



**Du kannst mehr  
als du glaubst!**

# Handbook

## of the German Award for Young People

*Volume 3: Working with the Award*



# Handbuch

## zum Internationalen Jugendprogramm

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### Band 3: Programmarbeit

#### Herausgeber

Das Internationale Jugendprogramm in  
Deutschland e.V., Alte Bahnmeisterei,  
Postfach 1250, 74706 Osterburken.

#### Kontakt

- *E-Mail:* [info@jugendprogramm.de](mailto:info@jugendprogramm.de)
- *Internet:*  
[www.jugendprogramm.de](http://www.jugendprogramm.de)  
[www.jugendabzeichen.de](http://www.jugendabzeichen.de).

#### Redaktion

Katharina Kleiser, Barbara E. Oehl, Karsten  
Vogel, Klaus Vogel (verantwortlich), Eva  
Wilke

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*It is very wearing to be good.*

Mark Twain: Life on the Mississippi





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# Handbook

of the German Award for Young People

*Edited by the German National Award Authority*

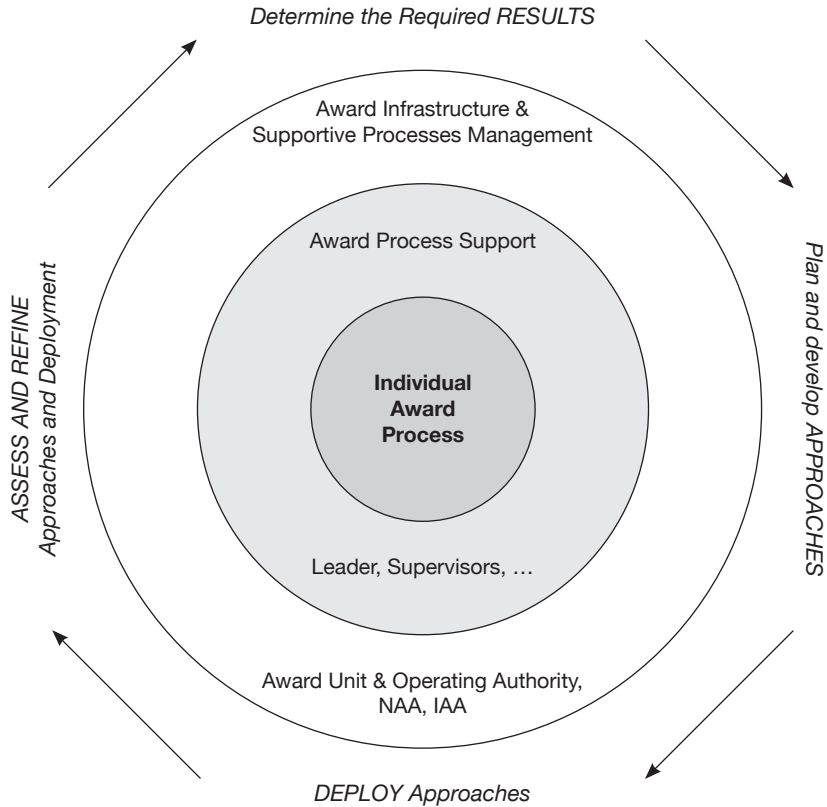
Volume 1: Introduction

Volume 2: Award Basics

**Volume 3: Working with the Award**

Volume 4: Glossary

## Chart: Award Supportive System („Radarized“ Shell Model)



# Introduction

## Contents

### **Introduction**

- Contents – 7
- Induction – 8
- Award Management – 9

### **Award System**

- Overview – 10
- Operational Guidelines – 12
- Award Team – 16
- Organisational Pillars – 20
- Support System – 26

### **Award Development Toolbox**

- Overview – 32
- Guiding Concepts – 33
- Action and Results Fields – 41
- Evaluation – 43

### **Award Development: Action fields**

- Overview – 44
- Leadership – 46
- Strategy – 48
- People – 50
- Partnerships & Resources – 52
- Processes – 54

### **Award Development: Results fields**

- Overview – 58
- Award Experience Results – 60
- People Results – 62
- Society Results – 64
- Key Results – 66

### **Award Development: Evaluation**

- Overview – 68
- Attributes – 70
- Matrix – 72

### **Award and Time**

- Overview – ?
- Time need and time resources – ?
- Periods of silence – ?
- Plus est en vous – ?

### **Appendix**

- Register – 74
- Directories – 76
- Online Info – 78

## Induction

Im Anschluss an den *Grundlagenband* hat der dritte Band des *Handbuchs zum Internationalen Jugendprogramm* Ausführungen zu den organisatorischen Vorgaben und Anleitungen zum Management der Arbeit vor Ort zum Inhalt. Hauptzielgruppen sind die Verantwortlichen der Organisationen, die das Programm einführen wollen oder bereits eingeführt haben sowie die Mitglieder deren Programmleitungen.

Der Aufbau erfolgt wie im Band 2 und im Gesamtwerk spiralförmig:

- Als Einstieg dient eine im Bild des „Jugendprogramm-Hauses“ gehaltene Kurzbeschreibung mit den beiden Elementen „Leistungskatalog“ und „Realisierungsinstrumente“.
- Von hier aus verzweigt sich die Darstellung. Anknüpfend an die „Anforderungen an Anbieter“ im Band 2 wird der Leistungskatalog im Kapitel 1 so detailliert beschrieben, dass dessen Erfüllung jederzeit leicht festgestellt werden kann. Die Einführung des Instrumentarium (Managementsystem) zu dessen Umsetzung erfolgt im Kapitel 2.
- Die drei weiteren Kapitel stellen dieses Managementsystem im Detail dar: Leitlinien, Grundstruktur und Führungskreislauf. Das

Nutzenversprechen lässt sich für jeden Teilnehmer umso besser einlösen, je besser die Programmarbeit auf diese Art und Weise erfolgt.

Während es für die Beschreibung der Programmgrundsätze mit dem *Handbuch des britischen Duke of Edinburgh's Award* eine ausgezeichnete Vorlage vorhanden war, gab es bisher noch keine Darstellung des Programmmanagements durch einen Nationalen Herausgeber. So musste oder besser konnte auch ein passendes Managementsystem frei gewählt werden – das *EFQM Modell 2010*. Dieses ist inzwischen auch „offiziell“: mit dem Trägerverein legte sich auch die Internationale Assoziation darauf fest und veröffentlichte 2009 auf dessen Grundlage das *Quality Assurance Framework*.

Obwohl der Rückgriff nur selten explizit erfolgt, ist der *Grundlagenband* allgegenwärtig und für das Verständnis durchgehend vorausgesetzt. Wie der *Grundlagenband* im Grundlehrgang hat der *Programmarbeitsband* im Leitungslehrgang einen einführenden „Begleiter“. Verweise auf ergänzende Anleitungen der *Leitermappe* bzw. Arbeitsblätter der *Formularsammlung* sind noch häufiger als im Band 2.

