

# Building the foundations for growth:

An annual report to donors of The Duke of Edinburgh's International Award Foundation



January 2015

**We are the world's leading youth achievement award for young people. We bring together practical experiences and life skills to create committed citizens of the world.**

We equip young people aged 14-24, regardless of their backgrounds, circumstances and abilities, for whatever challenges or opportunities lie ahead.

Our long term ambition is that by 2026, when the Award celebrates 70 years, every eligible young person will have the opportunity to participate in the Award.

**By 2020 we will:**

- ✓ Increase the number of young people starting an Award from 500,000 each year to 750,000.
- ✓ Engage with more 'at risk' and 'marginalised' young people (increasing to 20% of participants).
- ✓ Increase the number of Awards gained to 500,000 each year.



**A message from the Global Benefactor**

"Philanthropy for me is not just giving money but it is giving of yourself, it's giving time and being part of an organisation and understanding it, being a good steward of the organisation, and when I learned there was a financial need I stepped up and became the Global Benefactor. And that has been quite a rewarding experience for me because I've become closer to the Award itself."

The premise of The Duke of Edinburgh's International Award resonates with me. I have spent most of my adult life as a volunteer, I have faced many physical and personal challenges, and I am a fervent believer in the potential that exists within every young person. The Duke of Edinburgh's International Award offers participants an avenue of challenge in which to build skills and build self-esteem. Through positive activities and mentoring we enable young people to make positive life choices. The Award equips young people for life and when they find their voice, they are able to change the world."

*Margaret Fountain*

Margaret Fountain  
Global Benefactor



**A message from the Secretary General**



**2013/14 has been quite a year for The Duke of Edinburgh's International Award Foundation.**

As a charity we believe that non-formal education is a critical part of a young person's development, and that what young people do and learn outside the classroom should receive adequate recognition.

We've spent this last year ensuring that we meet the commitment that we made in 2012 with our Award Operators to concentrate on growth with quality, creating a consistent Award way of doing things that:

- reaches out to and supports more participants from diverse backgrounds
- enables young people to achieve an Award which has international credibility and recognition
- sustains and improves the quality of delivery and experience for young people.

We've begun to roll out tools that increase our capacity to deliver the Award to young people across the world. In particular, we've introduced our Online Record Book, empowering young people to take more control of their Award by recording their progress online.

Other initiatives this year have included intensifying our support to organisations setting up new national Award programmes, creating a framework for measuring the benefits of the Award to young people, and funding community based projects aimed at reaching some of the most marginalised and at-risk young people in the world. We have also been very privileged to receive a joint visit at our London headquarters from HM The Queen and HRH The Duke of Edinburgh. You can read more about these exciting activities inside this report, along with news of some new initiatives.

None of this could have happened without the amazing support of you, our donors. Last year, you gave more than £2.43 million. It tells me you understand just how important the work of the Award is in today's world. What young people get from their Award experiences – confidence and enthusiasm, practical and interpersonal skills, a set of values that build character and a sense of purpose and resilience – is exactly what employers and educational institutions look for when distinguishing candidates from each other in the worldwide fight for talent.

We now have more young people than ever before participating in the Award: over one million during the last year. Thank you for all that you have done so far to help us grow the Award around the world. Together, we are helping equip young people for life.

*John May*

John May  
Secretary General

# Our global presence

The Duke of Edinburgh's Award has a presence in over 140 countries and territories, 71 of these on a national basis. The Award is delivered by our network of Award Operators, some of whom run national programmes, and others who operate individual Award Units in schools and other institutions. Right now over one million young people are participating in the Award, supported by 172,000 adult volunteers.

The Duke of Edinburgh's International Award Foundation drives the Award's growth worldwide. Working through our Award Operators, we are creating new ways and places for young people to do the Award, ensuring that there are enough trained adults to support them and that their Award experience is a high quality one.

We want everyone to understand the value of a good non-formal education and why every young person needs one. We promote the Award as one way that young people's development outside formal schooling can be recognised consistently worldwide.



“ The Duke of Edinburgh's Award was a total life-changer for me. It helped me develop my own character and shaped me into a better individual - someone who is willing to take risks for the right reasons and is very community-minded.”

Albert, Gold Award participant, Canada



“ I have visited the prison I served in many times as well as other young offenders' institutions and secure units to share my story and give hope to others that they too can turn their lives around. The Award has changed my life massively. If I could inspire just one young person the way that I have been inspired by the Award, then the pain will have been worth it.”

Danielle, Gold Award holder and Award Leader, United Kingdom



“ I am learning how to be a better person: not to complain about life, and to feel confident as a woman. I have become a more active person in my community... The Award is the best space to do what I like and get success and be recognised.”

Ester, Gold Award participant, Brazil



“ Being deaf I often face great challenges, especially in my training. When I found out about the Award I thought it might be quite positive and fun for me. In all sections I began to develop and improve important skills for my life. I managed to adapt myself to a different form of communication from my usual day-to-day; I worked as a team, respecting others, and in a disciplined and organised manner. I'm more responsible; I establish relationships with the people I meet and keep the commitments I make. I am more confident to overcome new challenges. In the future I think I'll be better prepared to join the hearing community and the labour market thanks to the skills I am acquiring within the scope of the Award.”

Paulo, Bronze Award holder, Portugal



“ My life before taking part in the Award was very unhealthy. The Award has changed the way I feel about my life because of the stuff that it has taught me. I used to be lazy and shy but after doing the Award it changed me into a different person. I am more confident and much fitter. I also know how to face difficulties with a team; the best part of the Award is that it teaches you the importance of teamwork.”

Ahmed, Bronze Award participant, Qatar



“ Every interview and conference that I have been to, and every employer who I have worked for, has been aware of the Award and its outcomes. In fact, this was one of the most outstanding achievements which has played a great role in my career so far.”

Farhana, Gold Award holder, Bangladesh



“ The Award has changed my life by showing me that being indigenous is not a handicap. It showed me that I could be an indigenous man and be successful at the same time. I have gone on to successfully overcome the barriers I had in my life since my involvement in the Award. I have become very successful both in my work at the Department of Human Services and my role in the community as an indigenous leader.”

Edward, Silver Award holder and Award Leader, Australia

# How we've grown the Award

We know it's important to be transparent about what we do and how we do it. When you invest in The Duke of Edinburgh's International Award Foundation, you are investing in human capital as well as systems and infrastructure to support the Award's global growth and quality.

That means that sometimes, a donation is contributing to a salary: the salary of a skilled and experienced professional who can support and mentor our Award Operators. We are in the business of non-formal education, and education happens through people. By working alongside our Award Operators and understanding their challenges, we strengthen the Award, but we also build our own expertise, as we learn at close hand what works and what doesn't. And that knowledge can be shared across our network so that we reach a bigger and more diverse group of young people.

