

# Investing in futures:

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



January 2016

The Duke of Edinburgh's International Award equips young people for life and work. It is the world's leading youth achievement award. In 2014 over 1.1 million young people around the world took part in the Award, in more than 140 countries and territories.

Since the Award's launch 60 years ago, it has inspired millions of young people to transform their lives. By creating opportunities for young people to develop skills, get physically active, give service and experience adventure, the Award can play a critical role in their development outside the classroom. It also allows their achievement to be consistently recognised worldwide, giving young people unique international accreditation of their experiences.

**With your continued support, by 2020 we will:**

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



**A message from the  
Global Benefactor**

"As a supporter, I have found here within the family of the Award that there is hope and optimism. The Award helps you grow as an individual, as a community, and young people thrive with their involvement in this programme. When young people push themselves

and work toward this goal, they achieve incredible things. There is no limit to their potential and there is nothing they cannot accomplish.

One of the things the Award does is support the emergence of self-esteem – it's a genuine guide to self-worth. It helps young people build confidence in themselves, confidence in their abilities – physical, mental and emotional. The mentors and volunteers involved support them throughout the entire process.

There are risks involved in challenging yourself, including not doing all that you hoped. However, I believe the Award allows young people to succeed and fail, to fall down and bounce back, to laugh and cry and ultimately excel. Young teens who approach this award accept a daunting challenge, they work hard, they believe in themselves, they push boundaries and they have stories to share about the excellence of the Award. I'm proud to support The Duke of Edinburgh's International Award as Global Benefactor."

*Margaret Fountain*

Margaret Fountain CM, Global Benefactor,  
The Duke of Edinburgh's International Award Foundation



## A message from the Secretary General



Welcome to our report for donors, an annual publication that celebrates the impact of philanthropy at The Duke of Edinburgh's International Award and recognises the many supporters who make such transformational impact possible.

Thanks to your generous support, and the extraordinary work of the Award's licensed operators and their volunteers around the world, more young people than ever have been able to create individualised Award programmes during the last year. These activities complement their academic studies, giving them the skills, behaviours and attitudes they need to equip themselves for life and work.

We are delighted and grateful that so many donors see support of our work as a highly efficient and effective way of investing in the next generation - in their own immediate communities, nations and even globally.

The Award's capacity to be the world's leading youth achievement award is clear. However, if we are to continue to scale up our work and have impact on the world around us, we must find new ways of funding the work we do. The Award has reached the milestone of working with more than a million young people at any one time. It could, and must, reach many, many more.

Governments and policy makers around the world are discovering that their commitment to improving educational standards cannot be limited to investing in classroom based learning. We need to be ready to meet the demand that is growing throughout the world to develop and recognise exceptional non-formal education. That means improving access to the Award (especially for young people who are marginalised or at risk), improving our capacity to deliver (so that the Award can operate anywhere in the world), and improving the Award's impact (by ensuring that young people are well-supported in completing their Award).

I hope this report will provide a glimpse of the immense impact your giving has – not just in financial terms but also in the encouragement it provides to young people and the adults who support them.

Thank you for your support, and I look forward to continuing our connection over the coming years.

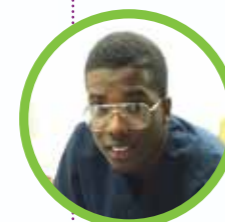
*John May*

John May  
Secretary General  
The Duke of Edinburgh's International Award Foundation

# Our global presence

The Duke of Edinburgh's International Award Foundation drives and supports the Award's global growth, so more young people can undertake the world's leading youth achievement award. Working through our network of Award Operators in more than 140 countries and territories, we are creating new ways and places for young people to do the Award, using innovative online tools. We lead the Award's entry into new countries, ensuring consistency around the world.

We work to increase global awareness of the value of non-formal education. This in turn creates demand for the Award, which is one way that young people's development outside the classroom can be recognised consistently worldwide.



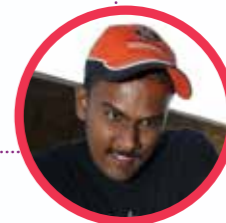
“ The Award gives you the chance to do things that you never thought you could do and to expose yourself to so many amazing people and experiences that you can't even imagine. This kind of opportunity for a kid from where I come from is incredible. ”  
*Aubrey, Silver Award holder, United States*



“ You cannot be taught everything in school – everything cannot be taught in school – you only study; but the Award teaches you how to survive. It teaches you how to live. ”  
*Amos, Gold Award holder and Award Leader, Ghana*



“ I am more sure of myself. I volunteer for everything because I know I have the experience and I know I could manage to do extra things. In the past I was just all by myself doing almost nothing but sitting in my comfort zone. ”  
*Ioana, Award participant, Romania*



“ The Award has taught me what life is all about, transforming me from an ordinary to an extraordinary person. I am also in no doubt that it helped me to get my first job with the Malaysian Government – the Award has had a major impact in my life. ”  
*Ravichandran, Gold Award holder and Award volunteer, Malaysia*



“ I live in an extraordinary town called Kawerau. It is the third smallest town in New Zealand but has the highest welfare dependency... The Award has given my peers something new and positive to put their time and energy into by engaging them in positive activities rather than destructive ones. ”  
*Keesha, Bronze Award holder, New Zealand*



“ The slogan ‘never, never give up’ has been my greatest takeaway from the Award. Many were the times when I felt like throwing in the towel, but the slogan always sprung into my mind and I was on it again. The experience has therefore taught me that life is a journey where we stumble and fall but a successful person is always one who gets back up regardless of the number of times they have fallen. ”  
*Florence, Award holder, Zambia*

# How we've grown the Award

Growing the Award might sound simple: go into schools or youth clubs, talk to young people about the Award, and get them signed up. But that's really just the final step in a much longer process.