## Programmarbeit im Bild des „Jugendprogramm-Hauses“

### **Ziel der Programmarbeit ist die Einlösung des Nutzenversprechens für jeden einzelnen Teilnehmer\*).**

Der dafür von Programmanbietern und Anbieterstellen benötigte Rahmen wird im Grundlehrgang in das Bild des „Jugendprogramm-Hauses“ gefasst. Von diesem Bild aus gesehen, beschreibt der *Grundlagenband* den Grundkomfort, den dieses Haus seinen Bewohnern – den Programmteilnehmern – bieten muss.

Häuser mit diesem Grundkomfort können ganz unterschiedlich aussehen. Es gibt jedoch abhängig vom Haustyp einheitliche Mindeststandards für die Statik solcher Gebäude. Das Kapitel „System der Programmarbeit“ führt diesen Leistungskatalog so weit aus, dass Interessierte den Mindestaufwand des Hausbaus realistisch abschätzen und Hausbesitzer und Bauamt auf einen Blick feststellen können, inwieweit er erfüllt ist oder nicht.

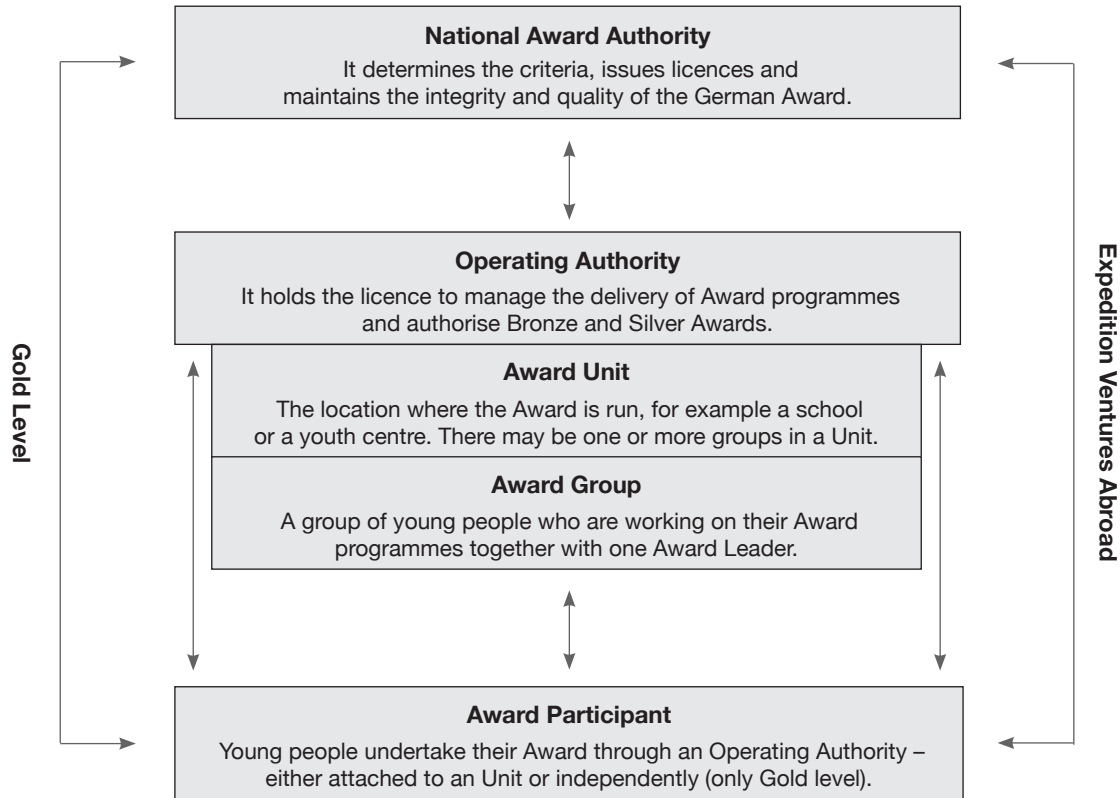
Programmarbeit heißt in diesem Bild, in Eigenarbeit ein nachhaltiges eigenes Jugendprogramm-Haus mit diesen Vorgaben zu planen, zu errichten und instand zu halten sowie bei Bedarf zu erweitern und zu erneuern. Planung und Baumaßnahmen sind umso effektiver, je besser es gelingt, Bauherr, Bauhelfer und Bewohner dabei aktiv einzubeziehen.

Die Anleitungen für das Planen, Bauen, Instandhalten und Erweitern enthalten die vier Kapitel zur Programmentwicklung. Wie beim echten Bauen ist das, worauf es dabei ankommt, weithin unabhängig vom gewünschten Gebäude. Deshalb können sich diese Realisierungsinstrumente auch ganz leicht am weltweiten Standard *EFQM Modell 2010* orientieren.

**Kopf, Herz und Hand von Planung und Arbeiten ist das Arbeitsteam. Bauherren, die sich ein Jugendprogramm-Haus zulegen, ihr Jugendprogramm-Haus instand halten oder gar erweitern wollen, sind deshalb gut beraten, ihr Team mit den nötigen Mitarbeitern und diese mit dem erforderlichen Know-how auszustatten sowie es bei seiner Arbeit tatkräftig zu unterstützen. Es gilt: *Je mehr man gibt, desto mehr bekommt man zurück!***

\*) Vgl. „Gewinn für Teilnehmer“ auf S. 13 des *Grundlagenbandes*

## Chart: Detailed Award System



## Award System

### Übersicht

Die Systemgrundsätze sind im *Grundlagenband* beschrieben. Der Trägerverein beauftragt per Lizenz Organisationen, die die *Kriterien für Programmanbieter* (S. 13) erfüllen, mit der Programmarbeit. Solche Programmanbieter leisten diese Arbeit mit mindestens einer Teilnehmergruppe an mindestens einer Anbieterstelle.

Die tatsächliche Ausprägung dieser Strukturen hängt von der Organisation ab. Viele Programmanbieter haben nur „sich selbst“ als Anbieterstelle und beim Start auch nur eine einzige Teilnehmergruppe. Dagegen ist zum Beispiel bei kommunalen Sammellizenzen auf der Goldstufe in der Regel das komplette System umgesetzt.

Organisationen führen das Programm in einem vom Trägerverein begleiteten Pilotprojekt ein; auch Erweiterungen der Grundlizenz auf die Goldstufe oder auf mehrere Anbieterstellen erfolgen auf diese Art und Weise. Die Ergebnisse des Pilotprojekts werden bei einem Vor-Ort-Besuch in Augenschein genommen.

„Kopf, Herz und Hand“ der Arbeit mit dem Programm ist das Arbeitsteam. Da das Programm immer nur ein

„Nebenanliegen“ der Organisation ist, muss es durch stetige personelle Auffrischung für seine Selbsterhaltung und über diese auch für den Bestand und Weiterentwicklung der Programmarbeit in der Organisation zu sorgen.

Aus dem Arbeitssystem des Programms ergeben sich *Sechs Säulen*, die die das Programm in der Organisation organisatorisch tragen müssen (S. 20 ff). Diese dürfen nicht statisch verstanden werden, sondern als Schlüsselprozesse der Programmarbeit.

Der Trägerverein unterstützt die Programmarbeit durch ein umfassendes Hilfe- und Unterstützungssystem, das neben allgemeinen Elementen auch spezielle Angebote für die Goldstufe beinhaltet. Für einige Hilfen besteht in festgelegtem Umfang Nutzungspflicht.

