



Tipping / Point.

# TIPPING *point*

## **We have all crossed a threshold.**

More than 1 billion people ages 15 to 24 climbed to the top of the global agenda in 2011. Demanding opportunities for a better education, for decent employment and for the chance to shape their own futures, young people took an historic stand—which society can no longer ignore.

With dramatic measures and peaceful protests alike, youth gave voice to their frustrations in more than 80 countries throughout the year. The first domino fell in Tunisia, with the tragic self-immolation of a young fruit vendor who ran out of hope. A global movement followed, with youth-led protests emerging in Cairo, Casablanca and other cities across the Middle East. It reached Spain, the UK, Chile and eventually Wall Street.

The issues facing youth today affect us all. And there are no silver bullet solutions.

Millions of young people remain out of work, disempowered and marginalized. Too many education systems are outdated and ineffective. Too few training programs are preparing youth for the 21<sup>st</sup> century world of work.

The need to break down the barriers to youth opportunity is more urgent than ever. We all have a stake in making sure the unprecedented global “youth bulge” is transformed into an economic and social asset that holds the potential to pay a demographic dividend for generations to come. Doing so requires our undivided attention—along with an immediate, massive, global response.



**Tipping Point:**

The moment of critical mass, the threshold, the boiling point.

— *Malcolm Gladwell, author*

© AP Images / Roberto Candia (Chile)

© AP Images / Rebecca Blackwell (Ivory Coast)

Courtesy IYF / YouthMap (Mozambique)

# FOCAL *point*

## **Few organizations are better positioned to answer the call than IYF.**

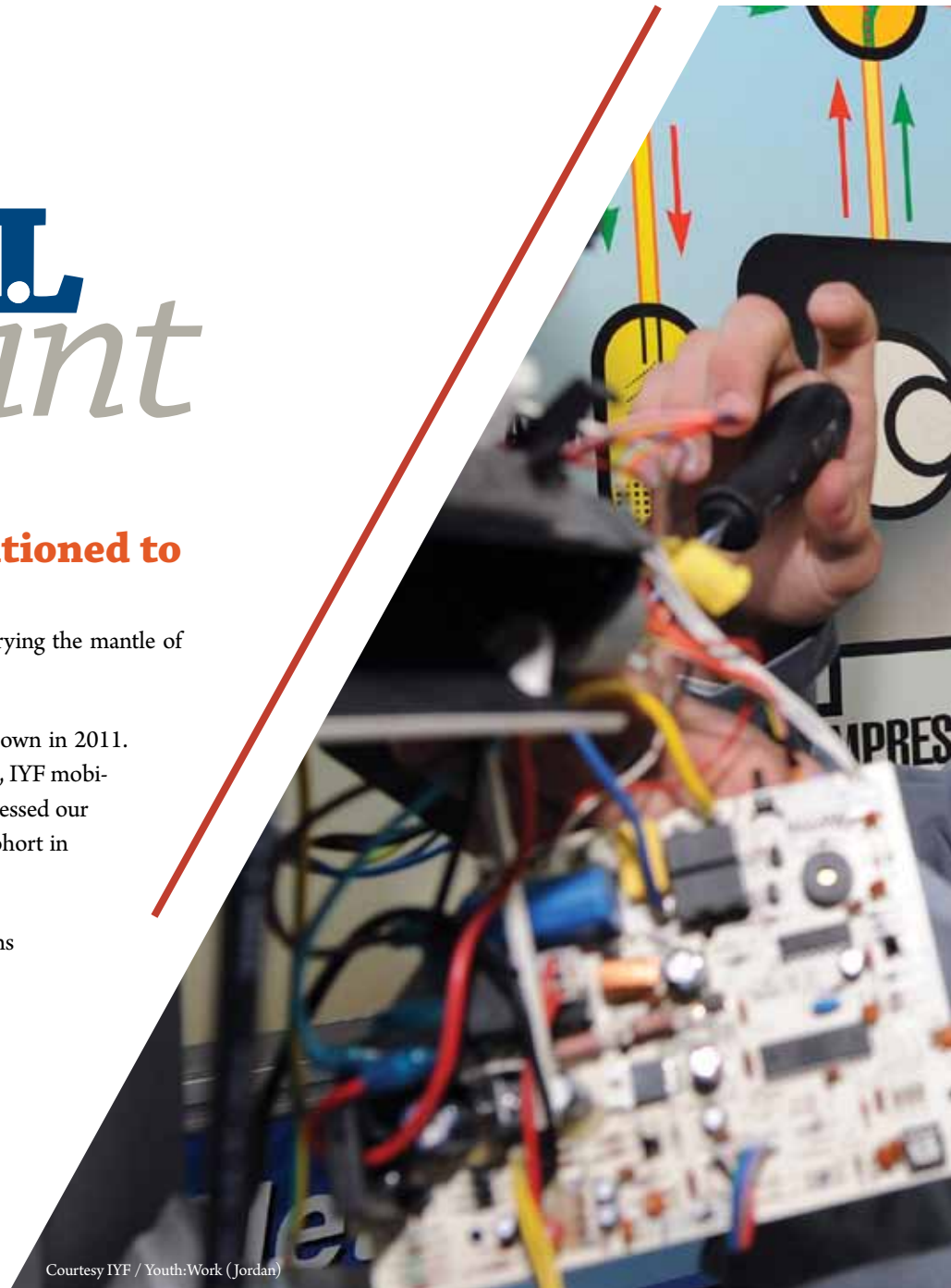
Active on every continent, and today working in 68 countries, IYF is carrying the mantle of youth development forward at an unprecedented scale.

Fueled by new partners and new endeavors, we reached a tipping point of our own in 2011. Working with corporations, civic organizations and government entities worldwide, IYF mobilized record-level resources—more than \$38 million supporting 142 grants. We harnessed our collective efforts in every region to shrink the opportunity gap for the largest youth cohort in history. In 2011 alone, IYF programs reached nearly a million youth beneficiaries.

