The Duke of Edinburgh’s International Award Association
Eleventh International Award Forum
Wednesday 21 November - Saturday 24 November 2012

Report on Opening and Closing Sessions
ELEVENTH MEETING OF THE DUKE OF EDINBURGH’S INTERNATIONAL AWARD ASSOCIATION
ST JULIANS, MALTA
21 – 24 November 2012

LIST OF DELEGATES

INTERNATIONAL TRUSTEES
HRH The Earl of Wessex KG GCVO
Mr Greg Belton CVO KCHS (Chairman)
Mr Paul Bell
Rt Hon Paul Boateng DL
Dr Trevor Carmichael QC
Mr Wale Edun
Ms Muna Issa
Mr Alan Jones OBE
Mrs Wendy Luhabe
Mr Andrew Smith
Mr Garth Weston

NATIONAL AWARD AUTHORITIES

**Australia**
Hon Larry Anthony
Mr Peter Kaye
Hon Shane Stone AC QC

**Bahamas**
Ms Denise Mortimer
Mr Jack Thompson

**Barbados**
Ms Carla Alleyne
Ms Rose Clarke
Lt Col. Vere Owen Springer

**Bermuda**
Mr Kenneth Bartram

**Canada**
Mr Rick Ashbee
Mr Tom McGrath
Mr Peter Melanson

**Cayman Islands**
Mrs Katherine Jackson
Mrs Melanie Ebanks-Jackson
Mrs Wendy Stenning
Miss Stephanie Watler *

**Côte d'Ivoire**
Ms Natacha Toure Donougo
Mr Dramane Zangre

**Czech Republic**
Mr Ivan Chadima
Mrs Alena Jeslinkova
Mr Ondřej Lochman
Mr Jiří Zrůst

**Finland**
Ms Elina Puumalainen *
Mr Olli Saarela
Mr Martin Sandelin
Mr Mikko Varesmaa

**Germany**
Mr Rainer Schmid
Mr Klaus Vogel

**Ghana**
Mr Peter Akai Anum
Mr Robert Aryee *
Mr Archibald Donker
Mr Samuel Korseh Attipoe
Mr Henry Morgan Minski

**Gibraltar**
Mr David Dumas QC
Mr Jimmy Flices
Ms Tasmin Griffith *
Mr Michael Pizzarello
Mr Norbert Sene

**Grenada**
Mr John Williams

**Hong Kong**
Mr Peter Yeung

**India**
Mr Kapil Bhalla
Mr Ankit Durga *
Mr Himmat Kalsia
Dr Sannat Kaul

**Indonesia**
Ms Dorothy Ferary

**Ireland**
Mr Patrick (Barney) Callaghan
Ms Christine Carty *
Mr John Concannon

**Israel**
Mrs Aviva Ben Rafael
Mr Kfir Rotshild

**Jordan**
Mrs Samar Kildani
Kenya
Lady Justice Mary Ang’awa
Mr Edwin Otieno Joseph
Mr James Waweru

Korea
Mr Jae Heun Ahn
Ms Hansol Kang*
Ms Susan Kim
Mr Jae Beob Oh

Luxembourg
Ms Adeline Krausch-Smit
HRH Prince Guillaume of Luxembourg

Macau
Ms Rosita Kuan
Ms Catherine Ng
Mr Sabran Abd Bahar

Malta
Ms Tania Bezzina
Mr Charles Cilia MVO
Ms Dorothy Hasler
Mrs Vanessa Mangion*
Ms Shirley Price

Mauritius
Mr Virendra Kuma Daby
Mrs Arline Larose*
Mr Vinay Narrainen

Netherlands
Ms Pascalle Cup
Mr Barry Hoogendoorn
Ms Marieke Meelen
Mr Wim van der Laan

New Zealand
Mr Andrew Meehan
Mr Kevin Plant

Pakistan
Mr Tariq M Rangoonwala
Flt Lt Ataur Rehman

Seychelles
Mrs Bernadette Sifflore

Singapore
Mr James Soh
Professor Leo Tan

South Africa
Ms Nadine Bailie*
Mr Martin Scholtz

Sri Lanka
Mr Parana Gauthamadasa
Mrs Deepika Jayasekara

St Lucia
Mr Llewellyn Gill

Swaziland
Mr Celumusa Dlamini

Trinidad and Tobago
Mr Randy Bittan*
Ms Beverly-Anne Cruickshank
Mr Kevin Joseph*
Mrs Patricia Pierre-Joseph

Turkey
Ms Pelin Akin
Ms Sultan Yilmaz

Uganda
Retd. Ambassador Klaus Holderbaum
Mr Ivan Luwaga*
Mr Katende Mukiibi
Mr Rennie Richardson

United Kingdom
Miss Carly Elphick*
Mr Peter Westgarth
Mr Howard Williamson

Zambia
Ms Mulako Mwanamwalye
Mr Richard Thompson

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Mr Rafael Baracy
Mr Wellington Duarte
Mr Francisco Marins
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Slovenia
Ms Neda Kajfez

Switzerland
Dr John Pollatschek

Turks and Caicos Islands
Mrs Angela Musgrove

USA
Mr John Danielson
Mr Sam Haskell
Mr Josh Randle
INTERNATIONAL COUNCIL
YOUTH REPRESENTATIVES
Mr Michael Adamberry
Mr Ravichandran Balasubramaniam
Ms Sophie Kerstens
Mr Al-Karim Khimji
Mr John Layrea
Ms Anna-Mirelle Martin
Mr Robert Otunga
Mr Tan Yan Liang

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Mr Harry Collins
Ms Eliza Sarah Dugdale
Mrs Margaret Fountain
Mr Michael Gross MBE
Lady Jenny Holdsworth
Mrs Aida Issa
Hon Mr John Issa JP OJ CD LLC
Mr Jim Kinneir CFA Dcomm
Mrs Ann Petley-Jones
Mr Matthew Power
Mrs Justine Power
Dr Nancy Smithers DCL
Mrs Janatha Stubbs MBE MOM

YOUNG FELLOWSHIP
Mr Michael Aramillo
Ms Rohina Bhandari
Mr Sunir Chandaria
Ms Charissa Chandaria
Ms Molly Gochman
Mr Ted Goldthorpe

PARTNER ORGANISATIONS
Commonwealth Youth Programme
Mr Victor Mensah

United Nations Office on Drugs and Crime
Mr Gilbert Duarte

World Association of Girl Guides and Girl Scouts
Ms Lara Tonna

World Organization of the Scout Movement
Mr Lars Kolind

WORKSHOP FACILITATORS
Ms Erica Crump
Mr Joe Hale
Mr Tony Hughes
Ms Katie Hulmes
Professor Lucas Meijs
Ms Felicia Pickard
Ms Lonneke Roza
Ms Rachel Sainsbury
Mr Gavin Sigley
Ms Eva van Baren

THE DUKE OF EDINBURGH’S INTERNATIONAL AWARD FOUNDATION
Miss Nasri Adam
Mr Craig Andrew
Miss Claire Bayley
Miss Alison Berks
Mr David Clarke LVO
Mr Kenneth Coppock
Ms Claire Dakin
Mrs Cristal De Saldanha Stainbank
Mr Stephen De Wint
Miss Sarah Dougals
Mrs Marisa English
Miss Di Flanagan
Ms Anne Gomez
Miss Loretta Greeley-Ward
Miss Jenny Jacobs
Mr Edwin Kimani
Mr Martin Matabishi
Mr John May
Ms Meleik Muderrisgil
Ms Nellie Munala
Mr Rob Oliphant
Miss Katy Robinson
Miss Ellie Rocks
Miss Liz Skipper
Mr Tim Smith
Miss Laura Thackray
Mr Andre Videira
Ms Sue Walker

THE DUKE OF EDINBURGH’S AWARD, CANADA
Ms Jill Hermant

GUESTS AND OBSERVERS
HRH The Countess of Wessex GCVO
Mrs Denise Ashbee
Ms Farahnaz Bandali
Mrs Kavita Bhalia
Ms Teresa-Anne Dunleavy
Ms Daniela Faria
Mrs Patsy Felices
Mr Rossetos Gavalas
Ms Rosemary Hamer
Ms Keli-Jo Healey
Mrs Rita Hoogendoorn
Mrs Grace Kaye
Ms Wong Lai Kit
Mrs Christine Pemberton
Mrs Marta Pizzarello
Mrs Tiina Sandelin
Mrs Mary Sene
Mrs Gillian Shirazi
Mr Shahab Shirazi
Brigadier John Smedley LVO
Mrs Diana Smith
Mrs Bridget Maureen van der Laan-McCrystal
Mr Richard Webers
Ms Lori White
Mrs Jitka Zrůstová

*Youth delegates
Item 1  Chairman’s Introduction and Welcome

Mr Greg Belton, Chairman of the Duke of Edinburgh’s International Award Association, welcomed delegates and guests to the Eleventh International Forum. He pointed out that this Forum was being held in one of the first countries outside of the UK to have operated the Award and that the President’s Award of Malta has an impressive history in hosting international gatherings for the Award family, including the first International Gold Residential project in 1986 and the first European conference in 1996.

The Chairman explained that this Forum had 245 delegates with representation from 56 countries through the attendance of National Award Authorities, Independent Operators and partner organisations. There were 92 National Award Authority delegates representing 11 countries from Africa, 8 from the Americas, 11 countries from Asia-Pacific and 12 countries from the EMAS region. There were 21 Independent Operator delegates: one from Africa, four from Americas, one from Asia-Pacific and six countries represented from EMAS. There were 21 accompanying guests. The Forum had 14 World Fellows and Young Fellows in attendance, 8 Youth Representatives, 15 youth delegates and 3 partner organisations: United Nations Office on Drugs and Crime (UNODC), World Association of Girl Guides and Girl Scouts (WAGGGS) Europe and the Commonwealth Youth Programme (CYP) from Africa.