## Operational Guidelines

### Operating Authority

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The program and its visual identity are protected by copyright. However, the German Award Association grants a three-year renewable licence to organizations that work with young people of the appropriate age-range and that meet the criteria for successful program implementation. The program must be used according to the guidelines detailed in the *Handbook*.

The organization is working with the Award through their own responsibility, but transparent for the Association. The Operating Authority has access to the help-system and the Association has access to the *Documentation* of the Operating Authority. Both parties enjoy reciprocal rights to publications/publish relevant materials.

The *Criteria for Operating Authorities* are listed on the following page. These criteria should not be interpreted as a mere check list – successful implementation of the Award will depend upon the quality and care with which they are carried out!

As long as the criteria are met, operating authorities may

- Use the Award as described in the

### *German Award Handbook*

- Expand its license with the help of respective *Pilot Projects* for the Gold Award or multiple Award Units
- Accredit external helpers
- Set up *Open Award Centres* or *Local Award Committees*
- Develop media for the Award work using the *Logo* in conjunction with the organisation's name
- Use texts and images from the Association with appropriate referencing
- Supervise *Independent Participants* with the help of trained *Mentors*
- Create criteria beyond those of the *Handbook* for approving helpers
- Order *Protected Items* for Award participants from the Association
- Make use of the support given by the Association such as *Guidance* and *Wild Country Areas*
- Approve Bronze and Silver Awards and give provisional approval for Gold Awards
- Contribute to the pool of *Regional Representatives* (like trainers)
- Arrange courses, Gold Award Ceremonies, etc. on behalf of the Association.

## Overview: Criteria for Operating Authorities

### 1. Reliable legal basis

- a. The organisation determines the long-term delivery of the Award as a part of its mission and vision.
- b. Insurance protection is guaranteed for helpers and participants.
- c. Declarations of parental consent are available.
- d. The legal responsibility to care for the participants is complied with.

### 2. Solid organisational foundation

- a. The organisation is tightly integrated into the national communications and support system.
- b. The Award work is anchored in the *Constitution* and recorded in the *Documentation*.
- c. Objectives and corresponding approaches are outlined in the *Development Plan / Annual Plan* and the results are determined and assessed in the *Annual Report*.
- d. The organisation provides at least one Award Unit<sup>1</sup>.
- e. Latitude and resources are available to the extent necessary.
- f. The organisation's administration is supporting the Award actively.

### 3. Efficient Award team

- a. The Award team has the required size. It is maintained and enhanced steadily by new members.
- b. The team consists at least of the Award Coordinator<sup>2</sup> and two Deputy Award Coordinators<sup>3</sup>.
- c. Each team member has got a copy of the *German Award Handbook*.
- d. The Award team is trained according to the *Training Provisions*.

### 4. Wide framework for activities

The infrastructure for the Expeditions section and the local Award activities network meet the requirements.

### 5. Meet the offered value proposition

- a. There is at least one Award Unit actively delivering the Award.
- b. All individual Award programmes are developed, recorded and supervised complying with the standards depicted in the *Award Handbook*.
- c. The offered value proposition of the Award is met verifiably.
- d. Award *badges* and *certificates* are presented in an Award Presentation.
- e. The Award is manifest in the organisation and its media<sup>3</sup>.

### 6. Continuous feedback

- a. The work is transparent to the Association.
- b. The feedback to the National Award Authority meets the *Information and Feedback Provisions*.

### 7. Fair partnership

- a. The Award is delivered only on the levels and through the units covered by the licence and units' registrations.
- b. The organisation refrains from any activities reserved to the National Award Authority. Notably the German Award Authority's *Record Book*, *Award Badge* and *Award Certificate* are delivered to all Award participants resp. Award holders.
- c. The Award logo is only used in combination with the organisation's name.
- d. *Fee Schedule*, *Terms of Delivery* and *Editorial Arrangements for NETZWERK ONLINE* articles are met.

1) Multiple licence: at least three.

2) On the unit level the title is 'Award Unit Leader'.

2) Extended licence: four deputies plus an Expedition team.

## Licence extension and renewal

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### Licence extension

An extension of the licence is necessary for offering Gold Award activities or for creating multiple Award Units within an Operating Authority. The extension will be examined as part of the regular/ planned licence renewal process.

Requirements for a licence extension are:

- Exemplary delivery of the Silver Award
- Sufficient number of people and helpers;
- Sufficient resources
- A pilot project deemed successful by an on-site visit (see page 15).

### Licence renewal

For the three-year licence to be renewed the Operating Authority must show successful implementation of the Award according to the *Operational Guidelines*. The licence renewal also requires an *On-site Visit*.

## Award Units

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Award Units are locations, which are registered with the Association and where the Award is run in one or more groups supervised by the Operating Authority. The leader responsible for the delivery of the Award is the 'Award Unit Leader.' The criteria for Operating Authorities apply to Award Units as appropriate.

Award Units can

- Utilize the support given by the Operating Authority
- Develop and maintain the *Local Activity Network*
- Register Award participants as well as order and distribute *Record Books*
- Document progress by approved assessors in the *Record Book*
- Give provisional approval for Bronze and Silver Awards
- Hold *Award Ceremonies* for Bronze and Silver Awards
- Carry out specific responsibilities of the Operating Authority with approval from the Association.

## Participants

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Participants always work towards an Award in a group. Only on the Gold level *Independent Participants* may be supervised by the Operating Authority. All participants should document the planning and execution of activities in the *Participant's Logbook* and expand it into a *Participant's Portfolio*.

### Gold level

The Gold Award is a unique challenge, requiring high levels of performance, independence and responsibility. Special organisational rules apply:

- The *Gold Induction Workshop* or *Leaders Course* (see p. 19) forms a prerequisite for participation
- Participant and activities are centrally registered and monitored
- Practice Expedition and Expedition must be registered using correct forms and within deadlines
- The Expedition must be assessed by an approved Gold Assessor. In the case that the expedition takes place abroad, the Practice Expedition in Germany shall be assessed.
- The Association checks the certificates of completion in all five sections to approve the Gold Award.

## Processes and Checkpoints

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### Licences and registrations

- Shall be requested by suitable organizations from the Association
- Are preceded by a *Pilot Project*, which is supervised and monitored by the Association
- Are reviewed every three years by the Association through an *On-site Visit*
- Can be terminated by the organization at any time.

A pilot project is also required for extension of the licence to include the Gold Award or multiple Award Units.

### Application

The licence, licence extension or licence renewal shall be requested by the management of the organization.

### Pilot Projects

Through a *Pilot Project* the organization has the chance explore the implementation of the Award (or level in the case of extension) on a manageable scale. The organization will gain valuable experience needed for full implementation of the program especially in regard to the necessary resources. The organization must ensure sufficient

training of staff before the pilot's launch.

Basic principles for pilot projects include:

- The aimed results and the chosen approaches as well as the transition to full implementation are outlined in the *Development Plan*
- An *Annual Plan* is established
- The concrete goal will be the first Award ceremony at the level of the pilot
- The pilot shall consist of a small group of participants who are also involved in planning and evaluation
- The organization shall be regularly informed about the development of the pilot
- The process of implementation shall be carefully documented and evaluated for review by the Association during the *On-site Visit*.