Young people can't sign up to the Award unless there are trained adults who can mentor them. Adults can't be trained until there is a licensed Award Operator who can deliver that training and support those adults. We won't license an Award Operator until we can be sure that they have the right infrastructure, strategy and programme in place to deliver a quality Award experience – it's how we make sure the Award is recognised and valued by young people and adults alike.

When you invest in The Duke of Edinburgh's International Award Foundation, you are investing in the people and expertise that enable this process to happen all around the world. That's how we reach a bigger and more diverse group of young people.

On these pages you can see an example of how this process has worked in Bangladesh. Turn the page to learn more about the project and to read other examples of how we've supported the Award's global growth.

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It's more important now than ever to invest in youth, because there are so many influences out there, and if you don't invest in young people, they could go in the wrong direction: towards drug abuse or extremism – all sorts of things. The Award can open their eyes and show them there's something else in life.

”

Mustafa Mohammed,  
World Fellowship Benefactor  
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I see one of my roles as being to go in to a national Award office and build up our relationship to a point where they feel comfortable to ask anything and get an honest answer back. I went to Bangladesh in October 2012... the trustees said, 'Can you give us some suggestions of how we could improve the Award to become more efficient?'

”

Rob Oliphant,  
Asia Pacific Regional Manager  
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Bangladesh has a large population of young people. There are currently over 31 million 15-24 year olds. Only 46 per cent of boys and 53 per cent of girls attend secondary school, meaning that many young people have a low level of education, and may lack the skills required for higher skill (and therefore higher paying) jobs. They need alternative ways of building their readiness for work, thereby increasing their confidence and level of aspiration.

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Other national Award offices have shared with us their improvement plan, business plan and strategic plan, which was very helpful for preparing ours. We have also been in close contact with Sue and Rob in the regional office... both of them have given us ideas, guidance and advice.

”

Professor Huda,  
National Director, Bangladesh  
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“

We never thought that we would be able to participate in such an internationally recognised programme as we come from poor backgrounds. The Award will help me in my future career, because I will get an international certificate and that proves I am capable of meeting the requirements for employment.

”

Jhuma Akter, Bronze Award participant,  
Jaago Foundation School,  
Dhaka, Bangladesh  
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“

We work to provide educational advantages to underprivileged children. This Award is a great way to improve these children's abilities and to develop their self-confidence. Developing the self-confidence of a person has far-reaching consequences. It helps people to achieve something which was beyond their reach.

”

Monira Islam, Award Leader,  
Jaago Foundation School,  
Dhaka, Bangladesh  
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# REACHING MARGINALISED YOUNG PEOPLE IN BANGLADESH

## THE ISSUE

**Bangladesh has a large population of young people. There are currently over 31 million 15-24 year olds, who make up around 19% of the overall population.<sup>1</sup> This means that Bangladesh has the eighth largest youth population in the world.<sup>2</sup>**

Although the country is making huge strides in raising income levels, 31.5% of the population lives in poverty. This rises to over 35% in rural areas. A total of 17.6% of the population lives in extreme poverty.<sup>3</sup>

Only 46% of boys and 53% of girls attend secondary school, meaning that many young people have a low level of education, and may lack the skills required for higher skill (and therefore higher paying) jobs. They need alternative ways of building their readiness for work, thereby increasing their confidence and level of aspiration.<sup>4</sup>

Youth unemployment stands at 8.7%, which is three times higher than the rate for adults.<sup>5</sup> Job creation is not keeping up with the growth in the working population, leading to high competition for jobs. Young people need to be able to distinguish themselves from other candidates in the job market, and to demonstrate that they have a robust set of transferable skills. They also need to become job creators, who enable the economy, and skilled employment, to grow.

<sup>1</sup> <http://esa.un.org/unpd/wpp/DataQuery/>. United Nations, Department of Economic and Social Affairs, Population Division (2015). World Population Prospects: The 2015 Revision, custom data acquired via website.  
<sup>2</sup> <http://www.thehindu.com/todays-paper/tp-in-school/india-has-worlds-largest-youth-population-un-report/article6612615.ece>  
<sup>3</sup> [http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2013/06/19/000333037\\_20130619115421/Rendered/PDF/785590NWPoBangooBoxo377348BoPUBLIco.pdf](http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2013/06/19/000333037_20130619115421/Rendered/PDF/785590NWPoBangooBoxo377348BoPUBLIco.pdf)  
<sup>4</sup> [http://www.unicef.org/bangladesh/overview\\_4841.htm](http://www.unicef.org/bangladesh/overview_4841.htm)  
<sup>5</sup> [http://www.ilo.org/wcmsp5/groups/public/-dgreports/-dcomm/documents/publication/wcms\\_229105.pdf](http://www.ilo.org/wcmsp5/groups/public/-dgreports/-dcomm/documents/publication/wcms_229105.pdf)



## THE DONOR Why did Mustafa invest in the Foundation?



“The Award shows you the world. I did my Bronze Award when I was young. At that time, on those Tuesday nights, I would normally have stayed at home and watched TV. But I used to leave my home in callipers (which I wore at the time) and go on a bus and walk for about 45 minutes up a hill to do an Award activity. It gave me the ability to actually walk up that hill. I never used to do that otherwise. And that’s always kind of stayed with me.

