

A Global Strategy for  
**The Duke of Edinburgh's  
International Award,  
2018–2023**

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# Introduction

“

Education is the most powerful weapon which you can use to change the world.”

*Nelson Mandela, Patron-in-Chief of The Award in South Africa – 2007*

This strategy seeks to achieve dramatic growth in the numbers of young people participating in and achieving The Duke of Edinburgh's International Award worldwide. At its heart is the global ambition, agreed in 2015 at the Association's Forum in Toronto, that, in time, every eligible young person aged between 14 and 24 should have the opportunity to participate in the Award. It is an ambition predicated on the conviction that a good non-formal education is essential to equipping a young person for adult life - and so should be available to everyone. To achieve such growth, all constituents of the Association will need to prioritise improving access to the Award for new and diverse groups of young people, overcoming barriers to participation; increasing the social infrastructure and geographic reach of the Award; and improving the impact and quality of the Award's delivery.

This strategy has been developed as a result of extensive consultation and collaboration with constituents of the Association, starting at Forum in Toronto and continuing at Regional Conferences, International Council Meetings and through conversations with individual Award Operators.

In the words of the Chairman of The Duke of Edinburgh's International Award, His Royal Highness, The Earl of Wessex:

“

I sense that the Award is about to embark on a seminal decade. The notion that non-formal education has a valid place in helping young people prepare themselves for life and work is becoming more widely accepted. As a leading proponent of the value of non-formal education, the Award must now be ready to respond to a potential surge in demand.”



# Working together

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In 2015, at Forum in Toronto, the Association unanimously agreed the following:

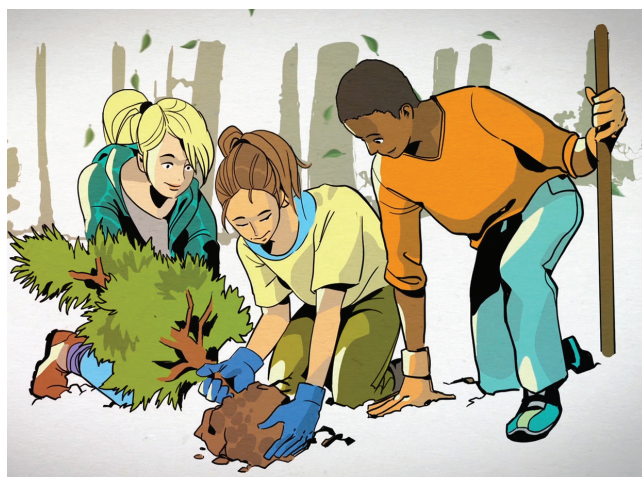
- **Our challenge** is to grow the Award so it is available to as many young people as possible.
- **Our long-term ambition** is that every eligible young person will have the opportunity to participate in the Award.
- **Our vision** is to reach more young people from diverse backgrounds and equip them as individuals to succeed in life.

As an Association, together we can equip even more young people and help them succeed – whatever the challenges or opportunities that lie ahead and regardless of their backgrounds, circumstances and abilities.

Success in achieving this, however, lies in the hands of the Association's constituents which includes participants, adult volunteers, alumni, operators, trustees, supporters, and Foundation staff. This is why it's so important that we work together to identify the direction, goals and strategic approach for the Award globally.

Individually many operators of the Award are achieving success, but as an Association, if we were to join up more of our energies and activities, we could be even stronger.

Each operator is an expert in their own market, a strength the Association recognises and values. Each develops and will develop their own strategy for their own organisation. By defining joint parameters that we can all work towards, we hone our voices, our actions and our insight in order to create something greater than the sum of its parts.



## The role of the Association

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Each constituent of the Association, as defined by the Memorandum of Understanding<sup>1</sup>, has a role to play in the shared endeavours of:

### Fostering collective ownership in the brand

- Embracing the vision, mission, values and guiding principles
- Building the Award's status as the world's leading non-formal education qualification
- Monitoring brand guidelines and key policies to protect and develop the brand, especially the visual elements

### Sharing responsibility for development

- Attending and participating in Association meetings and events
- Advising and guiding on strategic development and policy
- Advising and guiding on the management and development of operations

### Encouraging mutual cooperation

- Sharing best practice, experiences and lessons learnt
- Supporting and helping each other, including financially when appropriate
- Reaching out to embrace new ideas and practices, new members and new attendees at meetings

As the Association marks its 30th anniversary in 2018, there is an opportunity to take stock and redefine how, as constituents of the Association, we are all playing our part in developing and defining the Award of the future.

1. As adopted by the Association on 31st March 2017. More information available [here](#).

# A global and local strategy

Every constituent of the Association can take a leading role in delivering this strategy, through the responsibilities as outlined in the Memorandum of Understanding and through actions such as identifying and sharing opportunities and collaborating with other markets and the Foundation.

“

As individuals we might only be one drop; together, we can be an ocean.”

*Lord Boateng, Chair of the International Council, The Duke of Edinburgh's International Award Association*

The Association recognises that each operator is at a different stage of organisational development, meaning there is no ‘one size fits all’ model for growth. This introduces further complexity and challenge as we look to collaborate and grow the Award globally.

However, this also offers opportunities, as it ensures we stay flexible and open to continual learning, change and evolution, in exactly the same way as the Award allows for each and every young person to create something which challenges and empowers them personally.

