



# ***HELPING YOUNG PEOPLE BE WORLD READY***

**THE DUKE OF EDINBURGH'S  
INTERNATIONAL AWARD FOUNDATION**  
ANNUAL REPORT FOR THE YEAR ENDED  
31 MARCH 2019

Company number 3666389 Charity number 1072453

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The Duke of Edinburgh’s International Award Foundation’s Trustees present their annual report of the company limited by guarantee for the year ended 31 March 2019. This report has been prepared in accordance with the Companies Act 2006 and also with regard to Charity Commission guidance on public benefit. Disclosure required in the Trustees’ report by the Companies Act 2006 and Charities SORP (FRS102) are also contained within the appendix.



Image courtesy of Rozle Bregar

# WHO WE ARE

Some of the most valuable learning takes place far from the classroom. The Duke of Edinburgh's International Award is a global framework for non-formal education and learning, challenging young people to be world ready, to discover their potential and find their purpose, passion and place in the world.

Supported by thousands of adult volunteers, partners and operators, young people are using the Award framework to develop their own

personal programme, working towards achieving the internationally recognised Bronze, Silver and Gold Awards. The Award's framework is recognised as the global standard in non-formal education and learning. It inspires young people to dream big, celebrate their achievements and make a difference in their community. It provides a structure and opportunities for young people to develop valuable personal skills, experience and resilience.

# THE AWARD FRAMEWORK



# OUR YEAR



**Operating in over:**  
**130** countries and territories;  
**70** National Award Operators;  
**410** Independent Award Centres



**More than**  
**1 million**  
participants right now



**Participants**  
**51%** female,  
**47%** male,  
**2%** not disclosed



**341,114**  
**Awards achieved:**  
**212,557** Bronze,  
**92,407** Silver,  
**36,150** Gold



**Almost**  
**1,000**  
**Awards achieved**  
**every single day**



**More than**  
**1,800**  
**young people starting**  
**their Award every day**



**170,000**  
**adults supporting the**  
**delivery of the Award**



**Millions have been**  
**involved over the past**  
**60 years**

# THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD FOUNDATION

The Duke of Edinburgh's International Award Foundation enables, develops and manages the Award through a social franchise. We currently license more than 480 operators, ranging from National Award Operators to individual organisations. They, in turn, oversee a network of partner operators who support more than 170,000 adults involved in the delivery of the Award worldwide.

Whilst the Award framework remains the same, national and local operators can tailor it to fit cultural, environmental and legal sensitivities.

This ensures that the Award can be offered in a wide range of organisations - from schools, youth centres and sports clubs, to slums, correctional facilities and more.

The operators - alongside Award volunteers, partners, participants, alumni and financial supporters - collectively form The Duke of Edinburgh's International Award Association; a body which encourages cooperation, shared responsibility and collective ownership of the Award around the world.

## The Foundation exists to:

- Fulfil its charitable purpose as per the articles of association: "To advance the adoption and effective administration of the Award for the development of character, good citizenship and education of young people worldwide."
- Assure quality delivery is maintained around the world.
- Ensure reciprocity, enabling participants to move country/operator and continue their Award seamlessly.
- Fulfil its governance responsibility; driving regular consultation with all constituents of the Association.
- Encourage and live the values of being empowering, progressive, diverse and connected.



**"For once, he was the high achiever, people outside of school valued him and he was able to see the worth of helping others and contributing to his community in his own individualised way. I will forever be grateful for the effect this had on him and on his future."**

*Fiona Waters, Mother of Ronan Waters, Australia*

The Duke of Edinburgh’s International Award inspires young people to dream big, celebrate their achievements and make a difference in their community.

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

“When employers see that I have achieved my Bronze and Silver Awards and am now working towards Gold, they always ask about the skills I’ve gained and how I gained them. I feel the Award has made me a more exceptional candidate in the competitive job market.”  
Greta, Lithuania

“...The Award should be seen as a tool to help the school system. In addition to providing students with a way to learn more about the world it is there to reinforce some classroom concepts. Experiencing the Award gives way to young people who are well adjusted, creative and are problem solvers. These are skills that complement the classroom and the workplace. The Award is a tool for shaping future leaders.”  
Carla Alleyne, Award Operations Manager, Barbados

“...Before participating in the Award, I would always just be found in the house playing computer games and not getting outside. I quit everything I had ever started. But I felt like I bonded with the Award and became determined to go right through to Gold. Through my Service section, I could see that I was really making a difference in my community and so even though there were challenging times, I didn’t want to give up on the Award because it had already given me so much.”  
Nathan Pearson, Gold Award holder, Bahamas

“Before I was afraid to go out without my mother but now I feel independent and can face any challenge. The Award has developed my knowledge and I am getting higher marks in my class subjects. My parents have now realised that I am an intelligent girl and they are willing to listen to my voice.”  
Vijayaraja Miruthiika, Bronze Award holder, Sri Lanka

“I like the Award because it shows young people how they can be successful, recognises their achievements in society and helps them to construct their own path. Doing my Award has given me the strength and self-confidence to find solutions even when at first sight the problems appear desperate.”  
Natalia Shugurova, Award Leader, Russia

“We all learn in myriad ways – in structured programmes, leisure activities and accidental experiences. Young people are no exception, but as they tread the increasingly challenging pathways towards adult autonomy and independence, they need support both in accessing a diversity of learning opportunities and in understanding what they have learned.”  
Dr Howard Williamson, CVO CBE FRSA FHE, Trustee of The Duke of Edinburgh’s International Award Foundation.

