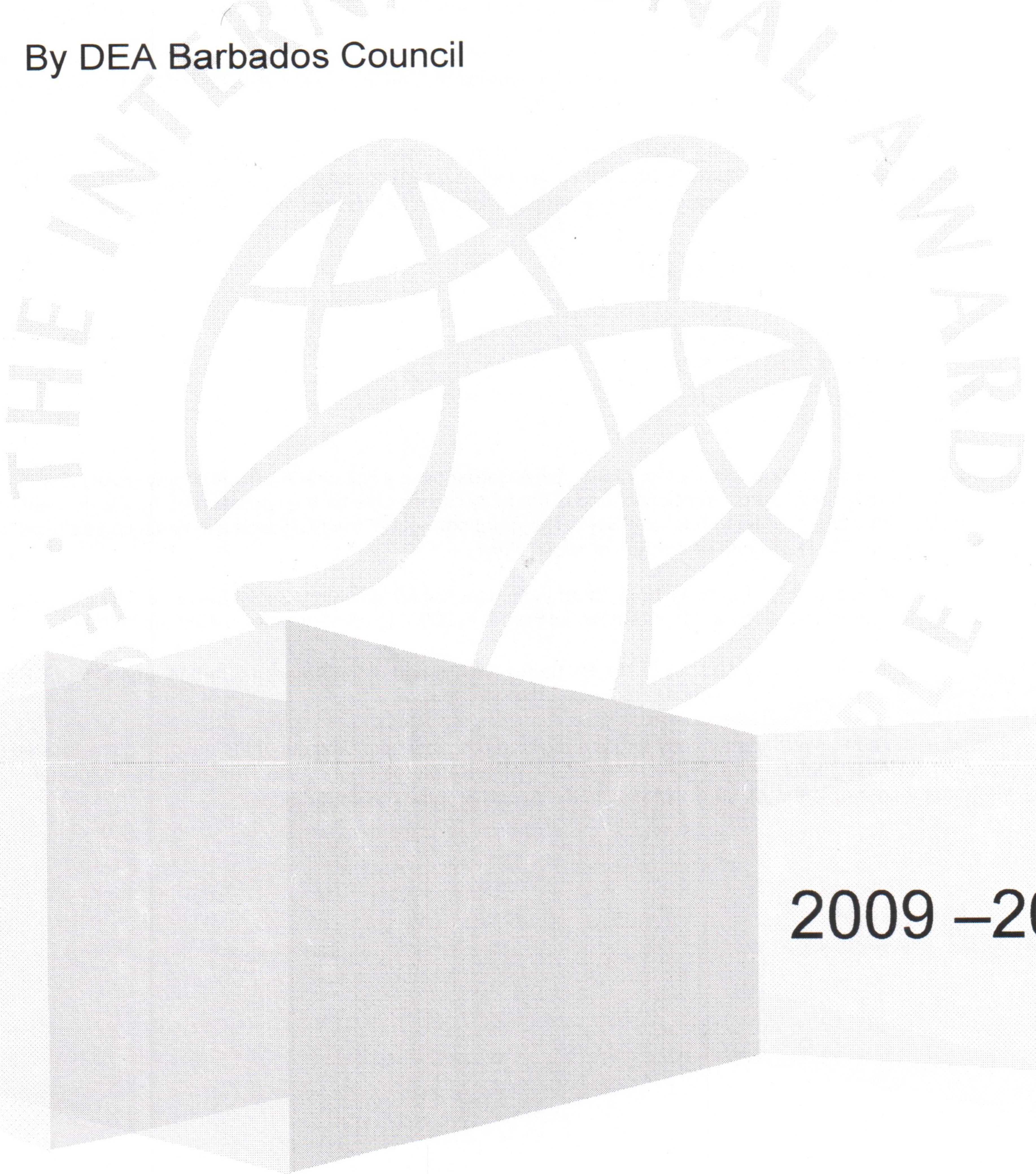


The Duke of Edinburgh International Award

Strategic Plan for National Authority (NAA) of Barbados

By DEA Barbados Council



2009 – 2012

DEA Barbados International Award for Young People Strategic Plan for 2009 - 2012

Background

About the Award

The Duke of Edinburgh's Award Programme is an exciting, self-developmental organization available to all young people between the ages of 14-25, equipping them with life skills to make a difference to themselves, their communities and their world. It was started in the UK in 1956 by His Royal Highness, The Prince Philip, Duke of Edinburgh, K.G. K.T. The Award currently runs in 126 countries around the world, with almost 6 million young people challenging themselves by participating in the Programme.

