



Partnership Agreement between Uganda Red Cross Society (URCS) and Danish Red Cross Youth (DRCY) on support to the implementation of the 2011-2015 URCS Youth Program

The following is an agreement of co-operation between URCS and DRCY. It has been adopted by both organisations and signed in two copies by their representatives. It stipulates DRCY support to URCS, DRCY and URCS roles and responsibilities in development and implementation of joint projects and international Youth Exchange, and URCS-DRCY cooperation for the achievement of the objectives of the 2011-2015 URCS youth program, which support the overall objectives of the 2011-2015 URCS strategic plan.

DRCY is a long-standing partner to URCS and currently the main partner for the implementation of Youth activities. Support to URCS primarily takes the form of joint projects funded by the Danish Youth Council (DUF) and the Danish Project Advice and Training Centre (PRNGO) and support to the International Youth Exchange Programme.

In order to ensure that a) DRCY support contributes to realising the overall objectives of the 2011-2015 URCS youth program and b) that maximum coordination and transparency is achieved, and c) that both partners agree on roles and responsibilities within the partnership, this agreement directly reflects objectives of the youth program and is annexed to the youth program alongside other partners' partnership agreements and/or MoUs with URCS.

Vision of URCS

An empowered, healthy and self-sustaining Community that responds to the needs of its most vulnerable.

Overall Objectives of the 2011-2015 URCS Youth Program

The youth program will pursue strategic direction two of the URCS strategic plan 2011-2015. This Strategic Direction pursues Objectives and Strategies for program/project development and effective implementation. The goal of the program is strategic objective four which is; **To Stimulate initiatives for URCS youth, volunteer and membership development and management for increased self-reliance.**

Immediate objectives:

The youth program has the following three specific objectives in line with URCS strategic plan 2011-2015.

1. *Mobilize, recruit, develop, and retain youth as the most active volunteer force to respond to their vulnerabilities and needs of other vulnerable people in the community*
2. *Mobilize, recruit, and expand a professional volunteer membership alongside a strengthened wider volunteer force for the Society*
3. *Develop and implement membership management systems to raise quality of membership for improved productivity and self-sustenance (Not addressed directly by the DRCY-URCS partnership).*

1. Strategic direction of the 2011-2015 URCS-DRCY Partnership

The 2011-2015 URCS-DRCY partnership contributes to achieving the overall objectives of URCS for youth as set out in the URCS strategic plan and the URCS Youth Programs and the partnership agreement is in line with the 2009 IFRC code for good partnerships.



In addition, the partnership will, in the course of the next five years, pursue the distinct strategic direction of constantly striving to increase the capacity to respond to the needs of the *most* vulnerable youth, including focusing on improving advocacy efforts for the most vulnerable youths and giving attention to assessing and documenting impact with the most vulnerable.

2. Goal

The goal of the 2011-2015 URCS-DRCY co-operation is:

To develop the capacity and organisation of URCS youth volunteers and members in Uganda and empower them with appropriate skills and resources to sustainably respond to their vulnerabilities and the needs of other vulnerable people in the community (in support of URCS Youth Program Objectives 1 and 2)

Simultaneously, continuing and expanding the partnership is essential to DRCY as it supports recruitment, retention and development of DRCY volunteers, develops the organizational capacity of DRCY volunteers at national board level and develops the capacity of DRCY International department volunteers to constantly improve their activities in other international partnerships.

