



HELPING YOUNG PEOPLE BE WORLD READY

**THE DUKE OF EDINBURGH'S
INTERNATIONAL AWARD FOUNDATION**

ANNUAL REPORT AND FINANCIAL
STATEMENTS 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, including the strategic report, and the audited financial statements of the company limited by guarantee for the year ended 31 March 2019. In preparing this report the Foundation’s Trustees have complied with the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (“Charities SORP (FRS102)”), UK Generally Accepted Practice and the provisions of the Memorandum and Articles of Association for The Duke of Edinburgh’s International Award Foundation. 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 (including the strategic 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.

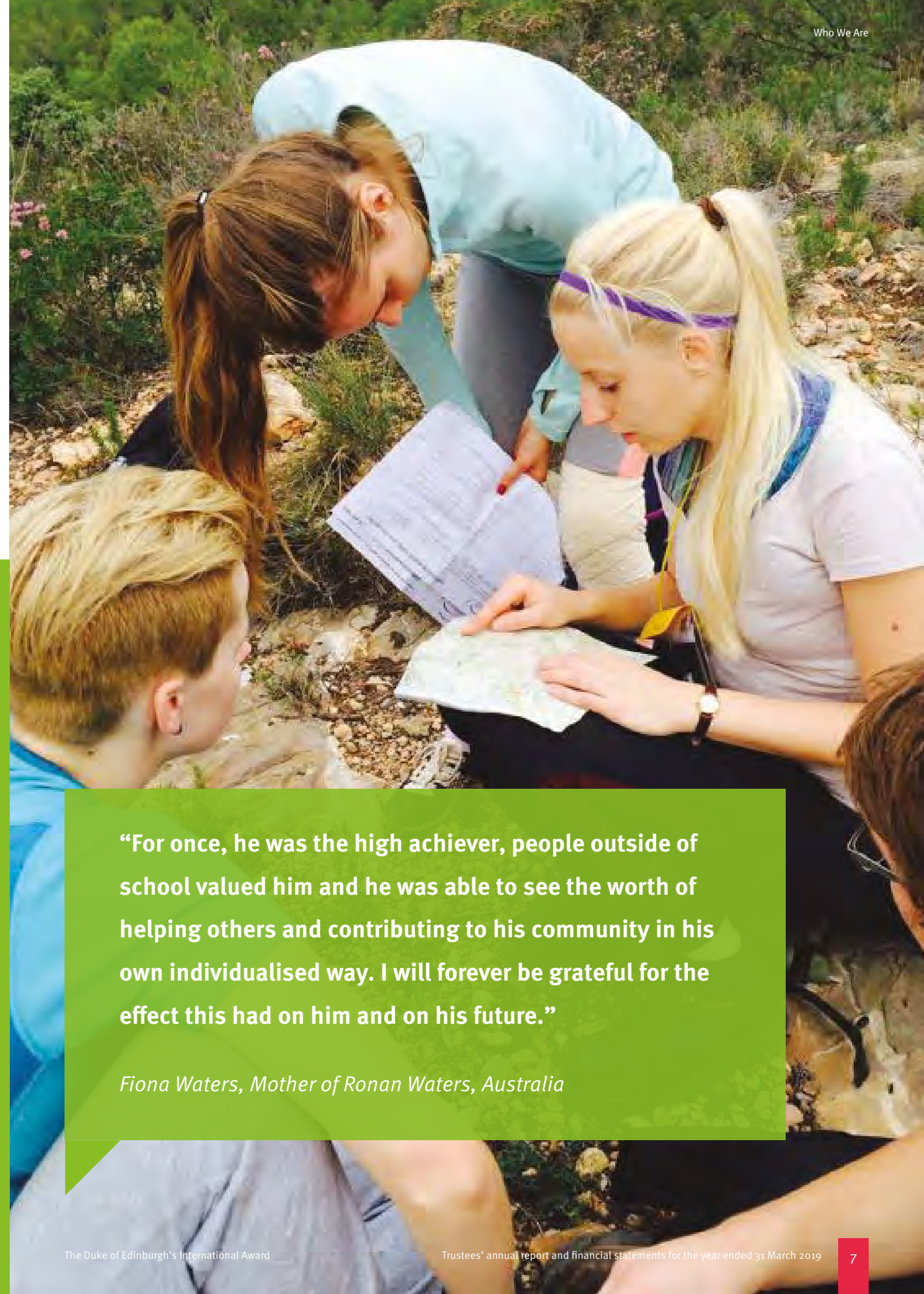
Whilst the Award framework remains the same, national and local operators can tailor it to fit cultural, environmental and legal sensitivities.

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

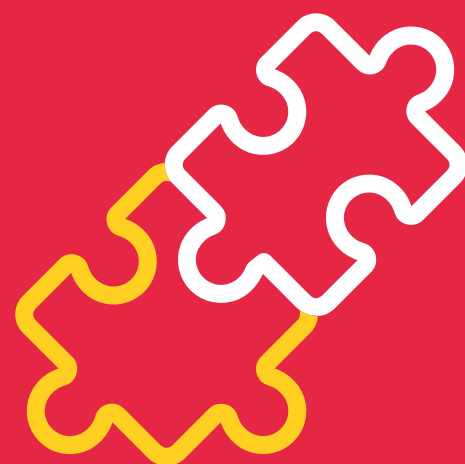
is growing up in a rapidly changing world.



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

NEW & COMPLEX CHALLENGES

unseen by previous generations.



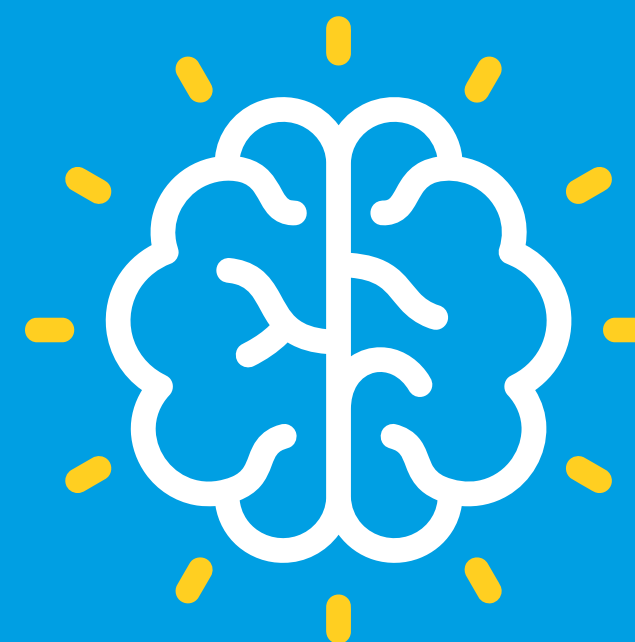
How do we ensure these young people are ready for

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

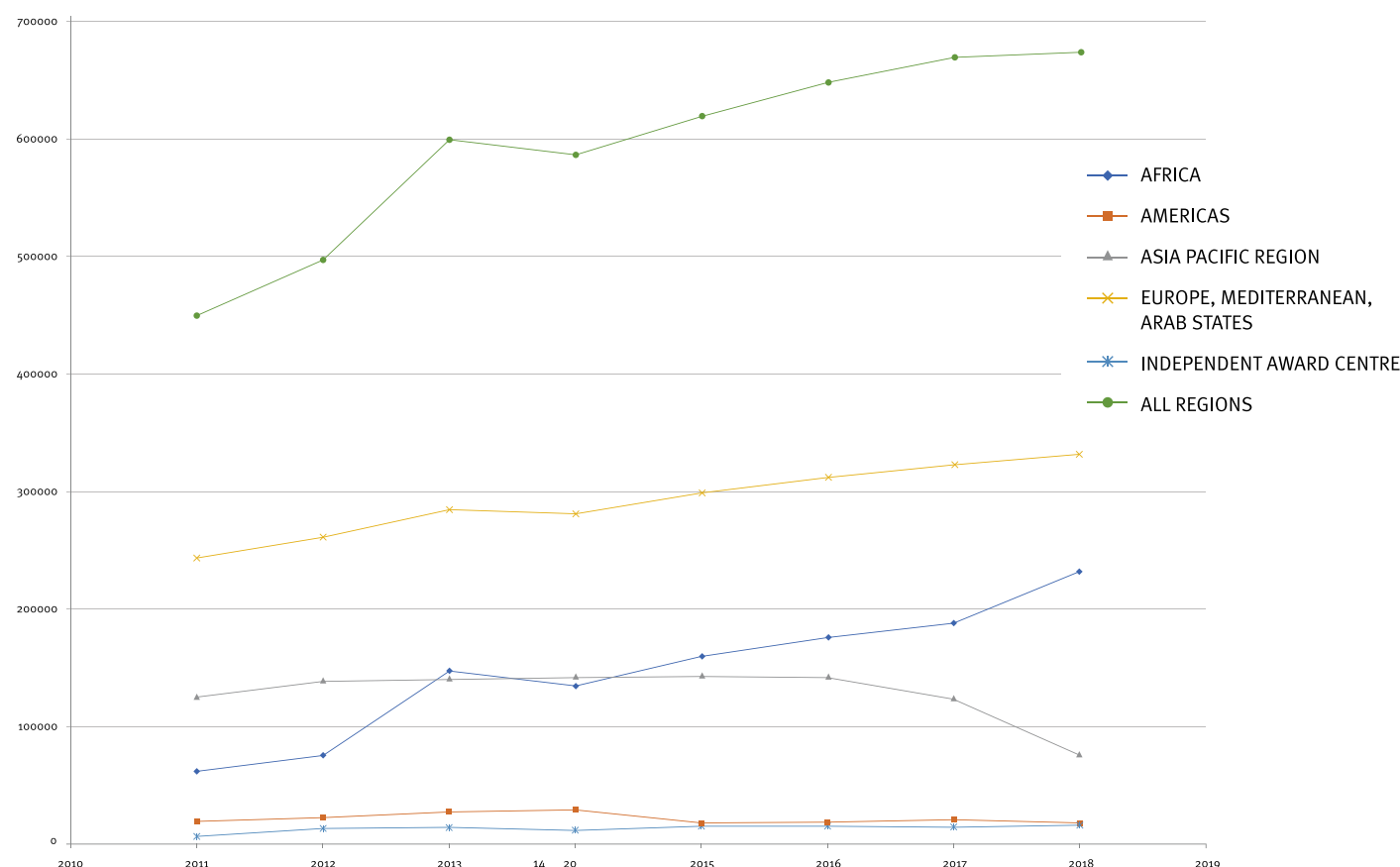
In 2014 the Trustees embarked on a transformational strategy with the intention that by 2020 we would have:

- 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 risk¹ – 12,415 (1%)
- Marginalised² – 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.

¹ 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.

² 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).

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

FINANCIAL REVIEW

2018/19 was a more challenging year in the Foundation’s financial performance. The Foundation realised an operating deficit (excluding expenditure on development projects) of £1,125,000 (2018: deficit of £412,000) and an overall deficit in the year to March 2019 of £1,430,000 (2018: deficit of £676,000). We increased our income by 4% with growth in fundraising events and Online Record Book licence income and a small decrease in philanthropic income.

However, the income growth was less than budgeted due primarily to the lower than planned level of recruitment of Pearl Champions and World Fellows. Operating expenditure grew by 14% from a combination of investing in the redevelopment and relaunch of the Award in a number of countries, increased Special Project grants, further development of the Online Record Book, investing in our research programme and additional fundraising resource and fundraising events.

	2019	2018
	£000	£000
Income and endowments	5,057	4,853
Operating expenditure	(6,182)	(5,265)
Net Operating expenditure	(1,125)	(412)
Expenditure on development projects	(307)	(448)
Net expenditure	(1,432)	(860)
(Losses)/Gains on investment assets	(10)	117
Gains on investment properties	12	67
Net Movement in Funds	(1,430)	(676)

Income

Income from donations of £3,546,000 (2018: £3,729,000) was a decrease of £183,000 on the previous year primarily due to lower recruitment of World Fellows. Donations from the World Fellowship and Benefactors were £2,204,000 (2018: £2,398,000) with 6 new Fellows, 5 new Silver Fellows, 1 new Gold Fellow and 1 new Platinum Fellow. The option for World Fellowship donors to share part of their donation with a National Award Operator raised a total of £607,000 (2018: £652,000) directly for 13 Operators.

Our Charitable Activities income comprises training event income, licensing activity and Online Record Book income. At £808,000 (2018: £631,000), our income from the above sources was £177,000 higher than in 2017/18 due primarily to higher Online Record Book fees.

Other Trading Activities comprise fundraising events, auctions, World Fellowship jewellery sales and commercial fee income. At £692,000 (2018: £485,000), this income grew by £207,000 reflecting increased event activity, especially the November 2018 Party at the Palace, the most successful event in our history.

Income from investments of £11,000 (2018: £8,000 was an increase of £3,000. this income comprises bank interest and income from the investment property.

Expenditure

The costs of raising funds of £1,060,000 (2018: £973,000) increased by £87,000 in the year reflecting the scale of the Party at the Palace event along with investment in fundraising resources.

We spent £307,000 (2018: £448,000) on Charitable Activities – development projects – on a combination of the Supporting Adults in the Award programme and the #WORLDREADY initiative. In addition, expenditure on Charitable Activities – core activities – at £5,122,000 (2018: £4,292,000) was an increase of £830,000 (19%) on the previous year. The increase was in the operating of the Award (£374,000), reflecting investment in the redevelopment and relaunch of the Award in a number of countries the costs of Forum 2018 and in resourcing (£549,000), reflecting increased Special Project grants and further development of the Online Record Book.

Investment Policy and Performance

Our constitution contains general powers for the Trustees to invest funds at their discretion. The Trustees’ policy is to protect and, over the long term, increase the value of the investment portfolio in real terms whilst at the same time generating funds that may be used to support the charity’s operations.

Our investment portfolio is held within three total return funds with a long-term objective to deliver an average annual growth of inflation plus 5%. In the year to 31 March 2019 the three total return funds suffered losses of £10,000 (0.1%) (2018: gains of £117,000 (1%)). The charity receives monthly updates on the funds’ performance and the Finance, Audit and Property Committee regularly meets the investment managers to discuss performance and volatility. The Committee are currently reviewing the investment managers longer term performance with a view to conducting a formal review. At present, our investment policy does not include social, environmental or ethical considerations. This will be considered as part of the formal review.

The value of the charity’s investment portfolio at 31 March 2019 was £9,062,000 (2018: £10,347,000), a decrease in the year of £1,285,000 (2018: £1,086,000 decrease). During 2018/19 £400,000 (2018: £100,000) was invested in the portfolio and £1,675,000 (2018: £1,303,000) was withdrawn from the portfolio in order to meet short term cash flow needs and invest in development projects.

The Foundation also holds social investments, which are held to further its charitable aims. The Foundation has invested in our licensed authority that operates the Award in the USA in order to grow the Award in the USA.

Net Current Assets

Net current assets at the year-end were £947,000 (2018: £948,000). Cash and bank balances at the year-end totalled £810,000 (2018: £780,000) and debtors totalled £997,000 (2018: £1,096,000).

Reserves and Reserves Policy

At 31 March 2019 total reserves stood at £10,664,000 (2018: £12,094,000) of which £437,000 (2018: £350,000) were restricted income funds. Unrestricted reserves stood at £10,227,000 (2018: £11,744,000). Of these unrestricted reserves, £7,664,000 (2018: £8,500,000) are designated to enable the Trustees to support development projects and grant making activities. The remainder of the Foundation's unrestricted reserves are general funds of £2,563,000 (2018: £3,244,000) representing over 5 months (2018: 7 months) of core general expenditure.

During the year the Trustees undertook a review of the Reserves Policies with the view of making the reserves work harder to provide value to the beneficiaries of the Award. A key aim was the ability to plan and make strategic and sustainable investments to grow the access, reach and impact of the Award globally. The Trustees based their review on the requirements and guidance set out in the Charity Commission publication "Charity Reserves; Building Resilience" (CC19) and The Trustees have defined the future use and intended purpose of our Designated Reserves and set an appropriate level of general reserves by assessing the financial and operational risks faced by the Foundation.

We have divided the designated reserves into three elements:

An **Unallocated Development Reserve** to deliver initiatives approved by Trustees which meet with the strategic objectives of the Foundation and improve the support and services that it provides to members of the International Award Association. Each initiative will be considered, approved, overseen and controlled by the Trustees. To warrant the use of this Development Reserve an initiative should meet the strategic objectives of the Foundation and the International Award Association, be of sufficient size and complexity both financially and managerially to warrant having a ring-fenced budget and work plan, have clearly identified staff resource, budget, time frame and deliverables, have a duration of more than one financial year and provide an acceptable return either financially or socially through identifiable value to the Foundation's beneficiaries.

An **Allocated Development Reserve** that comprises the unspent portion of any planned investment in a development initiative approved by Trustees.

Special Projects Reserve that supports our grant-giving to members of the International Award Association to enable them to grow the access, reach or impact of the Award in their country or region.

To achieve and sustain these ambitions, the Trustees consider that the target range of designated reserves should be £2.5 - £7.0 million (excluding the Allocated Development Reserve). The current level is £4,479,000.

The Foundation's **General Reserve** is defined as being primarily intended to provide a shock absorber or cushion against financial risk, uncertainties and opportunity. Based on a financial risk assessment of the Foundation's income and

expenditure, the Trustees consider that the target level of the Foundation's General Reserve should be a risk range of £2.5 - £3.5 million, with a medium risk point of £3.0 million.