From China to Latin America and hundreds of points in between, IYF citizenship programs engaged youth in actively shaping their own futures. We improved the access to and quality of education, while ensuring that young people develop skills that employers need. We also expanded our entrepreneurship support—empowering young people to transform their boundless ambitions into creating jobs for themselves—and when their businesses take off, employment for others as well.

As the following pages demonstrate, IYF programs are catalysts for global change, proven and ready to lift young people above the monumental barriers that far too many still struggle to overcome. When provided with a quality education and the chance to earn a livelihood and contribute to their communities, there are no limits to what they—and we—can accomplish.

Courtesy IYF / Youth:Work (Jordan)





I now will do my best to work for the  
development and well-being of my country.

— *Jasulan, 26, Kazakhstan; graduate of Summer School of Democracy, Jasa.kg*

Courtesy IYF / *entra21* (Peru)

Courtesy IYF / *Jasa.kg* (Kyrgyzstan)

# STARTING *points*

## It all started in 1990 with one bold vision—

that all young people will have the opportunity to learn, work and lead positive change in their communities.

IYF has since launched nearly 100 programs and mobilized over US\$178 million through 906 grants awarded to its partner organizations worldwide. At the root of these activities are three core initiatives. Through **Passport to Success**<sup>®</sup>, **entra21** and **YouthActionNet**<sup>®</sup> and their offshoots, IYF has become a powerful force for progress—opening up new worlds and opportunities for young people to realize their full potential and lead healthy, productive, and engaged lives.

Over time, we have evaluated, refined and expanded upon these models—building upon what works and adapting programs to fit the evolving needs and circumstances of young people in every corner of the globe. Today, as a result, our portfolio of programs—past and present—have benefitted nearly 16 million youth in 84 countries.

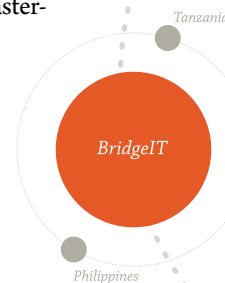
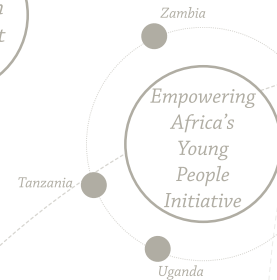
**Passport to Success**<sup>®</sup>, now translated into 16 languages, has provided life and employability skills training to more than 61,500 young people in 15 countries. With support from the GE Foundation, the program was piloted in Mexico and India in 2004. Today, it continues to help vulnerable youth worldwide to stay and achieve in school, make healthy decisions, develop effective work habits and set goals for the future. Thanks to organizations like Wrigley, Harry Winston, and USAID, new lessons, adaptations and translations are taking the program to new countries and populations so that thousands more teachers and students can benefit from its interactive and group learning strategies.

**entra21** has now directly reached 136,000 out-of-school and out-of-work youth in 22 countries in Latin America and the Caribbean with its market-relevant skills training, mentorships and job placement assistance. Since launching in 2001, this remarkable initiative has inspired many other youth livelihood programs, including **Youth:Work**, now active in 16 countries

worldwide—with more to come. This USAID-sponsored global program holds the potential to help hundreds of thousands of unemployed youth find decent jobs or start their own businesses by leveraging and sharing the collective knowledge and capabilities of the IYF network—including the invaluable support of our private sector partners, Caterpillar, MasterCard, Microsoft, Walmart, and others.

**YouthActionNet**<sup>®</sup> has advanced dramatically since celebrating its first class of 20 outstanding young social entrepreneurs in 2001. In the past decade, 220 Global Fellows representing 64 countries have received the leadership training, mentoring and valuable networking opportunities required to take their community initiatives to the next level of scale and sustainability. Through the visionary leadership of the Sylvan/Laureate Foundation, **YouthActionNet**<sup>®</sup> continues to grow with local programs now established in 10 countries, with more on the way. Tailored to the context in which they operate, local programs, also supported through Starbucks and others, are now reaching 350—and growing—social innovators.