2. Objectives

The 2011-2015 URCS – DRCY partnership directly supports objectives 1-2 of the youth program and key activity 4 (under objective 4, strategy 1) of the URCS strategic plan (To Promote national and international youth and adult exchange programmes). The three overall objectives of the partnership are thus;

- A. Support URCS to mobilize, recruit, develop, and retain youth as the most active volunteer force to respond to their vulnerabilities and needs of other vulnerable people in the community (Youth Program objective 1)
- B. Support URCS to mobilize, recruit, and expand a professional volunteer membership alongside a strengthened wider volunteer force for the Society (Youth Program objective 2)
- C. Promote cross cultural understanding and friendship, and strengthen networks within and between the two societies (URCS Strategic Plan objective 4, Strategy 1, activity 4)

3. Target groups

- **Primary target groups:**
- Vulnerable youths in the Ugandan society, including:
 - Youth affected by armed conflict
 - Youth in schools (in vulnerable institutions), including public schools and schools in remote settings.
 - Youth outside of the school system, including street youths, young mothers, drug users, young workers.
- Girls and Young women form a particular target group as these are generally more vulnerable than males. Particular focus will be on Young mothers and pregnant girls
- Members and non-members alike (the later group in order to reach the most vulnerable and with a view to include them as members eventually).
- **Secondary target groups:**



- URCS youth volunteers at national, branch, sub-branch and link level, implementing activities for vulnerable groups in the communities
- Youth Volunteers active at the political level of URCS, Branch Youth Council and National Youth Council.
- Youth Exchange Volunteers participating in the IYEP programme.
- Former Youth Exchange Volunteers
- DRCY members and volunteers, local youth groups and the organisation as such.

4. Outputs

4.1 (Obj. a) The capacity and organisation of URCS youth volunteers and management to identify and sustainably respond to the needs of the vulnerable in the communities strengthened at all levels of URCS (National, Regional, Branch, sub-branch, link) through recruitment and training of youth volunteers and organisation of youth activities and volunteers taskforces. Particular attention will be given to increasing the capacity of URCS to respond to the vulnerabilities and needs of the most vulnerable youths in post-conflict situations.

Activities include:

- Supporting URCS develop Baseline and Needs assessments in the involved communities.
- Preparation in branches, including defining of roles and responsibilities with BC and BYC and possible synergy and overlaps with other URCS Branch activities and taskforces (i.e. Peer-education or Red Cross Action Teams)
- Training of 24 Youths in LPS, Livelihood, IGA, PPM, and Advocacy for Youth rights in each of the 14 implementing branches
- Establishing and sustaining 1-2 Implementing youth volunteer taskforces in each of the 14 implementing branches
- Developing guidelines for Phasing out and handing over branch level taskforces at the end of the projects.

4.2(Obj. a) Vulnerable youths in 14 URCS branches (6 in post-conflict Northern Uganda) have improved their Life Planning and Livelihood skills and social networks through participation in URCS sessions and social activities

Activities include:

- LPS courses for vulnerable youths in and out-of-school and in Post-conflict situations
- Livelihood training and income generating activities for Youth in Post-conflict situations and out side of the school system.
- Supporting livelihoods of youths
- Developing new activities and components to be combined with LPS for increased impact of projects with the specific target groups.
- Regeneration of URCS links in post-conflict settings
- Development of social activities, youth clubs, sports activities, and music dance and drama
- Establishment of 'Youth Corners' and / or 'community youth centres' in each branch as the centre for sports and social activities, information work and small scale income generating activities. The youth corners or youth



centres will also be able to focus on activities for specific target groups, i.e. young mothers.

- Supporting the URCS Youth Project Pool to be used to support branch and link own initiatives (support to the project pool includes strengthening guidelines, information and assistance in how to apply)

4.3(Obj. b) The political youth structures of URCS, the National Youth council (NYC) and Branch Youth Councils (BYC) strengthened to play a greater role in leading and coordinating youth activities, taking the lead in setting youth priorities and goals for the society, sharing experiences within URCS and with partner national societies in East Africa and advocating for youth inclusion and participation in the Ugandan society.

