



Rethinking Priorities, Reimagining Possibilities

2015 ANNUAL REPORT



Ensuring a brighter
future for millions of
young people means
rethinking priorities
and **reimagining**
what's possible.

DISRUPTION: THE NEW NORMAL

A revolution is underway in how we live and work. With artificial intelligence, smart factories and farms, and the sharing economy going mainstream, disruption is the order of the day. Caught in the midst of this kaleidoscope of change are today's 1.2 billion young people. How do we ensure the largest youth generation the world has ever known has what it takes to navigate our rapidly transforming world?

In 2015, with a new, three-year strategic plan in place, the International Youth Foundation (IYF) committed to redoubling our efforts to remove the barriers that prevent too many young people from reaching their full potential as employees, entrepreneurs, leaders, and change makers, and to ensure that youth are at the top of the global agenda.

Read on to explore three of our key priorities in depth.



Students in Atyrau, Kazakhstan, plan a community service project through the Chevron-supported Zangar initiative. Photo: Kat Backof



SECTION ONE

Skills that Last a Lifetime

Amidst unprecedented technological change and marketplace shifts, today's young people struggle to find and keep jobs. Forget keeping pace; they need to be prepared for jobs that don't yet exist with skills that will endure.

What are these future-proof skills?

Skills that Last a Lifetime

FIVE TRUTHS ABOUT FUTURE- PROOF SKILLS

“To begin with, our aim was to support a project that helped those in need. We later realized that many of the young people had a great deal to offer our company. The project benefits young people, society, and companies such as ours.”

—Pilar Vilca

Selection Analyst at Cantol SAC, a metallurgical company in Peru that has hired graduates from the Caterpillar Foundation-supported *EquipYouth* initiative

Experts agree that social-emotional learning, or the development of life skills, will serve a person through early adulthood and beyond. These non-cognitive abilities—knowing how to manage emotions, communicate effectively, make responsible decisions, and maintain positive relationships—are critical to being a good student, worker, and citizen.

With life skills at the core of IYF’s pursuit of positive youth development, we’ve identified five critical truths about these competencies:

- **Life skills are learned, not innate.** While it was long believed that attributes such as grit and empathy were innate personality traits, research now demonstrates that these competencies can be taught and learned.¹
- **Life skills can be learned through adolescence and early adulthood.**² Previously, educators believed that life skills—if they could be learned—needed to be acquired in early childhood. Our own work with *Passport to Success*[®] is proof of the transformative value of social-emotional learning for youth.

- **Life skills become even more valuable over time.** Technical skills can quickly become outdated, but employers are always looking to hire people who manage their time well, think critically, and set goals effectively. These skills are hard to find among entry-level job seekers,³ and they prove increasingly valuable throughout a person’s career.⁴
- **Young people with well-developed life skills tend to achieve better career outcomes and experience fewer social problems.** Equipping youth with social and emotional skills improves their chances for success in school, life, and work. It may offer even greater safeguards than socio-economic environment, family stability, and cognitive skills.⁵
- **Life skills can and should be measured.** Mounting evidence shows not only that life skills can be measured, but that properly done assessments position youth for success by validating their competency across a range of sought-after skills.⁶ IYF is currently developing a workforce readiness assessment, in partnership with ProExam, experts in non-cognitive skills testing.

1. “Can Emotional Intelligence Be Taught?” The New York Times

2. “Skills for Social Progress: The Power of Social and Emotional Skills,” OECD

3. “Employer Voices, Employer Demands, and Implications for Public Skills Development Policy,” World Bank

4. “How to Know Which Skills to Develop at Each Stage of Your Career,” FastCompany.com

5. “How Children’s Social Competence Impacts Their Well-Being in Adulthood,” Robert Wood Johnson Foundation

6. “A Rosetta Stone for Non-Cognitive Skills,” Professional Examination Services and Asia Society

The Science of Life Skills Testing



Educators, researchers, and employers are reaching a consensus that life skills carry undeniable value for young people's personal and professional success. But can you test for attributes like time management, teamwork, or self-confidence? Can you do it in as clear-cut a way as you'd ask someone to prove certain cognitive skills by, say, solving a math problem?

READ MORE about skills that last a lifetime at www.iyfnet.org/annual-report/2015/.

*“I never say goodbye
[to my trainees],
because who says goodbye to the
future. Rather, my message is:
‘I’ll see you on the road to success.
Know I’ll always
be there for you.’”*

—Arsen Kambalov

22-year-old *Passport to Success* trainer for the Chevron-supported *Zangar* initiative in Kazakhstan



Technical school students in Chihuahua, Mexico, gain aerospace assembly quality control skills through the USAID-funded Rutas initiative. Photo: Ignacio Mendoza



SECTION TWO

Big Challenges Demand Big Solutions

To be effective, youth programs and approaches need to reach young people in the places and spaces where they spend most of their time: schools (including universities and technical training institutes), community centers, sports fields, and online.