He went on to welcome two newly appointed international trustees, Ms Muna Issa from Jamaica and Mr Wale Edun from Nigeria. He also welcomed Mr Harry Collins from the UK as the newly appointed Chair of the World Fellowship. The Chairman paid tribute to outgoing trustees, Mrs Naina Kidwai from India, Mrs Wendy Luhabe from South Africa and Dr Trevor Carmichael from Barbados. The Chairman went on to acknowledge the presence of His Royal Highness Prince Guillaume of Luxembourg who was attending as a member of the Luxembourg delegation.

The Chairman noted the passing of Mr Amine Mamode, who had served as the Executive Director of the Award in Mauritius in the 1980s, leading one of the most successful national Award programmes and working tirelessly to support the Award’s growth in Africa.

Note that Agenda Item 2, Minutes of the Tenth International Forum, was dealt with on Saturday 24 November and that Agenda Item 3, Global Ambassador’s Address, was deleted.
Item 4 International Council Reports

Introduction

HRH The Earl of Wessex, Chairman of the International Council (IC), presented his report for the last three years.

He noted that the work of the IC over the past three years had been dominated by the One Award Alliance project; and that this was only natural since it was agreed in Sydney to give the Brand project a wider remit to effectively seek ways in which The Award internationally might grow and improve to meet future demand and need.

He acknowledged that the focus on the One Award Alliance had meant that some actions discussed at the last Forum had not been pursued. He noted that, thanks to the publishing of “21 Journeys”, the Association has an excellent record of the main outcomes from the Sydney Forum and that the IC will be able to revisit those outcomes which have not been dealt with through the One Award Alliance work and that are still believed to be important.

The IC Chairman reminded delegates that the IC meets once a year to manage the operational development of the Award between Forums and that it comprises 30 members: 10 Trustees, 12 Regional Representatives and 8 Youth Forum Representatives.

Membership Report

The IC Chairman reported that the Award is currently operating in 142 countries, an increase of 13 countries since the last Forum. Membership of the International Award Association now stands at 49 Full Members and 11 Provisional Members.

He noted that the IC had needed to deal with two critical issues at their meeting the day before. Gabon had been assumed to have ceased all operations after a total breakdown of all communications or information and no response to a warning letter sent last year. Belgium had relinquished its national licence and Full Membership after its management and leadership collapsed. The IC Chairman reassured delegates that existing groups were in the process of being licensed directly by the International Award Foundation.

The IC Chairman drew particular attention to statistics relating to Independent Operators (IOs). The total number of Independent Operators now stands at 344 (+87, compared with three years ago) in 85 countries (+12). Only 1 country had ceased activity while 16 had started, all but 3 in countries where the Award has had no previous presence. The IC Chairman noted that the increase of 12 could be accounted for because 3 IOs had become Provisional Members at the last Forum. He reported that 23 countries had increased their number of IOs while just 2 have decreased. 10 countries have more than 10 IOs, while China, Romania and the United Arab Emirates have more than 20.

He reported that there was encouraging feedback in terms of both Awards gained, with a significant uplift of 21% since the last Forum, and in New Entrants where the increase was 24%. He said that participation was still showing an average of 12% increase over the same period.
The IC Chairman went on to explore figures relating to Achievement Ratios for both participants and for new entrants. He noted that, while the ratio fluctuated over the period, it was heading in an encouraging direction. He reflected upon the considerable growth in Independent Operators and their strong achievement ratios, noting that just under 40% of their participants achieved an Award or 70% of their New Entrants. He was pleased to see that the average number of participants per IO was up slightly on three years ago at 40, compared with 35.

The IC Chairman went on to report that 7 Provisional and 6 Full Members were on the International Council’s watch list, suffering from a range of problems; some self-inflicted and others from circumstances beyond their control. He noted that this represented 23% of the membership, up from 15% in the last report. He commented that it was his fervent hope and belief that the innovations which the One Award Alliance would be introducing would help reduce this figure in the future.

He noted that one of those innovations would be the proposed new licensing, standards and membership framework. He reflected that the prospect of new licences has meant a moratorium on any admissions to the Association over the past couple of years and that this would also be the last time Forum would receive a report on Provisional Members as this category would, if agreed, be replaced with Associate Members. Independent Operators would continue to be directly licensed by the International Award Foundation either as Independent Award Centres or Independent Open Award Centres and would also be eligible to become Associate and even Full Members. This would end the anomaly of IOs being part of the Award family and yet not part of the Association.

The IC Chairman acknowledged the considerable concern that had been expressed about this element of the One Award Alliance proposals, but noted that membership was the area of the IC’s work which had always caused some of the trickiest problems. He said that the Membership Declaration process had exposed a number of flaws in the old system for both NAAs and the IAF, leading to a statement of 5 new membership objectives. These had led in turn to a restating of the membership standards and the modernisation of the licences.

He noted a final proposal of aiming to provide a flexible, but continuous path of improvement and progression, geared more towards the future and new start-ups. He stated his hope that a much greater proportion of the Association would achieve Full Membership and that a lower proportion would find themselves on the watch list.

The IC Chairman completed the membership report by congratulating all those National Award Authorities who were celebrating anniversaries.

He then called on the Regional Representatives to present their triennial reports to the Forum.
In introducing the Africa Regional Report, Mr Kimani reminded delegates that the region comprises 21 National Award Authorities and 16 Independent Operators in sub-Saharan Africa. In 2010, an analysis was undertaken to explore the needs of the region and four strategic pillars were identified to help expand and reach many more young people in the continent. These four strategic pillars were sustainability, communication, record keeping & structures and operationalisation of structures.

Mr Kimani explained that during the last triennium the region has seen a 28% increase in terms of participation, with a 78% increase in new entrants and a 44% increase in the number of Awards gained. He noted that this was an encouraging trend and hoped that numbers would look even more impressive in three years’ time. Mr Kimani explained that improvements had been made possible by creating a cocktail of capacity building support for National Award Authorities. In particular, by providing effective training whilst recognising the three distinct linguistic zones of the continent, mentorship and coaching had been prioritised.

A mapping exercise had been undertaken to define the sorts of partnerships that exist within the region. The largest group was implementation partners, which make up 56% of the total number. Mr Kimani paid tribute to the work of SOS Children’s Villages who have worked with the Award in seven countries, reaching 2000 participants. A second category of partners was that of facilitators, making up 28%. Mr Kimani cited the Commonwealth Youth Programme for Africa as a good example of such a partnership, which had provided support in four countries. A third category was advocacy partners, making up about 17% of partnerships. Mr Kimani mentioned the African Union and the South African Development Corporation, both of whom who had helped position the Award with national governments and government agencies.

Mr Kimani explained that, in terms of raising profile, the region had participated in a number of activities, including supporting visits by His Royal Highness The Earl of Wessex and holding a number of large-scale ceremonies that reflect the cultural expectations of the region.

Over the past three years, work on extending the Award had focused on promoting the Award in reaching out to young people who would not normally have been part of the traditional demographic of participants. Mr Kimani explained that this had led to the setting up of a number of Open Award Centres, serving young people who are not ordinarily in institutions or in schools. Considerable work had also been undertaken with sports institutions and correctional centres, where there had been a growing appreciation from governments of the Award’s ability to support rehabilitation and reduce reoffending.

Mr Kimani reminded delegates that in 2010 the regional office had been relocated to Nairobi with excellent results. Work had continued on providing coaching and mentorship to national directors through peer to peer support or through identifying other key individuals with the right leadership qualities.

Quality assurance had continued to be core to the work of the region. Conferences for national directors had been held with an emphasis on peer to peer review. Work had been undertaken to
identify countries that might act as models of good practice for the rest of the continent. Technical support in terms of strategic planning, report writing and management skills had been provided to individual National Award Authorities.

Mr Kimani concluded his report by referring to the subject of raising money to support the operation of the Award throughout the region. Considerable work had been undertaken by the regional office to build relationships with individual national governments as, in many countries, they had proved to be a major source of financial support. Mr Kimani noted the growing importance of gaining support from corporates, as long as they shared the same core values as those of the Award. Finally, he and his team had begun identifying potential Fellows within the Region, noting the tremendous support that they and their networks can bring to the life of the Award in a country.

**Americas**

Ms Anna-Mirelle Martin, Youth Representative

Anna-Mirelle Martin presented the Americas Regional Report. She began her report by noting that the Award was represented in 62% of the countries within the Americas region.

Ms Martin reported on a number of milestones that had been reached over the past triennium, including a number of celebrations that had been planned and executed. The Bahamas had celebrated its Silver Jubilee in 2012 and had hosted the Caribbean Award Sub-Regional Council meeting and its associated Adventurous Journey for participants and a leader training programme. This had been the 35th meeting of the Council, and it was noted that for 32 of those Mr David Clarke, Regional Director, had been one of the facilitators. Ms Martin noted that, in preparation for their Golden Jubilee, both Barbados and Canada would be hosting youth events in the upcoming year.

Ms Martin reported that training had continued in the Americas region and the Regional Training panel continued to be active and supportive. The Caribbean development consultant, Mr Bertillon Hamilton had provided training for the Caribbean while Mr Andre Videira had done the same for the Lusophone countries.

Mrs. Adriana Mair had attended the conference in Mexico of the International Association of Corrections and Prisons. Regional events over the last three years had taken place in the Bahamas, Belize, Dominica and Guyana.

Ms Martin went on to say that development of the Award in Brazil had continued well with expansion into ten states. The number of participants now totalled 5,651 and a national coordinating body had been established in July 2012 by Francisco Marins and his team. Ms Martin paid special tribute to the Anglo-American Foundation whose support had been essential to the growth of the Award in Brazil.

Ms Martin reported that the development of the Award in the United States of America was also progressing extremely well.

Ms Martin noted the engagement of Bermuda and Canada piloting the proposed Online Record Book and thanked them on behalf of the region for their work.
She concluded her report by noting that the 2013 CASC would be held in Barbados as part of their anniversary celebrations, that the Americas Regional Conference would be held in Brazil in 2014 and the next Forum would be held in 2015 in Canada.

**Asia Pacific**

Professor Leo Tan presented the Asia Pacific Regional Report. He explained that he would be highlighting the achievements that had been made over the past three years in growing the Award’s reach and impact in the region.

