


Operating Partners

DELIVERING THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD

THE AWARD



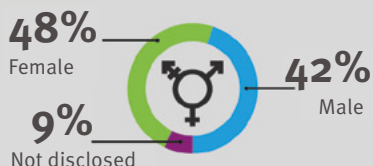
The Duke of Edinburgh's International Award is a global non-formal education and learning framework which operates in more than 130 countries and territories, helping to inspire young people to dream big, celebrate their achievements and make a difference in their world.

Through developing transferable skills, increasing their fitness levels, cultivating a sense of adventure, and volunteering in their community, the Award helps young people to find their purpose, passion and place in the world.

There are over 1 million young people currently completing their own unique programme, via hundreds of thousands of youth-focused partners and operators, including schools, youth organisations, examination boards and youth offender institutions.

This guide sets out how your organisation can become licensed to deliver the Award as an Operating Partner (OP). An OP is an organisation licensed to operate the Award at multiple locations or sites within its own network. Examples include uniformed groups such as Scouts and Girl Guides, Government departments and agencies, networks of private schools groups in a country and businesses looking to offer career development opportunities for their young graduates.

THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD IN A YEAR*



1,800+
new participants daily



≈340,000

young people gained a Bronze, Silver or Gold Award




180,000+
volunteers

9% of participants from at risk or marginalised backgrounds



*Statistics from 2019

WHY DELIVER THE AWARD?



With the support of adult mentors, The Duke of Edinburgh's International Award encourages young people to unleash their passions and believe in the power of their potential.

Participants pursue their self-identified areas of interest, developing their own unique Award portfolio of activities, including skill-building, physical activity, voluntary community service, and challenge through outdoor adventure.

As they work to achieve internationally recognised Awards, they build the character, skills and confidence needed to improve themselves and their communities. The Award encourages them to step outside their comfort zone and develop positive habits that they will take with them for the rest of their lives.

Not all learning happens in the classroom – in fact some of life's biggest lessons happen in the least likely locations.

As the world's leading non-formal education framework, the Award focuses on developing the wider life skills which help young people ensure they are truly ready for the world.

The value of non-formal education and learning is increasingly recognised by global institutions and education experts alike. Paired with a quality formal education, it provides a fantastic foundation for a young person to thrive. Where a young person cannot access formal education, it provides alternative opportunities for learning and development. This is why thousands of schools, universities and other youth organisations around the world value the Award so highly as a key part of a truly holistic education.

Young people who have had the opportunity to take part in the Award commonly report an increase in

their **self-confidence; resilience; leadership skills; creativity and adaptability; planning and problem-solving; communication skills; and personal and social well-being**, amongst many other benefits.

Any organisation working directly with young people in the age range of 14 – 24 can apply to become licensed to deliver the Award. The flexibility of the framework means that it is delivered in all different cultural contexts and locations, from international schools to youth clubs supporting the hardest to reach in society; from uniformed groups, to refugee camps.

THE AWARD FRAMEWORK



*At Gold level only

ORGANISATIONAL BENEFITS OF DELIVERING THE AWARD

Delivering the Award brings your organisation many benefits, not least the opportunity to help develop young people and support them on their journey as they discover what they are truly capable of. For OPs, the Award is a tool to enhance and complement existing programmes and for young people to gain international recognition for their achievements.



“

The Award has given me so many opportunities; I volunteer as an Award Leader to allow someone else have the same opportunities that I had. I enjoy volunteering and seeing participants challenge themselves, dream big and reach their potential.”

Peadar | Award Leader, Ireland

By delivering the Award your organisation will:

► Give young people the opportunity to participate in an internationally-recognised non-formal education and learning framework.

► Complement existing co-curricular activities and receive external recognition for achievements

► Make a lasting difference in the communities where you operate

► Attract more support, strengthening opportunities for proposals or funding applications

► Raise the profile of your organisation internationally

► Provide Continuing Professional Development (CPD) for your staff

► Become part of an international network of Award Operators, Leaders and like-minded individuals and organisations

► For ideas and inspiration of how OPs work to deliver the Award, please see here: www.intaward.org/deliver/operating-partners

“

Young people are the future of tomorrow. It is vital to explore your potential and make use of it. If you want to discover yourself – or change something for yourself, or the world – then the Award is for you! It is the starting point of success and you will be rewarded in ways you never realised existed. Go for it!”

