

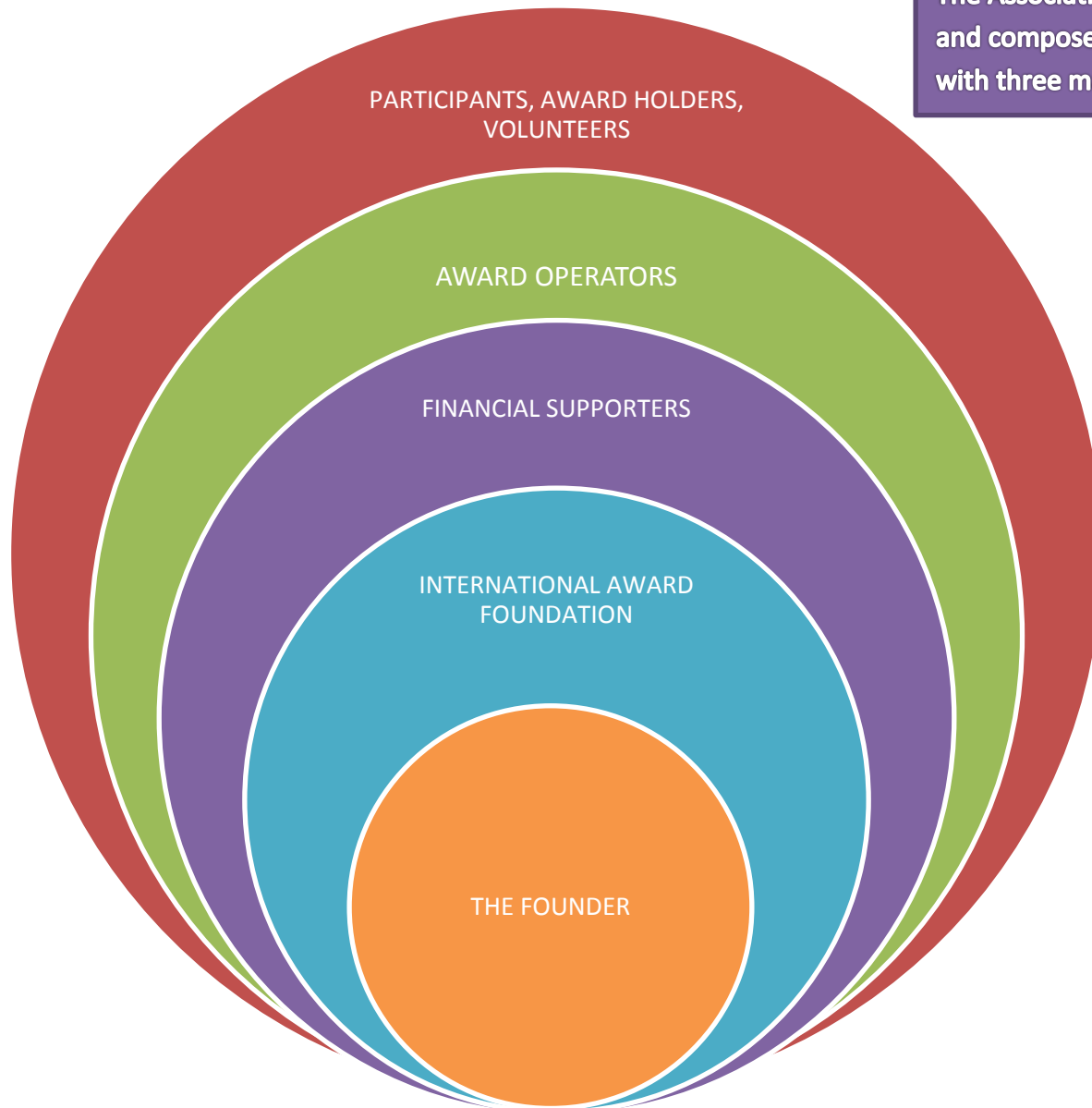
## The Duke of Edinburgh's International Award Association