### On-site Consultation

*On-site Visits* take the form of consultation workshops with the goal of establishing an up-to-date *Development Plan*. Such visits can be initiated by the Operating Authority or the Association at any time.

The main elements of a visit are:

- Introductory meeting with the team

- Meeting with the management of the organization
- Observation of a Practice Expedition or Expedition
- Interview with participants
- Concluding meeting with the team.

Details can be found in the leader's manual.

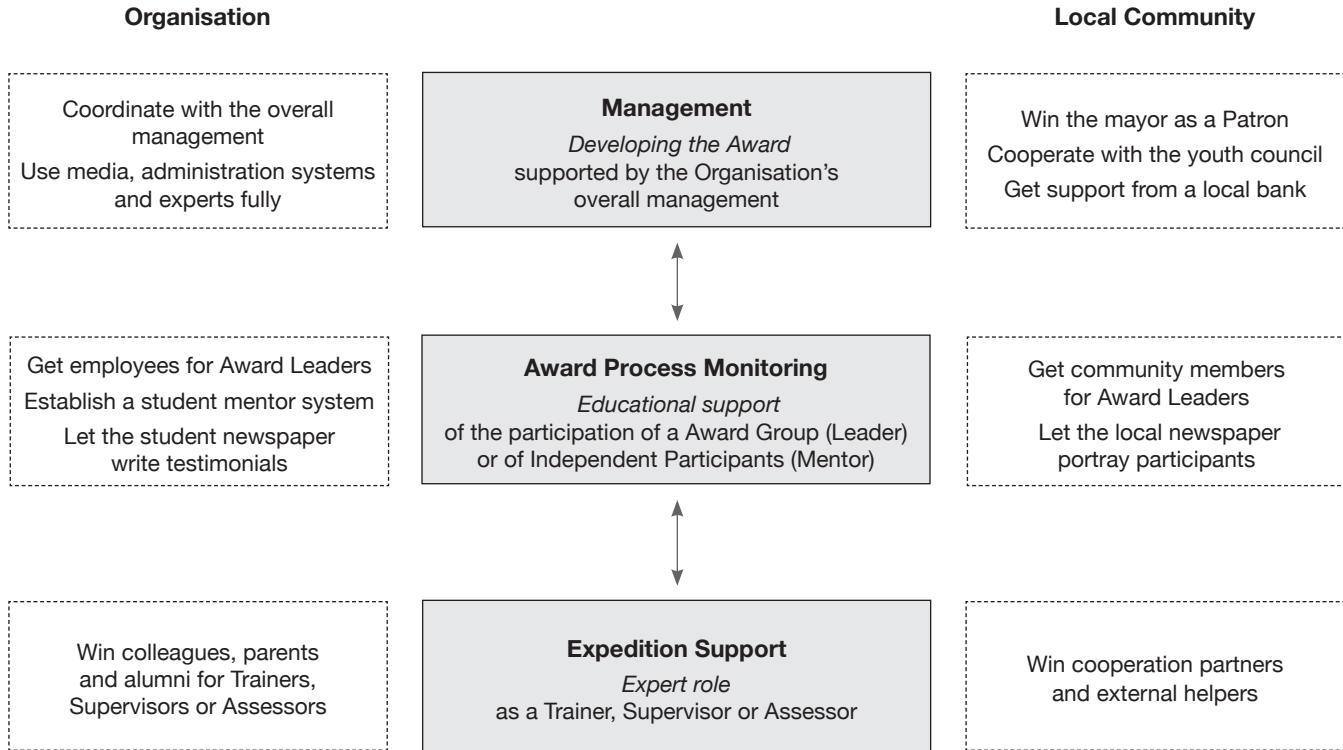
### Further Checkpoints

In addition to the on-site visits, active communication with the Association and attendance at training courses give insight into the organizations commitment to the Award. The *Annual Report* together with the documentation of participants' activities also give insight into results and evaluation. The Association also monitors the activities for the Gold Award.

### Licence Termination

The licence may be terminated by the organization or by the Association. In the case of termination, the organization is no longer permitted to use *Participants' Logbooks, Record Books, Badges, Certificates* or the *Logo*. Award Units which meet the criteria may be recognized as operating authorities and continue their work under the new title.

## Chart: Award Team – Tasks & Roles and Networking Examples\*)



\*) Usually several roles are exercised in a personal union.

## Award Team

### General

---

The 'Award Team' is the group of people who carry out the Award work:

- Management (which indirectly includes the organisation's management);
- Leaders and mentors, who advise and support participants
- Members of the *Expedition Team*.

The team constitutes head, heart and hand for working with the Award. Its daily work is based in the

- Long-term mission of the Award work as identified through the *Constitution*;
- *Development Plan* which gives direction for the medium-term;
- *Annual Plan, Annual Budget* and short-term *Action Plans*.

The Award will always be only one project in the context of the organisation. To ensure its survival, the team must therefore continually seek out suitable members as well as develop the *Constitution* as an integral part of the organisation's mission & vision.

The organisation's management ensures that all team members have the necessary tools, competencies and information (see box *Training Provisions* and chapter *People*).

### Size

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The number of team members required in the *Criteria for Operating Authorities* should be understood as a minimum for small Award Units. Since the Expeditions section is the most time-intensive component (see also instructions in the *Leader's Manual*), the establishment of an *Expedition Team* should be a goal right from the beginning, as part of the pilot project.

As long as the workload remains manageable and the quality of programme delivery is not affected, staff members could serve in multiple roles. An Award Unit with only one group of about one or two dozen participants could be run by four team members who at the same time take on management responsibilities, supervise participants and are involved in the Expeditions section.

Before the number of participants is raised or the Award extended to Silver or even Gold level, the team must also be expanded. This expansion needs careful planning through the *Development Plan* and must involve appropriate training for team members before the pilot project starts.

A larger team not only spreads the workload, it also benefits from the input and ideas from a wider range of people. This improves quality and sustainability, which in turn strengthens the Award's reputation and eases its delivery.

Also, a larger team means greater presence of the Award within the organisation. The staff members are the vital link between Award work and the mission and vision of the organisation. The best support that the organisation can lend is to ensure that the workload is spread to an appropriate number of staff members.

## **Composition**

---

The following groups of people may be part of an Award Team:

- Staff members of the organisation;
- Student mentors (only in schools);
- Parents;
- Staff members of cooperating organisations;
- Alumni (for example members of the Gold Network);
- Other external individuals.

These groups of people are naturally suited for different roles within the Award Team:

- The Award Coordinator must be a staff member of the organisation. The organisation should also supply the majority of team members involved in Award management.
- Student mentors can support the Award in many ways. Details can be found in the *Leader's Manual*.
- Parents, alumni and other individuals can take on responsibilities particularly in the *Expedition Team*. But they could also be given special tasks as part of Award management, such as serving as press representatives.

## **Expedition Team**

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An expedition team significantly improves the running of the Expeditions section. Such a team ensures the “four eyes” approach, since it is easier to find an assessor who was not involved in the training of the participants. A team can also help foster a certain ‘synergy’ with other local units through joint expedition events.