Professor Tan explained that the region had formed new partnerships and had maintained existing ones with key government and non-government organisations. In 2012, the Asia-Pacific Regional Office and the Commonwealth Youth Programme Pacific Centre had hosted the Queen’s Diamond Jubilee in the Solomon Islands. Six participants had been presented their Gold Awards by His Royal Highness The Duke of Cambridge. The Duke and Duchess of Cambridge had also met representatives of the National Youth Achievement Award (NYAA), Singapore on their visit to Singapore. The English television network, ITV had interviewed eight Gold Award holders on their Award experiences during the royal tour.

Representatives from the region had attended the 26th Asia-Pacific Regional Scout Jamboree in the Philippines in 2009, the 13th Asia-Pacific Scout conference in Malaysia 2010, the World Association of Girl Guides and Girl Scouts Conference in Maldives 2010 and the 24th Asia-Pacific Regional Scout Conference in Bangladesh in 2012. The Scouts of Japan are now running Award Leader training and Girls Scouts in the Philippines are now Independent Operators of the Award.

Professor Tan reported that the Award’s presence in the university sector had continued to grow with Bangladesh, Hong Kong, India and Australia forming agreements with universities in their countries.

HSBC in India had adopted the Award as part of their talent development initiative. Professor Tan noted that Singapore had also developed a strong partnership with HSBC, collaborating with them on youth environment research and leadership capacity building programmes.

The region had worked in partnership with the Pacific Youth Council to train the national youth workers from eight countries in the Pacific as Award Leaders and had formed a partnership with Australian volunteers for an international development programme. Australia had worked with local businesses to identify candidates whose employability skills and qualities had developed through their engagement with the Award. Singapore had also signed a memorandum of understanding with the Singapore Compact to provide a national platform for Gold awardees to work in partnership with the business community.

Professor Tan moved on to explore how the profile of the Award had been raised within the region. He noted the key events that had been hosted within the region. In 2011, the Commonwealth Youth Forum, held in Australia, had been attended by Award holders from Kenya, Canada, Ghana and Australia. The 6th Pan-Pacific Commonwealth Forum on open learning took place in 2010 in Kochi, India. Award staff presented a paper on distance learning, profiling the design and delivery of online...
award leadership training. Singapore led a 25-member delegation to the APEC leaders Youth Week Summit in Vladivostok, Russia in 2012.

On behalf of the region, Professor Tan acknowledged and thanked the 22 Gold Award holders of the Asia-Pacific region who attended the International Gold Event in Kenya in 2011 and noted with pride that the region would be supporting the Republic of Korea in hosting the International Gold Event in 2014.

In 2012, the Singapore Gold Award Holders’ Association had been present at the United Nations Conference on sustainable development and the Rio +20 Summit in Rio De Janeiro. The Peter Cruddas regional intern, Dinesh Gajendran from India and Gold Award holder, Neil Yankio from Singapore had represented the Asia-Pacific region in a United Nations (UN) high level meeting on youth at the UN Headquarters in 2011. Award representatives across the region had attended the United Nations economic and social commission, the UN consulting team in a meeting in Bangkok in 2011 and a One Young World Summit in Philadelphia in 2012. Professor Tan noted that the Commonwealth Youth Programme Pacific Centre was preparing to host the Commonwealth Youth Ministers meeting in Papua New Guinea in 2013 and hoped to have representation there.

Professor Tan then reported on how the region had worked on strengthening the structure through its annual regional board meetings and the implementation of youth engagement strategies. The regional board meeting in Kenya had focused on the region’s strategic plans and priorities including the adoption of the One Award Alliance strategy, governance, capacity building, sustainability, youth engagement and aligning strategies with the policies of individual nations’ governments.

Professor Tan reported on engagement in piloting elements of the One Award Alliance. Australia and New Zealand had acted as pilot countries for the Online Record Book, and Professor Tan noted that Australia had also hosted a workshop for pilot countries in 2012. He reported that Indonesia was working on the next phase of the online Award training pilot in Bahasa. Singapore and Australia had taken part in the One Award Alliance visual identity pilot and Korea had participated in the licensing and quality assurance pilot.

An inaugural Global Award Holders Network (GAHN) leadership and capacity building workshop had been held in Singapore in 2012 with 38 Gold Award holders representing all of the regions.

Professor Tan moved on to report on the region’s work on quality assurance. He noted that there were now 2,500 trained leaders within the region. 17 Training for Trainers workshops had been conducted resulting in 134 accredited trainers from 12 countries, training over 1,000 Award Leaders in 10 languages. A regional training panel had been established along with national training panels in Bangladesh, India, Indonesia, Malaysia and the Philippines. International Award Foundation staff had continued to progress the development of the online Award Leader training platform.

Professor Tan next reported on ways in which work had progressed on extending the Award. In an effort to reduce youth crime and re-offending rates, Malaysia had launched a young offenders’ programme. Hong Kong had worked with youth at risk. Singapore had worked in close partnership with the Singapore Prison Service to provide young offenders an opportunity to participate in the Award programme in all prisons in Singapore. Professor Tan noted that over the last three years the Award’s footprint in the Pacific had grown across Palau to Tonga and Papua New Guinea and that
NAAs were emerging in the Philippines, China and Japan. In 2012, Award leadership training in Mandarin had been provided, making the Award accessible to students of non-English speaking backgrounds in China.

Professor Tan paid tribute to the work of Australia’s ambassadors, Bangladesh’s Gold Award Ceremonies and the Golden Jubilee celebrations in India raising the Award’s profile within the region. He also welcomed the formation of the Asia-Pacific Business Leaders Group with initial meetings due to take place in December 2012.

Professor Tan acknowledged the various anniversaries that had been celebrated throughout the region, including those of Australia, Hong Kong and Singapore. He noted that New Zealand would be celebrating their 50th anniversary in 2013.

He went on to report on the impact of the International Special Projects fund, including the formation of a National Training Panel in Timor-Leste who have begun to deliver the Award Leader training in the 2nd Tetum, the employment of development officers in the Philippines and the development of the Asia Pacific training panel.

Professor Tan reported on the continued growth of the Award within the region. Over the past three years the number of participants had increased by 4.5% with the number of new participants increasing by 9.7%. The number of Awards gained had increased by 12.2%. The number of Independent Operators had increased by 66.6%. He reported on the presence of the Award in 31 countries out of a total of 44 in the Asia-Pacific region, with 13 National Award Authorities and 127 Independent Operators in 20 countries.

Professor Tan concluded by reflecting on the strengths and commitment of the Award family in the Asia-Pacific region.

*Europe Mediterranean and Arab States  Mr Barney Callaghan – Ireland on behalf of Mr Wim van de Laan, The Netherlands*

Mr Barney Callaghan presented the Europe Mediterranean and Arab States Regional Report on behalf of Mr Wim van de Laan. He noted the 14 National Award Authorities in existence and the Award’s presence in 61% of the countries within the region, the 170 Independent Operators and the five emerging National Award Authorities in Latvia, Lithuania, Romania, Slovenia and in Spain. He referred to a small increase in the number of actual participants in the region but a significant increase in the number of new entrants and Awards gained in the reporting period.

Mr Callaghan moved on to the subject of quality assurance. He reported on the successful implementation of two Train the Trainer courses, one in Latvia and one in the Czech Republic. He noted that Germany had adopted the European Federation of Quality Management model and now offer training on this model to all of its units, that Jordan had launched an administrative and technical manual that includes staff training and succession plans, that Ireland has undergone a strategic and governance review, and that the Czech Republic, Latvia, Romania and Turkey had all been developing strategic and business plans for the future. Ireland and the UK had launched online
Award management systems. An Adventurous Journey seminar had been organised by the region in Latvia. Latvia, Romania, Slovenia and Turkey had set up national training panels. Lithuania and the region had organised a pan regional training seminar. Two national directors meetings had taken place in the course of the reporting period in 2010 and 2011 respectively in The Netherlands and in Turkey.

Mr Callaghan then reported on partnerships activity. He spoke of the work that had been ongoing with the World Organization of Girl Guides and Girl Scouts. This had led to representation of the region at the WAGGGS regional and world conferences, along with national partnerships being formed or strengthened in Gibraltar, Ireland, Jordan, Malta, and the UK with work beginning in Slovenia. Partnerships with Red Cross and Red Crescent societies have included work in Ireland, Luxembourg and Malta. Good progress had been made in developing a working partnership with the World Organization of the Scout movement, including representation at the World Scout Jamboree in Sweden and Roverway in Finland. National partnerships with Scouting had been developed in Belgium, Cyprus, Gibraltar, Ireland, Jordan, Luxembourg, Malta, Romania and the United Kingdom. Fledgling partnerships had also been forged in Israel and The Netherlands.

Moving on to activity undertaken to strengthen the Award within the region, Mr Callaghan reported that the Czech Republic, Finland and Malta had all established foundations. In the Czech Republic, Ireland, The Netherlands and Turkey there had been substantial restructuring of Boards and Board memberships. Twelve volunteers had been trained regionally to provide operational support. Strong Award holders associations had been established in Finland and Ireland. Gibraltar had taken occupation of new premises. Jordan had introduced a tiered licensing structure for its delivery partners.

Mr Callaghan noted a number of changes in the EMAS office during the reporting period. He paid tribute to Kirsten Thompson who had moved on to a promoted role within the Foundation, following seven years service as Regional Director, to be replaced by Melek Muderrisgil. Helen Astaniou had left the office and had been replaced by Deirdre Flanagan. Anna Godfrey replaced Melinda Polidario and then also moved on. Mr Callaghan noted that the vacant post would be filled as soon as possible.

Youth Forum Report  

Mr John Lareya – Youth Representative Ghana  
Ms Sophie Kerstens – Youth Representative The Netherlands

The IC Chairman thanked all those who had provided regional reports. He then invited two youth representatives, Mr John Lareya from Ghana and Ms Sophie Kerstens from The Netherlands to present a report from the Youth Forum, held in Kenya in 2011. He reported that from approximately 75 delegates, 8 had been elected to be youth representatives until the next International Gold Event (IGE), which would be held in South Korea in 2014.