The question is how do you reach youth in these settings at scale?

Big Challenges Demand Big Solutions

SCALING UP FOR EXPONENTIAL GROWTH

“Thanks to Z:W for equipping us with great marketing skills. I am now very confident with my product, and my vision has changed from being local to national and international.”

— **Rudo Muzvuzvu**

Home decor entrepreneur and participant in *Zimbabwe:Works* (Z:W), an initiative of IYF, USAID, DFID, and the Embassy of Sweden

To achieve sustainable, long-term change, IYF is taking its knowledge and experience gained over 26 years and applying best practice approaches within large-scale systems. While every experience brings unique challenges and opportunities, there are key elements that, when combined, can exponentially increase the likelihood of success:

- **Lay the groundwork.** Taking time to understand local needs—and listen to youth views—is critical. In Africa, embracing young people’s need and desire for mixed livelihoods is helping IYF, in partnership with The MasterCard Foundation, better support local organizations working to deliver tailored solutions. By beginning with an understanding of the importance of having more than one job, including self-employment, we can maximize opportunities to drive positive change.
- **Flexible tools and trainings lead to more sustainable results.** A potent example is our online Quality Standards Assessment tool, built in partnership with the Inter-American Development Bank through its Multilateral Investment Fund and its Labor Markets Unit. Under the *New Employment Opportunities* (NEO) initiative, the tool is being used in Latin America to facilitate conversation around change rather than dictating a course of action. As a result, local youth service providers are able to reflect on their work, process tailored feedback and

coaching from IYF’s regional experts, and commit to a plan for achieving desired outcomes.

- **Lasting change is most likely to result from policy change paired with building the capacity of local youth-serving organizations.** In Chile and Argentina, where new youth employment policy priorities paved the way for reform, IYF is working in partnership with Walmart to scale retail-specific training and job placement to reach thousands of youth.
- **Identify champions within systems who can advocate on your behalf.** Cultivating relationships with people inside the system who support your work—and will advocate for new ways of operating—can exponentially increase impact. In Palestine, mainstreaming quality career guidance within universities required working closely with mid-level directors, who played a key advocacy role with the university leadership. Equally important was working with partners like Silatech and Microsoft to develop an online employability portal to streamline services.
- **Changing systems takes time.** Build in time to accommodate new ways of thinking and operating within large-scale systems. Our most comprehensive initiatives that achieve scale are implemented over three to six years.

When One Job Isn't Enough



Approximately 700 million young Africans under the age of 30 no longer focus on a sole way of making a living. Instead of being prescriptive and looking at a single entry point to the world of work, we need to embrace the idea of mixed livelihoods by supporting economic growth opportunities for young people in a holistic way.

READ MORE about big challenges and big solutions at www.iyfnet.org/annual-report/2015/.

“With advice from IYF specialists, we made changes in our management systems and developed a plan for employer outreach. The workshops provided us with tools for planning our youth services and assessing our trainers. We hope to use the tools we learned in all our work with youth.”

—Alis Muñoz Hernández

Director, ICENF, a community-based organization in Colombia that benefited from the Quality Standards Assessment tool



Women's rights advocate Samira Dehri displays a life skill she learned through the USAID-funded IDMAJ initiative in Algeria: the art of saying no. Photo: Hajer Derar



SECTION THREE

Youth as Drivers of Development

Long relegated to the periphery of development discussions, youth needs—and youth-led solutions—are taking center stage. Recognition is growing that youth programs and policies are far more likely to succeed when young people are engaged from the start.

How do we leverage the extraordinary contributions of young people, while encouraging more youth to be part of the solution?

Youth as Drivers of Development

YOUNG LEADERS PIONEERING CHANGE

“We are delighted to be a key partner in IYF’s YouthActionNet® initiative with its 23 youth leadership institutes around the world. We couldn’t be more proud of the 15 Laureate Universities that have joined this initiative and the outstanding young social entrepreneurs selected annually as Laureate Global Fellows. They are an inspiration to us all.”

— Douglas L. Becker

Founder, Chairman, & CEO
Laureate International Universities

Change begins with shifting the narrative of how young people are perceived. The first step is to recognize the many roles they play in creating positive change in their communities and economies and within larger institutions:

- **Innovative young leaders are responsible for some of the most creative solutions to local and global issues.** IYF has seen the power of their work through our signature social entrepreneurship initiative, *YouthActionNet*®. Dr. Carolina Candelario, who delivers mobile medical care to isolated indigenous communities in Mexico, and Ayaz Hassan, who empowers women refugees to combat gender-based violence in Iraq, are just two of the almost 1,400 *YouthActionNet* fellows around the globe that we’ve supported through our network of 23 leadership institutes.
- **Young people are job creators, not just job seekers.** We know the broader benefits of supporting youth entrepreneurship. When young business owners succeed, their ventures contribute to the local economy and create employment opportunities, especially for fellow youth.