It’s more important now than ever to invest in youth, because there are so many influences out there, and if you don’t invest in young people, they could go in the wrong direction: towards drug abuse or extremism – all sorts of things. The Award can open their eyes and show them there’s something else in life.

This Award is absolutely amazing, because it takes a young person and mixes them with different people. The journey gives you life experience and shows you what you can achieve. It makes you more well-rounded.

The commitment from everybody in the charity, from the top all the way down, it’s just phenomenal; it’s an amazing organisation.

My aspiration is that every young person in the world has an opportunity to be able to do this Award.”

*Mustafa Mohammed, Managing Director, Genix Healthcare and Sparkle Dental Labs, and World Fellowship Benefactor*

## THE FOUNDATION How have we grown the Award in Bangladesh?



“I see one of my roles as being to go in to a national Award office and build up our relationship to a point where they feel comfortable to ask anything and get an honest answer back.

I went to Bangladesh in October 2012 and delivered a Training for Trainers workshop [training volunteers who could themselves become trainers of other volunteer leaders], so that the national Award office could be a bit more self-sufficient in delivering training. While I was there, the trustees said, ‘Can you give us some suggestions of how we could improve the Award to become more efficient?’

One of the problems that Bangladesh had was that the Award was only running in two cities – Dhaka and Chittagong – so access was very restricted. A lot of the Award Units at the time were in the more prestigious universities, and a lot were English-speaking. One of the goals that we have as a Foundation is that 20% of young people who do the Award should be from marginalised or disadvantaged backgrounds.

*continued...*

We suggested expanding beyond those two cities. Having their own trainers meant that Award training in Bangladesh could now be delivered in languages other than English, which would make it more accessible.

In the last two years the number of Award Units in Bangladesh has gone up by 80%, from 30 to 54, and the number of new entrants to the Award has more than doubled. The board has funded a project to work in some of the slum areas.

Professor Huda, the national director in Bangladesh, has been involved with the Award since it first started and has given up being a vice chancellor to be national director. When he came in, he changed everything, and it's working well now."

*Rob Oliphant, Asia Pacific Regional Manager*



## THE AWARD OPERATOR

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

"When I became national director my objective was to offer a platform for the development of all young people, including the marginalised.

My specific objectives were that the participation in the Award by young people should grow – that was my number one objective. Number two was expanding the Award from the capital city to the outskirts of the capital as well as the other divisions, and to marginalised people and rural students. Initially, there was no participation by at risk or marginalised young people. Now it is almost 5%.

If you want to expand the Award, you have to expand the structure as well as the number of executives and Award Leaders. When I took over as a national director, I saw there was no proper strategic plan, no HR policy. There was no business plan or improvement plan. Now we have proper modules for training, we have IT support, and in the programme side we have three executives to run the Award delivery.

We have strategic partners like the Youth Development Centre, and JAAGO Foundation who work with street children. We have a strategic partnership with Basirunnesa School, a remote village school. We have also connected

with Utsho, who work with marginalised young people. The enrolment fee is a little bit expensive for these young people, but our trustees came up with a fund and have sponsored some projects.

Other national Award offices have shared with us their improvement plan, business plan and strategic plan, which was very helpful for preparing ours. We have also been in close contact with Sue and Rob in the regional office. Whenever we face any problems in developing documentation or processes or operations, we have a Skype call; both of them have given us ideas, guidance and advice."

*Professor Huda, National Director, Bangladesh*

## THE PARTICIPANT

### How has this helped Jhuma?

"Through this Award you can learn how to change your abilities and improve them; you can develop your physical fitness and learn new things. It makes you ready for taking up challenges in life.

I have been changed in many ways. As I'm involved in music and sports lessons I came to know lots of information about music and different types of sports. I am more physically fit than before. My self-confidence has improved, and I have more stamina to do work than before. I have learned to work hard and try my best.

As I have participated in this Award my behaviour and point of view has changed. My interest in doing new work has increased. Because of this my classmates are inspired to do something. They now enjoy my company and my experiences that I share with them. I am now connected with the community as I am offering some service to them, through environmental awareness building and a cleanliness campaign.

My Award group are equally enthusiastic about this Award as they are experiencing different things. They are very supportive. We never thought that we would be able to participate in such an internationally recognised programme as we come from poor backgrounds.

The Award will help me in my future career, because I will get an international certificate and that proves I am capable of meeting the requirements for employment. I have always wanted to become a doctor.



## THE COMMUNITY

### What's the wider impact?

"I was very impressed when I first heard about this Award. I thought it was a great way to improve a person's ability to overcome his or her weaknesses and be motivated in every way. It is a great way to inspire someone.

I work at Jaago Foundation School in Dhaka, Bangladesh. We work to provide educational advantages to underprivileged children. This Award is a great way to improve these children's abilities and to develop their self-confidence. Developing the self-confidence of a person has far-reaching consequences. It helps people to achieve something which was beyond their reach.

As all the participants are our students so their Award activities are affecting their class performances. Our students are getting more involved in different activities; they are working harder than before; they are being creative and self-confident.

After joining this Award their perspective has changed. Now they are working with more effort, more enthusiasm, and are inspired to do their best. Their performance has changed. Their results are better than before.

They are introducing this Award to younger people and to others in the community. Award participants are exploring new concepts and experience. This is helping the wider community.