Mr Lareya reminded delegates that in Sydney in 2009, 21 youth delegates had attended the Forum. The work on the 21 Journeys and the Sydney Declaration had underlined the importance of the
strategic role that young people can play in sustaining the Award, by engaging and enabling young people to work for the Award. He said that the recognition of the importance of young people’s involvement in the Award had set the foundation for the approach taken in the organisation of the IGE in 2011 in Kenya. The IGE planning team was led by young people and the National Award Authorities worked hard to ensure attendance. 44 countries were present with 92 delegates, of which 53% were male and 47% female.

Mr Lareya went on to report that a major change had taken place in terms of the number of youth representatives elected at the Youth Forum. Previous to the IGE in Kenya, there had been 12 youth representatives, 3 for each region. Following the IGE, the board changed from 12 to 8 representatives but all of them are now invited to attend every International Council meeting, increasing the youth representative’s responsibilities.

Mr Lareya noted that all delegates at the Youth Forum had made pledges concerning projects they were going to work on between IGE 2011 and the IGE in 2014, mentored by the former youth representatives. Mr Lareya reflected that the approach to work between IGEs meant that people’s knowledge, skills and experience were not lost. He reported that there were some excellent projects taking place, with great impact within National Award Authorities.

Ms Kerstens described some of the projects that had been chosen and explained that these ranged from supporting young people in local communities, through establishing the Award in new places to raising the profile of the Award at national level.

She reported on the recent Global Award Holders Network (GAHN) leadership and capacity building workshop, held in Singapore, where Award holders heard from others about how their expertise and experience can be used to grow the Award and its influence. She noted that within the EMAS region, considerable work had been undertaken to engage young people in partnership development, impact research and other activity.

Ms Kerstens concluded that she hoped that, as a result of the work that has been undertaken by the delegates at the IGE, more young people will be present at the event in 2014, more young people will be given the opportunity to support the Award and that a Global Award Holders Network might take root in all regions of the world.

International Council Chairman’s Report

The IC Chairman, His Royal Highness The Earl of Wessex, thanked the youth representatives for their report. He then went on to speak about the International Special Projects (ISP) Fund and how it continued to help spearhead the development of the Award. He reported that, over the past three years, the ISP Fund had supported 34 projects in 25 countries with grants totalling £335,000. He said he hoped that these projects were making a useful impact. He noted that the 19 projects in 16 countries which were currently active had reached just under 9,000 new participants and about 500 new adult volunteers.
He reported that the interest from potential donors in supporting projects was increasing and it was hoped that it would be possible to increase the funding for International Special Projects in the future. He encouraged delegates to keep making applications.

The IC Chairman noted the recommendation from the International Council that the next Forum should be held in Canada in 2015. He remarked that Canada had been the only country to offer to host and that, whilst this was possibly just a result of the difficult economic conditions, he would be keen to discuss any reservations individual countries might have about hosting such an event. He hoped that in future, many more countries would want to host the event, particularly after seeing the excellent job that had been done by the entirely voluntary team that was organising the Forum in Malta.

**Secretary General’s Report**

The IC Chairman paid tribute to Mrs Gilly Shirazi, noting that she had stepped down at the end of 2011 after some thirty years of service to the International Secretariat and six years as Secretary General of the International Award Association. He reflected on the considerable growth of the Award that Mrs Shirazi had seen and the many innovations that she had set in motion. He said how delighted he was that Mrs Shirazi was able to be present at the Forum and he hoped that she would be able to sit back and enjoy all the social activities without having to worry about any of the organisational aspects or indeed the consequences of the decisions taken. He invited Mrs Shirazi to stand and receive the thanks and acclamation of the Forum delegates.

The IC Chairman then went on to introduce the new Secretary General, Mr John May, noting that he had been in post for a little over a year. He said that he knew that Mr May had been travelling extensively to meet with many National Award Authorities and Independent Operators. He invited Mr May to present an expanded Secretary General’s report, outlining what he had discovered and asked him to share his thoughts about the Award’s future strategy.

The Secretary General began his report by thanking Mrs Shirazi for the support she had given him during the early days of his appointment. He explained that he had only just begun to understand the impact that the Award experience can bring to young people and their communities and that he was honoured to serve as Secretary General.

He explained that he had enjoyed the opportunities that had been given to him over the last 12 months to speak to young people, to leaders and to trustees and that he was immensely excited by what he saw. He said that he had learned a number of things. He had learned that the Award, more than anything, allows young people to discover their potential. He had learned that the Award is not about solving society’s ills, but that it is about helping a young person to find inside themselves what they can be and helps them to deliver it for themselves. He had discovered that the Award is incredibly simple and yet extraordinarily sophisticated. He had also discovered that there isn’t just one Award programme, but that there are nearly a million programmes around the world as young people create their own individual pathways for themselves.
The Secretary General went on to reflect on the experiences of a number of young people whom he had met and on his own experience as an Award participant when he was a young man. He thanked delegates for the exceptional welcome he had received from the Award family.

He went on to say that, over the previous three years, representatives of National Award Authorities and other experts had been working with the staff of the International Award Foundation and experts within external agencies to make sure that everyone could meet the increasing demand and need for the Award. He noted that those working on this matter had been concentrating on creating a consistent Award way of doing things that reaches out and copes with more participants from more diverse backgrounds; that enables young people to achieve an Award which has international credibility and recognition; and that sustains and improves the quality of delivery and experience for young people. The Secretary General commented that what this had done was to lead to the creation of a range of adaptable tools that would increase the capability of everyone to deliver the Award to young people and improve their responsiveness.

Before moving on to explore the tools in detail, the Secretary General said that he wished to celebrate what had been achieved. He noted that, in 2011, 890,000 young people participated in the Award worldwide. He reflected that perhaps the relevance and need for the Award is greater now than at any time in the 56 years of its existence. He noted that, judging by the demand for the Award, many young people realise the positive impact it can have on their lives and their future. He went on to say that the Award was now delivered in more than 140 countries and territories and to a truly diverse range of young people. The Secretary General then pointed out that there are over a billion young people in the age range that are served by the Award and said that, even if one were to look at those that are currently enrolled in secondary education and therefore relatively easy to reach, the million participants of whom the Award family deserves to be really proud are just a drop in the ocean.

The Secretary General went on to say that if it is right to think that every young person in the world should have the opportunity to take part in the Award then the Association has to think differently about how we deliver what we are doing. He reflected that this was what the One Award Alliance had really been about, asking the questions, “how do we grow with quality? How do we reach as many young people as we possibly can without ruining the wonderful experiences that we currently give the young people who are already participating? How do we grow as a family? How do we reach more young people?” He went on to say that the answers lay within three key areas for modernisation: The Award’s sense of identity; building capacity; and changing culture to improve the will to succeed.

The Secretary General noted that the Award has spread around the world and it is often very well known within individual countries and territories. He said that the mix of names and identities that are used, however, makes the Award hard to recognise internationally. He suggested that there is a need to invest consistently in the Award’s international identity so the maximum value of a young person’s efforts and achievements can be transferred into something with global recognition, especially among companies and universities.

The Secretary General referred to the redesigning and modernising of the Award’s visual identity. He said that attaching five colours to the five sections of the Award as well as incorporating the
three colours of the three levels would create a colourful spectrum which would bind the Award family closer together.

A short video, launching The Duke of Edinburgh’s International Award’s new visual identity, was screened.

The Secretary General went on to reassure delegates that those countries and territories that have a strong national brand would be able to keep their own identity, so they could continue to benefit from the brand equity they might have built up over many years. But he wanted everyone to embrace the new international brand, either as an endorsement mark or as the core visual identity for those National Award Authorities that feel ready to do so.

He said that he believed that, by achieving a Bronze, Silver or Gold Award in a particular country, a young person would now automatically be gaining a Bronze, Silver or Gold Duke of Edinburgh’s International Award as well as their own national Award, meaning that the International Award Foundation and National Award Authorities could now target educational institutions and employers worldwide, helping them to understand the currency of the international brand.

The Secretary General explained that, to support this new identity and purpose, a completely transformed international website had been launched that day, designed to provide the information and advice that visitors to it really need.

In addition a number of adaptable tools had been developed which would transform and modernise the way the Award family interact with each other as well as bringing the Award closer together. He thanked those National Award Authorities who had been piloting these tools and said that the time was now right to roll these out around the world, respecting the differing needs and priorities of individual countries.

He explained that the Online Record Book would empower young people to take more control of their Award programme by going online. It would transform the former paper-based record of a participant’s activities and achievements into a dynamic, fully interactive experience. He noted that, although this is called an Online Record Book, it would provide the tools for a National Award Authority to transform the way it manages the Award. He reported that those who have already developed their own systems report that in doing so, have reaped profound benefits in higher retention and completion rates.

The Secretary General went on to say that, if the Award was going to be grown whilst still assuring its quality, then excellent training and support to Leaders and other adults within the Award family would need to be provided. He said that, whilst face to face training will always be an important way of delivering this, sometimes attending a course may not be possible, or people may want to continue reflecting on their learning long after a course is over. He explained that an Online Training and Support platform had been developed to provide a completely new way to engage, sustain and develop the adults upon whom participants depend. For National Award Authorities this would mean that they would have a better record of their volunteers, their progress and the roles for which they are either qualified or hoping to be qualified.

He said that International Award Foundation staff, representatives from National Award Authorities and others had taken a close look at how the quality of the Award could be protected worldwide as
the organisation grows. He referred to a new quality assurance framework, Excellence in the Award, saying that it would adapt existing best practice to the particular needs of the Award. This new process would identify a number of key areas that need to be tested, but would allow National Award Authorities to set their own goals and strive to achieve them with appropriate support and guidance.

The Secretary General went on to suggest that, if the Association is to make a step change in the number of young people participating in the Award, then everyone would need to adopt tried and tested practices from experienced and successful National Award Authorities, including the passing on of control of delivery to partner organisations and adults in direct touch with young people. This would result in a multiplication in the number of Award Groups and therefore young people being able to get involved.

He referred to the development of a new modern licensing and standards structure to stimulate and encourage this adaptation to a different way of working. He said that the new licences would spell out the roles and responsibilities for licence holders and set clear operational standards, so that quality could be assured. They would also maintain and control the intellectual property rights to the Award and the new online tools.

