



# Strategic Plan 2021-2024

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## Executive Summary

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## About the Award

The Duke of Edinburgh's International Award is a global framework for non-formal education and learning, which challenges young people to dream big, celebrate their achievements and make a difference in their world. Through developing transferable skills, increasing their fitness levels, cultivating a sense of adventure and volunteering in their community, the Award helps young people to find their purpose, passion and place in the world. It operates in more than 130 countries and territories, helping to inspire millions of young people to take control and make their own choices.

Young people who do the Award:

- Discover what they are made of;
- Make an impact on their community;
- Develop a set of life skills;
- And most of all, have fun!

The Award was introduced to Barbados in 1963 through the Council for Voluntary Services. Since then, it has evolved and is currently run in over 20 Award Units – including community groups, secondary and tertiary educational institutions - and 3 sublicensed organizations – The Barbados Cadet Corps, The Barbados Boy Scouts Association and The Girl Guides Association of Barbados.

## Local Management

The Duke of Edinburgh's International Award (DEIA) Barbados is the National Award Operator (NAO), and a member of the International Award Association. It is the body responsible for the operation and delivery of the Award Programme in Barbados. The Barbados National Award Operator (NAO) is part of the Americas Region, one of four established DEIA regions in the world, and supported by the International Award Foundation through an Operations Director and Regional Manager

DEIA Barbados is also a member of the Caribbean Award Sub-Regional Council (CASC), an umbrella body for the English-speaking territories in the Caribbean and Latin America which deliver the Award.

DEIA Barbados is a non-governmental body and registered charity which operates out of the national office located at Sheraton Mall, Sargeant's Village, Christ Church. This organization is run by the National Award Council which is responsible for the administration of the Award programme.

Day-to Day management is currently facilitated by two staff members: an Operations Manager and a Secretary/Treasurer.

DEIA Barbados is also overseen by a Trust, which is responsible for maintenance of the Award's national license and facilitation of major fundraising.

Details of the local structure of the Award are included overleaf

**THE STRUCTURE OF THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD BARBADOS**  
Established 1963

Updated January 2022

**INTERNATIONAL AWARD FOUNDATION – IAF**  
Chairperson - HRH The Prince Edward, Earl of Wessex KG GCVO

**INTERNATIONAL AWARD ASSOCIATION - IAA**  
The International Council, Chair Lord Paul Boateng PC  
Secretary General – John May OBE DL

**PATRONS**  
Founder:  
HRH Duke of Edinburgh KG KT

Barbados Patron:  
HE The Most Honourable Dame Sandra Mason GCMG DA QC  
President of Barbados

**Trustees**  
Chair - Sir Trevor Carmichael KA LVO QC  
Trustees: Sir Paul Altman Kt  
Lt Col (Rtd) V. Owen Springer  
Scott B Oran  
S. James Gardiner  
Goefrey M Ramsey  
Rosalind Clarke

**Duke of Edinburgh's International Award Barbados Charity**  
Registered Charity #214

Trustees of the Award in Barbados  
Major Fundraising  
Oversight of the National Award License

**The Duke of Edinburgh's International Award Barbados**  
Registered Charity #3  
National Award Operator (NAO)

Delivery of the Award in Barbados  
License Management  
Strategy Development and Implementation  
QA and Programme Integrity  
Programme Funding  
National and International Relations  
National Marketing and Brand Management  
Communications and PR  
Sublicensed Operator Support  
National Initiatives and Projects  
Insurance Policy Management  
Digital Services  
Training and Support to Leaders and Participants

**National Award Office**

Employed by Council to oversee daily delivery of the Award

Operations Manager - Vacant  
Secretary/Treasurer - Mr. Fabian Norville

**National Award Council**  
Chair - Stephen R Smith  
Deputy Chair Jamar Odwin,  
Members: Elizabeth Riley, Jeremy Devonish, Ajani Daniel  
Sub-licence Representatives:  
Cadet Corps - Vacant  
Boy Scouts - Tashaun Callender  
Girl Guides - Andrea Sealy

**National Award Council**  
Oversees the work of the NAO  
Chairman Stephen R Smith

**Barbados Expedition Assessment Panel**

Training and Assessment for the Adventurous Journey Section

Chairman - Mr. Garfield O Callender

**Sublicensed Organizations**

Licensed by the NAO to deliver the Award to membership

Barbados Cadet Corps  
Barbados Boy Scouts Association  
The Girl Guides Association of Barbados