This document sets out to provide a shared framework for all operators. It encourages operators to identify and prioritise the specific issues they need to address in their own plans, and to link with the work of others in applying solutions, setting clear ambitious targets and metrics for success.

Whilst operators cannot change the Award as a programme and a framework for young people's activities, they do need to focus on those to whom they deliver the Award and where and how they deliver it. The answer to these strategic questions will differ from operator to operator due to circumstances such as funding, national policy, need and opportunity, to name a few. For example, when trying to address the needs of those defined as at risk or marginalised, Award Operators should work from a clear contextual definition<sup>2</sup> of whom they are trying to engage, and understand how this definition challenges the ‘bubble’ in which current delivery operates or may be perceived to operate.

2. See table below.

## Defining “At Risk and Marginalised”

What defines ‘at risk’ and ‘marginalised’ differs from operator to operator. At Risk and Marginalised is defined in Impact framework recommendations, December 2017, as the following:

### 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, for example:

- lack of engagement in school, ‘at risk’ of low education attainment
- in slums or depressed communities, ‘at risk’ of poverty, malnutrition and falling prey to extremism
- street children, ‘at risk’ of abuse
- child soldiers, ‘at risk’ of psychological and emotional trauma
- lack of engagement in positive activities, ‘at risk’ of drugs and alcohol misuse

### 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, for example:

- young people with physical and/or learning disabilities, and those with additional support needs
- young offenders
- single parents
- refugees and displaced persons
- immigrants and those living in minority ethnic communities
- those living in rural, deprived or remote areas



# A shared context for development

A number of global trends and opportunities have surfaced which directly impact the Award, the environments within which it operates and the role it can play in the future:

- An increasing awareness by policymakers and governments of the importance of non-formal education in equipping young people for life and work. Focusing only on academic results is not enough. Broader discussions as to the role of the development of ‘character’ and ‘grit’ in education have now moved worldwide.
- The need to build resilience in communities as part of a government’s strategy to combat growth in violent extremism. Young people who make links with their immediate communities are less likely to become radicalised and take harmful action against them.
- Shifting demographics and an ageing world population, providing opportunities for increased adult volunteering.
- Mobility and urbanisation of young people. Many young people expect to move around more than previous generations – often away from their families and even across national boundaries.
- Increased use of mobile technology, making access to information easier for young people and an increase in their expectation of that access. Increasingly young people are creators and members of a wide range of virtual social communities.
- A growing awareness of the opportunity to align our collective work with the UN’s Sustainable Development Goals, in particular: good health and wellbeing (3), quality education (4) and decent work and economic growth (8). Further, recognising that individual young people’s Award work may impact on other areas as well.

The Foundation<sup>3</sup> and Award Operators need to understand how and where these trends and opportunities may fit into our priorities and further, where the monitoring and research agenda sits within the wider strategy. Putting research at the heart of everything the Award does and ensuring that we take an evidence-based approach will further enhance the Award’s credibility and cement its role as an expert in the recognition and accreditation of non-formal education for the coming years.

3. The Duke of Edinburgh’s International Award Foundation is a registered charity which drives and supports the Award’s global growth, so more young people can undertake the world’s leading youth achievement award.



## The Award’s place in the world today

There are 1.8 billion young people aged 10-24 in the world today, making this the largest youth generation in the history of the world.

Though fast-paced developments in technology mean the world has never been smaller or more accessible, it has, at the same time, become increasingly unstable, uncertain and often insecure.

As today’s young people set out to find their place in the world, they face a broad mosaic of challenges. Bombarded by information, expectation and uncertainty, they are growing up with complexities and challenges unseen by previous generations.

Equipping young people with skills and confidence for life and helping them to find their potential has never been more important. On an individual level this makes a difference to young people’s lives; on a collective basis, this has the power to be transformational.

# Effective delivery

There has been increasing recognition that, when growing the Award, there is a need to analyse our activities using three key frameworks<sup>4</sup>:

1. **The Award Framework:** Consideration of how the Award acts as a curriculum for meaningful and relevant experiential and non-formal education
2. **The Governance Framework:** The importance of delivering the Award framework through transparent and effective governance at all levels of operation
3. **The Operating Framework:** The importance of delivering the Award through a robust and sustainable business model, including the use and support of research, measurement techniques, accountabilities and processes

Use of these frameworks as a tool for analysis and support over the lifespan of this strategy is likely to increase.

Over the last five years everyone has made great strides in growing and improving how the Award is perceived and delivered. Many of these improvements will make it possible to grow further in the coming years.

# The impact we can make

The Award challenges young people to discover their potential and find their purpose, passion and place in the world. The ways in which the Award positively affects individuals and communities can be identified via the Impact Framework, which details the long-term impact of the Award. This is put into further context when paired with outcomes; the short term positive changes that the Award helps to foster in individuals. Together, the impacts and outcomes support a theory of change that suggests that **participation** leads to **outcomes**, which in turn lead to **impact**.

In the last two years, the Foundation has invested in growing our understanding of not only the Award's impact, but also our insight into and understanding of youth motivations and challenges.

Through extensive research and partnerships with external experts, the Award's impact framework has been revised, as reflected below<sup>5</sup>.