On these pages you can see a case study on how and why we have grown the Award in Uganda. Turn the page to learn more about the project and to read other examples of how we've supported the Award's global growth.

**“**

For so many young people in so many countries, this programme might be the only chance for success they'll ever get, and it often may deliver the only real mentoring and leadership development they may receive, that may help them break out of whatever has been constraining them. I think that that's one of the great outcomes of this programme.

**”**

*Ann Petley-Jones,  
World Fellow  
See page 9.*

**“**

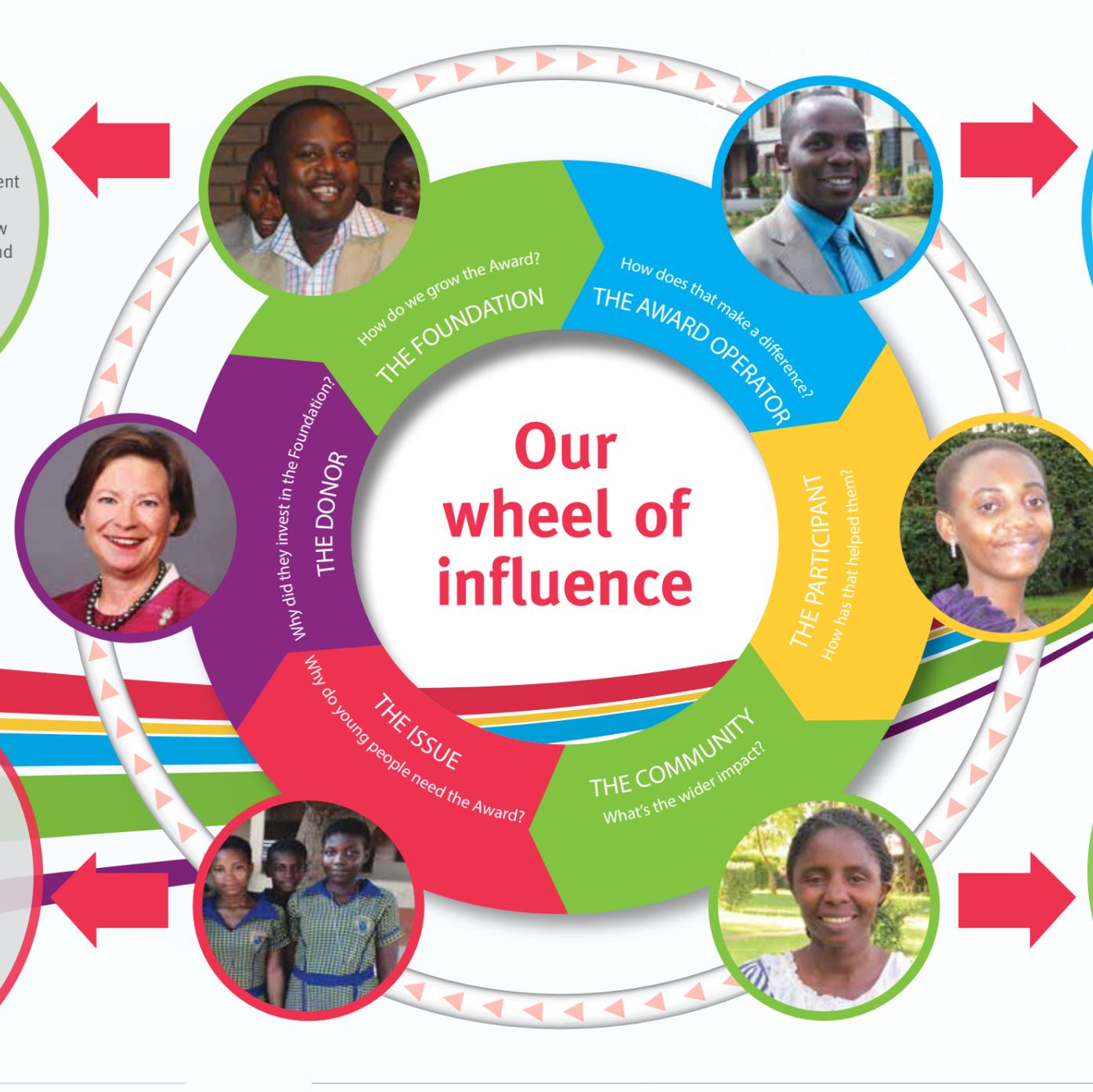
We provided human resources and also some financial support. We also did some networking with high level individuals, speaking to people at government level, ministers, people in the corporate world. We showed the Award Operator how to go about developing a strategic plan, and how to recruit a national director.

**”**

*Edwin Kimani,  
Africa Regional Director  
See page 9.*

Uganda has a very young population, with nearly 70% being under 25 years of age. Youth unemployment in Uganda is the highest in Africa and those young people who are employed tend to be in low paid, low skilled, informal work. The country desperately needs young people who are educated and motivated to create their own employment.

See page 8.



**“**

Initially the Foundation's regional office gave us so many visits which were all aimed at enabling us to open our minds to the reality. It was out of those visits that we were able to identify the key areas and gaps that we needed to address.

**”**

*Katende Mukiibi,  
National Director, Uganda  
See page 10.*

**“**

...the Award has really done something good because before I think there was no one to tell me, to inspire me to do it, to air out my views, but from the time they introduced the Award I think there is change in my life... I'm no longer hopeless.

**”**

*Harriet Gwokyalya, Bronze Award holder and Silver Award participant  
See page 10.*

**“**

The Award has been a very good programme for the youths in our organisation. It has empowered them with skills for independent living, kept them busy and caused them to support the SOS Children's Village through the community service activities which they were engaged in.

**”**

*Comfort Asimwe, Award Leader,  
SOS Children's Village,  
Kakiri, Uganda  
See page 11.*

# Growing the Award in Uganda

## THE ISSUE

Uganda has a very young population, with nearly 70% being under 25 years of age.<sup>1</sup> Only 57% of children complete primary school.<sup>2</sup> Many of them drop out of school, or don't enter at all because they need to work at home to support their families. Even fewer complete secondary education, because many families can't afford to pay for books and stationary, which are charged for.<sup>3</sup>

Youth unemployment in Uganda is the highest in Africa<sup>4</sup> and those young people who are employed tend to be in low paid, low skilled, informal work.<sup>5</sup> The country desperately needs young people who are educated and motivated to create their own employment.

Young women face particular challenges in that they are more likely to drop out of school, either to work at home or to get married. The fertility rate is 5.97 births per woman,<sup>6</sup> among the highest rates in the world. This means that women are less likely to be economically independent and therefore less likely to be able to make choices about their own lives.

