



GUIDE TO YOUTH LEADER EXCHANGES

A GUIDE WITH USEFUL ADVICE AND THE REQUIREMENTS FOR YOUTH LEADER EXCHANGES UNDER 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.

■ WHAT DUF DOES

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 USE THE YOUTH LEADER EXCHANGE GUIDE

■ 1-2: YOUTH LEADERS CREATE CHANGE

Here you will be introduced to the benefits of including a youth leader in your project and how DUF's Youth Leader Training Seminar will prepare them to the job.

■ 3-11: THE ELEMENTS OF A YOUTH LEADER APPLICATION

The second part of this guide outlines how to write a youth leader application. These chapters cover DUF's requirements to the organizations in addition to issues to be pay attention to such as assignments, capacity building, information activities, roles and responsibilities, practical preparations, etc.

■ 12-15: THE OBLIGATORY DOCUMENTS FOR A YOUTH LEADER APPLICATION

This part covers the supporting documents that must be attached to an application: contract, job description, budget, and time schedule.



PHOTO: CHRISTER HOUTE

The purpose of this guide is to help develop a youth leader application for DUF's International Pool in collaboration with the Danish organization and the partner organization. This guide describes the different elements in the application form, and is a good starting point for the preparation for a Youth Leader Exchange.

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

In accordance with the guidelines, your application must comply with this youth leader guide. The guide and the application form are structured by the same headings and sections, which allows you to easily get the information and help you need as you fill in the application form. This guide also contains extracts from the main guidelines so you have all the relevant information in one place.

In the youth leader guide we use the following terms:

- The Danish organization: member organization of DUF
- The partner organization: the Danish organization's international partner
- The host country: the country where youth leaders stay during the exchange. This will primarily be the partner organization's country.



Toolbox and Guidelines

DUF has developed a number of tools and templates that can be used in the partnership collaboration. They can be ordered and downloaded at duf.dk/skemaer.

DUF's Guidelines is the most important tool for developing your project. Additionally, DUF's toolbox is full of good advice, which we recommend that you use when you start developing a project. Here you will find useful information on context analysis, project design, the rights-based approach to development, and much more.

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

»» Contact DUF

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

- Align expectations of the two partner organizations
- Provide input in relation to the guidelines - for example, the advisors can assess whether your project meets the overall purpose and the cross-cutting requirements of the pool
- Manage the project finances
- Review your application for a Youth Leader Exchange once and provide technical input before you submit the final application.

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

1 YOUTH LEADERS CREATE CHANGE

WHY YOU SHOULD INCLUDE YOUTH LEADERS IN YOUR PARTNERSHIP:

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

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

A youth leader is a young, full-time volunteer assigned to a partnership between a Danish organization that is a member of DUF, and an international partner organiza-

tion. The youth leaders from respectively the Danish organization and the partner organization form a team, working together on specific activities and initiatives in the Danish organization and in the partner organization. Youth leaders can be assigned to a project for a period of three to twelve months.



PHOTO: CHRISTER HOJTE



From DUF's Guidelines

You have two options for assigning youth leaders:

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

YOUTH LEADER PROCESS: FROM APPLICATION TO DEBRIEFING



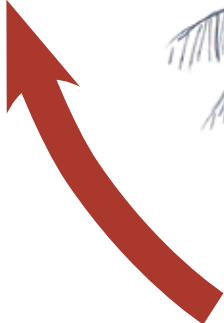
DEADLINE
five times a year



COMPLETION
Reporting, evaluation, debriefing



YOUTH LEADER TRAINING SEMINAR
Held in Denmark in February/March and August/September



YOUTH LEADER EXCHANGE
Three to twelve months



2 DUF'S YOUTH LEADER TRAINING SEMINAR

AN EXPERIENCE OF A LIFETIME

Before youth leaders can begin their project work, they must participate in DUF's Youth Leader Training Seminar. During the seminar, the youth leaders prepare for work on their project and establish the best possible starting point for the collaboration.

At the seminar, youth leaders are taught the principles behind DUF's international work, and gain a solid understanding of project management tools and attend workshops on group dynamics and intercultural cooperation. Additionally, the youth leaders bond with other young and dedicated volunteers from all over the world.

It is important that the Danish organization supports the youth leaders and the Youth Leader Training Seminar by being aware of the seminar schedule and participating in the designated partnership day. The seminar takes place twice a year, in February/March and August/September, and is mandatory for anyone who will be going abroad as a youth leader.

