

# Investing in the World's Youth: A Global Initiative

*10 Years of Work by the  
International Youth Foundation  
1990–2000*



by  
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*Foreword by  
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 **W.K. KELLOGG FOUNDATION**



## Friends,

Globalization has resulted in rapid change for the world's economies, governmental interrelationships, communications, and cultures. With technology, people across the planet are in contact as never before. Walls have fallen, and old boundaries of time and place have diminished. In this dynamic environment, the International Youth Foundation (IYF) has thrived.

In 1990, it was funding from the W.K. Kellogg Foundation that helped create IYF, an organization with a mission to provide children and youth worldwide with safe and healthy places to learn, work, play, and live. Then and now, IYF focuses not on problems, but on engaging young people and communities in constructive activities that create nurturing environments. Positive development requires reaching out to all young people.

IYF's special focus has been to reach out to youth worldwide. In 10 years, the efforts of IYF and its network of youth-serving organizational partners have touched the lives of millions of young people in dozens of countries. The Kellogg Foundation investment has shown generous returns. Through its fundraising efforts, IYF has more than doubled the

Kellogg grant by leveraging private and public support from corporations, foundations, and other bodies throughout the world. Working initially with non-governmental organizations, IYF has expanded its reach to include global companies; international leaders, banks, and agencies; and a growing, international partner network.

In short, IYF has adapted to the changing environment, all the while honoring its mission of providing effective, sustainable programs to improve the lives of youth.

Globalization calls on us to consider the successes not just of our hometowns but of the wider, world community — including a decade of good work by the International Youth Foundation. We are proud to share this report.



William C. Richardson  
*President and CEO*  
*W.K. Kellogg Foundation*

*January 5, 2001*

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## Foreword

I am reminded of the wise observation that “it takes 10 years to raise a 10-year-old.” In that spirit, the W.K. Kellogg Foundation shares this report about a decade of growth, development, and investment in the International Youth Foundation.

In 1990, it was Kellogg Foundation support that helped create the International Youth Foundation, a youth development organization that, at the time, was without precedent. In all, the Kellogg Foundation has granted to IYF nearly \$70 million\* – the largest single commitment in Kellogg history. The initial challenge was to build on Mr. Kellogg’s desire “to take good ideas, help them grow ... invest in people and institutions ... all in support of children and families.”

This story began in 1989, when Rick Little was invited to Battle Creek, Michigan, on a sabbatical. He came to work with our staff and think anew – and to think big – about helping children and youth around the world. Like then, the Foundation is interested in new ways to expand programs to benefit young people and the institutions that serve them.

Though just a young man, Rick was no stranger to the Kellogg Foundation. Fifteen years earlier, he had started an organization called Quest that was designed to teach youth important life skills. Its very first grant, made in the mid-1970s, came from Kellogg. Conceived by Little – a 19-year-old on a life quest of his own – the program grew to become Quest International and within a few years was serving thousands of teachers and hundreds of school systems in 20 countries. By 1989, Quest International was reaching more than a million school-aged children each year.

Rick’s first task was to conduct a “scan” of youth programs around the world. Working closely with Kellogg staff, he interviewed experts, business leaders, philanthropists, and government officials all over the world. His year-long study showed a variety of conditions:

- The vast majority of philanthropic resources for children and youth internationally (i.e., outside a donor’s own country) was targeted at just two age groups – youth in higher education or children under five. Children and youth ages five to 20 were woefully underserved by the grants of foundations, foreign assistance programs, and traditional donors.
- Most international grantmaking was directed to relief and emergency efforts. This left long-term development needs substantially underfunded.
- The majority of grantmaking funded experimental start-up efforts, while programs that had proven effective suffered from a lack of opportunity to grow to scale, meet the challenges, and become sustainable.

The 1989 study revealed tremendous opportunities that were available to the Kellogg Foundation. We wanted to encourage and nurture new philanthropic institutions, while mobilizing new resources to invest in proven, effective youth programs. If a new endeavor could go to scale and create financial sustainability, millions of more children could be helped each year.

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The size and scope of the challenge, however, were huge. Rick Little's proposition to create a global, youth-serving intermediary organization was not embraced immediately. Some questioned the strategy. After all, Kellogg had been investing directly in overseas programs, mostly in Latin America, for 50 years. Was an intermediary necessary? The concept of committing Mr. Kellogg's resources to a brand-new, still-to-be-incorporated organization had many legitimate doubters.

The Kellogg Foundation's Board of Trustees held long debates. The level of concern was such that the Board created a special consultant team to monitor the new entity. This group included Barbara Bowman, president of the Erikson Institute, Chicago; Richard Lerner, then the director of the Institute for Children, Youth, and Families at Michigan State University; Hanmin Liu, president of the United States-China Educational Institute, San Francisco, who today serves as a Kellogg Foundation Trustee; William Randall, Chairman Emeritus of U.S. Bank, Milwaukee; and Ethel Rios de Betancourt, president of the Puerto Rico Community Foundation.

One of these consultants, Richard Lerner, co-wrote this retrospective report. We thank him and Jack Mawdsley, who worked at the Foundation for a number of years and provided leadership to our grantmaking to young people, for their principal writing efforts.

Once the Board's commitment was made, the real work began. Even with Kellogg's substantial support, it was not

easy for the new youth foundation. Some countries were not the fertile ground for partnerships that IYF expected. It also was very challenging to raise funds to meet the matching requirements adopted by the Kellogg Trustees. Given the level of Kellogg Foundation support, some donors thought IYF already had plenty of money. Nonetheless, IYF has grown, succeeded, and positively impacted millions of youth worldwide.

Looking back, everyone involved in the creation of IYF can be very proud. This report details many lessons that have come out of the experience of the past decade. Given the size and scope of the mission of the International Youth Foundation – and the broad range of other donors who have joined in supporting its work – there is much to be learned, and shared, in 10 years of unusual work.

Hopefully, the experience of the International Youth Foundation and the W.K. Kellogg Foundation will encourage more individuals and institutions to take risks and give life and sustainability to big ideas. With the daunting challenges facing the world's young people, the final lesson is that no idea can be too big.

Russell Mawby  
*Former Chairman and CEO  
Honorary Member, Board of Trustees  
W.K. Kellogg Foundation*

## Introduction

This report reviews the 10-year record of progress made by the International Youth Foundation and its partners toward meeting the ambitious goal of improving the lives and prospects for young people around the world.

When IYF was launched in 1990, the issues of children and youth were just beginning to gain greater international attention. The United Nations was convening the largest gathering of heads of state in history to adopt the Convention on the Rights of the Child. Governments, non-governmental organizations (NGOs), and the international community at large were starting to recognize the critical importance of investing in the next generation at a time of dramatic global transformation. Today, 10 years later, the international landscape has changed dramatically. Still, social and economic disparities continue to diminish the prospects for millions of young people around the world. Yet, new and unparalleled opportunities are emerging for them to find their voices, to participate in civil society, and to flourish in the new global economy.