4. As agreed at Forum 2015, Toronto.

5. Ref: Impact Framework Recommendations. This work has been based on a review of a previous version of the Impact Framework by PWC, reconciling four separate pieces of consultancy work, October – December 2017.

## The impact framework

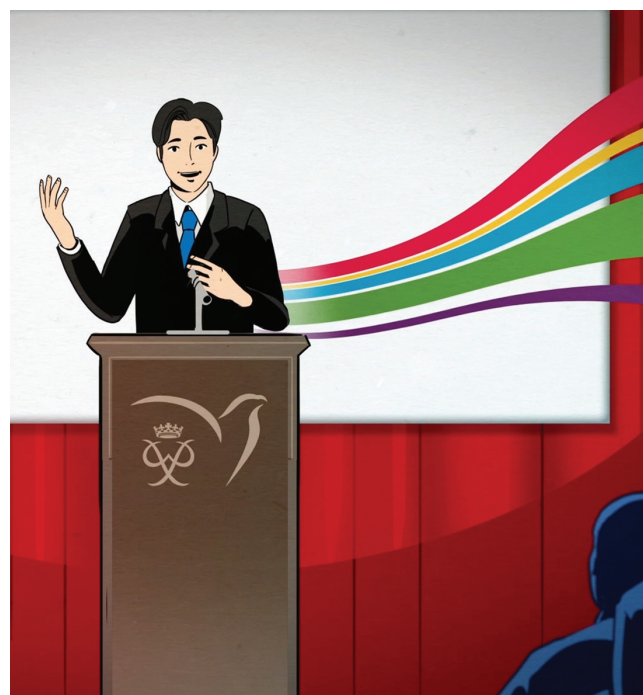
Title	Definition
1. Improved employability and earning potential	Increase in employability and earning potential due to improved life skills.
2. Improved physical health and fitness	Improved physical health due to increased long-term participation in physical activities.
3. Improved mental health and emotional wellbeing	Improved mental health and emotional wellbeing due to increased social interaction, self-confidence, enhanced life skills and sense of purpose.
4. Increased engagement with charitable and community causes	Increased engagement with charitable and community causes directly, through the Service section of the Award, and indirectly, through increased likelihood of long-term participation in volunteering and other forms of community and local participation.
5. Improved environmental impact	Increase in positive, or reduction in negative, environmental impacts as a result of behaviour change resulting from being more aware of environmental issues and having increased connection with and compassion for nature.
6. Increased social cohesion	Increased social inclusion and community cohesion, not specifically captured by the other impacts in the framework. This encompasses the resources and relationships provided by people and society, including skills, knowledge, wellbeing, relationships, shared values and institutions.
7. Reduced offending	Reduction in first-term offending and reduction in reoffending by young offenders, due to long-term increased levels of physical activity, improved life skills, increased social inclusion and improved social skills resulting from increased levels of social interaction.

# 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<sup>6</sup>.

In many countries, the Award is delivered via licensed National Award Operators. Each differs in the amount of resource 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 5% of the 14 – 24 year old population in every country in which we have a significant presence. Experience suggests that reaching 5% 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 2015. However for those developing operators, an interim target of 1% 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 each, 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 mixed 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.



# The Award's partners – and perceived competitors

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From its beginnings, the Award was always envisaged as a tool for wider application. In many markets, the Award is perceived by some organisations as a competitor rather than a prospective partner. This is often because it was set up in the first place by well-meaning volunteers as a new sort of 'club' for young people to join, rather than as a tool for existing clubs and organisations to use. As the Award has grown in some of these markets, it has competed with existing provision for funding and participation, leading to mistrust and even hostility.

Currently most of the Award's work is carried out in schools as co-curricular activity, usually with teachers acting as Award Leaders. Sports clubs, custodial centres, social housing organisations, youth clubs and voluntary youth organisations in a large number of countries all use the Award, but the level of engagement with these sorts of partners differs markedly from country to country.

This is sometimes due to the ability of the Award Operator to gain traction with a particular sort of provider. For example, the Award's ability to support work in prisons or with refugee communities is often limited by government awareness of the Award and its possible use. In other markets, little has yet been done to recruit operators other than schools, making it challenging to reach young people who are at risk and marginalised, as well as those over the age of 18. It is also challenging to grow the Award's presence in communities where schools are not the providers of co-curricular activity.

If the Association is to achieve its global ambition, then these issues need to be further considered and addressed at global and national levels.

The development of digital tools and the availability of internet access provide new opportunities. Some operators have been experimenting with 'virtual Award centres' and recruiting volunteers from non-traditional places (for instance corporate supporters) to act as online leaders and assessors. This sort of innovation needs to be encouraged, tracked and helped to reach scale.

The refocusing on sub-licensing of the Award since the International Forum in Malta has helped, but all Award Operators now have the opportunity to examine their own positions, how they are perceived by possible partners and to consider whether they need to change their current approaches to sub-licensing activity.

Around the world, the Award works closely with, and is part of the 'Big Six' – six global youth volunteer and membership organisations, consisting of the International Federation of the Red Cross and Red Crescent Societies, the World Association of Girl Guides and Girl Scouts (WAGGGS), the World Organisation of the Scout Movement (WOSM), the Young Women's Christian Association (YWCA), the Young Men's Christian Association (YMCA) and The Duke of Edinburgh's International Award. Excellent opportunities have been proven to exist when such organisations are enlisted as partners in Award delivery at both global and national levels.