Nokia-IYF  
Global Youth  
Development  
Initiative



Tanzania  
21st  
Century

# WORK

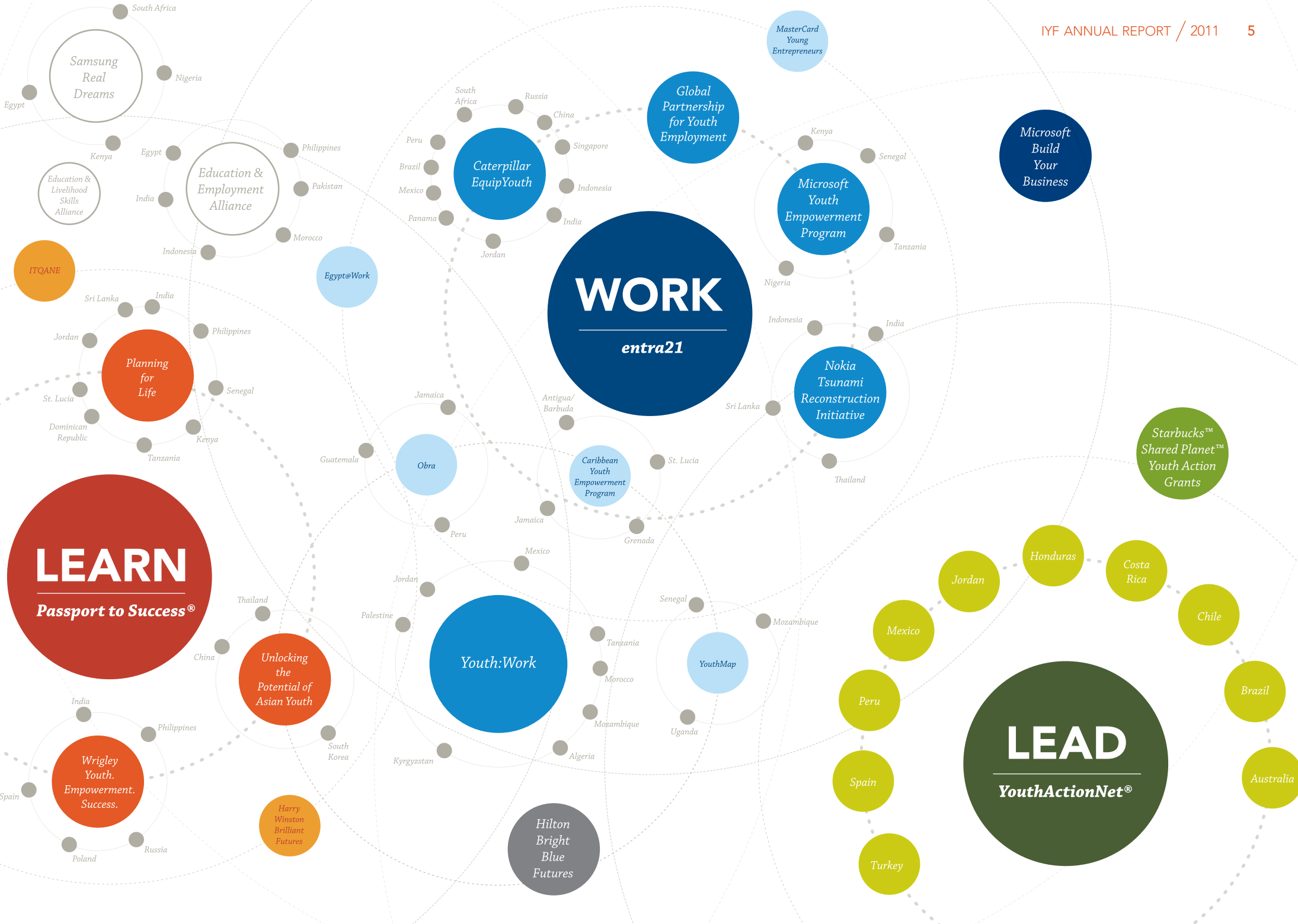
entra21

# LEARN

Passport to Success®

# LEAD

YouthActionNet®





## / MIDDLE EAST & NORTH AFRICA

### Nowhere in the world is youth unemployment higher.

Lack of opportunity to earn a decent wage and speak their minds was among the long simmering issues leading to the Arab Spring uprisings, and IYF was ready with a strategy to respond. Across the region, IYF seeks to fully understand the needs of youth; the workforce requirements of employers; and the capacity of youth-serving institutions. The outcomes of its high quality community assessments provide critical information for IYF to construct a portfolio of programs with local, regional, and international organizations to achieve targeted impact and scale.

In 2011, **Youth:Work Jordan (YWJ)** improved outcomes for thousands more vulnerable youth through expanded job and entrepreneurship training and increased civic engagement opportunities. It also recruited 30 organizations to provide much needed community-based services. In partnership with Jordan's Ministry of Social Development and USAID, the program to date has directly benefitted over 5,000 young people, while also impacting 87,000 community members countrywide. In 2012, YWJ alliances aim to employ 2,000 youth in the hospitality and tourism sector alone, in addition to the program's other job preparation initiatives.

IYF is also training Jordanian youth as community agents of change and, ultimately, national leaders. Through **Badir**—a new three-year partnership with Starbucks—IYF will support 45 outstanding youth-led social innovation projects. Thus Jordan becomes the tenth country to join the network of **YouthActionNet**® programs.

In Palestine, **Youth Entrepreneurship Development** got off to a strong start. This four-year USAID-supported program awarded three grants to develop the entrepreneurship and

employability skills of nearly 1,500 youth with plans to benefit up to 10,000 by end of program. In North Lebanon, through the **Global Partnership for Youth Employability**, funded by the World Bank, IYF is turning a community appraisal into action—building local capacity to deliver life skills and employability training for Tripoli's youth.

Meanwhile, **Egypt@Work** began vocational and entrepreneurship training for over 5,000 young job seekers. This program, in partnership with The MasterCard Foundation, will eventually help up to 10,000 unemployed youth to secure decent jobs or start new businesses.

Unemployed young people in Morocco also improved their prospects through two IYF programs. More than 130 employers offered internships and jobs, primarily in the tourism sector, through **Emploi Habilité**—created in partnership with Silatech and the Finnish Children and Youth Foundation.

**ITQANE**, supported by USAID, is integrating life skills into middle school clubs. And, in 2012, IYF will take similar programs into Algeria and Tunisia.



All Jordanian boys should have the chance I've had.

They would be different; the country would be different.

— Zakarea, 19, Amman; Youth:Work Jordan graduate

### HIGH POINT: Spotlight on Youth Employability

The *Youth@Work: Partnerships for Skills Development* conference in Amman, Jordan testifies to the region's increased attention to youth unemployment—and IYF's growing leadership in the field.

Held in February 2012 under the patronage of Her Majesty Queen Rania Al Abdullah, the event attracted over 400 representatives of companies, ministries, municipalities and civil society organizations from 15 countries. Among them: The MasterCard Foundation, Hilton, Silatech, USAID, the World Bank, and the Islamic Development Bank.

The goal: to build the region's capacity to deliver quality employment and entrepreneurship initiatives by leveraging IYF's tested strategies.

In that spirit, IYF joined Microsoft to launch **Build Your Business**, an interactive curriculum to guide young entrepreneurs to success.



Courtesy IYF / Youth@Work conference (Jordan)



## / LATIN AMERICA & THE CARIBBEAN

### 32 million youth are out of work and out of school.

Only half of the region's young people graduate from high school, and those who do lack basic employability skills. Increasingly excluded from the formal economy, these disadvantaged youth all too often turn to crime, gangs and other harmful behaviors. At the same time, a recent survey reveals that 50 percent of private companies in Latin America and the Caribbean struggle to find qualified employees.

In June 2011, more than 160 leaders from the public sector, civil society, and the global business community gathered in Washington, DC to confront youth unemployment and social exclusion across the region. In partnership with the Multilateral Investment Fund (MIF) of the Inter-American Development Bank, USAID and the U.S. Department of State, IYF convened the **Youth-Partnerships-Employability Conference**. Together, we set out to identify proven strategies for tapping the full potential of youth through education, job preparation and community engagement.