This report seeks to tell the story of IYF, a new global organization seeking to develop the skills, values, and attitudes necessary to make young people successful adults. As an intermediary among NGOs, businesses, and governments, IYF has sought to identify “what works,” bring it to scale, and make the case for youth to the broadest possible audience. This report will explore IYF's strategies and accomplishments in the field of youth develop-

ment, while reviewing IYF's responses to real difficulties encountered along the way. The report also will highlight some of the critical “lessons learned” as well as some of the emerging challenges that confront IYF and other youth organizations in this era of increasing globalization.

IYF was founded on the notion that a wealth of knowledge about effective youth programs exists, but that far too few youth-serving NGOs benefit from this expertise because of scarce resources and lack of sustained, coordinated action.

Ten years after the initial Kellogg Foundation grant, IYF has established itself as a significant, international player in the field of youth development and has impacted positively the lives of more than 10 million young people worldwide. IYF has created formal partnerships with youth-serving NGOs in more than 40 nations and territories, and it is working actively in 20 more countries. Further, IYF has raised more than \$150 million and grown an endowment to nearly \$20 million.

IYF's network of youth-serving NGOs has a combined staff of 660 and combined endowments of more than \$96 million. Together, IYF and its partners now make a total, annual investment of \$90 million in young people in both developed and developing countries. While IYF continues to grow and learn, it has already made a significant contribution to the global community and its youth.

IYF was founded on the notion that a wealth of knowledge about effective youth programs exists, but that far too few youth-serving groups benefit from it.

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## Chapter 1

# A Compelling Idea that Became an International Youth Organization

*“Child and youth development is a frontierless issue. There’s so much we can learn from successful programs in other places.”*

—PRESIDENT MARY MCALEESE, REPUBLIC OF IRELAND

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In 1990, the Board of Trustees of the W.K. Kellogg Foundation (WKKF) awarded the first in a series of grants to the International Youth Foundation totaling \$67.2 million. Here are some of the reasons why WKKF decided to make its commitment to support IYF in what it hoped to accomplish.

### A world in flux

In large part, WKKF launched IYF as a response to what was seen as an historic opportunity to positively impact the world’s youth during a period of profound global change. World events – such as the fall of the Berlin Wall and the break-up of the Warsaw Pact – were opening up new opportunities for NGOs to expand their role in helping to build civil society and strengthen democracy worldwide. Citizens from East Germany to El Salvador, emboldened by shrinking government control and the first stirrings of democratic liberties, were eager to embrace new ideas and effective policies and programs that could improve their lives and their children’s prospects.

At the same time, the international economy was showing initial signs of creating unparalleled growth and expanded possibilities for human progress. Technology was shrinking the planet, and literally billions of people were moving into market economies. Further, in various parts of the

world, problems were beginning to be viewed in a global context. In the search for solutions, building collaborative partnerships – particularly between the public and private sectors – was valued increasingly for the potential for worldwide effectiveness.

In addition, there was growing sentiment that while much was already known about “what works” in promoting the positive development of young people, too little attention had been directed toward systematically documenting and identifying best practices, investing in scaling them up, and sustaining them over time. There also was a new awareness – particularly in the United States – of the unprecedented scale of private wealth that was soon to transfer into the hands of a new generation. Given this dual interest in encouraging philanthropy and helping young people, WKKF and IYF were asking the same question: “How do we best tap those new resources on behalf of the world’s children and youth?”



New challenges also were emerging for the world's young people. Demographics alone offered a compelling rationale for action. More than half the world's population was under the age of 25. More than one billion children would be born during the decade of the 1990s, making it the largest single generation ever to be entrusted to the world's care. Yet the vast majority of those young people would grow up in the poorest nations in the world. It was clear that far more needed to be done not only to improve the odds of success for the world's youth, but also to change the odds in their favor.

### Taking risks

In making such a substantial and sustaining investment in IYF, WKKF took several calculated risks and made exceptions to several well-established policies. For example, the scope of IYF's activities went far beyond WKKF's geographic areas of interest, which at the time included the United States, Latin America and the Caribbean, and southern Africa. IYF's scope would be global. Additionally, the proposed request far exceeded any grants prior to 1990, both in size and duration. WKKF rarely had funded a United States-based interme-



diary to support its international programs. And some people questioned whether a new global entity such as IYF even was needed – that perhaps WKKF simply should do this new work itself, rather than invest in the costly, slow, and unpredictable process of institution building.

Even with these risks and concerns, there was a highly unusual spirit of engagement in the start-up process, with numerous WKKF staff playing a hands-on pivotal role in the initial planning and development of IYF. During the two years leading up to the formal creation of IYF, WKKF provided funding and logistical support to Rick Little, who had begun to formulate the concept of establishing a global intermediary foundation that would focus on identifying and scaling up best practices for youth development.

In the end, the WKKF Board weighed the risks and decided to make a substantial investment in a compelling idea. But it did so with a degree of prudence and caution. WKKF assisted in establishing the legal and fiscal framework for the new organization, and it worked closely with Little and his talented – albeit new and small – team to establish the necessary procedures and processes. WKKF even established matching guidelines to tie the release of its funding to IYF on the new organization's performance – using a business model. As plans progressed, site visits by a number of WKKF Trustees to IYF partner organizations and a joint meeting of the WKKF and IYF boards provided mutual inspiration and support.

### Core principles

From its inception, IYF shared certain key assumptions in common with WKKF:

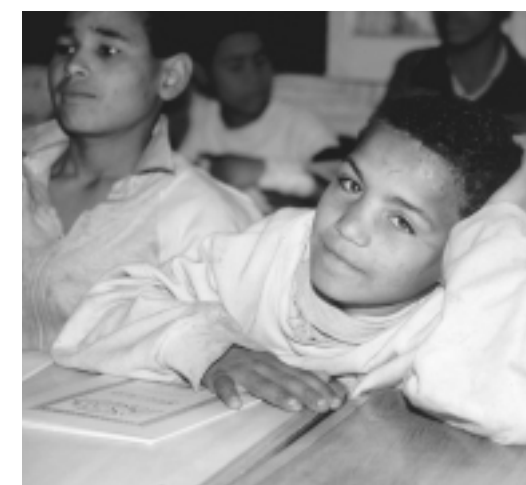
- A belief that in order to develop long-term programming for children and youth, far greater attention should be paid to identifying and then support-

ing “what works” – by expanding the capacity and sustainability of successful youth programs and bringing them to scale.

- A commitment to the concept that an independent organization could leverage solutions and funding, and in the process, bring new attention and resources to bear on children and youth. Even as a major private foundation, WKKF by itself could not provide sufficient funding to take successful strategies to scale. But it could use its funds strategically, through leveraging funding and incentives, to “expand the pie” for youth development programs.
- A shared sense of urgency that, with the explosion in the world's youth population, it was time to increase the visibility and public awareness about the mounting needs of children and youth, as well as effective ways to address them.

WKKF and IYF saw other strategic opportunities as well. Up until then, the bulk of traditional donor support in the United States and around the world – particularly in developing countries – was aimed at either survival programs for children under five or higher education. In addition, the vast majority of public and private aid to developing countries was going toward relief and emergency assistance – not prevention or the promotion of positive youth development. In 1990, both IYF and WKKF saw opportunities to expand the focus on the world's youngest citizens to address their needs, challenges, and aspirations. The organizations also sought to emphasize the capacity of young people to lead healthy and positive lives. The focus would be on human development – not the struggle to survive.

