF's Financial Guidelines and Danida's audit instruction.

The Audit Instruction, which is also available in an English, French, and Spanish version, can be downloaded from duf.dk/guidelines.

For projects receiving grants **up to 50,000 DKK** the final financial report can be audited by a non-qualified auditor or financial manager who is employed by your organiza-

tion and chosen by the organization. You can also apply for funds to get projects with grants up to 50,000 DKK audited externally. In that case it is obligatory to use DUF's certified public auditor.

For projects with grants **between 50,000 and 200,000 DKK** it is a requirement to have the final financial report audited externally by DUF's certified public auditor.

Projects receiving up to 200,000 DKK must be audited according to the Ministry of Foreign Affairs of Denmark's guidelines for projects receiving under 200,000 DKK.

For projects with grants between **200,000 and 750,000 DKK** it is a requirement that the final financial report is audited externally by a certified public auditor. If you want to you can use DUF's auditor.

Projects receiving between 200,000 and 750,000 DKK must be audited according to the Ministry of Foreign Affairs of Denmark's guidelines for projects receiving above 200,000 DKK.

Remember to apply for funds for auditing regardless of whether you choose DUF's auditor or someone else.

➤ If you want to use DUF's auditor to have projects receiving up to 50,000 or above 200,000 DKK audited, you have to arrange it yourself. Remember that it is obligatory to use DUF's auditor if your grant is between 50,000 and 200,000 DKK. Find the contact information and the fixed prices on duf.dk/guidelines. Here you can also find a checklist of the documents that you must send to DUF's auditor.

Payment of Funds

When you have signed the contract and sent it back to DUF, 80 percent of the allocated funds will be disbursed to you. In the contract you must fill out the disbursement request, where you state which bank account the project funds shall be transferred to. Your organization must

establish a separate bank account for your project which the funds will be transferred to. After this the project activities can begin.

For grants below 50,000 DKK you will receive the full amount at the start of the project.

DURING THE PROJECT

Ongoing Project Management and Reporting

When the money has been transferred, you can begin to implement the project based on the plans that you have presented in the application.

It is a requirement that the partner organization is responsible for the day-to-day implementation of the project, but the Danish organization has a responsibility to continuously monitor the project's implementation and the project finances.

The application is your guide, but in reality you cannot assume that everything goes according to the plan you have developed. DUF recommends that you ensure that the partner organization continuously monitors and reports to the Danish organization on the project's development. Then you can decide together, if there is a need for adjustments of the project and gather relevant knowledge that can be used during the rest of the project or later in the partnership.

Projects lasting more than 1½ years must submit a mid-term status to DUF and participate in a meeting with DUF's international consultants. Templates for midterm status can be downloaded from duf.dk/templates.

Rules for Changes to the Project

- If any significant changes are to be made in relation to the original project plan and budget, you are required to contact DUF to have these changes approved.
- If you would like to make changes to the budget, DUF has to approve this before you reallocate the funds. Remember that the budget margin only can be used on activities included in the original budget. The budget margin cannot cover new activities and cannot be used for salary costs. See the Financial Guidelines for the rules about budget changes.

Requirement of Transparency and Openness during the Project

- You have a duty to contact DUF immediately in the event of irregularities or suspicion about abuse of power or funds in the implementation of the project.
- DUF may at any time request information regarding the budgetary or financial status of your project.



Accounting and Auditing

All requirements for budgets, financial management, and accounts are outlined in DUF's **Financial Guidelines**. You must familiarize yourself with these requirements - preferably before you apply.

You have a duty to ensure that:

- The financial management is prudent.
- You keep a sound internal oversight of the finances.
- The bookkeeping and accounting is in accordance with good accounting practices.

Ask DUF's international consultants for advice on financial management and auditing of your project.

AT THE COMPLETION OF THE PROJECT

Final Narrative Report and Financial Report

When the project is finished, you must conduct a joint evaluation and write a brief narrative report to be submitted to DUF. The report must be submitted on a standard form that can be downloaded at duf.dk/templates.

In the report, you must explain whether and to what extent the project objectives have been achieved.

Along with the narrative report, you must submit the financial report for the project. You have to use DUF's standard templates, which you can find at duf.dk/templates. Do use the Financial Guidelines to read about the requirements and advice for accounting and auditing. The deadline for submitting the financial and narrative reports – depending on the type of project – is 1, 3 or 4 months after the end of the project.

THE END OF THE PROJECT

When DUF receives your narrative and financial reports, you will receive a confirmation of receipt by email. There-

after DUF's international consultants will review the documents and check if all requirements have been met. If there are further questions about the narrative or the financial reports you will be asked to respond to these. Normally, you can expect to hear from DUF's international consultants within 30 days.