“The Award changed my life by giving me the confidence necessary to take up new opportunities in my life. It gave me the confidence to be able to travel on a large plane for the first time and travel to England but most importantly it has given me the skills to become a role model to other indigenous disadvantaged youth and help inspire them to be all that they can be in their lives.”  
Kerrilee Lampton, Australia



# CHAIRMAN'S INTRODUCTION

This has been another extraordinarily busy, yet productive, year. It is also one in which I think we have reached a bit of a turning point. To use a maritime analogy, it feels like a ship which has been in major refit, has undergone its sea trials and has reached the moment when the crew regain full control. During the process much of the machinery, systems, engines and generators have been updated. New crew members who are more familiar with the systems and how they work have been recruited. Everything has been tested for what they can do and what is needed to get them to do it better. The captain has set the course and the future tasks to be carried out; now everyone is focussed on making it so.

In our case, the Foundation has been busily directing and effecting the refit, now our Award Operators are taking on more of the initiative to achieve the tasks set out in our Global Strategy (page 20). The Foundation team is there to help, support and enable. We are, in the words of our campaign: world ready!

This new mood was particularly evident when the International Award Association gathered in Accra for the Forum hosted by our colleagues in the Head of State's Award of Ghana (page 26). This flagship event enabled us to take stock of how much has been achieved in the past three years since our last Forum in Toronto as well as discussing plans and initiatives for the next three years. There was a greater feeling than ever that we should try to plan more of our effort, associated financial resourcing and reporting on a three-year cycle.

Particularly heartening was the reaction to the results of our pilot impact research. This generated much interest and discussion, especially the correlation between collecting the right data to produce meaningful research which ultimately helps to prove the positive impact of the Award (page 28).

Equally important is the growing realisation that collecting the right data significantly improves the accuracy and value of our annual statistics. While this year's figures would seem to suggest that participation is down, it's not quite that simple; having taken into account a couple of major factors, we are, in fact, seeing sustained growth of 7% with record numbers of young people starting – up 9% – and achieving Awards – up 12% (page 16).

**Our Communicating team** (page 28) launched the #WORLDREADY initiative to mark the 30th anniversary of the Association, primarily to champion the importance of non-formal education and young people. It has proved to be remarkably popular across the Association and has been sustained since its launch through surveys and news events so that it has become a proper source of information, debate and inspiration.

**Our Operating team** (page 22) have made great strides with our focus countries, especially in China and Indonesia, two of the most populous countries in the world. We now have registered operations and national offices in both Beijing and Jakarta.

A major review of our operating licences has resulted in simpler and more effective ones. An updated Handbook for Award Leaders was published both in print and, for the first time, online.

The first cohort of students completed our bespoke management training course and earned their Certificate of Business Administration from Surrey University. The testimonials from these members of staff from around the Association meant that the second course was substantially over-subscribed. This initiative is part of our programme to assist Adults in the Award by developing the skills of our staff and volunteers as well as making the Award a much more attractive opportunity. The next step in this programme is our Master of Business Administration course to be run by

Edinburgh Business School (part of Heriot Watt University) aimed at senior executives within the Association.

**Our Resourcing team** (page 32) delivered the redesigned International Special Projects grant scheme. To date, we have received 39 applications of which 11 have been approved and nearly £500,000 committed over the next 3 years. This team is also responsible for our digital tools, which are fast becoming a major area of operation and investment, to which we are adding a new one for supporting Award alumni.

All this activity is excellent and the results are impressive, justifying our considerable investment in projects that we believe are fundamentally important to the long-term future of the charity in achieving its mission and ambitions. However, our ability to generate income to match our needs is currently failing.

**Our Financial Review** (page 38) shows we are generating more income year on year, but it's just not meeting our expectations. We have instigated some major changes to our fundraising approach and are developing a new plan. Meanwhile our operational income from fees and other activities has increased substantially. Nevertheless, we need better financial results, so the board has made it a priority to focus on the business of the Foundation to ensure it operates in a far more sustainable way in the future.

My fellow Trustees and I continue to be truly grateful to all our donors for their exceptional contribution to both the Foundation and many of our National Award Operators. We would be unable to do much of what we do for young people without the extraordinary support we receive from so many loyal supporters. We are, as ever, indebted to them.

**Looking forward**, our strategies and programmes are in place, being developed and improved (page 36). The Foundation's internal processes are in need of serious attention as are some of our digital systems, such as Salesforce, which have suffered as we have concentrated our effort on our external systems.

We will, by the time this Report is published, have a new Finance Director and will have appointed a Deputy Chief Executive. The latter is a new role to provide direct support to the Secretary General. The board has deliberately looked for someone who can be more than a chief operating officer and believe that such an enhanced senior team can bring fresh ideas, capability and leadership for the benefit of all.

Finally, on a personal note, I want to thank everyone who helped with my Tennis Challenge. As my contribution to marking the 30th anniversary of the Association I endeavoured to play every Real or Royal Tennis Court in the world. This took me around Britain as well as to Ireland, France, Australia and the United States of America. A great many people were involved with helping me to achieve this odyssey as well as supporting the Award in the process, most particularly the very large and generous crowd who came to the grand finale at Hampton Court Palace.

The whole event surpassed all our expectations in terms of the numbers of young people who tried the game for the first time, the amount of money we raised – just over £2m – and the fact that I really did manage to play at least three sets of doubles on 50 courts. The final tally being 1,877 individual games which, just for the record, worked out as 882 Against and 995 For!

## HRH The Earl of Wessex

### KG GCVO

### Chairman



## OUR CHALLENGE

There are

# 1.8 BILLION+

10–24 year-olds in the world today



The largest

# YOUTH GENERATION IN HISTORY

is growing up in a rapidly changing world.