### Memorandum of Understanding

1. This Memorandum sets out the understanding of all the parties concerned relating to the formation and purpose of “The Duke of Edinburgh’s International Award Association” (“Association”). It outlines the relationships, practices and procedures through which all constituent parts of the Association shall operate. These practices and procedures are underpinned by a belief that with clear decision-making structures, effective and engaging consultation and discussion mechanisms, joined with clear lines of communication, The Duke of Edinburgh’s International Award (“Award”) can make best use of the human, financial, intellectual and physical resources available to it to ensure that more young people from diverse backgrounds are able to participate in the Award and develop skills to help them succeed in life
2. The concept of The Award, as in the intellectual property and brand, is owned by The Duke of Edinburgh’s International Award Foundation (“Foundation”)
3. The charitable purpose of the Foundation is to advance the adoption and effective administration of the Award for the development of character, good citizenship and education of young people worldwide
4. The Foundation achieves this purpose through the issue and validation of a licence to approved Award Operators which is the basis of the legal relationship between Award Operators and the Foundation and the authority vested in Award Operators. Nothing in this Memorandum should be construed as conflicting with the Licence agreements in force between individual parties, nor does it create legal obligations between the parties
5. The Association is the collective name for all the constituents of The Award and is established by the mutual consent of all the parties concerned in order to encourage mutual cooperation, share responsibility for development and foster collective ownership in our brand. The composition and purpose of the Association is set out in Figure 1
6. Each constituent has a slightly different role to play or interest in the future development of the Award, especially internationally
  - a. The Founder, HRH The Duke of Edinburgh, who continues to take great interest in the fortunes of the Award, needs to be kept informed and has the right to attend any meeting involving constituents of the Award
  - b. The authority, role and key responsibilities of the Trustees of the Foundation along with the Secretary General are set out in Figure 2. An essential part of their governance responsibilities is to ensure accountability and transparency which requires consultation and discussion with all other constituents of the Association, collectively, in representative groups or individually
  - c. Financial supporters, particularly internationally-minded like members of the World Fellowship, need to be kept well informed as well as consulted on future developments
  - d. Award Operators licensed by the Foundation are the chief delivery partners who need to be engaged the most fully and are bound together by the International Agreements set out in Figure 3
  - e. Those whose unique perspectives and experiences make them an ideal consultative group providing valuable insights and opinions. These include Award Holders, volunteers and participants generally, but more specifically those, especially Gold Award Holders, who have demonstrated a willingness to be engaged further in the Award and have come to the attention of their Award Operator leadership, have attended an International Gold Event and Emerging Leaders Forum

7. To enable all the constituents of the Association to engage with the Foundation and Trustees in a systematic way there is a cycle of meetings with additional, less systematic, opportunities
  - a. The Forum – see Figure 4a – which meets every three years
  - b. The International Council – see Figure 4b – which meets once a year
  - c. Regional Conferences – see Figure 4c – which meet at least once between Forums, while Regional Meetings occur at least once in the margins of a Forum
  - d. Additional Opportunities – such as Foundation working groups, regional support panels, Licence validations and reviews, other visits
8. These meetings and additional opportunities also provide the mechanisms for constituents to have their concerns and questions answered appropriately as well as to feed in their thoughts and make proposals on the Award’s development. Ideas, concerns, queries or opinions can be raised and dealt with at any point in the cycle of meetings. If one merits wider consideration it should be developed into a proposal which can enter the cycle of meetings at any point, however:
  - a. a proposal would normally be discussed at each of the three points (Regional Conferences, International Council and Forum) to ensure maximum exposure to all constituents
  - b. a proposal can be raised at Forum which, if straightforward, could be delegated to the International Council and then to the Trustees of the Foundation for decision thus bypassing Regional Conferences, but this would be exceptional
  - c. a proposal may stay in the cycle for longer if more complex
  - d. a proposal can be made by any constituent
  - e. the final decision on any proposal and its subsequent method of implementation ultimately rests with the Trustees of the Foundation
9. Agreement or approval on those issues which affect the operational development and management of the Award in terms of international strategy, principles, policies, proposals and concerns are reached by consensus with any final decision being the responsibility of the Trustees and clearly communicated to the Association
10. Key documents relating to the strategic development and policy as well as governing the management and development of operations agreed by the Association are listed in this Memorandum and held in the online digital library of resources administered by the Foundation for reference. Each document is subject to a cyclical process, whether proposed new or for review, where each stage is dependent upon the other to reinforce its authority and effectiveness. This cycle, a list of the Key Governing Documents and where they can be found are set out in Figure 5
11. While most of the roles of the Association are vested in and enacted through the Forum, International Council and Regional Conferences this does not diminish individual responsibilities of parties or constituents to uphold the spirit of the Association at all times including, but not limited to, being committed to the principle of good communication with each other and the benefits of working closely together across the Association.