The team members primarily serve as trainers, supervisors or assessors. But often they also maintain the equipment, including maps, and support the Award management through exploration of expedition areas with reliable and safe campsites.

Only supervisors and assessors are required to attend the Leaders Course. It is generally not difficult to find suitable adults interested in joining an Expedition Team, since the tasks involved are more straightforward than for general Award management. Further information can be found in the *Leader's Manual*.

## Overview: Training Provisions

### Training System

The system supports participants (seminars); Leaders and Coordinators on the Units & Operating Authorities levels (courses, conferences); Regional Representatives (accreditation courses, conferences) and the entire organisation (Annual Operators Conference, Local Development Workshop).

It is divided into three progressive stages (see chart on page 30):

1. *Leaders Course*: Expedition Assessors, Leaders & Mentors;
2. *Management Course*: Members of the Award Team of an Operating Authority (Award Unit level: recommended);
3. *Courses for Regional Award Representatives*: E.g. Regional Consultants and Gold Assessors.

The composition of the Award Team and also the course contents vary with time. Hence, the Operating Authority must send new course attendants repeatedly – but at least every three years.

Like the courses, their parts also build on each other: every step requires the previous one. Therefore the “full-time” course participation is mandatory.

### Compulsory Courses

To meet the *Criteria for Operating Authorities*, organisations must ensure the participation in the different compulsory courses<sup>1</sup>. These are (minimum specifications in brackets):

- *Gold Participants*: Introduction (Gold Seminar or Leaders Course<sup>2</sup>);
- *Expedition Assessors*: Leaders Course (Supervisors: recommended)<sup>3</sup>;
- *Leaders & Mentors*: Leaders Course;
- *Team*
  - Unit: Leaders Course (Coordinator and two deputies)<sup>4</sup>;
  - Operating Authority (basic licence)<sup>5</sup>: Management Course (Coordinator and two deputies);
  - Operating Authority (extended licence): Management Course (Coordinator and four deputies) PLUS either two Gold Assessors (Gold extension) or two Regional Consultants (multiple Units extension);
- *Operating Authority*
  - Annual Operators Conference;
  - Local Development Workshop (at the end of the mandatory pilot projects – and every three years for licence renewal).

### Deadlines and Planning

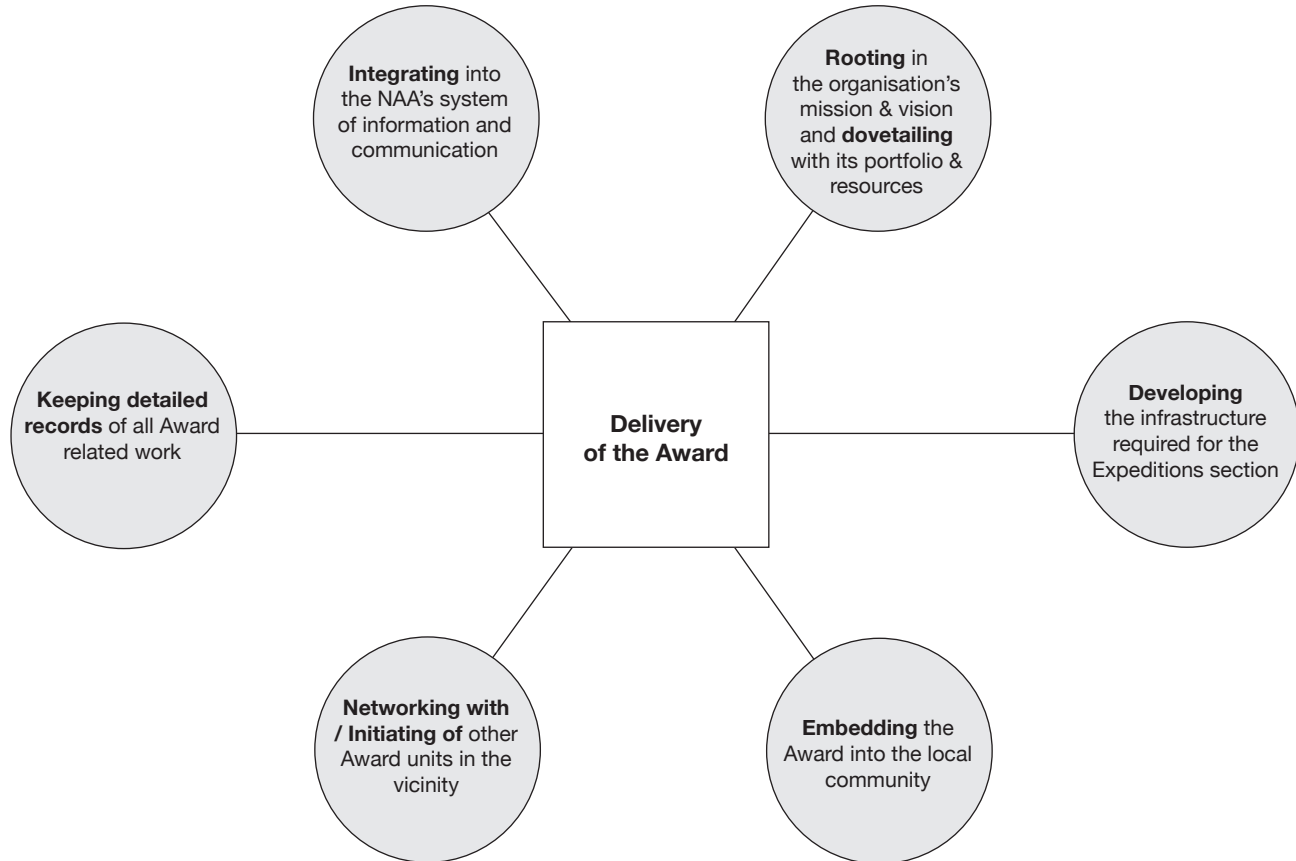
For participation in compulsory courses, the following deadlines apply:

- The Leaders Course must be attended before the start of the Award work, the Management Course within one year thereafter.
- In case of a change of office the Leaders Course must be attended within one year – and the Management Course, the Gold Assessors Course and the Regional Consultants Course within two years.

Participations and Local Development Workshops resulting from these requirements are fixed in the *Development Plan* and the *Annual Plan*. The results are recorded and evaluated in the *Annual Report*.

- 1) The Operating Authority also organizes the Local Development Workshop.
- 2) For Independent Participants, the Leaders Course is compulsory.
- 3) The Expedition Course is also recommended.
- 4) Management Course is recommended.
- 5) This requirement also applies to Award Units to which duties of Operating Authorities have been transferred.

## Chart: Organisational Pillars



## Six Organisational Pillars of the Award's Delivery

### General

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Six organisational pillars ensure that the Award offers participants a quality experience.