With technological advances and uncertainty of future jobs, they are navigating

# NEW & COMPLEX CHALLENGES

unseen by previous generations.



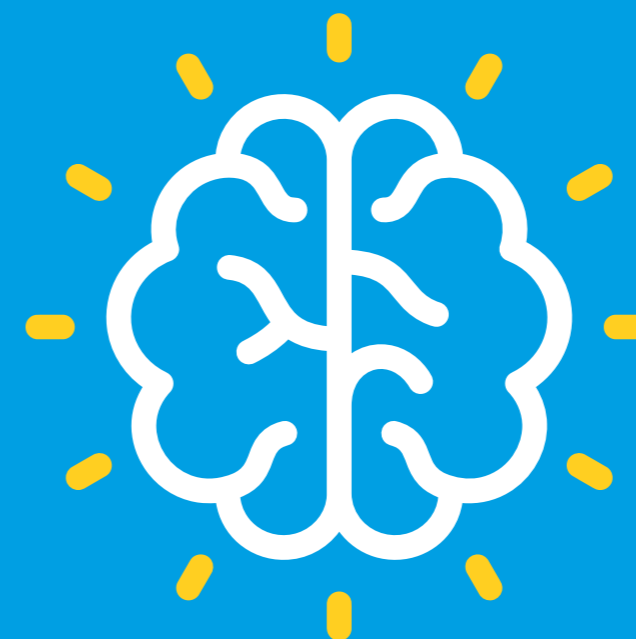
How do we ensure these young people are ready for

# THE WORLD?

We are constantly told that skills such as:

**RESILIENCE,  
ADAPTABILITY,  
PROBLEM SOLVING,  
DECISION MAKING  
& COMMUNICATION**

are paramount...



...yet **2** out of **3** young people and **4** in **5** adults tell us

**CLASSROOM LEARNING  
ALONE ISN'T ENOUGH** to develop these.



The Award gives young people the opportunity to develop these wider

**‘SOFT’ OR  
‘UNIVERSAL’ SKILLS**

and ensure they are ready for the world.



Paired with formal education, the Award provides a  
**SOLID FOUNDATION TO HELP  
A YOUNG PERSON THRIVE**



## Developing young people in Kenya

In rural Kenya, in an area with high levels of poverty, high murder rates and cattle rustling, Abdikadir Ismail is using The Duke of Edinburgh's Award to help his students become #WORLDREADY.

*"Education should include teaching life skills that are transferable and required across different sectors. I introduced the Award into my school because I believe in the holistic development of learners. We aren't short of brilliant students in the world, but we lack those with empathy, compassion, resilience, and survivors against odds."*

*"Non-formal education, such as the Award, allows learners to complement what they learn from the formal sector. It helps learners fit well in society because they develop skills needed for daily living."*

*"Cooking, caring for the environment, patience, teamwork and supporting each other are just but some of the skills that my students have learned through the Award."*

# MAKING PROGRESS

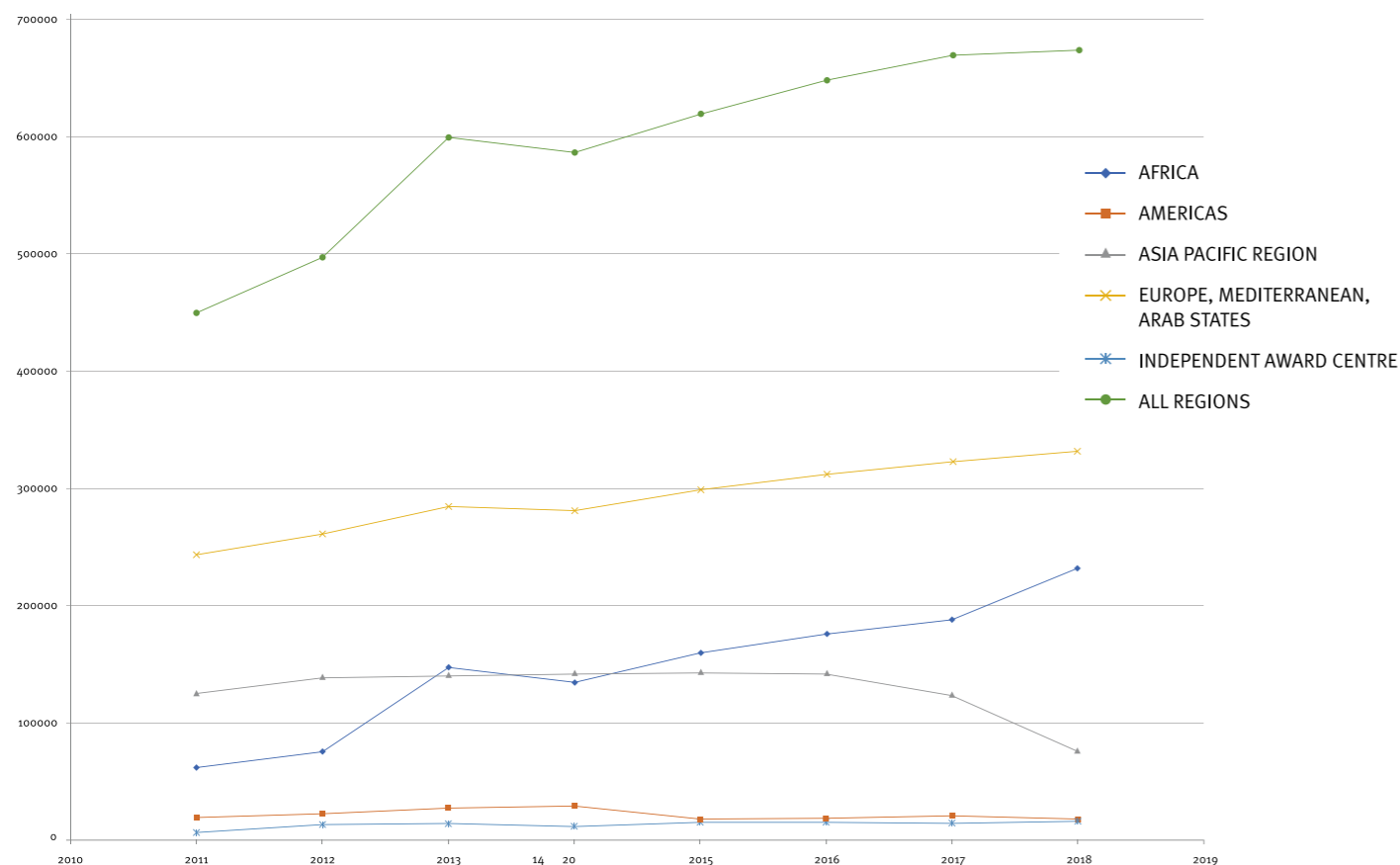
In 2014 the Trustees embarked on a transformational strategy with the intention that by 2020 we would have:

- Increased the number of young people starting an Award annually to 750,000
- Increased the number of Awards gained annually to 500,000
- Engaged with more at risk and marginalised young people (20% of participants)

The Award continues to grow well, with an increase in both Awards started and Awards achieved over the past year.

Thanks to increasing use of the Online Record Book and clearer definitions of the data that needs collating by Award Operators, we are becoming ever more confident in the annual statistics return. 52% of all active participants are now online, the highest figure ever recorded and a clear justification for the Foundation's ongoing investment in this area. We will continue to support all Operators to move to the Online Record Book, particularly in Africa, and will continue to refine our reporting processes to ensure we have an even greater understanding of the Award's breadth, depth and impact around the world.

## NEW ENTRANTS GROWTH 2011 - 2018



## More than a million young people

Nearly 1.1 million young people are participating in the Award around the world. This appears to be a reduction against previous years, but the underlying story is rather more positive. One factor is more accurate reporting by our operators. However, the chief factor is a major readjustment of the numbers of young people participating in Singapore. The National Youth Achievement Award surrendered its licence in 2017 as it became apparent they were no longer compliant with the licence standards. By removing Singapore's figures, 'like for like' active participant numbers have increased by 7% compared with 2017.

Furthermore, active participation has been redefined so that it only includes participants who have registered activity within a twelve month period which has made this figure more accurate.

## More Awards started

The number of young people starting their Bronze, Silver or Gold Awards during the 12 months increased to 673,614, with 'like for like' growth showing a more positive 9% compared with the apparent 1%. The strongest growth was achieved in Africa (23%) with highlights being Kenya, Ghana and Guinea. Although Europe, the Mediterranean and Arab States (EMAS) showed a modest rise (3%) this masks significant growth in Lithuania (65%), Slovakia (45%) and Bulgaria (23%). The Americas region experienced a 13% decline primarily due to a significant decrease in Guyana. Within Asia Pacific, there was steady growth in Australia (9%) and significant growth in Hong Kong (30%) and in Nepal (50%).

## More Awards gained

The 341,329 Awards achieved globally in the same period represents a 'like for like' growth of 12%. While this overall figure is truly impressive, what is most important is that each Award gained is another young person's personal achievement of their goals. It also shows a continuing improvement in the collective effort of adult volunteers to ensure that more young people who embark on an Award actually achieve one.

## Open to all

While everyone who participates and achieves an Award benefits, it is clear those from at risk backgrounds or from marginalised communities can often benefit more. In order to ensure that all our Award Operators are being truly inclusive we need accurately to understand who is taking part. Trying to define such terms across such a wide variety of countries and cultures is a challenge, so we are trying to separate out definitions that are internationally recognised from those that might have more local connotations. The preliminary results revealed:

- Ethnic minorities – 66,972 (6%)
- Disabilities – 14,582 (1%)
- Young offenders – 3,553 (0%)
- At risk<sup>1</sup> – 12,415 (1%)
- Marginalised<sup>2</sup> – 15,222 (1%)

We will continue to work with our operating partners to refine these definitions, minimise double-counting and ensure we ask participants or volunteers questions they are able answer truthfully.

<sup>1</sup> Those young people whose circumstances mean they are vulnerable to negative influences or consequences and who, through the Award, can reduce many, if not all, the risks and permanently change their circumstances for the better.

<sup>2</sup> Those young people experiencing isolation from society either physically or psychologically and who, through the Award, can feel included and become positive contributors to mainstream society. The application of these definitions can differ from operator to operator due to local circumstances.

**“I started the Award as a kid at the Bronze level, not speaking Hebrew. Starting school was a new chapter in life for me and I was scared, nervous, shy and insecure. I had no self-identity. The Award took us all over the country for seminars and trips. On this journey with the Award I felt confident and I was no longer the boy from an unknown city with a strange name to pronounce who did not speak Hebrew. The Award is one of the first multi-cultural programmes of its kind which allowed me to feel comfortable in my own skin.”**

Akimiel Imri, Israel

# IMPROVING ACCESS, REACH AND IMPACT: A GLOBAL ASSOCIATION STRATEGY TO 2023

In April 2018, we published ‘A Global Strategy for The Duke of Edinburgh’s International Award, 2018 - 2023’. The culmination of an Association-wide consultation process, it sets the general direction, goals and ambitions leaving space for individual national operators to determine their own strategies to contribute to the overall plan.