**FIGURE 1 – ESTABLISHMENT AND CONSTITUENTS OF ASSOCIATION**



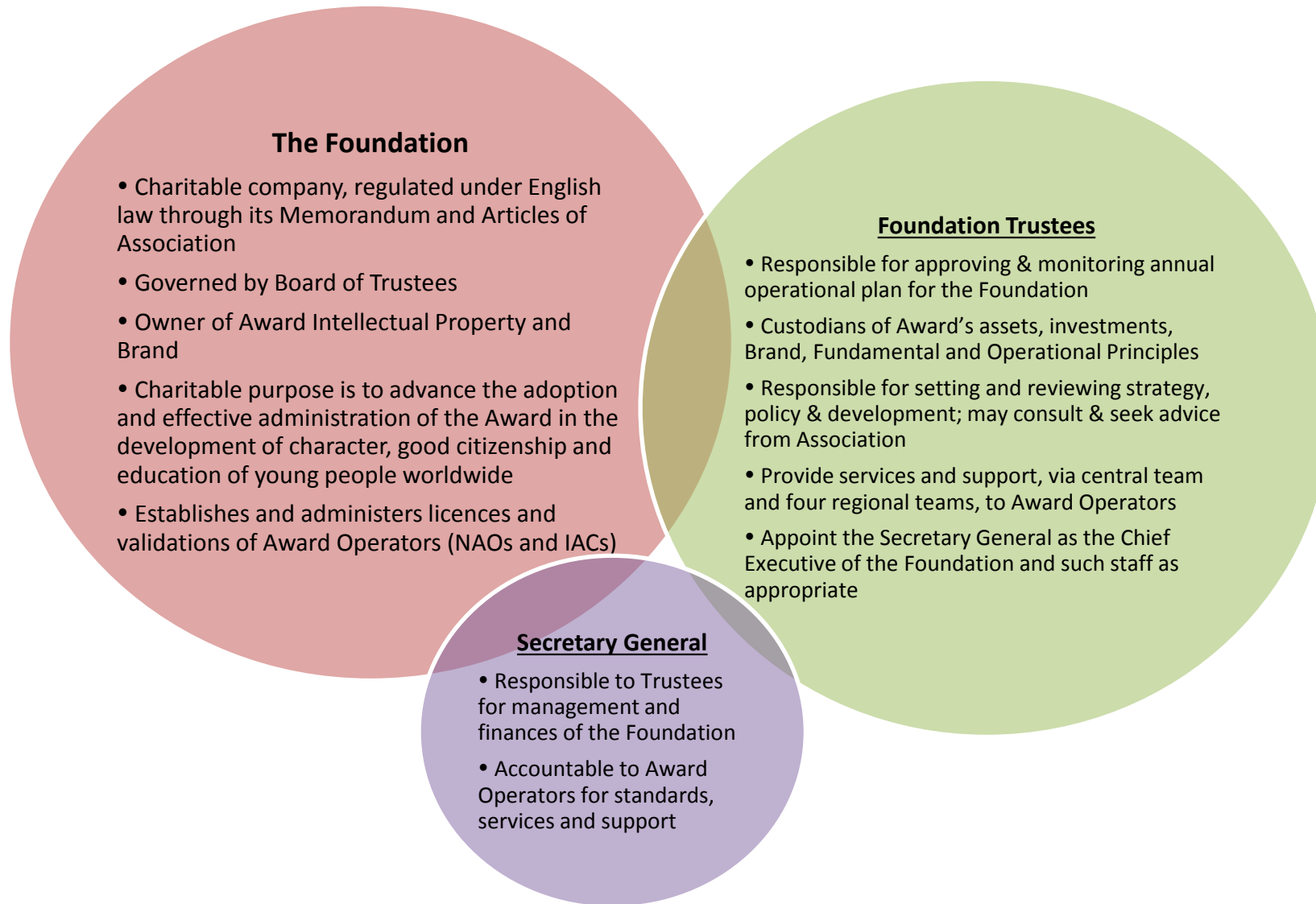
**The Association is established by mutual consent of all parties and composed of all the constituent parts of the Award family with three main objectives**

