



**Strategic Plan**

**2014**

## About the Award

The Duke of Edinburgh's International Award Programme is an exciting, self-developmental organization available to all young people between the ages of 14-24, 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 8 million young people challenging themselves by participating in the Programme.

The Award is designed to be an individual challenge, and not a matter of achieving prescribed 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. Duke of Edinburgh's International Award (DEIA) Barbados is a National Award Authority (NAA), and a member of the International Award Association, the body responsible for the operation of the Award Programme for young person in our country. Flexibility is the greatest strength of the Programme for example it can be undertaken in prisons, by Scout and Girl Guide groups, or in youth and 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. Ten years later 50th anniversary celebrations included a number of fundraising and public awareness events.

The Barbados NAA is part of the Americas Region, one of four DEIA regions, and we are supported by Americas Regional Office in Jamaica.

DEIA 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 National Award Council and Trustees who are responsible for the administration of the Award programme in Barbados. The post of Operations Manager was created in 2012 to oversee the day-to-day functioning of a programme with a special interest in quality and expansion.

## The Barbados Programme

The programme has re-emerged as a programme of choice for young people and is gaining momentum. Today there is an energised management team which is well positioned to advance the mandate of the Award. Whilst there has been consistent growth in participation over the last three years there remains much room for expansion into the wider community. At present the programme is generally available in secondary schools.

As part of the developmental plan for the Duke of Edinburgh's International Award (DEIA), 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. There is a concerted effort to use the Award to enhance the rehabilitation of prisoners on the island.

### 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.		314
Number of Volunteers/ Leaders involved in the Programme		19
Number of members on the Council		14
Number of Trustees		8

## Mission

The Mission of the DEIA Barbados Award Programme is:

*“To be the programme of choice for young people aged 14 -24 of Barbados, providing them with enjoyable, quality and rewarding activities of personal development, challenging them to develop into responsible and active citizens of Barbados.”*

## Core Values

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

- 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

- A dedicated management team
- Reputable service organisation in Barbados
- Programme is viewed as prestigious
- Lasting friendships among participants
- Loyal Expedition Panel and volunteers with the requisite skills
- Group leaders who are keen on the Award's potential
- A useful value-added element on a participant's résumé
- Offers opportunity for cultural immersion through the socialisation of young people from different backgrounds
- Development of relevant life skills for young people
- Office is easily accessible with flexible hours

### Our Weaknesses

- Limited activities offered to young participants
- Scarce resources
- Few leaders & volunteers to help in the programme
- Very few awardees return as volunteers in the programme
- The Gold Award Association lacks active membership
- The consistency of the programme delivery has suffered in the past
- Limited internal monitoring and evaluation
- Low level of public understanding about the programme's structure in relation to the sections and funding
- Very few partnerships and alliances formed with NGOs and other service groups
- 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
- Cliques and friendships can be a deterrent to young people entering the programme
- Lack of a website
- Not enough networking with Governmental agencies 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 Training should be transferable for example public speaking for personal development
- Use the Gold Award Association for fundraising and publicity
- Make partnerships with other service groups for example community organisations like 4H
- Approach Government about securing a building for use as a permanent Headquarters based on our numbers and social impact.
- Use participants' visibility to advertise the Award whilst fundraising.
- Lobby as a community group on issues to improve the welfare of the participants and citizens of Barbados
- Target past participants to support present programme
- Be involved in the development of the National Youth Policy and other national initiatives connected to youth.

#### Threats

- Global recession negatively affects the ability to raise funds and the participants' ability to take part in some activities
- Environmental issues, like climate change, can impact on logistics of the AJ section in particular.
- Increased communicable diseases and other health issues
- Illegal drugs and alcohol and the culture related effect 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
- Non-involvement of some parents in children's lives

## Strategy

Our strategy is based on the Duke of Edinburgh's International Award Programme Six Pathways to Development: Partnerships, Assuring Quality, Strengthening structure, Raising the profile, Raising support and programme extension.

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

The Award is a programme not an organisation. Partnerships should be developed with likeminded youth organisations and other agencies dealing with young people so that they offer the Award to their young people. Partnerships need to be established with global agencies like the UN and the World Bank so that the Award can be recognised as a major programme for young people, hence raising the profile and increasing the value of the Award to potential participants and user organisations.