<sup>1</sup> Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, World Population Prospects: The 2012 Revision, <http://esa.un.org/unpd/wpp/index.htm>

<sup>2</sup> World Bank, 2013, Africa Development Indicators 2012/13, Washington, DC

<sup>3</sup> Foundation for Sustainable Development: <http://www.fsdinternational.org/country/uganda/yeissues>

<sup>4</sup> The Guardian newspaper, London (<http://www.theguardian.com/global-development/2014/jan/16/uganda-unemployed-graduates-held-back-skills-gap>)

<sup>5</sup> Action Aid: [http://www.actionaid.org/sites/files/actionaid/youthreport-final\\_o.pdf](http://www.actionaid.org/sites/files/actionaid/youthreport-final_o.pdf)

<sup>6</sup> Central Intelligence Agency: <https://www.cia.gov/library/publications/the-world-factbook/rankorder/2127rank.html>



## THE DONOR

### Why did Ann invest in the Foundation?



"I've had a very strong interest for the last thirty years in education, as I believe education is a foundation for both an individual and for a country; if there's not an ability to bring youth along, that country has a diminished future.

I just so admire the construct that Prince Philip developed almost 60 years ago: the fact that the Award now operates in over 140 countries; the fact that there are 8 million alumni; the fact that it has changed so many lives for the better, across the world. That the basic construct hasn't changed, really reflects on the genius of reaching some humanitarian core, regardless of the geography, the culture, the country, the language, the religion. I'm in business: I run a few companies and I know that we're having to change gears all the time, because the markets are moving, the technology's moving, the customers are needing different things, and to have got it so right at the start I think is absolutely and totally remarkable.

For so many young people in so many countries, this programme might be the only chance for success they'll ever get, and it often may deliver the only real mentoring and leadership development they may receive, that may help them break out of whatever has been constraining them. I think that that's one of the great outcomes of this programme. The other is it reminds all of us of our common humanity and not our differences, and so it is a unifying force."

*Ann Petley-Jones, World Fellow*



## THE FOUNDATION

### How have we grown the Award in Uganda?

"In 2010 Uganda was struggling and there wasn't much that was reassuring about the numbers they were reaching – maybe 2000 young people. They were also without proper structures, without a clear leader on the ground, and in 2006 the Foundation had issued a notice of suspension for Uganda for non-performing. I went into the country and met all the stakeholders and told them point blank that the current structure as it was constituted wasn't going to work. I led the process of doing an audit and said we needed to begin to develop a strategic plan which would look at three key areas: the institution itself (including the structure, the people and the governance), programme development (what was the strategy?) and sustainability.

We provided human resources and also some financial support. We also did some networking with high level individuals, speaking to people at government level, ministers, people in the corporate world. We showed them how to go about developing a strategic plan, and how to recruit a national director who would drive the whole process. We quickly identified Katende, who we continue to mentor, and today he is one of our most respected national directors in the region.

*continued...*

Their current strategy is excellent. The board that is now in place gives me a lot of confidence: there are people who are credible, people who bring in expertise, people who interrogate, people who bring ideas. And when you look at the graduates of the Award in Uganda you can see how passionate some of them are in terms of coming back to give a hand. Katende works with a big pool of volunteers who are very selfless.

From a Foundation perspective it was really important for us to have Uganda back on track and being one of the countries that people can learn from. I see Uganda in the next two years being among the top three national Award programmes in Africa.”

*Edwin Kimani, Africa Regional Director*



## THE AWARD OPERATOR

### How has that made a difference in Uganda?

“Initially the Foundation’s regional office gave us so many visits which were all aimed at enabling us to open our minds to the reality. It was out of those visits that we were able to identify the key areas and gaps that we needed to address. They also provided us with some funds to run the governance conference

for the board of trustees, which was facilitated by the regional office staff. That played a key role in restructuring the board. They went further and provided us with some funding to draft out and prepare our strategic plan. Apart from that, Edwin and the regional office have always been so close to us in terms of mentoring our ability to deliver. They have played a key role in this transformation.

When we first started our focus was on empowering our board of trustees to be more effective, and to bring in people who are credible and have the right skills set to deliver at that level. I’m proud of our current board because it now has the ability to open doors. After that, with the support of the regional office, we invested in the development of a five year strategic plan 2012-2016, and we are still working with that strategic plan.

We had to do a bit of rebranding. Previously we were known locally as the Source of the Nile Award, which did not have significant value. Now we are

The Duke of Edinburgh’s International Award, which has brought more currency. It has been evolving over the last five years and now we are better placed to sell ourselves as an international brand.

For some time all our work was based on volunteers, but now we have me as national director, and I have another three full time staff. Our target is to have at least ten full time staff who can deliver the Award more effectively. We have been able to train more Award Leaders and today we have more than 300 Award Units delivering the Award. Our annual participation rate has improved and we have just passed the 10,000 mark. Based on our strategic plan our target is 100,000 young people participating annually by 2016.”

*Katende Mukiibi, National Director, Uganda*

## THE PARTICIPANT

### How has this helped Harriet?

“Before joining the SOS Children’s Village I was living with my grandmother because my mum died. In my family we have five people and I’m the only girl. I had to fetch firewood, look for food, take care of my brothers. I’m one of the youngest but I had to do that because I’m a girl. Before entering SOS I was not going to school because my grandmother couldn’t afford the school fees.

I never had anything. Like I was hopeless. I never even had that hope of becoming someone important in life. I thought my life was to be in the village only. That was it. I never thought of any big occupation.

At the SOS Children’s Village I was inspired by a group of youths and my youth leader – that’s Comfort – to join the Award. I was inspired by the determination of those youths: the way they were working, the way they were helping the people in the community. So I had to join the Award. And when I joined it, I decided to take up bakery and poetry as my Skills. Then for Physical Recreation I took up skipping a rope, and I took up leadership, in my family house and at school, as my Service.

I want to be a psychiatrist, because I want to help people who have problems in their brain and I can see them – there are so many here in Uganda – you can see they don’t have that help and that care, so I want to help them when I grow up.



## THE COMMUNITY

### What’s the wider impact?

“SOS Children’s Villages take care of children who are either at risk of losing parental care or have completely lost parental care. We provide them with a permanent home and take care of their educational needs, medical needs, and all domestic needs.

We started offering the Award in 2010 and since then we have had 57 young people successfully participate: 28 female and 29 male. The Award has been a very good programme for the youths in our organisation. It has empowered them with skills for independent living, kept them busy and caused them to support the SOS Children’s Village through the community service activities which they were engaged in.

