

International Council **Triennial Report** **2015–2018**

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Foreword

We live in challenging times! Young people have previously dreamt of opportunities but for all too many these remain unfulfilled and unrealised. Too many young people feel alienated from society, challenged in terms of their mental health, underused skills or general sense of wellbeing. As an Association we know that the Award offers the possibility to millions worldwide of fulfilling their potential and making a reality of their hopes and aspirations.

More than 60 years on, the Award continues to grow in its reach and impact. This is due in no small part to the wisdom and insight of the Founder, HRH The Duke of Edinburgh, and the enduring appeal of the programme he created. Our continued expansion however depends on the tireless work of those who give so generously in so many ways. The Forum and the International Council belongs to you all and are the place where the Award internationally is able to benefit from your shared experience. Heartfelt thanks are due to all in this respect.

I am conscious, as Chair of the IC and as a Trustee, of the debt we owe to so many of the Award family who have embraced wholeheartedly what has been an exciting but demanding process of change. A process which has been inspirationally led by HRH The Earl of Wessex with the support of John May and his great team for which I am personally grateful. This has been necessary to make us fit for purpose in the 21st century. We are as a result a more tech savvy and relevant organisation, able to offer to so many more young people an appealing digital experience. We have also been able to ensure and maintain, through enhancing our governance arrangements, a uniformly high standard in terms of the quality of the Award experience.

I am conscious too however of the need for us to build on our success in this respect so as to reach yet more young people. This must include those who find themselves one way or the other in a difficult place either as a result of personal circumstances or of conflict or economic deprivation. Our Founder understood this very well when he instituted the Award. Our best gift to him and to a world that needs what the Award can offer now more than ever is to redouble our efforts.

Forum 2018, meeting in Ghana and for the first time in West Africa – on a continent which hosts the fastest growing most youthful population in the world – is a landmark gathering for the Award. A strong and dynamic programme delivered by the global family that is our Award faces the future with hope and expectation. We are all of us determined to shape the Award and the lives of

those for whom it exists in a way that fulfils our Founder's commitment to the potential of the young and a better life for all everywhere.

Vikuzenzele as they say to the south of the great continent in which we meet which in translation means, "Let's Go For It".

Paul

*The Rt Hon The Lord Boateng PC DL
Chairman of the International Council*



Introduction

The International Council has met three times since the close of the last Forum, in Toronto (Canada), Great Missenden (UK) and Prague (Czech Republic). Members of Council have overseen consultation on, and adoption of, the Association's Memorandum of Understanding, contributed towards the Award's Global Strategy, advised the International Trustees on a range of important developments, discussed challenges faced by individual Operators and shared good practice.

Members have noted and welcomed the growth in services being provided by the International Award Foundation from its base in London and from its regional offices, but have also noted that there are a number of pressure points in the system that need addressing to ensure that a consistent service can be provided to all constituents of the Association.

Significant developments

The Memorandum of Understanding

The Forum in 2015 accepted the proposal by the Constitution Review Team to replace the rather rigid Constitution, which had governed the International Award Association since it was formed in 1988, with a more flexible [Memorandum of Understanding](#). The International Council was delegated the task to approve the final version of the Memorandum of Understanding following consultation with the Association through the Regional Conferences held in 2016.

At the meeting of the International Council, held on 1st and 2nd November 2016 in the UK, it was agreed that the text of the Memorandum of Understanding be circulated to all current members of the Association with the International Council's unanimous recommendation that it should be adopted in place of the Constitution. The International Council also agreed the wording of a motion which members of the Association were asked to consider and to communicate their decision via electronic vote. The result of the vote was almost unanimous in favour of adoption.

An important aspect of putting the Memorandum of Understanding into practice has been the development of a new consultation and decision making arrangement, designed to ensure that all stakeholders within the Association have a voice and can raise issues relating to the operation and development of the Award internationally. At the meeting in Great Missenden, members of Council endorsed a flexible approach which encourages proposals to be built gradually, using debate in as many places as possible (including regional conferences) to build a strong case for change which can then be considered by Council and ultimately by the International Trustees.

A further matter that has been clarified by the Memorandum of Understanding (and its subsequent accompanying 'brief') is the role of Emerging Leaders in the Association. Members of International Council endorsed the assertion that Emerging Leaders are an important representative group within the Association's constituents. They are mostly Gold Award holders who have demonstrated a willingness to engage further within the Award, whether as unit leaders, trustees, staff members or volunteers. As some of the most powerful advocates as well as critics of the Award, their role is to provide valuable insight

and opinions, as full, equal and active members of any gathering, committee or working group that they may join.

At the meeting of International Council held in Prague in 2017, members of Council received the first tranche of proposals to consider. These included a request for flexibility in terms of naming the Residential Project at Gold level. Following further discussion by the International Trustees, the newly published Operating Guidelines for the Award, now incorporate this flexibility.

Members recognise that decision making within an international network such as ours will inevitably take time, as debate needs to happen in as many places as possible before reaching consensus. In many ways, the fact that the process can be fairly lengthy, whilst sometimes frustrating, can lead to a more positive outcome – as there is room for reflection, accommodation of different views and compromise, rather than the need to reach a speedy, but perhaps ultimately unhelpful, decision.

A Global Strategy for the Association

Members of International Council spent much of their meetings over the past triennium discussing and supporting the development of a [Global Strategy for the Award](#), as mandated at Forum 2015. This was finally published in 2018.

How and where the Award might grow

The Award helps to inspire young people to dream big, celebrate their achievements and make a difference in their world. In order to achieve this, hundreds of thousands of dedicated people help to deliver the Award every day. In more than 130 countries and territories around the world.

In many countries, the Award is delivered via licensed National Award Operators. Each differs in the amount of resources it has available, its market and its capacity to meet our collective strategic ambitions. Each operator needs its own strategy for growth, which contributes to achieving the goal of reaching at least 1% of the 14 - 24 year old population in every country in which we have a significant presence. Experience suggests that reaching 1% of the 14 - 24 population means that the Award has succeeded in becoming truly accessible to most young people in that country, thereby meeting the long-term ambition we agreed in 2012. However for these developing operators, an interim target of 0.5% is in place.

In countries where there is no National Award Operator, the Award is delivered through Independent Award Centres, licensed directly by the Foundation. In such a strategy needs to be developed to help grow the Award beyond its current operators so that, ultimately, where appropriate, a National Award Operator can be licensed. This strategy could involve the Foundation setting up a branch in the country to manage growth, or indeed licensing an existing operator to act on behalf of the Foundation.