At the time, WKKF had been increasing its investments in encouraging the growth of philanthropy, with a special



interest in improving both the quantity and quality of philanthropy for youth. The Kellogg Foundation had multiple challenges: to bring to the fore new or non-traditional money for youth programs; to create new philanthropic vehicles to strengthen and promote charitable giving; and to make a compelling case to key leaders in the donor community (as well as in the public, private, and NGO sectors) that would ensure sustained support for children and youth.

As a result of a vision that it shared with IYF, WKKF made its commitment. While WKKF did provide 100 percent of IYF's start-up costs for the first few years, the young, untested organization faced large hurdles. More than half of WKKF's \$67 million grant was a two-to-one matching grant. In order to secure \$33.3 million of the WKKF commitment, IYF would need to first raise an additional \$60.1 million from other sources and demonstrate that this fund-raising represented “new” commitments from donors. After the first three years, a team of consultants was appointed to assess IYF's progress and to advise the WKKF Board on the execution of its strategy. By providing unprecedented financial support and creative guidance, WKKF gave IYF the freedom and flexibility to test, explore, and make mistakes.

*IYF's Impact Face-to-Face:*

## Nicauliz Hernandez

*Oaxaca, Mexico*



Oaxaca, a rural state in southern Mexico, is a vibrant ethnic and cultural center. Yet 75 percent of the people who live there exist in fragile economic circumstances with limited prospects for employment and education. One-third of its residents lives in extreme poverty. Among the 42 percent of the population under age 15, fewer than half has completed primary school. Overall, the rate of illiteracy among Oaxaca's indigenous population is 42 percent. And girls and young women – burdened by domestic chores and early marriage – face a future with even fewer opportunities than most young people in Oaxacan society. Twice as many boys as girls attend secondary schools.

With so few opportunities for young people to get an education or earn a living, about 80 percent of Oaxaca's youth migrates to urban centers in Mexico and the United States. But 16-year-old Nicauliz Hernandez will not be one of them. Thanks to El Centro de Desarrollo Comunitario Centeotl (the "Community Development Foundation"), Nicauliz has found a place to learn new skills, share her talents, and rediscover her cultural heritage.

El Centro is a project of Fundación Comunitaria Oaxaca, IYF's partner in Mexico. The Foundation works to promote youth and micro-regional development in the state of Oaxaca. El Centro is one tool for drawing young people into community development to strengthen the region. The Center features a library, craft factory, computer room, and an agricultural education center. Through these facilities and

resources, El Centro seeks to promote a life of dignity among the indigenous population, while providing young people in the region with the skills and values that will enable them to have productive lives and become leaders in their community.

Nicauliz has been coming to El Centro with her younger brother for five years. Each day she uses the Center's library to improve her studies – she is planning to study medicine and become a doctor. As part of her involvement at El Centro, she also helps tend the large plots of amaranto plants. Amaranto is a high-protein cash crop El Centro is promoting in the region to improve the diet of local people and create a much-needed source of income for Oaxaca's impoverished residents.

"Here at El Centro I'm responsible for helping to water the amaranto plants as well as the trees that we are growing under the shed," Nicauliz says. "The young people here often go into the community to do projects, like cleaning up the square or planting a tree. Sometimes I read to the younger kids, too."

She talks about how her work at El Centro has enriched her life.

"Being a volunteer and having responsibilities gives me a lot of pride. It makes me feel part of something," she says, smiling with a rare confidence for a young woman of her age.

Through her work and study at El Centro, Nicauliz looks to the future with a growing recognition that she has something valuable to offer her community.

## Chapter 2

### IYF's Search to Fill a Unique Niche

*"To succeed in the 21st century, young people need to master basic life skills – how to get along with others, resolve conflicts, solve problems creatively, and plan for the future. IYF is mobilizing far-reaching support for programs and approaches that help young people gain these essential skills..."*

—SARI BALDAUF, PRESIDENT, NOKIA NETWORKS

The vision of IYF is a world in which every young person has at least one responsible, loving adult committed to his or her well-being; a safe place in which to live, learn, work, and play; a healthy start and lifestyle; the chance to serve others; and the opportunity to learn marketable skills for adulthood. To turn this vision into reality, IYF adopted its mission: "To positively impact the greatest number of young people, in as many places as possible, in the shortest amount of time, with programs that are effective, in ways that are sustainable."

IYF has sought to accomplish its mission by offering a comprehensive approach and by directing a wide range of activities to benefit all young people – regardless of their place of birth, income, race, or nationality. IYF has pursued its work knowing that the problems and challenges affecting young people are not limited to either developing or developed countries. Nor are they bound by ethnicity or geography, economic status, or political systems. It is clear that effective programs that respond to the challenges of today's children and youth must cut across these boundaries and engage all sectors of society.





Meeting the needs of children and young people, IYF acknowledges, must be a collective effort. However, there are significant differences in the capacity of potential partner organizations and countries. Thus, IYF seeks to focus international attention on what is being learned about effective programs, practices, and principles. It also is focused on how to apply those lessons globally – to benefit all children.

IYF has worked to fill a specific niche in the international community of NGOs by carrying out a multifaceted strategy with several key elements:

- **Place primary focus on an underserved segment of the population.** Given that the vast majority of programs and strategies – particularly in developing countries – are aimed at either the birth-to-five age group or 20-year-olds and up, IYF placed its primary programmatic emphasis on the relatively underserved age group of five to 20-year-olds. That focus has since been expanded to include those in the working population in developing countries.
- **Promote positive youth development and participation.** IYF has sought to bring a holistic approach to the complex set of child and youth needs worldwide. From the beginning, IYF has argued that the challenges of youth should be approached by recognizing their positive assets and talents – not their problems – and that efforts should be designed to help them develop the skills, values, and attitudes they need to succeed today – not just tomorrow. This “positive youth development” approach would help ensure that young people are equipped with such life skills as competence, confidence, character, and a feeling of being connected to their family, peers, and community.



IYF has worked to change the image of young people from passive beneficiaries of programs and services to active players who can contribute their energy, idealism, and insights to a community's growth and progress. IYF thus has placed a significant priority on programs and strategies that promote youth participation in schools, communities, and places of work.

- **Create a global network of NGO partners.** IYF has identified “country partners” in selected nations that have shown effectiveness in addressing child and youth issues and fostering youth development policies. (See page 10 for a list of IYF partners.)
- **Encourage tri-sector partnerships for children and youth.** IYF has worked to bring together top business, government, and civil society leaders to drive forward transformational change to benefit children and youth. IYF believes that these three sectors – working together to foster a sustained “on-the-ground” impact for young people – can take on challenges and

strategies that no one sector could address on its own. IYF has served as a catalyst for such collaborative, tri-sector approaches.