As I have been involved with this Award and teaching younger people I have noticed that my point of view has changed. I think about things differently and more creatively than before. Now I can try new things and I feel good about it. I can help others and inspire them to do better things."

*Monira Islam, Award Leader, Jaago Foundation School, Dhaka, Bangladesh*

## Reaching the hinterland in Guyana



“ As the Regional Director of the Americas, one of my roles is to try and help countries in expanding the Award and raising the profile.

Guyana is very much divided into regions and the idea was to expand the Award into those regions. Some of the areas are quite remote and getting to them is difficult, so I thought it would be a good idea to help them apply for a grant from our Special Projects fund that would actually give them the availability to go to the interior and work through some existing networks.

There are a lot of young people in the interior who never get the opportunity to be involved with any type of non-formal education. If we can have all nine Amerindian tribes represented in the Award, I think we'd show that it is truly spread across the nation.

The office in Guyana prepared the initial outline programme and then I looked at it and I refined it, having a bigger, more helicopter view of the Award. Ultimately, you want the project to be sustainable and you want them to be able to pick it up after you have given the initial support. ”

*David Clarke, Americas Regional Director*

“ Because of how Guyana is geographically, most of the population lives on the coast. So what you find is that people living in the interior locations, mostly the indigenous people, the Amerindians, have difficulty in accessing most government programmes, and in particular those which are related to youth activities. So we really wanted to reach out with the Award and bring these services to the hinterland.

David spoke to me about the Special Project grants and he gave me some guidelines as to how I could go about accessing funds. I applied and we were successful.

The model that we adopt here in Guyana is that the government funds everything.

We recently had our elections so there is a new government, new ministers and a whole lot of new offices established. That is affecting access to the fund, so to date we have only been able to establish two Award Units with around 60 participants. However, by the end of the three-year project we are hoping to have a total of 20 units.

Communication is a major, major challenge to us achieving the goal that we have set out there – we find that in those areas, they don't even have phone signals. But we are working to overcome these challenges.

From the general start-up of us applying for the grant, David has been there advising us what might be best, given our circumstances. His involvement was instrumental in getting us through the process. ”

*Alicia Pompey, Field Officer, Guyana*



## Testing our national toolkit in Bulgaria



“ In December 2012 we started to work very closely with one of our Independent Award Centres in Bulgaria, to set up the Award nationally. The first things that we discussed were: have you got any operations so that you can tell how the Award is working in your country? Have you got a reliable patron? Have you got a strong board to take this forward?

As a Foundation we have supported a lot of countries to develop into national operators. But the difference with Bulgaria was that we had new tools to be able to guide them in that process.

For example they had access to all the resources that we developed for our Independent Award Centres and they used them to design their own process for managing their Award Units. We also used examples from other countries; and if we knew that a country had gone through a similar process, we put them in touch and encouraged them to work together.

It took a year of preparation before they were ready to start operating nationally. But from day one we had a financially sustainable national operator which has a good balance of operational and fundraising income. They have 13 licensed organisations and they have 60 trained leaders. Bulgaria have been on the Online Record Book from day one, so all of their participants are using it.

It was really exciting to road test everything with Lyuba and the Bulgarian team. They are the proof that what we put on paper back in 2012 works for a completely new country: our new business model works. ”

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

“ The Award is quite a new programme for Bulgaria, not only as a title but also as a concept and as a methodology. For us, it was very important to deliver the right message to the young people first, to society, and, of course, to potential partners.

The first participants entered the Award in late 2014. The results came a little bit later because the shortest period that somebody can gain the Award in is six months. Before that, you have many more things to do. You have to license the organisations, to train them, and to start the Award there.

The moment I will never forget was the event that we did this year at the Presidency: the anniversary of the launch of the Award. Last year when we were inviting people, we had to convince them to come, we had to explain what the Award is. This year, when I saw almost 100 people and I knew absolutely all of them because either they were leaders, they were participants, they were our donors or people that we had worked with, I realised how much work we had done during the last year.

The tools that we've been able to use, like the Online Record Book and the examples of good practice from other countries' are useful. It's much easier to use something that has been created already instead of creating it again.

I can address almost everything to Melek, anytime. When I have been asking for things, she has always been available. ”

*Lyuba Velcheva, National Director, Bulgaria*



# Building Award infrastructure in Ghana



“ When I took up the challenge as the regional director for Africa, Ghana was a country with huge potential but with poor infrastructure in place, complicated by weak leadership and absence of good governance.

We did an audit of the organisation, then came up with a three year plan, which focussed on three key areas: institutional development, programme delivery and financial sustainability. Peter Anum was already a programme development officer, he was quite energetic. For one year we were going to mentor Peter as a new national director. We shared a lot of examples of best practice and, in the initial stages, we provided resources which enabled him to take off.

Now there is a functional board, they have quality meetings, and are driving the organisation in the right direction. Peter has a pool of about eight staff. The President of the Republic has accepted to be the patron – that means the Award has some level of currency within the country.

The Award is now available to all sectors of young people in Ghana. It’s no longer limited to the elite who are in the urban areas.

Peter has exhibited great leadership and many countries in West Africa are using him as a reference. In 2014 he was a finalist in the Commonwealth Youth Worker Awards, which is a clear indication that even other organisations are able to notice the good work that he’s doing.

I think in terms of return on investment, what we put into the country and what has come out of the country, it has been a great return. In 2012 they had about 7,000 new Award entrants but this year they had 56,000 new entrants.”