Chief among the best practices shared over the two-day event was IYF's signature youth employability program, **entra21**, which just concluded a decade of on-the-ground activities supported by the region's largest employers of young people including Caterpillar, Microsoft, and Walmart. By year's end, the initiative had enrolled more than 136,000 disadvantaged youth, with 75 percent of graduates either employed or back in school six months after leaving the program.

With assistance from USAID, other multi-sector partnerships in the region brightened job prospects for youth struggling to find work. **Obra**, with hubs in Jamaica, Guatemala and Peru, engaged 60 businesses, public agencies and NGOs to provide 1,500 youth with life and

employability skills and enhanced learning opportunities. Building on a successful track record, IYF's **Caribbean Youth Empowerment Program** received additional funding in 2011 allowing 1,100 at-risk youth in Antigua and Barbuda, Grenada and St. Lucia to obtain technical, vocational and life skills necessary for them to develop sustainable livelihoods.

Young people in two of Mexico's most violent border towns benefited from IYF programming as well. **Youth:Work Mexico** helped more than 6,000 youth in Ciudad Juárez and Tijuana improve their studies, gain skills to find work and rebuild their communities.

Helping young leaders drive change in their own communities, IYF and Sylvan/Laureate Foundation established new **YouthActionNet**® programs in Chile and Peru in 2011, adding to those already up and running in Mexico and Brazil.

As part of Laureate's commitment to support more than a dozen such institutes by 2014, plans are under way to expand into Central America and add a second Brazilian program in the coming year.

This program has taught me

it's possible for young people to go forward

without being part of the conflict and violence around us.

— Adail, 23, Colombia; entra21 graduate

### HIGH POINT: Going for Scale

In Cartageña, Colombia, at the 2012 Summit of the Americas where heads of state convene, the Inter-American Development Bank (IDB) and IYF joined five of the region's leading employers—Arcos Dorados, Caterpillar, Cemex, Microsoft and Walmart—to launch NEO (New Employment Opportunities). IDB President Luis Alberto Moreno (right) announced the new alliance, which pledges to expand effective job training and placement models to reach 1 million youth in the region over the next decade. NEO begins with an initial commitment of \$37 million in cash and in-kind resources to help reach this monumental goal.



© AP Images / Fernando Llano (Colombia)



## / SUB-SAHARAN AFRICA

### Nearly three out of four youth live on less than \$2 a day.

The overwhelming majority of workers in Sub-Saharan Africa—76 percent—hold low-skilled, low-quality jobs. Extreme poverty forces many young people into underemployment so they can contribute to their family's day-to-day survival. Meager wages typically mean long hours, making school attendance impossible. With by far the world's lowest percentage of students enrolled in primary school, basic education in literacy and numeracy reaches too few youth to break the cycle of poverty. What is more, these challenges will only intensify as the number of youth in this region swells by more than 19 million between 2010 and 2015.

In 2011, IYF built upon an already strong foundation to reach more youth in Africa, where innovative programs and partnerships with Microsoft, the World Bank, USAID and others are now expanding learning and livelihood opportunities across the region. Leading this important charge is **YouthMap**. A four-year initiative, the program assesses youth circumstances, needs and aspirations—and also identifies promising programs and practices addressing youth issues. Studies of Senegal and Uganda were completed, and some of the best practice programs recognized in the assessment phase will soon receive project investments through an Innovation Fund. New assessments are now under way in Mozambique with additional countries to follow.

In Tanzania two new initiatives got under way. **Tanzania Youth Scholars** will provide educational scholarships and livelihood training to 1,800 orphans and vulnerable children across the

country over the next five years. **Tanzania 21<sup>st</sup> Century** is helping to improve learning through the delivery of contextualized e-learning content in the classroom as well as intensive teacher training in the use of technology.

To help young people lead positive social change in Africa, UNESCO and IYF signed a landmark agreement in Paris in October committing to establish youth social entrepreneurship programs on the continent. **YouthActionNet**<sup>®</sup> regional programs based in Kenya and Senegal are being planned for the coming year.

Expansion in 2012 includes **Youth:Work Mozambique**, a three-year program that seeks to improve livelihood opportunities for vulnerable youth, such as children in and out of school. And in Senegal, a pilot program will support youth employment in agriculture.

If you keep looking for a job, you will never find it.

If you create your own, then you can end up

employing other people to work for you.

— YouthMap participant, Uganda

### HIGH POINT: Handover in Tanzania

Some 102,200 Tanzanian primary school students in 150 schools have benefited from *BridgelT* since the program launched in 2007 with support from USAID. Through simple but innovative technology, the program helped improve the quality of learning and increase student achievement in math, science and life skills. In February 2012, IYF handed over operations of the exemplary program to Tanzania's Ministry of Education, which will sustain and lead the improved classroom curricula going forward.

Courtesy IYF / BridgelT (Tanzania)





## Finding decent work is a serious challenge.

More than 70 percent of working youth in Asia struggle to find a way out of low-paying agricultural jobs, while India has an estimated 270 million people ages 15 and older who are illiterate.

Nearly one in four of Europe's youth can't find jobs. IYF and its corporate partners are joining forces to close the gaps in education, skills and employment throughout these regions.

To help at-risk youth learn the skills that employers want, schools in China must offer more than just a strong academic curricula—they have to provide students with critical life skills training. IYF and the Harry Winston Hope Foundation teamed up to help teachers do just that via **Brilliant Futures**. The program started in two vocational middle schools, with plans for expansion in 2012. It puts to work IYF's **Passport to Success**® life skills curriculum— adapted to reflect China's unique culture and translated into Mandarin.

Three other global companies joined IYF last year to make a difference in the lives and prospects of youth throughout this region—and beyond. The Caterpillar Foundation and IYF launched **EquipYouth**, a global program to prepare some 8,000 young people with market-relevant life and jobs skills in 11 countries—including China, India, Indonesia, Russia and Singapore. In India, 700 youth wanting to start their own businesses are getting support from MasterCard Worldwide through **Young Entrepreneurs**; while Wrigley is also helping young people in that country to make healthy choices.