## Harnessing the power of the Award's people

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The Award's people are its lifeblood. Every member of the Association has a part to play in harnessing the power of our people.

The ongoing success and growth of the Award worldwide relies on the recruitment, engagement and retention of adult volunteers. Without them, the Association cannot truly reach its ambition.

As an Association, our ambition is to create a learning environment that fosters and develops the talent of all those involved in the Award, whilst also encouraging a sense of a global Award family which is inspired to work towards our common ambitions.

A key part of this is encouraging the conversion of Gold Award holders to volunteers by enabling their ongoing journey in non-formal education.

Globally the Association needs to create a culture of trust, confidence, accountability and creativity. People need to know that they can and are making a difference, for young people, for the Award as a whole, and in the world in which it operates.

# Taking action and charting success

## Ambition

The Association's shared long term ambition is that every eligible young person will have the opportunity to participate in the Award.



## Strategic aims

The three strategic aims for achieving this ambition are:



**Access:** Improving access for new and diverse groups of young people, overcoming barriers to the Award.

This aim focuses on the need for operators to think consciously about how easy it is for young people to access the Award, to determine target groups to whom operators ought to be appealing, and to identify and implement strategic initiatives that engage these diverse groups, through addressing practical barriers to entry and completion.



**Reach:** Increasing the social infrastructure and geographic reach of the Award.

This aim focuses on ensuring that the Award has the people, the tools and the places to manage higher numbers of young people, from a wider diversity of backgrounds, participating on a regular basis, determining priorities in terms of capacity, scale, new partners, new delivery units and better use of technologies to address these issues.



**Impact:** Improving the impact and quality of delivery.

This aim focuses on activities which improve the experience and quality of delivery for the participants and volunteers within the Award family. This strand of work will encourage strategic actions that improve the training and development of volunteers and delivery partners, carrying out research to inform and improve operations and ensuring funders and influencers are aware of the Award's work and impact.



As well as balancing work across the three aims, the Award family also needs to understand better the barriers to access that young people face. Barriers such as cost, culture, lack of infrastructure, personal circumstances, and motivation all require different solutions in different contexts. Understanding these better will ensure each operator has the right focus at the right time and in the right context.

## Success

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Success will ultimately be defined at a local level and by participants themselves; however certain indicators are believed to show how we are progressing as a collective. These include:

- More 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.

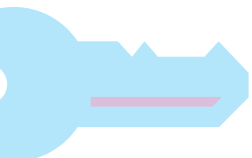
# Strategic initiatives

In developing the strategy, key strategic initiatives have been identified by Award Operators, which whilst having a differing priority order in different countries and territories, need to be considered by all constituents of the Association to ensure we can be successful in meeting our collective ambition.

Whilst recognising that operators are at different levels of organisational development, they are encouraged to look to develop their own plans and timelines to support both their own market's strategic priorities and those identified in this document, as appropriate.

In support, the Foundation will develop its own operations plan which aligns with this strategy.

Summarised overleaf are ten key Association-wide initiatives and indicative sub-initiatives, which align with the strategic aims of Access, Reach and Impact, which were reviewed and prioritised at Regional Conferences in 2017 and the International Council 2017. These initiatives underpin the Association's 2018 – 2023 activity.

Association strategic initiatives	The Foundation can support the delivery of this by:	Individual operators may wish to <sup>7</sup> :
ACCESS		
 <b>A1 Work collaboratively to develop new approaches to help more young people access and complete their Award than ever before.</b>  I. Share good practice in improving access and overcoming barriers to the Award – both within the Association and more widely  II. Ensure that international rules and procedures improve rather than hinder access to participation	<ul style="list-style-type: none"><li>• Trial new, innovative ways of delivering the Award in different locations through Independent Award Centres</li><li>• Provide advice on choosing partners who can work with ‘at risk and marginalised’ young people</li><li>• Develop relationships with international agencies who are expert in working with ‘at risk and marginalised’ young people – and who might make good Award Operators</li><li>• Fundraise to aid participation from diverse groups and those who might be considered at risk and marginalised</li><li>• Agree targets with operators that brings the proportion of ‘at risk and marginalised’ participants over time to 20%</li></ul>	<ul style="list-style-type: none"><li>• Define for themselves what the terms ‘diverse’ and ‘at risk and marginalised’ mean within their own context</li><li>• Recruit, train and support an appropriate range of operators, to ensure a diversity of new Award entrants, particularly those from at risk and marginalised communities</li><li>• Ensure that sub-licensed operators offer the Award fairly and equitably within their organisations, maximising participation and ensuring that the range of participants reflects the demographics of the relevant constituency</li><li>• Develop effective partnerships with employers, educational institutions, not-for-profit organisations and civil society</li></ul>
<b>A2 Promote and publicise the International Award brand to drive growth and increased recognition.</b>  I. Establish international partnerships with other youth organisations and work to embed the Award within their programmes  II. Collectively encourage, develop and execute global campaign(s) to drive brand awareness across the world	<ul style="list-style-type: none"><li>• Develop and implement a thorough PR / marketing strategy and plan for the Award internationally</li><li>• Develop new ways of communicating with our key audiences, ensuring the “right message, right audience, right deliverer, right channel”</li><li>• Develop global events, campaigns and associated collateral to raise awareness of the Award, including endorsements from global employers, global educational institutions, global sporting organisations, global sponsors, and global celebrity ambassadors</li></ul>	<ul style="list-style-type: none"><li>• Use the materials provided by the Foundation to ensure a consistent approach to brand adherence across the Association</li><li>• Take advantage of Foundation campaigns and publicity materials where they align with local need</li></ul>

## In addition the Foundation will:

1. Use the 'Access' fund to help drive innovation and growth in this area by making appropriate grants
2. Develop core, accessible messaging, templates and collateral for operators to use with different audiences in existing markets

<sup>7</sup> Suggested initiatives, as discussed at Forum 2015, IC 2016, Regional Conferences 2017 and IC 2017.