**Award Leaders**

Coach and mentor Young people in pursuit of the Award

Representative - Vacant

**Barbados Gold Award Holders and Alumni Association**

Alumni body of the Award

Representative - Ms. Jamila Bayne

**Award Units**

Schools, Youth Organizations, Community Groups, Open Award Centres, Not for Profits, Government Agencies, Sporting Clubs, Corporates

30+ Award Units delivering the Award  
500+ Active Participants pursuing the three Award Levels

## Award DNA

The Award is guided by ten (10) principles that help participants on their Award journey. It is meant to be Individual in nature, Non-competitive, Achievable, Voluntary, Developmental, Balanced, Progressive, Inspirational, requiring of Persistence yet Enjoyable.

Our global challenge is to grow the Award so that it is available to as many young people as possible. Our long-term ambition is that every young person will have the opportunity to participate in the Award

### Vision

To reach more young people from diverse backgrounds and equip them as individuals to succeed in life.

### Mission

To inspire young people to challenge themselves to gain life skills through fun, exciting, quality activities.

### Core Values

- Responsibility, accountability, and integrity
- Quality in our programmes and delivery
- Personal growth and development of our Participants
- Teamwork and empowerment among all Participants
- Commitment
- Social responsibility and outreach
- Voluntary, transparency and equity

## Award Overview

The Award Framework targets youth ages 14 to 24 years old. That said, it requires the involvement of trained adults and partner organizations to facilitate the delivery of the programme to young people.

The Award has three levels: Bronze, Silver and Gold. Each of these levels is made up of four sections: Physical Recreation, Skills, Voluntary Service and Adventurous Journey. There is also a Gold Residential Project required at the Gold level. All Participants in the Award must be registered with an Award Unit. The Award Unit is run by an Award Leader, who approves activity assessors prior to Participants undertaking Award activities with them. Participants design their Award programme by selecting activities that interest them and then set their own goals, according to the following minimum requirements

	Bronze	Silver	Gold
Physical Recreation	3 months*	6 months *	12 months*
Skills	3 months*	6 months*	12 months*
Service	3 months*	6 months*	12 months*
Plus	All participants must complete another three months in either Physical Recreation or Skills or Service	Participants who have not achieved a bronze award must complete an additional 6 months in either Physical Recreation or Skills or Service	Participants who have not achieved a Silver Award must undertake an additional 6 months in either Physical Recreation or Skills or Service
Adventurous Journey	2 days + 1 night **	3 days + 2 nights **	4 days + 3 nights **
Residential Project	N/A	N/A	5 days + 4 nights

\* These are minimum time requirements and are expressed in whole months, during which there should be regular commitment. As a guide, regular time commitment is at least one hour per week or two hours per fortnight. In the case of Service, this may be four hours per month (in block time periods) dependent on Award Leader approval.

Award participants are encouraged to continue their activities beyond the minimum time.

\*\*Satisfactory completion of the Adventurous Journey section includes training and preparation appropriate for the journeys being undertaken and at least one practice journey of a similar nature and duration to the qualifying journey.

1. Any young person aged 14 to 24 can become an Award participant.
2. At Bronze level, if a person is 13 and 9 months, but is part of a peer group where the majority are 14 years or older, then some discretion is given to the Award Unit to allow that young person to start their Bronze Award with the rest of the group.
3. A person may start Silver at 14 and 9 months if they have completed their Bronze Award. In practice, this means that participants who are given concession to start Bronze or Silver early will need to wait longer to receive their Award.
4. Participants who start their Bronze or Silver Award slightly earlier will need to wait until they meet the minimum age for completion before they can claim their Award.
5. No activity undertaken before a participant's 16th birthday may be counted towards a Gold Award.



6. The Award must be completed by the participant's 25th birthday.
7. Parent/guardian consent is required for participants under 18 years.
8. All participants must sign the participant agreement.
9. The standards of achieving an Award are individual effort, perseverance and progress.