#### Plan of Action

- Expand the Award programme by forging partnerships with these groups and organisations:
  - Schools and Colleges
  - Cadets, Scouts and Guides
  - Rotoract, 4H and other community/service clubs
  - Church Groups
  - Juvenile Liaison Scheme
  - Section delivery partners such as toastmasters
- Development of formal partnership agreement e.g MOUs.
- Source more volunteers with varied experience and skills
  - Liaise with BARP to get volunteers or to set up skills programs.
- Conduct mass group training at available times and provide opportunities for National Adventurous Journeys for qualification
- Make linkages and partnerships with Barbados Coast Guard, Red Cross etc. to get assistance with setting up training sessions for the participants.
- Forge alliances to offer leaders personal development such as Toastmasters.
- Arrange with museums, George Washington House, National Trust etc. to set up service programs.
- Need resources for groups.
- Meet with the British High Commissioner, Minister of Youth Affairs and the Governor General to gain support for the Programme.

## 2. Raise the Profile of the Award

To raise funds, to increase participation by young people, to increase involvement with partner organisations, the profile of the Award needs to be raised and this must be done on all fronts. The Award brand must be recognisable both internally and externally. The name and the brand must become synonymous with young people and their self-development.

### Plan of Action

- Continued Public Relations and Marketing strategies headed by the Operations Manager.
- Have a building of our own for high visibility. Identify an unused building and refurbish it.
- 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.
- Set up a website
- Continue to identify special projects which can attract the interest of corporate sponsors e.g. Greening Programme, care of animals or elderly
- Establish a DEIA Week of activities annually to start off with a Church Service in March 2014-2017

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

To achieve the objectives and become the Programme of Choice, a clear and focused strategy, to which staff and all stakeholders are committed, is vital. The strategy needs to be focused but be flexible and be regularly updated and adjusted.

### Plan of Action

- Review and Update constitution and revise standard operating procedures.
- Set a regular review system for continuous assessment
- Set up sub-committees to manage the six pathways of the Award.
- Recruit new group leaders and volunteers to manage the increase in the participant numbers.
- Network with other NAAs, Governmental organisations and share best practices and opportunities.
- Convene quarterly Trustees meetings.



- 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.**

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

To increase the number of young people positively affected by the Award, the NAAs and IOs must maintain and exceed a minimum standard of operation and delivery. They also need to ensure that the Award is made available to all young people who wish to participate.

##### Plan of Action

- Reassess the feasibility of the Earth Station with a view to developing a campsite.
- Train and retrain all group leaders and other volunteers annually
- Update panel members on changes in policy and operating procedures
- Recruit a Field officer to assist with maintenance of groups.
- Orientation sessions for participants and assessors before they start an activity.

#### **5. Extending the Award**

Young people should have the opportunity to benefit from the Award. This can be achieved through strengthening partnerships with operating authorities within existing Award countries and assuring high quality delivery in new countries

##### Plan of Action

- See action plan for developing partnerships
- Introduce the Award to young offenders via the probation department, juvenile liaison scheme.
- Extend the award to persons with disabilities.
- Extend to community clubs and institutions

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

As a matter of priority the revenue income of the Foundation needs to be increased. At the same time the existing mechanisms of the World Fellowship and International Special Projects need to be maintained and built upon.

##### Plan of Action

- Increase resource mobilisation efforts
- Develop and promote Friends of DEIA corporate sponsorship initiative
- Widen and promote the Golf Championship Fundraiser
- Use the Gold Award Association for fundraising and publicity
- Explore increased support from local Government.
- Encourage membership in the Fellowship.
- Host a fundraising variety concert for participants

## Key Performance Indicators (KPI'S)

1. Increase in the number of active groups to 20
2. Increase in the number of formal partnerships with support/ partner organisations
3. Achieve monthly Award media coverage
4. Establish a local Award website
5. Adoption of a clearly set out operating framework for the Award
6. Use of a performance review system
7. Implementation of action plans
8. Establish training review system for leaders and volunteers
9. Hosting annual fundraising events

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