Association strategic initiatives	The Foundation can support the delivery of this by:	Individual operators may wish to:
<b>REACH</b>		
 <p><b>R1 Champion the consistent adoption of our digital tools.</b></p> <p>I. Roll-out Online Record Book and Online Learning Hub to all available operators by the end of 2019</p> <p>II. Foster an environment of collaboration and sharing via the adoption of new Online Learning Hub tools and social capability, when available</p>	<ul style="list-style-type: none"> <li>• Future proof the Award for a digital age by providing, updating and renewing global platforms as required, including Online Record Book (ORB) and Online Learning Hub (OLH) for use by all operators to support their delivery of Awards and impact reporting</li> <li>• Extend the Online Learning Hub functionality to include ‘Extranet’ capabilities to improve the sharing of common information, such as frameworks, with operators</li> <li>• Support operators in developing their contact management (Customer Relationship Management) systems through leveraging its relationship with the Salesforce Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and implement fully the digital tools available to them from the Foundation, particularly the ORB and OLH</li> <li>• Adopt Salesforce when looking to implement or replace existing contact management systems</li> </ul>
<p><b>R2 Establish best practice volunteer and Alumni management processes, including methods for identifying and recruiting new adult volunteers.</b></p>	<ul style="list-style-type: none"> <li>• Provide a framework and resources to help recruit and retain volunteers</li> <li>• Provide support through technology partnerships (e.g. with Salesforce.org) and materials to help operators in establishing a beneficial alumni and friends network, with international links</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit volunteers from non-traditional places (for instance corporate supporters) to act as online leaders and assessors</li> <li>• Consider how best to engage alumni, volunteers and other friends of the Award in national development</li> </ul>
<p><b>R3 Continue to develop robust governance and management structures.</b></p>	<ul style="list-style-type: none"> <li>• Continue to implement robust and effect governance processes and procedures through licensing</li> <li>• Provide governance best practice support and training</li> <li>• Put in place robust financial oversight to ensure finances and resources are managed transparently and appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Consider how rules and procedures decided at national and local levels may improve or hinder access to participation and amend as appropriate</li> <li>• Have an organisational development plan in place that speaks to the three frameworks of Award, Operations and Governance</li> <li>• Implement a sustainable business model</li> <li>• Ensure full compliance with national and international laws and regulations</li> </ul>
<p><b>R4 Investigate and promote successful strategies to drive increased growth in existing and new markets.</b></p> <p>I. Support the Foundation in helping to open the Award to new markets</p> <p>II. Share good practice to improve the reach, depth and scale of Award infrastructure</p>	<ul style="list-style-type: none"> <li>• Leverage the World Fellowship and other global fundraising initiatives to support growth initiatives of operators and other delivery partners</li> <li>• Ensure that the Award takes on operators (NAOs, OAs or group of IACs) in up to 30 new countries before 2023. This will ensure that the Award and its Association continues to grow, strengthening the brand in existing markets</li> </ul>	<ul style="list-style-type: none"> <li>• Define what national reach for the Award truly looks like and have plans in place to achieve this over time</li> <li>• Trial new, innovative ways of delivering the Award in different locations and contexts for instance ‘virtual Award centres’ or ‘Award in Business’ units</li> </ul>
<p><b>In addition the Foundation will:</b></p> <ol style="list-style-type: none"> <li>1. Use the ‘Reach’ fund to help drive innovation and growth in this area by making appropriate grants</li> <li>2. Develop a set of sustainable business models and utilise for roll-out across the Association</li> <li>3. Develop and make use of global partnerships with other youth organisations and multi-nationals for the benefit of operators</li> <li>4. Develop comparative messaging, templates and collateral for operators to use in new markets</li> </ol>		



## IMPACT

- I1 Establish the Award as the champion for non-formal education and ensure the working practices reflect and nurture the ethos behind it.**
- I. Align the work of the Award with other internationally recognised development models e.g. UN Sustainable Development Goals and ensure it reflects latest global trends and approaches
  - II. Seek speaking engagements for key Award spokespeople at major international education and development conferences

- Develop and make use of existing global partnerships with other youth organisations and multi-nationals for the benefit of operators
- Build and make use of key strategic relationships with governments, Heads of State, policy makers and NGOs

- Build relationships with policy makers, influencers and decision makers in order to ensure that the Award is positioned effectively within society
- Champion the importance of non-formal education with key national partners

- I2 Foster a learning environment and culture for adults and young people to flourish and continue to grow.**
- I. Work together to develop training that ensures consistency of culture and practice where appropriate
  - II. Build on the International events to develop 'global' learning opportunities
  - III. Establish best practice volunteer and Alumni management processes, including methods for recognising notable service to the Award