- Fostering Collective Ownership in the Brand**
- Embracing the vision, mission, values and guiding principles
  - Building the Award’s status as the non-formal education qualification
  - Monitoring brand guidelines and key policies to protect and develop the brand, especially the visual elements

- Sharing Responsibility for Development**
- Attending and participating in Association meetings and events
  - Advising and guiding on strategic development and policy
  - Advising and guiding on the management and development of operations

- Encouraging Mutual Cooperation**
- Sharing best practice, experiences and lessons learnt
  - Supporting and helping each other, including financially when appropriate
  - Reaching out to embrace new ideas and practices, new members and new attendees at meetings

**FIGURE 2 – THE INTERNATIONAL AWARD FOUNDATION**



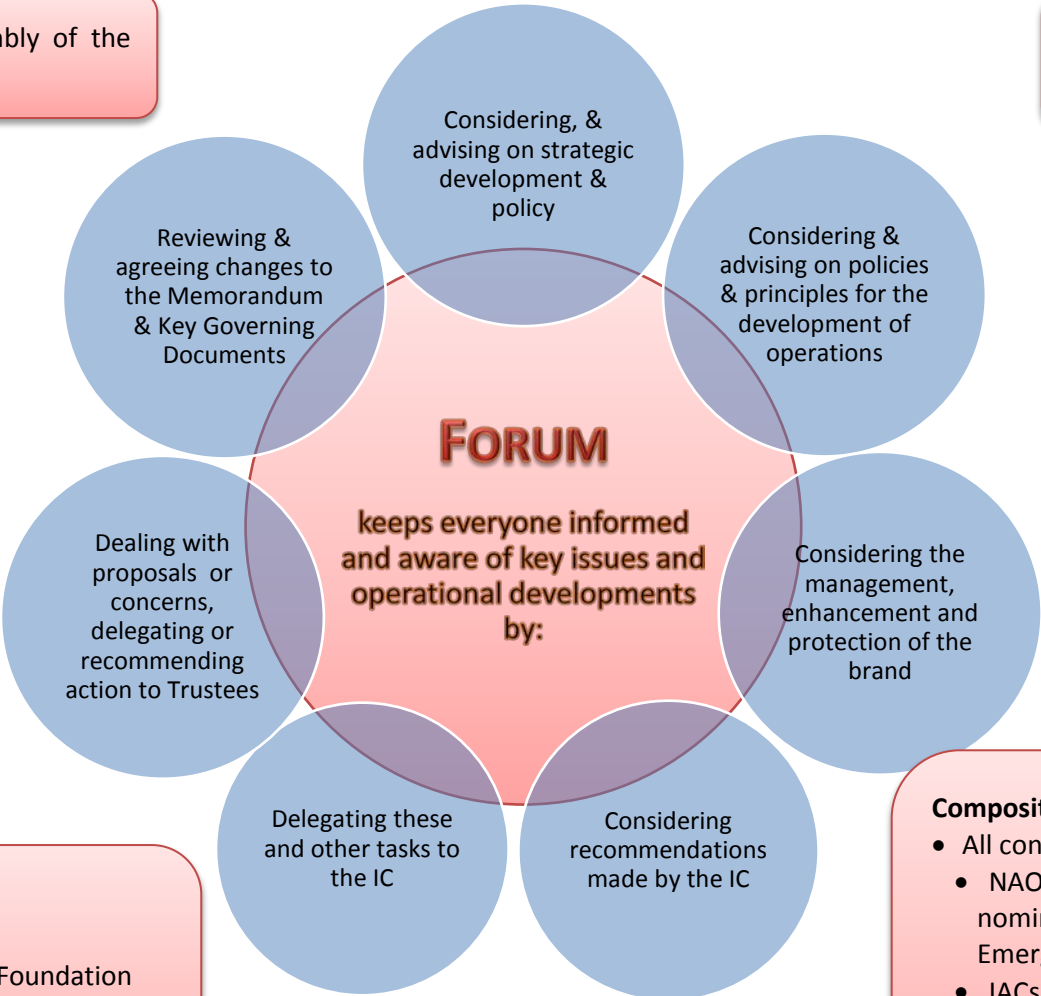
**FIGURE 3 – THE INTERNATIONAL AGREEMENTS**

Name	Declaration	Fundamental Principles	Operational Principles	Code of Practice
<ul style="list-style-type: none"> <li>The full registered name for the programme is “The Duke of Edinburgh’s International Award for Young People” (“Award”). The working titles are either “The Duke of Edinburgh’s International Award” or “The International Award for Young People” or the approved local translation of those words</li> <li>The choice of the working title is at the discretion of the National Award licence holder. The selection of a title and any change of the title must be agreed with the Foundation in accordance with the applicable licence</li> </ul>	<ul style="list-style-type: none"> <li>The Award Concept is one of individual Challenge. It presents to young people a balanced, non-competitive programme of voluntary activities which encourage personal discovery and growth, self-reliance, perseverance, responsibility to themselves and service to their community</li> </ul>	<ul