- **Promote effectiveness, scale, and sustainability.** IYF has worked to identify “what works” for youth in each country, to bring to scale those programs and strategies that appear to be effective, and to help ensure IYF partners' sustainability through capacity building and enhanced resources. This has led to IYF's emphasis on expanding the capacity of the partners and supporting existing innovative youth programming.
- **Exert leverage.** IYF has sought to galvanize leaders, identify solutions, and leverage new funding on behalf of young people worldwide. IYF also has worked to make the case to key influencers, donors, and leaders to view youth as a global priority of the future as well as the present. In efforts to leverage new money, IYF has pursued funders that included multinational corporations, multilateral development banks, and indigenous philanthropic institutions that in 1990 were viewed as non-traditional sources of funding.
- **Develop new approaches to old problems.** IYF has worked to bridge traditional ideological divides and produce hybrid solutions that transcend conventional wisdom, expand common ground, and encourage constructive, non-partisan discussion. Most recently, for example, IYF brought together multinational corporations, foundations, NGOs, and the World Bank to take a new look at the needs and aspirations of young adult factory workers in South Asia and elsewhere. Known as the Global

Alliance, this initiative underscores a new view of the workplace as a fertile venue to provide young people with skills that go beyond their job training needs to equip them with life skills. The goal is to enhance workers' lives both at work and in their communities.

- **Serve as an impartial standard setter.** Through international task forces and ongoing consultations, IYF has developed both a framework and a set of international standards for effective programming for children and youth. For example, IYF helped develop specific criteria for defining a successful and sustainable youth program. These criteria subsequently became broadly used within the child and youth development field and have been adopted by both public and private agencies and organizations.



IYF has worked to identify “what works” for youth in each country, to bring to scale those programs and strategies that appear to be effective, and to help ensure IYF partners' sustainability.

IYF's Impact Face-to-Face:

## Phuti Reletjane

Johannesburg, South Africa

When asked about his youth, Phuti Reletjane says, "I'm a 'bundu boy' – a rural boy. I grew up on a farm in the Northern Province – one of the most impoverished areas in the country."

Phuti (pronounced "poo-ti") considers himself lucky in many ways. Raised by Roman Catholic nuns and brothers, he was able to complete both general and honors degrees at the University of the Western Cape. But at the age of 22, he found himself with an education and a strong desire to work, but no opportunity for employment.

"I spent one and one-half years at home looking for a job," Phuti says. "I don't think there would have been any breakthrough without the *Make a Connection Program*. In October, I celebrated my 24th birthday and entered the program. Eight weeks later, I began full-time employment with a company that manages pension funds. This program was the catalyst."

The IYF/Nokia *Make a Connection Program* is a pilot project involving 100 graduates from technical colleges and commercial institutions in two provinces, Gauteng and the Northern Province.

Administered through an IYF partner, the Youth Development Trust, the program provides workplace skill-building sessions and practical exposure to work environments through week-long "learnerships" at local companies.

Phuti's successful transition to employment is exactly the result the program is targeting by providing relevant job skills.

"The program has three areas of training: workplace skills, computer literacy, and entrepreneurship," he says. "The people who conduct the workshops specialize in these areas. They relate theory to practice. Through *Make a Connection*, we polish our skills and have much-needed exposure at many different companies. This gives us an edge."

Responding to a comment about South Africa's high unemployment rate, Phuti says, "That is an understatement. All 25 of the men and women in our group graduated from college, but they were reluctant to even imagine [employment]. Now we are all groomed to enter the labor market."

Thinking aloud about South Africa's challenges, Phuti says the *Make a Connection* approach is timely and important.

"Upon liberation, we had a very isolated economy," he says. "Globalization emerged at the same time we began to address our national problems. The problem with globalization is the tendency to cut on social spending. People are hesitant to create jobs that are labor-intensive."

Given what he calls the "enormous" press of global forces, Phuti concludes that programs like *Make a Connection* provide a crucial investment in South Africa's future.

## Chapter 3

# The Impact of the International Youth Foundation and Its Partners

"What was attractive when I looked at IYF for the first time was that they dared to do something that was completely unusual, to define good practice around the world, and develop criteria with which I could agree immediately."

—CHRISTIAN PETRY, EXECUTIVE DIRECTOR, FREUDENBERG FOUNDATION, GERMANY

Ten years after the initial commitment of support by the Kellogg Foundation, IYF has become a major player in the field of youth development. Country by country, the number of partnerships with national organizations has grown continuously, to more than 40 nations.

For over a decade, IYF and its partners have been asking tough questions. How does society best prepare young people for the challenges and opportunities of the 21st century? What knowledge, skills, and values will they need to help shape their world and ours? How can we better identify programs that work for children and youth, take them to scale, and then sustain them over time? This chapter looks at how IYF has tried to answer those questions over the past 10 years. In other words, how have IYF and its partners improved the lives and prospects of children and youth worldwide?

To accomplish its mission – to positively impact the greatest number of young people with effective and sustainable programs – IYF has had considerable success developing and refining its major strategies by:

- building a global network of national partners;
- mobilizing resources to support youth;
- increasing the impact of youth-related programs; and



- making a compelling case for the positive development of children and youth.

## Building a global network of partners

Over the past 10 years, IYF and its partner network have become a global horizontal learning organization, linking foundation-like organizations across regions to share their collective knowledge of best practices for child and youth programming.

The network allows IYF to share its best practices and "lessons learned" with an ever-widening audience that goes beyond its partners to include corporations, foundations, and NGOs. In a new alliance, IYF's work with the Balkan Child and Youth Foundation represents 12 country and territory partners.

# International Youth Foundation

## Global Network Partners 1990-2000

**Argentina**  
Fundación YPF (2000)  
Fundación Sustentabilidad Educación, Solidarid (2000)

**Australia**  
Australian Youth Foundation (1996)

**The Balkans** (representing 12 Balkan countries/territories)  
Balkan Children and Youth Foundation (2000)

**Brazil**  
Fundação Abrinq (1998)

**Canada**  
Lions-Quest Canada (1999)

**China**  
China Youth Development Foundation (1999)

**Colombia**  
Alianza para la Incidencia en Políticas Publicas de Juventud (2000)

**Czech Republic**  
Civil Society Development Foundation (1999)

**Ecuador**  
Fundación Esquel-Ecuador (1991)

**Germany**  
German Children and Youth Foundation (1994)

**India**  
Youthreach (2000)

**Ireland**  
Irish Youth Foundation (1994)

**Israel**  
Israel Children and Youth Foundation (1999)

**Mexico**  
Fundación Comunitaria Oaxaca, A.C. (1997)  
Fundación Vamos (2000)

**Netherlands**  
Jantje Beton (2000)

**Palestine**  
Welfare Association (1999)

**Paraguay**  
Centro de Información y Recursos para el Desarrollo (1999)

**Peru**  
Centro de Información y Educación para la Prevención del Abuso de Drogas-CEDRO (2000)

**Philippines**  
Children and Youth Foundation of the Philippines (1993)

**Poland**  
Polish Children and Youth Foundation (1992)

**Portugal**  
Fundação da Juventude (1999)

**Puerto Rico**  
Fundación Comunitaria de Puerto Rico (1999)

**Romania**  
Princess Margarita of Romania Foundation (2000)

**Russia**  
New Perspectives Foundation (1998)

**Slovakia**  
Children of Slovakia Foundation (1995)

**South Africa**  
Youth Development Trust (1994)

**Thailand**  
National Council for Child and Youth Development (1993)

**United Kingdom**  
Children and Youth Partnership Foundation (2000)

**United States**  
Forum for Youth Investment (1999)

**Uruguay**  
Foro Juvenil (1998)

**Venezuela**  
Fundación Para la Infancia y la Juventud – Oportunitas (1998)

IYF itself has truly global representation; its board of directors is drawn from five continents, and the staff represents multiple nations and cultures. Today, the nine members of IYF's board of directors come from different countries in Africa, Asia and the Pacific, Europe, and North America. With a wide range of backgrounds, IYF staff members represent some 17 different countries.