The Award has enabled many young people to discover and develop their skills. One girl displayed her Award skills to the Red Cross; this supported her to go through a stiff interview and she qualified for a scholarship at a university in Norway. Another girl specialised in journalism and making magazines and newsletters, as part of her Award. From this experience she discovered her dream of journalism. She is currently pursuing a diploma in journalism.

Skills such as crafts keep the young people busy, engaged and out of danger which has acted as a risk prevention method. Through sale of the products we have also raised some funds.

Since getting involved in the Award I have realised that every young person has the ability to do something and influence him/herself and communities around. The young people doing the Award are exemplary: they have been the most reliable and supportive children in our SOS Children’s Village. They have been leaders of other youth in the organisation.

The Award is manageable and cost effective and I encourage all organisations which have young people to incorporate the Award in their programmes.”

*Comfort Asimwe, Award Leader, SOS Children’s Village, Kakiri, Uganda*

## Launching the Online Record Book in Bermuda



“ As the Foundation's regional director I had to select a couple of countries that should pilot the Online Record Book, which replaces paper records and makes it possible for every young person doing the Award to record their progress online. I chose Bermuda which is a small and efficient Award Operator.

We have offered Bermuda support with the Online Record Book, running the training for leaders, doing briefings for new Award Units, answering all the questions, and making sure the technology does what it is supposed to do.

The Online Record Book will make it a lot easier to manage the countries we support, because we can look at the statistics and see where the issues are and we can help them to put processes in place to correct those problems before they become big issues. At present, when a country's numbers are going down we don't know for a whole year. Now I can look at a country every month and ask them questions and help them put processes in place to deal with those issues.”

*David Clarke, Americas Regional Director*

“ I think the Online Record Book will help to enhance accountability and will reinforce the requirements of the Award. We want to see more of our participants completing the Award level they entered into. It's a very easy process because it's all online, it's very simple, and we can use that as a selling point to help with expansion and development initiatives. When we're approaching our donors and government and selling the Award, we could use the ORB statistics to show hard copy evidence in real time.

The Foundation's been good in supporting us. I've had access to both the information management team in London and the regional office. David Clarke's level of knowledge and experience of the Award is unmatched. He is very thorough with offering guidance and real feedback – we talk through the pros and cons of an idea and we reason through the process.”

*Traci Burgess, National Director, Bermuda*



## Creating a network of trainers in India



“ India wanted the Award to get out to young people in the regional areas. There are 22 official Indian languages and they didn't have people who could train in all of them. The idea was to start training up Award Leaders from the regions to deliver training. It would then make the Award more accessible.

My role was to come up with the concept of the National Training Panel. The Award in India doesn't have many staff, and they needed to have volunteers. One of the things I put in as a requirement for those attending Training for Trainers was that if you come along then the agreement is that you'll deliver three workshops a year for three years as a volunteer. I delivered workshops in Dehradun, Bangalore and Rajasthan.

In Bangalore and Rajasthan the volunteers got more involved and co-delivered – the idea was to mentor them to get to the point where they could train their own trainers. With my colleague, Tim Smith, I gave advice on cost and operational advice on how to set things up, making sure that once they were running the National Training Panel they weren't delivering it at a loss. Award Operators within the Asia Pacific region have seen what India are doing and want to adopt a similar model.

Kapil has gone ahead in leaps and bounds. It's been three years since he became national director. He's a good operator, a good thinker, very easy to work with. He also has a vision of where he wants to go. India's structure is good and as a country with around 250 million young people in the Award's age range, it's got huge potential.”

*Rob Oliphant, Asia Pacific Regional Manager*

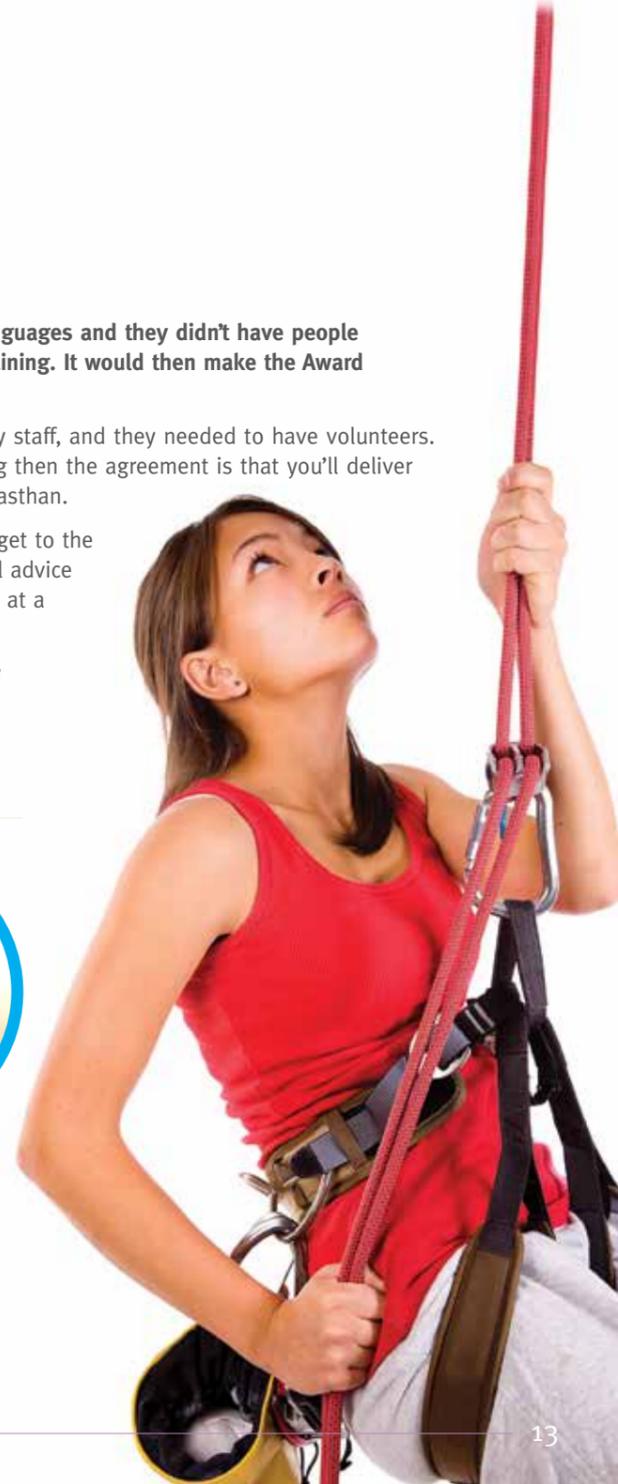
“ At the end of 2012 Rob said, 'What are your challenges?' I said, 'Language is a big challenge,' and he suggested doing a programme which would train people to do the Award Leader training in Indian languages. We had our first Training for Trainers workshop in April of 2013. Now, every time we do one we try and make sure that at least one third of those participants are confident in a language other than English.