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## Award Statistics

Year	Awards Started	Active Participants	Awards Gained	Ratio (%)
2016	158	379	47	29.7
2017	159	224	77	48.4
2018	316	406	124	39.2
2019	252	354	44	17.4
2020	57	173	29	50.9
Total	942		321	
5-year average	188.4	307.2	64.2	37.12

Source: NAO Statistical Returns

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## Market Analysis

### Beneficiaries

The Award serves youth in Barbados aged 14 to 24 years old as they prepare to face the challenges of adulthood. It is set up to reward their personal growth through four main sections (skills, physical recreation, adventurous journey, and voluntary service). As they complete the three levels participants improve in the following areas: self-confidence, managing feelings, resilience, creativity & adaptability, problem solving, civic competence and personal well-being. This leads to longer term impacts such as improved employability and earning potential, improved physical health and fitness, improved mental health and emotional well-being, increased social cohesion and reduced offending. These impacts have lasting value to the individuals and their communities at large.

### Demographics

According to the 2010 Barbados Census:

- 1) The total population of the island is tabulated at 226,193, estimated at 277,821. The difference includes an institutional population of 2,513 and an estimated undercount of 18%.
- 2) The number of young people between ages 13 and 25 are as follows:

	Males	Females	Total
13	1,540	1,531	3,071
14	1,429	1,410	2,839
15-19	7,752	7,715	15,467
20-24	7,357	7,459	14,816
Total	18,078	18,815	36,193
2000 Census Totals (to the nearest 100s)	23,800	23,400	47,200

Source: Census Tables 2010, stats.gov.bb

The Award's global goal is "to reach at least 5% of the 14 -24 year old population in every country in which [there is] a significant presence" (IAA Strategy 2018). Based on active participation, this would require at least 1800 young people actively pursuing the Award in Barbados. This of course does not account for persons in the undercount or who have been institutionalized.

- 3) With regard to marginalized communities, the 2010 statistics also show that 839 persons aged between 10 and 24 are living with a disability or a major impairment, including hearing (84), vision (67), Speech (90), mobility (214), learning challenge (262), or mental illness (46),  
This figure represents 2.3% of the target population, an area which has so far been untapped.

### Comparators

The closest comparators to the Award in Barbados are the Barbados Cadet Corps, The Girl Guides

Association of Barbados, The Barbados Boys Scouts Association, Seventh Day Adventist Pathfinders, and the Church Girls and Lads Brigade of the Anglican Church. These are the closest in terms of variety of activities. The Award however, is unique because of the flexibility of choice in specific activities to be done.

Through various discussions, we have been able to establish sub-licenses with the Girl Guides, Boy Scouts and Cadets. This has allowed us to be seen more as complementary rather than competitive, and in so doing have been able to gain additional Participants, while offering them a globally known and recognized certificate. Participants also gain the Value added by potentially achieving two rewards for the same activities.

That said, these organizations face varied challenges, including:

- Attracting and Retaining members
- Bureaucratic structures
- Losing manpower/ volunteers
- Diminished public image
- Decreased public/brand awareness
- Reduced financial support and access to resources

Other organizations listed have the added challenge of a limited options for Participants, as the organizations they are linked to may place restrictions based on religious beliefs.

#### Potential linkages

It is understood that the Award cannot attract its entire target audience on its own. As such there is a need to go beyond the traditional groupings to reach the target audience. During the last strategic period this was achieved through the Community Independence Celebrations Secretariat, where progression in the Award was a part of the Parish Ambassadors Programme. This was moderately successful, and a number of Award Holders came out of it. Similar projects can be explored for targeting other communities based on sex (e.g. MESA), creed (e.g. Barbados Muslim Women's Association), disability (the Deaf Heart Project) and so on. These linkages can lead to the development of additional Award Units.

#### Cost

While registering for the Award is relatively cheap, in many cases, identifying low-cost opportunities and activities can be a challenge for young people. With an increasing unemployment rate overall (12.79% in 2020 vs 9.72% in 2016) and among youth (30.15% in 2019 vs 28.88% in 2016)<sup>1</sup>, Barbadian young people are likely to have less disposable income, let alone time, to take part in extracurricular activities. When combined with personal circumstances and limited infrastructure in some locations, it can also be a challenge to reach potential participants where they are and motivate them to be involved. In order to facilitate Award participation for such members of the community, additional resources would need to be sourced.

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<sup>1</sup> Source: Macrotrends.net

## Politics and Attitudes

The Award is historically associated with the Royal Family through its Founder, and this has afforded the organization a perceived level of importance. This has been declining in recent times, however, due to negative perceptions associated with the Founder and the Royal Family as a whole. Locally, names associated with royalty are also beginning to fall into disrepute as the country transitions to a Parliamentary Republic.