Farhana | Gold Award holder, Bangladesh



SUPPORT AND SERVICES FROM THE FOUNDATION

As a licensed OP, your organisation will benefit from:

► **Dedicated training and capacity building during your set-up phase**

► **A suite of resources to manage the Award in your network**

► **Ongoing operational support from the IAF, including advice on:**

- Award delivery standards
- Implementing quality assurance processes
- Best practice
- Planning Award ceremonies

► **Access to digital tools, including:**

- Online Record Book – a digital platform for paperless management and support of Award participants
- Award Community – a community platform for Adults in the Award
- Global Award Alumni Network

► **Policy development support**

► **A portfolio of online learning and instructor-led training for adults delivering the Award**

► **Research and reporting insights and tools; including comprehensive monitoring and reporting systems**

► **Membership of the International Award Association (IAA), enabling peer-to-peer discussion and learning, and periodic global gatherings**

► **Access to and support for protecting the brand values and equity of a recognised international brand**

► **Assistance with advocacy and campaign opportunities**



“

Being an Award Leader means a chance for me to help young people push themselves beyond their comfort zone. Being a part of such a phenomenal organisation can aid in building a stronger mind; increasing self-confidence; improving team work and time management skills; building a wider social and networking circle; and ultimately help create young people with increased employability”

Jamar | Adventurous Journey
Assessor, Barbados

“

The Award was my gateway to freedom and confidence. At 15 years old, I had never been away from home on my own and I had never really travelled or explored the world, so when my senior school offered the chance to sign up, I decided I liked the idea of challenge and opportunity. My Award encouraged me to recognise my true potential. It pushed me to reach beyond my own capabilities. It let me seek new adventures, explore unbeaten paths and taught me to dare to dream.”

Hannah Cockcroft MBE | Award holder
Great Britain Paralympic Gold Medallist



HOW TO BECOME LICENSED TO DELIVER THE AWARD

The Duke of Edinburgh's International Award Foundation uses a social franchising model to delegate, under licence, the rights and responsibilities of delivering the Award, to national and local organisations across the world.



The IAF primarily licenses three main types of franchisees:

National Award Operators (NAOs)

are licensed to operate the Award, usually exclusively, within a national territory. They must demonstrate capacity and intent to reach all eligible young people in the territory. The NAO assumes powers to sub-licence other youth organisations to deliver the Award; and to authorise the Awards of participants at all levels. A National Award Operator can often be a Government Ministry or a charity / social enterprise – depending on the country or territory – and is run by a chair, board of trustees or council, and Chief Executive Officer.

Operating Partners (OPs)

are organisations licensed to deliver the Award within an existing network of their affiliated organisations/branches across different locations. In a country where there is no NAO, an OP is licensed directly by the IAF, and subsequently sub-licenses and delivers the Award exclusively to its affiliated organisations/branches.

Where there is an NAO in operation, an organisation must apply to the NAO for a licence to deliver. An OP must have a centralised team and clear organisational structure with resources and capacity to sub-licence, train, support and ensure quality of delivery at all locations. Examples of OPs can include, but are not limited to: school networks; national scouting organisations, or; national NGO networks.