>> Example of a Youth Leader Exchange

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

After this, the youth leaders travel together to the partner organization to work on specific project activities for a period of three to twelve months. After the time as youth leaders is over, the youth leaders become a resource for the project groups and organizations. They can support project management and carry out information activities about the international work.

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

Jens Kjærgaard, Social Democratic Youth of Denmark



From DUF's Guidelines

Prior to the exchange, all youth leaders must attend a compulsory Youth Leader Training Seminar organized by DUF, where they will receive training on international project management, conflict resolution, dialogue and international partnerships. The seminar is held twice a year.

At least two days before the Youth Leader Training Seminar begins, the Danish host must meet and introduce the youth leaders to the Danish organization and the partnership collaboration.

The organizations must provide at least one project volunteer who has knowledge of the partnership, for DUF's partnership day during the Youth Leader Training Seminar.



THE ELEMENTS OF A YOUTH LEADER APPLICATION

3

THE PARTNERSHIP

A good Youth Leader Exchange program requires that both the Danish organization and the partner organization understand what it takes to manage full-time volunteers for an extended period of time, and that the organizations have the necessary capacity to support the youth leaders and their work.

THE PARTNERSHIP CAPACITY

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

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

If you ensure that you are aware of the partnership's weaknesses early in the process, you will know how to

strengthen your collaboration in order to maintain a Youth Leader Exchange.

JOINT PLANNING OF A YOUTH LEADER EXCHANGE

The youth leaders' role and duties must be agreed upon through an equal conversation between the partners and based on the partner organization's needs and progress of the project activities. It is important that both the Danish organization and the partner organization take ownership of the youth leader application. If not, the youth leaders may be caught between the assignments they have committed themselves to and the priorities of the partner organization.

If you have not previously had youth leaders associated with your partnership, it is a good idea to apply to DUF for a preparatory study. A preparatory study will clarify how to ensure the best conditions for a Youth Leader Exchange and deal with any potential weaknesses that your partnership might have.

»» Example of Strengths and Weaknesses in a Partnership

Strengths:

- The partnership has a solid foundation: there is mutual understanding between the organizations, and the partners have good experiences from previous collaborations
- Both organizations have read the Youth Leader Exchange Guide and consulted with DUF and other organizations about what it takes to have youth leaders involved in a project
- Both organizations have the resources needed to assign contact persons that are available and can coach the youth leaders in relation to their assignments and the practical conditions of the exchange on a regular basis
- Both organizations have employees or volunteers with financial skills, who can manage the financial part of the exchange

Weaknesses:

- The partnership is new and a high level of trust between the organizations has not been established yet
- The organizations do not have a common ownership of the youth leader application and therefore both partners are not aware of all the requirements and advice for Youth Leader Exchanges
- The organizations do not have the administrative and human resources needed to be both hosts and employers for the youth leaders, including finding accommodation, arranging work space, defining work assignments, etc.
- There is a lack of open dialogue about the cultural differences between the organizations
- The organizations do not agree on the objectives and the framework for the Youth Leader Exchange



PHOTO: MIKAL SCHLOSSER



From DUF's Guidelines

The exchange must be associated with a partnership between organizations that are well acquainted and have previously 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 for at least two years before a Youth Leader Exchange can be supported.

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

4 YOUTH LEADER ASSIGNMENTS

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

In the application form, you must describe the connection between the project objectives and the activities of the youth leaders, in addition to the results the youth leader's assignments will contribute to.

The youth leaders' assignments can vary widely and entirely depend on what you collaborate on in your partnership. It is important that you have realistic expectations to the youth leaders' capacity in relation to the workload.

DETAILED SCHEDULE OF ASSIGNMENTS

It is not a requirement when submitting the application, but when you receive your grant, it is important to specify the job assignments and for example create a schedule of assignments. However, remember to attach a job description when you submit the application.

The schedule of assignments is a tool that both organizations and the youth leaders can use all the way through the Youth Leader Exchange.

A detailed schedule of assignments provides a shared understanding of responsibilities between the Danish orga-

»» Examples of Assignments:

- Plan and organize training activities
- Facilitate training courses
- Develop training materials
- Provide logistical and practical support to project activities
- Create communication about project results
- Improve relations with the volunteers in the organization
- Document project learning in handbooks.