Activities include:

- Mapping of Training needs of NYC and BYC members
- Support URCS conduct quarterly NYC executive and BYC meetings
- Leadership, PPM, M&E and Advocacy training of NYC and BYC
- Support BYC carry out annual Youth day at branch
- Support BYC initiatives to start up new activities.
- Developing Advocacy tools, including 'NYC program of opinions' and tools for branch level advocacy activities and events.
- Supporting BYC and NYC advocacy work
- Develop and streamline monitoring tools
- Supporting BYC monitoring visits in links
- Supporting NYC monitoring visits in Branches
- Supporting network activities with neighbouring countries Red Cross societies

4.4(Obj. b) The international Youth Exchange program (in-coming as well as out-going) contributes visibly (directly and indirectly) to URCS Strategic plan and Youth Program priorities during and beyond the obligatory exchange activities

Activities include:

- Development of guidelines for Ugandan participants' obligation in URCS beyond their exchange contract
- Support Project steering committee (PSC) (primarily consisting of Ex-delegates), incl;
 - PSC quarterly meetings
 - project conceptualisation and development
 - Fundraising
 - Training of new Ugandan youth leaders and DYVs.
 - Development and maintenance of database of ex-delegates' competencies and skills that can be utilised by URCS
- Define and Support ex-delegates support to branches, incl.
 - Branch trainings of BYV and LPS taskforces in ICT, PPM, M&E, Leadership
 - Carry out general branch-level ICT trainings.
 - Support to Branch develop applications to the project pool
 - Support branch starting-up of new activities, including Youth Corner.



4.5(Obj. c) International Youth Exchange Program continued, strengthened and balanced in terms of numbers of volunteers exchanged between URCS and DRCY

Activities include:

- Defining and sharing of purpose and objective of IYEP program, including the stay in Denmark, with all stakeholders (guidelines attached to this agreement)
- Preparation of volunteers to be exchanged (guidelines attached)
- Exchange of 10 URCS and 10 DRCY youth volunteers annually.
- Carrying out of Information activities about the youth exchange and developmental and cultural issues in Denmark and Uganda
- Friendship formation and mutual understanding between Ugandan and Danish Youths.
- Increased possibilities for experience sharing and learning across the two organisations, by facilitating increased participation from URCS youth volunteers (implementing and political levels) in DRCY national activities and meetings and vice versa.

4.6 (Obj. a-c) URCS and DRCY management cooperation, monitoring and evaluation and financial reporting streamlined for maximum efficiency.

Activities include:

- Monthly report from DRCY to URCS on activities, priorities and new developments in relation to the Uganda cooperation
- Quarterly narrative and financial reports, including progress and challenges in project implementation, overview of spending and cash requests for up-coming period prepared and submitted by URCS to DRCY
- Semi-annual project visits and coordination meetings in Uganda.
- Development and implementation of streamlined monitoring and evaluation tools tracking and documenting qualitative impact of LPS and other project activities with the target groups to be used by all branches.
- Timely sharing of final reports from IYEP activities in Ugandan and Denmark

5. Expansion of partnership activities

URCS and DRCY will strive to develop and expand joint activities and projects throughout the partnership period in order to continuously scale-up efforts to improve the lives of vulnerable youths in Uganda and to further develop the capacity and organisation of URCS. New project activities can be developed bilaterally or involving addition partner national societies, primarily DRC.

New activities and projects will be developed in line with the objectives and target groups set out in this agreement and the 2011-2015 youth Program.

Anticipated new projects and activities within the partnership agreement period include;

- General expansion of project activities to include 22 rather than 14 branches
- Livelihood, LPS and Community development activities in Karamoja
- Support to youth that suffer from drugs and substance abuse
- Joint support to development of Youth activities and organisation in an expected independent South Sudan



- Support to East African national societies' effort to develop youth volunteer organisation and initiatives through support of inter-regional youth leader exchange.

6. Selection, preparation of, and phasing out in, Branches

• Selection of Branches

- Branches will be selected based on transparent selection criteria in the following categories (detailed Branch selection criteria annexed):
- *Need for Youth activities*: The Branches must have a relevant and immediate need for youth-to-youth services for vulnerable youths.
- *Branch capacity*: The capacity of the branch must be adequate to host youth volunteers, yet with a clear potential for further strengthening (preference will be given to branches with few or no youth activities)
- *Geographical coverage*: The total 14 branches must be in at least four of the five regions to ensure geographical spreading of youth activities.