There are other countries and territories where the Award has no presence, or its presence is minimal, even in countries where National Award Operators exist. Each of these new and emerging markets needs its own development strategy, which starts from deciding on the viability of introducing the Award and prioritises the urgency of getting started in a new country.

In recent years, some flexibility has developed in the Operating Framework, so that the Foundation in some countries has a closer managerial relationship with the National Award Operator than in others, sometimes resulting in a shared operating model of sub-licensed operators and Independent Award Centres. This has proven to be particularly useful in large, complex countries where the granting of an exclusive licence to one entirely autonomous National Award Operator has proven to be premature. Examples of this arrangement include the USA, China, Indonesia and Malaysia.

6. As agreed at International Council 2017. A full list of countries and territories is available via the Foundation.

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A Global Strategy for The Duke of Edinburgh's International Award, 2018-2022

The Global Strategy builds on the Foundation’s 2014 – 2020 strategy and sets out a broader picture of the Association’s challenges and opportunities from a global perspective. It also outlines some exciting, ambitious, but achievable priorities for the coming years. It was developed through extensive consultation and discussion with Award Operators, supporters and a range of other constituents of the Association, building on the work begun at Forum 2015.

Whilst it recognises that Award Operators will have to devise solutions appropriate to their market and circumstances, the Global Strategy proposes a number of ways in which the Association can work together, to help drive the Award towards its ambition of access for all 14–24 year olds.

The Global Strategy identifies three areas where actions can be taken to achieve the ambition:



Improving **Access** for new and diverse groups of young people. Award Operators are encouraged to think consciously about how easy it is for young people to access the Award, to determine target groups to whom they ought to be appealing and to address practical or perceived barriers to entry and completion. Once identified, to implement strategic initiatives that engage these diverse groups.



Increasing the societal and geographic **Reach** of the Award. This can be enabling new Award Operators to start or encouraging existing ones to consider carefully if they have the people, the tools and the partners to manage higher numbers of young people, from a wider diversity of backgrounds and locations, participating on a regular basis. Once priorities have been determined, to implement strategic initiatives to address the issues.



Improving the **Impact** and quality of delivery. Growth should not be at the expense of a quality experience for participants or indeed for volunteers. This can be about identifying and implementing the necessary actions that improve the training and development of volunteers and delivery partners; surveys or research to inform and improve operations; effective communications with participants, funders and influencers.

The Global Strategy has no defined set of goals, however there are certain indicators that should illustrate progress. These include:

- More Award Operators who have an appropriate balance between numbers of new entrants, completions and those from ‘at risk or marginalised’ backgrounds

- Greater growth and progression through to the highest levels of the Award from a more diverse group of participants
- Improved recognition by others of the value and power of the Award to help young people
- The Award being seen as a valuable tool by government and civil society in supporting young people’s development

Implementation of the Global Strategy has only just begun, but it is pleasing to note that the document is being referred to by almost all National Operators during their development planning as part of the Licence review process.

ORB development

Since Forum 2015 members of International Council have noted the many milestones that have been achieved in the development and implementation of the second version of the Online Record Book (ORB). These have included its successful development, the localisation/translation of the system into 15 languages, the pilot launch with the Slovakian and Turkish NAOs during May 2017 and the migration of IACs and NAOs using the previous system.

Members supported strongly the approach recommended by its developers that the new system should be ‘mobile first’, as opposed to a web page, providing ease and convenience of access to the system. Members noted that this would help support the reach of the Award in countries where internet access is limited, but smartphone ownership and usage is increasing on a yearly basis. It is



pleasing to note that, since September 2017, take up has been encouraging, with a total of over 44,000 installations to date.

At the meeting of International Council in Prague, members discussed the question of take-up and how this might be accelerated. Members encouraged the Foundation to improve its internal processes to ensure Operators receive adequate levels of support during the formative stages of implementation. They also noted some of the technological challenges faced by some users, such as participants who have limited internet access (e.g. those in boarding schools or youth offender institutes). Version 2.0 of the system includes a 'semi offline' function that is being piloted by Australia prior to a wider rollout.

Links with governments

A recurring matter of discussion at International Council meetings over the triennium has been the positioning of the Award with individual national governments. Members explored the opportunities and challenges presented when isolating the Award completely from government policy. It was generally agreed that, even if Award Operators do not wish to create alliances with government structures, they should at least use narratives that fit with the policy agenda of a country, thereby defusing opposition.

Defining 'at risk and marginalised' young people

Members noted the variation of definition of 'at risk and marginalised' from country to country. Following consultation at regional conferences in 2016, Council adopted the following working definition:

At risk: those young people whose circumstances mean they are vulnerable to negative influences or consequences and who, through the Award, can reduce many if not all the risks and permanently change their circumstances for the better.

Marginalised: those young people experiencing isolation from society either physically or psychologically and who, through the Award, can feel included and become positive contributors to mainstream society.

Defining 'active participation' in the Award

At the International Council meeting in Prague in 2017, following a proposal from the Asia Pacific regional conference, a definition of active participation, to be used when gathering statistical data, was recommended to the International Trustees (and later agreed by them) for use across the Association. It was recommended that active participation should now be defined as "a participant recording activity within the 12-month calendar year (1st January to 31st December) reporting period." It was noted that refinement would be required over time through improved use of ORB.

Adventurous Journeys undertaken outside a 'home country'

A proposal from the EMAS regional conference was discussed at International Council in Prague, concerning notifying National Award Operators of Adventurous Journeys being undertaken in country by Award participants from other countries. As a result of this discussion it was recommended that the Trustees commission proposals for new guidance. This work is likely to be undertaken in the next triennium.

Communications

2016 saw the 60th anniversary of the Award and members of International Council were pleased to support and encourage Award Operators in contributing to the Association's '60 films for 60 years' initiative. These short films remain a useful resource for Operators to use when marketing the Award locally.

Members have been pleased to note the growing library of images and written resources available from the Foundation for Operators to use when marketing the Award to a variety of stakeholders.



Building on this initiative, members of Council discussed the potential for a global campaign to raise awareness of the Award, to be launched in the 30th year of the Association in 2018. In Prague, they received a detailed briefing from the Foundation's Director of Brand and Communications and endorsed the proposed approach, noting, as an aside, that this would give opportunities for all Award Operators to improve their marketing through social and digital media. This campaign launches at Forum 2018.