The strategy reaffirms the Association’s shared long-term ambition that every eligible young person will have the opportunity to participate in the Award and identifies three strategic aims for achieving this ambition:

## Access

**Increasing the number of new Award entrants, particularly those who are at risk or marginalised, by breaking down real or perceived barriers to entry.**

### Helping young people turn away from crime in Cameroon

In the minors’ quarters of a central prison in Eastern Cameroon, Peter and Nana\* are part of a group of young men using the Award to help turn their lives around, away from crime and violence.

Their Award Leader said: “In prison, inmates have a lot of free time and when there is no activity to engage, they often idle around sharing experiences of the crimes they had committed. It is during this time that one can learn even harder tricks to become a more hardened criminal. Involvement in the Award is helping Peter and Nana and other young inmates to learn practical skills and even social behaviour that is helping them while in prison, and that will also help them when out of prison to earn a decent living and lead productive lives.”

With the support from the Special Project grant giving programme, Peter and Nana have now progressed to their Silver Award and are teaching other inmates as part of their Voluntary Service as well as supporting the prison authorities to instil discipline in the cells.

\* not their real names

## Reach

**Extend the reach of the Award by helping national operators to start, develop and expand services.**

### Reaching more young people across China

The Award has been growing rapidly in China over recent years through individually licensed international schools. Building on this interest, this year we completed our plans to develop and launch a new National Award Operator in in the country.

The new National Award Operator has secured a business licence, recruited a staff team and opened an office in Beijing and in 2019/20 will be fully operational . The new team at The Duke of Edinburgh’s International Award - China will bring the Award to more young people from different backgrounds, locations and from organisations with which we have never before engaged. For the first time, we will also introduce the opportunity for young people to do the Award through Mandarin - transforming the reach of the Award across China.

The launch of an international youth organisation in China is an unprecedented achievement and we have ambitious aims. By 2024, our aim is to expand the reach of the Award in the country to engage 15,000 new entrants per year; licence over 450 licenced organisations; and recruit and train over 1,100 Award Leaders.

## Impact

**Increasing Award completion rates by assisting, supporting and training providers (operators, partners, units, volunteers and Leaders) to enable more young people to achieve their Award.**

### Opening up access in Mauritius

We want every young person across the world to be able to have the opportunity to benefit from the Award. In many countries and regions young people face significant issues accessing the internet which hinders their ability to use the Award Online Record Book, this is particularly the case in Mauritius.

The National Award Operator in the country has been awarded a Special Projects grant to provide IT equipment and internet access to ten youth centres, one in each of the ten regions of the island to help it achieve its target of 20,000 Award participants by 2021.

**In the first six months since the grant was awarded:**

- 603 new Award participants registered on the Online Record Book
- 147 Award Leaders trained
- 120 Award Assessors engaged

# HOW WE ARE SUPPORTING THE AWARD ACROSS THE WORLD: OPERATING

The Foundation oversees the delivery of the Award around the world, assists prospective and current Award Operators and organisations and enables them to deliver the Award effectively and consistently. We help these organisations to develop and improve access to the Award particularly amongst ‘at risk’ and marginalised young people.

The Award is currently operating in more than 130 countries and territories via 480 licensed organisations, including:

- 70 National Award Operators and Operating Partners
- 410 Independent Award Centres

## HIGHLIGHTS FROM THE YEAR

### Focus proves successful

Our decision to focus time, effort and resource on a few priority countries has proved successful and we have achieved significant results, especially in China and Indonesia.

- **China:** Increased awareness of the importance of non-formal education and the strength of UK-China relations has contributed to a desire to establish a legal entity there. Gold Award ceremonies were held in Beijing and Shanghai during a visit by HRH The Earl of Wessex, and he met with Chinese Vice-Premier Sun Chunlan to discuss the Chinese Government’s support for the Award.
- **Indonesia:** We have continued our efforts to re-start the Award here. Having established a number of excellent operating partners, the focus during 2018 has been on setting up the right sort of legal entity and appropriate governance structure. The new entity is due to be registered and operational by the summer of 2019.

### Growth in Independent Award Centres

2018 was the first full year that Independent Award Centres (IACs) were managed by one central operations team. The team was created to better support our licenced schools and youth organisations, to test and develop new ways of delivering the Award for the benefit of all operators and ultimately deliver growth.

Over the year the team actively recruited and licensed 67 new IACs and generated an operating surplus of £75,000, 16% of the budget.

### Improving consistency and quality

As part of our ongoing efforts to improve the consistency and quality of the Award, we worked with operators to develop a new suite of licence agreements, supporting materials and policies, the first revisions in eight years. The new materials will ensure greater compliance with key standards and provide clearer guidance for new and growing operators. The Handbook for Award Leaders (last published in 2012) was also rewritten following a two-year consultation with operators. The new edition, published in January, reflects current practice in the delivery of the Award, is more accessible and is available online.



## Safeguarding, Safety and Serious Incident Reporting

The Foundation has zero tolerance for harassment or exploitation against Award participants, their communities, Award Operators, our partner organisations, staff, or volunteers. Keeping Award participants, and those they work with, safe from harm is one of our key priorities.

Members of the Association all recognise and comply with the Foundation's Code of Conduct and Safeguarding policy.

Further work to develop appropriate and robust policies, guidance and procedures to support prevention and to deal with incidents and reporting is being taken forward by the Foundation and Trustees.