- **Youth voices are essential at all levels, and especially for higher-level decision-making.** At IYF, the fresh, locally-rooted perspectives of our two designated youth board members help ensure that our organization truly responds to youth priorities and needs.
- **Working peer-to-peer, young people make powerful trainers and mentors.** Who knows young people better than other young people? We’ve witnessed the unique way young *Passport to Success*® life skills trainers and mentors in initiatives like *Youth:Work Mexico* connect with participants. Through *YouthActionNet*, University Connect has proven a powerful way for social entrepreneurs and college students to share knowledge while inspiring students with the notion that social change can—and should—be part of any career path.

Women, Don't Apologize for Being Strong



Nafula Wafula was selected as a 2015 Laureate Global Fellow for her work in empowering youth to fight gender-based violence in Kenya, a country where one in four women, ages 15 to 19, reports losing her virginity by force. "We work to change mentalities, behaviors, and policies," says Nafula, founder of SEMA, meaning "speak out" in Swahili.

READ MORE about Nafula and other youth driving development at www.iyfnet.org/annual-report/2015/.

"The unrelenting resilience that has historically characterized African populations is slowly, but surely, turning into sustainable problem-solving by youth committed to locally-led development."

— **Peggy Mativo**

Founder of PACE, which trains Kenyan high school graduates as volunteer teaching assistants; 2014 Laureate Global Fellow; and IYF board member



Through *Un Millón de Niños Lectores*, Laureate Global Fellow Teresa Boullón builds libraries in low-income Peruvian schools.



SECTION FOUR

Letter from the President & CEO

Ours is a unique moment in history. More young people are coming of age than ever before at a time of mounting global challenges and unprecedented change. Equipping youth with the enduring skills needed to navigate today's changes lies at the heart of IYF's mission.

Letter from the President & CEO

YOUTH: A GLOBAL IMPERATIVE



BILL REESE
President & CEO

Over 26 years, our work has impacted the lives of nearly 20 million young people in 100-plus countries. Our efforts to scale effective initiatives and approaches are made possible through an expansive network of nearly 500 local, national, and global partners.

The premium we place on partnership is reflected in IYF's role as a founding member of *Solutions for Youth Employment* (S4YE)—a global coalition that has set ambitious goals for achieving dramatic change in youth employment over the next 15 years.

Today's global challenges demand greater investment in youth—and greater recognition of their role as innovators and problem solvers. Achieving the UN's Sustainable Development Goals (SDGs) is no exception. To eradicate extreme poverty by 2030, we must ensure—today—that marginalized youth receive the support they need to secure decent livelihoods and to prosper in life. Meeting the SDGs also demands that we leverage the creativity, idealism, and passion of youth like never before.

IYF's mission and work lie at the nexus of these two global imperatives—preparing youth for productive work and supporting their role as leaders. In 2015, we put forth a bold new strategic plan to maximize our impact in these areas. We also introduced exciting new initiatives:

“IYF is the leading global voice calling for more attention and resources to address the challenges of youth unemployment, which is one of the most important issues of our time. Hilton is proud to partner with IYF on this vital initiative and to support the next generation of leaders and workers who will shape the future of our world.”

—Christopher J. Nassetta
President & CEO, Hilton Worldwide

- Partnering with The MasterCard Foundation to drive sustainable changes in the Technical and Vocational Education Training (TVET) and entrepreneurship systems in Mozambique and Tanzania
- Launching our first-ever initiative in Kazakhstan, funded by Chevron, to better prepare youth for 21st century jobs through a combination of life skills and STEM instruction
- Working in Mexico with technical education providers to develop new curricula, upgrade teachers’ ability to develop students’ socio-emotional skills through PTS teacher training, and improve students’ access to relevant information on job opportunities, thanks to our partnership with the PepsiCo Foundation
- Laying the groundwork to train educators and service providers in our home city of Baltimore to deliver IYF’s signature *Passport to Success*[®] life skills curriculum

Beyond these efforts to scale effective programs, we seek to influence how youth work is carried out. Our partnership with the Center for Strategic and International Studies (CSIS), a premier think tank, offers a platform for high-level dialogue around youth issues—and solutions. CSIS rightly understands that youth needs and youth voices must be part of much larger conversations when it comes the environment, economic growth, and global security.

With a heightened focus on youth issues globally, now may well be remembered as the time when young people garnered the attention and resources they so deserve. And that’s good news for all of us.



IYF LEADERSHIP

IYF is fortunate to have an outstanding Board of Directors whose vision, commitment, and wisdom have been critical in developing our 2018 strategic plan.