The Award's Operational Guidelines and the International Handbook for Award Leaders

During the triennium, the Award's Operational Guidelines were revised, and members of International Council were consulted. The Operational Guidelines are intended primarily for National Award Operators to help them maintain the overall ethos and principles of the Award worldwide – as outlined by the Founder – when endeavouring to deliver the Award in their country in a manner best suited to the prevailing circumstances. They seek to provide clarification and interpretation of, in particular, the Fundamental and Operating Principles, thereby setting the parameters within which to operate.

At their meetings in Great Missenden and Prague, members of International Council contributed to the ongoing review of the International Handbook for Award Leaders. They noted its importance to a growing number of National Award Operators who have chosen to adopt it rather than develop their own handbooks. All Handbooks perform the task of interpreting the Operational Guidelines to provide practical guidance to those who are delivering at unit level.

The International Council will be reviewing a final draft of the new edition of the International Handbook at their forthcoming meeting in Accra, with a view to it being published in January 2019.

Pricing Policy

At its meeting in Prague in 2017, International Council endorsed a new Differential Pricing Policy for the Award, which clarified practices which have been in place for a number of years. The pricing policy uses GNI PPP data provided by the World Bank and splits Award Operators into a number of categories, which in turn then pay for services and activities on a sliding scale of cost. The aim is to create fairness throughout the Award by assisting countries who are less able to pay than others.

Safeguarding

During the triennium, International Council followed with interest and endorsed the work that the Foundation was undertaking in regard to reviewing the procedures that the Award has for safeguarding, especially young people and vulnerable adults. This year, the International Trustees reconfirmed the responsibility, under licence, of Award Operators and Award Units to undertake due diligence when selecting organisations and individuals with whom to partner when delivering an Award activity.

Although the Foundation already insists on appropriate vetting to national standards and compliance with national guidelines for the protection of children, young people and vulnerable adults, it published a Code of Conduct to provide more positive guidance. All adult volunteers and employees of the Award, regardless of appointment or role, are expected to adhere to this Code of Conduct and treat it as a description of a minimum standard of behaviour, recognising that further standards may be required by their own national legislation or policies set by their National Award Operators or their own organisations.

Research

Members of International Council have been pleased to see the growing interest in the research agenda throughout the Association and the extra resource that the Foundation has put in place to support its international implementation.

The outcomes research was one of the new initiatives introduced at Forum 2015. Since then it has been piloted with participation from four NAO and 29 IAC countries, with around 3,000 young people taking part. The surveys are conducted before and after a participant's Award programme and aim to monitor the development of certain outcomes throughout a young person's Award journey, as outlined in the Award Outcomes.

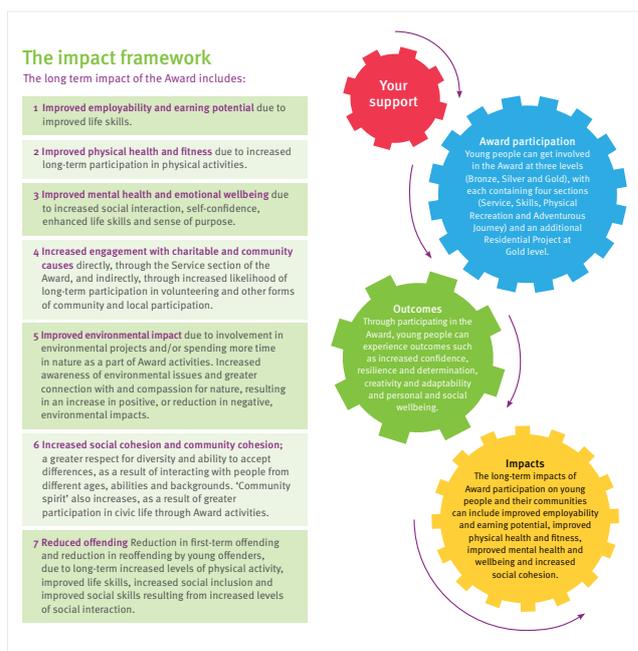
Members of International Council have noted the significant progress that has been made in evaluating the Award's social value. This is the value of the change that stakeholders (such as young people, adults involved in delivery, businesses and government) experience in their lives due to the Award, which can eventually be represented as an economic value. This helps stakeholders understand the economic contribution of the Award to society.

Working with PwC, the Foundation has developed impact pathways covering each of the sections of the Award, as well as an impact pathway for adults involved in



delivering the Award. Australia and Ghana are piloting the methodologies to quantify the value of their prioritised impacts, and to determine the primary and secondary data necessary to implement these.

The original Impact Framework for the Award was launched in 2012 as one of the strands of the One Award Alliance Project. It was mainly based on desk research and Millennium Development Goals, which were relevant at the time. It has been very well received and used by the Award network since then, especially when promoting the Award to potential donors, government institutions and delivery partners. In 2017, International Council endorsed the Foundation's decision to review the Framework to ensure that it links better with the 2018–2023 strategy and current trends, such as the UN's Sustainable Development Goals, the Award Outcomes and the Social Value model. After alumni consultations done by NEF Consulting, intensive discussions across the global Award network as well as the report and recommendations of the external consultants PricewaterhouseCoopers (PwC), the new Award Impacts were launched in June 2018.



Global Participant Satisfaction Surveys and Award Team Satisfaction Surveys were introduced in July 2015. More than 17,000 young people and over 1,000 adults have participated in the surveys since then and results have been published in two reports; in October 2017 and September 2018.

At its meeting in Prague, International Council received an impact report entitled 'Enabling transformation: individually, socially, globally'. The report was based on the analysis of the data collected through interviews with 34 stakeholders from 14 countries across four regions about the impact of the Award, using the Wheel of Influence tool introduced at Forum 2015.

Special Projects

Members of International Council were involved in assessing applications for Special Projects grants throughout the triennium. The final tranche of International Special Projects grants were awarded in their current form in 2017.

At its meeting in Prague, International Council endorsed the new arrangements that International Trustees have put in place for the administration of International Special Projects. The new Special Projects Three Funds grant programme was launched in April 2018 and encourages applications for funding of three different types of project, aligned with the Global Strategy with its focus areas of improving Access, Reach and Impact. It is expected that more than £500,000 will be awarded in grants to Operators in the current financial year.