»» In some cases a Youth Leader Exchange can be credit transferred as part of a course at Danish educational institution. Please get in touch with your educational institution if you would like to transfer a Youth Leader Exchange as part of your studies. Please be aware that in most cases the educational institute must approve the Youth Leader Exchange before it takes place.

nization, the partner organization, and the youth leaders before, during, and after the Youth Leader Exchange.

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

WORKING HOURS

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

When it comes to the selection process, it is important to talk openly and clearly with the youth leader candidates about any study or work-related commitments they may have during the Youth Leader Exchange.

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

You should make sure that you and the youth leaders align your expectations to a realistic amount of working hours. It is acceptable that some work activities take place during evenings or weekends, as long as the youth leaders are prepared for this before the exchange takes place.

» Example of a Schedule of Assignments

ASSIGNMENT	TIMEFRAME	CARRIED OUT IN COLLABORATION WITH	YOUTH LEADER'S ROLE AND RESPONSIBILITIES	EXPECTED OUTCOME
Plan workshop on gender equality	End of March	The volunteer group	Responsible for sending invitations, booking speakers, and logistical tasks	A three-hour workshop on gender equality with 50 participants
Carry out training on financial management	April	The financial manager of the volunteer group and the accountant of the partner organization	Responsible for practical and logistical coordination, and a presentation about recordkeeping	A one-day seminar about financial management for the treasurers of 10 local branches
	After returning to Denmark at the end of the exchange	The project group in Denmark	The Danish youth leaders are responsible for preparing the presentation and with input from the project group. The project group will book meetings with local branches	At least 40 youth members of the Danish organization have heard about the partnership and the project, and feel a sense of ownership of the project



From DUF's Guidelines

The exchange must be associated with specific activities and initiatives of the partnership. You can apply for funding to cover project activities carried out in relation to the Youth Leader Exchange. The activities cannot work towards a new purpose, but must compliment the project they are associated with. All youth leaders must have a detailed job description to be submitted along with the application.

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

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

5

CAPACITY BUILDING FOR BOTH ORGANIZATIONS

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

Many youth leaders go through great personal and professional development during their Youth Leader Exchange and the youth leaders should use this to encourage development for others too.

CAPACITY BUILDING FOR THE PARTNER ORGANIZATION

When planning how to facilitate capacity building in the partner organization, DUF recommends that you consider the following elements during the Youth Leader Exchange.

• **Introductory Program upon Arrival**

When the youth leaders arrive to the partner organization, it is important to introduce them to the organization, the staff, and the volunteers. The youth leaders should feel welcome and the rest of the organization should know the youth leaders and be aware of their assignments and activities.

An introductory program is a way to integrate the youth leaders into the organization. It functions as a solid

foundation for the collaboration and creates a good starting point. Additionally, the introductory program can also help to build the capacity of the partner organization by allowing the youth leaders to share what they learnt during the Youth Leader Training Seminar.

• **Work Sustainability**

The changes that the youth leaders initiate should be sustained after the Youth Leader Exchange ends. Therefore, sustainability must be incorporated as an integrated part of the project activities.

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

To ensure that knowledge and experience is passed on, youth leaders must collaborate with employees or volunteers from the partner organization on assignments. The sustainability of the project will be strengthened if the youth leaders work with permanent staff and/or volunteers in teams and meetings where the youth leaders can share their knowledge and experiences are scheduled.

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

DUF recommends that the partner organizations and the

»» Eksempel på elementer i et introduktionsforløb

- A presentation of the partner organization and key staff members for the youth leaders
- A presentation of the youth leaders to the partner organization
- Youth leaders sharing what they learnt during their stay in Denmark to the partner organization, especially focusing on tools, methods and lessons from the Youth Leader Training Seminar
- A joint review of the youth leaders' work assignments and mandate as stipulated in the contract, schedule of assignments and the time schedule
- An agreement on how the youth leaders should communicate with the partner organization and the Danish organization during the exchange
- A conversation about the social integration of the youth leaders in the organization and the host country.

youth leaders hold a joint closing meeting reflecting on the contribution of the Youth Leader Exchange and how the shared knowledge can be used to strengthen the organization's future work.