The current level of reserves is within this range at £2,563,000.

The Trustees confirm that the Foundation remains a going concern for the foreseeable future, based on our confidence in our current income streams, our plans for the future and the overall level of reserves. We continue to face a number of challenges in what remain difficult economic circumstances and we remain vigilant to the need to deliver on our income projections through philanthropic income, licence fees, Online Record Book fees and other income streams.

To ensure that our new and existing income streams and expenditure plans are in line with our projections, we continue to develop our internal financial monitoring and decision making procedures. These include a high level monthly income, expenditure and income pipeline report that is produced promptly after each month end, a monthly income profile risk report and a quarterly financial and cash flow forecast that is used as the basis for both monitoring performance and reviewing financial plans.

Subsidiary Undertakings

The financial statements of the Foundation's subsidiaries, Intaward Limited and The Duke of Edinburgh's International Award Foundation (Canada) are consolidated with the financial statements of the Foundation on a line by line basis. Full details of the consolidation are included in Note 1.

Trustees' commitment

The Trustees confirm that these financial statements have been produced in accordance with relevant legislation. Each Trustee confirms that:

- a)** Insofar as the Trustees are aware, there is no relevant audit information of which the charity's auditors are unaware; and
- b)** The Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Further detail on Trustees' Commitments and the structure, governance and management of the Charity is provided in Appendix A, which forms part of the Trustees' Report (including the Strategic Report).

The Trustees' have appointed BDO LLP to act as auditors for year ended 31 March 2020. BDO LLP replace PricewaterhouseCoopers LLP.

Thank you

Thank you to all our supporters and staff. We are sincerely grateful to all our donors for their tremendous support for our work and continued confidence in our efforts.

We are grateful to all those individuals and organisations who have provided pro bono assistance over the past year. The Trustees would also like to thank all staff for their continuing hard work, loyalty and support.

This Trustees' Report (including the Strategic Report) which includes the Appendix from page 66 was approved by the Board of Trustees and signed on their behalf by:

Andrew Smith

Trustee

Date: 20 December 2019

Registered office: Award House, 7-11 St Matthew Street, London SW1P 2JT

Company Number: 3666389

Charity Number: 1072453



INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD FOUNDATION

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

In our opinion, The Duke of Edinburgh's International Award Foundation's group financial statements and parent charitable company financial statements (the "financial statements"):

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2019 and of the group's incoming resources and application of resources, including its income and expenditure, and of the group's cash flows, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: the consolidated and charity balance sheets as at 31 March 2019; the consolidated statement of financial activities (incorporating the income and expenditure account) and the consolidated cash flow statement for the year then ended; and the notes to the financial statements.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

ISAs (UK) require us to report to you when:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or;
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of the above matters.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the group's and parent charitable company's ability to continue as a going concern. For example, the terms on which the United Kingdom may withdraw from the European Union are not clear, and it is difficult to evaluate all of the potential implications on the charity's activities, beneficiaries, suppliers and the wider economy.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

Trustees' Report (including the Strategic Report)

In our opinion, based on the work undertaken in the course of the audit the information given in the Trustees' Report (including the Strategic Report), for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Trustees' Report (including the Strategic Report) have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Trustees' Report (including the Strategic Report). We have nothing to report in this respect.

Responsibilities for the financial statements and the audit

Responsibilities of the trustees for the financial statements

As explained more fully in the Statement of Trustees' responsibilities set out on pages 70 to 71, the trustees are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The trustees are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group and parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

OTHER REQUIRED REPORTING

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- We have not received all the information and explanations we require for our audit; or
- Adequate accounting records have not been kept by the parent charitable company or returns adequate for our audit have not been received from branches not visited by us; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Guy Flynn

(Senior Statutory Auditor)

for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London

Date: 20 December 2019

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2019

(Incorporating the income and expenditure account)

		Unrestricted general fund	Restricted fund	Total 2019	Total 2018
	Note	£000	£000	£000	£000
Income and endowments from:					
Donations and legacies	2	3,140	406	3,546	3,729
Charitable activities	3	727	81	808	631
Other trading activities	4	692	-	692	485
Investments	5	11	-	11	8
Total Income and endowments		4,570	487	5,057	4,853
Expenditure on:					
Raising funds	6	(1,060)	-	(1,060)	(973)
Charitable activities - development projects	6	(307)	-	(307)	(448)
Charitable activities - core activities	6	(4,712)	(410)	(5,122)	(4,292)
Total expenditure	6	(6,079)	(410)	(6,489)	(5,713)
Net operating (expenditure)/income		(1,509)	77	(1,432)	(860)
Net (losses)/gains on investments	9	(10)	-	(10)	117
Net (expenditure)/income		(1,519)	77	(1,442)	(743)
Transfer between funds		(10)	10	-	-
Gains on revaluation of investment properties	8	12	-	12	67
Net movement in funds		(1,517)	87	(1,430)	(676)
Reconciliation of funds					
Total funds brought forward at 1 April		11,744	350	12,094	12,770
Total funds carried forward at 31 March	15	10,227	437	10,664	12,094

All the above results are derived from continuing activities. All gains and losses recognised in the year are included in the Statement of Financial Activities; therefore, a separate statement of recognised gains and losses has not been prepared. The £10,000 loss (2018: £117,000 gain) on investments comprises £181,000 realised gains and £191,000 unrealised losses (2018: realised losses of £331,000 and unrealised gains of £448,000). The results for the Charity are disclosed in Note 1. The prior year funds brought forward of £12,770,000 were made up of £12,410,000 unrestricted funds and £360,000 restricted funds.

CONSOLIDATED AND CHARITY BALANCE SHEETS AT 31 MARCH 2019

Company number 3666389

		Group 2019	Charity 2019	Group 2018	Charity 2018
	Note	£000	£000	£000	£000
Fixed Assets					
Tangible assets	7	104	104	120	120
Investment Property	8	325	325	313	313
Investment Portfolio	9	9,062	9,062	10,347	10,347
Social Investments	9	226	226	366	366
Total fixed assets		9,717	9,717	11,146	11,146
Current Assets					
Debtors	11	997	997	1,098	1,098
Cash at bank and in hand		810	351	780	179
Total current assets		1,807	1,348	1,878	1,277
Liabilities					
Creditors: amounts falling due within one year	12	(860)	(856)	(930)	(924)
Net Current Assets		947	492	948	353
Total Net Assets		10,664	10,209	12,094	11,499
The Funds of the Charity					
Restricted Income Funds	15	437	437	350	350
Unrestricted Income Funds:					
- General Funds	15	2,563	2,108	3,244	2,649
- Designated Funds	15	7,664	7,664	8,500	8,500
Total Unrestricted Income Funds		10,227	9,772	11,744	11,149
Total Charity Funds		10,664	10,209	12,094	11,499

The financial statements set out on pages 48 to 65 were approved by the Trustees and signed on their behalf by:

Andrew Smith
Trustee

Company Number: 3666389
Charity Number: 1072453

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2019

	Total 2019	Total 2018
	£000	£000
Cash flows from Operating Activities		
Net cash used in operating activities	(1,381)	(1,389)
Cash flows from Investigating Activities:		
Dividends, interest and rents from investments	11	8
Purchase of property, plant and equipment	(15)	(3)
Purchase of investments	(400)	(100)
Proceeds from sale of investments	1,675	1,303
Purchase of social investments	140	(57)
Net cash generated from Investing Activities	1,411	1,151
Change in cash and cash equivalents in the reporting year	30	(238)
Cash and cash equivalents at the beginning of the reporting year	780	1,018
Cash and cash equivalents at the end of the year	810	780
Net (expenditure)/income for the reporting year (as per the SOFA)	(1,442)	(743)
Adjustments for:		
Depreciation charges	31	30
Losses/(Gains) on investments	10	(117)
Dividends, interest and rents from investments	(11)	(8)
Decrease/(Increase) in debtors	101	(628)
(Decrease)/Increase in creditors	(70)	77
Net cash used in operating activities	(1,381)	(1,389)

The above cash and cash equivalents at the end of the year of £810,000 (2018: £780,000) includes £95,000 (2018: £122,000) due to National Award Operators and £459,000 (2018: £601,000) and £461,000 (2018: £600,000) for The Duke of Edinburgh’s International Award Foundation (Canada).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

1: ACCOUNTING POLICIES

a) Basis of preparation of financial statements

The annual report and financial statements for the year ended 31 March 2019 have been prepared on a going concern basis, under the historical cost convention as modified by revaluation of investments and investment properties, in compliance with the Companies Act 2006, the Charities Act 2011, the Accounting and Reporting by Charities: Statement of Recommended Practice (FRS102), and with UK Generally Accepted Practice. The principal accounting policies, which have been applied consistently throughout the year, are set out below.

As detailed in the Trustees’ reports, the Trustees have reviewed the future activities and planned performance of the Foundation and confirm that it remains appropriate to prepare the financial statements on the going concern basis.