Adult learning

At the meeting of the International Council in Prague, members endorsed a proposed new approach to supporting the adults who offer their time, energy and support to delivering and growing the Award around the world. Council confirmed its commitment to the contention that the ongoing growth and success of the Award lies in the recruitment, retention and upskilling of the Award's volunteer base, and an ambitious commitment to a six-fold increase in the level of volunteer recruitment, training and support.

Further to the Prague meeting, Council is pleased to note that the Foundation is now working with various National Operators on a number of initiatives in a pilot phase surrounding the creating of learning programmes for executive, operational and volunteer roles. In addition, having consulted National Operator staff and Board members, the Foundation is developing a platform to enable the sharing of news, insights and opportunities across the Association and to collaborate, share ideas, best practice and learnings, alongside 'microsites' for National Operators.

Special Projects Grants: 2014 – 2018

Region	Grants made in 2014/15	Grants made in 2015/16	Grants made in 2016/17	Grants made in 2017/18
Africa	62,181	89,830	86,839	8,447
Americas	–	23,850	89,076	51,445
Asia Pacific	58,680	16,952	110,025	55,134
Europe, Mediterranean & Arab States	37,160	36,010	115,514	49,038
Grand total	158,021	166,642	300,279	84,694

IGE 2017

The International Gold Event took place in Prague, Czech Republic, between the 25th and 30th October. 73 participants from 38 National Award Operators and Independent Award Centres gathered to analyse ten global topics within the context of Czech Republic and Slovakia and develop a strategy for how the Award could be used to address the topic. The topics included corporate social responsibility, social and educational inclusion, start-ups and social entrepreneurship. To support their analysis the participants undertook field visits to a variety of local organisations and communities in the Czech Republic and Slovakia. They were also provided with training on leadership and decision making and given guidance on how this could be used to help implement their ideas and utilise their skills.



World Fellowship development

Members of the International Council met the new Director of Fundraising at IGE in Prague.

After considering feedback from some of our key supporters and stakeholders in 2017, there have been some changes made to the current structure of the World Fellowship giving the opportunity for it to serve better the current needs of the Association, particularly allowing increased opportunities for funding for NAOs. The key change is the introduction of a three-year pledge cycle where donors are asked to renew their support at the end of their pledge. In addition, those who give at the Silver Fellowship and above are able to nominate 50% of their donation be directed to support the Award in a country of their choice. If a National Operator is licensed

in that country, this donation is passed on directly as an unrestricted grant.

The table below shows how World Fellows have contributed to NAOs within the regions over the last three years.

Region	Active Donors	Split contribution 2015-19 £
APR	92	380,193
Americas	99	671,018
Africa	8	312,500
EMAS	197	279,157
Total	396	1,642,868

Licensing and quality assurance

International Council members continue to support the Foundation's efforts to use the licence to support and enable licensed Operators to adhere to the international objectives, philosophy and standards of the Award, and improve and grow the Award in their individual countries and territories.

By the time Forum takes place in Accra, over 90% of National Award Operator validations will have been completed with the focus over the triennium shifting to licence reviews, validating new Operators and embedding strong quality assurance processes and procedures. In addition, 111 (out of 395) Independent Award Centres will have completed their licence reviews with the remainder due to be undertaken in the next two years.

In response to International Council members' feedback, research and analysis, the Foundation developed and then rolled out new, updated quality assurance processes for both National Award Operators and Independent Award Centres. The updated processes were fully implemented in November 2017 after agreement at International Council.

The new approach has provided National Award Operators with greater clarity as to the requirements and recommendations that are made by the Foundation's review. In addition, there has been an increased focus on ensuring that improvement plans are developed to reflect the recommendations and the Foundation's internal monitoring and compliance processes for tracking the outcomes from reviews have been revised and improved.

Early analysis of the licence reviews from across the Association demonstrates clear progress in a number of areas, including governance, learning and financial management. The focus for the next triennium will be to take forward work on: sub-licensing; the roll-out of the ORB and other digital tools; management of the global International Award brand; further development work on supporting governance; and greater alignment and reciprocity regarding adult learning.

Participant Age Ranges

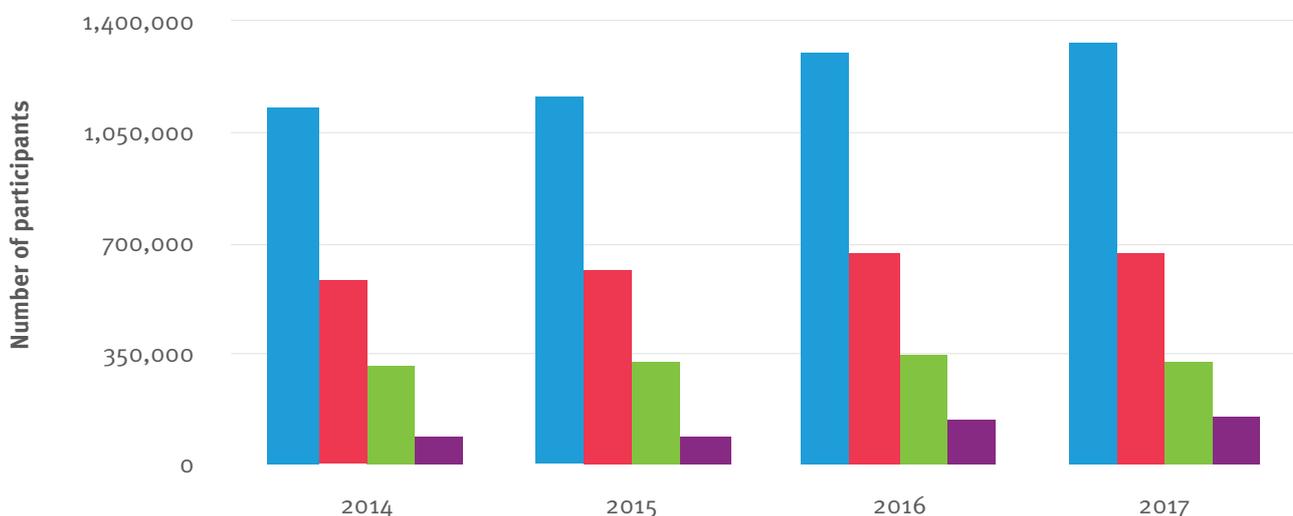
Members have followed with considerable interest a number of pilot programmes, designed to add flexibility for participants to commence their Bronze Award along with their peers in the same school year group, irrespective of whether they have reached 14 years of age.