CAPACITY BUILDING FOR THE DANISH ORGANIZATION

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

It is a good idea to schedule a return meeting for the youth leaders and the project group and/or the organization's management staff. During this meeting, you can plan how the youth leaders' knowledge about project management and the partnership can be passed on and used in the Danish organization's national and international work. The meeting can for example be based on the Youth Leader Training Seminar and any considerations from the closing meeting with the partner organization.

It is also important that you discuss how youth leaders

>> Example of Agenda of a Closing Meeting

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

can be used as future resources in the project group and/or elsewhere in the organization.

Take the time to write down the experiences and lessons that the organization and the youth leaders have gained during the Youth Leader Exchange for the purpose of future Youth Leader Exchanges.



PHOTO: CHRISTER HOLTE



From DUF's Guidelines

The application must outline how the knowledge and skills that the youth leaders have gained will be integrated into both the Danish organization and the partner organization after the exchange has taken place.

6 INFORMATION ACTIVITIES IN DENMARK

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

Following the exchange, the youth leaders can use this knowledge to:

- Improve the understanding of the international projects within the Danish organization for example through internal channels of communication and information meetings for members
- Participate in the public debate to raise awareness and support for youth participation in developmental work and to inform the public of the project
- Increase the understanding of the partner country and young people's conditions for example through presentations at schools or high schools

DUF recommends that information activities are fully integrated into the Youth Leader Exchange. Information activities can either be internal and aimed at local branches, committees, and your organization's management staff, or aimed at external audiences such as other organizations, schools and the general public.

»» Examples of Information Activities

Information Activities within the Organization:

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

Information Activities outside the Organization:

- Presentations and debates in the parent organization or unrelated associations
- A lesson to an elementary school or high school class
- Opinion pieces and articles in public news media, drawing on your knowledge of the local country context



PHOTO: MIKAL SCHLOSSER

7 ROLES AND RESPONSIBILITIES



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

In connection with your application you will need to outline the delegation of roles and responsibilities.

COMMUNICATION PROCEDURES

It is important to talk about how you will communicate during the Youth Leader Exchange beforehand. You should agree on who communicates with whom, how often, and what an acceptable delay in responding would be.

DUF recommends that you choose a person from each project group in the two organizations as the primary contact

person for the youth leaders. The contact person will often be the project manager, a key member of the project group, or in some cases a staff member.

The contact persons are the link between the two organizations during the exchange and are responsible for the ongoing communication between the organizations and the youth leaders. Additionally, it is the contact persons' responsibility to ensure that all parties are kept up-to-date on what is happening in the project. Youth leaders should not be responsible for the communication between the two organizations, as this can put the youth leaders in a difficult situation.

Before the exchange, you should also consider how the contact persons will share the managerial responsibility for the youth leaders. You must assess who should be responsible for the daily management, feedback on assignments, and the social well being of the youth leaders.

THE CONTACT PERSON IN THE PARTNER ORGANIZATION

The contact person in the partner organization provides feedback to the youth leaders and functions as the link to the partner organization. In most cases the contact person in the partner organization will act as the line manager, be responsible for delegating and prioritizing the tasks associated with the youth leaders assignments, and handle daily management.

DUF recommends that the contact person have regular meetings with the youth leaders. In order to enable the contact person to provide relevant feedback, it is important that this person has a good understanding of the youth leaders' assignments, the project and the partnership.

If there is a need for major changes to the project or to the youth leaders' assignments, this should be discussed and agreed upon by the contact persons from both organizations and communicated to the project groups and the organizations. If the changes are substantial in relation to the original project plan and budget, the Danish organiza-

tion is responsible for contacting DUF for approval of these changes.

In order to maintain the youth leaders' motivation, it is important that their assignments and activities have the support of the organization, and that achievements and victories are recognized. In this respect it is important that the contact person facilitates a healthy relationship between the youth leader and the rest of the partner organization.

THE CONTACT PERSON IN THE DANISH ORGANIZATION

Although the youth leaders' work and assignments are performed primarily with the partner organization, it is important that there is an assigned contact person in the Danish organization. The contact person is partly responsible for the youth leaders and must collaborate with the contact person from the partner organization, for example in relation to adjusting and prioritizing work assignments.