## New partnerships

We rely on partners and partnerships to deliver the Award and constantly look for new opportunities to increase access to the Award. During the year we established a number of new relationships including:

- **Cambridge Assessment International Education** – providing the Award's non-formal education and learning framework alongside Cambridge International's world-renowned formal curriculum and examinations. Successful pilot programmes ran in Indonesia, Spain and Egypt have resulted in considerable interest across the rest of Cambridge International's network and other countries have been identified to scale and grow the partnership.
- **Varkey Foundation** – Global Education and Skills Forum – We were delighted to be an organisational partner of this event in Dubai in March 2019, which culminated in the Global Teacher prize. The Forum provided an excellent platform to raise the profile of the Award with key ministers and policy makers from around the world. At the event we also signed an agreement between the UAE government and the Foundation to promote the Award across the country.
- **Organisation for Economic Co-operation and Development (OECD)** – We were approached by Andreas Schleicher, Director for the Directorate of Education and Skills, to assist with their forthcoming publication on non-formal education – The future we want, The future of Education and Skills 2030. This recognises the Award's growing influence in non-formal education and quality of our research.

John May, the Secretary General of the International Award Association, is now the longest serving member of the 'Big 6' youth organisations who continue to work closely together for mutual benefit.

## Investing in adults

Without our volunteers and staff, young people could never do their Award. We are extremely lucky to have highly committed staff and some 170,000 volunteers across the world. To achieve our ambition of more young people achieving more Awards, it is crucial we keep these volunteers with us and recruit many more.

In 2018 we started the first stage of our plan to ensure all adults involved in the Award have the right competencies, skills and tools. The first cohort of students completed their executive management training course run by the University of Surrey Business School (Certificate of Business Administration). This proved highly successful and the second course was oversubscribed.

We also completely redesigned our Online Learning Hub to support this work and renamed it Award Community, providing a new way to distribute training and communications to the Award family around the globe.

**“Cambridge International believes students should have a broad and balanced curriculum, and that education should be holistic. Our work with The Duke of Edinburgh's International Award further encourages learning and development beyond the classroom.”**

*Ben Schmidt, Regional Director Southeast Asia & Pacific, Cambridge Assessment International Education*



## Forum 2018

The Duke of Edinburgh's International Award Forum 2018 was held in Accra, Ghana from 31 October to 3 November 2018. This was the first time the event had been held in West Africa and was generously hosted by The Head of State Award Scheme (HOSA). Almost 200 people gathered to discuss Award activity, share insights and plan for the future.

Under the theme "Shaping the future; shaping our world", we explored how far we, as an Association, had come since our last Forum in 2015, how we can continue to drive global collaboration and how to strengthen our international brand. We discussed skills for employability and entrepreneurship; proposed practical solutions to connect graduate skills to industry demands; and shared lessons and best practice in how the Award can help young people solve some of the most pressing challenges facing them today.

A great deal of progress was made and there was the real sense of collaboration and shared responsibility. The board is considering a more formal 3-year financial plan which will fit more comfortably with our 3-year Forum cycle allowing periodic updates and planning.



# HOW WE ARE SUPPORTING THE AWARD ACROSS THE WORLD: COMMUNICATING

The Foundation manages the Award brand and communications and ensures relevant, consistent messaging and material to promote the Award and

its impact worldwide. Through this we drive awareness and support the global growth and development of the Award.

## HIGHLIGHTS FROM THE YEAR

### Measuring social value

Working with PricewaterhouseCoopers LLP and our National Award Operators in Australia and Ghana, we undertook a pilot research project to test a methodology to measure the social and economic value of the Award. We found that for every GH¢1 spent on the Award, GH¢1.2 in social value was generated. In Australia, for every AU\$1 spent, AU\$4.27 was generated.

While the project highlighted weaknesses in the current data collected, it did illustrate that we can provide financial evidence of the Award's social value if we gather the right information and there was a real appetite by more National Award Operators to test the model further.

### #WORLDREADY

In 2018, the International Award Association celebrated its 30th anniversary and in November 2018, we launched a new campaign to mark the occasion. #WORLDREADY captures the Award's purpose while championing and promoting the importance of non-formal education and learning.

This Association-wide engagement campaign featured a short video compilation of more than 600 submissions from 30 countries along with a new #WORLDREADY sub-website ([www.worldready.org](http://www.worldready.org)).

Since its launch #WORLDREADY has been adopted by more than 70% of the Award's Operators and the hashtag has become synonymous with the Award and the benefits it can bring. The Award's brand and #WORLDREADY brand extension are increasingly being used around the world – from billboards in South Africa, to social media in Indonesia; park benches in Barbados to events in Slovenia. The hashtag has been used 9,800 times and there have been 15,000 views of the film.

We will continue to embed #WORLDREADY into the Award's vernacular and brand, ensuring the Association benefits from the collective discussion, look and feel and brand ownership, long into the future.

### Alumni relations

The Association agreed to establish a Global Award Alumni Network and with a consultative panel of alumni and interested National Award Operators, selected digital platform to support this group. This new network will support and connect existing alumni groups, provide a stimulus and means to encourage new alumni groups to form and to enable all to network locally and globally. When the network goes live in late 2019, it will be the culmination of long held desire to celebrate and support to our millions of Award achievers wherever they may be.

## Empowering students in South Africa

Nkateko Emily Mabasa is a 28-year old Gold Award holder from the Republic of South Africa. She also has cerebral palsy and uses crutches to move around. Emily started her Award journey at school in 2008.