### **Mobilizing new resources for young people**

Over the past 10 years, IYF has sought to "expand the pie" to fund programs promoting the development of children and youth, primarily by increasing the quality and quantity of private investments. IYF cites these accomplishments:

**Raised more than \$154 million in resources for children and youth worldwide.** Through government, foundation, individual, and country and corporate partnerships, IYF is channeling greater funding into youth pro-

gramming and expanding its global network of partners. Through that network, IYF has worked to advance the needs of children to a potentially vast new audience. IYF's endowment stands at \$19.3 million.

### **Formed partnerships with global companies.**

By advising multinational companies on how to design, implement, or support youth initiatives, IYF has been able to disseminate a positive child and youth development model without investing substantial amounts of its core funding.

For example, IYF has received \$700,000 to date from Microsoft Corporation to increase access to educational technology among young people in Poland, South Africa, Russia, and the Philippines. As part of a partnership with Nokia Network, IYF received \$2.5 million for the first year to address specific needs of young people in Brazil, Germany, China, Mexico, South Africa, and the United Kingdom. In a partnership with Lucent Technologies, IYF is managing a four-year, \$14.9 million project to reach educators and young people.



**Diversified its donor base.** One of the great unknowns in 1990 was whether or not IYF could be successful in attracting new money to the issue of child and youth development. IYF has proven that it can bring many new donors to the table, while also diversifying its sources of funding from both traditional and non-traditional sources. In 1999, for example, IYF received 22.8 percent of its total funds from corporations; 20.6 percent from foundations; 21.8 percent from governments; 22.8 percent from NGOs; and 10 percent from investment income. Funds from individuals and international organizations made up less than two percent of the overall donor base. (See page 43 for a list of contributing donors from 1990-2000.)

**Promoted indigenous philanthropy.** Long-term sustainability requires significant financial support from local countries. In most developing countries, financial resources are modest. In spite of this, IYF has promoted philanthropy through a range of strategies and programs. One approach has been to promote and work through various consortia of donors in countries like Ecuador, South Africa, Thailand, the Philippines, and Ireland. IYF also has supported research in community-based philanthropy in countries like Slovakia. In all, IYF has committed more than \$700,000 in grants to promote philanthropy-building

efforts among its partners. Perhaps the strongest example of how IYF has helped to promote sustainable, indigenous philanthropy is the Children's Hour campaign, which has become a model for indigenous philanthropy in many countries. (See profile on page 20.)

### **Increasing the impact of effective programs**

The core work of IYF and its network of partners has been to provide effective youth programs.

**IYF has expanded the reach and capacity of its partners.** A key objective for IYF has been to help strengthen IYF country partners and enable them to work more effectively, reach more young people, and have a greater impact. Since 1991, IYF has made \$74.5 million in grants to develop and strengthen programs and partnerships for child and youth programs worldwide. These grants have been allocated to expand partner development, raise public awareness, strengthen proven programs, and promote indigenous philanthropy.

### **IYF has promoted best practices and standards for child and youth development.**

As a result of extended consultation and experience in the field, IYF has developed an internationally relevant set of criteria for successful and sustainable youth programs. The criteria include a commitment to work with five- to 25-year-olds; an approach to children and youth that balances prevention and long-term development; an emphasis on involving parents and significant adults in the lives of young people; and a commitment to providing monitoring, evaluation, and feedback on the programs. IYF also has developed a "Framework for Effective Programming" that offers guidelines for the analysis of programs and builds on IYF's original criteria.

IYF has sought to "expand the pie" to fund programs promoting the development of children and youth, primarily by increasing the quality and quantity of private investments.

## International Youth Foundation Framework for Effective Programming

IYF has devoted considerable time and energy to identifying, analyzing, and synthesizing those crucial elements that contribute to youth development program effectiveness. Its Framework for Effective Programming offers guidelines for the critical analysis of youth programming, provides concrete examples of exemplary practice from IYF's program network, and discusses ways in which programs can improve their own practices. The framework elaborates on the core elements of effective programming summarized below. IYF's activities and support are focused on programs for children and youth, ages five to 25, that share these common characteristics:

### ***In their approach to children and youth:***

Working not only with young children but with five- to 20-year-olds;  
Balancing prevention with growth and development;  
Promoting competence, connection, character, and confidence;  
Offering age and developmentally appropriate activities; and  
Involving youth in more meaningful ways.

### ***In their connections to family, community, culture:***

Involving parents, extended family, and significant adults;  
Involving the community in planning and implementation;  
Ensuring cultural relevance; and  
Coordinating with other children and youth services.

### ***In their organizational commitments to sustainability:***

Identifying cost-effective ways to achieve goals;  
Providing monitoring and evaluation feedback;  
Providing staff training;  
Planning for self-sustainability; and  
Developing financial, technical, and managerial capacity.

### ***In their capacity to reach more young people:***

Demonstrating clear evidence of success;  
Expanding current operations; and  
Replicating components, including across cultures.

IYF offers its network of country partners training in sustainability, evaluation, grantmaking, and child and youth development. In addition, IYF and its partners have hosted meetings of practitioners and policymakers to discuss best practices. These training sessions have been convened in Asia, South Africa, and Latin

America. One example that illustrates IYF's emphasis on best practices and standards is IYF's partner in Poland, which sponsors annual teaching fairs in which teachers and practitioners showcase the latest methods, tools, and programs used in Polish schools.



***IYF has developed a comprehensive database that helps promote effective programs worldwide.*** IYF and its partners have accumulated a wealth of valuable knowledge about current youth trends, programs, and practices in countries worldwide.

YouthNet International is IYF's electronic global database that includes descriptions of 171 programs that are making a difference in the lives of young people. This comprehensive listing contributes significantly to IYF's ability to share trends and best practices not only with its own partners, but also with concerned organizations, companies, and governments. Every program has been assessed against IYF's criteria for sound programming. IYF is in the process of analyzing and synthesizing program lessons in best practice documents which will contribute to the field. Within the next two years, this information data bank is expected to double in size.

As part of other work to promote best practices, IYF recently published *Growing Your Organization: A Sustainability Resource Book for NGOs*, which analyzes the factors needed to sustain effective programs and practices for young people in a variety of cultures and contexts around the world.

***IYF has promoted and expanded evaluation of programming.*** Recognizing the weakness of program evaluation in the field of children and youth, especially those related to outcomes, IYF has placed growing emphasis on strengthening the evaluation process. In recent years, IYF has sponsored workshops in evaluation and youth outcomes measurement for its partner organizations. Work at one such session in Latin America was produced in an evaluation manual. In Australia, an IYF partner has developed a similar evaluation tool which has been distributed worldwide.

Additionally, IYF has provided grants and mini-grants to support the systematic

measurement of youth outcomes and development of institutional evaluation systems. IYF also has launched a series of its own evaluation case studies of partner programs, the first of which was *Children and Youth Foundation of the Philippines at Five Years: An Analytic Case Study*, published in October 1999. Similar studies are being prepared for IYF partners in South Africa, Poland, and Mexico.