• Preparation of branches

- *Stakeholder consultations* – internal and external - will be carried out in all implementing branches prior to commencement of activities.
 - *Internal stakeholder consultation* will include the Branch coordinator, the BYC, representatives of the Branch Governing Board and focal persons for other youth activities, if these exist.
 - *External stakeholder consultation* includes community authorities, district officers and other organisations working with youth in the district.
- *Baseline and needs assessments in branches*
 - A baseline and needs assessment in the communities and within the branch volunteer force is carried out within the first two months of project implementation. (Guideline annexed)
- *Goal setting for branch capacity development*: Each implementing branch sets qualitative and quantitative goals for the capacity development of the branch within the five year period, including:
 - number of increase in branch level youth volunteers,
 - increase in branch level youth activities,
 - increase in number of links.

• Phasing out in Branches

At the beginning of the last year of implementation, each branch develops a phasing out plan, detailing the following:

- Integration, handing over and continuation of the LPS taskforce
 - For instance integration with Red Cross Action Teams, peer education teams, four-part youth program
 - Recruitment, training and organisation of task forces.
- Funding of Task force activities, meetings and transport, using
 - Community fundraising efforts
 - Other funding sources?
 - Income generating activities?
- Establishment of alternative activities:
 - Activities in proximity of branch office to minimise transport costs (i.e. youth corner)
 - Activities in the links close to task force members homesteads to minimise transport costs.



- Use of Project pool to fund youth activities
- Anticipated Support needs from ex-delegates

At the latest, three months before project activities ends, a handing over meeting is conducted with participation by Branch coordinator, BYC, LPS taskforce, other youth activity focal persons, BGB representative, deciding on a way forward in the branch.

7. Obligations of the URCS and the DRCY

7.1 URCS will:

Project implementation and coordination

- implement all funded project activities in accordance with project documents, activities and time schedules
- Immediately Report any suspicions and incidents of fraud, corruption and mismanagements of project funds to DRCY
- Coordinate branch level implementation of all project activities in Uganda
- Ensure an efficient, transparent and fair recruitment process of volunteers and staff on all projects.
- Consult DRCY on all substantial alterations of project activities, time schedules, target groups or any other alterations of project implementation
- Secure URCS political and senior management levels understanding and acceptance of project objectives, outputs and activities.

Monitoring, evaluation and reporting

- Submit quarterly reports on outputs of the projects related to this agreement to DRCY
- Send monthly and final reports on the projects to DRCY.
- Conduct the midterm and final evaluation of this Partnership Agreement.
- Evaluate the projects and the trainings for the Ugandan Youth Volunteers in Denmark and share the results with DRCY.
- Monitor the projects according to the guidelines in the Youth Program 2011-2015 (see chapter 11).

International Youth Exchange Programme

- Take responsibility for security and health for the Danish YV in Uganda according to shared guidelines.
- Identify the Ugandan YV based on shared criteria and send information on the selected volunteers at least 5 weeks before projects start in Denmark in order to get visa, tickets and insurance in time.
- Make clear criteria for project branches and select 14 branches: 4 branches for the youth leader project, 4 branches for the project in Northern Uganda and 4 branches to host the Danish Youth Volunteers.
- Make annual strategies in each of the branches involved in the projects and plan the stay of the YV. This includes division of roles and responsibilities according to the guidelines of the projects.
- Implement the projects in the selected branches.
- Prepare the Ugandan YV for the stay in Denmark and the work which is to be done in Uganda afterwards, which includes training in LPS.

Roles and responsibilities of URCS Youth Leaders attached to the IYEP

- The UYLs work under the Youth Program officer and the branch coordinators / Regional officer.