»» Examples of Responsibilities of the Contact Person in the Partner Organization

- Arrange an introductory program for the youth leaders (see chapter 5)
- Delegate and prioritize daily assignments and be responsible for any changes to the job description
- Give feedback on the youth leaders' assignments
- Be attentive to the youth leaders' work-related well being
- Facilitate communication between the youth leaders and the rest of the organization
- Promote communication and knowledge sharing with the contact person in the Danish organization
- Motivate and encourage the youth leaders

»» Examples of Responsibilities of the Contact Person in the Danish Organization

- Prepare a good program and be available for the youth leaders while in Denmark for the preparation for the exchange
- Manage the ongoing communication with the contact person from the partner organization, including knowledge sharing and review of work assignments, review progress and the well being of the youth leaders, and make adjustments as needed
- Keep in touch with the Danish youth leaders on an ongoing basis and share information with the Danish project group
- Plan and organize a personal debrief with the youth leaders upon their return
- Document useful experience and lessons for use in future Youth Leader Exchanges.

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

Ida Kirkegaard Mikkelsen, The Danish Guide and Scout Association

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

THE SOCIAL AND CULTURAL INTEGRATION OF YOUTH LEADERS

A Youth Leader Exchange is not just a professional but also a cultural and social exchange. It is therefore important that the youth leaders are well integrated into the host country and the partner organization.

It is a good idea to assign a person from both organizations to be responsible for the youth leaders' well being while staying with respectively the Danish and the partner organization.

A social contact person can help introduce the youth leaders to the daily and social routines of the organization, provide an insight into the country and its culture, guide the youth leader around the local area, and be a mentor for the youth leaders if they experience difficulties.

»» Examples of Responsibilities of the Social Contact Person

- Show the youth leaders their way around the local area
- Invite the youth leaders to social activities
- Introduce the youth leaders to the country's culture and traditions.

It might be useful for the youth leaders and the social contact person to talk about cultural differences during the exchange period, addressing how these can be a source of strengths instead of a cause of conflict.

The social contact person must have sufficient time for the youth leaders and should not also be responsible for managing the youth leaders' work assignments.



From DUF's Guidelines

As collaborating partners, you must have the human resources (work groups, project managers or similar) necessary to define and allocate assignments, as well as to ensure that clear communication and decision-making procedures are available for the youth leaders.

Each youth leader must be offered feedback and advice on an ongoing basis during the exchange.

8

SELECTING YOUTH LEADERS

The number of youth leaders to be selected depends on the need for project support. Based on previous Youth Leader Exchanges, four youth leaders (two from the Danish organization and two from the partner organization) is often a suitable number, and the equal distribution of youth leaders between the organizations maintains a balance in the partnership.

THE SELECTION PROCESS

Once the youth leader grant has been approved, you can begin the recruitment process of youth leaders. The selection of youth leaders in both Denmark and in the partner country must be democratic and transparent. This means that all the organization's members must be able to apply for the position, who the members of the selection committee is must be public, and the selection criteria must be clearly stated.

The job posting can be based on the job description and should contain:

- Information about the partnership and the youth leaders' job description and assignments
- The desired criteria for the youth leaders' personal and professional skills
- Practical information about the length of the exchange and the mandatory participation in DUF's Youth Leader Training Seminar
- Information about finances and pocket money

PERSONAL AND PROFESSIONAL SKILLS

When you select youth leaders, it is important that you look at their relation to your organization. If the youth leaders are only superficially affiliated with the goals of the organization, problems may arise in the collaboration between the youth leader and the organizations. Additionally, it is important to keep the sustainability of the project in mind by choosing youth leaders who will want to continue to contribute to the organization after the end of the exchange.

During the selection process, you should also be aware of how you choose the youth leaders to achieve gender balance. DUF recommends that both genders be represented among both the Danish youth leaders and the youth leaders from the partner organization.

Finally, you should determine which professional and the personal skills the youth leaders need. Consider relevant language skills, organizational experience, interpersonal skills, etc.

»» Example of a Selection Process

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



PHOTO: CHRISTER HOEDE



From DUF's Guidelines

In order to receive funding for one or more youth leaders the following criteria must be met:

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

You can apply for support for max. 8 youth leaders per exchange.

9

PRACTICAL PREPARATIONS

VISA

The organizations are, in collaboration with the youth leaders, responsible for applying for visa to visit Denmark and the exchange country. The visa rules vary depending on which country the youth leaders are traveling to and how long they are going to be in the country. The rules are changed regularly in accordance with legislation and political conditions, so always seek out the latest information. The Ministry of Foreign Affairs of Denmark's website maintains a list of the visa requirements for other countries, but in addition, you should contact the country's diplomatic mission (embassy or consulate) to Denmark to ensure that the rules are current. Read more at www.um.dk.