Edwin Kimani, Africa Regional Director



“ Before 2012, the Award had been running for over 30 years in Ghana, but it was not widely known. The whole idea was to rebrand the Award to be a household name so that more young people can take advantage of the Award to develop themselves, and for corporate organisations to see the Award as a tool they can use to actualise their corporate social investment in the country. Another objective was to build a solid structure from governors to management through to delivery to ensure that the Award operates professionally.

We went through a one-week strategic planning process, a very rigorous one which involved all stakeholders. That led us to develop a five-year strategic plan, and it is that plan that has helped us to get this far.

In 2012, we only employed one person. Now, we have 13 staff. We are operating in two offices: the national office, and in one of the regions. We now have close to ten corporate partners who donate a minimum of \$10,000.

When it comes to the programme development, we have changed quite a number of the ways we operate: about 80% of it falls in line with the new model from the Foundation in terms of the sublicensing.

The regional office and the rest of the Foundation have supported us in three key areas: with funding to kick start this whole process of change that we have seen; funding to support our social projects through the Special Project grants; and support through mentoring, advice and coaching. I can always call Edwin and speak to him, and he’s ever ready to give the support.”

Peter Anum, National Director, Ghana

# Measuring our effectiveness

The Duke of Edinburgh’s International Award Foundation is the only organisation responsible for the Award’s global growth and quality.

## We assure the quality of the Award by:

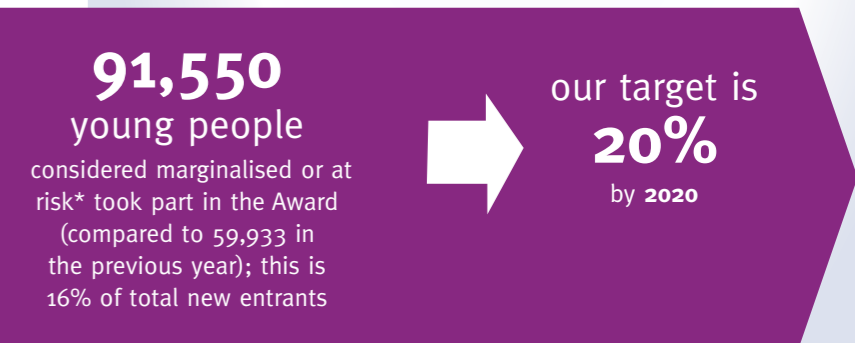
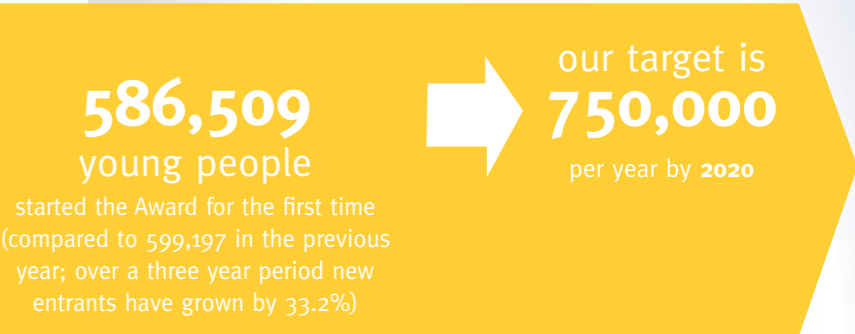
- Mentoring key staff who work for our licensed Award Operators.
- Sharing models of good practice to ensure that all Award Operators become more effective and efficient.
- Providing systems and processes to enable Award Operators to manage the growth of their local Award programme cost effectively.
- Carrying out regular assessments of the performance of Award Operators through our licensing and validation system.

## We measure the growth of the Award by:

- Asking our licensed Award Operators to provide data each year on the number of young people starting and completing the Award.
- Recording data on the number of marginalised and at risk young people taking part.



## Key performance indicators for 2014/15



\* this measure excludes some participants previously included in a 'diversity' category

# Measuring the Award's impact

We measure how the Award makes a difference to young people and their communities through our ten outcomes and nine impact measures.

Following our work in previous years on developing the ten outcomes, during 2014/15 we designed tools that will enable us to measure them. With the support of a research team consisting of academic experts from the University of Surrey and Foundation staff, we have created a series of surveys. Young people will complete these before and after they participate in the Award, enabling us to measure what changes have taken place in their skills and behaviours during that time.

## Challenges and learning: Measuring outcomes

Beginning to measure the Award's outcomes has taken us longer than we had initially planned. Getting sign-off by an ethics committee, testing the surveys rigorously and making them shorter and easier to complete are vital parts of ensuring the process is robust and that young people want to take part. So although we are delivering this work later than expected, we are now really confident that the tools are fit for purpose. We have had great feedback from the young people who helped us to test the surveys, and very helpful input from our Award Operators in Kenya, Mauritius and New Zealand.

A number of new pieces of research have been carried out across the world in the last year. These all found that the Award led to positive outcomes for the young people who took part in it:

- A 2015 study in Ireland revealed a significant increase in hope and self-efficacy levels for both Bronze and Gold participants over time when compared with a control group who did not participate in the Award. Award participants felt that they were better able to develop friendships and team relationships, improved their communication skills, felt more empathy towards others, developed a greater sense of commitment, accomplishment, self-efficacy, self-worth, and they felt more positively about themselves and more confident.
- Another recent study in 2015 in South Africa showed that the Award helped participants to discover their potential, and increase their self-esteem and discipline. In addition, participants felt that their lives had changed for the better as they had developed new personal and social skills (including team working, leadership and empathy).
- In 2015, the Foundation finalised its research project which explored the impact of the Award on the social inclusion of young people from an ethnic minority or immigrant background in the UK, Israel, the Netherlands, Ireland and Finland. Participants reported that their involvement had a positive impact on their personal growth, self-esteem, physical fitness, social and team working skills, and their employability.