The Duke of Edinburgh’s International Award Foundation meets the definition of a public benefit entity under FRS 102.

The financial statements do not include the financial statements of any National Award Operators or Independent Award Centres as these are independent of the charity and, in some cases, are charities in their own right.

b) Fund accounting

Funds held by the charity are:

- Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.
- or
- Unrestricted designated funds – these are funds set aside at the discretion of the Trustees for specific purposes.
- or
- Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Details are set out in Note 15.

c) Income and endowments

Income is recognised when the Foundation is entitled to the income, any performance conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and legacies includes World Fellowship donations, gifts, grants receivable and donations of facilities and services in kind. The specific bases used for recognition of such income are as follows:

- Donation income and legacies are recognised where there is entitlement, probability of receipt and measurability.
- Donated facilities and services are included at the value to the charity where this can be quantified and a third party is bearing the cost. The value is determined by considering the amount the charity would pay for such services in the open market. An equivalent expenditure amount is included in the financial statements at the same time as the income is recognised. No amounts are included in the financial statements for services donated by volunteers.
- Donated assets are included in incoming resources and fixed assets at an estimate of their value to the charity at the date of receipt.
- Grants are recognised when the entitlement to the grant is confirmed.

Income from charitable activities includes licence fee income, Online Record Book income, participant fee income, delegate fees and income from training events. Other trading income includes commercial fee income, fundraising event and auction income. The income from training and fundraising events is shown gross of any associated expenditure. Income received in advance of an event or before the point at which entitlement passes, is deferred until entitlement to that income has arisen, at which time it is credited to the SOFA. Where income is raised through fundraising events held jointly with other charities, only the share of that income which is attributable to the Foundation is recognised.

d) Expenditure

Expenditure is recognised when it is incurred and is reported gross of related income on the following bases:

- Costs of raising funds relates to costs associated with attracting donations and supporting the fundraising events. Such costs comprise primarily the salaries of the fundraising department together with direct costs associated with fundraising events.
- Expenditure on charitable activities including expenditure associated with long-term contracts and providing grants comprises direct expenditure, including direct staff costs, attributable to its activities. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources, including time spent.

e) Gains and losses on foreign exchange

Monetary assets and liabilities denominated in foreign currencies are translated to sterling at the rate ruling at the balance sheet date, or the forward currency contract rate for those balances subject to a forward contract. Income and expenditure items in foreign currencies are translated at an average rate over the year using market rates set monthly. All gains and losses on exchange, realised and unrealised, are reflected in the SOFA.

f) Tangible assets and depreciation

Tangible fixed assets costing more than £1,000, including incidental expenses of acquisition are capitalised at cost. Tangible fixed assets costing under £1,000 are expensed in the year the expense is incurred.

Computer hardware and infrastructure, including replacement systems, are capitalised on initial purchase at cost. Computer software, including development of our digital tools is expensed and is not recognised as an intangible asset.

Depreciation of fixed assets is charged on a straight line basis, commencing in the month of purchase, on cost or valuation as follows:

- Fixtures, fittings & furniture: 10% per annum.
- Computer systems, software and infrastructure: 33% per annum or economic life of asset, whichever is shorter.
- Motor Vehicles: 25% per annum.

g) Investment properties

Investment properties are initially recognised at cost which includes purchase cost and any attributable expenditure. Investment properties are valued and subsequently measured at fair value with any surplus/(deficit) recognised in the SOFA. Investment properties are those which are not held for social benefit and where a reliable fair value is available. Investment properties are valued by the Trustees using available market information.

h) Investment portfolio

Listed investments are held at fair value at the balance sheet date and the SOFA includes the realised and unrealised investment gains/losses for the year. Realised gains and losses on investments, calculated as the difference between the sales proceeds and their fair value at the start of the year, or subsequent cost, are credited or charged to the SOFA in the year of gain or loss. Unrealised gains and losses representing the movement in fair values during the year are credited or charged to the SOFA in the year of the gain or loss.

i) Social investments

Social investments are carried at cost less any provision for impairment. Such investments are not able to be carried at fair value as there is no open market for such investments. All social investments are subject to review, and any impairment is charged to the Statement of Financial Activities.

j) Pension costs

The Foundation contributes to The Duke of Edinburgh International Award Foundation Group Personal Pension Plan. This is a defined contribution pension scheme operated by Scottish Widows. The contributions are recognised as they fall due. Current service costs are included within the SOFA within charitable activities – core activities (unrestricted funds).

k) Consolidation

The Financial Statements of the Foundation’s subsidiary, The Duke of Edinburgh’s International Award Foundation (Canada), are consolidated with the financial statements of the Foundation on a line-by-line basis. This entity only included at the year-end cash at bank of £461,000 (2018: £593,000), current liabilities of £6,000 (2018: £6,000), income of £491,000 (2018: £660,000), expenditure of £38,000 (2018: £20,000) and net income of £453,000 (2018: £640,000).

The Charity’s result, being the net movement in funds of the Foundation excluding the income and expenditure of the Duke of Edinburgh’s International Award Foundation (Canada), was £4,541,000 (2018: £4,193,000) income and £1,885,000 (2018: £1,383,000) net expenditure for the year.

The financial results of The Duke of Edinburgh’s International Award USA (Award USA) are not consolidated into these financial statements. Although the Foundation has representative membership on the Award USA Board, this membership is not considered to give significant influence as described by the Charities SORP (FRS102), and specifically paragraph 28.4, as the Foundation appointed board members cannot, on their own, make or block any decisions of the Award USA Board. The nature of the relationship is more in the spirit of cooperation and reaching a common view on key decisions with any transactions between the Foundation and Award USA accounted for on an arm’s length basis.

l) Operating leases

Rental paid under operating leases is charged to the SOFA on a straight line basis.

m) Significant management judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgments and estimates have been made include:

The Trustees have made significant judgements over foreign currency balances subject to forward contracts, treatment of monies for NAOs held on trust as restricted funds and amounts immediately paid out to NAOs, and the degree of control of significant influence over The Duke of Edinburgh’s International Award USA. The basis for the judgement on the Award USA is detailed under note (k) above (consolidation).

In accordance with section 12 of FRS 102, the foreign currency balances subject to forward contracts should be accounted for at fair value. Management have obtained data from the counter-party and have concluded that the impact of accounting for these contracts at fair value would not be material to the financial statements. Management have therefore not applied the fair value rules of section 12 for these contracts and have accounted for these balances using the forward currency contract rate.

The Trustees have made estimates over the valuation of donations in kind and the Foundation’s investment property. The basis for the valuation of donations in kind is detailed under note (c) above (income and endowments). In determining fair values of the investment property, the Trustees have made an estimation using a valuation technique. The values are not considered to be materially different to the respective net book values of the property.

2: DONATIONS

a) Donations and legacies

	Unrestricted genreal fund 2019	Restricted fund 2019	Total 2019	Total 2018
	£000	£000	£000	£000
Donations income				
Donations - Individuals and Companies	2,671	406	3,077	3,276
Donations - Trusts and Foundations	249	-	249	249
Donations - Legacies	6	-	6	-
Donations in kind (note 2b)	214	-	214	204
	3,140	406	3,546	3,729

Donations – Individuals and Companies includes £430,000 (2018: £596,000) and Donations – Trusts and Foundations includes £17,000 (2018: £nil) in relation to The Duke of Edinburgh’s International Award Foundation (Canada). These are unrestricted funds. The 2018 comparative consists of the following unrestricted and restricted amounts: individuals and companies consists of £3,125,000 unrestricted income and £151,000 restricted income; the 2018 donations – trusts and foundations consists of £249,000 unrestricted income; and the 2018 donations in kind consists of £204,000 unrestricted income.

b) Donations in kind

Material donations in kind received during the year are estimated to be valued as follows:	2019	2018
	£000	£000
Office accommodation	145	118
Legal & advisory services	40	46
Travel, accommodation, other	2	11
Events	27	29
	214	204

3: INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds	Restricted funds	2019	2018
	£000	£000	£000	£000
Operator license	289	46	335	333
Online Record Book - National Award Operators	100	-	100	-
Online Record Book - Independant Award Centres	241	34	275	161
Training & Other	97	1	98	122
Operating/other income	-	-	-	15
	727	81	808	631

All charitable activities income in 2018 was unrestricted.

4: OTHER TRADING ACTIVITIES

	2019	2018
	£000	£000
Fundraising Events	545	442
Fundraising Auctions	100	15
Jewellery Sales	20	1
Commercial Fee Income	27	27
	692	485

All other trading activities income in 2019 and 2018 was unrestricted.

5: INVESTMENTS

	2019	2018
	£000	£000
Investment income arises from:		
Interest on other cash balances	2	1
Investment property	9	7
	11	8

All investment income in 2019 and 2018 was unrestricted.