- In Denmark the UYLs are obliged to follow the program developed by DRCY, including information activities in Danish Schools
- In Uganda the UYLs are obliged to carry out partnership and project activities under this partnership and joint projects for a period of eight months upon return to Uganda.
- For a subsequent period of at least one year the UYL are obliged to be a part of the ex-delegates club and be available to support branch or NYC requests for assistance.

Partnerships

- Make sure that all cooperation partners within youth, including DRCY and DRC, contribute to the overall objectives and the immediate objectives in the Youth Program 2011-2015.

Funds and finances

- Provide DRCY with budgets on the projects.
- Make quarterly accountings on the project expenditure and share them with DRCY.

7.2 DRCY will:

Monitoring, evaluation and reporting

- Participate in midterm evaluations, final evaluations and project visits.
- Conduct final evaluations on the IYEP in Denmark and share the results with URCS.

International Youth Exchange program

- Take responsibility for security and health for the Ugandan YV in Denmark according to shared guidelines.
- Create and share the program for the stay of the Ugandan YV in Denmark at least four months before the start of the program.
- Facilitate the 6-8 weeks' stay, the implementation of the projects and the trainings of Ugandan YV in Denmark.
- Select Danish Youth Volunteers using the agreed criteria and prepare Danish YV for the stay in Uganda and train them in the appropriate skills

Roles and responsibilities of DRCY youth Volunteers and Youth volunteer delegates in Uganda

- DRCY will post eight youth volunteers (DYVs) in four URCS branches for a five month period every year, including one free month where DYVs implement individual plans.
- The DYVs work under the branch coordinator and the URCS Youth program Officer
- The DYVs are responsible for branch level implementation of the DRCY LPS project (funded by PRNGO) in cooperation with URCS volunteer taskforces. In addition, the DYVs carry out other assignments within the branch, as per request by the Branch coordinator.

Partnerships

- Participate in coordination meetings between cooperation partners.
- 1-3 DRCY youth delegates will be posted with URCS for up to 9 months, working on a range of the activities within the partnership.
- One Youth Volunteer Delegate will be posted in Northern Uganda to specifically support the LPS North project
- The Youth Volunteer Delegates work under the regional officers and the Youth Program Officer.



Roles and responsibilities of DRCY Youth Volunteers and Youth volunteer delegates after returning to Denmark

- The DYVs are obliged to participate actively in the DRCY Uganda group for 12 months upon return to Denmark.
- The DYVs are responsible for:
 - Information activities and recruitment and preparation of a new team of 8 DYVs; support to DYVs while posted in Uganda and evaluation upon return to Denmark
 - Preparation, hosting and training of the team of Ugandan Youth Leaders in Denmark.
- The Youth Volunteer Delegates are responsible for drafting final reports to URCS, DRCY and the donors, handing over and preparation of new delegates, information work (writing at least one news article to the DRCY website).

Funds and finances

- Obtain funding for the projects within the partnership.
- Approve the budgets made by URCS.

8. Time-schedule

8.1 Time-schedule for Danish youth volunteers programme every year

- Oct./Nov: DRCY selects Danish YV and presents their applications to URCS.
- Dec: URCS provides DRCY with a draft programme of the stay and the training the DYV's are going to have in UG and coordinate it with DRCY.
- Jan: DRCY prepares DYV's
- Feb - June: DYV-stay in Uganda, consisting of four months programme in selected Branches, including one week for preparation as well as an evaluation, and one month of private programme. A final evaluation is conducted in December.
- July: Evaluation for DYV's in Denmark.
- Aug/Sep: Follow-up disseminations in Denmark for information and recruitment of new DYV's.
- Sep/Oct: URCS-DRCY: discussion on improvements and development of the programme.
- Sep onwards: Follow-up activities in Denmark and Uganda.

8.2 Time-schedule for Ugandan Youth leader programme every year

- March: URCS: Selection of Ugandan YL and information to DRCY on selected UYL's.
- June/July: URCS: Preparation of UYL.
- August: eight weeks programme for ULTV in Denmark.
- Sep/Oct: UYL and DLTV attend DUF course
- October: Evaluation in Denmark
- October: UYL and DLTV travel to Uganda and start working
- November and onwards: Follow-up activities in Denmark and Uganda.