NEWEST BOARD MEMBERS



EMMANUEL JIMENEZ

Philippines

Executive Director,
International Initiative on Impact Evaluation (3ie)

In January, IYF welcomed **Emmanuel Jimenez, PhD**, to its Board of Directors. Dr. Jimenez is Executive Director of the International Initiative on Impact Evaluation (3ie). Previously, he worked for 30 years at the World Bank Group, where he directed the operational program in human development in its Asia regions, and served as lead author of the 2007 World Development Report, *Development & the Next Generation*.

“I’m most excited about being part of IYF’s mission and its pursuit of innovative ideas to promote youth development ... I believe wholeheartedly that ensuring that youth have access to opportunities to grow and develop their skills is critical—both for them as individuals and for their countries as a whole.”



PEGGY MATIVO

Kenya

Founder,
Promoting Access to Community Education (PACE)

Peggy Mativo was elected to IYF’s Board of Directors in December as one of two designated youth members. Peggy comes to IYF with first-hand knowledge of its work. In 2014, she was selected as a Laureate Global Fellow through IYF’s *YouthActionNet*[®] initiative for her work in founding PACE, an innovative and low-cost approach to addressing Kenya’s teacher shortage. PACE trains high school graduates as volunteer teaching assistants, who not only mentor their elementary school peers but gain valuable work experience.

“I think lots of countries have school systems that suffer from a shortage of teachers and a high youth population that needs to learn skills and develop through the educational system ... I dream of an Africa where all kids access high quality education, where they feel the education is for them and they’re not just showing up at school.”



Our board of directors features leaders who champion positive youth development around the world.

BOARD MEMBERS

Douglas L. Becker, Chair
UNITED STATES
Founder, Chairman & CEO, Laureate Education

Khalida Brohi
PAKISTAN
Founder & Executive Director, Sughar

Emmanuel Jimenez
PHILIPPINES
Executive Director, International Initiative on Impact Evaluation (3ie)

Peggy Mativo
KENYA
Founder, Promoting Access to Community Education (PACE)

William S. Reese
UNITED STATES
President & CEO, International Youth Foundation

Peter Woicke
UNITED STATES
Former CEO, International Finance Corporation

Abdulaziz F. Al-Khayyal
SAUDI ARABIA
Former Senior Vice President, Industrial Relations, Saudi Aramco

Olivier Fleurot
FRANCE
Senior Vice President, Publicis Groupe

Rick R. Little
UNITED STATES
Founder, ImagineNations Group

Christopher J. Nassetta
UNITED STATES
President & CEO, Hilton Worldwide

Richard F. Schubert, Chairman Emeritus
UNITED STATES
Chairman, National Job Corps Association

Connie Wong
UNITED STATES
Founder & CEO, Viator Technology

Evelyn Berg Ioschpe
BRAZIL
President, Ioschpe Foundation

Joseph M. Matalon
JAMAICA
Chairman, ICD Group Limited

FORMER BOARD MEMBERS

Luisa Mendoza de Pulido
VENEZUELA (1991–1993)
Founding Executive Member, Federation of Private Foundations

Inonge Mutumbaetwa Mbikusita-Lewanika, PhD
ZAMBIA (1991–2001)
Former Zambian Ambassador to the European Union and the United States

Adam Smith
AUSTRALIA (2005–2008)
Former CEO, Foundation for Young Australians; Executive Director of Social Responsibility and Public Affairs, Laureate International Universities

Penina Mlama
TANZANIA (2002–2010)
Former Executive Director, Campaign for Female Education (Camfed); Former Executive Director, Forum for African Women Educationalists (FAWE)

Bill Conn
AUSTRALIA (2009–2012)
Former Chairman, Foundation for Young Australians

Her Majesty Queen Rania Al Abdullah
JORDAN (2001–2014)
Founder, Jordan River Foundation

Hon. Pär Stenbäck
FINLAND (1990–1996)
Former Minister of Education and Minister of Foreign Affairs, Finland; Former Secretary General, Federation of Red Cross and Red Crescent Societies

Jaime Augusto Zobel de Ayala II
PHILIPPINES (1994–2003)
President & CEO, Ayala Corporation

Sari Baldauf
FINLAND (2000–2009)
Former Executive Vice President, Nokia; Board Member, Hewlett Packard and Daimler Corporation

Sir David Bell, Chair Emeritus
UNITED KINGDOM (1996–2011)
Former Chairman, Financial Times Group; Chairman, Pearson Inc.