When the narrative and the financial reports have been approved, you will receive a completion letter with comments on the reports. Thereafter, the remaining funds will be disbursed or you will be asked to return any unused funds to DUF.

Partner Identification, Preparatory Studies, Partnership Development and Network Activities will then be considered completed and closed.

For **Pilot Projects, Partnership Projects, and Youth Leader Exchanges**, the final completion of the project will only take place once the volunteers of the project group have participated in one of **DUF's bi-annual mandatory evaluation meetings**. Keep up to date regarding dates for evaluation meetings on duf.dk.

8 REPORTING PROBLEMS OR IRREGULARITIES

With a grant comes responsibility. The approved funds must be used correctly and as a Danish organization, you have an important obligation to protect your partner organization, volunteers, and especially any employees from making mistakes and engaging in corrupt practices.

If you have the slightest reason to suspect that corruption or other serious irregularities such as theft or fraud are taking place in the project you should contact DUF immediately. We will then guide you confidentially in how you should report the suspicion to DUF, how you should deal with the suspicion and solve the problems – or in the worst-case scenario terminate the cooperation.

If any corruption or other irregularities in connection with a grant from DUF's international pool are discovered, DUF is required to report this to the Ministry of Foreign Affairs of Denmark.

»» Contact DUF's international consultants immediately if you have a suspicion that corrupt practices or other serious financial irregularities are taking place in your project. DUF's international consultants can also advise you on what you can do to prevent the misuse of funds and power.

When you sign a contract with DUF, you commit yourselves as a member organization and recipient of the grant to comply with the Ministry of Foreign Affairs of Denmark's anti-corruption clause:

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practise, shall be made – neither directly nor indirectly – as an inducement or reward in relation to tendering, award of the contract, or execution of the contract. Any such practise will be grounds for the immediate cancellation of this contract and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the Danish Ministry of Foreign Affairs, a further consequence of any such practise can be the definite exclusion from any tendering for projects, funded by the Danish Ministry of Foreign Affairs.”

»» DUF's Anti-Corruption Code of Conduct

Before you begin your project, it is important that those who are involved in the project are informed about DUF's Anti-Corruption Code of Conduct, which all grants given from DUF's international pool are subject to. The Anti-Corruption Code of Conduct can be downloaded from duf.dk/guidelines. The Code provides a detailed description of the procedures that are initiated in case of suspicions of fraud and corruption.

9

GLOSSARY

A

Activities (*aktiviteter*)

The concrete actions set in motion to produce results in a project.

Advocacy (*fortalervirksomhed*)

Advocacy is a planned, purposeful effort to speak for or influence a cause with the objective to create lasting, positive changes in the local society. This can be done by influencing decision-makers to improve young people's lives, by changing laws, implementation of policies, resource allocation, or similar. Advocacy can either be done on behalf of others or by strengthening a specific target group's ability to speak their case.

Assessment Criteria

(*vurderingsparameter*)

The six assessment criteria for DUF's international pool are based on the purpose and the requirements of the pool. The assessment criteria are used by DUF's secretariat and the international granting committees to assess applications to the pool.

Audit (*revision*)

Regular and final inspection of the project's financial management and bookkeeping, as well as of the final accounts.

Audit Instruction

(*revisionsinstruks*)

Danida's instruction concerning audits of the management of the funds. There is an instruction for projects under 200,000 DKK and one for projects over 200,000 DKK. The instructions can be downloaded at duf.dk/templates.

C

Capacity Building

(*kapacitetsobygning*)

To strengthen or build an organization's or target group's skills to implement activities and initiatives. Capacity building can for instance focus on organizational and administrative work or on professional skills (for instance, a greater knowledge of children and young people's rights, knowledge of how to conduct a lobbying campaign or conflict resolution skills). Capacity building and organizational development are often used interchangeably.

Civil Society (*civilsamfund*)

Civil society is an umbrella term for a very broad and complex range of formal groups, organizations, and networks as well as more informal organizations that are separate from the state and the private sector. Their purpose and mandate is primarily to represent and express group interests, without a commercial or profit-making intent. Civil society actors can be mediators between, on the one hand, state interests and on the other marginalized population groups, for example to improve the latter's ability to make their voices heard and influence the development of local society.

Cooperation Agreement

(*samarbejdskontrakt*)

A cooperation agreement between the Danish member organization and the partner organization concerns the financial responsibilities and obligations regarding the implementation of

a specific project. DUF has developed a template that is obligatory to use if funds are transferred to the partner organization. It is obligatory to sign a cooperation agreement in Pilot Projects and Partnership Projects. The template will be sent along with the grant document and can also be downloaded from duf.dk/templates.