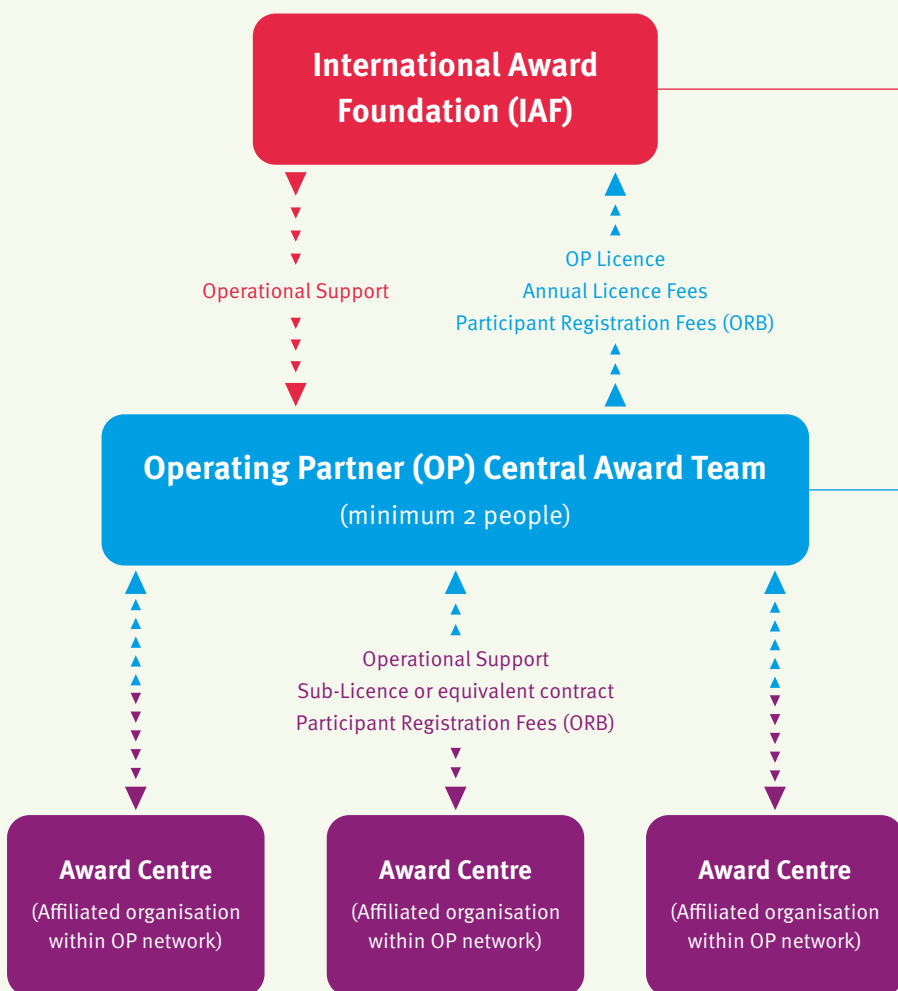
Independent Award Centres (IACs)

are small organisations, directly licensed by the IAF to deliver the Award exclusively for their students/members at a single location, in circumstances where no suitable NAO or affiliated OP exists. IACs deliver the Award and report on their delivery solely in English, and receive dedicated operational support and training direct from the IAF.

A full list of countries and territories where the Award operates can be found at www.intaward.org/near-you.

STRUCTURE AND RESPONSIBILITIES OF AN OP

For an OP to be successful in delivering the Award, it must have a strong central Award team. This central team must be able to manage the implementation of sub-licences (or equivalent agreements), training, digital support, quality assurance and ongoing account management to its affiliated organisations in multiple locations (Award Centres).



IAF key responsibilities

- ▶ Provide Induction and Training to OP central team.
- ▶ Perform OP Licence Review and provide sub-licence Quality Assurance support
- ▶ Maintain ongoing contact with OP Award point-of-contact, including ORB and operational support.
- ▶ Update OP Central Award team on developments in the IAA.

OP key responsibilities

- ▶ Sub-licence/sub-contract and manage quality assurance of affiliated organisations
- management to sub-licensed affiliated organisations
- ▶ Train and provide ongoing support and account
- ▶ Administration of Online Record Book (ORB) and online training platform

Award Centre key responsibilities

- ▶ Recruit, support and mento young people to participate and complete their Awards
- ▶ Ensure the Award Centre is compliant with sub-licence requirements.
- ▶ Administer and support use of the ORB at the Award Centre

STEPS TO BECOME LICENSED AS AN OP

LICENSING PROCESS AT A GLANCE

STEP 1

DETERMINE THE LEVEL OF INTEREST

STEP 2

IDENTIFY AND RECRUIT YOUR CENTRAL AWARD TEAM

STEP 3

APPLY FOR AN OP LICENCE AND COMPILE EVIDENCE

STEP 4

LICENCE AGREEMENT, SIGNATURE AND ANNUAL LICENCE FEE PAYMENT

STEP 5

DELIVERING THE AWARD – INITIAL SET-UP AND TRAINING

LICENSING PROCESS IN DETAIL

STEP 1

DETERMINE THE LEVEL OF INTEREST

It is essential to determine if there is sufficient interest among the young people, and their parents/guardians, to really make the Award successful at your organisation.

Furthermore, delivering the Award is a significant undertaking, so it is vital that your senior management is willing to support delivery of the Award and remain committed to its ongoing success.

Your organisation must be prepared to back the Award with three key resources:

► STRUCTURE

As shown in the diagram on page 11, an OP must have an established suitable structure with a well-resourced central team. The organisation must show clear lines of communication and support to its existing affiliated organisations that it intends to engage to deliver the Award.

– is required to manage the Award and properly support sub-licensees.

It is also important to ensure that each sub-licensed Award Centre is equipped with a team of adults delivering the Award to its young people.