1. Award work depends on support and monitoring by the Award Association. Therefore the organisation needs to **actively integrate with the national information and communication system**.
2. The Award works neither unadjusted “out of the cloud” nor on the quiet “from the underground”, but develops best if it is securely **based in the mission and vision of the organisation and closely integrated with its portfolio and resources**. The key result of this connection is the Award team, which forms head, heart and hand of the Award work.
3. Generally, the expedition cannot be taken on completely by a single institution, which would offer all required elements. Rather, **the organisation must build up and maintain the necessary infrastructure for the Expeditions section** using available partners and resources in the area.
4. The organisation’s staff and resources are not sufficient for a successful

Award work. **Close integration with the community will ensure a broad spectrum of activities, a strong reputation and a healthy financial foundation.**

5. An Award ran as an ‘island’ will hardly flourish in the long run. **Integration with the community is a first step towards encouraging other organisations in the area to offer it and to build a network with them.**
6. To ensure sustainability of the Award and also to meet legal requirements, it is essential to **maintain continuous and detailed Documentation on participants and overall Award work.**

Implementation, maintenance and development of the “six pillars” together with good marketing of the Award form the most important support processes for working with participants. (See also section on “Processes”)

## Overview: Guidelines for Communications<sup>1</sup>

### Transparency

All work should be kept transparent. Upon request, the German Award Association may review any documentation or practices of the operating authority. General principles for communication include:

- Ongoing contact with the National Office and the National Association
- Immediate report of any serious accidents or changes within the organization such as change of Award leadership
- Up to date *Award Documentation* and *Participants Files*
- Ongoing use of the *Online Award Administration System* including the *Electronic Record Book*
- Preparation and active involvement in *On-site Visits*.

### Feedback

Certain points of the process require special cooperation and feedback:

- Gaining permission for activities not listed in the *Choice List*<sup>2</sup>
- Registration of *Expedition Events*, ventures on the Gold level, in Wild Country Areas or abroad
- Submission of activity documentation for ordering badges and certificates as well as for authorization of Gold Awards<sup>2</sup>
- Registration for Gold Award presentation ceremony
- Submission of an *Annual Report* by January 15 of the following year.

### Use of available media

The available supporting media and other materials should be used as appropriate. This includes:

- Staying up to date through the online magazine *NETZWERK*
- Obtaining and distributing the *Record Book* as well as *Badges and Certificates* to each participant

The implementation of the following *Concepts* should be observable:

- The Award work should be founded in the *Constitution*
- The planning of the Award work should be documented in the *Development Plan* and *Annual Program*
- The required evaluations and overviews should be part of the *Annual Report*<sup>2</sup>.

### Publications

The work of the organization enjoys a good representation in the public media. This is supported by prompt and accurate treatment of events and developments on its website. Any articles and publications must

- Include the name of the author and organization
- Display the *Logo* only in conjunction with the name of the organization
- Apply common standards of journalism as well as conform with terminology and content of the *German Award Handbook*<sup>3</sup>.

For each publication, a copy will be submitted. Each Operating Authority should contribute to the *NETZWERK* at least once per year.

(1) Instructions can be found in the *Leader's Manual*.

(2) Part of online-administration.

(3) See *Editorial Arrangements*.

## Integration with the Information System

The national information and communication system enables the necessary flow of information between the Award Association and the Operating Authority's Award Units and staff members. It includes two related processes:

- The support offered by the Award Association (see pages 28 ff)
- The feedback given by the Operating Authority.

“Integration” in this context means that

- The available support is utilized to the prescribed minimum and relevant information is passed on to its target audience
- The information needed for feedback is collected in the *Online Administration* and local *Documentation* and is passed on as requested.

This integration is a central element for the *Start-up Project*. The shared information serves the planning and evaluating of the Operating Authority's work (see also sections on Award Development); it also helps the Award Association develop and improve the Support System.

## Dovetailing with Mission and Resources

The Award is a means for organisations to more fully carry out their mission and purpose. Beyond the value it brings to its participants, it should serve to create a better school or other institution. The organisation should already have a basic affinity for the programme in order for this added value to pertain. A solid rooting in the mission of the organisation serves as foundation and “life insurance” for the Award.

The Award is rooted in the organisation through its Constitution, which is passed with the formal Implementation Decision. The Constitution places the Award in the context of the organisation's mission, vision and portfolio and defines the Award's purpose and its role in pursuing the mission. The Constitution refers to staffing and resourcing in general terms only. Details can be found in the Leader's Manual.

All *Nine Areas of Award Development* (see chapters in section 2) must be dovetailed:

- *Leadership*: The management of the organisation is actively included in the Award work, beyond the introduction of the Award, by supplying the necessary staff for the programme.

New staff members are always approached directly and invited to become involved in the programme and attend training opportunities. (“The more you give, the more you gain!”)

- *Strategy*: The Award plays an official part in the organisation's strategic planning, which in turn informs the review and updating of the Award's *Development Plan*.
- *People*: All staff members of the organisation, not only those directly involved with the programme, are regularly informed and included in Award work. The thematic aspect of the expedition lends opportunity for staff members to get involved, who would otherwise not be attracted to an expedition. The professional development budget includes training opportunities for existing programme staff. Their work is recognized and appreciated in the organisation.
- *Partnerships & Resources*: The organisation's contacts and resources are utilized to develop and support the Award. Resources include finances, space, material and technology.
- *Processes*: Existing processes within the organisation are utilized, for example PR, fundraising, publications and the website, as

well as activities that can be used as Award components by participants. The entire Expeditions section can rarely be completed as part of the regular programme of study, however, most organisations offer activities that can support the expedition training, such as excursions, class trips, or first aid training. The *Annual Plan*, culminating in the *Award Ceremony*, is synchronized with the organisation's calendar.

- *Results (four different areas)*: Tools used within the organisation for reflection, evaluation and presentation of results are also used for the Award.

Only through this kind of dovetailing can the Award fully take root within the organisation's day-to-day reality. Still, even the best dovetailing is only one pillar and not sufficient to sustain the entire programme.

## **Infrastructure for the Expedition**

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The Expeditions section is the most work-intensive because

- Participants cannot simply be referred to a pre-existing activity
- The expedition process is time intensive
- An expedition group has a maximum of seven participants.

If the time needed (see also instructions in the *Leader's Manual*) is underestimated and the Award understaffed, then the individual staff members will be overloaded and/or the quality of the Award will suffer. The best approach is to establish an *Expedition Team* (see page 18).

## **Equipment**

Which equipment is needed in which quality will depend on the target audience, the number of participants and the Award level. Usually sponsors can be found for the acquisition of equipment. The replacement of equipment is often covered by a participation fee, which some Operating Authorities combine with a fee for Record Book and other costs.

## **Expedition Areas**

Most Operating Authorities have established set (and functionally separate!) areas for training, practice and expeditions at Bronze level. These areas include campsites near farms which offer shelter in case of storms and which can be easily reached in case of emergency. With each expedition group these areas are extended and more knowledge is gained about possible thematic aims, geographical highlights, potential hazards and/or incongruencies on the map. With this knowledge, groups can be effectively advised and only parts of the planned route may need actual field preparation by staff members.

## Embedding into the Community

The Award experience significantly depends on involvement in the local community. Businesses, clubs, experts, fitness studios, groups, tradesmen, homes, charities, farms, community projects, kindergartens, churches, hospitals, shops, music schools, local newspapers, associations, adult/youth education centres, facilities for handicapped – all these can be accessed to form a network of partners, especially for the Service section.

Such partners may cooperate for a variety of reasons. Some may simply want to encourage active engagement in an activity, others may hope to gain new members for their association. Some partners may see their involvement as positive PR for their institution or may hope to gain new customers through word-of-mouth publicity.