Corruption (*korruption*)

In DUF's understanding of corruption, corrupt behavior includes misuse of entrusted power and means for private gain. When facilitation payment is offered in addition to standard charges in order to obtain or expedite services it is corrupt behavior. Zero tolerance towards all corrupt behavior is crucial. See DUF's Anti-Corruption Code of Conduct as well.

Cost Effectiveness/Cost Efficiency

(*omkostningseffektivitet*)

A project's expenses relative to the size of the targeted group, the scope of the activities, the expected results and the expected sustainability – in short, an assessment of how effectively the funds are being utilized.

Context Analysis (*kontekstanalyse*)

Analysis of the political, economic, social, and cultural context where a project is carried out. The context analysis must specifically relate to what has or will have an effect on the project's design and implementation, including the culture of volunteerism, gender, and children and young people's situation.

D

DAC List of ODA Recipients (DAC-landelisten)

OECD's Development Assistance Committee (DAC) has a full list of countries called the DAC List of ODA Recipients, which includes the least developed countries as well as countries in the Middle East, North Africa, and EU's neighboring countries to the East.

Danish International Development Assistance (Danida)

Danida is the name for the Danish development cooperation and is a department under the Ministry of Foreign Affairs of Denmark.

Denmark's Strategy for Development Cooperation and Humanitarian Action – The World 2030

(Strategi for Danmarks udviklingspolitiske og humanitære engagement – Verden 2030)

The Ministry of Foreign Affairs of Denmark's strategy provides the framework for the Danish development cooperation assistance. Its objective is to reduce poverty and create a world in balance based on UN's 17 sustainable development goals. The strategy was adopted in 2017.

E

Evaluation (evaluering)

A systematic review/analysis of a project's progress, activities, results, relevance, and efficiency.

F

Financial Management (økonomistyring)

Management and administration of the project's finances during the implementation phase. DUF has prepared comprehensive Financial Guide-lines, which outlines all requirements for the project's financial management and accounting. The guidelines also offer useful advice and tools to keep track of the finances. It can be downloaded at duf.dk/guidelines.

G

Gender (køn)

The term gender refers to the social gender and gender roles created through social relations, power relations, norms, and expectations for men/boys and women/girls that exist in all societies.

Gender Analysis (kønsanalyse)

A gender analysis focuses on the relationships between men/boys and women/girls and how access to resources, labor distribution, social positioning, decision-making power, rights, and more are related to gender.

Granting Committees (bevillingsudvalgene)

DUF's international granting committees are responsible for processing applications for projects in countries on OECD's DAC List of ODA Recipients. The committees consist of young representatives from DUF's member organizations and answer to DUF's board.

H

Human Rights (menneskerettigheder)

The international and universal human rights that are enshrined in the UN's conventions, such as the Human Rights Convention of 1948 and the Children's Convention from 1989. The international rights are in some cases reflected in national legislation.

I

Indicators (indikatorer)

See Success Criteria.

Information Activities (informationsaktiviteter)

Information activities are useful for ensuring popular Danish engagement in development cooperation and building support for your partnership and project. Information activities could be presentations of your project for other children and young people in your organization, at educational institutions, and so forth, or you can make a strategy for how local media can bring information about your project activities. Information activities can both create support for your international engagement internally in the organization, promote your organization externally, and draw public attention to young volunteers' role in Denmark's development cooperation.

Inputs (ressourcer)

The material, financial, and human resources necessary to implement the project's activities.

L

Logical Framework Approach (LFA)

A logical and problem-oriented approach to project planning, which is often used in international projects. The method is used as a basis for the development of project applications to DUF's international pool.

M

Member Organization (medlemsorganisation)

A child and/or youth organization that is a member of DUF – The Danish Youth Council. DUF has more than 70 member organizations.

Monitoring (monitorering)

The ongoing monitoring and review of a project in relation to the project's success criteria and project plan. Based on a systematic monitoring, you can make the necessary adjustments and changes during the project implementation process.

N

Network (netværk)

In this context the term network is understood as establishing contacts and opportunities for sharing knowledge and experience and strengthening the cooperation between youth organizations that contribute to strengthening young people's voice and opportunity to gain influence.

O

Objective, Long-term/Development (mål, langsigtet)

The long-term, societal change you

want to achieve through a project. They are also called development objectives.

Objective, Short-term/Immediate (mål, kortsigtet)

The new or changed situation one expects to see at the end of the project. It is also called the project objective.