- Provide a fully blended competency based learning framework (including online and face to face opportunities) that supports collaborative development and learning for all volunteers and staff involved in the Award
- Develop an exchange programme for adults in the Award
- Develop relationships with external learning providers to endorse and accredit adult learning

- Explore building relationships with organisations that can help young people who are coming to the Award 'late' – e.g. universities, clubs for young adults etc.
- Identify local training development needs that align with a global learning framework
- Identify methods to thank volunteers and staff for their commitment and long service

- I3 Develop a quality assurance process to drive improved quality, delivery and Award completions in existing markets.**

- Share best practice and approaches across regions via a consistent account management process
- Develop, publish and maintain an efficient and collaborative quality assurance process to ensure that Award Operators are fit for purpose and improving

- Promote and ensure opportunities for participation that stretch and challenge young people, whilst serving the needs of communities within which the Award operates
- Use Foundation provided and national frameworks to continually seek improvement in the work of Award staff and volunteers

- I4 Research and evidence the impact and value of the Award for young people, adult volunteers and communities.**

- I. Work together to encourage and embed the use of research tools and techniques across the Association and in every part of Award delivery

- Provide an overall research framework for operators, helping to evidence the overall social value, impacts, outcomes and outputs of the Award globally
- Undertake comparative analysis of data and research findings to provide robust evidence for use by operators

- Research and develop insights as to why young people do not complete their Awards and take appropriate action
- Participate in research activity promoted by the Foundation and Association

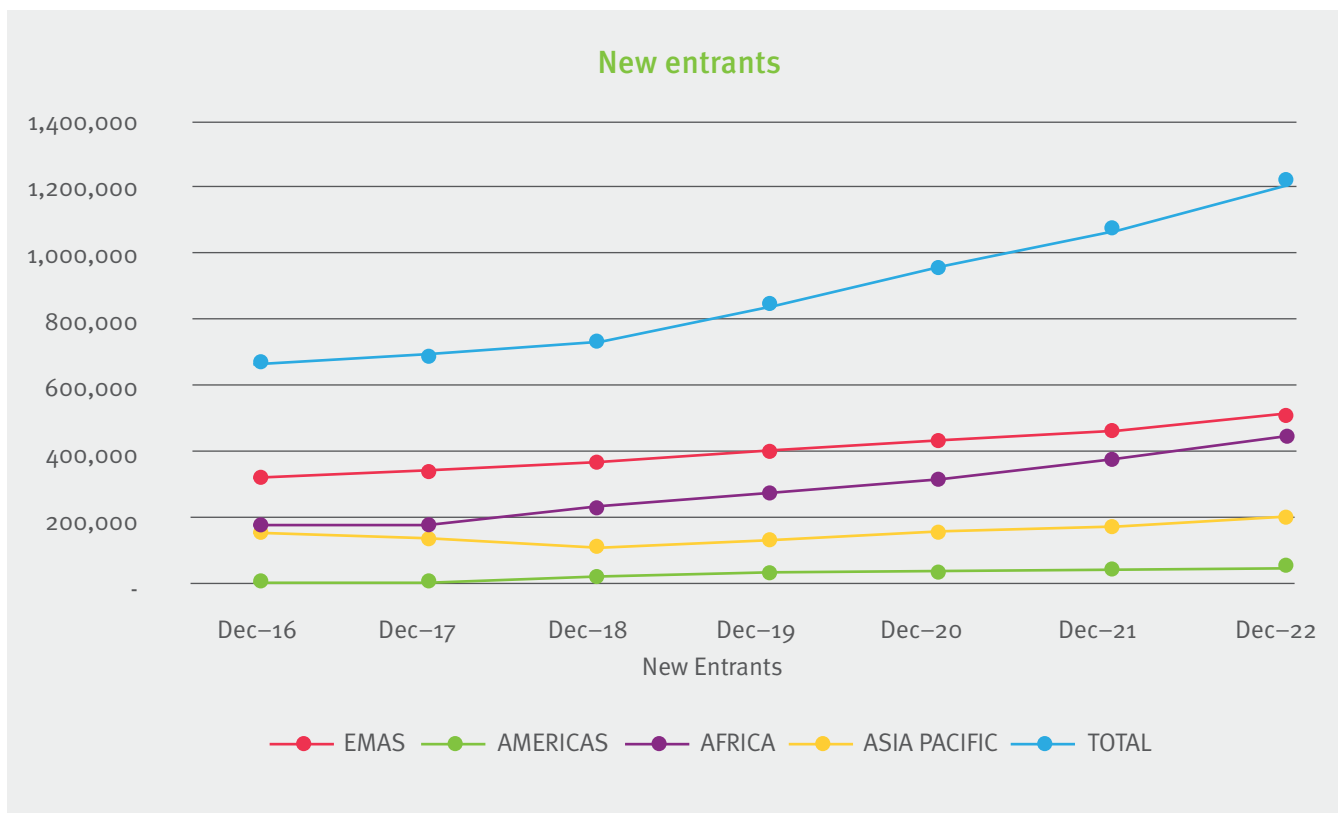
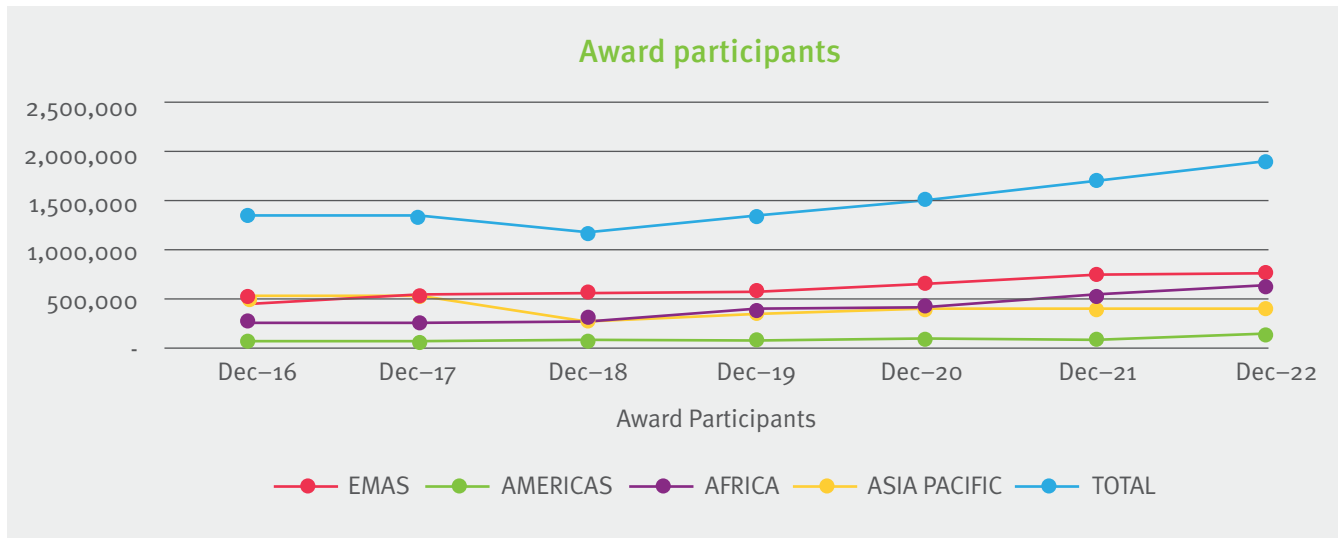
### In addition the Foundation will:

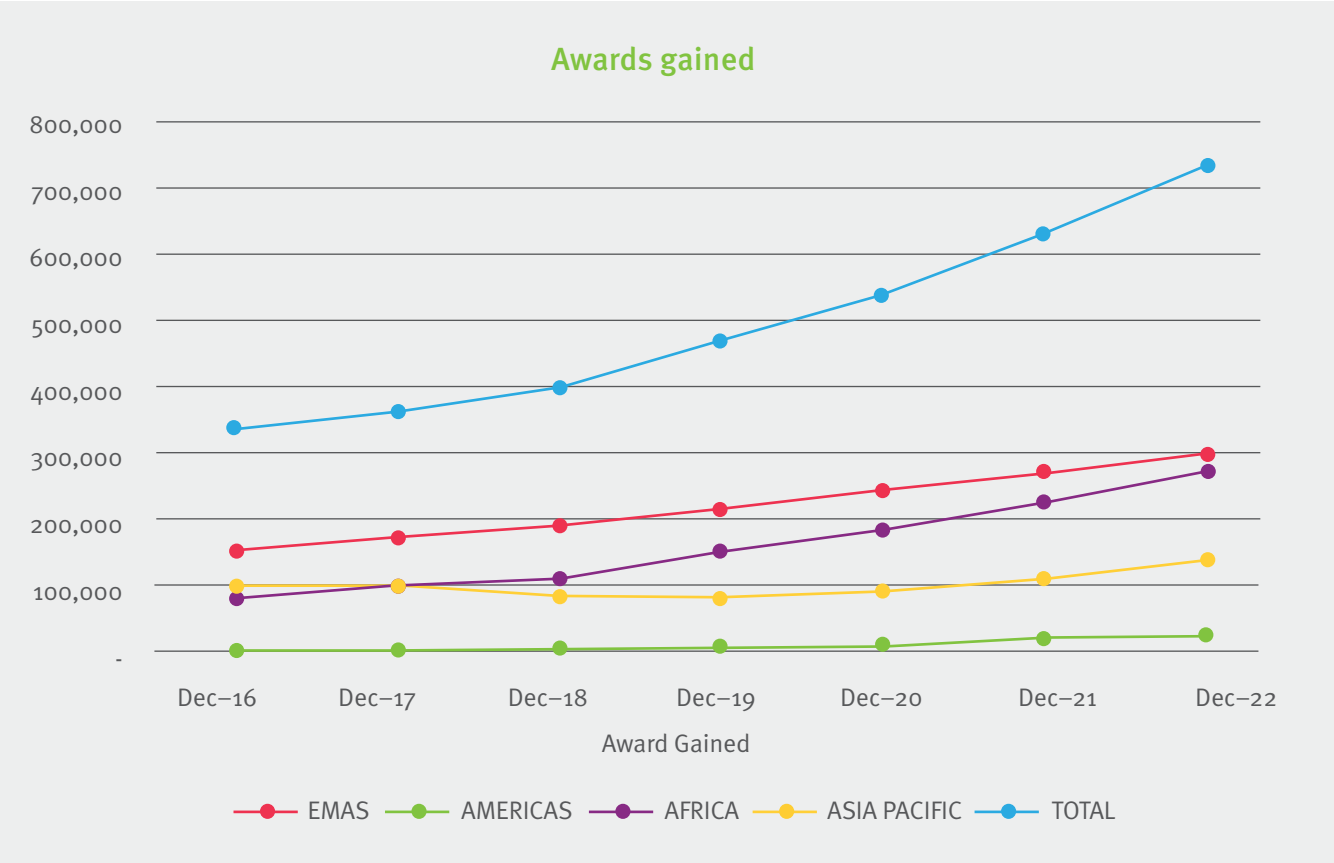
1. Use the "Impact" Fund to help drive innovation and growth in this area by making appropriate grants
2. Develop new ways of communicating with our key audiences, ensuring the "right message, right audience, right deliverer, right channel"
3. Develop global events, campaigns and associated collateral to raise awareness of the Award, including endorsements from global employers, global education institutions, global sporting organisations, global sponsors, and global celebrity ambassadors