The Secretary General moved on to the question of measuring success. He noted that, in common with many charities, the Association tends to measure its success by its outputs, for instance by reporting on the number of young people participating in the Award, by measuring the ratio of Awards gained against new entrants in a year and so creating an Achievement Ratio, or by tracking the number of countries involved and penetration into the available youth market. He suggested that measuring output was now not enough and that funders are increasingly focusing on the way in which organisations measure the impact they are having on society. The Secretary General suggested that, in future, there would be a need to calculate that value to society, and other positive outcomes the Award gives communities. He noted the publication of the new Impact Framework, enthusiastically endorsed within and outwith the Award family and said that the Foundation would work with National Award Authorities to develop research tools around nine impact and seven outcome measures.

He explained that having this data would allow the Association to devise its own way of quantifying the social return of the Award in terms of the in-kind financial contribution it makes to global society.

He explained that the current estimate of the Award’s social return is based on putting a relatively arbitrary value (based where possible on the minimum wage in a particular country) on each volunteering hour given by a young person who achieves an Award and is calculated to be approximately 30 million USD (or 18 million GBP). He noted that this was a very conservative estimate, not least because it does not include all participants, only those who actually achieve an Award. He said that in the future he would like the Association to be much more sophisticated about how it values the impact the Award has in different countries and among the more disadvantaged and at risk groups of young people the Award seeks to engage. He said that he believed that, by 2020, the Award should treble its social return.
The Secretary General concluded his presentation by reminding delegates that all of the tools which he had referenced had been used by practitioners and people in the field and that their experiences and feedback had been employed to refine each tool. He noted that it would take possibly three to four years to deliver all the tools to everyone, and install them, but that the effects would be realised almost straight away. He hoped that, ultimately, more young people from more diverse backgrounds would have the opportunity to be equipped as individuals, to achieve an Award that has real international credibility and go on to succeed in life.

The Chairman and HRH The Earl of Wessex, Chairman of the International Council then presented certificates to representatives of all those countries who had piloted the new tools referred to in the Secretary General’s presentation.

**Keynote speech**

The Chairman thanked the Secretary General for his presentation and then introduced the morning’s guest speaker, Mr Lars Kolind. He explained that Mr Kolind had turned around Oticon, world leading manufacturer of hearing aids and made it one of the first large scale knowledge-based virtually paperless organizations in the world. Mr Kolind had served as Chairman of Grundfos, the world's largest manufacturer of water pumps for seventeen years and had started more than twenty-five new companies and organisations over the past twenty years. He noted that Mr Kolind had written several books including "The Second Cycle" published by Wharton School in 2006 and Unboss, which came out in 2012. He also noted that Mr Kolind was currently highly active in World Scouting and had been the Chairman of the World Scout Foundation.

*The following has been presented as verbatim*

Thank you very much, Your Royal Highness, friends, I really feel among friends to be here, many scouts and many non-scouts. What you have in common is that you are concerned about the future and you are concerned about young people which is really why I feel part of the family. What I want to share with you is and I am keeping track of the time, what I want to share with you is that there is a new concept of leadership emerging, a new concept of leadership emerging and you will have seen some of the elements that I will be talking about but you may not have discovered yet that there is a pattern behind it and that pattern has fundamental implications for your core product which is the award scheme, but also for the way that you run your organization. So let me start talking about the concept of leadership that we currently apply and in order to understand that go back 100 years, actually 101 to 1911. At that time a business was basically a workshop typically 20, 30, 40 people. They were manufacturing something. It could be cars, it could be pumps, it could be brushes, it could be chairs, it could be anything. And in those businesses typically the owner would be part of the show and they would have say five cars going and each car would be manufactured to the individual standard of the customer.

Now there was a man in 1911 who actually criticised that very strongly. He said this is a waste of resources because this could be done much better, much more efficiently. His name was Frederick Taylor and he actually in the historical context moved workshops into factories. That was what he did. He transformed workshops into factories and he did that by introducing three principles for
organising work. The first one was that that process of making a car or a pump or a chair, he wanted that to be broken down into a lot of small processes and the second point was that each process should be really optimised and it was necessary to use scientific methods to optimise each process and to train, find the best worker to do exactly that and that worker would do it over and over again. His third principle was that there was a need for a new type of so called managers that should be separated from work, they should be engineers and they should apply the scientific methods to improve the work of the business. The result of his work was that over about 30 to 40 years after 1911 almost all production moved from workshops to factories and you have all seen the impacts of that. It changed the very nature of work. It changed the very nature of management. It changed infrastructure. It changed how people were living, housing, cities, everything was transformed because the very nature of work was transformed.

Now the point is that in 2012 something similar is happening. There is a new concept of work and leadership that is taking over. And obviously since you are in the business of developing the people to shape tomorrow’s society and to be contributors to that society obviously you need to understand that change and obviously you need to translate it into what it means for your core product and indeed what it means for your business which is the Award business. The point is that there are three new principles or thoughts that go into that new concept. The first one is that you need to put purpose over profit that any business should have a purpose that they put above profit that’s more important than profit. The second one is that you need to change your perception of who you are. You are a business and what is a business? It’s sort of a limited company with employees and assets and structures and what have you. You need to change that concept and define something that I will talk about in a moment which is an unlimited organisation. The business is a limited organisation. The new sort of organisation is the unlimited organisation. And the third point is that you need to forget gradually forget your role as a boss and transform yourself and your collaborators, co-workers, employees, you have to transform them into unbosses. That’s why I called my newest book Unboss, the opposite. It’s not the lack of leadership or the lack of a boss. It’s a different type of boss.

So, let me go into these three aspects. Purpose before profit. The first time I discovered that was when I ran the hearing aid company Oticon and I realised that it just changes everything if we focus upon helping the hard of hearing have a decent life instead of just manufacturing hearing aids. I saw it again in the pump business where there is an enormous difference if you focus on providing water to the poor, clean water to the poor instead of selling pumps. So it's totally different. I realised that when I at some point in time, say ten years or about seven years back, got my Skype account because I realised that there is a big difference between running a telecom and running Skype. The telecom is providing telephone lines. Skype is connecting everybody to each other all around the world for free. I discovered that difference when I finally stopped using my copy of Encyclopedia Britannica and moved towards Wikipedia. I realised that the important thing was not to produce and then Encyclopedia, the important thing this 29 books, the important thing was to gather and share and refine all the knowledge of the world and put it at the disposal of everybody in any language for free. That is the purpose. And all of these examples are examples of purpose that are put beyond or above profit. I was very much involved in LEGO, you know, the toy company. And we realised that our purpose was not to sell plastic bricks at a profit. Our purpose was to develop the builders of tomorrow.
Now, if you compare selling pumps, selling hearing aids, selling plastic bricks to what your purpose is, then I think it becomes oblivious that the purpose of your organisation is not to give out awards. That's like plastic bricks. Your purpose is something higher than that and you have to provide, I obviously have the answer, but I won't give it to you, you have to provide the answer to that, what is your fundamental purpose that is parallel to providing water for the poor to building or helping create the builders of tomorrow to help the hard on hearing live a decent life or whatever it is. So purpose above profit and this will happen for over time this will happen for any business around the world that they will need to do that. They will love to do it because they are run by shareholders, capitalists, whatever they are, but they will need to do it and this comes with the second point, which is the different view of the organisation. The narrow view of the organisation, if you look at Wikipedia there are thirty-two people employed in that foundation of Wikipedia and it goes without saying that if the boss, the leader of that organisation only thinks of the thirty-two, he will never be able to do the job because they are actually only enabling the two million people who contribute to Wikipedia. They are enabling them to provide and share and refine the knowledge. So Wikipedia’s unlimited organisation consists of two million people who contribute to that. The unlimited organisation of LEGO is not the 6,000 employees. These are the three million fans who actually contribute by designing new models, by sharing knowledge about how the whole thing works by cracking the codes of milestones et cetera, that is the unlimited organisation of LEGO. The unlimited organisation of the pump company, very interesting, these are all the INGOs, Red Cross, the Oxfam everybody is concerned with providing clean water to the poor. So the pump people actually should use themselves as unbosses of the Red Cross which is sort of turning everything upside down. The hearing people that I talked about should view themselves not as only bosses of about 5,000 people in that company. They should view themselves as unbosses of all the about one million professionals all around the world that are associated directly or indirectly with providing or helping the hard of hearing to live a decent life.

And it goes without saying that the tools that we have learned to master as bosses will not work for unbosses. And what have we learned as bosses? And some of us maybe many of us have attended universities and business schools and what did we learn? We learned to organise things in functional hierarchies. The bosses at the top and there are other bosses at different levels and there are lines and there are sorts of squares and every job is a square and you have responsibilities, qualifications, certification, what have you. These are the tools that we have learned to master as bosses. And if you think of Wikipedia, you know there is nothing of that that will help engage two million people or ten million people, share, provide and refine knowledge just won't work. So the tool of the unboss is to inspire, to involve, and to engage. Those – good morning, those people who are inside the actual limited organisation but indeed also all of those who are outside in which means inside of the unlimited organisation. And the key word to understand how that is being done is to substitute structures with mechanisms and you are all experts and I am an expert too of providing structures, departments, committees, task forces, whatever they are, all of this is structures and they are very efficient in I would say old-fashioned limited bossed organisations, but they don't work in unbossed, unlimited organisations of the future. So you need to create mechanisms and look upon some of the examples I gave. What is the mechanism, what Wikipedia uses to engage two million people writing articles and correcting each of those articles? That mechanism is the mechanism of opening up the opportunity to contribute to everybody and having a system that prevents need for writing a wonderful articles about how fantastic I am. If I do it, I will be wiped out and if I do it twice, my
account will be closed. That's one of Wikipedia's mechanisms. I can, in Wikipedia, give factual information but I can't write that this is a fantastic guy and he is really incredible and what have you. They will take it away because there is a mechanism in Wikipedia that guides what source of information belongs and what doesn't. And it is all managed by volunteers, the thirty-two are only setting up the infrastructure, but running the mechanism is a job of volunteers.