The Award can also benefit from community partners in other ways. A local support network may increase the reputation of the Award in the community and thus encourage more young people to give their best. Partners may also contribute funds or other resources for Award work.

## Extending & Networking

Experience has shown that the Award struggles if it is run as an “island” within the organisation, within the community or within the area. Networking with already existing units and initiating new ones

- Strengthens the reputation of the Award in organisation, community and area
- Eases the development of infrastructure for the expedition, for activities and general support network
- Facilitates a regular exchange of experience to advance quality Award work.

An Award that is firmly embedded in the community has already laid the foundation for its extension to new units. If the concern for the Award is shared in the community, rather than carried by a single organisation, then the step towards multiple Award Units has practically been taken.

## Documentation

Written documentation gives a continuous, detailed and accessible account of the Award at work. This documentation contains materials and documents produced for working with the Award. Thus

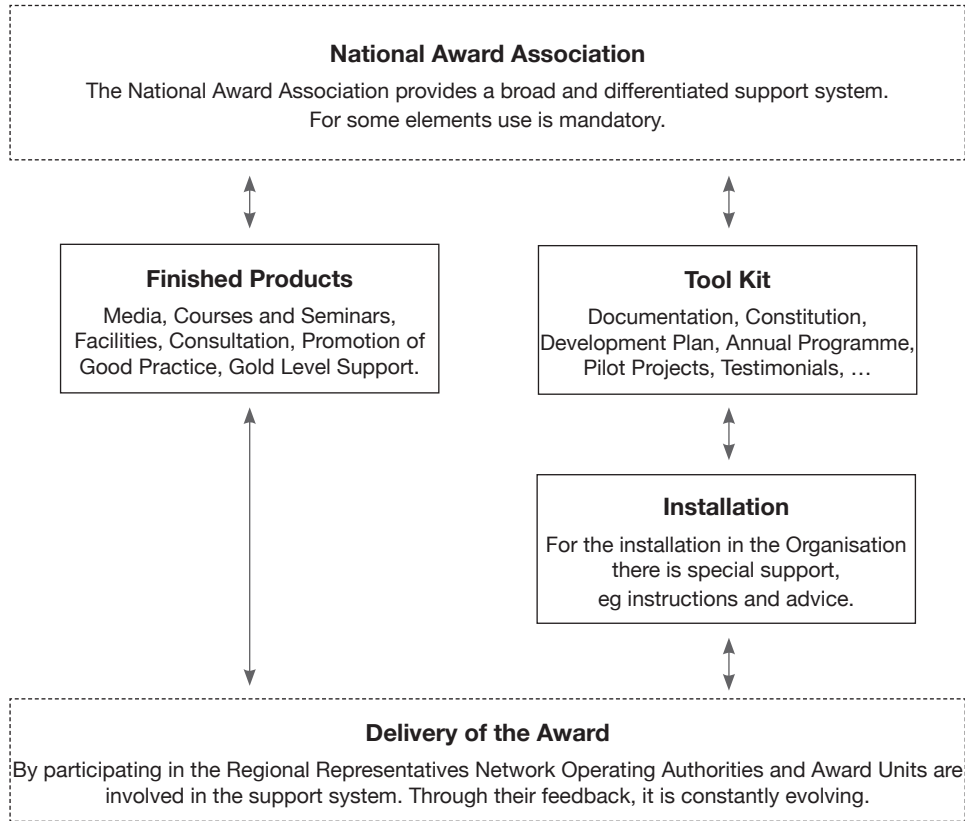
- All information is easily accessible (e.g. legally relevant documents such as permission statements and insurance policies)
- New staff members can easily be introduced to their tasks
- The materials needed for overviews, media and Award work evaluation are always at hand.

Documentation is organized into four domains:

- *Participants' files*: including copies of certificates, permission statements
- *Supervision and guidance*: for example equipment list, information for parents
- *Award management*: meeting records, annual reports, etc.
- *Archive*: pictures, media, press, etc.

The majority of this documentation can be printed from the Online Administration. Please refer to the *Leader's Manual* for more details.

## Chart: National Support System



## Support System

### Overview

The Award Association offers a broad and differentiated support system to assist the delivery of the Award. Since the system is continuously being developed according to feedback from its users, the following should be understood as a general introduction only. For more details please refer to [www.jugendprogramm.de/support](http://www.jugendprogramm.de/support).

The *Handbook* forms the foundation for all other support. Examples include the online magazine *NETZWERK* providing informational support, interactive Courses and Seminars, on-site consultation catering to specific needs of the organization or the development plan as a customizable tool.

Some support must be bought, such as the *Record Books*, other support such as email advice is free of charge, other elements such as the German Award Unit's Prize can even give financial support. Many forms of support are publicly accessible, others are only available to Operating Authorities. In some cases use is regulated by the *Licence Criteria*.

Award Leaders are encouraged to contribute to the system by getting involved as Regional Representatives.

### Where to find support

The Association's website contains important documents and is also the starting point for other forms of support.

- Each support area has a “web companion” which gives detailed information and can be accessed via [www.jugendprogramm.de/intranet](http://www.jugendprogramm.de/intranet).
- Training courses, seminars and workshops are published in the online *Calendar*. Information on the event including its status can be found in the course profile by clicking on the event.
- The *Intranet* contains the library of relevant documents. It can also be used to exchange information and for consultation.
- The *Online Administration System* contains a database for handling the organizations and their participants.

In addition to these Internet-based support elements, the Award Office in Osterburken can give direct support. The office is connected to the “Alte Bahnmeisterei” which can be used as a base for expeditions in the area. On-site support is provided by Regional Representatives – especially Consultants, Gold Assessors and Trainers.

## Overview: Support areas and examples

	<b>Aims</b>	<b>Target audience</b>	<b>Examples</b>
<b>Media</b>	Communication of information Administration Current releases	Award staff Participants	Handbook Online Administration System Website
<b>Courses and seminars</b>	Thorough understanding of the Award through first hand experience Assessment of understanding	Award staff Participants	Leaders course Management course Operators conference
<b>Tool kit</b>	Customizable tools for the delivery of the Award	Award staff	Documentation Participant's report Annual planning session
<b>Facilities</b>	Service points	Award staff Participants	Award Office AwardShop
<b>Consultation</b>	Tailor-made support on general or specific issues of the Award's delivery	Award staff	Telephone hotline On-site visits
<b>Best practice</b>	Promotion of best practice	Award staff	German Award Units' Prize Exemplary projects
<b>Support for the Gold level</b>	Support for development of the Gold Award level, especially in the Expeditions section	Participants	Gold network Gold seminar Wild Country Areas

## Media

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The Association offers a wide variety of communication and information support which is accessible on the Internet. An overview of available media support can be found at [www.jugendprogramm.de/media](http://www.jugendprogramm.de/media). Some items such as *Handbooks* and *Badges* are ready made, others such as the *Planners* for the *Participants' Logbook* can be used as worksheets.

