

FOCUS ON OUR FUTURE

international
youth
foundation®



2012 ANNUAL REPORT

INVOLVED & INSPIRED >>

— *empowering young leaders to excel* —

Dear Friends,

Each year, we are both so fortunate to visit program sites and meet young people around the world. We never cease to be amazed by their hopes, dreams and extraordinary passion. In the face of tremendous challenges, they contribute so much to get ahead in life, make a living, improve their own future prospects, and elevate their communities.

Looking back now, we're reminded of young leaders like Lachlan Ritchie, an Australian who is helping to create jobs and save the environment by teaching disadvantaged youth to repair used bikes. We think about Benjamin Faivovich who, at 24, has already helped 25,000 students in Chile embrace entrepreneurship as a way of life. He's now collaborating with the government to integrate entrepreneurship and life skills training in Chilean schools. At just 21, Gökden Ipek Yosunlu from Turkey helps link rural women who make rugs out of recycled fabric to urban markets. We could go on and on.

These *YouthActionNet*® Fellows belong to a fast-growing global network of determined, creative young leaders delivering positive social change while creating significant economic benefits. By 2015, IYF expects to support 1,500 such CEOs and founders—all under 30 years of age. Their organizations will benefit from the training and leadership development opportunities we offer through our national and regional institutes. Put simply, through *YouthActionNet*, we're aiming to become the world's largest youth leadership and social innovation program.

That's just one of the goals outlined in IYF's new three-year strategic plan, in which we are challenging ourselves and our partners to aim higher in every facet of our work. IYF is already helping to address the global youth unemployment crisis, but by 2015, we pledge to prepare 1.2 million more young people for jobs or self employment. We are also committed to sharing our expertise to build the capacity of 1,000 youth-serving organizations worldwide. By improving the return on their efforts, we will help them expand work and citizenship opportunities for today's youth.

Too ambitious? We don't think so. As you will read in this report, we're off to a tremendous start. But we are also realistic about the tough challenges ahead. We live in a world of restricted resources at a time when 1.2 billion young people are entering adulthood in the next 10 years—with far too many unprepared for success in the 21st Century. That's why our plan calls for an even greater emphasis on building public-private partnerships capable of scaling proven programs for greater and lasting impact.

We will do more because we must. With youth atop the global economic agenda as never before, it's time to realize what's truly possible by harnessing the efforts of—and expanding—our global community of action. We hope you'll join us.

William S. Reese
President and Chief Executive Officer

Douglas L. Becker
Chairman



IYF IS WORKING TO ENSURE OUR VOICES ARE HEARD.

Making sure young people are actively engaged in shaping their futures—both civically and economically—is critical to building a more prosperous and peaceful society.

For 12 years now, *YouthActionNet* has been a powerful engine of positive change around the world, enabling young social entrepreneurs to harness and scale their own innovative ventures. In partnership with the Sylvan/Laureate Foundation, IYF connects *YouthActionNet* Fellows to opportunities in leadership training, funding and networking—helping them strengthen their efforts to improve lives and revitalize communities.

To date, more than 700 inspiring young change-makers—all founders and CEOs of their own social enterprises—have set themselves up for success while addressing urgent societal issues such as poverty, environmental sustainability, health and literacy. As a result, more than 1 million people today are benefiting from their remarkable efforts.

ADVANCING CIVIC ENGAGEMENT

In Kyrgyzstan, as in so many nations today, the path to stability, prosperity and democracy is paved by its youth. Through *Jasa.kg*, IYF, the U.S. Agency for International Development (USAID), and program partners are teaching young people critical life and job skills while encouraging civic engagement. By 2015, the program will benefit more than 8,000 youth.

At-risk youth in Jordan are also assuming productive, rewarding roles in society through another IYF/USAID partnership, *Youth for the Future*. This concerted effort among government, business, academia, families and youth development experts is changing the social and economic outlook for thousands of young people and their communities.

Both programs are examples of how IYF is working around the world to positively engage youth in public life and ensure their voices are heard. To learn more about all of IYF's programs, visit www.iyfnet.org/iyf-programs.



2015 GOAL

The *YouthActionNet*® community will support **1,500 young social innovators** through **24 institutes** worldwide.

READY TO WORK >>

— *developing the right skills for the right jobs* —



IN 2012, SIX MILLION OF US STOPPED LOOKING FOR WORK.

There are over 620 million youth today who are not in school, not employed, not in training—and not fulfilling their potential.