It can be a lengthy process to get a visa for Denmark, so you must apply no later than six weeks before the Youth Leader Training Seminar is scheduled to begin.

Contact DUF to obtain an invitation letter to the Youth Leader Training Seminar, which you can use in your visa application to confirm that the youth leaders are invited to Denmark with all expenses paid.

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

There is no need for a work permit for the visit to Denmark, but you will need to explore this in relation to the exchanges to the partner country.

LANGUAGE COURSE

DUF's Youth Leader Training Seminar is carried out in English, and therefore it is a DUF criteria that all youth leaders must be able to understand and express themselves in English. In some cases, an English language refresher course can be arranged to help youth leaders brush up on their English language skills.

For Danish youth leaders going to a non-English-speaking area, it is also possible to get funding for language courses. The language courses are funded for one of the major languages, such as Spanish, French or Portuguese, or a

local language, if that language can improve the youth leaders' professional capacity. For example, a Danish youth leader can attend a language course in Arabic for an exchange with an organization in Palestine.

The course can take place either in the home country or in the host country during the Youth Leader Exchange.

VACCINATIONS

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

INSURANCE

The organizations are responsible for providing insurance coverage for youth leaders covering the full exchange period. The insurance must cover travel, illness and accidents, and provide unlimited coverage for medical and hospital assistance. Some insurances companies may require business travel insurance for volunteer work.

PLANE TICKETS

The organizations will determine the dates for the departure and return trips in coordination with the youth leaders, and the organizations are responsible for purchasing tickets. Arrival and departure dates should not be immediately before or after DUF's Youth Leader Training Seminar. Ideally, the youth leaders from the partner organization will have some time in Denmark to acclimatize before the Youth Leader Training Seminar begins, and the Danish youth leaders will need time to pack and say goodbye after the seminar ends.

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

LOCAL TRANSPORTATION

The partner organization is responsible for organizing the youth leaders' local transportation and showing the youth leaders how the transportation system works. Youth leaders should expect to use the same type of transportation as their closest colleagues.

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

ACCOMMODATION

The partner organization is responsible for finding suitable accommodation for the youth leaders before they arrive to the partner country. The accommodation must be close to the workplace and be connected to transportation options.

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

Youth leaders should have their own private room with access to a private or shared toilet, bathroom and kitchen facilities.

POCKET MONEY

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

Pocket money rates are based on the rates for subsistence allowance set by the Danish Moderniseringsstyrelsen (Agency for Modernization). However, it is important that you research the local salary and price levels before you establish the rate for the youth leaders. At duf.dk/skemaer, you can see the maximum rate for pocket money in the document "Lommepege for ungdomsledere" ("Pocket money for Youth Leaders"), which is updated on a yearly basis.

If the pocket money allowance is set too high, it can create tensions within the local organization and be in opposition to the principle that youth leaders are volunteers, not employees. om DUF's Guidelines

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



From DUF's Guidelines

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

The budget should cover pocket money according to the current country-specific rates, which are available at duf.dk/materialer. In special cases, where youth leaders from the partner organization have been granted an exemption to work part-time (minimum 25 hours), the pocket money rate should be adjusted according to the weekly number of working hours. The pocket money cannot cover any periods of vacation or DUF's Youth Leader Training Seminar. DUF will cover all expenses during the Youth Leader Training Seminar.

10

MONITORING AND EVALUATION

During the Youth Leader Exchange, it is important that you monitor the progress of the project. This will allow you to easily assess whether the exchange is on track, whether you will reach your goal, or whether adjustments need to be made.

You must be able to demonstrate to DUF that the project is making a difference and explain the extent to which you have reached your goal at the end of the project. When you write the application, you must therefore consider how you intend to monitor and evaluate the Youth Leader Exchange.

Before the start of any activities, it is useful to establish a so-called baseline. A baseline describes the situation at the onset, meaning before any action has been taken. To

be able to measure progress and results, you need data on how the situation was before you began your efforts.

For example, if you want to increase a target group's knowledge of a particular topic, it is useful to measure that target group's anterior level of knowledge, to assess whether your efforts are making a difference. This is often done through questionnaires and, in some cases, interviews.