“What I really love and appreciate the most about the Award is that doing the Award means you gain self-development, self-love, self-appreciation; it’s all about self-development and personal growth. With the Duke of Edinburgh International Award every single young person who enrolls does it of their own volition and every single young person is celebrated for their personal development and achievements.”

“The Award has shaped me, moulded me, empowered me, and truly changed me for the better. I am so confident in myself and I can serve others whilst contributing positively to the world because of all that I learned with the Award.”

“With the life skills I gained over the past ten years, the Award has been worth every moment. Non-formal education changed my view of the world and my thinking. And, I feel accepted as I am, regardless of my physical abilities. I am forever grateful and because of the Award in South Africa, I AM WORLD READY!”



# HOW WE ARE SUPPORTING THE AWARD ACROSS THE WORLD: RESOURCING

The Foundation supports the Award across the world by generating and developing the human, financial and technical resources to meet and sustain our mission, vision and ambitions.

The Award could not operate without the financial and technical resources that fund and support our core work, our project development and regular operations.

These resources enable us to support specific targeted communities undertaking the Award through our Special Projects they help to ensure we have skilled and capable teams and that the Foundation and Award Operators have the appropriate support, infrastructure and delivery capacity to continue to grow and develop the Award in country and worldwide.

## HIGHLIGHTS FROM THE YEAR

### Tennis Challenge

Throughout the Association's 30th year, our Chairman, HRH The Earl of Wessex, undertook a personal challenge to play every Real or Royal Tennis court in the world. This was the sport he took up when striving for his Gold Award and his odyssey around 52 courts in 47 locations in 5 countries introduced a great many others to the game and to the Award as well as raising £2 million for the Foundation and Operators.

### Award in Action

To inspire our philanthropists and help them better understand how the Award is helping young people find their purpose, passion and place in the world we used Forum in Ghana as an opportunity to bring a number of our key supporters together with participants in three different locations within the country.

Philanthropists visited Award projects within local communities and met the Asantehene King and the Queen Mother of Akwamufie who both reaffirmed their support and commitment to the Award.

### 30-4-30

We continued to celebrate the 30th anniversaries of the World Fellowship (2017) and the International Award Association (2018). To mark these celebrations, World Fellows hosted '30-4-30' events to raise funds and introduce new potential World Fellows. Events were held in nine countries, attracting many new supporters were introduced to the World Fellowship and we are extremely grateful for the nineteen World Fellows who supported this fundraising initiative.

### Fundraising changes

We have seen a significant increase in our licence and fee income. However, a challenging economic environment and changes within our fundraising team resulted in a disappointing year in terms of our overall financial results.

We are developing a new fundraising plan that is responsive to feedback from our supporters, takes into account lessons learned and builds on successes.



## Special Projects

We were pleased to launch our new-look grant making programme in 2018. We have introduced three funds to align with our global strategy to improve access, reach and impact and offers an increased amount of funds for applicants. Through this programme we encourage members to be more innovative and ambitious in growing the numbers and diversity of young people participating in and achieving an Award.

The grants are primarily awarded to projects which aim to:

- Improve Access to the Award and overcome perceived barriers to entry
- Increase Reach and help national operators to start, develop and expand services
- Improve Impact by assisting delivery partners to offer a better quality experience and enable more young people to achieve their Award

Since the re-launch of Special Projects, we have received 39 applications, awarded 11 grants and allocated more than £492,000 in funding.

## Digital Tools

During the year we prioritised four main areas:

- ensuring the Online Record Books meet expectations and resolving any problems
- transforming the Online Learning Hub into a much more useful and useable intranet to support training and communications
- identifying and selecting a suitable platform to support the Global Award Alumni Network.
- planning for improving the Foundation's Customer Relationship Management platform Salesforce and its possible adoption by interested National Award Operators

We were pleased with progress made against a background of staff and operational changes which impacted on performance during the latter half of the year.

**“The Online Record Book means we now have information that tells us how far we are from our goals and what we can improve in our work. We can also better understand the interests, talents and achievements of our Award participants. The Online Learning Hub is a great connection to the Award family and definitely a place where meaningful and fruitful discussions can happen. We see it as a learning and development opportunity not only for the Award staff, but for the Award leaders as well.”**

*Lyubomira Velcheva, National Director, The Duke of Edinburgh's International Award- Bulgaria*

Image courtesy of Rozle Bregar

# OUR FUTURE

We have identified eight priority objectives which will drive our work from April 2019 to March 2022 as we continue support and grow the Award's in-country Operators, improving access, reach and impact:

- 1 Digital tools** – over 80% of the Association using a suite of digital tools
- 2 Brand value and recognition** – the Brand is clearly and consistently articulated across the world. The Award is recognised and valued by a wider range of stakeholders as the framework for non-formal education
- 3 Adults in the Award** – more adults using the Award Community and increased consistency in people development and support
- 4 Focus countries** – the Award will exist in 12+ new countries or territories and 150+ new International Award Centres
- 5 Consistency and quality** – Operators are exceeding licence standards by producing good plans aligned with the new Association strategy, achieving good results and accessing quality support
- 6 Special Projects** – attract sufficient investment, encourage innovative and inspiring projects and successfully manage the delivery to sustain a roster of projects drawing between £400k and £500k per year in grant aid
- 7 Income generation** – grow income to £6m per annum through improved relationships with existing and potential donors, further evolution of events and revised structure for corporate and individual supporters
- 8 Partnerships** – on behalf of the Association, work with National Award Operators to establish non-operational partnerships that raise the profile and recognition of the Award globally

**“Young people are the future. It is vital to explore your potential and make use of it. To the young people of today: 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 thought existed.”**

*Farhana, Gold Award holder, Bangladesh*

# WE ARE VERY GRATEFUL TO ALL OUR LOYAL SUPPORTERS

## Thank you

Thank you for taking the time to learn about and reflect on the work of our organisation over the past year.