style="list-style-type: none"> <li>The criterion for gaining a Duke of Edinburgh’s Award is individual improvement through persistence and achievement, taking into account the participant’s initial capabilities, and without any element of competition between participants</li> <li>Participation is entirely voluntary and the individual participant has a completely free choice in the selection of locally available options within the four Sections as specified under the Operational Principles</li> <li>Subject to age parameters, the Award is open to all</li> </ul>	<ul style="list-style-type: none"> <li>Participants must be between 14 and 24 years of age</li> <li>The basic structure of the Award consists of the four mandatory Sections: Service, Adventurous Journey, Skills and Physical Recreation</li> <li>The three levels of Award are: Bronze (for those over the age of 14), Silver (for those over the age of 15) and Gold (for those over the age of 16)</li> <li>The minimum period of participation for direct entrants to qualify for an Award is 6 months for a Bronze, 12 months for a Silver and 18 months for a Gold</li> <li>At Gold level participants undertake a Residential Project away from home</li> </ul>	<ul style="list-style-type: none"> <li>To maintain comparable standards of operating practice as advised by the Foundation</li> <li>To manage the Award fairly and impartially in all respects</li> <li>To ensure that the Award is open to all, subject to age parameters</li> <li>To allow participants from any other Award Operator to continue their Award and undertake to recognise the validity of achievements entered in Record Books issued by other Award Operators or to accept the electronic transfer of a participant’s records through the Online Record Book system or equivalent, in so far as it is possible under national law</li> <li>To manage the Award under the Operational Guidelines approved in <u>2003</u></li> </ul>