8.3 Time-schedule for Danish long term volunteer programme every year

- May: DRCY: Selection of DLTV and information to DRCY on selected DLTV.
- August: Preparation of DLTV.
- Sep/Oct: DUF course and programme in Denmark.
- October: Evaluations in Denmark
- October: travel to Uganda and start working
- November and onwards: Follow-up activities in Denmark and Uganda.



9. project visits

Project visits

Project visits will be carried out twice annually, in March/April and in September/October in connection with the URCS partner meeting.

It has previously been of great value to have joint project visits during the implementation of projects. In the cooperation of this period of 5 years we will have two annual project visits by the International Coordinator from DRCY and two volunteers from the Uganda Group together with the Youth Program Officer and members of the Project Steering Committee.

The purpose of the project visits is to

- Supervise the branches and the youth volunteers involved. This will contribute to the goal of having quarterly supervisory visits in the branches in the Youth Program 2011-2015.
- Get a nuanced and shared understanding of the ongoing projects – the successes and the challenges.
- Get the opportunity to revise and improve on the ongoing projects during the project period.
- Enjoy the sun and fresh passion fruit juice.
- Get a base for having a successful joint midterm and final evaluation on the projects.

The monitoring aspect will be concerned with getting a shared understanding on the projects rather than a systematic M&E. The latter will be conducted with specific M&E tools and in line with the Youth Program 2011-2015 as described in chapter 11.

10. Volunteer-to-volunteer communication and cooperation

As a key objective of the partnership is to strengthen the capacity and the skills of the youth volunteers, the communication between youth volunteers in the partner countries is a main factor in the development of the partnership and the projects.

Volunteer-to-volunteer communication and cooperation is important in order to

- Develop the projects in relation to the experiences of the involved youth volunteers
- Stress that the projects are based on the capacity and the skills of the youth and that the youth volunteers are the main output and the main input in the partnership projects.
- Strengthen the understanding between Ugandan and Danish youth volunteers
- Improving the communication skills across cultures and borders.

Volunteer-to-volunteer communication within the partnership is encouraged through the Project Steering committee in URCS and the Uganda Group in DRCY, which are the two volunteer groups primarily engaged with organising and coordinating partnership activities and developments.

The Uganda Group

The Uganda Group has existed as long as the partnership between DRCY and URCY. It consists mainly of Youth Volunteers that have been participating in the IYEP in Uganda. The Uganda Group is under the International Steering Committee in DRCY, responsible for cooperation with partnership countries, and it is assisted by an International Coordinator. In cooperation with the International Coordinator the Uganda Group is responsible for the obligations listed in chapter 5, which includes the development of the partnership through visits, evaluations and communication with the Youth Volunteers in Uganda.

The Project Steering Committee

The Project Steering Committee communicates directly with the DRCU Uganda group in project developments, monitoring, preparation and training of volunteers with the Uganda Group in DRCY.



11. Sustainability and exit strategies

Sustainability

All project and partnership activities work towards strengthening and developing the capacity and organisation of URCS and DRCY Youth in order to establish strong volunteer-based youth projects and activities able to independently address the needs of vulnerable youths and their communities. Thus, the entire cooperation works towards creating maximum sustainability.

This is primarily done through the following strategies:

Securing ownership by supporting the youth develop their own activities and interventions in accordance to needs that they identify in the communities.