Henrietta Holsman Fore
UNITED STATES (2009–2012)
Former Administrator, United States Agency for International Development (USAID)

Enrique Iglesias
SPAIN-URUGUAY (2006–2014)
President, Fundación Astur; Former President, International Development Bank (IDB)

Shoichi Saba
JAPAN (1991–1996)
Former Chairman & CEO, Toshiba Corporation

Sten A. Akestam
SWEDEN (1998–2004)
Former President, Lions Club International

Benita Singh
UNITED STATES (2006–2009)
Co-Founder, Mercado Global

Helio Mattar
BRAZIL (2001–2011)
President, Akatu Institute for Conscious Consumption

Raghda El Ebrashi
EGYPT (2010–2012)
Founder & Chairperson, Alashanek ya Balady Association for Sustainable Development (AYB-SD)

Naadiya Moosajee
SOUTH AFRICA (2012–2014)
Co-Founder, South African Women in Engineering (SAWomEng)

Hon. Rita Süßmuth, PhD
GERMANY (1991–2000)
Former President and Member, German Bundestag

Arnold Langbo
CANADA (1995–2005)
Former Chairman & CEO, Kellogg Company

Maria Livanos Cattau
SWITZERLAND (1994–2010)
Former Secretary General of the International Chamber of Commerce

Helen Ostrowski
UNITED STATES (2008–2011)
Former CEO, Porter Novelli

Veli Sundbäck
FINLAND (2009–2013)
Former Executive Vice President Corporate Relations and Responsibility, Nokia

John Studzinski
UNITED STATES (2012–2015)
Senior Managing Director, The Blackstone Group

Bernise Ang
SINGAPORE (2009–2011)
Founder, Syinc

Dina Buchbinder
MEXICO (2013–2015)
Founder, Deport-es para Compartir



GLOBAL NETWORK

Each of IYF's partner organizations shares our commitment to preparing young people to be healthy, productive, and engaged citizens.

LATIN AMERICA & THE CARIBBEAN

ANTIGUA & BARBUDA

Gilbert Agricultural & Rural Development Center

ARGENTINA

Agencia para el Desarrollo Económico de la Ciudad de Córdoba
Fundación Pescar Argentina
Fundación Sustentabilidad, Educación, Solidaridad

BRAZIL

Centro Universitário do Norte (UniNorte)

Comitê para Democratização da Informática

Fundação Abrinq pelos Direitos das Crianças e do Adolescente

Instituto Aliança do Adolescente

Universidade Anhembi Morumbi

Universidade Potiguar (UNP)

Universidade Salvador (UNIFACS)

CHILE

Acento Consultores

Asociación Chilena pro Naciones Unidas

DuocUC

Fundación Chile

Instituto Profesional AIEP

Universidad Andrés Bello

COLOMBIA

Comfenalco Antioquia

Corporación Región Para el Desarrollo y la Democracia

COSTA RICA

Universidad Latina de Costa Rica

DOMINICAN REPUBLIC

Fundación Sur Futuro

ECUADOR

Fundación E-dúcate

GRENADA

Grenada Industrial Development Corporation

New Life Organisation

T.A. Marryshow Community College

HONDURAS

Universidad Tecnológica Centroamericana (UNITEC)

JAMAICA

Area Youth Foundation

Children First

People's Action for Community Transformation

RISE Life Management Services

Youth Upliftment through Employment (YUTE)

MEXICO

Centro de Asesoría y Promoción Juvenil A.C.

CONALEP Chihuahua

CONALEP Mexico

CONALEP Nuevo León

CONALEP Tamaulipas

Fronteras Unidas Pro Salud, A.C.

Fundación Comunitaria de Oaxaca

Fundación del Empresarios Chihuahuense (FECHAC)

Fundación Internacional de la Comunidad, A.C.

Fundación para Unir y Dar A.C. (COMUNIDAR)

Servicio de Promoción Integral Comunitario Juvenil

Tec Milenio University

Universidad del Valle de México

Universidad Tecnológica de Mexico (UNITEC)

Vinculos y Redes, A.C.

NICARAGUA

Fundación León 2000

PANAMA

Consejo del Sector Privado para la Asistencia Educacional

PARAGUAY

Centro del Información y Recursos para el Desarrollo

PERU

Capital Humano Social Alternativo
Centro de Información y Educación para la Prevención del Abuso de Drogas

Centro de Servicios para la Capacitación Laboral y el Desarrollo (CAPLAB)

Enseña Perú

Fe y Alegría-Perú

Instituto Peruano de Acción Empresarial (IPAE)

Red Jesuita/Encuentros, Casa de la Juventud

Soluciones Practicas

Tecsup N° 1

Universidad Peruana de Ciencias Aplicadas

PUERTO RICO

Puerto Rico Community Foundation

ST. LUCIA

Centre for Adolescent Renewal and Education

James Belgrave Micro Enterprise Development Fund Inc. (BELfund)

National Skills Development Centre

RISE Saint Lucia, Inc.