MONITORING

By monitoring the project you can assess whether activities are progressing as planned and have the expected results, or whether there is a need to adjust the activities, the budget, or the youth leaders' assignments. You should

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

Caroline J. Arnbjerg, IMCC Rwanda



From DUF's Guidelines

Monitoring and evaluation takes place at two levels. The youth leaders must make an independent evaluation of the exchange, while the partner organizations are responsible for the overall monitoring, and the final evaluation and reporting of the exchange.

You must submit a joint narrative report from the two partner organizations, with the youth leaders' individual evaluations attached.

Forms for narrative reporting and financial reports can be downloaded at duf.dk/skemaer.

The deadline for submitting the narrative report and the final accounts is within three months after the end of the exchange.

also monitor whether you adhere to the budget, and whether the financial procedures are working, so you can make any necessary adjustments in accordance with DUF's guidelines.

EVALUATION

An evaluation is an examination of the Youth Leader Exchange's results, impact, relevance and efficiency. Often it is necessary to evaluate individual activities continuously during the Youth Leader Exchange, which should be incorporated into the final evaluation at the end of the Youth Leader Exchange.

Within three months after the end of the Youth Leader Exchange, you must submit the final report to DUF, a

personal evaluation from each of the youth leaders, and the final accounts. Members of the project group, and preferably also the youth leaders, must also participate in DUF's mandatory biannual evaluation seminar.

It is a good idea to carry out an internal evaluation of the Youth Leader Exchange with the youth leaders, so that you can obtain important knowledge for future Youth Leader Exchanges.

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



11 RISK ANALYSIS

RISKS

There will always be risks and challenges associated with implementing large projects and Youth Leader Exchanges. Risks are the circumstances that may threaten the project and the goals you have set.

When you are aware of the risks, you are able to make a plan of action and respond accordingly. In the risk analysis section of the application, you should consider the specific risks that may affect your project. The types of risks can be at the society, project and activity level.

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

SAFETY

In relation to a Youth Leader Exchange, you should consider if you need to take extra precautions regarding the youth leaders' safety.

Safety measures can vary widely, depending on the specific country or region. It is a good approach to have an open and honest conversation between the partners on security-related aspects of the Youth Leader Exchange, and how to prepare your youth leaders for the exchange.

In terms of local transportation, you should consider whether it is necessary to take extra safety precautions, for example in relation to risk of traffic accidents or robbery.

It is a good idea to stay updated on developments to the security situation during the exchange. In some areas, it may be advantageous to downplay any Danish affiliation. Furthermore, you should be aware of the Ministry of Foreign Affairs of Denmark's travel advice, which you can find on their website um.dk, where you can also register for "Danskerlisten" ("The List of Danes").

Contact DUF's international consultants for advice and guidance on security and risks in relation to Youth Leader Exchanges.

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

Anne Kirstine Rønn, The Social-Liberal Youth of Denmark



**THE OBLIGATORY
DOCUMENTS FOR
A YOUTH LEADER
APPLICATION**

12 CONTRACT

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

When preparing the contract, please ensure that the pocket money rates, weekly working hours, and rules for vacation and time off are in accordance with the existing

conditions for local staff in the organization. If this is not the case, the youth leaders may be perceived to get special treatment, which can create tensions within the organization.

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



PHOTO: CHRISTER HOLT

13 JOB DESCRIPTION

The job description is a tool to guide the Youth Leader Exchange. It is DUF's experience that a detailed job description helps align the expectations of the youth leaders and partner organizations regarding the role and work assignments prior to the exchange. The job description can thereby function as a guideline for the youth leaders' daily work.

You can also base the job posting for the recruitment of youth leaders on the job description.

ELEMENTS

The job description should outline the roles and responsibilities of the youth leaders. For example, it might be the case that the youth leaders will primarily carry out training sessions and follow-up workshops, help facilitate organizational processes and be a resource person, or perhaps they will provide support across all areas as a project officer.

You must also describe the youth leaders' areas of responsibility and the specific tasks in relation to the project. For

example, if they will primarily be trainers, it is important to outline whether they are exclusively responsible for the content of the workshops, or if they are also responsible for the practical coordination, the planning and evaluation of the workshops. If the youth leaders will work as project officers and deal with many different types of tasks, it is equally important to clarify, which tasks they will merely support and which they have the responsibility for, in collaboration with others. For example, this could include coordination of internal meetings, support volunteer activities, produce communication about project activities and results, carry out needs assessments of the target group, monitor project progress and finances, and help get data for reports.