Strengthening a self-renewable volunteer organisation by focusing on training trainers that can recruit and train others and developing an organisation of youth volunteers that encourage volunteers to take responsibility and fill volunteer leadership positions

Strengthening a self-supportive organisation of youth volunteers by helping the youth groups and taskforces develop income generating activities to support continuation of activities after project funding runs out

Financial sustainability of branch level taskforces is a primary concern and the partnership focuses specifically on assisting volunteer taskforces obtain financial sustainability through:

- Encouraging community fundraising initiatives (Charity walks, cooperation with private businesses)
- Establishing Income generating activities in combination with activities for the vulnerable
- Encouraging a revision of URCS youth membership fees to allocate a certain percentage of the funds to youth activities (thereby also strengthening the motivation of youth volunteers to recruit new members)

Financial sustainability of National Youth Council core activities is of equal concern and URCS and DRCY will strive towards securing a sustainable funding of NYC core activities rather than relying on project funding by;

- Encouraging a revision of URCS youth membership fees to allocate a certain percentage of the funds to NYC costs (thereby also strengthening the motivation of youth volunteers to recruit new members)

Exit strategies

After five years of implementation, the project will phase out in the current 14 branches.

All branches will develop phasing out and handing over strategies (see section 5 of this agreement). Emphasis will be on:

- Developing a realistic and implementable plan for taskforce continuation and integration with other branch activities and local funding of activities
- Enabling project pool support to cover phased out branches
- Using Ex-delegates to support phased out branches

12. Monitoring and Evaluation

DRCY will comply with and contribute to the monitoring and evaluation framework for the 2011-2015 Youth Program as set out in the program document, and will to the maximum extent possible adopt indicators methods from this framework in all project monitoring and evaluation.

- **Monitoring of Partnership activities**



- Monitoring of progress and activities within the partnership will be managed by the Youth Program officer, who will submit quarterly monitoring reports to the DRCY.
- In addition, all Danish Youth Volunteers posted in Uganda will submit monthly monitoring reports.
- **Evaluation of impact with the target groups**
 - The 2011-2015 partnership puts special attention to qualitatively assessing the impact of projects and activities with the primary target groups. Throughout the partnership period, the following initiatives will be taken:
 - Qualitative monitoring tools for assessing individual behaviour change will be developed, revised and applied in all projects targeting vulnerable youths
 - Community baseline and impact assessment tools will be developed, revised and applied in all branches, including assessments of the impact of advocacy activities.
 - Findings from across the branches will be developed into a combined midterm evaluation and final evaluation of impact with the target group at individual level (including social network development), community level and national level.
- **Evaluation of the overall partnership**
 - A midterm evaluation of the partnership activities and cooperation will be carried out in mid 2013, revising the priorities, cooperation and activities of the agreement.
 - A final evaluation of the partnership will be carried out in the last quarter of 2015, assessing the achievement and challenges of the partnership and setting the priorities and focus areas for a subsequent agreement.

13. Management and reporting

- **Management**
 - DRCY International Coordinator and URCS Senior Youth Programme Officer have the overall responsibility for the implementation of the partnership projects and activities, including financial issues, fundraising, reporting to donors and senior management, proposal development and the overall security of youth volunteers in Denmark and Uganda respectively.
 - Major new developments, programs, partnership agreements and proposals must be approved by senior management and / or boards in accordance with the regulations in each organisation.
- **Reporting**
 - All youth delegates, youth volunteers and youth leaders participating in the exchange program submit monthly reports to the youth officer / international coordinator in the country of work.
 - DRCY international coordinator and URCS senior youth program officer jointly prepare annual implementation plan (January-December), detailing the budgets and main activities to be carried out in Uganda pr project pr quarter. The Annual implementation plan is updated and adjusted continuously when new project funding is obtained.
 - The URCS senior youth Program officer submit quarterly reports to the DRCY international Coordinator. The report contains a narrative section, describing the progress in implementation of each of the joint projects (incl exchange programmes) and a financial section detailing the spending of each project for the preceding project period against the approved budget,



- including a full financial report (Navision Print), and a cash request for each project for the coming three months period. (reporting format attached)
- DRCY international coordinator is responsible for compiling all status and final reports to the donors, narrative as well as financial, within the approved reporting deadlines.
- URCS are obliged to participate in compiling narrative and financial reports by submitting data and financial reports at least three weeks before the final reporting deadlines.
- **Communication**
 - URCS senior Youth Program Officer and DRCY international Coordinator carry out biweekly telephone conferences to keep each other updated on project progress and challenges.