I personally never stop being inspired by the dedication, determination and persistence of all who relentlessly and passionately guide Award participants on their journey of self-discovery, adventure and personal development. They understand there is space for both success and failure, for tears and for joy, but there is little space for complacency and self-interest. Our future will be in the hands of the generations to come.

As a longstanding supporter and volunteer, I am proud to be

investing in the next generation of young people as they develop the universal skills needed – such as confidence, resilience, adaptability and problem solving – which can help them to tackle the challenges of today’s world.

Our future is bright. You will understand what I mean when you meet Award participants and Award holders. As Honorary Chair of the World Fellowship, I would like to thank all our volunteers, donors and supporters for their generous support of The Duke of Edinburgh’s International Award.

### *Jiri Zrust*

*Honorary Chair, The Duke of Edinburgh’s International Award World Fellowship*

## Philanthropists including those who have committed their support through the World Fellowship

Margaret Fountain CM

Mr Daniel and Mrs Grace Chiu  
James Dicke II  
Muhoho Kenyatta

Joanna Collins  
Patrick Curran  
Ariane Dart  
Mr Robert Gerard AO  
Gillian Rae  
Malcolm Rae

Ken Acott  
Hamdi Akin  
Raymond Apted  
Leena and Jubair Al Bastaki  
Emanuele Angelidis  
Zayd Ayob  
Mr T Basran/Mrs R Basran  
Mr Gregory Belton CVO CM KC\*HS  
Joan M. Benham  
Peter Benson AM  
Barbara Bovender  
The Braithwaite Family Foundation

Edward H. Burdick  
Oheneba Ofori Boateng  
Haimei Cao  
Penelope Catley  
K. Chen  
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Harry Collins MVO  
Matthew Curran  
Sean Curran  
Simon Curran  
Ahmed Dasuki  
Olawale Edun  
Albert Essien  
Raymond Eyles  
Wendy Fisher  
David and Megan Frost  
Martin Gebauer  
The Gosling Foundation  
John Greenslade  
Mrs Alison Hesketh  
David Hodgkiss OBE  
Professor G E Holmes DL  
Erika-Elisabeta Hristea  
Steven Kenneth Hudson  
Muna Issa  
Caroline Jones  
Jemima Jones  
Will Jones  
Utsava Kasera  
Eva Yeuk Hung, Lam

Rodrigo Lebois  
Mahmut Levent Ünlü  
Mr Chris Liddell  
Thomas MacCarron  
Simion Muresan  
Teofil Muresan  
James Ndegwa  
Charles K. W. Pang  
Dr Francis Pang  
Ivan Peschl  
Chai Schnyder  
Angela Scott  
Iain Shovlin  
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Stacey F Coote/The Steele Family Foundation  
The Stoller Charitable Trust  
Sanjiv Suri, President Zātiší Group  
Jan Sykora, WOOD & Company  
Cameron Symonette  
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Kunal Tulsiani  
Stephanie Wilson  
Rand S. Wrighton Jr.  
Dr Andrew S. Yuen  
Yun, Jiao  
Jiri Zrust  
Princess Corinna zu Sayn-Wittgenstein

The following supporters each organised a 30-4-30 fundraising event to mark the thirtieth anniversary of the World Fellowship in 2017 and the thirtieth anniversary of the International Award Association in 2018. We would like to thank them all for supporting this initiative.

Mr Gregory Belton CVO CM KC\*HS  
Mr Oheneba Ofori Boateng  
Mr Kenneth J T Chen  
Mr Harry Collins MVO  
Mr Patrick Curran  
Mr Olawale Edun  
Lord Stanley Fink  
Dr Margaret Fountain CM  
Mr Robert Gerard AO  
Professor G E Holmes DL  
Dr Johnny Hon, Baron of Houston MH SHOSJ  
Dr Sudhir Kartha  
Mr Gerald Mackie  
Mr John May DL  
Dr Danny McGuigan  
Mr Teofil Muresan  
Dr Uday Nayak  
Ms Ann Petley-Jones  
Sir Norman Stoller CBE KStJ DL

## Trusts and Foundations

The Donner Canadian Foundation  
The Stanley Ho Charitable Trust  
International Golf for Youth  
The Ono Family  
Tanaka Memorial Foundation

## Corporate Supporters

G Collins & Sons: Harry Collins MVO  
Czapek & Cie SA  
EPH  
Halcyon Gallery: Paul Green and Sir Udi Sheleg

## Special Projects Founder Members and Members

JCB: Lord Bamford DL KT  
Peter Cruddas  
The Davis Foundation  
Lord Stanley Fink  
Hon Vice Admiral Donald Gosling KCVO RNR (1929-2019)  
The Griffiths Family  
Sir Ronald Hobson KCVO (1997-2017)  
André Jordan  
Robert McEwen  
Sir Dr Kotaro Ono KBE  
Dr Chai Patel CBE FRCP: Bright Future Trust  
International Golf for Youth  
Urs Schwarzenbach

We wish to thank all those who have supported us in other ways during the last year, including the new and continuing members of the Special Projects Advisory Board, the Events Committee and the Development Group.

We are delighted to recognise the support of so many charitable organisations and individuals, many of whom have supported us over several years. We would also like to take the opportunity to acknowledge our generous donors who wish to remain anonymous and those who have chosen to leave us a legacy.



Image courtesy of @ISZL

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