Saint Lucia Chamber of Commerce

URUGUAY

Foro Juvenil

VENEZUELA

Opportúnitias-Fundación Para la Infancia y la Juventud

NORTH AMERICA

CANADA

Free the Children

UNITED STATES

Forum for Youth Investment
Living Classrooms Foundation

EUROPE & ASIA

Europe / Central Asia

BELGIUM

Foundation for Future Generations

CZECH REPUBLIC

Nadace rozvoje občanské společnosti

FINLAND

Suomen Lasten ja Nuorten Säätiö

FRANCE

Apprentis d'Auteuil

GERMANY

Deutsche Kinder-und Jugendstiftung

HUNGARY

Demokratikus Ifjúságért Alapítvány

IRELAND

Irish Youth Foundation

ITALY

Understanding Children's Work

KAZAKHSTAN

Information Center

Teaching Institute for Excellence in Stem (TIES)

KYRGYZSTAN

Association of Social Entrepreneurs (ASE)

Bishkek Business Club

Central Asian Free Market Institute

Childhood Institute

InStream Public Foundation

Interbilim

Oasis

Public Union "Youth Peer Education Network Y-PEER"

Youth of Osh

NETHERLANDS

Jantje Beton Nationaal Jeugd Fonds

POLAND

Polska Fundacja Dzieci i Młodzieży

PORTUGAL

Fundação da Juventude

ROMANIA

Fundatia Principesa Margareta a României

New Horizons Foundation

RUSSIA

Center for Corporate Cooperation Dialogue (CCCD)

New Perspectives Foundation

SLOVAKIA

Nadácia pre deti Slovenska

SPAIN

Fundación ESPLAI

Organización Iberoamericana de Juventud (OIJ)

Universidad Europea

SWEDEN

King Gustaf V's 90th Anniversary Fund

TURKEY

Istanbul Bilgi University

Türkiye Egitim Gönüllüleri Vakfi

UNITED KINGDOM

National Children's Bureau

Youth Business International

South Asia

BHUTAN

Bhutan Youth Development Fund

INDIA

Community Collective Society for Integrated Development (CCFID)

QUEST Alliance

Society for Awareness, Harmony and Equal Rights (SAHER)

YouthReach

PAKISTAN

ASK Development

FIDA

SRI LANKA

Emerge Global

Hambantota District Chamber of Commerce

East Asia / The Pacific

AUSTRALIA

Foundation for Young Australians

CHINA

BN Vocational School

China Youth Development Foundation

INDONESIA

Indonesia Business Links

JAPAN

Japan Initiative for Youth Development

PHILIPPINES

Ayala Foundation

Consuelo Zobel Alger Foundation-Manila

Petron Foundation

Philippine Business for Social Progress

Philippine Center for Population and Development

SINGAPORE

T Foundation

YEA International

SOUTH KOREA

National Council of YMCAs of Korea

THAILAND

National Council for Children and Youth Development



MIDDLE EAST & NORTH AFRICA

ALGERIA

Association Nationales Echanges des Jeunes (ANEJ)

Le Collectif d'Initiation à des Activités de Recherche Appliquée (CIARA)

Réseau algérien pour la défense des droits de l'enfant (NADA)

Sante Sidie el Houari (SDH)

EGYPT

Alashanek Ya Balady

Assiut Businessman Association (ASBA)

Egyptian Association for Educational Resources (E-ERA)

Etijah

Life Vision for Development

Nahdet El Mahrousa

National Program Management Unit (NPMU)

New Horizon Association for Social Development

Youth Association for Population and Development (YAPD)

ISRAEL

Joint Distribution Committee–Israel

Matan–Your Way to Give

JORDAN

Academy of Automobile Technology

Al Albeit University

Al Areen Textile Factory

Al Dorra Factory

Al Hashimiya University

Al Hussein bin Talal University

El Jawasreh Charity Association

International Labour Organization

Jordan Career Education Foundation

Jordan Chamber of Industry (JCI)

Jordan Ministry of Labor

Jordan River Foundation

Jordanian Food Bank

Jordanian Hashemite Fund for Human Development

Khawla Bint Al Azwar Association

Khreibet Al Souq Women Charity Association

King Abdullah II Fund for Development

Luminus Group

Prince Talal Bin Mohammad Housing Association

Rawda Charity Association

Sanabel Al-Kheir Charity Association

Shua'a Association for the Development of Women and Children

Tafilah Young Women's Association

Tafileh Technical University

Tawoun Charity Association

That Al Nitaqain Association

Training and Rehabilitation of the Jordanian Woman Charity Association

Vocational Training Corporation (VTC)

Waqqas Association

We Are All Jordan Association

Yarmouk University

Zain El-Sharaf Charity Association

MOROCCO

Al Jisr

CorpsAfrica

Education for Employment Foundation

L'Heure Joyeuse

Université Internationale de Casablanca

PALESTINE

Ahmed Mahmoud Othman Vocational training center

Al Quds University

AnNajah University

Arab American University of Jenin

Bethlehem University

Birzeit University

Community Development and Continuing Education Institute

Dar Al-Kalima University College of Arts & Culture

Engineering and Technical Vocational Training Center

Hebron University

Hisham Hijawi College of Technology

Injaz Palestine

Jenin Vocational training center

Jobs.ps

Juhoud for Community & Rural Development

Leaders Organization

League of Vocational Education & Training Association Palestine

Lutheran World Federation

Ministry of Labor

Modern University College

Nablus Vocational training center

Palestine Ahliya University College

Palestine Information & Communications Technology Incubator

Palestine Polytechnic University

Palestine Technical University of Kadoorie

Palestinian Center for Youth Economic Empowerment (CYEE)