What will it take to restore their hope? How can they take charge of their futures? IYF's proven programs hold the answers. Closing the opportunity gap by expanding programs that effectively prepare today's youth for success in the workplace is a critical step.

IYF did just that in 2012, by launching an historic alliance at the Cartagena Summit of the Americas. Twelve years in the making, *New Employment Opportunities* (NEO) allies the Inter-American Development Bank's Multilateral Investment Fund (MIF) and five of Latin America's leading employers. NEO builds on the legacy established by *entra21*—IYF's innovative program launched in 2000 with the MIF to bring job and life skills to the region's at-risk youth.

In just over a decade, more than 137,000 young people across 22 countries in Latin America and the Caribbean benefited from *entra21*. Still, there are 32 million out-of-work, out-of-school young people in the region whose

futures are far from certain. NEO will reach one million of them by targeting two issues at once: youth unemployment and a shortage of skilled workers. Large-scale training programs—tailored to meet the needs of regional employers—will provide youth with technical and life skills to kick-start their careers over the next 10 years.

VERTICAL EXPANSION

The private sector plays an increasingly integral role in helping governments develop regionally appropriate, demand-driven employment strategies. Private companies also factor heavily into IYF's industry-based approach to expanding the reach of leading employability programs.

For example, in 2012, IYF teamed with Hilton Worldwide to focus on employability in the travel and tourism sector—the world's largest job provider. This partnership will adapt a training model that, with the support of Hilton Worldwide team members, can help transform the futures of countless young job seekers through easily replicated, scalable programs.



Similar efforts are underway in other industries. Walmart's rapid growth in Brazil means tens of thousands of retail job opportunities in the coming years. But many young Brazilians who have never had a private sector job need enhanced skills to supply the labor market. In response, IYF and local partner, Instituto Aliança, are teaming up with Walmart on an employability curriculum that is now being taken to scale across the country. Building on this tested model, Walmart and IYF are working together to adapt the curriculum for use in training youth for entry level jobs in Argentina and Chile, with similar plans underway in South Africa and China.

Also in 2012, IYF and the Caterpillar Foundation introduced the *EquipYouth* program to provide market-relevant job training to 8,500 youth in 12 countries—including Jordan, India, Mexico, Singapore, and most recently South Korea. Youth in South Africa, for example, are now working toward their certificates as electricians, welders, mechanics and plumbers.

As part of our 2015 strategy, IYF is reaching out to recruit leading companies in other industries so that similar efforts may target additional sectors of the economy.

EXCEPTIONAL ACHIEVEMENT

In March 2013, *entra21* received the **International Prize for Pioneering Human Development Projects** from the Arab Gulf Programme for Development (AGFUND), which acknowledged the program's decade of achievement while applauding its scalability, sustainability and adaptability to conditions in other regions of the world.



2015 GOAL

IYF will prepare **1.2 million young people** for the world of work.

SCALING UP >>

— *helping others help youth* —



IYF KNOWS WHAT WE NEED TO TAKE CHARGE OF OUR FUTURES.

Experience is an exceptional teacher. Thanks to more than 23 years of innovating and improving youth development programs, IYF is in a unique position to share invaluable lessons with other organizations dedicated to helping the world's youth thrive while strengthening their capacity to deliver high-quality, tested youth programming.

In early 2012, IYF issued a series of studies for youth development professionals related to the success of the award-winning *entra21* employability program. These reports offered guidance for taking employment projects to scale, finding alternatives to violence, and employing highly vulnerable youth, among other goals.

Capacity building also took center stage in Washington, DC, at IYF's global partner meeting held in June 2012. There, workshops engaged 220 leaders from 46 countries on topics such as youth-led social innovation, the use of cloud computing to improve program delivery, and incorporating technology into IYF education and job training programs.