Such attitudes were on display during the Parliamentary debates on the leasing of Culloden Farm to the Award. While these perceptions may be among the minority, it is something the local Award should be cognizant of.

## COVID-19

The overarching elephant in the room is the COVID-19 pandemic, which has limited opportunities for participation globally. This continues to influence the ability of current Participants to complete the Award and for new Participants to be recruited via the traditional means.

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## Achievements

2014 Goal (Six Pathways)	Achieved	WIP	Commentary
<b>1. Partnerships</b>			
Expand the Award programme by forging partnerships with groups and organizations	✓		Award has expanded into 19 schools, community groups and church groups  Sublicenses signed with Cadets, Scouts and Guides.  Further expansion to be explored
Development of formal partnership agreements		✓	MOU to be signed with Barbados Probation Department
Source more volunteers with varied experience	✓		National Give Back Programme has afforded opportunity for some volunteers with knowledge to lend a hand to Award development.
Conduct mass group training at available times	✓		National AJ Training Camp 2019 National AJ Event 2015, 2020
Make linkages and partnerships	✓		Barbados Coast Guard and St. John Ambulance are training partners re: CASC AJ Training programme.
Forge alliances to offer leaders personal development		✓	Currently working to offer a NVQ and CVQs in leadership to Award Leaders.  Contact to be made with TVET regarding a payment plan to cover certification cost.  Staff training in Emotional intelligence, with plans to train Award Leaders as well
Arrange with museums to set up service programmes		✓	
Resources for groups		✓	In process of facilitating training materials and first aid equipment
Meet with British High Commissioner, Minister of Youth Affairs and the Governor General to gain support for the programme	✓		Linkages have been made with the MYSCE, The Governor General is currently patron of the Award
<b>2. Raising the Profile</b>			
Continued Public Relations and Marketing strategies headed by the Operations Manager.	✓		Social media channels established on Facebook and Instagram.  To explore options for TikTok: Tik tok challenge for participants (skills challenge, AJ, expedition prep challenge, how to pack for a

			<p>hike, selfie check-in from your Award sections, post what you are doing</p> <p>LinkedIn also an option for networking-based sponsors.</p>
Have a building of our own for high visibility. Identify an unused building and refurbish it		✓	<p>Culloden Farm has been identified and approved by the Government of Barbados for use by the Award.</p> <p>Funds will be needed to restore the property and establish a base of operations onsite</p>
Negotiate with one of the media houses to become a partner and sponsor so that they will give us free advertising and promotion when needed.		✓	<p>Pro: free advertising, Cons: can be perceived as biased to one media house,</p> <p>To explore option for PSAs through Government Information Service.</p>
Set up a website	✓		<p>Website operational – <a href="http://www.theawardbarbados.com">www.theawardbarbados.com</a>. In need of updates</p>
Continue to identify special projects which can attract the interest of corporate sponsors e.g. Greening Programme, care of animals or elderly		✓	<p>Special projects have been executed. However, they have not received support from Corporate Barbados but rather other charities and donor organizations.</p>
Establish a DEIA Week of activities annually to start off with a Church Service in March 2014-2017	✓		<p>Church services have regularly occurred outside of pandemic period. We will need to continue to build and diversify. It is an opportunity to share the basics of the programme during that week through online talks discussing opportunities and experiences of participants and alumni.</p>
<b>3. Strengthen the Structure</b>			
Review and Update constitution and revise standard operating procedures.		✓	<p>Amendment completed in 2019. A full Constitutional review is currently due.</p>
Set a regular review system for continuous assessment		✓	<p>There is a need for mutual agreement on the need to have this type of system in place.</p>
Set up sub-committees to manage the six pathways of the Award.		✓	<p>Subcommittees in the past have been in place for the 6 pathways but they tend to lead back to the office.</p> <p>The Award has shifted direction towards the three strategic aims.</p>