IYF also has strengthened its own internal and external evaluation processes. In partial response to recommendations by the Kellogg Foundation to gather more objective data, IYF developed a comprehensive evaluation plan in 1997. Since then, IYF has worked to gauge the effectiveness and impact of its own work and that of its partners. IYF's plan includes a biannual internal assessment of progress made toward its mission, a biannual assessment of partners' opinions of IYF's performance and partnership relations, an accounting of grants made and number of children reached, case studies of IYF's partners and strategies, and outcomes studies that show the impact of IYF-supported programs.



The World Bank has placed youth issues on its international agenda for the first time, in part because of its partnership with IYF.

*IYF has influenced the way other key institutions work on youth development.* In addition to leveraging funds for IYF's initiatives and country partners' programs, IYF has advised other key organizations in designing and implementing programs to promote child and youth development.

For example, the Peace Corps has adopted IYF's criteria for defining an effective youth program and applied those principles in the field. IYF played a major role in the early development of America's Promise – the national campaign in the United States led by retired General Colin Powell – by encouraging it to promote key resources that every child needs to succeed. Whirlpool Corporation adopted IYF's key principles for youth development programs as part of its grantmaking evaluation scorecard. The World Bank has placed youth issues on its international agenda for the first time, in part because of its partnership with IYF.

### **Working to impact youth outcomes worldwide**

Identifying and sharing best practices must go hand in hand with strategies to adapt the practices to local circumstances. Then it is crucial to see tangible evidence of sustained improvement in the lives of children and youth. Recognizing the need for greater emphasis on outcomes, IYF is dedicating a significant amount of time and resources to help give its partners the tools and strategies to evaluate those results.

It is possible to improve the lives of children and youth in many ways, for example, by increasing leadership, academic, vocational, and employment skills. Youth also need skills that promote health awareness and healthy behavior, personal and social skills, civic participation skills, and a whole range of artistic and cultural awareness skills. This section provides examples of the volume of activity and

quality of impacts that result from the work of IYF, its network of national partners, and their indigenous partners. The following points discuss outcomes that were reported by grantees in a sample of programs of IYF and its partners from 1992 to 1997.

#### **Education**

About 23,500 youth and adults – including almost 5,000 street-based children – were reached as the result of \$1.3 million in grants for education, teacher training, and dropout-prevention programs. Grantees reported improved academic and vocational skills in 74 percent of the programs. About three-quarters of grantees also reported improved student attitudes toward learning. (For example, 38 of the 50 girls in the Buddha Kaestra program in Thailand improved their academic skills.)

#### **Work preparedness**

Some 8,000 youth and adults – including 4,500 particularly at-risk youth – benefited from \$3 million in grants for vocational training, micro-enterprise, and career education programs. Grantees reported increased job-related skills and job readiness in 88 percent of the programs and improved work attitudes in 70 percent. (For example, 80 percent of more than 700 youth involved in the Sulu Youth Program in the Philippines were employed as a result of intervention programs.)

#### **Civic participation**

More than 20,000 youth and adults benefited from \$1.8 million in advocacy, community service, and community-building grants. Grantees reported increases in teamwork and cooperation among youth in 74 percent of the programs. Of the programs, 62 percent saw an increased sense of belonging to the community on the part of youth.



#### **Personal and social skills**

More than 20,000 youth and adults benefited from more than \$4.2 million in grants promoting self-esteem, conflict resolution, and healthy decisionmaking. In all, 80 percent of grantees reported improved student attitudes toward cultural tolerance, and 63 percent said there was increased decision-making and survival skills.

#### **Health**

Some \$490,000 in grants to 14 health-focused programs reached 24,000 youth and adults. In general, the grantees reported increased knowledge of health issues among students in 97 percent of the programs, responsible decisionmaking on health and sexuality issues in 79 percent, and increased ability of young people to overcome substance abuse in 55 percent of programs.

The following are additional examples of how IYF-funded programs have affected the lives of young people.

#### **Community service**

Under the leadership of IYF's partner, the Polish Children and Youth Foundation, some 3,000 young people have initiated and managed almost 200 community projects addressing the needs of youth to understand democracy. One hundred percent of participants in 1995 were still active in 1997.

#### **Job preparation training**

In four Latin American countries, a social development and job skills program funded by IYF and several partners (including the Inter-American Development Bank) reached more than 4,000 young people over two years. For example, a 1998-99 project in Ecuador provided young people with loans ranging from \$500 to \$4,000 that helped create 16 new businesses. In Paraguay, 11 community projects were funded; and 400 young people were engaged in the process. In Guatemala, the project funded some 30 new and existing small businesses. These initiatives showed qualitative results. Young people gained new knowledge about developing budgets and running a business. They also felt a sense of belonging by working together, as well as a feeling of empowerment by contributing to their communities.

The example of IYF's partner in the Philippines demonstrates the multiple outcomes and impact that programs can have on youth. The Children and Youth Foundation of the Philippines (CYFP) funded or supported eight programs that, in a 1999 study, were found to have more than 25 different youth outcomes. The study by Dr. John Seeley, an independent evaluator with Formative Evaluation Research Associates in Ann Arbor, Michigan, was based on interviews with more than 160 young people. The outcomes ranged from those related to physical and mental health to those linked to school performance and

community service. Part of the study focused on youth outcomes of a CYFP-supported street children's program.

This excerpt from the study captures a full range of outcomes:

*A young woman sketched the story of her involvement with a street children's program. At age seven, she was selling plastic, vegetables, and cigarettes on the street. She became involved in the program because of her brother. Her involvement over the years in the street children's program gave her much to be thankful for:*

*"I was angry with my parents about being poor," she said. "I didn't understand why we were so poor, now I understand. Now we are still poor financially, but I am rich in knowledge and skills."*

### **Making a Difference: How IYF Partners Promote Positive Youth Development**

- IYF's partner in Thailand, the National Council for Child and Youth Development, established a rural youth career development program in response to the growing problem of rural youth migrating into urban areas and becoming vulnerable to the problems of drugs, AIDS, and unemployment. The program became a national model and was adapted across the country. A handbook to implement the model is being distributed to federal and provincial vocational training programs, and government funding has been secured to sustain and expand the program.
- IYF partner organizations are often the largest (or only) organization in a country promoting programs for children and youth. In Slovakia, for example, IYF's partner played an instrumental role in developing and supporting the NGO

*Her involvement in the program gave her the resources – money for books and school supplies – the role models, and the motivation to stay in school and graduate from high school. She acted out less because she understood her situation better; and while she still worked in the street to contribute to the livelihood of her family, she developed hope for a brighter future.*

### **Educating a global audience about children and youth development**

A major long-term objective of IYF has been to educate key leaders and audiences about the importance of policies and resources that support children and youth. During its first 10 years, IYF made important strides in bringing that message to a wide-ranging and diverse international audience.

sector. By helping to support other youth organizations through grants and technical assistance, the Children of Slovakia Foundation has increased dramatically the impact of youth development programs across the country.