A growing interest in youth empowerment in the region's emerging and post-conflict countries led IYF and USAID to Kyrgyzstan. A four-year civic engagement and entrepreneurship initiative—called **Jasa.kg** (meaning “to create”)—sets out to harness the dynamism and creativity of youth to build a more stable, prosperous and democratic Kyrgyzstan. The program will benefit 8,000 young people by inspiring active citizenship, preparing them for the workplace and creating a culture of positive development.

One of 19 **YouthActionNet**® projects to receive a \$10,000 **Starbucks™ Shared Planet™** grant in 2011 was Lucinda Hartley's CoDesign Studio in Australia. Lucinda's firm provides skills training to design professionals such as architects and city planners to help them better serve low-income communities. Since 2008, 84 youth-led initiatives in 30 countries have been supported through the IYF/Starbucks partnership.

Before working in the fish factory,

people underestimated me as an unemployed youth.

Now, I am proud that I have a job and can support my family.

— Dairin, 20, Indonesia; Education & Employment Alliance graduate

### HIGH POINT: Scoring Top Marks in the Philippines

In September, IYF marked the successful completion of *Education & Livelihoods Skills Alliance (ELSA)* launched in 2004 in the Philippines' Mindanao region. Over the past seven years, this USAID-supported program has: improved the English, science and math scores among 306,000 elementary students; provided education and livelihood skills to 31,300 out-of-school youth; coached 2,400 teachers in experiential-based learning methodologies; and repaired or built nearly 700 classrooms and learning centers.



Courtesy IYF / Education & Employment Alliance (Indonesia)

## / OUR GLOBAL NETWORK /

Each of IYF's partner organizations shares our commitment to prepare young people to be healthy, productive and engaged citizens. In 2011, IYF partnered with 213 organizations in 68 countries worldwide, reaching nearly one million youth through expanded learning, work and citizenship opportunities.

### 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

Fundación YPF

#### BRAZIL

Blumenau Pólo de Software

Comitê para Democratizaçãoda Informática

Fundaçãõ Abrinq pelos Direitos das Crianças e do Adolescente

Fundaçãõ de Rotarianos de São Paulo

Instituto Aliança com o Adolescente

Rede Cidadã

Universidade Anhembi Morumbi

#### CHILE

Asociación Chilena pro Naciones Unidas

Fundación Chile

Universidad Andrés Bello

#### COLOMBIA

Comfenalco Antioquia

Corporación Región Para el Desarrollo y la Democracia

Fundación Empresarios por la Educación

Fundación Indufrial

Fundación Luker

Fundación Restrepo Barco

Fundación Universitaria Panamericana

Give to Colombia

#### COSTA RICA

Universidad Latina de Costa Rica

#### DOMINICAN REPUBLIC

Fundación Sur Futuro

#### ECUADOR

Fundación E-dúcate

Fundación Grupo Esquel

#### EL SALVADOR

Fundación Para La Educación Integral Salvadoreña (Fedisal)

Fundación Quetzalcóatl

#### GRENADA

Grenada Industrial Development Corporation

New Life Organisation

T.A. Marryshow Community College

#### GUATEMALA

Instituto CentroAmericano de Estudios para la Democracia Social (DEMOS)

Interpeace

#### HONDURAS

Centro Asesor para el Desarrollo de los Recursos Humanos de Honduras

Universidad Tecnológica Centroamericana (UNITEC)

#### JAMAICA

Area Youth Foundation

Children First

People's Action for Community Transformation

Private Sector Organisation of Jamaica

RISE Life Management Services

#### MEXICO

Centro de Asesoría y Promoción Juvenil A.C.

Centro de Investigación y Promoción Educativa y Cultural

Colegio de Educación Profesional Técnica del Estado de Tamaulipas

Conalep Nuevo Leon

Fundación Comunitaria de Oaxaca

Fundación del Empresarios Chihuahuense (FECHAC)

Fundación Internacional de la Comunidad, A.C.

Oxfam México

ProEducación

Servicio de Promoción Integral Comunitario Juvenil

Tec Milenio University

Universidad del Valle de México

#### NICARAGUA

Fundación León 2000

#### PANAMA

Consejo del Sector Privado para la Asistencia Educativa

#### PARAGUAY

Centro del Informacion 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 Peru

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 (BELfund)

National Skills Development Centre

RISE St. Lucia, Inc.