			<p>Consideration may be given to subcommittees based on the aims, or project-based subcommittees based on the priority items of the plan</p>
<p>Recruit new group leaders and volunteers to manage the increase in the participant numbers.</p>		<p>✓</p>	<p>The notion was given that we ought to help participants to understand that they are able to benefit because others have come back to support the Award. In so doing, we should highlight the need for more young people to continue and come back themselves and support the Award. Targeted efforts should be made to recruit current participants to come back and support.</p> <p>Building a 'giveback' culture of the Award, there should be some opportunity to link to soft skills for the participants in the Award at present and developing leadership skills which ought to be deliberate to be able to have them equipped to transition into leadership roles.</p> <p>Develop/Publish a general criteria of who fits the mould of the right candidate as Award leader. This would help to target those who can be encouraged to be leaders for the future.</p> <p>Reference the process of the Guides where they have soft training for participants to develop leadership skills. Have current participants shadow with an assessor or award leader to see what is happening and learn the ropes of what it is to be an award leader</p> <p>Alignment with the NVQ/CVQ can benefit the participants to see that leaders too are having to log and track what the leader is doing. This might help to encourage the kids to do the same logging.</p> <p>Identifying leadership qualities and highlight the value of pushing towards gold. Provide opportunities to see the value of continuing.</p>



Network with other NAAs, Governmental organisations and share best practices and opportunities.	✓		The IAF has started virtual meetings for all members of the association, as well as regular training programmes
Convene quarterly Trustees meetings		✓	Currently Trustee meetings are more often annual rather than quarterly.
Develop an annual Action Plan with Key Performance Indicators to complement based on the strategic plan. Action plan to be completed within six weeks of acceptance of strategic plan annually.		✓	
<b>4. Assuring Quality</b>			
Reassess the feasibility of the Earth Station with a view to developing a campsite		✓	
Train and retrain all group leaders and other volunteers annually		✓	<p>This should be retained and is a realistic deliverable. The scope of the training can be quite broad in the context of adding value to those who are volunteering. It can be designed to target areas that are viewed as necessary for all leaders and is a good incentive to new volunteers as well.</p> <p>For short courses a certificate can be offered. This can be part of the criteria used in maintaining status as an award volunteer. IAF short training opportunities as well as MOOCs (e.g. Coursera, Udemy) which can provide recognised certifications to the Award volunteers. The Award programme is set to offer some webinars in key areas to support the Award's local and global development. There could be some opportunity for part payment through grant/donor funding.</p> <p>there can be some disparity in what volunteers want to do and what they need to do. How can training options be made regularly available but also making some a required to continue to serve as volunteers with a regular recertification. Having a National training calendar which would give different times for completing the retraining sessions. Also collaborate with</p>

			<p>CASC member countries to have training responsibilities spread across NAOs and help to encourage participation through the opportunity to have regional collaboration.</p>
<p>Update Panel members on changes in policy and operating procedures</p>			<p>A Training module on promoting the Award in Barbados. In terms of the nature of the Award, its scope and impact. This would help to ensure that a consistent message is spread by all.</p> <p>We need an update on fire lighting requirements of Barbados Fire Service. Also refresher training courses in the same way as with the Award leaders.</p>
<p>Recruit a field officer to assist with maintenance of groups</p>		✓	<p>Perhaps not as a paid position but have a volunteer who can do monthly check ins with Award leaders, as field officer. This could be to update on plans for the groups.</p> <p>National Giveback volunteers can be recruited for this purpose. Consider the person to fill this role in the same way as the CASC Contingent admin so that the person will know that they are expected to work in the role for at least one year. In the context of the panel a field officer could assist with the training arm of the panel.</p>
<p>Orientation sessions for participants and assessors before they start an activity</p>		✓	<p>For participants these orientations can be incorporated into the role of the Field Officer and boosted by infographics and animations. The idea is to ensure that participants understand how to make SMART choices for each of the Award sections.</p> <p>'How to be an award assessor' info packs for those who are section assessors for the participant. An explanatory email to be sent to the email address that is sent to the assessor. This can be in an annual email to all registered section assessors on the ORB and calls for those who do not have email addresses on the system.</p>