- Research conducted by IYF's partner in Poland, the Polish Children and Youth Foundation (PCYF), indicated that children's attitudes to learning and education were being affected negatively by regimented educational approaches that are common in Polish schools. In response, PCYF established a program for pre-school educators and children in collaboration with three other NGOs' education programs. Over three years, PCYF has trained 400 teachers in 30 towns and villages, exposed over 15,000 children to trained teachers, and trained 15 teacher trainers.

***IYF has helped to place youth on the global agenda.*** In its efforts to reach some of the world's most influential business, policy, and NGO leaders, IYF has played a key role at meetings and international forums. Frequently, IYF finds that its presentations are the first time that children and youth issues have been discussed in these types of high-level settings.

IYF has played an important role at the World Economic Forum in Davos, Switzerland. IYF staff have made presentations to meetings of the World Bank; the Council on Foundations; the Japanese Keidanren, an economic federation; and the World Health Organization. Corporate, government, and NGO leaders were sensitized to youth issues through targeted forums held by IYF in Japan, Ecuador, Germany, Slovakia, the Philippines, Jordan, Palestine, Israel, and the United States.

IYF has gained international attention for child and youth issues in prominent media circles. For example, through an IYF partnership with the daily business newspaper the *Financial Times*, four "International Youth Surveys" have been published, thus giving an audience of 1.2 million readers information about youth challenges and solutions. IYF's work also has been featured in numerous philanthropic journals, newspapers, corporate publications, and magazines, including *Time*.

***IYF has enlisted the support of global leaders.*** IYF established a Global Action Council of world-renowned leaders to help the education effort. President Martti Ahtisaari of Finland, the council chair, hosted a special donors meeting in February 2000 to help IYF launch an initiative to support youth in the Balkans. Council member Enrique Iglesias, president of the Inter-Development Bank, worked to create the Inter-American Working Group for Youth. He also put youth issues, with IYF as a major presenter,



on the agenda of the annual meeting of bank governors for its 2000 annual meeting. Global Action Council member Queen Noor of Jordan, along with Olympic champion Jackie Joyner-Kersey, helped IYF launch its Children's Hour campaign in late 1999.

***IYF has worked to expand its general audience.*** Over the years, IYF has sought to communicate its work and message to diverse audiences, often in partnership with others. IYF has held targeted educational forums on children and youth in Japan, Ecuador, Germany, Slovakia, the Philippines, the United States, Switzerland, the United Kingdom, and elsewhere. In addition, IYF publishes a range of educational and evaluation publications, including a series of country studies that detail youth issues and challenges in a particular country – often for the first time. These studies have discussed potential opportunities and liabilities for child and youth organizations. A 1998 study on Russia gained major media interest, receiving positive mention in *USA Today* and the *Financial Times*. IYF also publishes reports on important meetings and forums, as well as progress reports on its various programs.

IYF's Impact Face-to-Face:

## Saint Nicholas' Smile Slovakia

Children's Hour is a global fund-raising campaign that asks donors to contribute one hour's earnings for the benefit of young people. Through this effort, IYF and its partners have drawn individuals, governments, and companies worldwide into their efforts to improve the lives of children. In its first year, the campaign raised \$12.8 million in 52 countries.

Building on Children's Hour funds raised in Slovakia, a program was developed to reunite separated siblings. The effort, named Saint Nicholas' Smile, searches for brothers and sisters who were separated when they were very young. Some live apart in orphanages, and many do not know they have siblings at all. With the help of volunteers, 35 children have been reconnected.

The following excerpts are from a conversation among four siblings brought together through Saint Nicholas' Smile: Lubica (a cook's assistant at the technical school in Turnala); Peter (a sixth-grade student living in an orphanage in Helpa); Beata (a secondary technical student living in an orphanage in Nova Bana); and, *pictured above*, Lucia (a ninth grader living in an orphanage in Brezno). In their remembrances, they speak to the awkwardness of meeting loved ones for the first time and the yearning for connection deep within family members separated by circumstances beyond their control.

*Peter:* This is an album where I have put my memories from my childhood. Here I am pictured at the Srilintinska camp at Kurinec. This is me, this is Lucia, that is Beata – and Lubica is not there because she didn't want her photo taken.



*Beata:* When I think that I have eight siblings and I only know three of them, it is sad. I think of what it might have been like if we were all together.

*Lubica:* Last year in August, we met for the first time at the camp at Kurinec. When we introduced ourselves we were so happy that we had found each other after such a long time.

*Peter:* I met my sisters there for the first time.

*Lucia:* It worked out well for the four of us that we met one another after so many years.

*Beata:* I can remember to this day how happy I was when I met my younger sister for the first time. When we began to speak to each other, I realized that even though we are sisters, we actually are strangers.

*Peter:* In the evening we really had fun. In the morning we went on a trip to Krásna Hôrka.

*Lubica:* It was wonderful to be near you and talk with you as well as tell you everything to your face.

*Beata:* I felt wonderful and would be grateful if we could meet more often so that we could get to know each other better.

*Lucia:* Everyone asks me how I felt about the meeting. I don't know how to explain it.

*Lubica:* I didn't even know that I had any brothers or sisters.

*Peter:* I can definitely say that it was wonderful.

*Lubica:* Without them and without my whole family I felt bad. Now I understand what family really means.

*Beata:* I am very happy, and I thank the people who have organized this meeting. Without them it would not have taken place.

## Chapter 4

### Challenges and Lessons

*"Given the reality of globalization and integrated markets, the steps being taken by IYF to promote the development of young adults engaged in global manufacturing seem to be exactly what we should be doing."*

—JAMES WOLFENSOHN, PRESIDENT, THE WORLD BANK

During its first 10 years, IYF focused on establishing itself as a well-known international organization, creating country partnerships, building a global network of national child- and youth-serving agencies, and establishing relationships with donors and key people of influence worldwide. Given the uncharted nature of the undertaking, IYF experienced its share of trial and error, particularly in the early stages.

One of IYF's original strategies, for example, was to support individual "social entrepreneurs" who would drive and inspire the youth agenda in their countries. It soon became clear – particularly in countries emerging from repressive or authoritarian regimes – that it was more critical to support and strengthen civil society organizations. Also in the beginning, IYF in some cases did not allow potential country partners to feel sufficient ownership of the process or to view themselves as full participants in shaping an initiative. When concerns arose, IYF responded by attempting to include as many key players in the planning as early as possible. Frequently, strategies had to be modified because IYF was in many ways trying to build a better bicycle while at the same time riding it.

This chapter identifies several challenges IYF has faced in establishing itself as a global partnership organization, as well as some of the lessons it has drawn



from that experience. While IYF has overcome many challenges, others are ongoing. IYF continues to grapple with them on a regular basis.

#### Challenges as a new, growing organization

Launching any organization from little more than an idea would be a significant challenge, more so when the scope of the idea was global and the scale was large. But in this particular case, the Kellogg Foundation offered a unique level of support to IYF and its founder, Rick Little.

Little wanted to create a new kind of global NGO for youth. For more than a year, he carried out a broad consultation strategy, engaging many young people and 300 government, business, and foundation leaders worldwide to learn more about the



conditions and needs of youth. He also worked closely with WKKF leadership in shaping the organization's vision and initial strategies. In large part, the IYF mission and program were built on findings from these original meetings.