## OUR OUTCOME MEASURES

SHORT TERM

- Confidence ✓
- Managing feelings ✓
- Resilience and determination ✓
- Relationships and leadership ✓
- Creativity and adaptability ✓
- Planning and problem solving ✓
- Intercultural competence ✓
- Civic competence ✓
- Personal and social well-being ✓
- Communication ✓

LONG TERM

## OUR IMPACT MEASURES

- Improved educational attainment ✓
- Improved employability and sustainable livelihoods ✓
- Improved health and well-being ✓
- Increased participation in civic life ✓
- Social inclusion ✓
- The environment ✓
- Gender equality ✓
- Reduced reoffending rates ✓
- Reduction and prevention of violence, conflict resolution and peace-building ✓

# Key achievements, new initiatives and the year ahead

Our 2014/15 year has brought with it not only some great initiatives and opportunities for the future but also two new staff members in Annika Jones as Director of Major Gifts, and Polly Hughes as World Fellowship and Events Director. They bring a wealth of experience and will be responsible for developing some of the exciting initiatives outlined below, which will grow support for the Award.

## Three funds

Having listened to donor feedback we understand that we need to be clearer about how investment in us is supporting the Award around the world. As part of increasing our transparency we will begin to divide the reporting of our performance and impact into the three distinct areas that encompass most of our work, namely:

- Improving access – identifying innovative, developmental or experimental ways of engaging young people and addressing barriers to participation in the Award, particularly amongst at risk and marginalised young people.
- Improving capacity – identifying strategic, developmental or ambitious ways of expanding programme provision and supporting start-up countries.
- Improving impact – identifying critical, realistic or innovative ways of enhancing the support and service that delivery partners give to young people; providing a better experience and more Award completions.

By defining our work in this way, we will offer greater opportunities for our supporters to understand how each of their gifts improves the delivery of the Award to young people across the world. It will also be possible for supporters to allocate their donations to the area, or fund, most closely aligned with their personal interests.



## The Award's 60th anniversary

In 2016, we are celebrating 60 years since The Duke of Edinburgh's International Award was founded in the UK. The 60th anniversary provides a unique opportunity to raise international awareness of the impact of the Award, and encourage more young people and volunteers around the world to take part. In spring 2016 we will be launching 60 short films which will provide an exciting insight into the Award around the world.

In keeping with the anniversary theme, we have developed a new tier of donor support – Diamond Benefactors. These very special donors will support the work of the Foundation in a distinct geographical area (Europe, the Middle East, North America, Central and South America, Sub-Saharan Africa, and Asia and the Pacific) with the aim of enabling access for every eligible young person to participate in the Award.

We are seeking a small group of individuals and companies who are willing to commit to donating £750,000 over a three-year period and sharing their professional experiences and insights with our regional teams. Each gift can be allocated either entirely to the Foundation's work within a designated area, or 25% may support Award activities in a particular country.

We are also looking forward to the 60th being the first of three special anniversaries, with the 30th anniversary of the World Fellowship and the Foundation in 2017 and the 30th anniversary of The Duke of Edinburgh's International Award Association in 2018. We will be announcing new opportunities to support the Award through these anniversaries. If you would like to discuss becoming a Diamond Benefactor or supporting any one of the three anniversaries we would be delighted to hear from you.



“ It is my privilege to be involved with an organisation that is having such an incredible impact around the world. I have been humbled to meet some of the young people and the supporters who make our work possible and look forward to making a sustainable difference in the future. ”

Annika Jones, Director of Major Gifts

## Special Projects

Our Special Projects fund was established to extend the reach of the Award, particularly to at risk and marginalised young people. At the beginning of 2015, we funded 37 new and existing projects in 24 countries.

These projects included working with young offenders in correctional centres across Kenya; reaching young people living with severe disabilities as a result of cerebral palsy and muscular dystrophy in Australia; and encouraging the integration of young people living with HIV/AIDS in Romania. This year we have improved the process for application to the Special Projects fund. This makes it easier for our Award Operators to apply, and ensures that these grants remain relevant to our global Award strategy.

The fund continues to be supported by a small group of committed donors, and is strengthened by a successful event held at the end of each year and hosted by TRH The Earl and Countess of Wessex. The dinner in November 2014, combined with other generous support from donors, raised a total of £484,000 in 2014/15.

## Friends programme

The Friends programme is our way of recognising and thanking those donors who have provided gift-in-kind support or made one-off donations between £1,000 and £100,000. It includes trusts, foundations, individuals and corporates who share our goal of making an impact on young people's lives worldwide. Gifts of in-kind support saved the Award an estimated £500,000 during the year, helping to ensure its long-term development and sustainability.

We hold a reception every 18 months to recognise our Friends. The last event took place in September 2014 and was kindly hosted by Silver Friends, Macquarie Group. Our next Friends Reception is due to take place in 2016. If you would like to host the reception or know of a suitable venue, we would love to hear from you.



## Global alumni network

Following our update to you in the 2013/14 Donor Report, we have continued to develop a strategy to engage with the millions of alumni who have completed their Award since 1956.