The Award is tough but it is about individual challenge, not about reaching specific standards set by someone else. Young people design their own Award Programme, set their own goals, and record their own progress. The only person they compete against is themselves, by challenging their own beliefs about what they can achieve.

Young people who do the Award:

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

The Award is not an organisation, but a programme. DEA Barbados is a National Award Authority (NAA) is a member of the International Award Association, and is the body responsible for the operation of the Award within our country working with young people to run the Award. The great strength of the Programme is that it can be used in prisons, by Scout and Guide groups, or in youth or social clubs.

The Award was introduced in Barbados in 1963, through the Council for Voluntary Social Services. The Barbados Award had the pleasure of hosting the 8th International Forum in 2003, to coincide with its 40th anniversary.

There are there are approximately 59 NAA's. The Barbados NAA is part of the Americas Region, one of four DEA regions, and we are supported by Americas Regional Office in Jamaica

DEA Barbados is a non-governmental body and is a registered charity operating out of the national office located in Sheraton Mall in Christ Church. The organisation is run by the Barbados Council and Trustees with a National Director who is responsible for the administration of the Award programme in Barbados.

The Barbados Programme

The Programme has suffered from lack of visibility, funding and volunteers over the last few years. Today, there is now an enthusiastic team of energetic members on the Council. In administration, there is a National Director and a Secretary/Treasurer. Presently we are only operating Award groups at Harrison College and Queen's College with an active complement of approximately 50 participants. However, we feel that all eligible young people should have a chance to enjoy the experience and challenge to achieve this Award.

As part of the developmental plan for the Duke of Edinburgh's Award (DEA), Barbados, we are seeking to extend the Programme to a number of educational institutions (secondary and tertiary) and other organisations (private, governmental and non-governmental) across the country. We would like to re-establish the Award in all of the Secondary Schools from this coming 2009-2010 School Year.

Demographics

The following information was developed from data produced in the 2000 Barbados Census.

Number of young people between age 14 – 25 (rounded to nearest hundred) eligible to join the Award Programme are as follows:

Males	Females	Total
23,800	23,400	47,200
Number of participants in the Programme are approx.		50
Number of Volunteers/ Leaders involved in the Programme		5
Number of members on the Council		14
Number of Trustees		4

Mission

The Mission of the DEA Barbados Award Programme is:

To be the programme of choice for young people aged 14 -25 of Barbados, providing them with enjoyable, quality and rewarding activities of personal development, challenging them to develop into responsible, active citizens of Barbados."

Values

The values of the DEA Award Programme are reflected in the following values:

- Responsibility, accountability and Integrity
- Quality in our programmes and their delivery
- Personal growth and development of our participants
- Teamwork and Empowerment among all participants
- Commitment to all we do
- Social responsibility and outreach
- Voluntary, transparency and equity

Present Environment

Our Strengths

- An energetic National Director
- Good history and reputation in Barbados
- Lasting friendships among participants
- Loyal group leaders and Expedition panel
- A wide variety of activities offered to young participants
- Award valuable for young people's resume
- Socialisation of young people from different backgrounds

Our Weaknesses

- Little or no funding.
- Few leaders & volunteers to help in the programme
 - ⇒ Very few awardees return as volunteers in the programme
 - ⇒ The Gold Award Association is not functioning
- The quality of the programme delivery has suffered in the past
- Young people only use the award for the prestige
- Low profile and visibility in the public
 - ⇒ Low public exposure and not enough promotion of the Award
 - ⇒ Misconceptions about programme funding and the programme itself
- Lack of recognition and appreciation for the loyalty and commitment of volunteers
- Very few partnerships and alliances formed with NGOs and other service groups
- Burn-out of loyal volunteers and lack of succession plan to replace them
- Cliques and friendships cause unwarranted recognition
- Poor use of technology and website not updated and useful
- Not enough networking with other NGOs, Governmental organisations, service groups and other NAAs.