Partners for Sustainable Development (PSD)

Qalqilya Vocational Training Center

Sharek Youth Forum

TA'AWON for Conflict Resolution Institute

Tulkarem Vocational Training Center

Welfare Association

Young Men's Christian Association

Young Women's Christian Association

SAUDI ARABIA

Arab Urban Development Institute

King Khalid Foundation

Glowork

TUNISIA

Association de Développement Technologique

Association des Habitants El Mourouj2

Association des Tunisiens des Grandes Écoles - ATUGE

Association Tunisienne Pour l'Entrepreneuriat et l'Essaimage

Centre de la Femme Arabe pour la Formation et la Recherche (CAWTAR)

Confédération des Entreprises Citoyennes de Tunisie (CONNECT)

Création et Créativité pour le Développement et l'Embauche

Organisation Maghrébine des Etudes de Développement des Ressources Humaines (OMEDRH)

We Love Bizerte

SUB-SAHARAN AFRICA

DEMOCRATIC REPUBLIC OF CONGO

Centre d'Etudes Pour l'Action Sociale (CEPAS)

KENYA

Arc Skills

ACWICT

Mathare Youth Sports Association (MYSA)

NairoBits Trust

Strathmore Educational Trust– Informal Sector Business Institute

LIBERIA

SPARK Liberia

MOZAMBIQUE

Associação para Reabilitação e Integração Social (ARISO)

Associação Unidos Para Ajudar (UPA)

Centro de Estudos e Promoção de Cidadania, Direitos Humanos e Meio Ambiente (CODD)

Escola Secundária Joaquim Chissano (ESJC)

Escola Secundária Nelson Mandela (ESNM)

Eurosis

Fundacao Enterprise Mozambique (FEM)

Instituto de Capacitação e Empreendedorismo de Moçambique (ICEM)

Instituto Industrial e Computacional Armando Emílio Guebuza (IICAEG)

NIGERIA

Afterschool Graduate Development Center

FATE Foundation

LEAP Africa

Pan–Atlantic University

SENEGAL

Dalberg Global Development Advisors

Synapse Center

West African Research Center (WARC)

SOUTH AFRICA

College of Cape Town

EOH

Harambee Youth Employment Accelerator

Monash South Africa

Salesian Institute

St. Anthony's Education Centre

Triple Trust Organization

TANZANIA

Aga Khan Foundation–Tanzania

CAMFED Tanzania

Kuleana Center for Children's Rights

Restless Development Tanzania

Vocational Education and Training Authority

UGANDA

Centre for Basic Research

Makerere University Business School (MUBS)

Restless Development Uganda

ZAMBIA

Girl Guides Association of Zambia

Ipsos Zambia

ZIMBABWE

BOOST Fellowship

Empretec Zimbabwe

Hlekweni Friends Rural Service Centre

Junior Achievement Zimbabwe

Microking Savings and Credit Company

Restless Development Zimbabwe

Royal Business Consult Trust

Small & Medium Enterprises Association of Zimbabwe (SMEAZ)

VIRL

Young Africa

Zambuko Trust

Zimbabwe National Chamber of Commerce (ZNCC)

Zimbabwe Opportunities Industrialisation Centres (ZOIC)



GLOBAL COMMUNITY OF ACTION

We express our deep appreciation and thanks to the organizations and individuals—our global community of action—who support IYF and our youth development initiatives around the globe.

PROGRAM PARTNERS

Corporations / Corporate Foundations

Alshaya Trading Co., W.L.L.
American Express Foundation
Barclays PLC
Caterpillar Foundation
Chevron Corporation
Cummins
Fondation Phosboucraa
Harry Winston Hope Foundation
Hilton Worldwide
JP Morgan Chase Foundation
Kuwait Food Company
Luminus Group
MasterCard Worldwide
Med Training
Microsoft
Mozal SA
Nesma Holding Company
PepsiCo Foundation
Safran Foundation for Integration
Standard Chartered Bank
Starbucks Foundation
Sylvan/Laureate Foundation
Walmart Foundation
Wm. Wrigley Jr. Company

Foundations

Conrad N. Hilton Foundation
King Khalid Foundation
The MasterCard Foundation
The Cleveland Foundation
TK Foundation

Governments / Multilateral Organizations

Department for
International Development (UK)
The Multilateral Investment Fund of
the Inter-American Development Bank
International Labour Organization
Irish Aid
Jordan Ministry of Planning and
International Cooperation
Swedish International
Development Agency
UNESCO
UNICEF
United States Agency for International
Development
World Bank