This project reaches out to a young person only in the third instance because what we do first is train an adult trainer. That trainer trains adult Award Leaders and only then do those Award Leaders work with young people. The impact on young people is very much there but this project works directly with Award volunteers, who are equally important.

Because of this project we've established 29 new Award Units and are reaching out to schools and young people which otherwise we would not have been able to access. For example, we tied up with one of the provincial governments of the Punjab and they started this project in 12 schools. I delivered some of the training workshop in Punjabi, which I studied 40 years ago.

Rob is the go-to man for training in the regional office. We have a lot of respect for what he delivers and the way he delivers it. If ten years down the road we want say 100,000 or a million young people participating in the Award, we are probably going to need a Training for Trainers workshop every month. It's the huge pot at the end of the rainbow.”

*Kapil Bhalla, National Director, India*



## Launching a national Award in Romania



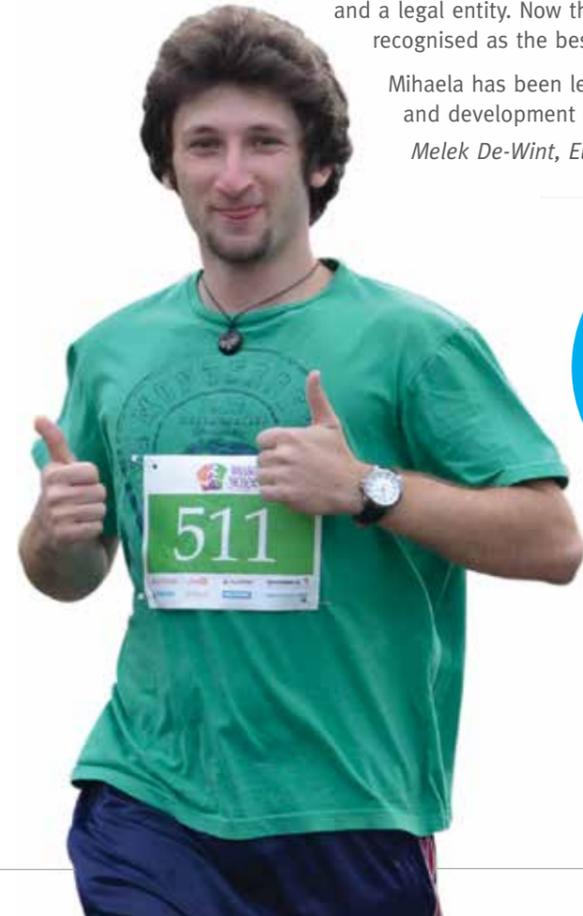
“ One key objective of this project was to establish a National Award Operator in Romania. The Foundation played a role in liaising with the organisation that’s taking the initiative forward, and providing them with all sorts of support: infrastructure support, programme support, governance support.

As regional director for the Foundation I brought skills and expertise in a couple of relevant areas: the first was my experience in project management, and the second was that I used to be a national director of a country myself, so in terms of understanding how to develop national operations, I had experience that I was able to put to use. When you are setting up the Award in a country for the first time there is a preparation or investment period where the governance has to be set up right, and you can’t do this at the same time as recruiting participants. You first have to have the infrastructure, you have to have the trainers, you have to have the Award Leaders, and in parallel to that be promoting the Award.

In April last year the governance structure that we thought would be ideal for the Award in Romania started to take shape and they are set up as a foundation and a legal entity. Now the Award has a patron, Princess Margareta, and it has a really strong board that’s been running from success to success. They were recognised as the best educational programme in Romania in 2013 by Civil Society Gala.

Mihaela has been leading the national office and has been involved in the project from the very start. She was very open to all sorts of challenges and development opportunities and she brought success to the whole organisation. ”

*Melek De-Wint, Europe, Mediterranean and Arab States Regional Director*



“ The Rangoonwala Foundation and The Duke of Edinburgh’s International Award Foundation supported Romania for three years in order to start the Award in Romania and in order to establish a legal body, to create an experienced team with the right people operationally, and also with the right board. This was the most excellent support that we could have received because it’s very hard to fundraise to cover administrative things like salaries, office costs and so on.

The main objective was to start to deliver the Award nationally to make the Award available to young people from Romania, with a target of 3000 young people at the beginning. Another objective was to become a National Award Operator and to have good stakeholders and supporters in order for the Award to become sustainable at the end of the three years.

At the end of those three years, with the support of Melek and the Foundation, we had a board, we had a patron and we had the official launch through a royal gala. We now have more than 1800 young people enrolled from many different backgrounds: from the community, from international schools, public schools, young people with HIV/AIDS, Roma young people, young people with cancer, from penitentiaries, and also from residential care.

All of the results that we have had are connected with the support of the Foundation, including fundraising and our sustainability. When we were developing anything in terms of training, partnerships, infrastructure, fundraising, communications or governance, we had the support of the Foundation as advisors in order to maintain standards and to follow the principles. Now we have everything that we need to make the Award really national. ”

*Mihaela Stanciu, National Co-ordinator*

## Measuring our effectiveness

The Duke of Edinburgh’s International Award Foundation drives the growth and maintains the quality of the Award worldwide. We measure the quality of the Award through a robust licensing system and a validation process, which assesses whether our Award Operators have the right structures and strategy in place to deliver the Award. We measure the growth of the Award through a set of key performance indicators.

### Assuring the quality of the Award

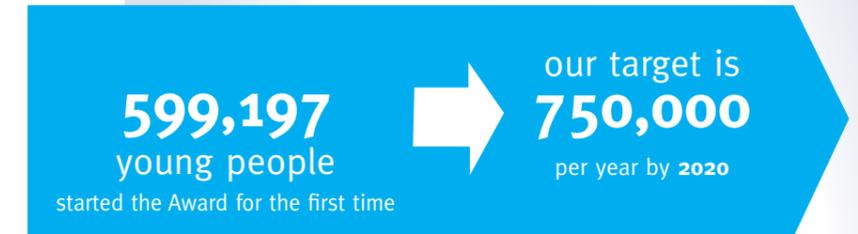
We visit our National Award Operators before we award them a full licence, and we review their performance on an ongoing basis. This allows us to use our resources efficiently by providing them with targeted support. Recognising both good and bad practice ensures that all Award Operators become more effective. This means that more young people will have the opportunity to participate in the Award.

Our validation process is new, and we are in the process of relicensing all of our Award Operators. By the end of March 2014, we had awarded conditional or full licences to 53 of our 71 National Award Operators, and had carried out 15 validation visits.