St. Lucia Chamber of Commerce

#### URUGUAY

Foro Juvenil

#### VENEZUELA

Fundación Para la Infancia y la Juventud—Oportunitas

### SUB-SAHARAN AFRICA

#### KENYA

African Center for Women, Information and Communications Technology

NairoBits Trust

Strathmore Educational Trust—Informal Sector Business Institute

#### NIGERIA

AfterSchool Graduate Development Center

FATE Foundation

LEAP Africa

Pan-African University

#### SENEGAL

Synapse Center

SOUTH AFRICA  
Salesian Institute

St. Anthony's Education Centre

Triple Trust Organization

#### TANZANIA

Aga Khan Foundation

CAMFED Tanzania

Kiota Women Health and Development Organization

kuleana Center for Children's Rights

Vocational Education and Training Authority

#### UGANDA

Source of the Nile Award

Uganda Girl Guides Association

Uganda Red Cross Society

Uganda Scouts Association

Uganda Young Women's Christian Association

#### ZAMBIA

Girl Guides Association of Zambia

### NORTH AMERICA

#### CANADA

Free the Children

Lions Quest Canada—The Centre for Positive Youth Development

#### UNITED STATES

Forum for Youth Investment

Living Classrooms Foundation



## MIDDLE EAST &amp; NORTH AFRICA

## EGYPT

Alashanek Ya Balady

Nahdet El Mahrousa

New Horizon Association for Social Development

## ISRAEL

Matan—Your Way to Give

## JORDAN

El Jawasreh Charity Association

Jordan Career Education Foundation

Jordan River Foundation

Jordan Woman Empowering &amp; Training Society

Jordanian Hashemite Fund for Human Development

Khawla Bint Al Azwar Association

Khreibet Al Souq Women Charity Association

King Abdullah II Fund for Development

Prince Talal Bin Mohammad Housing Association

Rawda Charity Association

Russeifeh Sons Association

Sahab Social Development Association

Sanabel Al-Kheir Charity Association

Shua'a Association for the Development of Women and Children

Tawoun Charity Association

That Al Nitaqain Association

Training and Rehabilitation of the Jordanian Woman Charity Association

Waqqas

Working Women Association

Zain El-Sharaf Charity Association

## LEBANON

Lebanon YMCA

## MOROCCO

Al Jisr

Association des Femmes Chefs D'Entreprises

Centre des Jeunes Dirigeants d'Entreprises

Education for Employment Foundation

La Fondation Abdelkader Sedraoui

L'Heure Joyeuse

## PALESTINE

Almawrid Teacher Development Center

Al-Quds Open University

Bethlehem University

Business Women's Forum

Community Development and Continuing Education Institute

East Jerusalem Young Men Christian Association (EJ-YMCA)

Friends Boys School

Hebron University

Injaz Palestine

Juhoud for Community and Rural Development

Leaders Organization

League of Vocational Education &amp; Training Association Palestine

Palestine Ahliya University College

Palestine Education for Employment Foundation

Palestine Information &amp; Communications Technology Incubator

Palestine Polytechnic University

Palestinian Food Industries Association

Palestinian Vision Organization

Partners for Sustainable Development

Sharek Youth Forum

TAAWON for Conflict Resolution Institute

Welfare Association

## SAUDI ARABIA

Arab Urban Development Institute

## EUROPE &amp; ASIA

## EAST ASIA / THE PACIFIC

## AUSTRALIA

Foundation for Young Australians

## CHINA

BN Vocational School

China Youth Development Foundation

## INDONESIA

Centre for Community Development and Education

Yayasan Indonesia Business Links

## JAPAN

Japan Initiative for Youth Development

## PHILIPPINES

Ayala Foundation

Consuelo Zobel Alger Foundation

Petron Foundation

Philippine Business for Social Progress

Philippine Center for Population and Development

## SINGAPORE

Talentpreneur Hub, Pte Ltd

## SOUTH KOREA

Kids &amp; Future Foundation

## THAILAND

National Council for Child and Youth Development

## EUROPE / CENTRAL ASIA

## BELGIUM

Foundation for Future Generations

## CZECH REPUBLIC

NADACE ROZVOJE OBČANSKÉ SPOLEČNOSTI

## FINLAND

Suomen Lasten ja Nuorten Säätiö

## GERMANY

Deutsche Kinder-und Jugendstiftung

## HUNGARY

Demokratikus Ifjúságért Alapítvány

## IRELAND

Irish Youth Foundation

## ITALY

Understanding Children's Work

## KYRGYZSTAN

Bishkek Business Club

Central Asian Free Market Institute

Childhood Institute

Interbilim

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

New Perspectives Foundation

## SLOVAKIA

Nadácia pre deti Slovenska

## SPAIN

Fundación ESPLAI

Universidad Europea de Madrid

## SWEDEN

King Gustaf V's 90<sup>th</sup> Anniversary Foundation

## SWITZERLAND

Youth Employment Network of the ILO

## TURKEY

Istanbul Bilgi University

Türkiye Egitim Gönüllüleri Vakfi

## UNITED KINGDOM

National Children's Bureau

Prince's Trust

Youth Business International

## SOUTH ASIA

## INDIA

Azim Premji Foundation

CAP Foundation

Community Collective Society for Integrated Development

Drishti

One World

Pratham

QUEST Alliance

Society for Awareness, Harmony and Equal Rights (SAHER)

YouthReach

## PAKISTAN

Aga Khan Foundation

ASK Development

FIDA

Rural Support Program Network

## SRI LANKA

Emerge Global

Foundation of Goodness

Hambantota District Chamber of Commerce

## / OUR LEADERSHIP /

### **IYF has been truly fortunate to have a remarkable Board of Directors to guide and challenge us in these exciting and tumultuous times.**

We have benefitted enormously from their vision, commitment, and steadfast leadership. We also would like to express our deepest gratitude to our departing Board members: Bernise Ang, Sir David Bell, Bill Conn, Henrietta Holsman Fore, Helio Mattar, and Helen Ostrowski. Their breadth of knowledge around key issues and their invaluable advice over the years will be sorely missed.

In 2012, we are pleased to welcome four outstanding individuals to the IYF Board who bring a rich diversity of experience, backgrounds, and perspectives to our work.

#### EVELYN BERG IOSCHPE



Ms. Ioschpe is President of the Ioschpe Foundation and the Arts in School Institute in Brazil. She is also co-founder and chair of the Group of Institutes, Foundations and Enterprises (GIFE), a Brazilian association of private organizations that invest in social programs across the country. A sociologist and journalist with a background in museum education, she has worked in various media outlets such as Correio do Povo and Zero Hora. The daughter of Jewish refugees who escaped Nazi Germany, she has focused much of her humanitarian efforts on scaling up basic quality education, teacher training, and “third sector” engagement. In 2005, she was honored at the Brazil Foundation’s Annual Gala in New York for her education work in Brazil.

#### CHRISTOPHER J. NASSETTA



Mr. Nassetta is President and CEO for Hilton Worldwide. Before joining the company in 2007, he was President and CEO of Host Hotels & Resorts, Inc., a position he had held since 2000. Mr. Nassetta co-founded Bailey Capital Corporation in 1991, where he was responsible for the operations of the real estate investment and advisory firm. Previously, he spent seven years at the Oliver Carr Company, ultimately serving as Chief Development Officer. Mr. Nassetta serves on numerous boards and organizations, including World Travel & Tourism Council, CoStar Group, Inc., the Real Estate Roundtable, and the John F. Kennedy Center for the Performing Arts. He graduated from the University of Virginia McIntire School of Commerce with a degree in finance.