The mechanism of Skype is also quite interesting because all of you, I believe, are Skype sales persons and you are also Skype customer service persons because the way I got Skype was because there was a friend in Australia who didn't want to pay the telephone bill and therefore said "Okay, why don't you follow this link and then just follow the instructions and if you have problems you just – I would help you." Interesting. So the mechanism of Skype is to help peers sell the whole thing and help each other in getting it. And if you look upon your own structures internally there will be mechanisms and you need to create mechanisms to make sure the things are being done, mechanisms that make sure that the quality throughout the system are – it is maintained and mechanisms that will ensure that each participant is enabled and empowered to do his or her best and tens of others. And this is a new tool box that you need to learn and that is how we can create organisations that are powerful and compare, for instance, Skype to Vodafone. Vodafone serves 439 million people. They have 83,000 employees to do so while Skype serves 660 million people with a total staff of less than 600. And that is the power of an unbossed organisation not building on structures and power, but actually building on mechanisms that will allow and motivate everybody to be part of the whole thing. So the limit to what you guys are doing the reason why you have not yet reached 10, 20, 50 or 100 million participants in your programme is not lack of money, lack of resources. It is a mindset blockage. Your mindset has been blocked because you actually could do the same as Wikipedia or Skype or 100 other examples. You could do the same thing. And what prevents you from doing it is a mindset blockage.

Let me turn to my pet project which is Scouting. I have been in Scouting ever since I was nine. I love it and what I hear today is so similar to Scouting that it makes me very happy and feel at home. The interesting point is that when I asked, and I have asked a 100 leading personalities such as you in World Scouting, I asked the simple question, “Why should I support Scouting? Or why is it so important to be in Scouting and why you guys are spending your time as volunteers in this movement?” About twenty-five of you were asked the same question from me this morning and exactly the same thing happened. When I asked the Scouts, you know what they answered? They say, yes, one minute, I have only one minute and they say, yes, you have one minute. And then they will say, “Well, we are an organisation that provides young people with the opportunity to learn useful skills and therefore be better equipped to live in society when they grow up” as the answer or whatever they say. So we have sort of non-formal education for that, okay, one answer. Another answer is why are you in Scouting and why Scouting is so important? That is because we were the first organisation to take people, young people into nature. So we taught them about animals and birds and what have you and therefore we are the most important green organization in the world, actually the largest green organisation in the world. Thank you and which is true actually. Others will answer, “The reason why Scouting is so important is that it's actually is the largest peace movement in the world where 164 countries, thirty-four million members and we have world chain reason all sorts of events where young people can meet each other and therefore we are the most important force in peace education.”
You answered similarly, you talked about what Scouting or the Award scheme is doing, but you didn't say much about why you were doing it. And in Scouting if you really go deep you have more than one minute. The Scouts will tell them about the Scout message and you know out of five elements you had four elements, we had five elements and why that is so important developed in 1907 and still vibrantly alive and relevant to everybody and you guys said the same thing about your thought and it's true, but you didn't answer the question of why. You didn't start with why. And there is a guy called Simon Senek, I think he is British as far as I know and he has made this very interesting thirteen minute video which you can see on kept.com and it starts with why. And I will make his point turn into my point and what you guys need to do is the same thing as the scouts need to learn is to answer this question why are you in business in a much more simplified and coherent fashion. If I were to say, I would say that you are creating, you are enabling young people to become contributors to the society of tomorrow. That would be my way of saying it or you are building the shape of the tomorrow's society. In scouting it is I would say even more difficult because we are so much and my answer which I think is what scouting is in the process of becoming I guess good help from John is that Scouting is the greatest leadership development programme always.

The interesting point in that context is that Scouting suffers from sort of the same diseases you guys do because we cannot do it alone and you guys cannot do it alone. You should – you obviously and we could see it from the slides you obviously partner with different organisations, but to a certain degree you would also see them as competitors and that's where the mindset is this and that aspect of the mindset that you guys should actually leave. Scouts and the Girl Guides and the Red Cross, Red Crescent and the Young Friends of Nature and whoever, the YMCA, YWCA that you collaborate with, they are your partners. If you want a parallel, the new way of selling and in my book there is a whole chapter of selling. In that new book, the chapter of selling basically says, “Never sell anybody anything to anybody. Always go and create value together with your customers for the common good.” So these are the reasons for your existence is to enrich their programme with what you can bring to it. They are not your competitors, they are your collaborators and your success comes through their success and together you are realising that dream that The Duke of Edinburgh had thought 65-66 years ago, but you can only realise it combined.

So in summing up, the purpose of what you are doing is to contribute to creating a better world by doing something very specifically and that very specific thing is to offer young people the opportunity to go through a programme that will make them contributors or shapers or whatever you end up calling it to society. You can't do it alone. You have to do it with your partners and you have to see your partners as part of your organisation. They are part of your unlimited organisation.

My last point is one about generations. When I wrote this book, I realised actually the inspiration to write it came from the guy who was 19 year old when I met him. It was upon the publication of my last book that this guy said, he was 19, he said in 2006, “You should write a blog.” And I said, “Blog, you know, I have – what's a blog. I don't know. What's a blog?” And he explained to me what a blog is and you all know and I started writing a blog and within a few months I had 20,000 people reading it and there I learned about what is social capital. And this guy actually continued to push me and push me and push me to the extent that I decided to write this book together with him. And I will tell you how this book actually came about. We designed together the concept and then we included 100 people from all around the world into the writing process. So we didn't write it ourselves. It was written by 100 people around the world who contributed examples and who shared their ideas and
disagreed or agreed and the whole thing went into a collaborative process and resulted into that book. What I think is relevant for you in that respect is the fact that your most important partner is the young people themselves. And I learned, I am 65, and this guy is now 26 and I learned so much from a 26-year-old guy who changed my whole perception. I was a successful businessman and everything, he changed my whole conception of what leadership is and how companies will be in the future. This came from a 19 to 25-year-old person. He never heard about the International Award, but these people that you have can do so much for and with you and they are the ones that will build this. They are the ones. It's not you. They are the ones that can take this programme to ten million people and not only one million people. So, I wish you good luck with that and I really, really look forward to come back. I can be a Fellow or something that will give me – that will allow me to come to a gathering in ten years time and celebrate that you have now achieved ten million young people.

The Chairman thanked Mr Kolind for his speech and presented him with a small gift from The Duke of Edinburgh’s International Award Association.

Saturday 24 November 2012

Item 5  Forum 2012 Summation

Report back from development sessions

Mr Charles Cilia, Deputy Chairman of The Duke of Edinburgh’s International Award Association, invited the Rt Hon. Lord Boateng, International Trustee to lead the session providing a summation of the discussions held in the development sessions on Thursday 22 November.

Lord Boateng explained that he was going to run an interactive session for delegates, to ensure that any issues that might have been raised within the development sessions held on Thursday were properly aired. He would be supported by John Danielson, Dorothy Ferrari, Katende Mukibi, Martin Scholtz, James Soh and Howard Williams, who would be able to provide their own personal perspective on the sessions they had attended.

He reminded delegates that the journey the Award has embarked upon stemmed from the vision and the foresight of the Founder, His Royal Highness The Duke of Edinburgh. Each delegate, in their own way had embarked on the journey at a different point, depending on their own history with the Award. He noted that the journey’s pace had increased considerable over the previous three years since the Forum in Sydney and that in Malta it was now important to make the next set of decisions so that the journey could continue. Lord Boateng shared his view that the Award was in a good place to make those decisions and to respond to the challenges it faced.
Lord Boateng referred specifically to the new Secretary General’s presentation earlier in the week and its accompanying booklet, “Transforming the Award”, saying that he felt that they provided the rationale needed to refurbish, revitalise and refresh the Award’s sense of identity and purpose; its capacity to grow so that the Association could cope with the existing and potential demand for the Award as well as being able to reach out to yet more young people; and everyone’s will to improve so that the Award family could continually strive to do what it does better and validate impact.

In thanking Mr Steve De Wint, Project Director for the One Award Alliance, and Mr Greg Belton, Chairman of The Duke of Edinburgh’s International Award Association, Lord Boateng likened the programme of change to an Award’s Adventurous Journey. He noted being on an adventurous journey is not always comfortable at the time and that there comes a point in any adventurous journey, as he himself had experienced when climbing Mt Kilimanjaro with his son and friends, when there is no going back, when participants know that whatever happens the journey will be completed. Reflecting on what had happened over the three years since Sydney, Lord Boateng said that he had the sense that this was the point that the Association had now reached in its own Adventurous Journey; that there were still things to do, still challenges to be overcome; but there was no going back and that the International Award Association was now at a point of genuine transformation. Lord Boateng paid tribute to the leadership of the Chairman of the International Council, His Royal Highness the Earl of Wessex, who had driven this process with great courage and determination.

Lord Boateng said that he sensed a real excitement in the room about the possibilities that lay ahead. He stated that perhaps some of that excitement sprung from a knowledge that the Association, whilst embracing change, was staying true to the vision of the Award’s Founder and of Kurt Hahn, his headmaster, who had inspired him. Lord Boateng then quoted Kurt Hahn’s words, reproduced within the newly published Award Handbook: “The aim of education is to impel people into value forming experiences... to ensure the survival of these qualities: an enterprising curiosity, an undefeatable spirit, tenacity in pursuit... and above all, compassion... It is culpable neglect not to impel young people into experiences.” Lord Boateng noted that the Award’s Founder, His Royal Highness The Duke of Edinburgh had made Hahn’s aspirations a practical reality by creating the Award and its underlying programme. He went on to quote the Founder, saying that his comments about the Award programme should help to mould the future strategy for the Association: “The very flexibility of the programme means that its success depends on the understanding of its general principles.”