The job description should also contain information about the lines of communication. Who is the youth leader's contact person in the partner organization? Who is their line manager in the daily work, and who will give them feedback on specific assignments? Who has the mandate to make decisions about adjustments to the youth leader's assignments and job description?

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

Cheyenne Silver Pratt, Social Democratic Youth of Denmark

14 BUDGET

The "Guidelines for the International Pool" and the "Financial Management Guidelines," constitute the financial framework for the Youth Leader Exchange.

As part of the youth leader application, you need to include a budget. The partner organization is responsible for drafting the budget so that it corresponds with the needs of the exchange. DUF's Financial Management Guidelines will serve as a guide in developing a clear budget.

It is the responsibility of both organizations to calculate and justify the expected costs. Therefore, it is important to collaborate closely when preparing the budget.

The Youth Leader Exchange program differs from the other project types supported by DUF's international pool by not having an upper limit to the budget

Remember to agree with the financial manager in your organization how the accounting will take place, and how to allocate the responsibility for this.

RECORD KEEPING

DUF's Financial Management Guidelines outlines good

accounting practices, including how to keep records and update the financial accounts during the Youth Leader Exchange.

DUF recommends that you inform the selected youth leaders about financial management practices and procedures. It is a good idea that the youth leaders keep all receipts for costs associated with the exchange, as soon as they have been selected.

For youth leaders, there are special rules for record keeping. It is not necessary to collect receipts for pocket money and food-related expenses while the Danish and foreign youth leaders are with the partner organization. Instead, youth leaders can affirm in writing that they received a lump sum for these expenses. While in Denmark, youth leaders must keep records for food-related expenses.

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



From DUF's Guidelines

The budget for a Youth Leader Exchange should cover reasonable costs for room and board, international travel (return trip to the host country on economy class), local transportation to and from work, travel on economy class to DUF's Youth Leader Training Seminar, visa, vaccinations, insurance and auditing.

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

You can apply for funds to cover activities as part of the Youth Leader Exchange, if they complement the project that the youth leaders are already associated with. The activities cannot work towards a new purpose.

If it is absolutely necessary for the youth leaders participation in activities or for a successful exchange, you can apply for funds to cover language training courses.

15 TIME SCHEDULE

Best practices for Youth Leader Exchanges have been developed based on past exchanges. On that background, DUF recommends that you make the time schedule highly detailed and include as many elements as possible.

The time schedule is a useful tool, which you can adjust on an ongoing basis.

»» Examples of What the Time Schedule can Cover

Before the Exchange to the Partner Organization:

- Recruitment of youth leaders from the Danish organization and the partner organization (chapter 8)
- Practical preparations for the exchange taking place at the Danish organization (chapter 9), including:
 - Obtaining a visa to Denmark at least six weeks prior to the Youth Leader Training Seminar
 - Plane tickets, travel, accommodation, insurance, vaccinations, etc.
- Prepare the program for the exchange taking place at the Danish organization, for instance:
 - Introduction to the youth leaders from the Danish organization, the partnership, the project and the youth leaders' work assignments
 - DUF's Youth Leader Training Seminar in February/March or August/September (chapter 2)
 - Information activities for the Danish organization and/or for the public (chapter 6)
 - Departure to the host country

During the Exchange to the Partner Organization:

- An introductory meeting for the youth leaders and the partner organization (chapter 5)
- Sharing the youth leaders' knowledge with the partner organization, obtained during their stay in Denmark (chapter 5)
- Executing assignments - see the schedule of assignments (chapter 4) and the job description (chapter 13)
- Recurring meetings with the partner organization to review work assignments and the well-being of the youth leaders (chapter 7)
- Continuous communication with the Danish organization to review work assignments and the well-being of the youth leaders (chapter 7)
- A closing meeting with the partner organization at the end of the exchange period (chapter 5).

After the Exchange with the Partner Organization:

- Disseminating the Danish youth leaders' acquired knowledge to the Danish organization (chapter 5)
- Personal debriefing with the youth leaders and the Danish organization (chapter 5)
- Documenting lessons learnt by the youth leaders to use in future Youth Leader Exchanges (chapter 5)
- Information activities for the Danish organization and/or for the public (chapter 6)
- Evaluation of the Youth Leader Exchange (chapter 10)
- Reporting to DUF (chapter 10)



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