These pilots have received a very positive response and the revised Operating Guidelines for the Award, published in 2018, provide for this flexibility to be implemented in any National Award Operator, should they choose to adopt the practice.

Global statistics: Overview and analysis

The December 2015, 2016 and 2017 statistics showed strong growth in the number of Award participants, Awards started and the total number and percentage of at risk and marginalised young people participating in the Award. Overall there was also growth in the number of Awards achieved with 5% growth in Bronze Awards, 6% in Silver and 8% in Gold over the three years. More young people than ever are starting their Award journeys (up 14% since 2014) and achieving Awards (up 6% over the three years).

- Participants
- Awards started
- Awards achieved
- At risk and marginalised



Regional highlights

Africa

- The triennium has seen remarkable improvement in the area of Governance amongst Operators. This has translated to growth and better positioning of the Award within the region as a whole.
- Operators throughout the region have embraced, owned and deployed the Award's Business Processes and Tools. Operators are proactive in terms of using and challenging them to the benefit of our work and growth. There has been an appreciation by Operators that they had clung on to old models of operation that stunted growth; Operators are now coming up with models that will lead to growth and sustainability as well as balancing quality and quantity.
- The region has introduced a peer mentoring programme for National Directors and Board Chairs. This has led to considerable cross-national co-operation. There is active peer to peer support and willingness to give a hand up – This has translated to positive 'competition' where Operators are competing to improve numbers of participants and completions.
- The region had two successful Royal visits to West Africa (Ghana) and to Southern Africa (South Africa). Key highlights of the visits included HRH The Earl of Wessex presiding and gracing Gold Award presentations, engaging with high level government representatives, including the Head of State in Ghana, meeting captains of industry, raising profile for the countries and meeting governance teams. Arising from these visits, remarkable improvement has been noted in both countries and relationships have strengthened between the Operators and their targeted stakeholders.
- The Secretary General in the last three years has undertaken business visits to Ghana, Nigeria, Uganda, South Africa, Seychelles and Zambia. The highlights of the visits included positioning the Award as the champion for non-formal education with a variety of stakeholders including government ministers, business representatives, delivery partners and civil society. His engagement has also helped to support the work of the regional office in strengthening governance structures within individual Operators.
- Regional conferences: We have had two successful regional conferences in Ghana (2016) and South Africa (2017). The conferences have helped in terms of promoting high-level engagement with the Foundation. They are now attracting both the National Director and the Board Chairs (or equivalent); this has changed the quality of engagement at conference and the nature of the discussions between Operators. Operators are now competing to bid to host conferences. Notably, we have

had 70% of our Operators in attendance, graced by the involvement of International Trustee Mr. Edun Wale and the Foundation's Secretary General.

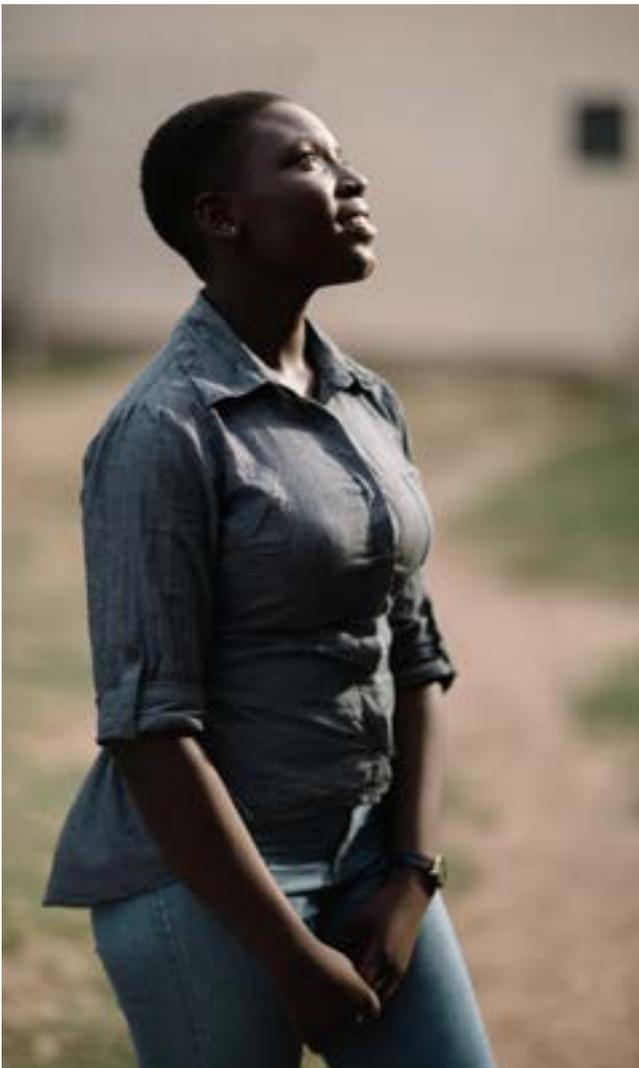
Asia Pacific

- The implementation of digital systems has been a key focus, especially the Online Record Book. The migration of APR NAOs (Australia, New Zealand and Nepal) from the former to the new ORB was completed in January 2018. Since 2016, the regional office has worked with Nepal to successfully transition their units – initially five pilot units on the previous ORB and remainder on the new ORB – resulting in the majority of the Nepal Award now being online. Since March 2018, APR has been working very closely with Bangladesh, Sri Lanka and India on their ORB implementation projects. This year New Zealand has mandated the use of ORB with an expectation of moving 100% online (previously 20% online). There is discussion and scoping with other NAOs e.g. Hong Kong, Fiji and Malaysia about their upcoming ORB implementation plans.
- A number of Royal visits have taken place in the Asia Pacific region, including Bangladesh in November 2017, Sri Lanka and India in February 2018, the Australian Commonwealth Games visit in April 2018 and China and Hong Kong in June 2018.
- The Secretary General also visited the region numerous times, including Singapore and Malaysia in 2016, Australia, India, Indonesia and Japan in 2017 and New Zealand and Korea in 2018. The visit to Indonesia was notable in presenting to the SMK National Skill Competition International Seminar.
- Asia Pacific Regional Conferences were successfully hosted at the Sheraton Hotel in Hong Kong in 2016, sponsored by World Fellow Dr Johnny Hon and at Lane End Conference Centre/Award House UK in September 2017. Hosting in the UK provided exposure to the international level of operations and opportunity to engage with broader Foundation staff team.