Non-Governmental Organizations

BN Vocational School
Comfenalco
Creative Associates International
Foundation for Young Australians
Fundación para Unir y Dar A.C.
Fundación Sur Futuro
Human Resources Development
Fund (Kingdom of Saudi Arabia)
International Organization
for Migration
Jordan Chamber of Industry
Silatech

ENDOWMENT FUND

\$100,000 and above in the past 10 years

Sari Baldauf
Greg and Lisa Barnhill
The Becker Family
Sir David Bell
Brown Advisory
Hilton Worldwide
Joseph M. Matalon
Robert E. Meyerhoff and
Rheda Becker

2015 ANNUAL FUND

Above \$10,000

The Arnold G. Langbo International
Youth Foundation Fund of the Battle
Creek Community Foundation
Maria Livanos Cattau
Olivier Fleurot
Henrietta Holsman Fore
Joseph M. Matalon
Robert E. Meyerhoff and
Rheda Becker
William S. Reese and
Suzanne M. Frederick
Peter and Hanna Woicke

\$5,000–\$9,999

The Guinness Family Foundation of
The Cleveland Foundation
Evelyn Berg Ioschpe
Alan G. Hassenfeld
Jerry Hodges
José Ortega

\$1,000–\$4,999

Abdulaziz F. Al-Khayyal
Samantha Barbee
William Barbee
Paul Corbin
Davis Charitable Trust
Harvey M. Meyerhoff
Diana Morris and Peter Shiras
Phil and Maggie Stalcup
William E. Panton
Richard and Virginia Schubert
Emily Schumm
Robert and Sharon Smith
Connie Wong

Up to \$999

Bruce Bugbee
Jill Donna Delman
Cyndy Elisberg
Leslie Fitch

Thomas Fox
Judith Fulton and Mark Howard
Mary Glazer
Scott Goldman
Teresa Harrington
Michael Hickey
Mary Houck
Sara Kallay
Jerrold Keilson
Carlyn Kelley
John H. Kennedy
Laura Kerris
Rich Loeffler
Dawn Lozada
McLarty Associates
Carol Moore
Siobhan O'Shaughnessy
Lynn Patinkin
Pablo Pazymino
Benjamin Pitkin
Kristen Ranney
John Riggan
Brandi Roland
Robert Shank
Michelle Szechenyi
John Vlah
Donald Wagner
Manuel Walther
Diego Zamora



As of and for the period ended December 31, 2015.

STATEMENT OF FINANCIAL POSITION

ASSETS

Cash and investments	\$24,168,560
Grants and pledges receivable	11,027,312
Fixed assets	135,836
Other assets	1,348,485
Total Assets	\$36,680,193

LIABILITIES AND NET ASSETS

Liabilities

Grants payable	\$138,034
Deferred revenue	564,875
Other liabilities	1,234,530

Net Assets

Undesignated	2,389,729
Designated for reserve	5,934,230
Designated for endowment	2,867,019
Temporarily restricted	22,168,742
Permanently restricted	1,383,034
Total Liabilities and Net Assets	\$36,680,193

STATEMENT OF ACTIVITIES

REVENUE

Grants and contributions	\$21,854,962
Investment income	1,074,761
Other income	216,937
Total Revenue	\$23,146,660

EXPENSES

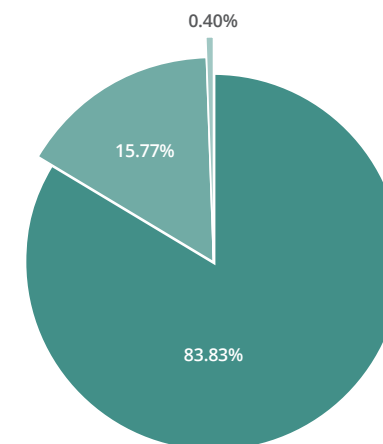
Programs	\$16,616,297
Fundraising	79,762
General and administrative	3,124,555
Total Expenses	\$19,820,614

CHANGE IN NET ASSETS

Net assets, beginning of year	\$31,416,708
Net assets, end of year	\$34,742,754

RSM US LLP audited IYF's financial statements. The Statement of Financial Position and the Statement of Activities, which are summarized here, are part of these audited financial statements for the year ended December 31, 2015. The complete audited financial statements are available at www.iyfnet.org/annual-report-financials.

WHERE OUR MONEY GOES





A graduate of the Barclays-funded *Sport for Kenyan Youth Employment (SKYE)* initiative, Linnet Mutheu, 23, seized the opportunity to train in a promising sector—construction—even though it's one dominated by men. Photo: Axel Fassio



The world is
getting younger.

The time to act
is now.

Join us.



International Youth Foundation • One East Pratt Street, Suite 701 • Baltimore, MD 21202 USA

www.iyfnet.org