**FIGURE 4A – THE FORUM**

**Established:** as the Assembly of the Association

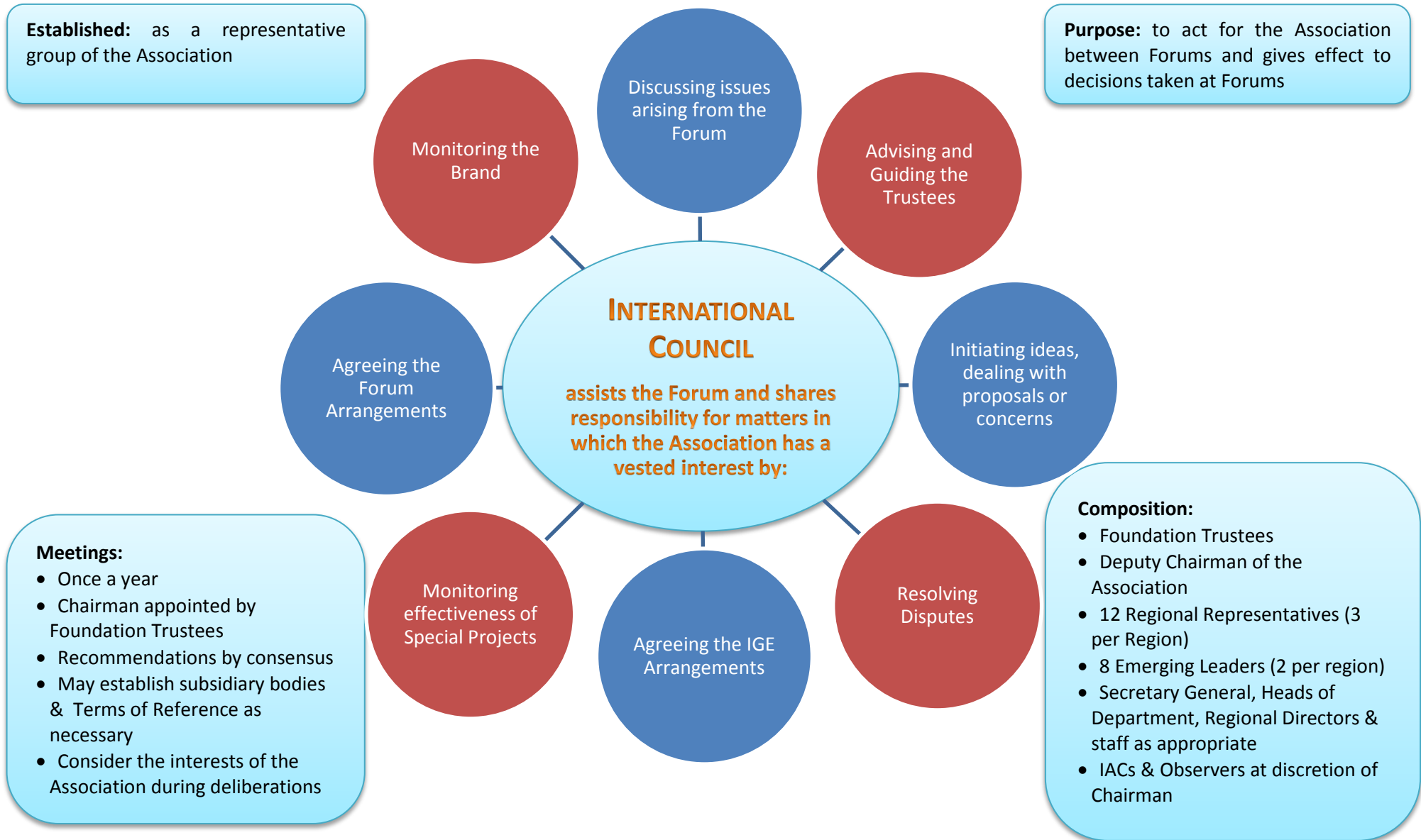
**Purpose:** to provide a means of consultation, discussion and mutual cooperation between all