Americas

- The triennium saw the Caribbean Award Sub-Regional Council (CASC) hold three sub-regional meetings, Leaders training courses and Adventurous Journeys. These were held in Trinidad and Tobago 2016, Guyana 2017 and the Bahamas 2018. Approximately 300 young people satisfied Silver or Gold Adventurous Journey requirements during the period and approximately 100 Award Leaders were trained.

- The USA New York Metropolitan Area office also closed during the period and a new USA national entity was launched in July 2016, headquartered in Chicago.
- In November 2016 HRH Prince Henry of Wales presented Gold Awards in several Eastern Caribbean NAOs, during an official visit on behalf of Her Majesty. Gold Award presentations were held in Antigua and Barbuda, St. Lucia, St. Vincent and The Grenadines and Barbados. HRH also presented two special Awards during the Guyana leg of the trip to the former Minister of Culture Youth and Sport, Gail Texieria and former National Director Alfred King. HRH Prince Henry also presented 150 Gold Awards in Canada during the Invictus Games, held in Toronto in September 2017. HRH, The Earl of Wessex visited the United States in September 2018 to support the new board with several funding initiatives including a Real Tennis Challenge. During the visit he also met young Award participants and presented Gold Awards in New York.
- The Secretary General visited a number of countries in the region during the triennium including the United States, Trinidad and Tobago and Guyana.



- Two regional conferences were held during the period. In July 2016 the Americas regional conference was held in Trinidad and saw the endorsement of the Memorandum of Understanding, the Online Record Book and the support for the future strategy. The 2017 conference held during the month of July in Georgetown, Guyana was viewed by all present to be extremely successful. The NAOs present unanimously endorsed the new global strategy and the digital tools including the Online Record Book. The Secretary General attended both conferences. All attendees at the Guyana conference were treated by The Second Vice President of Guyana, His Excellency Sydney Allcock to a hinterland trip at the expense of the Government of Guyana.

EMAS

- A new NAO in Slovakia was launched in 2016, after a year of development and support. After its first full year of operation in 2017, it had 1,648 new entrants, 539 Awards gained and 149 Award units across the country.
- The Ministry of Youth and Sport in Bahrain approached the Foundation to set up an NAO, which will mark the first in the GCC. The regional office has worked closely with the ministry team to establish this. It currently has three pilot Award Units, with 90 participants. The aim is to have them licensed in time for Forum 2018.
- Before Forum 2015, all EMAS NAOs had received a licence validation. There were 12 Full Licences and six Conditional Licenses. Eight licence reviews have taken place during 2017–2018. Full Licence holders have kept their licenses. Those with Conditional Licenses have either been re-issued or given extensions, to ensure the conditions of certain recommendations have been met. A memorandum of understanding with Ireland has also been established and a visit will take place in October.
- A seminar was held at St James’s Palace in October 2016 to discuss how the Award could be developed within the Arabian Peninsula.
- Royal visits have taken place to Latvia in December 2016 and Slovakia in October 2017 (as part of IGE).
- Secretary General visits included Luxembourg in 2016, Germany & The Netherlands in 2017 and Lithuania, Gibraltar & Bulgaria in 2018.
- Two well hosted and well attended regional conferences took place in Slovenia in 2016 and Portugal in 2017. At the most recent regional conference in 2017, there was good engagement on the Three Funds, the Association strategy and full discussion on the issues raised to IC. There is a higher level of interest from others for hosting future regional conferences and interest in hosting future IGEs & Forum. The Czech Republic also hosted IGE 2017, with Slovakia, and it was a very successful event.

Challenges and opportunities

Africa

- The economic and political instability of Madagascar has made it difficult to identify an effective governing structure. The identification, recruitment and deployment of credible Operating Authorities will reinforce the work done by the NAO and ensure growth
- We have been deliberate about encouraging Operators to look for ways to navigate challenges in connectivity and education policy in the region, which could impact on the roll out of the Online Record Book and other digital tools. We encourage all Operators to see this as a potential source of revenue to support their annual budgets – and of course a tool to help drive the growth of the Award within the region.
- Proper deployment of the Sub Licence has improved the working relations/respect between the Operators and their Units. It has also ensured that the Operators streamline their suite of services.

Asia Pacific

- The Japan NAO leadership advised of their decision to not continue as the licensed National Award Operator in Japan effective from the expiry date of their conditional licence on 31/3/18. In the short-term the Foundation has implemented the IAC management model and the APR office will support future operating partners including the Japan Scouts. The NYAA Singapore also declared its intent to give up its licence, effective from 2018 due to the announcement of a new NYAA programme aimed at Singapore public schools and changes in their participating criteria. Transition arrangements including the IAC management model have been put in place. The Foundation will investigate a longer term strategy for the Award in Japan and Singapore, for the future.
- In May 2018, Malaysia historically elected a new Government, after a 61 year-party rule. As part of the new cabinet, the youngest ever Minister for Youth and Sports has been appointed: Mr. Syed Saddiq aged 25 years old. The new Ministry, under which the Award operates, is currently reassessing all youth-based programmes in the country.
- Since April 2016 the Foundation has been working on a project to review and re-establish the Award nationally in Indonesia. This has progressed with a proposed legal form, delivery model and pipeline

of interested future operators identified. Legal and taxation advisory services have been engaged to move forward on the national entity and legal set up, a re-launch anticipated at the end of 2018. Two national operating partners have been licensed with 1,020 participants and 50 Award Leaders achieved in 2017, with a subsequent target for the next intake of 1,700. The Paskibra Flag Raising Alumni have signed five sub-licences to expand to other cities and the BPK Penabur Foundation have registered 28 Award Units on the ORB. A forum was hosted by the British Ambassador in Jakarta in December, with interested stakeholders from 20 organisations. Operations has also established a successful partnership with Cambridge Assessment International Education, which has been piloting in Indonesia, amongst other places.

- In October 2015, the Foundation's Trustees approved a special China project team to develop a national entity to grow the reach of the Award in China. After three years of research, stakeholder networking and recruiting World Fellows from China, a new national entity is currently being set up in the form of a WFOE (Wholly Foreign Owned Enterprise). In June 2018, HRH The Earl of Wessex visited Beijing and Shanghai to present Gold Awards to young people from Independent Award Centres (IACs) across China.