6: EXPENDITURE

a) Expenditure on charitable activities:

2018/2019

	Directly charged 2019	Staff Costs 2019	Allocated Overheads 2019	Total 2019
	£000	£000	£000	£000
Raising Funds	375	488	197	1,060

COSTS OF CHARITABLE ACTIVITIES				
Charitable activities - development projects				
Supporting Adults in the Award	74	46	-	120
Global campaign	146	41	-	187
	220	87	-	307

Charitable activities - core activities				
Operating	453	1,703	539	2,695
Communicating	143	330	123	596
Resourcing	1,106	552	173	1,831
	1,702	2,585	835	5,122
Total resources expended	2,297	3,160	1,032	6,489

2017/2018

	Directly charged 2018	Staff Costs 2018	Allocated Overheads 2018	Total 2018
	£000	£000	£000	£000
Raising Funds	339	433	201	973

COSTS OF CHARITABLE ACTIVITIES				
Charitable activities - development projects				
Online Record Book	448	-	-	448
Charitable activities - core activities				
Operating	343	1,433	545	2,321
Communicating	171	375	143	689
Resourcing	651	457	174	1,282
	1,165	2,265	862	4,292
Total resources expended	1,952	2,698	1,063	5,713

Charitable activities – development projects, Supporting Adults in the Award is the cost of designing, piloting and evaluating a range of training projects and supporting digital platform; Global Campaign is the cost of creating a global awareness of the Award campaign. These are funded by reserves that the Trustees designated during 2017/18.

Staff costs include those charged directly to raising funds and charitable activities and some allocated centrally on the basis of staff time. Overhead costs not directly charged to a channel are allocated using the same staff time proportions.

Restricted expenditure of £78,000 (2018: £61,000) has been directly charged to Charitable activities – core activities resourcing. Restricted expenditure of £144,000 (2018: £19,000) has been directly charged to Charitable activities – core activities operating. Restricted expenditure of £nil (2018: £9,000) has been directly charged to Charitable activities – core activities communicating. Restricted expenditure of £188,000 (2018: £72,000) has been charged to staff costs and mainly relates to staff time supporting the set-up of the National Award Operator in China.

Included in charitable activities – development projects are costs for development projects which have been funded from the designated development fund. Further costs for these and other development projects are included in charitable activities – core activities.

b) Net income before investment gains is stated after charging/(crediting):

	2019	2018
	£000	£000
Auditors’ remuneration:		
Fees payable to the Foundation’s auditor for the audit of the Trustee’s report	35	34
Fees payable to the Foundation’s auditor for other services:		
Tax services (Investment property)	6	5
Research services	75	91
Depreciation	31	30
Operating leases	92	69
Foreign exchange (gains)/losses	(16)	61

c) Staff costs

	2019	2018
	£000	£000
Wages and salaries	2,344	2,028
Social security costs	247	210
Pension costs	171	148
Other staff costs	398	312
	3,160	2,698

d) Staff numbers

	2019	2018
	Number	Number
Generating funds	10	8
Charitable activities	43	39
Average monthly full-time equivalent number of staff in the year	53	47

e) Staff whose emoluments (excluding pension contributions) were in excess of £60,000

	2019	2018
	Number	Number
£60,001 - £70,000	5	1
£70,001 - £80,000	1	1
£80,001 - £90,000	2	1
£90,001 - £100,000	0	2
£120,001 - £130,000	0	0
£130,001 - £140,000	1	1
	9	6
	2019	2018
	£000	£000
Pension contributions in respect of the above members of staff	47	38

During the year the senior leadership team consisted of the Secretary General and one (2018: two) Deputy Secretary General. Their combined emoluments for the year were £220,000 (2018: £313,000). There is no car allowance and they have the same health insurance terms and bonus scheme terms as all other UK staff. The pension rights for the Deputy Secretary General are the same as all other UK staff whereas the Secretary General has enhanced pension rights. The Deputy Secretary General resigned from the Foundation on 8th March 2019.

f) Ex-gratia payments

Compensation of £16,000 (2018: £22,000) was paid to one (2018: two) employees for loss of office during the year. The payment comprised one month's salary as compensation and payment in lieu of notice period was paid with no deductions.

g) Grants expenditure

Grants expenditure of £330,000 has been charged to unrestricted charitable activities – operating activities resourcing (2018: £138,000) and £38,000 to restricted charitable activities – operating activities resourcing (2018: £17,000). During the year the Foundation made a grant of £200,000 to The Duke of Edinburgh's International Award USA to support the re-establishment of the Award in the USA (2018: £42,000), seven Special Projects (2018: nil) and 15 Special Projects grants (2018: 18). The maximum Special Projects was £52,000 (2018: £nil) and the maximum Special Projects grant was £10,000 (2018: £10,000).

7: TANGIBLE ASSETS

	Fixtures, fittings & furniture	Computer systems, software & infrastructure	Motor vehicles	Group & Charity Total
	£000	£000	£000	£000
Cost at 1 April 2018	263	64	56	383
Additions	15	-	-	15
Disposals	-	(27)	-	(27)
Cost at 31 March 2019	278	37	56	371
Accumulated depreciation at 1 April 2018	(156)	(51)	(56)	(263)
Depreciation charge	(25)	(6)	-	(31)
Disposals	-	27	-	27
Accumulated depreciation at 31 March 2019	(181)	(30)	(56)	(267)
Net book value at 31 March 2019	97	7	-	104
Net book value at 31 March 2018	107	13	-	120

8: INVESTMENT PROPERTY

Portugal property

	Group & Charity 2019	Group & Charity 2018
	£000	£000
Fair value at 1 April	313	246
Fair value adjustment	12	67
Fair value at 31 March	325	313

The Foundation holds a donated investment property in Portugal. Small amounts of rent and related expenditure are generated by it each year. In accordance with FRS 102, no depreciation is provided in respect of the investment property. The property is held for its investment potential and not for use within the Foundation.

The property is held at £325,000 (2018: £313,000) at the balance sheet date. Based on available market information, including the recent realised sale value of other properties of a similar size, condition and location, the Trustees judge this to be a reasonable approximation of the fair value of the property. They do not consider that a formal external valuation is required.

9: INVESTMENTS

a) Investment Portfolio

	Group & Charity 2019	Group & Charity 2018
	£000	£000
Investment portfolio at 1 April	10,347	11,433
Additions at cost	400	100
Drawdowns from Portfolio	(1,675)	(1,303)
Net investment (losses)/gains	(10)	117
Market value of holdings at 31 March	9,062	10,347

	Group & Charity 2019	Group & Charity 2018
	£000	£000
Aberdeen Standard Global Absolute Return Fund	1,671	2,496
Barings Dynamic Asset Allocation Fund	3,732	3,732
Ruffer Absolute Return Fund	3,659	4,119
Investment portfolio at 31 March	9,062	10,347

The drawdowns from the portfolio reflect the management of short term cash outflows.
The original cost of these investments was £7,168,000 (2018: £8,152,000).

b) Social investments

	Group & Charity 2019	Group & Charity 2018
	£000	£000
The Duke of Edbinburgh’s International Award USA		
Cost less impairment at 1 April	366	309
(Deductions)/Additions at cost	(140)	57
Cost less impairment at 31 March	226	366

10: INVESTMENT IN SUBSIDIARY

The Foundation’s wholly owned subsidiary, Intaward Limited, is registered in England with company number 03961099. The cost of this investment is £2. Intaward Limited is the parent company of Beijing Intaward International Culture Development Company Limited, registered in Beijing, The People’s Republic of China with registration number 91110105MA01J4CU46. This entity was registered on 28 March 2019 and did not trade during the year.

The Foundation’s subsidiary, The Duke of Edinburgh’s International Award Foundation (Canada), is registered in Ontario, Canada with corporation number 813342-5. The cost of this investment is nil (2018: nil). Throughout the year the Foundation exercised significant influence and control over The Duke of Edinburgh’s International Award Foundation (Canada), with at least 50% of the directors also being Trustees of the Foundation. Its financial results for the year were:

	2019	2018
	£000	£000
Income	496	701
Expenditure Grants	(635)	(618)
Expenditure Other	(23)	(20)
(Deficit)/surplus of income over expenditure	(162)	63

	At 31 March 2019	At 31 March 2018
	£000	£000
Total assets	461	600
Total liabilities	6	6

11: DEBTORS

	2019	2018
	£000	£000
Trade debtors	101	148
Other debtors	57	29
Accured income	742	840
Prepayments	97	81
	997	1,098

12: CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2019	Group 2018
	£000	£000
Trade creditors	295	269
Other creditors	256	350
Accruals	309	311
	860	930

Included in accruals is £4,000 (2018: £4,000) and included in other creditors is £nil (2018: £2,000) current liabilities of The Duke of Edinburgh’s International Award Foundation (Canada).

13: FOREIGN CURRENCY OPTION

There were no foreign currency options entered into during the year (2018).