Opportunities

- Re-launch and re-brand the programme
- Expand programme into schools and use Open Award groups
- Expand the programme to high risk groups like young offenders
- Regular training and re-training of volunteers to develop and retain them to develop and deliver quality programmes and activities for participants
- Use the Gold Award Association for fundraising and publicity
- Make partnerships with other service groups
- Approach Government about securing a building for use as a permanent Headquarter based on our numbers and social impact.
- Use participants' visibility to advertise the Award whilst fundraising.
- Fix up the Congor Bay Camp site and develop a marketing plan to promote it as a revenue generating campsite
- Lobby as a community group on issues to improve the welfare of the participants and citizens of Barbados

Threats

- Global recession negatively affects the ability to raise funds
- Environmental issues like climate change
- Communicable Diseases and other health issues
- Illegal drugs and the culture related affect and influence our youth
- "High tech" society and technology influences the habits of our young people.
- Too many competing alternatives for the time and attention of youth
- Governmental policy
- Non-involvement of some parents in children's lives
- Gender issues and marginalisation of males

Strategy

Our strategy is based on the **Duke of Edinburgh Award Programme Six Pathways to Development**

1. **Developing Partnerships** with like-minded youth organisations

a. Expand the Award programme by forging partnerships with these groups and organisations:

- Schools and Colleges.
- Cadets, Scouts and Guides
- Rotoract and other service clubs
- Church Groups

The schools to be targeted in **Phase 1** of the programme are as follows:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Christ Church Foundation School • Combermere • Alexandra • Ellerslie Secondary • Garrison Secondary • Harrison College • Queen's College | <ul style="list-style-type: none"> • St Ursula's School • St. Leonard's Boys' Secondary • Springer Memorial Secondary • The Lodge School • St. Winfred's School • The St. Michael School • Codrington High School |
|--|--|

Phase 1 is targeted to be implemented during the period October 1, 2009 – March 31, 2010

Phase 2

The remainder of Secondary schools not already in the programme will be targeted in **Phase 2 and 3** of the Expansion programme.

DEA BARBADOS PARTICIPANT RECRUITMENT PLAN – (2009 – 2012)				
Phases	Target Groups	Target Reach	(%) of Target group (cum.)	Target Period Completion Date
1	14 Secondary Schools above	500 participants	1 %	Oct 2009 -March 2010 & ongoing
2	Church Groups, Secondary Schools and Colleges	1000 participants	3 %	OCT 2009 – Dec 2010 & ongoing
3	Above groups plus Young Offenders	500	4 %	Jun 2011 ongoing
4	All groups	500	5 %	Jan 2012 ongoing

- Addressable population (14 – 25yrs of age) in Barbados: - 50,000 young people
- DEA Barbados has approx. 50 active participants presently in the programme to date.

The persons responsible for development and implementation of this strategy are the National Director and the Award Expansion Committee which is headed by the Group Leader of Teams

2. **Raise the Profile** of the Award

We have to do this so that it is easier to develop partnerships, increase participation and raise funds. Things proposed to do are as follows:

- a) Set up a Public Relations and Marketing Sub-Committee to be chaired by a member of the Council and develop a National PR and marketing Plan 2009 – 2012 by November 30, 2009.
- b) Get new office space easily accessible to all. Have the office standardised with international features. Move to be completed by Sep 30 2009
 - Have a building of our own for high visibility. Identify an unused building and refurbish it.
- c) 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.
- d) Update and improve the website. Completion date Dec 2009.
- e) Develop a plan for CASC 2012
- f) Develop programme packages that are easily sponsorable since corporations are looking for national visibility results for money spent. e.g.
 - Volunteer Barbados,
 - Greening Programme,
 - In for life Peer Counselling
- g) Establish a DEA Week of activities annually to start off with a Church Service to install the new Council.