Americas

- The complete devastation of The Commonwealth of Dominica by Hurricane Maria in September 2017 caused the suspension all Award activities. The Chairman of the NAO expects Award activities to resume in January 2019.
- Work has been undertaken with Operators in the Eastern Caribbean States to develop new approaches to help improve the quality and delivery of the Award in the territory. This has included the establishment of new collaborative ways of working and a new Eastern Caribbean Development office.
- The validation of the Award in Brazil was delayed while the NAO waited on compliance with government regulations which have now been met. The regional office continues to support the Award in Brazil for validation at a future date.

EMAS

- The Erasmus+ funding opportunities for some NAOs have allowed many NAOs to partner together and hold training exchanges for adults. The use of these funds has been really important to those NAOs, and they have shared that it shows the strength of the network as they have instant partners who are delivering to the same standards.

- Big 6 national partnerships developing – Scouts & Guides are now delivering the Award in Slovakia, Netherlands, Slovenia, Lithuania, Estonia. The Red Cross is working in partnership in Finland and the Netherlands.
- ORB uptake - six NAOs are fully online, five are partly online/piloting and we have a general statement from those still offline to come online by the end of 2019 except Ireland and the UK.

Statistics

		AFRICA	AMERICAS	ASIA PACIFIC	EMAS
2015	Participation	238,131	58,575	509,704	359,628
	New entrants	158,909	18,253	142,535	298,683
	Awards gained	92,081	7,237	82,868	142,864
2016	Participation	252,514	58,834	508,294	465,178
	New entrants	175,805	18,419	141,841	311,806
	Awards gained	84,982	7,298	98,650	153,133
2017	Participation	291,465	46,498	841,476	488,470
	New entrants	188,025	20,645	123,741	322,444
	Awards gained	67,362	9,699	82,459	164,684

Africa

- There has been a steady increase in participation and new entrant numbers, owing to the strengthening of governance, management and delivery.
- One of the contributors to the low conversion rates is the fact that Award ceremonies are not structured and scheduled in a number of countries; the other is the transitioning of participants and Award Leaders from a school or college running the Award, to one which is not.

Americas

- The Americas saw a decline in participation numbers, but an increase in new entrants. A number of factors accounted for this, including the return of the USA licence in March 2015 and the re-establishment of the new USA office in 2016.
- Figures have also been impacted by a change in the way a number of Operators interpreted what constituted an Award participant.
- The introduction of the ORB has provided more accurate statistics, with an increase 10.2% over a five-year period.
- The triennium has seen the number of Awards gained increase by approximately 30% in the region.

EMAS

- Overall, new entrant figures grew by 11% between 2015 and 2017. Further, the region saw a 17% rise in Awards gained in the same period. Completion rates also rose from 48% in 2015, to 51% in 2017.
- In 2017, 11 (out of a possible 19) NAOs met their targets for new entrants, but only five met their targets for Awards gained (however some were very close).
- In general, NAOs are predicting an 11% increase in new entrants and a 2% growth in Awards gained.
- Four EMAS NAOs are reaching over 1% of eligible young people in their respective countries and on average there are nine participants to one Award Leader across the region.

Asia Pacific

- The region has seen a 10% reduction in new entrants in 2017, compared to 2015, however Awards gained have marginally increased by 1% over the same period.
- A significant reduction in the Malaysia budget resulted in a 50% reduction in new entrants in 2017.

Engagement with at risk and marginalised young people

Africa

- By virtue of their uniqueness and economic challenges most African countries develop projects that aim to strengthen rural communities and encourage financial growth.
- The Ubuntu philosophy that drives the African culture propels communities to look out for the less privileged. Pretty much every Operator has been proactive in reaching out and engaging with young people who are at risk or marginalised, but particular champions have included Kenya and South Africa, who have focused on young people within the justice system; and Ghana who has worked with young people with disabilities.

Asia Pacific

- Larger well-established NAOs have sourced support from several funding opportunities including grants, corporate sponsorship, private donors etc to engage at risk and marginalised youth. Australia has received a federal government grant and New Zealand works collaboratively with contractors and like-minded organisations to source funding from charitable trusts.
- Special Project grants via the Foundation continue to make a difference in the Asia Pacific region. Current projects include: New Zealand – Teen Parent project which engages teenage parents in the Award, to develop life skills and enhance self-esteem; Engaging with African refugee community project addresses young people seeking asylum with skills such as resiliency. Fiji – Pygmies Youth Club project funded the introduction of the Award into a very disadvantaged community of cane cutters in the Lautoka area; India – establishing regional programme officers (North, South and East areas of the country to date) to promote the expansion of the Award to marginalised young people in rural and remote locations.
- Activity includes engaging and providing support to Award Units who specifically offer the Award to disadvantaged young people, or in marginalised communities including in developing countries such as Bangladesh, Pakistan and Sri Lanka.
- There has also been a focus on building awareness of the Award through events. This was particularly successful during the Royal visit to Sri Lanka in

February 2018, where, amongst other things, several inspirational young Award participants were able to tell their stories and showcase their Award success.

Americas

- Special Project grants have supported the expansion of the Award in rural Nova Scotia, and the use of the Award in the juvenile Justice in Manitoba, Canada.
- The expansion of the Award into the hinterland of Guyana through a special project grant has given many indigenous people the opportunity to access and undertake the Award.

EMAS

- In numerous EMAS countries, the Award is being offered to refugees, asylum seekers and new citizens through a variety of methods:
 - Finland – through Red Cross centres; a project also funded by the Ministry of Education.
 - The Netherlands – an open Award centre has been established, where both the Leaders and participants are refugees who are settling in The Netherlands.
 - In Jordan, the Award is delivered in the Azraq refugee camp.
 - Germany – through schools where these young people attend.
- Activity continues, to grow the accessibility of the Award within young offender / correctional facilities, including:
 - Bulgaria – a Special Projects funded project. Although this has paused due to changes in national legislation with the centres.
 - Romania – also a Special Project, and delivered through correctional facilities.
 - United Kingdom – The United Kingdom continues to build on substantial activity, which sees the Award offered in a range of correctional facilities around the country.
- Award activity within minorities communities includes:
 - Romania – A Special Projects grant is enabling work with the Hungarian speaking minority.
 - Israel – A Special Projects grant is enabling young people within the Bedouin community to access the Award.
- Work in region is also enabling young people with disabilities to access the Award, including specific activity in Israel, the United Kingdom and the Czech Republic.

People

A selection of movements of note during the last triennium.