We are currently consulting all of our National Award Operators and external advisors to ensure that a global alumni network will work in harmony with existing national networks, will make the best use of our digital tools and will be relevant to all alumni.



## 'Seeing is Believing'

We know that many donors want to see the work and value of the Award for themselves. This year we are launching our new 'Seeing is Believing' initiative, enabling our supporters to visit Award Operators and meet participants in various international locations.

The work of the Award impacts young people in diverse cultures and circumstances. As well as being delivered through schools, the Award is also at work in locations including correctional facilities, youth clubs and homeless shelters. Through this initiative we will ensure that interested supporters learn as much as possible about our work and experience the Award first hand wherever it is being delivered.

## Online Record Book

Last year we reported that we had started to explore the next generation of the Online Record Book. We have spent a great deal of time since in gathering the requirements and assessing feedback directly from users of the system and through the first Online Record Book user survey, which took place in March of this year.

These findings have enabled us to put together a proposal document which will be reviewed by a user group before being distributed to potential (and current) suppliers. During this period we have continued to invest significantly in the current Online Record Book, making major changes to the platform, to maximise its effectiveness until we are able to deploy the new platform.

# Our World Fellowship

The World Fellowship is an exclusive global network of influential individuals, drawn from more than 40 countries, who are financially and personally committed to The Duke of Edinburgh's International Award Foundation. The World Fellowship is an introduction to our work and a starting point for those seeking to make gifts of a more personal and transformational nature.

We welcomed two new World Fellowship Benefactors, 17 new World Fellows and four new Young Fellows. In addition, three existing World Fellows generously increased their gifts to the level of World Fellowship Benefactor. Members of our World Fellowship also donated a further £217,000 directly to a number of our Award Operators.

This year's events series served to build key relationships, widen knowledge of the Award and generate generous donations. They included a World Fellowship trip to Rome and the Vatican for behind-the-scenes access and a trip to Finland where The Earl and Countess of Wessex met Award participants and joined World Fellows on an exclusive Bentley experience. We were also beneficiaries of generous events organised by supporters, such as a special auction hosted by the Halcyon Gallery at the start of the year and a fundraising fashion show and dinner held at Windsor Castle, kindly organised by the Islamic Fashion Festival. Together these events have contributed over £700,000 of income for the Foundation's work and provided many opportunities for future support.

“ The World Fellowship is a unique and very special group of individuals and it has been my pleasure to begin to get to know many of you. I can see a very bright future both for our Fellowship and the young people it supports and I look forward to embarking on the adventure together. ”

*Polly Hughes, World Fellowship and Events Director*



## Message from the incoming Chair of the World Fellowship

I am honoured and excited to be assuming the chair of the World Fellowship, following in the footsteps of our outgoing chair Harry Collins. I extend our appreciation to Harry for his devoted and passionate leadership over the past three years, during which time he brought the World Fellowship to new heights.

I have had the privilege of serving as an International Trustee for the past 18 years, for the last eight of which I have been Chair. In this capacity I became acutely aware of the importance of the World Fellowship as the largest single source of funding for the Foundation. Our success in growing the Award means funding requirements have increased. Our increasing participant engagement with over 1.1 million young people doing the Award, and our emphasis on making the Award available to all young people worldwide, mean that we need greater resources than ever.

I humbly request your support. I encourage you to engage your networks to attract new World Fellows to this remarkable group of benefactors and I encourage those that are able to, to upgrade from Member to Fellow or from Fellow to Benefactor.

We will continue to offer exclusive events supported through their participation by TRH The Earl and Countess of Wessex. These events not only help us to build a closer bond with our supporters and future supporters but will ultimately help us reach many more young people to equip them for life and work through the Award.

In closing may I express my appreciation and gratitude to all of our generous supporters and benefactors: you have made a real difference to our work.

A handwritten signature in black ink, appearing to read 'G. Belton'.

Gregory S. Belton CVO KCHS  
Chair of the World Fellowship



# Our income and expenditure

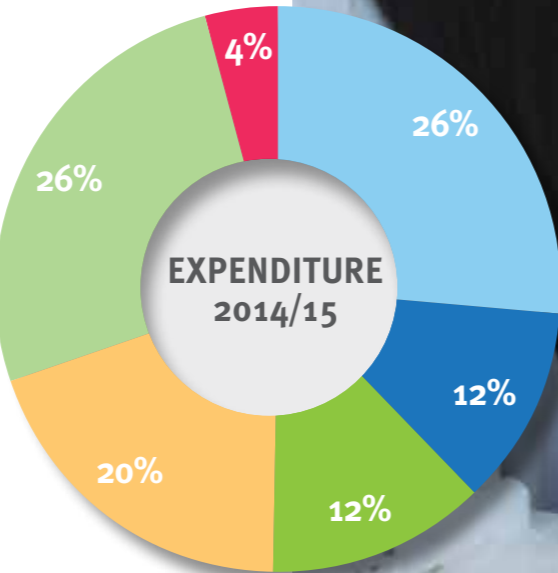
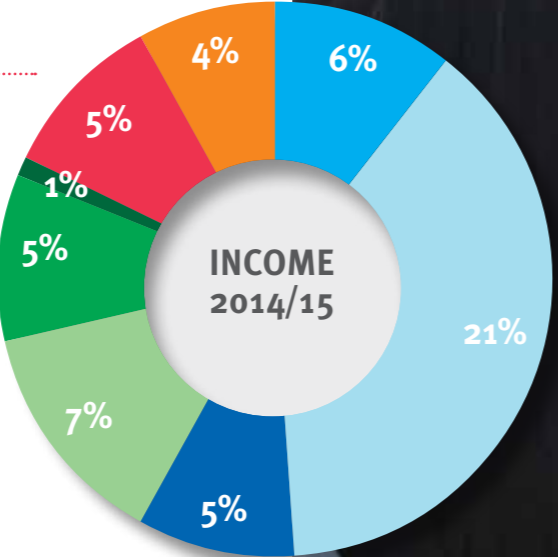
## INCOME (£000)