### Measuring the growth of the Award

We measure how much the Award is growing each year by recording the number of young people starting the Award for the first time and the number of Awards that have been achieved. We also record how many young people from diverse backgrounds are involved in the Award, because we want to increase the number of marginalised and at risk young people taking part.

In 2013:



# Measuring the Award's impact

As a non-formal education programme, the Award can play a vital role in providing opportunities for young people to develop essential life skills, increase their employability, and foster their creativity and innovation.

As part of our work to quantify the Award's impact, this year we've developed a set of ten outcome measures. These will not only enable us to measure how the Award changes the lives of young people, but will also help us to explain these changes in a language that is common to the youth development sector and to donors who support it.

There is already lots of evidence which quantifies and explains the relationship between these short term personal outcomes in young people and the longer term social impact of the Award as captured in our nine impact measures. That means we can focus on measuring outcomes – which can be observed in the short-term – linking these to the longer term impacts on society which may otherwise take many years for us to show. We will begin measuring these outcomes in young people in the next few months and will report on them later in 2015.

There is also an existing body of research about the Award, which includes data collected by reputable institutions and research bodies from all over the world. Each study has focused on a different area of the Award's impact, but highlights from recent studies include the following:

- A 2012 study in Malaysia found that Award participants had acquired skills in the areas of goal-setting, teamwork, vocational skills, creativity, communication, leadership, organisation, and social relationships.
- A 2014 New Zealand study found Award participants reported a growth in leadership as a result of taking part in the Service element of the Award. This was endorsed by the adults who supported them, who said that the Service section refocused young people's attention away from themselves and into their communities. It also provided an opportunity to break down barriers and stereotypes in the community, both for participants and for the broader community.
- A 2014 piece of research in the UK found that 83% of Award participants thought that doing the Award would help them to get a job. They said that by doing their Award they had gained skills such as team-working, communications, problem solving and self-management. They also reported developing a positive approach to work.



## OUR OUTCOME MEASURES

Confidence ✓

Managing feelings ✓

Resilience and determination ✓

Relationships and leadership ✓

Creativity and adaptability ✓

Planning and problem solving ✓

Intercultural competence ✓

Civic competence ✓

Personal and social well-being ✓

Communication ✓

SHORT TERM

## OUR IMPACT MEASURES

Improved educational attainment ✓

Improved employability and sustainable livelihoods ✓

Improved health and well-being ✓

Increased participation in civic life ✓

Social inclusion ✓

The environment ✓

Gender equality ✓

Reduced reoffending rates ✓

Reduction and prevention of violence, conflict resolution and peace-building ✓

LONG TERM

## New initiatives and the year ahead

**In 2013, I joined The Duke of Edinburgh's International Award Foundation as director of development. Previously, I was the head of development and alumni relations at Trinity College, Cambridge University.**



It has been an exciting journey, which began in South Africa during the World Fellowship Tour celebrating the Award's 30th anniversary in the country. This was my first exposure to the World Fellowship and to our work on the ground. As is the case with many people within the UK, when I first became acquainted with the Foundation I had virtually no idea that its work extended far beyond middle class schools and, indeed, that in some parts of South Africa many of our Award participants are young people serving custodial sentences in correctional facilities.

Since that trip I have had the pleasure of getting to know many of our donors and key stakeholders, and as we embark on 2015 I hope to continue building these philanthropic relationships and exploring how we might work together to make truly great things happen.

This section sheds light on some specific initiatives that have just been rolled out or are in the process of being planned and delivered. I hope you find this information of interest and very much look forward to continuing our conversation in the year ahead.

*Alberto Lidji*

Alberto Lidji  
Director of Development



### Leaving a legacy

**In 2014 we developed and launched a legacies programme, to encourage World Fellows and other supporters to remember the Award when writing or updating their will.**

Giving through legacies is relatively straightforward and could provide great support for the Award's development in the long term. It will help us to plan for the future and ensure the long-term vibrancy of the world's best non-formal education framework.

We are fortunate to have hundreds of World Fellows and other supporters around the world. Even a small number of legacy gifts can make a truly transformational impact. If you have already left a gift for the Foundation in your will, please let us know so we can recognise you within our Legacy Circle and plan accordingly.

Legacies are often treated favourably by national tax authorities and our supporters may benefit from certain incentives within their respective jurisdictions. Please consult your tax advisor or lawyer for further information.

To find out more about our legacy programme, request a brochure or to speak with one of our development team, please contact us on **+44 (0)20 7222 4242** or **development@intaward.org** You can also find out more at **www.intaward.org/legacies**.



**“ When undertaking estate planning with my financial advisors several years ago, I decided upon planned giving as a natural extension of my 22 years of volunteer and financial involvement with The Duke of Edinburgh's International Award, which has been an important part of my life. ”**

*Gregory Belton CVO KCHS, Chair of The Duke of Edinburgh's International Award Foundation*

## New global alumni initiative

Eight million young people have participated in the Award since 1956, across more than 140 countries and territories. The challenge now is to harness the power of this tremendous resource and develop a global alumni initiative.

We would like to have a vibrant alumni network that stretches across every corner of the globe and enables alumni to engage with each other and, importantly, act as an inspiration for the next generation of Award participants: a global community of individuals who have achieved much and who are driven to develop themselves and wider society.

Alumni events, networking and mentoring services are just some of the benefits that the new alumni programme will make possible. For instance, events can focus on shared areas of interest or geographic location, and will ensure Award holders' affinity with the Award – and their peers – remains as strong as ever as the years pass by.

## Developing the Online Record Book

Following the successful launch of the Online Record Book earlier in 2014 by HRH The Duke of Edinburgh, we have already started to explore the next generation of its development. We will continue to invest in our digital capabilities to ensure that we can connect effectively with current Award participants, and reach many more. An improved Online Record Book will also improve our speed at launching the Award in new markets, decrease development costs, and reduce the burden of administration for everyone involved in the Award's delivery.

The next generation of the Online Record Book will make it available in multiple languages, connect more effectively with social media, and be fully mobile enabled. These changes will be critical as we strive to achieve our ambition for 2026: ensuring every 14-24 year old in the world has the opportunity to do the Award.



## Targeting young people at risk

For many years, HRH The Earl of Wessex's personal initiative, the Special Projects fund, has helped extend the reach of the Award, particularly to young people considered to be at risk or marginalised in society.

A group of generous supporters has funded initiatives and partnerships that help to deliver the Award to these young people. Every project is subject to careful appraisal before funding is granted, as well as six-monthly reports and evaluation visits. For marginalised and at risk young people, the effects of participating in the Award can be truly transformational – providing opportunities, through genuinely life-changing experiences, to climb out of poverty, to break cycles of deprivation, to gain concrete experience and build the skills, behaviours and attitudes needed for a new and different life.