TOOLS OF THE TRADE

Since 1990, IYF has made over 1,000 grants, totaling nearly US\$185 million, to 466 youth-serving organizations in 134 countries. Steadfast in our efforts to continuously build and strengthen this global community of action and take effective programs to scale, IYF is training a growing corps of youth-serving professionals to become IYF-qualified instructors for our most impactful courses:

PASSPORT TO

Teamwork, creative thinking, goal-setting and time management are just some of the essential life skills young people learn through *Passport to Success* (PTS). Launched in 2004 with support from the GE Foundation, PTS features a 60-lesson curriculum available in Hindi, Mandarin, Russian and 15 other languages. It targets young people who are unemployed, not in school or at risk of dropping out. To date, more than 3,000 PTS educators have helped youth in 27 countries to acquire vital skills for success.



build^{YOUR}business

In February 2012, IYF and Microsoft unveiled *Build Your Business* (BYB), a pilot entrepreneurship training course that introduces young people to the basic ideas, actions and skills they need to start successful micro businesses—critical drivers of economic growth. Currently offered in English, Arabic and French and accessible online and on a DVD ROM, BYB teaches business skills using a mix of face-to-face instruction, hands-on activities and interactive games, exercises, video clips and case studies. In the coming months, IYF will roll out the course to 15 countries throughout Africa and the Middle East.

YouthActionNet[®]

Young social entrepreneurs are driven to grow and improve on what they've already accomplished. This 57-module curriculum, developed in collaboration with 11 YouthActionNet institutes worldwide, teaches new leadership skills to young innovators. Translated into Spanish and Arabic, with a French edition coming soon, the course is expanding to reach more grassroots populations worldwide.

PROGRAM SPOTLIGHT >> YOUTH:WORK

- **300** learning events
- **1,523** trained teachers, instructors and youth service providers
- **77** best practice publications
- **140** youth-serving partner organizations in **19** countries



2015 GOAL

IYF will build the capacity of **1,000 youth-serving organizations worldwide** to deliver quality, effective youth programming.

A CALL TO ACTION >>

— advancing the youth development cause —



IYF PUTS OUR ISSUES ON THE GLOBAL AGENDA.

A leading catalyst in youth development, IYF advances the movement as a whole—producing research, disseminating knowledge, guiding policy and recruiting others to join our community of action.

In 2012, IYF hosted several key events that put youth development at the forefront of policy makers' agendas:

- ❶ In Amman, Jordan, IYF convened the *Youth@Work: Partnerships for Skills Development* conference, where more than 400 leaders of public, private and civil society organizations from 15 Middle East and North African countries joined the dialogue about how to strengthen youth employability and skills development programs.
- ❷ In Washington, DC, IYF held *Youth@Work: Bridging the Opportunity Divide*, a conference that called for collaboration across sectors on scalable, sustainable solutions to the biggest challenges affecting youth today.
- ❸ In Dakar, Senegal, over 200 stakeholders from across Africa gathered at the *Ideas4Work* conference to share the latest findings on what works in youth employment and entrepreneurship. Participants built an action agenda to advance effective programs and policies for Africa's youth.

WHERE DO WE GO FROM HERE?

With an eye on the future, IYF's advocacy efforts have steadily pushed youth issues to the top of the global agenda and inspired policies that will positively affect young people for years to come. USAID—a longtime IYF partner—developed its first ever “Youth in Development” policy in 2012. The U.S. State Department also announced its own youth engagement framework and created a new post of Special Advisor for Global Youth Issues.

IYF continues to be the global secretariat to the World Bank's *Global Partnership for Youth Employment*, which builds and disseminates learnings on effective policies and programming, particularly in Africa and the Middle East.

Meanwhile, the Center for Strategic and International Studies, a public policy think tank, has partnered with IYF and Hilton Worldwide to create a *Global Youth Well-being Index*. The index will gather data related to youth issues, measure progress in youth development and guide smarter investments.



A RELIABLE SOURCE



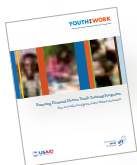
Opportunity For Action: Preparing Youth for 21st Century Livelihoods, commissioned by Microsoft, has become a widely respected, data-driven review of the barriers between young people and a decent livelihood. The 2012 report offers a framework for a society in which every young person has a chance to learn, work and lead.



Creating Opportunities for Youth in Hospitality, with insights gained from our partnership with Hilton Worldwide, offers a road map for action within the hospitality sector to address pressing youth employment issues.



YOUth magazine published 12 essays authored by corporate, government, NGO and youth leaders—adding their singular voices to the global debate on how best to move the youth agenda forward.



Ensuring Demand-Driven Youth Training Programs: How to Conduct an Effective Labor Market Assessment draws on the best practices of IYF global programs to help youth-serving organizations improve employability efforts by identifying local needs.



Measuring Success of Youth Livelihood Interventions: A Practical Guide to Monitoring and Evaluation, a publication of IYF and the World Bank through the *Global Partnership for Youth Employment*, is filled with insights to help practitioners improve programs and identify promising initiatives that can be replicated and taken to scale.