International Trustees

- Dr Howard Williamson joined the International Trustees in 2015.
- Mr Rock Chen joined the International Trustees in 2016, following the untimely death of Mr Kwek Leng Ju.
- Mr Alan Jones and Mr Greg Belton completed their service.

Africa

- H.E. The President of Ghana, Hon Nana Akufo-Addo has provided considerable support towards the running of Forum 2018 and has made a commitment to resource the Head of State Award Scheme, Ghana to reach 500,000 young people.
- H.E. The President of Kenya, Hon. Uhuru Kenyatta has supported the restructuring of the Award in Kenya to position its existence within an Act of Parliament, guaranteeing resources and nationwide reach. He has set aside two days in his calendar every year to officiate Gold Award ceremonies. His personal contribution to the Award is USD 100,000.
- The late Hortense Aka Anghui, the Mayor of Port Bouët, provided the headquarters of the Award in Cote d'Ivoire and continued to provide an annual subvention which has seen the Award grow impressively. She made it her mission to share her model with other municipalities and get them on board to give equal support. We note her death within this triennium with sadness.

- Mr. Muhoho Kenyatta became the first Diamond Benefactor for Africa, initiating a project dubbed Compass that gives young people opportunity, in especially marginalised communities, to undertake the Award from Bronze to Gold using the Online Record Book. Currently there are 400 participants in this initiative. His intention is to encourage his peers to sponsor young people doing the Award and see them complete to Gold standard.
- Mr. Edun Olawale, International Trustee and Chair of the Africa Advisory Board has invested his resources and time not only to support the re-engineering of the Award in Nigeria but the work of the Foundation's Africa regional office in promoting the development of the Award throughout the region.
- Rochelle Josiah, the new Chairperson of the Board in South Africa has repositioned the Award in South Africa.
- In the last three years we have seen changes of National Director in Guinea, South Africa and Mauritius. We welcomed Ahmed Traore, Nkagari Makhudu and Doobrasing Adjodha to their new roles. All have gripped the development agenda with alacrity.

Asia Pacific

- Leadership changes have taken place in 75% of NAOs across the region with new Chairs or NDs in Australia, Fiji, Hong Kong, Korea, Macau, Malaysia, Nepal, New Zealand and Sri Lanka. International Council offers its thanks to all who have served/contributed. Karen Ross commenced as National Director New Zealand, and Tissa Samarasinghe as the National Director Sri Lanka. Professor Huda concluded his tenure as National Director in Bangladesh.
- We recognise the services of the services of Professor Leo Tan and James Soh from former NAO NYAA



Singapore. We also recognise the outgoing Chairs of the Australian Award Shane Stone, New Zealand Prue Kelly and Nepal Chandrayan Shrestha. Astha Thapa has recently commenced as the National Chair of the Award in Nepal.

- To help to develop national entities and grow the reach of the Award in China and Indonesia, we welcome new China and Indonesia consultants and a China Business Administrator.

Americas

- A number of Chairs came to the end of their tenure during the triennium. In 2016 Barbados saw the retirement of Lt. Col Vere Owen Spring and Gold Award Holder Stephen Smith assume of the reins of the Barbados NAO and the Caribbean Award Sub regional Council {CASC}.
- The Bahamas bid farewell to Jack Thompson and saw Archdeacon James Palacios assume the chair at the start of 2018.
- Long standing National Director of the President's Award in Trinidad and Tobago Mrs. Patricia Pierre-Joseph retired and Gold Award Holder Jamillah Rojas-Simeon assumed the role in 2017.
- Elizabeth Higgins-Beard took over the role of Chief Executive Officer of the USA NAO from Kim Saccaro in

February 2017. Kim Saccaro was responsible for the development of our USA strategy and the establishment of the office in Chicago.

- Canada saw the retirement of Rick Ashbee after many years and Stephen De-Wint assumed the reins in April 2018 as National Executive Director.

EMAS

- Since September 2015, the appointment of Tomáš Vokáč as National Director has been instrumental in the growth of the Award in the Czech Republic. In 2015 they reported 500 new entrants and in 2017 there were 1,938. The Czech Republic hosted IGE 2017, which was not only delivered to a high standard but raised considerable funds for their operations. Tomáš is the National Director but he has appointed an excellent team and is supported by an engaged board.
- Two long standing and extremely dedicated National Directors have stepped down since Forum 2015. Marian Cilia of Malta and Adeline Krausch-Smit in Luxembourg, who both gave many years of dedicated service to the Award. The successful recruitment of new national directors in both Malta and Luxembourg, has ensured that the Award has continued to grow and build on the work of the previous national directors.

The Duke of Edinburgh's Award International Association

International Council

Membership 2015 – 2018

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2015–2018

The Right Honourable The Lord Boateng PC DL

Vice Chair Ghana

2015–2018

Mr Henry Minski

International Trustees

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Mr Rock Chen SBS JP (from 2017)

Mr Wale Edun

Ms Muna Issa

Mr Kwek Leng Joo (deceased November 2015)

Mr Andrew Smith

Mr Garth Weston

Professor Dr Howard Williamson CVO CBE

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Mauritius

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Mr Jiří Zrůst
National Chairman

Finland

Mr Mikko Varesmaa
Foundation Representative

Gibraltar

Mr Michael Pizzarello
National Director

Emerging Leaders

Africa

Zambia

Mr Mwaba Mwila
(to IGE 2017)

Mauritius

Ms Veekanssha Puran
(to IGE 2017)

Ghana

Mr Jones Viduku
(from IGE 2017)

South Africa

Ms Monica Murray
(from IGE 2017)

Americas

The Bahamas

Ms Arvis Mortimer
(to IGE 2017)

Canada

Ms Jessica Silva (to IGE
2017)

Barbados

Mr Jamar Odwin
(from IGE 2017)

Cayman Islands

Ms Renece Willis-Bazil
(from IGE 2017)

Asia Pacific

Australia

Mr Matthew Burfield
(to IGE 2017)

South Korea

Ms Sehui An
(to IGE 2017)

Hong Kong

Mr Christopher Pang
(from IGE 2017)

Sri Lanka

Ms Tharindra
Arumapperuma
(from IGE 2017)

EMAS

Malta

Mr Warren Muscat
(to IGE 2017)

Ireland

Mr Peader O'Lamhna
(to IGE 2017)

United Kingdom

Mr James McClements
(from IGE 2017)

Slovakia

Dr Michaela Musilova
(from IGE 2017)



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