- Meetings:**
- every three years
  - chaired by Chairman of Foundation Trustees
  - Deputy Chairman nominated by host
  - may adopt own rules and procedures

- Composition:**
- All constituents with the following provisos:
    - NAOs may send three delegates (Chairman or nominee, operational Director or equivalent & Emerging Leader or equivalent young person)
    - IACs may send two delegates
    - World & Young Fellows; other supporters by invitation of the Chairman
    - Observers at discretion of Chairman

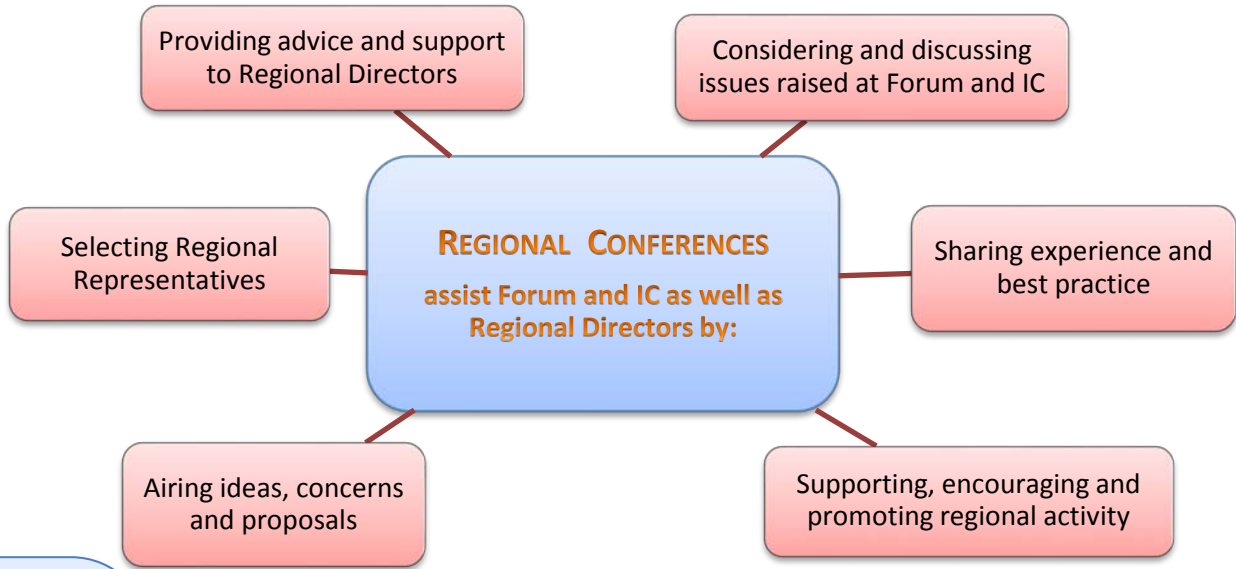
**FIGURE 4B – THE INTERNATIONAL COUNCIL**



**FIGURE 4C – REGIONAL CONFERENCES**

**Established:** as a means of gathering all Award Operators and other constituents within their territorial areas

**Purpose:** to discuss, consult and encourage mutual cooperation



**Meetings:**

- at least once and preferably twice between Forums
- at least one Regional Meeting in the margins of each Forum
- Chaired by a Foundation Trustee from Region
- Secretary General has a standing invitation to attend
- may adopt own rules and procedures

**Regions:**

- Americas Region (“AMR”)
- Europe, Mediterranean and Arab States (EMAS) Region
- Africa Region (“AFR”)
- Asia Pacific Region (“APR”)

**Composition:**

- Award Operators from their respective region
- Foundation Trustees from each Region
- Emerging Leaders from each Region
- Regional Director of each Region & staff as appropriate
- Observers at discretion of Chairman



**FIGURE 5 – KEY GOVERNING DOCUMENTS AND CYCLICAL PROCESS**