#### NAADIYA MOOSAJEE



Ms. Moosajee is the co-founder of South African Women in Engineering (SAWomEng), an organization that promotes the attraction, development and advancement of women in the field. She is the recipient of numerous awards, including the Top 100 Brightest Young Minds in South Africa, CEO magazine’s Most Influential Woman of the Year, and IYF’s **YouthActionNet**® Global Leadership Fellowship in 2009. Ms. Moosajee was also honored with the University of Cape Town’s Engineering Faculty Lifetime Achievement Award. She is currently working as a consultant focused on public transport, climate change and natural resources while continuing as managing director at SAWomEng. Ms. Moosajee attended the University of Cape Town, where she received her Masters degree in Civil Engineering, and is completing her MBA through Edinburgh University.

#### JOHN STUDZINSKI



Mr. Studzinski runs the Blackstone Advisory Partners, serves as a Senior Managing Director of The Blackstone Group, and is a member of the Executive Committee of the firm, which he joined in 2006. He began his banking career in 1980 at Morgan Stanley in New York and later moved to London. Mr. Studzinski serves on numerous boards, including Human Rights Watch, Bowdoin College, FAPE, and the American Patrons of Tate. He is President of the American Friends of the Foundation of Prince William and Prince Harry. He is also a member of the Council on Foreign Relations. In 2001, Mr. Studzinski founded the Genesis Foundation—his personal foundation that supports young and emerging artists. His many awards include the Prince of Wales Ambassador Award. A graduate of Bowdoin College, Mr. Studzinski received his MBA from the University of Chicago.

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# / THANK YOU /

We express our deep appreciation and thanks to the organizations & individuals who support IYF and its youth development initiatives around the globe.

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United States Agency for International Development  
World Bank

#### NONGOVERNMENTAL ORGANIZATIONS

Education Development Center, Inc  
Research Triangle Institute  
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#### ENDOWMENT

Gregory and Lisa Barnhill  
The Becker Family  
Joseph M. Matalon  
Helio Mattar  
Richard and Virginia Schubert

#### 2011 ANNUAL FUND

**Above \$10,000**  
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#### GIFTS TO PROGRAMS

Sari Baldauf  
Maria Cattau

*We regret any inadvertent errors or omissions.*

#### CORPORATIONS / CORPORATE FOUNDATIONS



#### FOUNDATIONS



#### GOVERNMENTS / MULTILATERAL ORGANIZATIONS



#### NONGOVERNMENTAL ORGANIZATIONS



# / FINANCIAL ACTIVITIES /

As of and for the period ended December 31, 2011.

## STATEMENT OF FINANCIAL POSITION

### ASSETS

Cash and investments	\$14,158,962
Grants and pledges receivable	23,086,226
Fixed assets	934,652
Other assets	1,048,278
<b>Total Assets</b>	<b>\$39,228,118</b>

### LIABILITIES AND NET ASSETS

#### Liabilities

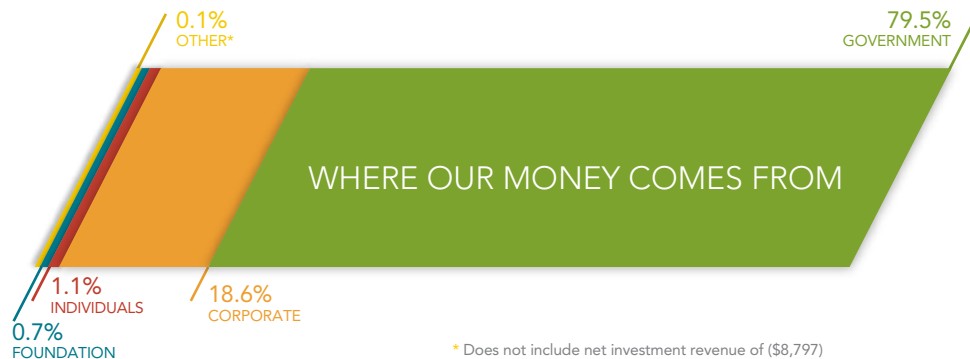
Grants payable	\$237,241
Deferred revenue	511,061
Other liabilities	1,241,025

#### Net Assets

Undesignated	1,670,498
Designated for reserve	6,867,329
Designated for endowment	2,000,000
Temporarily restricted	25,736,758
Permanently restricted	964,206

#### Total Liabilities and Net Assets

**\$39,228,118**



\* Does not include net investment revenue of (\$8,797)

## STATEMENT OF ACTIVITIES

### REVENUE

Grants and contributions	\$26,942,235
Investment income	25,065
Other income	301,153
<b>Total Revenue</b>	<b>\$27,268,453</b>

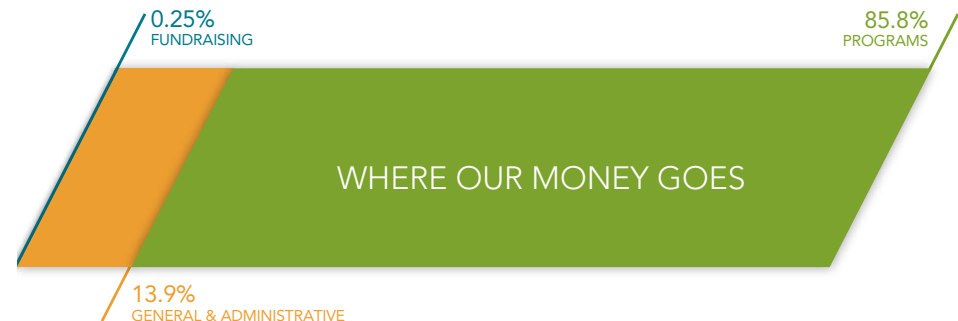
### EXPENSES

Programs	\$20,890,395
Fundraising	60,017
General and administrative	3,393,023
<b>Total Expenses</b>	<b>\$24,343,435</b>

### CHANGE IN NET ASSETS

Net assets, beginning of year	\$34,313,773
Net assets, end of year	<b>\$37,238,791</b>

McGladrey & Pullen, LLP audited IYF's financial statements. The Statement of Financial Position and the Statement of Activities for the year ended December 31, 2011, which are summarized here, are part of these audited financial statements. The complete audited financial statements are available at [www.iyfannualreport.org](http://www.iyfannualreport.org).