Lord Boateng said that he had sensed a strong feeling of trust and confidence during the discussions that had taken place during Forum, matching the trust and the confidence he had seen demonstrated on the ground globally where the Award is delivered. He said that he was sure that continued trust and confidence would be secured by the transformation process on which the Association had now embarked. He then shared the West African Akan symbol of a crocodile with two heads and one stomach, explaining its meaning: the animal’s interest lies in respecting its own communality of interest in understanding that when one head feeds the whole body benefits. He explained that this had become in the Akan tradition a hugely powerful cultural symbol of mutuality, of diversity, of integrity and performance. Lord Boateng explained that, when he thought about the Award, it had always had at its heart the values of flexibility and cultural sensitivity, of mutual interest linked with individual effort. He commented that the Award did not set the individual...
against the collected. Instead it promoted the idea that, when people exercise their minds, bodies and hearts as individuals, through that exercise they can find a mutual and common purpose which when implemented with integrity enhances everyone’s overall experience.

Lord Boateng then invited John Danielson, Dorothy Ferrari, Katende Mukiibi, Martin Scholtz, James Soh and Howard Williams to the stage and asked for questions from the floor.

Sue Walker, Regional Director, Asia-Pacific, in noting Lars Kolind’s contention that there was a need to inspire, to involve and to engage asked the panel about the priorities faced by everyone in leading change. Howard Williamson, in reply, reflected on the discussions that had taken place in the group that he had attended, which had looked at non-formal education and the broader agenda. He said that the group had discussed the need to balance looking inwards and looking outwards and that people will need to think harder in future about how the Award look outwards to the local and the national context to connect with the kinds of political and social priorities young people face in their countries. He then spoke of the need to tailor the narrative of the Award to dominant political agendas within individual nations.

Lord Boateng then asked James Soh, who had attended the workshop on ‘Life after Gold’ to comment on the Award’s role in helping young people to prepare for employment. Mr Soh replied that, whilst in his country of Singapore he did not have to face some of the challenges of social issues that are faced elsewhere in the world, there was a real need to ensure that the most was made of the country’s human resources. He put forward the view that the Award helped to develop the future generation for employability and for leadership in society. He noted that, in cases where similarly qualified young people were being interviewed for a job, the knowledge that an individual had been involved in the Award showed that they had developed additional skills, behaviours and attitudes that would set them apart from other candidates.

In referring to the workshop on sustainable business planning, John Danielson commented on the need to take an in-depth look at all of the resources that have been planned and how they would help to support the sustainability of individual National Award Authorities. He said that much discussion had taken place in the workshop about the sustainability of financial and human resources, the ability to continue to attract the volunteers and the protection of reputation, so that the Award could grow. He noted the importance of keeping the Award relevant so that young people would continue to see its value and continue to participate.

Responding to a comment from the floor about the need also to ensure that National Award Authorities had good legal advice, Lord Boateng commented that it was important to build the capacity of national boards, ensuring that they include lawyers and accountants who would be able to provide this.

A delegate, speaking from the floor, noted that the new digital tools being proposed would also help with the sustainability of National Award Authorities, as they allowed the next generation to interact with the Award using methods that were normal for them.

John Danielson said that there had been some debate in the session about the challenges of using business language and discipline within not-for-profit, values driven organisations. The conclusion had been that this was quite possible and indeed essential if an organisation was to be sustainable.
He then talked about the importance of using the proposed franchise model as a way of assuring and standardising the quality of programme deliver to young people, particularly in the area of assuring the safety of participants.

Katende Mukiibi, who had attended the session on capacity building, spoke of the importance of building and managing relationships effectively, as well as ensuring that the right structures and people were in place within an organisation. The workshop had concluded that more priority needed to be given in National Award Authorities to staff development, volunteer management and relationship building with partners. He spoke of the importance of putting effective contracts and memorandums of understanding in place that clearly define relationships so that people are responsible to each other, efforts are evaluated and areas of improvement are identified.

From the floor, a comment was made that, noting that digital tools would be very important, work would need to be done to identify and build partnerships with companies and organisations that could help put in place effective information technology in countries and regions where access to the internet was very low or not immediately accessible.

From the floor, Wendy Luhabe commented on the need to identify different categories of partners so that different engagement strategies could be used for different groups of people, for potential corporate supporters, for grant giving foundations and for individuals who might be persuaded to provide financial support.

Dorothy Ferrari reported on the discussions that had taken place in the session on fundraising and resource mobilisation. She spoke of the considerable support that many countries had received from the International Award Foundation’s fundraising team and the International Special Projects Fund. She said that delegates in the workshop had agreed that more sharing of fundraising techniques used in individual countries would be helpful and that not all support needed to come from the centre.

Martin Scholtz reported on the discussions that had taken place in the session on impact research. He said people had been delighted to see results of the impact research that were now being promulgated by the International Award Foundation, because, not only was this something that funders required, but that it was research directly linked to the Award. It is now important that individual National Award Authorities contribute, through their own research, and provide evidence to inform the nine impact areas and to share their findings with each other.

Lord Boateng thanked those on the stage for the reports that they had provided and asked for any further comments from delegates.

From the floor, Mrs Aviva Ben Rafael said that she was delighted with all that she had heard, particularly concerning the leadership being shown by the International Award Foundation and the desire of everyone to work together. She asked for an assurance that this was part of long term strategy and not something that would change again in two years time. Lord Boateng acknowledged the general desire from delegates for continuity, stability and sustainability.

From the floor, Ambassador Klaus Holderbaum spoke of the need to ensure that, within the proposed revised constitution, the words ‘young people’ should appear earlier and more prominently.
Lord Boateng thanked everyone who had spoken during the sessions for their contributions and reminded people that they could continue to engage in the change process over the coming years. He then invited His Royal Highness The Earl of Wessex, Chairman of the International Council, Mr Greg Belton, Chairman of The Duke of Edinburgh’s International Award Association and Mr John May, Secretary General of The Duke of Edinburgh’s International Award Association, to the stage.

**Item 6 Constitutional issues**

The Chairman of The Duke of Edinburgh’s International Award Association explained that he wanted to speak about the context within which the proposed changes in the Association’s Constitution were being made. He explained that Forum was a time for discussion and genuine consultation; that it was not a place to announce foregone conclusions. He acknowledged the input and feedback that had been received from delegates in the workshops, regional meetings and the many one-on-one meetings that had been held. He thanked delegates for the candour with which they had expressed their opinions, concerns and local or regional sensitivities. He assured delegates that all of this had been carefully considered. He reminded delegates that the discussions at Forum followed four or five years of consultation, information gathering and consensus building, working with a broad representation that included the Association. He likened the Forum to a family dining room table when people sit down and are encouraged to express their opinions and to share ideas. He said that the proposed changes to the constitution were aimed at simplifying and standardising the way in which members of the Association conducted business among themselves.

The Secretary General explained that he would now present the decisions that delegates were being asked to make today and comment on some of the issues that had been raised during the course of the Forum.

He said that he considered there to be two big decisions to make. The first was about endorsing the approach of the One Award Alliance and to commit to its implementation. The second was to make the constitutional changes needed to bring that Alliance work into practice.

He referred to the list of Alliance tools that had been introduced throughout the Forum and commented on his delight that they had been received with such an overwhelmingly positive response. He said that he recognised that, whilst everyone wanted to adopt the tools as soon as possible, real challenges presented themselves in terms of planning for transition. Support would be needed, from regional offices, from London and from within the family as a whole.

The Secretary General spoke about the importance for making the tools accessible and in particular the challenge of operating only in English. He acknowledged the need to work in different languages, but reminded delegates of the limited resources with which the organisation works. He explained that he would be recommending a new policy to trustees concerning the translation of resources, whose successful implementation would rely heavily on volunteer activity to make it cost effective.

He went on to say that he noted two concerns about the implementation of the new visual identity. He assured delegates that individual National Award Authorities would not be asked to change their names and reminded them of the endorsement route that would be available. He noted the desire...
of a number of National Award Authorities to adopt the new visual identity as soon as possible and explained that this could happen as soon as their first license was signed, from February 1st 2013.

He said that he recognised the concerns that people had about moving to a formal licensing system and explained that, in his view, the role of the license was to ensure a consistent approach to working and putting in place a way of dealing with things when things go wrong. He assured delegates that there would be no fee for the license. He explained that the Foundation team would work with individual National Award Associations to deal with word changes to the draft licence that might be necessitated by, for example, local jurisdictional anomalies, but that he remained committed to, as far as possible, having the same licence across the Award family.

He explained that it would be possible, from 1 February 2013, to get the first licence giving the necessary permission to operate, use tools as they become available and adopt the new visual identity. Over the following three years there would be the opportunity to take part in the license standards and quality assurance validation process and then move to either a full licence or to a conditional licence. He reminded delegates that it would be impossible to move everybody to a full license or a conditional license straightaway, so the Association would be embarking on a three-year process.

The Secretary General then said that he would now move to the constitution. He explained that the request at that moment was to adopt changes to the constitution that would only be about putting in place the agreements that are needed to put the One Award Alliance into implementation. He acknowledged that there were some elements of the current constitution that needed updating. He asked Forum delegates to give the International Award Foundation the mandate to work on a much more detailed review of the whole constitution over the coming three years.

Turning to the detailed constitutional changes that he was recommending on behalf of the international trustees, he explained that there were three key things to do. He said that the first was a question of titles. He noted that amendments were being recommended to reflect the change of the name to The Duke of Edinburgh’s International Award or The International Award for Young People and to support the use of the new brand platform. The second recommended set of amendments would effect the introduction of licenses. He noted that it was proposed that Chapter 5 of the constitution should be amended to reflect the way in which membership would now be managed through the link with the licensing structure. The third set of recommended amendments would restyle the current two-tier membership structure as Associate and Full Members. Eligibility for the level of membership would be determined by the level of licence awarded, but the process for accepting and approving members to the Association would be exactly the same as in the past.

The Secretary General explained that, in terms of transition, there would be a freeze on membership status until April 2015, meaning that by the Toronto Forum everybody would be in place to be able to attend as Members of the Association.

The Secretary General then introduced a number of amendments that were being recommended as a result of consultation over the course of the Forum. He asked that Clause 1.2 should be amended so that it read “change the name of the Association to”. He asked that in Clause 11.2, the specific reference to a clause or schedule should be removed. Finally, noting the concerns expressed about
having the term ‘young people’ used earlier in the document, he asked that Chapter 11 should be placed at the top of the document immediately after the preamble of Chapter 1.