14. Funding and financial issues

Funding

DRCY is dependent on project funding for the implementation of activities under the youth program and this partnership agreement and can therefore not guarantee full funding for a five year period. In addition, funding for core charges and management can only be covered to the extent that the back donors of DRCY allow it. Within these limitations, the partners agree to the following

- DRCY will take the lead in securing funding for all activities set out in this agreement and the activities supported by DRCY in the 2011-2015 youth Program.
- DRCY and URCS will develop proposals jointly and both partners are obliged to contribute to project conceptualisation and proposal development.
- URCS will take the lead in developing the budget for activities in Uganda.
- DRCY and URCS will strive to obtain funding from new Danish and international donors in order to broaden the financial landscape.
- If external funding is *not* obtained for the international Youth Exchange, DRCY will fund the exchange of 6 URCS youth Leaders for a three weeks' period in Denmark each year.

Financial Issues

- Funds will be transferred from DRCY to URCS on a quarterly basis. URCS submits a combined cash request for all funded projects, detailing the funding requested for each project for the period, the total amount already transferred to the projects and a financial report of spending in the previous period per project, including transfers to branch and regions (part of the quarterly management report)
- DRCY will transfer all budgeted funds timely to URCS upon receipt of the abovementioned cash requests and financial reports from URCS. A working advance of one month's funds will be transferred in addition, in order to ensure consistent cash flow to the projects.
- URCS will ensure to transfer funds timely to regional and branch levels
- URCS will ensure that branch and regional level submit financial reports on time.

15. Cooperation with other Red Cross Societies and Coordination meetings

- Cooperation with other national societies will be encouraged in order to generate support for URCS youth activities and increasing the possibilities for International Youth exchange of Ugandan Volunteers.
- All partners will be requested to develop Partnership agreements or MoUs clearly describing how their cooperation with URCS supports the realisation of URCS 2011-2015 Youth Program objectives. These agreements will be made available to all other partners to the URCS Youth Programs.



- URCS will host one annual coordination meetings with partner national societies contributing to the URCS Youth Program in Uganda.

Cooperation with the Danish Red Cross

Danish Red Cross and DRCY are independent organisations but DRCY cooperates closely with DRC in all international partnerships. This cooperation is guided by a DRCY-DRCY cooperation agreement, stipulating roles and responsibilities. This partnership between DRCY and URCS involves DRC in the following ways:

- Cooperation between the URCS and DRC concerning URCS project pool for youth own initiatives.
- Cooperation between DRCY and DRC concerning the funding of the IYEP
- Cooperation between DRCY and DRC for joint fundraising of URCS youth project and activities
- Cooperation of URCS and DRC on the security of DRCY youth volunteers and delegates. The security of all DRCY volunteers in Uganda remain the responsibility of URCS, yet DRC takes responsibility for DRCY volunteers if evacuation or other emergency situation activities require it.

16. Assumptions

- Good communication between URCS (NHQ and Branches), DRCY and DRC.
- Common understanding - among all involved partners - of the goal and objectives and the content of the programme.
- Common willingness to give the programme the necessary priority, to develop and strengthen objectives of the programme.
- Clear definition of roles and division of responsibility.
- Clear definition and process of selecting hosting branches.
- Selection of qualified Youth volunteers and thorough preparation of the Youth volunteers by both partners.
- Hosting branches and youth volunteers, which/who can manage the responsibility and gain from the programme and which/who are willing to plan and participate in the programme.
- Sufficient security in relevant parts of Uganda and Denmark.
- Fundraising is successful and the budgets are communicated and followed.

Date and place:

Date and place:

Secretary General
Uganda Red Cross Society

Executive director
Danish Red Cross Youth

Annex I,
Annex II,
Annex III,
Annex IV,
Annex V,