On 22 March 2018, the Foundation entered into a zero premium £/C\$ participator put option hedging the £ exchange rate of C\$1,065,000 and a zero premium £/C\$ participator call option hedging the £ exchange rate of C\$532,500. The option had a protection rate of C\$1.8675 = £1 and a participation rate of C\$1.7675 = £1.

The options were exercised on 29 May 2018 at a rate of C\$1.816 = £1. In accordance with section 12 of FRS 102, this contract should be accounted for at fair value. Management have obtained data from the counter-party and have concluded that the impact of accounting for these contracts at fair value would not be material to the financial statements. Management have therefore not applied the fair value rules of section 12 for these contracts.

14: TAXATION

The tax charge for ordinary activities is £nil (2018: £nil). The charity is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in the furtherance of the charity’s primary objectives, if these profits and surpluses are applied solely for charitable purposes.

15: FUNDS

a) Movement

	Unrestricted	Development projects	Total Funds
	£000	£000	£000
Balance at 1 April 2018	11,744	350	12,094
Net operating (Expenditure)/income	(1,509)	77	(1,432)
Unrealised gains on investments	(191)	-	(191)
Realised gains on investments	181	-	181
Revaluation of Investment Property	12	-	12
Transfer between funds	(10)	10	-
Balance at 31 March 2019	10,227	437	10,664

b) Net assets

	Unrestricted 2019	Restricted Development projects 2019	Total Funds 2019
	£000	£000	£000
Tangible assets	104	-	104
Investment Property	325	-	325
Investment portfolio	9,062	-	9,062
Social Investments	226	-	226
Net current assets	510	437	947
Net assets at 31 March 2018	10,227	437	10,664

	Unrestricted 2018	Restricted Development projects 2018	Total Funds 2018
	£000	£000	£000
Tangible assets	120	-	120
Investment Property	313	-	313
Investment portfolio	10,347	-	10,347
Social Investments	366	-	366
Net current assets	598	350	948
Net assets at 31 March 2019	11,744	350	12,094

c) Designated funds

Included in unrestricted funds are funds set aside by the Trustees to provide support for National Award Operators and Independent Award Centres. These funds are therefore not readily available for other purposes. As at 31 March 2019 funds set aside for these purposes amount to £7,664,000 (2018: £8,500,000). The principal designated funds are:

Name of fund	Purpose	Name of fund
Special Projects	Donations to fund unspecified Special Projects	Medium to long term funding for appropriate project proposals
Support Funds	A variety of relatively small funds to support National Award Operators development and global Award projects	Short to medium term small projects
Benelux Fund	To support the development of the Award in the Benelux countries	Short to medium term projects
Global Campaign	To fund a global awareness of the Award campaign, working in partnership with Award Operators worldwide	Fully expended during 2019/20
Supporting Adults in the Award	A programme to develop and improve our support for Award Operators, volunteers and staff	To be expended from 2019/20 to 2021/22
Information Management and Digital Development	Online Record Book (ORB) developments intended to provide long-term improvements to support and achieve the Association's goal of 80% adoption of its global digital platforms by 2020	Fully expended during 2019/20
Alumni	Launch of a Global Alumni Network and its digital platform in line with the Association aims and supporting the promotion and protection of the Award brand	To be expended from 2019/20 to 2021/22
Social Value	Roll-out of social value research to NAOs, measuring the social value of the 7 impacts of the Award, capacity building within the Association for social value analysis	To be expended from 2019/20 to 2021/22
Development Fund	Funds to deliver initiatives approved by Trustees which meet with the strategic objectives of the Foundation and improve the support and services that it provides to members of the International Award Association	Medium to long term future development projects

Designated funds movements

	1 April 2018	Income	Expenditure	Transfer of funds	31 March 2019
	£000	£000	£000	£000	£000
Special Projects	2,884	64	(578)	-	2,370
Support Funds	14	-	-	-	14
Benelux Fund	107	48	(53)	-	102
Global Campaign	182	-	(187)	53	48
Supporting Adults in the Award	324	-	(120)	-	204
Information Management and Digital Development	-	-	-	73	73
Alumni	-	-	-	232	232
Social Value	-	-	-	142	142
Development Fund	4,989	-	-	(510)	4,479
Total	8,500	112	(938)	(10)	7,664

d) Restricted funds

Amounts received from donors that have restrictions placed on them are held as restricted funds. Funds are primarily restricted by geographical area or a particular purpose. The Foundation held 14 restricted funds at the end of the year (2018: 14 funds). The principal restricted funds are:

Region/Country Specific Funds	Monies held on trust to support a National Award Operator in a specific country and/or the development of the Award in a specific country or region.
China	To support the set-up of the National Award Operator in China.
Kenya Compass Project	A donation to support 20 schools within Kenya to enable participants to complete the Award using the online record book.
Special Projects - Three Funds	Donations to fund specific Special Projects – Three Funds.
Special Projects 60th Anniversary	A donation to support Special Projects that are to be agreed with the donor.
Tanaka Funds	To support National Award Operators in specific countries that are to be agreed with the donor.

e) Restricted funds movements

	1 April 2018	Income	Expenditure	Transfer of funds	31 March 2019
	£000	£000	£000	£000	£000
Region/Country Specific Funds					
- Nigeria	32	15	(3)	-	44
- Anglo American Brazil Fund	97	-	-	-	97
- Bahrain	57	-	(38)	-	19
- Other Region/Country Restricted Funds	8	64	(15)	-	57
Kenya Compass Project	81	74	(51)	-	104
China	(56)	334	(288)	10	-
Special Projects	17	-	-	-	17
Special Projects 60th Anniversary	20	-	-	-	20
Tanaka Funds	82	-	(14)	-	68
Other Restricted Funds	12	-	(1)	-	11
Total	350	487	(410)	10	437

16: RELATED PARTY TRANSACTIONS

Three (2018: Three) Trustees or companies connected with Trustees are fully paid Members, Fellows or Corporate Fellows of the World Fellowship. During the year five Trustees made donations of £49,000 (2018: four Trustees £16,000).

Trustees do not receive any remuneration for their service as Trustees and no monetary value is included in these financial statements for time spent by Trustees on the affairs of the Foundation. Out of pocket expenses incurred by Trustees while carrying out their duties are reimbursed by the Foundation when claimed. During the year, expenses of £10,000 were reimbursed or paid on behalf of six Trustees, to cover travel and other costs (2018: one Trustee £1,000).

The Trustees have reviewed the related party connections of themselves, their close families and other connected persons and report that no disclosable transactions, other than those described above, arose during the year from these connections.

As explained in Note 1, the results of The Duke of Edinburgh’s International Award USA (Award USA) are not consolidated into these financial statements. One member of the Foundation’s Senior Leadership Team is a member of the Board of Award USA (resigned 8th March 2019). During the year the Foundation provided further funding to Award USA in the form of a social investment of £60,000 (2018: £57,000) bringing the total investment to £426,000 which is disclosed in Note 9b and a grant of £200,000 (2018: £42,000) which is disclosed in Note 6g of these financial statements.

17: LEASES

The total commitment to future minimum lease payments under non-cancellable operating leases, for each of the following periods, are:

	2019	2018
	£000	£000
Land and buildings		
- Within 1 year	46	51
- Within 1 to 5 years	88	80
- Expiring 5 yrs+	-	-
	134	131
Total rentals under operating leases charged as an expense in the SOFA	92	69

18: PENSION SCHEMES

During the year to 31 March 2019 the Foundation contributed £144,000 (2018: £112,000) of unrestricted expenditure to The Duke of Edinburgh International Award Foundation Group Personal Pension Plan. This is a defined contribution pension scheme operated by Scottish Widows. As at 31 March 2019 £nil (2018: £14,000) was due to be paid to Scottish Widows. In addition, the Foundation contributed £27,000 (2018: £34,000) of unrestricted expenditure towards pension arrangements for regional staff.

19: STATUS OF COMPANY AND MEMBERS

The company is a company limited by guarantee. The members of the company are the Trustees named on page 69. They have no entitlement to distribution on dissolution of the company and they each have a limited liability up to £1.

APPENDIX – STRUCTURE, GOVERNANCE AND MANAGEMENT MANAGING RESPONSIBLY

Every member of The Duke of Edinburgh’s International Award Foundation Board and wider staff team is dedicated to ensuring the effective and efficient running of the charity, the quality of delivery and ongoing expansion of the Award worldwide. We are a driven team who continuously strive to find new ways for more young people to

access the Award, to expand its reach and ensure its impact globally. The Foundation is guided by our Chairman HRH The Earl of Wessex and supported by a Board of nine senior experts in youth policy, politics, finance and global human capital management, amongst others.