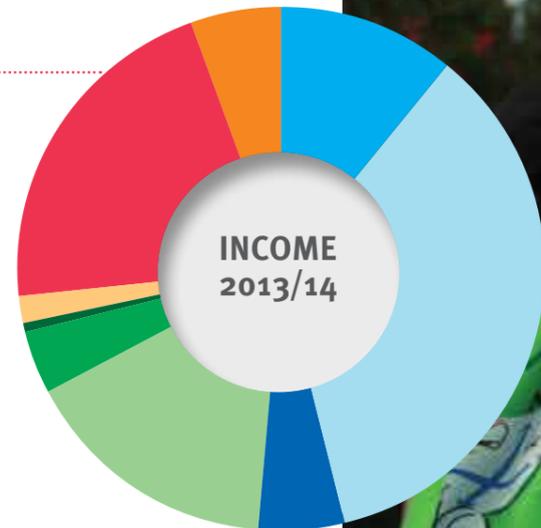
Over the next year we will be working to achieve our goal of having 20% of participants from at risk or marginalised backgrounds by 2020.



# Our income and expenditure

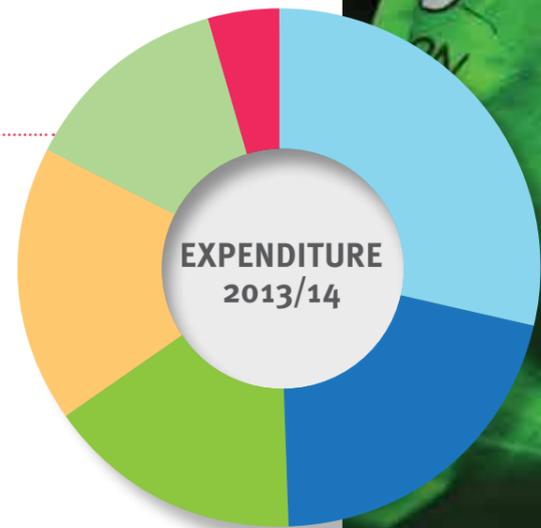
## INCOME 2013/14

	£000	
<b>VOLUNTARY INCOME</b>		
Donations - Global Benefactor	£516	£2,425
Donations - Individuals, companies, trusts and foundations	£1,666	
Donations in kind	£243	
<b>ACTIVITIES FOR GENERATING FUNDS</b>		
Fundraising events	£747	£959
Fee income	£189	
Other income	£23	
<b>INVESTMENT INCOME</b>		
Investment income	£79	£79
<b>RESERVES</b>		
Development programme	989	£1,248
Other reserves and investment gains	259	
<b>TOTAL</b>		<b>£4,711</b>



## EXPENDITURE 2013/14

	£000
Costs of generating voluntary income	£1,349
Online Record Book and One Award Alliance initiative	£989
Advocacy and development	£745
Communication	£813
Capacity building	£615
Governance	£200
<b>TOTAL</b>	<b>£4,711</b>



The above expenditure analysis excludes the exceptional cost of £747,000 for buying out the Foundation's pension liability.

## How we raise money

We raised a total of £2.43 million from gifts and donations during 2013/14. We welcomed 25 new World Fellows and two new Benefactors. Our World Fellowship also donated a further £488,000 directly to a variety of our Award Operators.

Our activities for generating funds include fundraising event income, fees paid by delegates attending our international meetings, licensing activity income, Online Record Book participant fee income, and sales of material to support the delivery of the Award. At £959,000, our income from these sources was £551,000 higher than that received in 2013. The increased number and scale of our fundraising events helped grow income by £409,000, with the largely new licence and Online Record Book participant fees adding a further £126,000.

## How we spend money

### Costs of generating voluntary income

This includes donor care and the cost of running our events.

### Online Record Book and One Award Alliance initiative

This area of spending includes validation visits, the development of our new licensing model, developing and testing our Online Record Book, and brand development and roll-out.

### Advocacy and development

Our advocacy and development work includes our research programme, developing partnerships with similar organisations, and the cost of supporting our triennial International Gold Event, which in 2014 was in South Korea.

### Communication

Our communication budget includes the cost of developing our digital presence – for example our website – and producing a range of operational and strategic communications.

### Capacity building

This area of our spending includes training courses which increase the capacity of our Award Operators to grow the Award. It also includes a range of activities such as conferences, visits and meetings which support the development of our Award Operators.

### Governance

The money we spend on governance includes running our International Council and Trustees meetings, and our auditing process.

# Our World Fellowship

The Duke of Edinburgh's International Award World Fellowship is the gateway to our global network and the start of a philanthropic conversation as we work together in support of The Duke of Edinburgh's International Award across over 140 countries and territories. Our World Fellows provide the core of our funding and this support is invaluable for our global work.

In addition to World Fellowship, we are actively developing a Regional Benefactor network, where one key philanthropist is twinned with our regional operations in Africa, the Americas, Asia or Europe – these supporters make a multi-year commitment with a focus on their respective region.



## Message from the Chair of the World Fellowship

I personally believe that the world is now a much harder place for the young, especially the age group we target: 14-24. There is so much expectation to achieve, to have the right designer clothes and cars, and to be famous. They have to have the latest tablets and phones, and they keep them on 24/7, so they never really switch off as we all did when we were young.

If you add to these pressures the problems of drugs, depression and gangs, you can see young people have many challenges ahead, but through The Duke of Edinburgh's International Award I am full of hope that we can guide them in the right direction. We have reached over one million young people this year and this has a knock on positive effect on their family and friends.

All of the above explains why I became a World Fellow.

I would like to thank all the Members that upgraded to become Fellows, all the Fellows that upgraded to become Benefactors and all the Benefactors that find any excuse to send us more funds for this unique and wonderful Award.

I would also like to thank our Global Benefactor, Margaret Fountain, who not only has made a substantial commitment to the Foundation, which was due to conclude in March 2015, but has generously agreed to extend the commitment by a further year. Margaret has also continued to support our team, drawing on her experience with other charities throughout the world.

If you would like to upgrade your level of support or help us further in any way, please contact us. We have a dream of giving every young person between the ages of 14 and 24 the opportunity of participating in the Award and with your help we can turn this dream into a reality.