Lord Boateng asked delegates if they had any further comments to make.

From the floor, one delegate said that the first thing that he was going to do was to gather his own team before travelling home, to ensure that a list of actions had been generated, so that none of the ideas from Forum would be lost.

Ambassador Holderbaum, from the floor, offered his thanks to all those who had considered the various remarks and concerns that had been voiced during the Forum. He voiced his support for approving the recommended amendments and mandating the Foundation team to carry out a more wholesale review of the constitution over the coming three years.

Lord Boateng thanked Ambassador Holderbaum and suggested that this should be taken as a formal motion to adopt the proposed constitutional changes and to carry out a further revision of the constitution after consultation over the coming three years in preparation for Forum 2015. He asked for a show of hands and, following this, declared the motion carried.

Next steps

The Chairman invited the Secretary General to explain what would happen following the adoption of the constitutional changes.

The Secretary General told delegates that all the slide presentations, resources and webinars used during Forum would be placed on the website by the end of the following week, so that country teams, volunteers and participants could be briefed.

He thanked delegates for the feedback and comments many of them had offered and the ideas that had been generated about how the Association and Foundation could be improved. He thanked those who had completed an online survey, which had helped inform his thinking about the future development the Foundation in particular.

He explained that what he wanted to share with delegates some of the commitments and the desires that he had for the organisation and the Award family. He said that he would be putting in place with the IC and trustees the plans needed to take forward the One Award Alliance tools, in line with the feedback and comments he had received. He assured delegates that these would be properly supported and training materials would be put in place, working within the limited resources of the Foundation.

He said that he wanted to assure delegates that the Association was embarking on a long term strategy, that it was time to make a big leap and a step change in the way in which the Foundation worked so that the ambition to provide every 14-to-24-year-old with the opportunity to create their Award programme could become a reality. He explained that the Foundation team would work with National Award Authorities to ensure that proper transition plans were put in place with realistic ambitions and timelines. He noted that delegates had informed him that they wanted to see a continuation of the collaborative approach to service development that had been used throughout
the One Award Alliance process. He said that he was making a commitment to continuing this approach.

The Secretary General said that he recognised the diversity of membership of the Association; he wanted to ensure that use was made in future of everybody’s experience and the avoidance of focusing on certain sectors of the membership to the detriment of others.

He said that, on the subject of the visual identity, it had been wonderful to note that 41 out of 60 attendees at the relevant workshop said that they wanted to adopt the full monolithic version of the new logo. The Secretary General said that he believed that this was an amazing endorsement of the approach that everyone had been working on and that he was really grateful to everyone for having such confidence in the new global brand.

He said that he was really proud to be part of an organisation that was taking such a proactive approach to the development of technology. He shared his view that the Association was already stealing the march on a number of other organisations by pushing forward the development of the Online Record Book, online Award Leader training, the new website and other communication tools.

He commented that many delegates had suggested that the licensing and standards work would provide them with the mechanisms they needed to improve and grow the Award beyond anything seen before.

He went on to assure delegates that the Foundation team would be taking forward the recommendations of the research in impact workshop. The Secretary General said that he was adamant that improving the Award family’s understanding of impact would be a key part of the strategy to build the brand.

He noted that a number of people had said to him that something needed to be done about improving the skills of individual directors and staff both in the Association and also within the Foundation. He was committed to effecting such a change.

He encouraged delegates to keep the dialogue with him going and to stay in touch using whatever tools they had at their disposal.

He then asked delegates to join him in thanking a number of people: everybody who had been involved in one way or another with the One Award Alliance, and in particular the pilot countries who had put so much time and effort into the process; the facilitators of Forum workshops; the Foundation staff.

The Secretary General then said that there was just one other person he would like to thank. He said that delegates might not realise how much time, expertise and experience His Royal Highness The Earl of Wessex had given and continued to give to the work of the Association as a whole. He expressed his personal thanks to His Royal Highness The Earl of Wessex.

The Secretary General completed his address by referring to the old saying that you have to have roots to grow and wings to fly. He expressed the view that the ground had been prepared and the roots were firmly planted. There was now an opportunity for the Award to spread its wings and fly.
The Chairman thanked the Secretary General for his presentation and for the outstanding leadership he had shown over the past year.

Item 7 International Gold Event 2014

The Chairman invited Ms Hansol Kang to talk about the International Gold Event, to be held in South Korea in 2014.

Ms Kang thanked the Chairman and told delegates that it was an honour for her to be addressing the Forum. She said that Korea had first heard about The Duke of Edinburgh’s International Award in 2008 and since then many Korean young people had been given a window on to the world through participation in the Award.

She said that she hoped that, by hosting the International Gold Event in 2014, many more young Koreans would be able to share their culture, to train and live together with young people from around the world. She explained that planning and organisation of the event would be led by young people, in partnership with the Korea Gold Award Holders Association, the Asia-Pacific regional team, UCEP, the Korea National Award Authority and The Duke of Edinburgh’s International Award Association. She said that an online committee would be created in 2013 to start the conservation about how to make the IGE truly Korean.

The Chairman thanked Ms Kang for her presentation.

Item 8 Forum 2015

The Chairman then introduced Peter Melanson and Tom McGrath to talk about the Award Forum 2015.

Mr Melanson began his presentation by recognising the success of the Malta Forum and thanking, Charles Cilia and Kenneth de Martino and the rest of the organising team.

He then went on to explain that the Forum would be held in Toronto from the 28th of October to the 1 November 2015. He said that Canada was a vast country with many cultures and a proud heritage. He noted that the country is spread across five different time zones and an eight hour flight from one end to the other. He suggested that delegates with a relative in Vancouver might find dropping into them for a cup of tea one afternoon quite difficult.

Mr Melanson told delegates that the Canadian Award had been established in 1963, meaning that in 2013 they would be celebrating their 50th year.

He said that the event would be held in Canada’s largest city, Toronto. Toronto had been chosen for many reasons from amongst a wide range of worthy candidate cities. One of the chief reasons for the choice was because its airport is easily accessible from virtually any location around the world. Mr Melanson noted that Toronto is a vibrant and international and multicultural city in a country of about 34 million people.
Speaking about the Canadian Award, Mr Melanson informed delegates that, on an annual basis, there were 38,000 participants in the programme, with a growth of about 1,000 young people per year. Mr Melanson then introduced Mr McGrath.

Mr McGrath said that he was honoured to be Chair of the organising committee for the Forum and that he wanted to run through some of the successes that Canada had experienced in hosting international events on behalf of the Award. They had begun in 1967 by hosting the first International Gold Event, which had included as a participant a slightly younger Charles Cilia from Malta. The Association’s second Forum was hosted in Toronto in 1985 with great success and that was followed in 2002 with the International Gold Encounter where 87 youths were entertained, trained and provided opportunity for twenty-one days in four provinces. In 2010, Canada successfully held the Americas conference.

Mr McGrath explained that the Canadian Board had appointed the organising committee and that it was in the process of recruiting seven Sub-Committee Chairs. Support had been secured from the Governor General of Canada. The theme at 2015 would be around the celebration of diversity in Canada, the multicultural nature of Canada and its diverse population.

Mr McGrath then showed a brief video presentation, prepared by the Canadian team.

The Chairman thanked Mr Melanson and Mr McGrath for their presentation and said that he was looking forward to attending the Forum in his home town of Toronto. He went on to say that it was his responsibility to seek the Association’s approval for the appointment of the Deputy Chair of the Association for the next three years leading up to and including the Forum in Toronto. He explained that it was the tradition that this would be the National Chairman of the host country. In the case of Canada, this would be Jim Kershaw who would be replacing Peter Melanson.

The Chairman asked for the approval of Forum and this was given unanimously by a show of hands.

**Item 2       Minutes of the 10th International Forum and Matters Arising**

The Chairman informed delegates that he had not yet sought their formal approval of the minutes of the 10th International Award Forum, held in Sydney Australia from the 28th October to the 1st November 2009 and so he was asking for this now.

The minutes of the Tenth International Forum, held in Sydney, Australia in 2009 were duly approved. There were no matters arising.

**Approval of incoming International Council representatives**

The Chairman asked for the Association’s approval of the incoming International Council representatives. This was done by acclamation. He went on to thank those representatives who were retiring for their service.
Item 9  Chairman’s Concluding Remarks

The Chairman told delegates that he remembered the experience of his first Forum 1994 in Mauritius, and how, as the new National Chairman in Canada, he had discovered what a supportive group of people the Award the family was. He said that he hoped that everyone present, particularly those attending Forum for the first time, were leaving Malta with a deeper appreciation of the power of a global family. He said that he hoped that everyone had shared best practices with one another and learned from each other’s experiences.

The Chairman went on to thank the Forum’s organising team, led by Charles and Marion Cilia, Kenneth and Madeleine De Martino and Tasha Engerer. He noted that the organisation of the event had been exceptional. He said that delegates would return home with lasting memories of the wonderful hospitality they had received on a truly beautiful island. He then went on to thank the staff of the International Award Foundation, whom he said he knew had been working literally around the clock, not just during the event but before it as well. He thanked all those involved in facilitating workshops and contributing to sessions, particularly those from external organisations who had given up their time to be present.

The Chairman and His Royal Highness The Earl of Wessex then presented certificates of appreciation and recognition to outgoing trustee, Mrs Wendy Luhabe and the outgoing Deputy Chairman of the Association, Mr Charles Cilia.

In announcing the Forum formally closed, the Chairman invited Mr Kenneth De Martino, Chairman of the Organising Committee to the stage.

Mr De Martino reiterated the Chairman’s thanks, noting that, as most of the organising committee were preparing for the gala dinner that would be held that evening, he would repeat his thanks to them then. He then made a presentation to His Royal Highness The Earl of Wessex of a specially commissioned painting of the former residence in Malta of Her Majesty the Queen. He finished by thanking Charles Cilia both for the leadership he had shown to the Award over many years and for the confidence and trust he had bestowed on him as he took over as Chairman of the President’s Award Malta.