# A FINAL *point*

## Where do we go from here?

This past year, we've seen in often dramatic ways what can happen when young people's aspirations are realized—or denied. We've learned that communities and nations flourish when their young citizens hold decent jobs, get involved civically and raise their own children to thrive. Yet far too many of the world's 1.2 billion young people are still struggling. They need our help.

In March 2012, we released a report that set the stage for future collaborations. *Opportunity for Action: Preparing Youth for 21<sup>st</sup> Century Livelihoods*, calls on policymakers, private enterprises, civic organizations and young people to unite for progress. Weeks later, in Cartagena, Colombia, IYF joined the Multilateral Investment Fund of the Inter-American Development Bank and five top employers in Latin America to commit to training one million youth across that region for decent jobs. And a June 2012 global summit in Washington, DC, will convene over 200 representatives from business, government and civil society sectors from 40+ countries. The goal: to carry IYF's programs—and similar efforts—to real scale.

We are proud of a new partnership with Hilton Worldwide that will leverage this global giant's already strong commitment to improving the lives of young people through employee-led, community-based projects. Other partners—including Caterpillar, Harry Winston, Laureate, MasterCard, and Microsoft—are joining us to bridge the youth opportunity divide. They know that a smart investment in today's youth will pay economic and social returns for years to come.

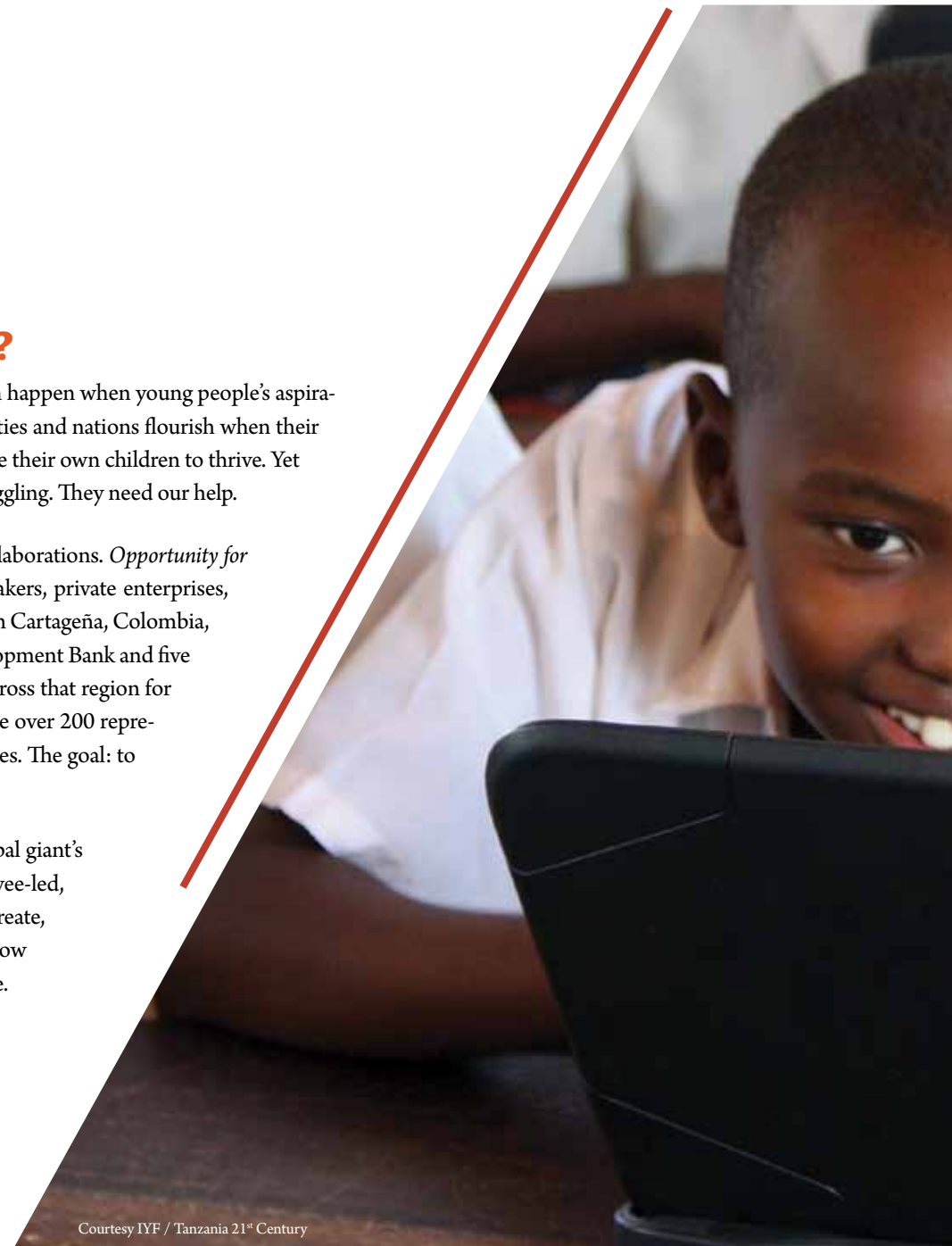
As IYF's numbers increase, more barriers to youth success will fall and new doors will open for them to receive a good education, earn a decent living and actively improve their communities.

A future where all young people can realize their potential is within our reach. But much more needs to be done. Let's get there together.

William S. Reese  
*President and Chief Executive Officer*

Douglas L. Becker  
*Chairman*

Courtesy IYF / Tanzania 21<sup>st</sup> Century





Young people are at the heart

of today's great strategic opportunities and challenges.

— U.S. Secretary of State Hillary Rodham Clinton, Youth Forum, Tunisia 2012



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