Our Trustees’ Commitment

In addition to ensuring the smooth running and quality delivery of the Foundation and subsequently, the Award around the world, the Trustees are committed to:

- Selecting suitable accounting policies and applying them consistently.
- Observing the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities (2015).
- Making judgments and estimates that are reasonable and prudent.
- Stating whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements.
- Preparing the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Managing Risk

The Foundation and its Board of Trustees are committed to ensuring the safe, sustainable running of the Award around the world. In order to do this, potential risks are reviewed regularly. More information can be found on our principal risks and mitigations on page 74.

There are currently no key performance indicators which management monitor and measure. These are currently being put in place.

Social Responsibility

The Foundation is committed to social responsibility. As part of this, the Foundation seeks to integrate social and environmental concerns in its business strategy and operations via seven key areas:

1. Employees: Ensuring a workplace that encourages development, enables free communication and provides a positive work-life balance
2. Environment: Constantly, actively seeking ways to reduce our environmental impact
3. Investment: Ensuring our investments are directed towards socially responsible options
4. Constituents: Being open, responsive and aware of our global Award family
5. Resources: Maximising resources to ensure funds can be directed to the driving the Access, Reach and Impact of the Award around the world
6. Community: Operating regionally and locally; constantly working to develop strong ties in local communities around the world
7. Suppliers: Working towards an ethical purchasing policy, which includes a focus on sustainable, Fair Trade products wherever possible

Structure of the Foundation

The Duke of Edinburgh’s International Award Foundation was originally established and registered as a United Kingdom based charitable trust on 10 November 1986. On 6 November 1998 it transferred its assets and business to this limited company, which is regulated by its Memorandum and Articles of Association.

The Founder of the Foundation is His Royal Highness The Duke of Edinburgh KG, KT.

Relationship with Licensed Operators

The Foundation has responsibility for facilitating the worldwide development of The Duke of Edinburgh’s International Award. Generally, in countries where the Award runs on a substantial basis, the Foundation licenses National Award Operators, that are self-governing entities, to run and maintain the operation of the Award. In other countries the Award may be run by licensed Independent Award Centres (schools or organisations operating in a country where usually no National Award Operator exists) that are directly licensed and supported by the Foundation.

The Duke of Edinburgh’s International Award Association

The Association is the collective name for all the constituents of The Award family and is established by the mutual consent of all the parties concerned in order to encourage mutual cooperation, share responsibility for development and foster collective ownership in our brand. The Association is established through a Memorandum of Understanding which sets out its formation and purpose. It also outlines the relationships, practices and procedures through which all constituent parts of the Association operate to ensure responsible and transparent governance, consultation and discussion.

The Association gathers every three years at Forum for which the Foundation provides all the administrative support. The last Forum was in Ghana in October/November 2018 and the next will be in Romania in 2021. In the interim, consultation and discussion takes place via Regional Conferences and the International Council.

The International Council

Between each Forum, the International Council acts on behalf of the Association and gives effect to decisions previously taken especially in relation to international development and operational policy. As such, the International Council is a representative group comprising the Foundation’s Trustees, the Secretary General, Award Operators and Award Achievers from each of the four Award regions, and attended by the Senior Management Team from the Regional and Central offices.

The hosting and participant costs for Association meetings, including Regional Conferences, Forum and the International Council are met by the individual members themselves. The Foundation bears the participant costs for its staff, Trustees and guests and the costs directly relating to its support activities.

Trading Subsidiaries

Intaward Limited is a wholly owned subsidiary of the Foundation. Prior to 2018/19 the company had not traded and, due to its immateriality, was not consolidated with the Foundation’s financial statements. During 2018/19 Intaward Limited acquired all of the share capital of Beijing Intaward International Culture Development Company Limited, a Wholly Foreign-Owned Enterprise (WFOE) that is registered in Beijing, the People’s Republic of China and was incorporated on 28 March 2019. Its primary purpose is to deliver the Award to young people in China and it was dormant from the date of incorporation to 31 March 2019. The results of Intaward Limited have been consolidated with the Foundation’s financial statements.

The Duke of Edinburgh’s International Award Foundation (Canada) is a Canadian registered charity over which the Foundation exercises significant management and operational control. The results of this body have been consolidated with the Foundation’s financial statements.

Governance

The Foundation is a registered charity whose Board of Trustees takes all decisions collectively. All Trustees are equal in the duties and responsibilities that they owe to stakeholders, and accordingly they work together as one body within which the Chairman takes the lead. There is a maximum of ten Trustees.

The Trustees are responsible for determining all important matters of policy. They meet at least three times each year and at more frequent intervals as necessary to carry out their responsibilities. They review strategy and performance annually and approve budgets and operating plans in line with strategy. In addition to the main Board meetings, governance over the Foundation is exercised through a number of Committees which hold responsibility for specific areas of governance activity as follows:

- **Digital Steering Committee** supports Trustees and management in developing the Foundation’s use of digital technology and maximising the potential of the digital tools that form part of the Foundation’s operations.
- **Finance, Audit and Property Committee** manages the charity’s relationship with the external auditors, determines the integrity of the financial statements, and reviews the business risk management framework including compliance and internal controls. It also manages the Foundation’s external relationship with the investment managers, reviews the investment strategy, monitors the performance of the investment portfolio, oversees the maintenance of the Foundation’s properties and is responsible for negotiating the terms of leases for suitable office accommodation.
- **Nominations Committee** makes recommendations to the Board for senior appointments, including new Trustees, after considering a wide variety of possible candidates. It meets when circumstances require.
- **Remuneration Committee** reviews and recommends to the Board the Secretary General’s and Senior Leadership Team’s salaries and the Secretary General’s recommendation on staff salaries.

The Trustees of the charity who were in office during the year and up to the date of signing the financial statements and their membership of these Committees were:

	Committee Members			
	Digital Steering	Finance, Audit and Property	Nominations	Remuneration
His Royal Highness The Prince Edward, Earl of Wessex KG, GCVO (UK) (Chairman)	✓		✓	
Alka Barot (appointed 4 November 2018) (USA)			✓	
Paul Bell (UK/South Africa)	✓			✓
The Rt Hon The Lord Boateng PC DL (UK)	✓		✓	
Rock Chen (Hong Kong)		✓		
Adebayo Olawale Edun (Nigeria)		✓		✓
Muna Issa (Bahamas)		✓		✓
Andrew Smith (UK)	✓	✓		✓
Garth Weston (UK)		✓		✓
Dr Howard Williamson CVO CBE (UK)			✓	

The corporate governance of the Foundation is monitored against guidelines for best practice as set out by the Charity Commission in its framework for sound governance and accountability (Charity Governance Code). It is the Trustees’ practice to develop the corporate governance procedures whenever appropriate.

Each Trustee is a member of the company, with a limited guarantee of £1 per member. Trustees have no rights to any distribution on dissolution of the company.

With two exceptions, Trustees serve for a maximum period of 12 years continuous service. The Chair of the International Council is appointed for a three year term with no limit to the number of times they can be re-appointed and the Chair of the Foundation can serve for a period of up to ten years, regardless of prior service as a Trustee. The Foundation expects Trustees to retire at the age of 70.

Trustees are all non-executive, have no beneficial shares or options and receive no remuneration or other benefits. The independence of the Trustees and their willingness to act in the best interests of the charity are not impaired by their gifts of time and in some cases financial support to the charity.

Induction and Training of Trustees

The Nominations Committee identifies candidates for future Trustees. The Trustees, as a body, are responsible for their appointment. The induction and familiarisation process of new Trustees may start years before their appointment, depending on their background and experience of the Foundation or of the context in which the Foundation operates. The induction process when a new Trustee is appointed contains certain common elements, including information about the Foundation and the responsibilities of Trustees, but the extent of development and familiarisation is flexible. Provisions for further induction and training are made for Trustees during their term of office as necessary.

Statement of Trustees’ responsibilities

The Trustees (who are, for the purposes of company law, also directors of The Duke of Edinburgh’s International Award Foundation) are responsible for preparing the Trustees’ Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland”, and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities (2015).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company’s transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charitable company’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Joint Funding Board

An advisory committee with representation from The Duke of Edinburgh’s Award (the National Award Operator in the UK) and The Duke of Edinburgh’s International Award Foundation operates to ensure that fundraising initiatives organised by the two organisations do not compete with each other. Its members were Mr Peter Westgarth (resigned 28 June 2019) and Mr David Oates (appointed 28 June 2019) from The Duke of Edinburgh’s Award, Mr John May from The Duke of Edinburgh’s International Award Foundation, the respective Heads of Fundraising from each organisation and Mr Ashok Rabheru.

The Development Group

The Development Group’s purpose is to assist the Trustees and Senior Management with overseeing the implementation of the Foundation’s development plan and achieving its aims and objectives. It is not a committee of the Board of Trustees although it may make recommendations to the Trustees. Its membership consists of Trustees, major donors and supporters who have the ability to attract income to the Foundation.