Harry Collins  
Chair of the World Fellowship



# Thanking our donors

## Royal visit and new donors' wall

In March of 2014 we launched our first donors' wall at Award House, which recognises generous support from across the world. We had the pleasure of unveiling this during the visit to Award House by HM The Queen and HRH The Duke of Edinburgh, which was also attended by many of you, our friends and supporters. HM The Queen, in her role as Head of the Commonwealth and Patron of The Royal Commonwealth Society, and HRH The Duke of Edinburgh, Founder of The Duke of Edinburgh's International Award, were officially opening our newly refurbished offices, and together they unveiled two plaques to commemorate this event.



### Donors' wall

**Global Benefactor:** Margaret Fountain  
 Peter Cruddas Foundation  
 The Stanley Ho Charitable Trust  
 The Ono Family  
 Tanaka Memorial Foundation  
 Kenneth Acott  
 Anglo American Group Foundation  
 Jan-Willem Andre de la Porte  
 JCB: Lord Anthony Bamford DL  
 Gregory Belton CVO KCHS  
 Barbara Bovender  
 Bright Future Trust: Dr Chai Patel CBE FRCP  
 Sir Trevor Carmichael LVO QC  
 G. Collins & Sons: Harry Collins  
 Mick Davis  
 James Dicke II  
 Sir Arnold Elton CBE MS FRCS FICS  
 Robert McEwen  
 Fairmont Hotels & Resorts:  
 The Savoy  
 Lord Stanley Fink  
 Robert Gerard AO  
 Grande Provence Estate:  
 Alexander van Heeren  
 Halcyon Gallery: Paul Green  
 Jaguar Land Rover  
 André Jordan  
 James Kinnear  
 Dr Leonard Polonsky CBE  
 Rangoonwala Foundation  
 International Golf for Youth:  
 Terence Regan CVO  
 Royal Bank of Canada: Mark Standish  
 Todd Ruppert  
 Urs Schwarzenbach  
 Dr Nancy Smithers DCL  
 The Stoller Charitable Trust:  
 Norman Stoller CBE KStJ DL  
 Jan Sykora  
 Dr Andrew Yuen  
 The World Fellowship

### Legacy circle

Gregory Belton CVO KCHS  
 Alan Jones OBE  
 Christopher Lowe

### Special Projects Advisory Group

Sir Anthony Bamford DL  
 Peter Cruddas  
 Mick Davis  
 Lord Stanley Fink  
 Rear Admiral Sir Donald Gosling KCVO  
 David Hempleman-Adams  
 Sir Ronald Hobson KCVO  
 André Jordan  
 Robert McEwen  
 Dr Sir Kotaro Ono KBE  
 Dr Chai Patel CBE FRCP  
 Ashok Rabheru CVO DL  
 Terence Regan CVO  
 Urs Schwarzenbach

### New donors for 2013/14

#### World Fellowship Benefactors

**We welcomed the following new Benefactors during this year:**

Barbara Bovender, USA  
 Jan Sykora, Czech Republic  
 Kenneth Acott, UK\*  
 James F Dicke II, USA\*  
 Lord Stanley Fink, UK\*  
 Alexander van Heeren Hon.  
 CVO MBE, New Zealand\*  
 Norman Stoller CBE KStJ DL, UK\*  
 Dr Andrew Yuen, Hong Kong\*  
 \*Has upgraded from World Fellow

#### World Fellows

**We welcomed the following new World Fellows during this year:**

David Adomakoh,  
 Ghana, South Africa and UK  
 Donatella Campioni, Monaco  
 Sandi Češko, Slovenia  
 Sylvan Chackman, USA  
 Joanna Collins, Australia  
 Ahmed Dasuki, Nigeria  
 Raymond Eyles, Australia

Jan Felgate, UK  
 Tijani Babatunde Folawiyo, Nigeria  
 Robert Geneid, Malaysia  
 Peter Goddard, UK  
 Harvey Goldsmith CBE, UK  
 Graeme Hossie, UK  
 Michal Jelínek, Czech Republic  
 Dr Walid Juffali, Saudi Arabia  
 Loujain Juffali, Saudi Arabia  
 Daniel Kretinsky, Czech Republic  
 Davy Kurniadi, Indonesia  
 Alun Legge, Australia  
 Christopher Liddell, New Zealand and USA  
 Philip Ma, Hong Kong  
 Wayne Martin, UK  
 Moya Nape, South Africa  
 Pavel Nepala, Czech Republic  
 Warren Randall, Australia  
 John Rawlings, UK  
 Kevin Spencer, UK  
 Nkululeko Sowazi, South Africa  
 Jenny Tam, Hong Kong  
 N'Gunu Tiny, UK  
 Dmitry Tsvetkov, UK  
 HSH Prince Hugo Windisch-Graetz, Italy  
 HIRH Princess Sophie Windisch-Graetz, Italy  
 Yonxiong Zheng, China  
 Jun Zhu, China  
 Richard Izard CNZM OBE, New Zealand\*  
 Stephen Fisher, New Zealand\*  
 Bruce Rothney, Canada\*  
 John Sleeman, Canada\*  
 \*Has upgraded from Member

#### Young Fellows

**We welcomed the following new Young Fellows during this year:**

Linda Burke, UK  
 Sheng Chai, Hong Kong  
 Manfredi De Filippo, Monaco  
 Joshua-Marc Tanenbaum, USA  
 Ian McNeel, USA  
 Derek Mills, UK  
 HH Prince Fahad Shah, Malaysia  
 Colin Taylor, Mauritius  
 Pui Lan Tsang, China

“ The Duke of Edinburgh's International Award is the only truly global mark of recognition that I know about in the field of extracurricular activity. As an employer, I want to see that people coming to work for us have more to offer than their academic qualifications. The Duke of Edinburgh's International Award is a great example of a differentiator I would look for when judging the suitability of a young person to join our company. ”

*Phil Smith, CEO, Cisco UK & Ireland*



**The Duke of Edinburgh's International Award Foundation**

Find out more on our website at [www.intaward.org](http://www.intaward.org)

Award House,  
7-11 St Matthew Street,  
London  
SW1P 2JT,  
United Kingdom

+44 (0)20 7222 4242  
[development@intaward.org](mailto:development@intaward.org)

Written and edited by Becky Hirt  
Assisted by Sophie Cross  
©2015 The Duke of Edinburgh's International Award Foundation  
IAF\_DR\_201501

All images © 2015 The Duke of Edinburgh's International Award Foundation (pages 5 - Paulo, 25 and 26 Fergus Burnett Photography; page 24 Shawn Benjamin Photography), except: Page 4 (Danielle, posed by model) ©Shutterstock/Jan Faulkner Pages 6 and 9 (Ann Petley-Jones) ©PetaData Holdings Ltd Page 13 (far right) ©iStock/Getty Images Pages 18-19 (centre) ©The Duke of Edinburgh's Award

Registered charity in England and Wales number 1072453  
Company limited by guarantee number 3666389