5. Programme Extension			
Introduce the Award to young offenders via the BPD and JLS	✓		Currently being done but monitoring needed for areas for improvement.
Extend the Award to Persons with Disabilities	✓		Irving Wilson School - deaf. Heart Project
Extend to community clubs and institutions		✓	<p>increasing overall visibility of the Award was named as a key input necessary to extend the award's reach and impact.</p> <p>Concern around the use of MPs offices was raised as it could have the Award be seen as linked to a particular party.</p>
6. Raising Support			
Increase resource mobilization efforts		✓	<p>Culloden Farm holds great potential to help reduce the cost of a venue for hosting events.</p> <p>Exploring more grant funding to support operations of the programme. Consider using sub-committees to plan fundraising events and see what can be achieved. These can be for specific fundraisers</p> <p>Options for other fundraisers involving the trustees level of the organisations were raised but the point was made that this is very likely going to be linked to Culloden Farm.</p> <p>How to work with organisations that want to see Culloden used for something that aligns with EW Barrow? This was also raised briefly in the discussion.</p> <p>There is the opportunity at Culloden to think about an annual event which could be linked to Errol Walton Barrow Day. A high-end type of event. This could be developing a branded event that happens every year.</p> <p>Options included a Cocktail event (on the Friday closest EWB day). Also a dominoes competition which might appeal to more wider society.</p>

Develop and promote Friends of DEIA Corporate sponsorship initiative		✓	
Widen and promote the Golf Championship Fundraiser		✓	Some work has been done but additional promotion needed.
Use GAHA for fundraising and publicity		✓	GAHA events during the period were mainly for networking within the Award.
Explore increased support from local Government		✓	Additional support via MYCE, BYAC. However, no additional financial support
Encourage membership in the Fellowship		✓	
Host a fundraising variety concert for participants.		✓	Limited response from participants so far, somewhat due to the changing environment.

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## Present Environment

The year 2020 has brought a significant shift in the local environment. With the COVID-19 pandemic, the local economy drew to a near standstill. Lockdowns, curfews and various health-related restrictions exacerbated an already shrinking economic environment. With this came a reduction in active recruitment, participation, and fundraising, particularly in the NGO/CSO sector.

Over the past year, there has been an increased need to retrain employees and volunteers alike to be able to complete their usual work within a more digitized/virtual workspace. This can be seen as both a benefit and a detriment: while those in a willingness and ability to make the transition are gradually adapting, there are those who are, in some cases, falling through the cracks. For the Award, this may mean less volunteers in a position to actively engage current participants, let alone recruit new ones.

Beyond that however, the increasing use of digital technologies, while staying in place, has influenced the physical, mental, and social situations of all stakeholders. Limited exercise, eye strain, and lack of social engagement are on the rise, not to mention increased safety concerns, to the point of being prejudicial, around the possibility of contracting and spreading the virus.

Politically, the Award's limited link to the British Royal Family is increasingly seen as a negative. Notwithstanding a few issues involving select Family members, the fact that the Award was a British established institution is being perceived negatively as the country begins discussions surrounding republic status and removing the Queen as the Head of State.

The Foundation has seen it fitting to temporarily adjust the requirements for the completion of Award in such an environment. NAOs, such as the Award in Barbados, then have the option to adopt these adjustments or ignore them, depending on their local circumstances. This is a step in the right direction.

However, there will still be a need to work out novel ways to train, monitor and assess participants, while still ensuring their physical and mental health is intact. This may also be a good time to explore revisions in order to engage communities which we have not been as active in, such as the at-risk youth and PwDs, who in many cases have also fallen through the cracks. The Award should therefore seek to have persons trained and ready to facilitate them in this environment.

Our Strengths	Our Weaknesses
A dedicated management team	
Reputable service organization in Barbados	Programme is also viewed as elitist and associated with negative aspects of the Royal Family.
Programme is viewed as prestigious	Limited activities directly offered to young participants
Lasting friendships among participants	Scarce resources
Loyal Expedition Panel and volunteers with the requisite skills	Few leaders & volunteers to help in the programme
Group leaders who are keen on the Award's potential	Very few Awardees return as volunteers in the programme
Available in various schools and community groups	The Gold Award Association lacks active membership
A useful value-added element on a participant's résumé	The consistency of the programme delivery has suffered in the past
Offers opportunity for cultural immersion through the socialisation of young people from different backgrounds	Limited internal monitoring and evaluation
Development of relevant life skills for young people	Low level of public understanding about the programme's structure in relation to the sections and funding
Increased networking with Governmental agencies, partners and NAOs	Very few partnerships and alliances formed with NGOs and other service groups
Office is easily accessible with flexible hours	Limited quantity of publicised promotional materials
	Lack of a suitable and dedicated training area
	Burn-out of loyal volunteers and lack of succession plan to replace them