	2014/15	2013/14
<strong>VOLUNTARY INCOME</strong>		
Donations - Global Benefactor	600	516
Donations - Individuals, companies, trusts and foundations	2,157	1,666
Donations in kind	513	243
Total	3,270	2,425
<strong>ACTIVITIES FOR GENERATING FUNDS</strong>		
Fundraising events	750	747
Fee income	543	189
Investment and other income	57	102
Total	1,350	1,038
<strong>(TO)/FROM RESERVES</strong>		
Development programme	547	989
Other reserves and investment gains	(449)	338
Total	98	1,327
<strong>TOTAL</strong>	<strong>4,718</strong>	<strong>4,711</strong>

## EXPENDITURE (£000)

	2014/15	2013/14
Costs of generating voluntary income	1,246	1,349
Online Record Book and One Award Alliance initiative	547	989
Advocacy and development	580	745
Communication	919	813
Capacity building	1,237	615
Governance	189	200
<strong>TOTAL</strong>	<strong>4,718</strong>	<strong>4,711</strong>

The above expenditure analysis excludes exceptional items relating to buying out the Foundation's pension liability.



## How we raise money

We raised a total of £3.27 million from gifts and donations during 2014/15. This includes £600,000 from our Global Benefactor, and nearly £2 million from our individual donors and corporate partners.

Our activities for generating funds include fundraising event income, fees paid by delegates attending our international meetings, licensing activity income, Online Record Book participant fee income, and sales of materials to support the delivery of the Award across the world. At £1.35 million, our income from these sources was £312,000 higher than that generated last year. The first full year of the new licence and Online Record Book participant fees generated £389,000, with more and larger training events growing income by £99,000.

## How we spend money

**Costs of generating voluntary income**  
This includes donor care and the cost of running our events.

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

**Resourcing and operations**  
Our resourcing activities are to secure the financial resources needed to fund our core, project and development operations, to support the work of specific targeted communities undertaking the Award worldwide through our Special Projects, to ensure that we have skilled and capable teams, and that we develop and deliver appropriate support resources for our stakeholders.

Our operations activities are to support and grow the number of Award Operators, to support the development of the Award worldwide and to use our Special Project grants to increase the number of marginalised and at risk young people doing the Award.

**Communications**  
The aims of our communication activities are to gain global awareness of the Award, to promote the benefits of the Award, to ensure that members of the Award network have the support to deliver effectively, and to showcase and promote the Award internationally

**Sustainable infrastructure**  
The aims of our sustainable infrastructure activity is to develop the infrastructure and delivery ability of Award Operators around the world. This includes IT infrastructure, our research programme, training courses, conferences, visits and meetings.

# Thanking our donors

The Duke of Edinburgh's International Award Foundation cannot achieve its vital and life-changing work without the phenomenal support of dedicated and generous individuals, trusts, foundations and companies. We would like to thank everyone who has given us funding, time and services over the years, and especially those who continue to partner with us.



We would like to extend a special thank-you to the following for their support in 2014/15:

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

We'd also like to thank the valued members of the Special Projects Advisory Board and donors, the Events Committee, the Development Group and the Young Fellowship Board for the time and support they have dedicated to us during the last year.

In 2014/15 we were delighted to welcome many new people into our World Fellowship network. We extend our thanks for their support, and to those existing members who have upgraded.

## World Fellowship Benefactors

Kenneth Acott\*  
Wendy Fisher  
Dr Johnny Hon MH\*  
Mustafa Tariq Mohammed  
Sir Norman K Stoller\*  
HSH Princess Corinna zu Sayn-Wittgenstein  
*\*Has upgraded from World Fellow*

## World Fellows

Raymond Apted  
Joan Benham  
Kenneth Chen  
Ahmed Dasuki  
Robert Geneid  
Graeme Hossie  
Erika Hristea  
Steven Hudson  
Dr Walid Juffali  
Loujain Juffali  
Mohamad Anas Salim El Karout  
Dr Xingtian Ma  
Kevin Spencer  
Billy Sung  
Dmitry Tsvetkov  
HIRH Prince Sophie Windisch-Graetz (Honorary)  
HSH Prince Hugo Windisch-Graetz (Honorary)  
Yongxiong Zheng  
Jun Zhu

## Young Fellows

Manfredi de Filippo  
HH Prince Fahad Shah  
Cameron Symonette  
Pui Lan Tsang

“ Those who really appreciate happiness understand the need to help others less fortunate and seek to support really worthwhile causes. I also believe that we, who have succeeded in our business careers, have a special duty of care, by encouraging young people to follow our positive example. What better initiative is there and what better way to achieve these objectives, than through support of the Award. I hope that those who do so will, like myself, find a life of real joy and enormous self-satisfaction. ”

*Sir Norman K Stoller CBE KStJ DL*

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

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

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