Organizational Analysis (organisationsanalyse)

An analysis of an organization that highlights the strengths and weaknesses of for example the organizational structure, management (including management and involvement of volunteers), the capacity to implement activities, and its human resources.

Organizational Development (organisationsudvikling)

DUF defines organizational development as planned and deliberate processes that are meant to create lasting, positive change in the organization. It can for instance be to establish more democratic structures or management systems, develop strategies and training programs, to recruit members, or similar. Organizational development and capacity building are closely related and are often used interchangeably.

P

Participation (deltagelse)

Children and young people's participation is defined as a right in the UN Convention on the Rights of the Child, usually called the CRC. In relation to development projects the concept found in the CRC encompass

several different ways of involving children and young people. In DUF's crosscutting requirements for the international project work, participation means that young people, and to a lesser extent children, are involved in the decision-making and the activities that are organized, both in relation to the specific project and the organizations in general.

Partner Organization (partnerorganisation)

An organization in a country that works with one or more of DUF's member organizations.

Partnership (partnerskab)

A partnership in this context means that two or more organizations have agreed on a long-term partnership based on common interests, shared responsibility, and respect for each other's views.

Partnership Agreement (partnerskabsaftale)

A partnership agreement is an agreement entered by the cooperating organizations, in which mutual expectations have been written along with other relevant themes – for example the organizations' shared vision and the division of roles and responsibilities within a specific project.

Popular Danish Engagement in Development Cooperation (folkelig forankring)

In a DUF context, that a project is anchored means that the organizations implementing the project take real ownership of the project, that the project is connected with the organizations' existing interests and objec-

tives, that a wide group of volunteers in the organizations are involved in the project, and that a large group, both within and outside the organization, gain awareness of the project, its activities, and results.

Project Strategy (*projektstrategi*)

A strategy or a plan for the approach and methods that will be used in the implementation of a project.

Project Management (*projektstyring*)

The ongoing management, administration, and monitoring of a project.

Problem Analysis (*problemanalyse*)

An analysis of the causes of a problem and its consequences.

R

Results/Outputs (*resultater*)

The tangible results of the project due to project activities. Project results can be events, knowledge, capacity, or similar that you expect to have been produced or will exist once the project is completed.

S

Stakeholder (*interessent*)

Individuals, organizations or institutions that have a stake or an interest in a particular cause or project. The interest can both be positive – meaning that they can contribute to the project's success – or negative – that they can be a potential obstacle to the success of the project.

Stakeholder Analysis (*interessentanalyse*)

A type of analysis that investigates

who the stakeholders are in relation to a project and what their interest in that project is. A stakeholder analysis can help you plan how to affect stakeholders to ensure their support for the project.

Sustainability (*bæredygtighed*)

A project is seen as sustainable when it contributes to achieve positive and lasting change for the partner organization and/or the target group. The changes you create should ideally be maintained or continued after the project funding and project activities have ended.

Sustainable Development Goals (*verdensmål*)

UN's 17 sustainable development goals focus on solving some of the biggest problems in the world before we reach the year 2030. The 17 goals are subdivided into 169 targets. The sustainable development goals were adopted by world leaders in 2015 and apply to all countries. This means that all countries in the world must take responsibility for implementing them – not only the least developed countries. The sustainable development goals, also called SDGs, build on the millennium development goals that expired in 2015.

Success Criteria (*succeskriterier*)

A project's success criteria are the measurable criteria that you use to assess to what degree you are creating the results and changes you want. Success criteria can be used in the ongoing monitoring of the project and in the final evaluation. Success criteria are also called indicators.

T

Target Group (*målgruppe*)

The groups of people who are involved in and/or benefit from a project. A distinction is often made between the primary target group, which is directly involved in the project (for example, participants in a leadership training seminar), and the secondary target group who indirectly benefit from the project (for instance, the members who get better quality activities because their leaders have been to a leadership training seminar).

Toolbox (*toolbox*)

The toolbox can help you progress from an idea for a project to a description of the project and serves as an introduction to the technical project language. In the toolbox you will find tools to work with gender, volunteerism, organizational development, advocacy, and more. Find the toolbox at duf.dk/toolpapers.

V

Volunteerism (*frivillighed*)

Volunteering in a DUF context means that the work of an organization, a project or an activity is based on and promotes participants' unpaid commitment. Willingness, community, sense of responsibility, and enthusiasm are for DUF keywords in relation to volunteerism. Volunteerism is an important element for active organizations and the purpose of promoting a culture of volunteerism is to strengthen the social responsibility and commitment which ultimately form the foundation of a democracy.

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