Special Projects – Advisory Committee

The Committee’s purpose is to assist the Trustees and the Senior Management Team with overseeing the operation and direction of the Special Projects grants. In particular the biannual review of applications for project grants to determine the appropriate action, to consider and recommend to the Trustees ways to improve or evolve the effectiveness of Special Projects funding and to monitor and recommend appropriate actions to ensure the sustainability of the Special Projects funds. It is not a committee of the Board of Trustees although it may make recommendations to the Trustees. Its membership consists of Trustees and major donors.

Management

The Trustees review strategy and performance annually and approve budgets and operating plans in line with the strategy. Authority to implement the strategies and policies on behalf of the Trustees and to conduct the day-to-day operations of the Foundation is delegated to the Secretary General. The Secretary General is accountable to the Trustees for the efficient running of the Foundation with the help of the Senior Leadership Team and Senior Management Team. The Secretary General is also responsible for promoting the benefits of the Award to the widest possible audience, raising the funds necessary to support the Association and making the Trustees aware of the need for any changes to the main principles or conditions of the Award’s international licensing arrangements.

Senior Leadership Team

- **John May** – Secretary General
- **Gary Davis** – Deputy Secretary General and Company Secretary (resigned March 2019)
- **Ben Morris** – Finance Director and Company Secretary (appointed July 2019)

The Foundation had an average of 53 (2018: 47) employees throughout the year. We seek to offer pay rates and a package of terms and conditions that will attract, retain and motivate high calibre staff. The Foundation seeks to maintain a median pay position, where pay is sufficiently in line with valid market comparators to enable the organisation to conduct effective recruitment, selection and retention. All positions are graded against a common objective set of factors and regularly tested against the market. All roles, except for the Senior Leadership Team, have a defined incremental scale.

In line with UK statutory reporting guidelines we have analysed the gender pay in £ per hour of our UK payroll as at 5th April 2018. This shows a mean of £32.55 for males v £21.98 for females (2018: £31.59 for males v £19.92 for females) and a median of £33.15 for males v £21.90 for females (2018: £31.48 for males v £22.19 for females). Our UK payroll gender pay quartile distribution was:

	2019 Female	2019 Male	2018 Female	2018 Male
Lower	80	20	75	25
Lower middle	88	12	100	0
Upper middle	89	11	100	0
Upper	50	50	66	34

There is a significantly higher number of females in the Foundation than males, and a higher relative proportion of males in senior roles than females. This is the primary reason for the current gender pay gap between male and female employees. The Foundation works to employ staff against a fair and transparent pay grading structure which is competitive with local labour markets. A key challenge for the coming years will be to have a more balanced representation of genders at all levels of the organisation, whilst also retaining the current staff team.

The Foundation is, by its nature, an international organisation, with roles based in different locations around the world. All roles which are not based in the UK will be subject to the same principles and structures in relation to pay and grading as those in the UK. However, there will be regional variations and national differences in the actual pay and terms to ensure that they are relevant to the local environment medians.

The Award Operators work with Foundation staff as well as employing their own people to operate the Award. In the delivery of the Award to young people, over 184,000 volunteers are engaged in various capacities by the bodies to which the Award is licensed.

The Foundation carries out quality assurance tests on the National Award Operators and Independent Award Centres but is not responsible for their employees or for the volunteers.

Employee Involvement and Employment of People with Disabilities

The Foundation has in place human resource policies and procedures to encourage employee involvement and ensure compliance with best practice. Employees are consulted on mutual issues of concern by means of regular staff meetings and are kept informed directly on specific matters by management. During the year the Foundation undertook a staff survey. All staff were invited to participate in the survey and the findings have been shared with them. The Foundation’s management team are addressing the key points identified in the survey.

In accordance with the Foundation’s equal opportunities policy, we operate fair employment practices in the recruitment, selection, retention and training of staff with disabilities.

Fundraising Governance

In accordance with the Charities Act 2016, we confirm that all solicitations are managed internally, without involvement of commercial participators or external professional fundraisers, or third parties. Such amounts receivable are presented in our financial statements as ‘donations and legacies’. The day-to-day management of all income generation is delegated to the Senior Management Team, which is accountable to the Board of Trustees. We have received no complaints in relation to fundraising activities.

The Foundation adheres to all relevant Institute of Fundraising guidance as well as the Fundraising Regulator’s code of fundraising practice, including the “Treating Donors Fairly” guidance. Our fundraisers clearly understand the standards we expect when representing us and when speaking to members of the public on our behalf. We take our supporters’ requests and the protection of their personal data very seriously. All of our supporters can choose to opt out of our communications at any time, and we never share or sell their data, in line with the EU’s GDPR.



Principal Risks and Uncertainties

The Trustees have reviewed the major structural, strategic and operational risks and uncertainties to which the charity is exposed to ensure that systems and mitigating actions have been established, in addition to the existing internal control procedures, to manage and mitigate those risks. Periodic reviews are carried out to ensure that these systems are effective and still meet the needs of the charity.

The Trustees consider the main structural, strategic and operational risks for the Foundation to be:

Highest Scoring Risks	Actions to Mitigate
Award Operators have insufficient financial resource and/or are unable to recruit and train sufficient and suitably skilled volunteers/staff to deliver the Association strategy 2018-2023	<ul style="list-style-type: none">Improved support and development of Operator volunteers/staff via ‘Supporting Adults in the Award’ programmeContinued work with Operators to develop strategies and business plans, including targets and identification of the numbers of volunteers required to meet future participant needsContinued development and growth of Foundation grant givingHigh quality communication and marketing programmes to maximise our profile and thus encourage volunteers to come forward
Negative Award, Operator, Foundation or donor publicity leading to reputation challenges with current and potential donors, supporters, participants, parents, volunteers and staff	<ul style="list-style-type: none">All necessary policies, procedures and manuals exist, are complied with and are regularly reviewed/updated. This includes event risk reviews, donor due diligence, safeguarding, HR finance, whistle-blowing, licensing and related party transactionsProactively promote equality and diversity in all that we doHigh quality Operator account management and licence reviewsPartnership agreements and non-operational licences that are authorised in line with agreed policies and procedures and regularly reviewedClear pre-release policies and procedures for all communications material and published documentsClear intellectual property and trademark policies and process
Child protection/safeguarding failure resulting in harm to individual participants, volunteers or staff	<ul style="list-style-type: none">Regularly review and monitoring of our policies and procedures for safeguarding young people and vulnerable adultsEnsure clarity of responsibility, under the licence, of Award Operators and individual units to undertake due diligence and ongoing training when selecting organisations and individuals with whom to partner on Award activityInsist on appropriate Operator vetting procedures to national standards and compliance with national guidelines for the protection of children, young people and vulnerable adultsRegular review and communication of whistleblowing procedures which include a responsible TrusteeEnsure incident management processes and emergency plans are robust and regularly reviewedRegularly review and communicate a Code of Conduct with regard to safeguarding that describes what it expects of individuals and the organisations to which they belong

Insufficient income due to over reliance on key individual donors, declining donor interest/commitment/ability to support or inability to diversify income base	<ul style="list-style-type: none">Development and diversification of our donor base and other income sourcesImplement an effective income generation plan that is supported by sufficient financial, human and fundraising resourcesContinued sustainable growth of the World Fellowship and events programmeImproved fundraising governanceManagement of timing of major donors/cash flow riskContinued improvement of income-related financial systems, processes, reporting and debt managementAppropriate reserves policyTrustee approved annual budget and medium-term financial plans
Failure to understand and manage the unique and complex issues involved in sustainable new market entries	<ul style="list-style-type: none">Comprehensive pre-entry market researchSpecific new market strategies and business plans including income generation and communications planLegal advice regarding legal set up, local employment legislation and trademark enforcementEstablish appropriate local governance with clear identification of responsibilities and decision makingStrong Operator sub-licensing and account managementSourcing appropriate local partners, supporters and donors
Our digital tools do not meet the Association’s and Foundation’s business needs	<ul style="list-style-type: none">Promote and support use of the systems via Operator account managementSupport Operators in preparing their digital tools strategies and implementation plansEnsure that our digital tools are technically up to date, are well maintained and supported with minimal outage, including fully tested backup and disaster recovery plansPrepare and promote online digital tools and training materialsEstablish supplier Service Level Agreements, user groups and change review boardsConduct user satisfaction surveys and respond to issues raised
Our digital tools suffer cyber-security/data breaches	<ul style="list-style-type: none">Fully tested business continuity plans and regular system back-upsFirewalls and password controlsCompliance with data legislationEnsure appropriate cyber insurance is in placeContracts in place for supplier support and cloud-based hosting

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
Rock Chen SBS, JP
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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
Özcan Tahincioğlu
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.

**Company number**

3666389

Registered charity number

1072453

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**THE DUKE OF EDINBURGH'S
INTERNATIONAL AWARD FOUNDATION**
CHAIRMAN:
HRH THE EARL OF WESSEX KG GCVO

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