# Global targets

The tables below show targets for the numbers of Award participants, new entrants and Awards gained up until December 2022, as submitted by individual Award Operators<sup>8</sup>.

8. Data taken from 2016 statistics submitted by NAOs and IACs with projections for each year from December 2017 to December 2022.



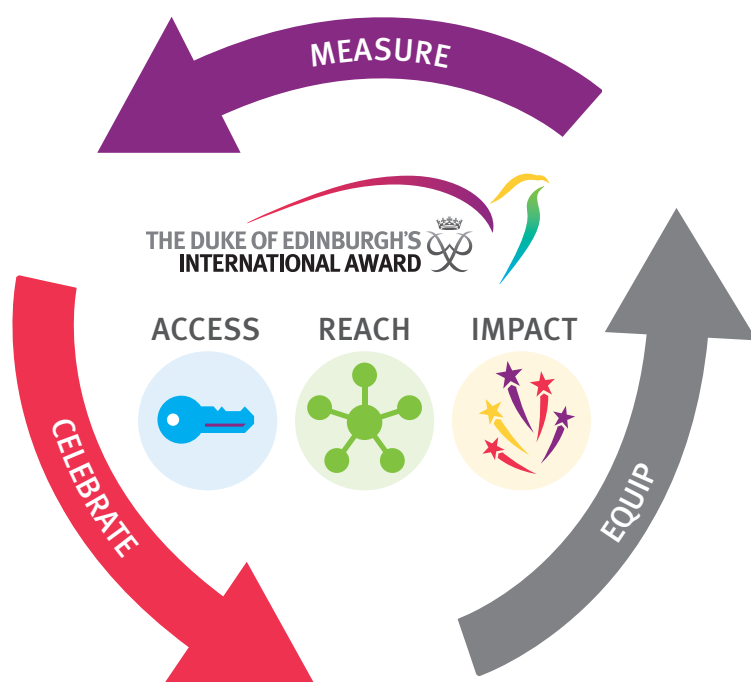


# Methodology

To deliver this strategy three simple, interlinked approaches will underpin our individual and collaborative actions:

- **Equip:** Work together to equip our operators, and through them our leaders and young people, with the tools and resources they need to run a great Award programme
- **Measure:** Measure the collective outputs, outcomes and impact of the Award, to help inform our development and garner those resources that we need
- **Celebrate:** Celebrate those outputs, outcomes and impacts, so building our brand and positioning ourselves with young people, parents, educators, employers and policy makers as the world's leading youth achievement award and a champion of non-formal education

With our strategic aims at the heart of all we do and our three universal approaches in place, the Association's 2018 – 2023 strategy is summed up by the diagram to the right:



# Metrics and measurement

Individual operators will have their own detailed metrics that they will use to measure their own progress and ensure quality. Association-wide, however, the following ‘dipstick’ measurements will help us track progress towards the Association’s shared ambition<sup>9</sup>.

ACCESS	REACH	IMPACT
Improving access for new and diverse groups of young people, overcoming barriers to the Award.	Increasing the social infrastructure and geographic reach of the Award.	Improving the impact and quality of delivery.
Metrics		
<ul style="list-style-type: none"> <li>• No. of new entrants</li> <li>• % of at risk or marginalised young people</li> <li>• Outcome measures (per participant)</li> <li>• Short-term community impact measures (e.g. 2yr re-offending rates for Award holders vs non-Award holders)</li> </ul>	<ul style="list-style-type: none"> <li>• No. of Award Leaders</li> <li>• No. of Award volunteers</li> <li>• No. of NAOs</li> <li>• Relative growth from each NAO</li> <li>• No. of units or IACs</li> <li>• No. of units or ITAPs</li> <li>• No. of partners</li> <li>• % usage of ORB / OLH / digital tools</li> <li>• Operator / participant satisfaction data</li> <li>• No. of countries and territories the Award operates in</li> </ul>	<ul style="list-style-type: none"> <li>• No. attending training / at each level of training</li> <li>• No. of Awards gained</li> <li>• Learning activity / training satisfaction / volunteer and staff survey data</li> <li>• No. of international governments which recognise the Award</li> <li>• Global media coverage / discussion</li> </ul>

9. As informed by Forum 2015, IC 2016 and 2017 and Regional Conferences.

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