► PERSONNEL

A Central Award Team of adults with sufficient time and resource – including administrative, training and digital capacity

► FINANCE

Considerations include the costs of licensing; training for adults; materials (including Adventurous Journey equipment); and ongoing administrative and support costs.

STEP 2

IDENTIFY AND RECRUIT YOUR CENTRAL AWARD TEAM

Identify key people who are willing to commit their time to the Award. An OP must have a minimum of two people dedicated to supporting the management and delivery of the Award. The following roles are indicative of what is required – although many organisations will have other staff that support to scale and grow the Award (note that depending on the size and reach of the organisation, capacity of individuals some roles may be fulfilled by one or multiple people):

► LICENCE HOLDER (Mandatory)

The person who has agreed the decision that the Award should be offered by the organisation, has signed the licence and holds the responsibility for ensuring adherence to the terms of the Licence.

► TRAINING COORDINATOR (Recommended)

Ensures all sub-licenced / sub-contracted Award Centres have proper access to Award training materials (provided by IAF). In some cases, existing training programmes at OPs can be adapted and adjusted to integrate core Award content. Depending on size and capacity, this role may be fulfilled by the Award Manager.

► AWARD MANAGER (Mandatory)

Takes overall operational responsibility for the management of the Award at the OP. This person manages the central Award team and oversees sub-licencing/contracting, training, digital administration and account management of Award Centres. This person must be different from the Licence Holder.

► DIGITAL ADMINISTRATOR (Recommended)

Responsible for the administration of the Online Record Book (ORB) and Award Community digital platforms, to ensure all Award Centres are properly supported and equipped to maximise use of available digital platforms. Depending on size and capacity, this role may be fulfilled by the Award Manager.

STEP 3

APPLY FOR AN OP LICENCE AND COMPILE EVIDENCE

- 1 Complete the *OP Expression of Interest* (Eol) form and submit to the IAF.
- 2 The IAF will review the completed Eol and will arrange a follow-up consultation. This consultation should include the proposed members of your Central Award Team. Together with representatives from the IAF, you will discuss and complete an OP Licensee Evaluation form; including submission of key evidence. The Licensee Evaluation is intended as a planning aid to help prepare you to become a successful OP. This may require multiple conversations and preparations on your part.
- 3 Submit completed *OP Licensee Evaluation* form to the IAF.

In order to become licenced, you will be asked to provide evidence of the following:

- ▶ That your organisation is an established and reputable legal entity (i.e. company number, charity status certificate, registration number, etc.)
- ▶ That your organisation is of a suitable structure and has the capacity and resources to properly deliver the Award.
- ▶ How the Award is a logical fit within the scope of the work of the organisation.
- ▶ An existing membership of young people within the 14 – 24 age group.
- ▶ The administrative capacity to manage the delivery of the Award at your organisation.
- ▶ Child Safeguarding Policies and procedures in place in line with national legislation.
- ▶ Health and Safety risk management in line with national legislation.

STEP 4

LICENCE AGREEMENT, SIGNATURE AND ANNUAL LICENCE FEE PAYMENT

If your organisation meets the requirements to become licensed, the IAF will prepare and issue a dedicated OP Licence Agreement for your organisation.

You must arrange for a senior manager within your organisation to sign and return the agreement, before it will be countersigned by the IAF.



STEP 5

DELIVERING THE AWARD – INITIAL SET-UP AND TRAINING

Once licensed, your Central Award Team will be fully supported by a dedicated member of the IAF, who will become your main point of contact.

The IAF will ensure you and your team become fully trained and equipped with the resources to successfully manage and deliver the Award to your network of affiliated organisations/branches.

Set-up training and support will include:

- ▶ Templates and processes for implementing sub-licences or tailoring the requirements to your existing contracts;
- ▶ Training and set-up on digital tools;
- ▶ Adaptation of the Award training framework to suit your organisation;
- ▶ A structured account management system for supporting your Award Centres, including quality assurance processes.

These topics will be delivered either face-to-face or remotely via video conferencing, depending on location and availability of both organisations.

Following the initial set-up phase, your dedicated point-of-contact from the IAF will continue to support and ensure that your organisation is equipped to best support the Award Centres your support.

Meanwhile, our training framework, which incorporates a blend of mandatory and supplementary experiential learning, peer support, instructor led training and written resources, will provide ongoing opportunity for your team to continue developing the specific knowledge and skills to deliver the Award at your organisation to the highest international standards.

please contact
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for further information



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