3. **Strengthen the Structure** to enable us to reach our goals

To achieve our goals we need to get our administrative issues resolved by:

- a) Streamline administrative operations by revising the Council by-laws, developing and implementing operating procedures. Completion July 2010.
- b) Recruit new group leaders and volunteers to increase the volunteer pool to manage the increase in the participant numbers. Ongoing
- c) Network with other NAAs, Governmental organisations and share best practices and opportunities. Ongoing
- d) Strengthen the Council by setting up sub-committees to oversee the six areas of the strategy. Use Council members to chair the sub committees. Completion date Dec 2009
- e) Revive the Trustee Boards and hold regular meetings quarterly. Completion Sep 2009.
- f) Develop an annual Action Plan with Key Performance Indicators to complement this plan. Action plan to be completed by July of each year.

4. **Assure the Programme Quality and delivery** to ensure that the Essence of the Award is preserved.

- a) Repair and develop the camp site at the Earth Station. Develop a plan to raise funds for this restoration. Restoration to be completed by Dec 2010.

- b) Train and retrain all group leaders and volunteers annually with one at least one training session to be held annually. Completion Dec 2009 and Ongoing
- c) Re-establish the Expedition Panel, ensure that all members are updated on policies and procedures and are certified. Completion Dec 2009 and ongoing.
- d) Develop a schedule and plan of Expedition routes, dates and volunteers so that all expeditions are completed in a quality manner. Completion Oct 2009 and ongoing
- e) Hire a full time or part-time Field officer to work at establishing and developing the new groups as they are started. Completion Nov 2009.

5. **Extending the Award** to new areas not presently covered to widen participation to ensure it is available to all. See plan in Strategy 1

- a) Investigate introducing the Award to young offenders and participants with disabilities. This would be done during Phase 3 next year.
- b) Extend to the University, clubs and institutions
- c) High risk groups like the Reformed School and Probation Department
- d) The physically challenged

6. **Raise Support** for the programme to increase financial independence

- a) Set up a Fundraising Sub-Committee to be chaired by a member of the Council and develop a National Fundraising Plan 2009 – 2012 by November 30, 2009 to include the following:
 - Investigate getting funding from some of the regional and international agencies for funding for some of our key programmes.
 - Develop and promote Friends of DEA corporate sponsorship initiative
 - Widen and promote the Golf Championship Fundraiser with Gala Ball afterward.
 - Use the Gold Award Association for fundraising and publicity
 - Try to increase Government sponsorship.
 - Work with the Ministry of Education and private sector corporations to encourage the use of the Award for students and employees respectively.
 - Encourage membership in the Fellowship.

KPI'S

1. Raise funds to support the programme
2. Expand membership in the Award Programme by 1% by July 2010
3. Increase number of volunteers, leaders and assessors to match the increase in membership
4. Improve public relations and develop partnerships to increase visibility of the Award

5. Strengthen and improve administration and structure of the programme to improve the programme quality
6. Develop campsite and expand the Expedition operations to conform to rules and regulation thereby making the Award more interesting to participants.



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Rosaline Clarke	National Director
Garfield Callender	Dep. Chairman, Expedition Panel Rep.
June Corbin	Secretary / Treasurer
Carol Osborne-Gibbons	PRO & Chairman of PR Committee
Geoffrey Ramsey	Honorary Member and Past Chairman
Sheila Hoad	Chairman of Fundraising Committee
Wilma Turton	Girl Guides Representative
Arlene Husbands	Projects Coordinators
Allison Callender	Chairman, Group Leaders
Kathyann Rogers	Member
Christine Howell	Member
Kenrick Rogers	Member and IT rep.
Kerron Hamblin	Member, IT rep. and Chairman of Gold Award Association 823-6188
Kevin Henry	Member

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DEA Barbados Strategic Plan for 2009 - 2012

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SUPPLIES AND EQUIPMENT

- 8 Tents (4-MAN TENT)
- 5 Stoves
- 200 Record books
- 200 Maps
- 25 Leaders Handbooks
- 50 Silver Award Pins
- Office Computer
- Printer /Scanner /Fax machine / Copier
- T- shirts and polo shirts.
- 25 Compasses
- 2 GPS's