Our Opportunities	Our Threats
Expand programme into community organizations and service groups targeting specific groups.	The COVID-19 pandemic and the ensuing global recession negatively affects the ability to raise funds and the participants' ability to take part in some activities
Regular training and re-training of volunteers to develop and retain them to develop and deliver quality programmes and activities for participants	Environmental issues, like climate change, can impact on logistics of the AJ section in particular.
Development of NVQs for Volunteers	Increased communicable diseases and other health issues
Use the Gold Award Association for fundraising and publicity	Illegal drugs and alcohol and the culture related effect and influence our youth
Securing a building for use as a HQ for the Award	"High-tech" society and technology increasingly influencing the habits of our young people.
Use participants' visibility to advertise the Award whilst fundraising.	Too many competing alternatives for the time and attention of youth
Lobby as a community group on issues to improve the welfare of the participants and citizens of Barbados	Non-involvement of some parents in children's lives
Target past participants to support present programme	
Be involved in the development of the National Youth Policy and other national initiatives connected to youth.	

## Strategy (2021-2024)

Our strategy is based on The Duke of Edinburgh's International Award Foundation's strategic aims: improving Access, increasing Reach, and improving Impact.

### Access

- Increase linkages with organizations representing at-risk and marginalized youth, as well as PwDs.
- Increase Award Units to 30
- Increase sublicensed and partner organizations under formal agreements.
- Establish MOU with MEVT and MYCE
- Explore the development of formal agreements with Award Activity Partners (AAPs)
- Reassess the name of the organization and its perceived association with the Crown.
- Reassess the feasibility of the Earth Station with a view to developing a campsite
- Train and retrain all group leaders and other volunteers annually
- Bi-annual Trustees meetings.
- Renewal of the Award License in 2021/2022

### Reach

- Start Culloden Farm property restoration to ensure an official home of the Award.
- Update the Award website to feature more information about supporting the Award
- Reengage Governor General as a supporter of the Award;
- Reach out to British High commissioner about the Award
- Use of online live events to discuss the Award via social media
- Increase social media usage to target both potential participants (Instagram, Tiktok) and sponsors (LinkedIn)

### Impact



**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.



- Training to be offered to Award Leaders and Panel to facilitate working with PwDs and at-risk youth
- Emotional Intelligence Training to be offered via EQ Barbados
- Impact research surveys to quantitatively demonstrate the impact of the Award in Barbados
- NVQ Certification options for Award Leaders
- Facilitate additional hiking equipment, including first aid kits for Award Units
- Develop/Publish a general criterion of who fits the mould of the right candidate as Award leader
- Develop National Training Calendar
- Recruit a field officer to assist with maintenance of groups and assuring the quality.

DRAFT

## Key Performance Indicators

### Access

Increase active participants to 600

Increase percentage of at risk or marginalized young people.

Register 20 Persons with Disabilities (PwDs) as Award Participants.

Maintain a minimum of 50 Awards gained per year.

### Reach

Increase the number of active Award Units to 30

Increase the number of sublicensed organizations to 5

Increase number of regular Award Leaders and Volunteers to 100.

Increase the number of formal partnerships with support/partner organizations to 5

Increase active followers on social media to 1000.

### Impact

Retain Award Delivery License

Formal partnership with MEVT for delivery of Award in secondary schools

Full re-establishment of Alumni association.

Achieve quarterly media coverage

Establish training review system for leaders and volunteers

Establishment of Leadership NVQ for Award Volunteers

Establish performance review system for staff.

Host annual award ceremonies

Implementation of action plans

## DEIA Barbados Council Members for the year 2021-2022

NAME	POSITION
Stephen R Smith	Chairperson
Jamar Odwin	Deputy Chairperson
Fabian Norville	Operations Manager (ag), Secretary Treasurer
Carla Alleyne	Honorary Member and past Operations Manager
Jeremy Devonish	Member
Ajani Daniel	Member
Elizabeth Riley	Member
Jamila Bayne	Council Representative, Gold Award Holders and Alumni Association
Garfield Callender	Chairperson, Barbados Expedition Assessment Panel
Tashaun Callender	Council Representative, Barbados Boy Scouts Association
Andrea Sealy	Council Representative, The Girl Guides Association of Barbados
Maj. David Clarke	Council Representative, The Barbados Cadet Corps

For more information

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