Due to the licensing system some media items are not optional. Each participant must receive a *Record Book* before beginning any activities (at Gold level also the *Handbook* and the *Participant's Logbook*) as well as an *Badge* and *Certificate* after successful completion of each level. Each member of an Award team must have access to the *Expedition Guide* and the *Handbook*, which should be brought to all training courses. The Award Unit leader and her/his deputies must be familiar with the *Leaders' Manual*.

Depending on the type, some items can be bought through the AwardShop ([www.jugendprogramm.de/shop](http://www.jugendprogramm.de/shop)), others can be downloaded free of charge from the online *Library*. Please see the *Leaders' Manual* for more details.

## Courses, Seminars and Conferences

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Training courses, seminars and conferences form a central pillar of the support system. They are carried out by the Award Association, in the case of external courses they are supported by the specific Operating Authority.

The training is divided into two blocks:

- The Leaders Course focuses on the fundamental principles of the Award and on the Expeditions section;
- The management course focuses on Award management and development.

The Management Course is followed by training opportunities for Regional Representatives. For Award Coordinators and Regional Representatives, there are also conferences and workshops on current topics. An overview of courses and workshops can be found online at [www.jugendprogramm.de/seminars](http://www.jugendprogramm.de/seminars).

The requirements for Operating Authorities and participants are outlined in the *Training Provisions* and in the *Terms and Conditions for Training Courses and Seminars*. Specific dates and further information about events can be found in the online *Calendar*.

## Tool kit

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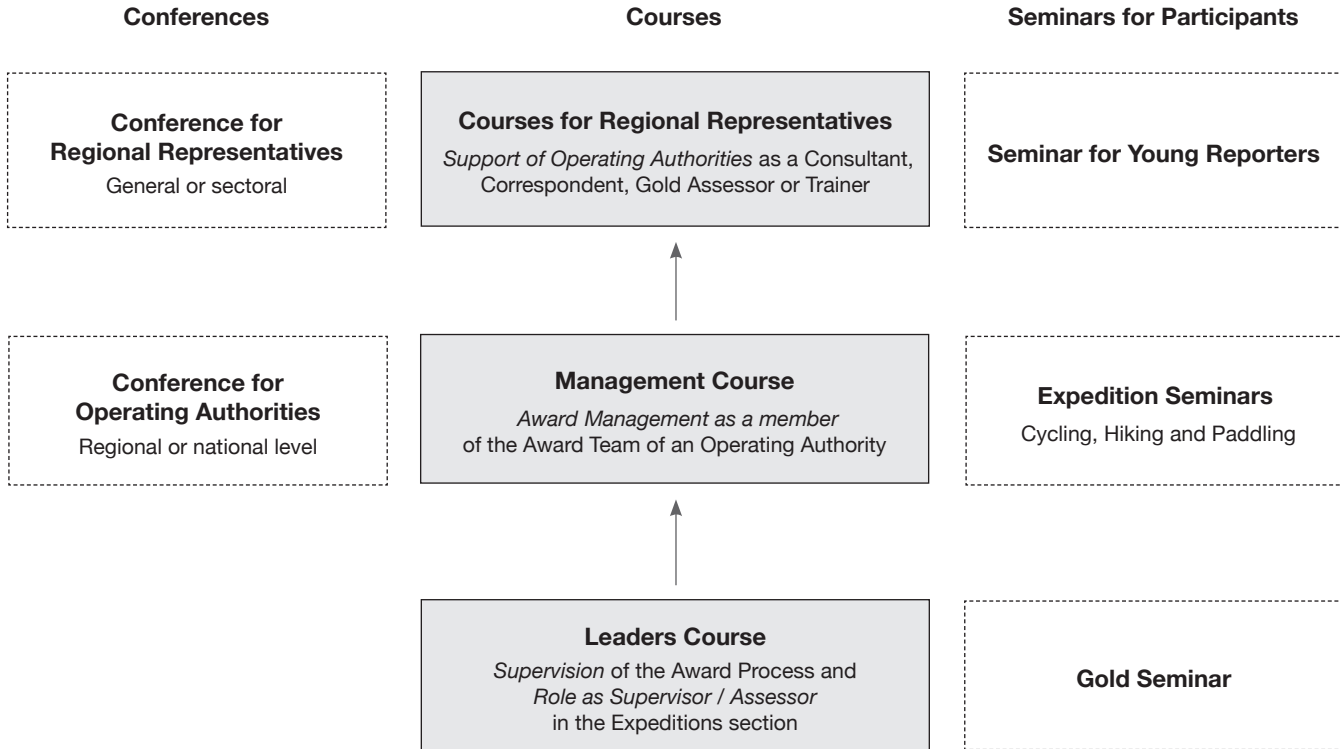
The Association offers a range of customizable tools to assist with implementation of the Award. These tools need to be fitted to suit the context of the organization before use.

The tool kit includes:

- Documentation;
- Operator portfolio;
- Operator summary sheet;
- Development plan;
- Expedition area;
- Annual planning session;
- Annual programme;
- Constitution;
- Achievement card;
- Pilot project;
- Participant's portfolio;
- Participant's report;
- Award website as a part of the organisation's website;
- Award presentation ceremony.

Mandatory components are Documentation, Development plan, Annual programme, Award ceremony and, where applicable, Pilot projects for Award extension.

## Chart: Three Level Training System



Arrows indicate progression. Lower courses are pre-requisites for higher courses.

## Consultation

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Consultation is a very effective and popular form of support, because it responds to the specific needs of an organization. Email consultation is most common. Although answers are not immediate, the advantage lies in the documentation of the communication, which can easily be forwarded or re-circulated.

In the case of more complex inquiries, a telephone conference can be arranged via email. Telephone consultation is also possible without an appointment through the monthly *Hotline*. Times and dates for the *Hotline* can be found in the online *Calendar*.

Representatives of the Award Association are also available for personal consultation at the Award Office or for on-site visits. On-site consultation is part of the licensing process and is mandatory at certain points in Award implementation (see p. 15).

## Exemplary Projects and Prizes

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In order to support Operating Authorities in their program development, the Award Association

- Recognizes best practice in the delivery of the Award through the *German Award Unit's Prize*;
- Offers to support exemplary projects especially in the Expeditions section for Award development.

The German Award Unit's Prize is announced annually via the NETZWERK and the best projects are awarded a monetary prize. Details can be found under [www.jugendprogramm.de/unitsprize](http://www.jugendprogramm.de/unitsprize).

Exemplary projects pursue a specific goal over a two to three year period. Support is offered primarily in the form of staff time for scaffolding the project and finding pragmatic solutions but can also include other resources.

## Support for the Gold Award

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The Gold Award serves as a benchmark in Award development and gives opportunity to ensure world wide quality control. Support from the Award Association takes the form of:

- Guidance for the pilot project transitioning to the Gold Award;
- Gold seminar for participants and training course for Gold Assessors;
- Gold-Network including access to the *Gold-Network Intranet*;
- Invitation to Open Gold Expeditions;
- Reference to opportunities for interesting Residential Projects;
- Checking of appropriateness of activities for all Award sections at registration;
- Checking of plans for practice expeditions and assessed expeditions;
- Availability of Wild Country Areas with developed infrastructure for practice or assessed expeditions;
- Gold Award presentation ceremony.

Further information can be found at [www.jugendprogramm.de/gold](http://www.jugendprogramm.de/gold).