Check out these and other publications, studies and reports at our new and expanded online library: <http://library.iyfnet.org/>.

THANK YOU >>

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.

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We regret any inadvertent errors or omissions.

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CREATIVE



LiL Dilatech™

World Learning

Each of IYF's partner organizations shares our commitment to prepare young people to be healthy, productive and engaged citizens. In 2012, IYF partnered with 217 organizations in 72 countries worldwide, reaching nearly one million youth through expanded learning, work and citizenship opportunities.

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We regret any inadvertent errors or omissions.

IYF is fortunate to have an outstanding Board of Directors whose vision, commitment, and wisdom have been most helpful in developing our 2015 strategic plan. We would like to express our deepest gratitude to departing Board Member Raghda El Ebrashi, who contributed so much over the years to our understanding of youth perspectives in the Arab world.

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

Yuzaburo Mogi
JAPAN (1996–2000)
President and CEO, Kikkoman Corporation

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

Sari Baldauf
FINLAND (2000–2009)
Board Member, Daimler Corporation

Penina Mlama
TANZANIA (2002–2010)
Former Executive Director, Forum for African Women Educationalists (FAWE)

Adam Smith
AUSTRALIA (2005–2008)
Former CEO, Foundation for Young Australians

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

Bernise Ang
SINGAPORE (2009–2011)
Founder, Syinc

Sir David Bell, Chair Emeritus
UNITED KINGDOM (1996–2011)
Former Chair, Financial Times Group

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

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

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

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

Raghda El Ebrashi
EGYPT (2010–2012)
Founder, Alashanek ya Balady Association for Sustainable Development

As of and for the period ended December 31, 2012 .

STATEMENT OF FINANCIAL POSITION

ASSETS

Cash and investments	\$21,200,123
Grants and pledges receivable	33,408,114
Fixed assets	734,836
Other assets	757,568
Total Assets	\$56,100,641

LIABILITIES AND NET ASSETS

Liabilities

Grants payable	\$216,573
Deferred revenue	94,022
Other liabilities	1,341,624

Net Assets

Undesignated	2,192,816
Designated for reserve	6,867,329
Designated for endowment	2,264,170
Temporarily restricted	42,158,773
Permanently restricted	965,334
Total Liabilities and Net Assets	\$56,100,641

STATEMENT OF ACTIVITIES

REVENUE

Grants and contributions	\$42,287,468
Investment income	841,488
Other income	612,721
Total Revenue	\$43,741,677

EXPENSES

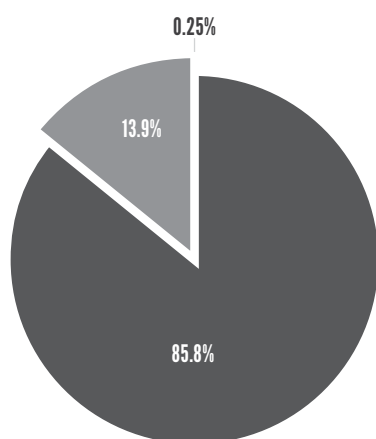
Programs	\$23,106,122
Fundraising	13,624
General and administrative	3,412,300
Total Expenses	\$26,532,046

CHANGE IN NET ASSETS

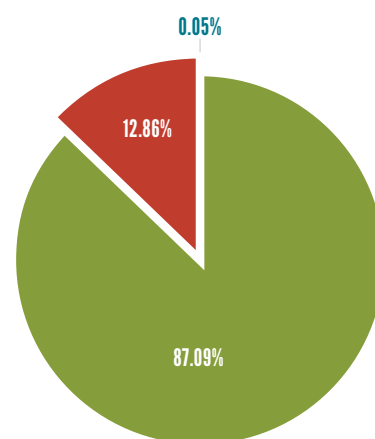
Net assets, beginning of year	\$37,238,791
Net assets, end of year	\$54,448,422

McGladrey LLP audited IYF's financial statements. The Statement of Financial Position and the Statement of Activities for the year ended December 31, 2012, which are summarized here, are part of these audited financial statements. The complete audited financial statements are available at www.iyfn.org/annual-report-financials.

WHERE OUR MONEY GOES



2011



2012



32 SOUTH STREET • BALTIMORE, MD 21202 USA • TEL +1 410 951 1500 • WWW.IYFNET.ORG •  

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