Having this early opportunity for consultation with a wide range of stakeholders was critical to IYF's later success. This was a time of intense exploration, some doubts, and considerable frustration. But through this consultative process with individuals and institutions committed to his vision, Little was able to develop a new international youth foundation.

For IYF, the Kellogg Foundation's support was both help and hindrance. On the one hand, WKKF gave IYF the financial security and flexibility to be entrepreneurial and independent. Furthermore, WKKF's prominent voice lent legitimacy to IYF's message of positive youth development in the business and foundation communities and gave IYF entrée to many donors who otherwise might have been reluctant to work with a start-up organization.

On the other hand, the Kellogg Foundation's same generosity made it dif-

ficult for IYF to raise additional funding and establish its own identity. Totalling \$67 million, WKKF's grant was considerable. However, the match required by part of the gift – which provided \$1 for every \$2 IYF raised – was designed to promote greater IYF independence. It enabled IYF to approach businesses, foundations, and governments as actual funding partners. IYF was therefore able to work to leverage funds which otherwise might not have been forthcoming. Ultimately, it became clear that both matching and unrestricted funds were essential tools for the new, entrepreneurial NGO to conduct business, be creative, and take risks.

It was an ongoing challenge, however, to raise program and, especially, operating support from other funders, given WKKF's significant financial commitment. In its early years, IYF also struggled with concerns from other domestic and international donors that it would become dependent on them as the NGO sought to expand programs and partnerships.

As a young organization, IYF had to establish itself as a credible new foundation that could “add value” to its partners in an already crowded field. The most crit-



ical first step arguably was creating a strong international board of directors. Considered to be at the top of their respective fields, members of the IYF board are committed to devoting their time, ideas, and professional connections to raising funds and public awareness about children and youth. This highly diverse, gender-balanced board of government, NGO, and business leaders has been one of IYF's strongest assets. Representing diverse regions internationally, board members also have pledged to make IYF their primary philanthropic focus. (See page 42 for a list of board members.)

Additionally, IYF needed to show a serious commitment to bringing together the best minds in the field of youth development. During its first year, IYF formed an International Program Advisory Panel, a distinguished group of child and youth experts from around the world. Panel members reviewed and selected programs for IYF, contributing to a growing database on effective programs. Far from “rubber-stamping” IYF staff's plans and programming criteria, the panel held long, often heated discussions over what constituted a successful youth program. Panelists also served as program advisers to IYF on youth issues.

## Challenges as an established, partner-building NGO

As it began to build a global partnership organization, IYF faced daunting challenges. In the beginning, IYF struggled to balance expectations from some partners that the new organization was primarily dedicated to funding when IYF's founding focus was equally committed to building a network, facilitating international learnings, and lending technical support. Additionally, there were concerns among some donors that IYF's efforts toward helping country partners become self-sustaining would, in fact, give the partners too much autonomy. (IYF argued for just such self-empowerment.)

Another challenge was working with IYF's indigenous partners located in both developing and developed countries. It was difficult to communicate and consult, given the vastly different cultures, languages, and philanthropic traditions. This section explores a range of such challenges that IYF has faced over the years and some of the lessons it has learned in the process.

**Challenge: To successfully identify and work with new partners.** As a first step in building an international network of partners, IYF conducted needs assessments in countries where it intended to establish partnerships. Such assessments included gathering information about the key local issues affecting young people; identifying effective programs; and finding leaders from government, business, and civil society who were deeply committed to the issues. Once these studies were complete, IYF sponsored meetings among the public, private, and nonprofit sectors to confirm the priority issues affecting young people; identify possible activities to be undertaken by the partner organizations; and identify and recruit allies – donors, board members, technical resources, and partners.

These meetings sought to develop a broad commitment to the mutual agenda for IYF and partners for each country and laid the groundwork for multisector collaboration.

**Lesson.** Core to the IYF philosophy has been to support sustained development for children and youth in various countries around the world. In that search, IYF has learned to seek out independent, national partner organizations that may not operate their own programs but that promote program standards and strengthen effective child and youth programs; work with government, business, and civil society sectors; raise public awareness and influence child and youth public policy; and mobilize resources for children and youth. In other words, IYF seeks partners that look upward – to influence youth policies; that look outward – to work with other sectors in society; and that promote the most effective intervention programs for children and youth on the ground. Over the years, IYF also has come to recognize the need to establish an assessment and evaluation process to assure the ongoing effectiveness of programs and partners.

While identifying the most effective NGO or program in each country can be a resource-intensive, time-consuming, and exhaustive process, experience has shown it to be well worth the time and effort. When IYF did not fully invest in that process – particularly early on – its work faltered; and true partnerships did not develop. For example, when IYF created a new foundation in South Africa, it consulted many individual leaders and advocates. However, a broad enough array of South African organizations was not brought together in ways that gave each group real ownership of the process. Therefore, the organization was dissolved – despite the investment of significant resources.

IYF learned quite early that being culturally sensitive and promoting cross-



cultural communications are key to success in establishing a relationship with foundations in other countries.

**Challenge: To identify effective allies.**

When IYF sought to position itself on child and youth issues, it turned toward natural allies such as the World Health Organization, other foundations interested in youth development, and youth-related NGOs such as the World Scouting Movement.

**Lesson.** IYF soon understood the importance of broadening its contacts and partnerships beyond its friends to more non-traditional allies. Over the years, IYF has made significant inroads for youth development within the business sector, for example, developing partnerships with global companies such as Nike, Inc., and Shell International and global economic institutions such as the World Bank, the World Economic Forum, the Financial Times, and the Japanese Keidanren. By seeking partnerships with diverse organizations and by reaching out creatively to different kinds of allies, IYF has brought

new players and resources to the child and youth development arena.

**Challenge: To build multisector alliances.**

IYF has worked hard to forge multisector partnerships for youth, in the belief that one sector alone cannot exercise responsibility or ownership for any local and national development, including that of young people. Research and experience have underscored the fact that the entire community – parents, families, NGOs, government, and business – must work together to ensure significant, sustained change for young people. IYF has devoted an increasing amount of time and resources in pursuit of these alliances.

**Lesson.** Such partnerships can be slow to emerge while trust and common visions are established and as concrete programs that respond to the interests of all parties are developed and implemented. Frequently, the concept of different sectors working together on social and development issues is unfamiliar; and it can be greeted with skepticism. It is important to share strong examples of successful tri-sector partner-



ships and to show how they have positively affected child and youth development around the world. IYF also has learned that a key to the success of such partnerships is being flexible and ensuring that all participants feel they have created a “win-win” situation.

IYF’s partnership with Lucent Technologies illustrates a classic “win-win” strategy. IYF and Lucent found a common interest – promotion of education and learning for young people. Both worked together to decide which countries were best positioned to promote this joint venture, taking into account where Lucent had its operations and where IYF had existing partnerships with child and youth foundations. The negotiation assured both IYF and Lucent of a “win-win” situation. The company is drawing on IYF’s network of institutions and leaders in the field of children and youth; and IYF manages a four-year, \$14.9 million commitment from Lucent. The partnership eventually is expected to reach educators and young people in 24 countries.

**Challenge: To respect each partner organization’s autonomy while promoting common standards.**

This has become a major challenge throughout IYF’s work. As a result of ongoing consultations over the years, IYF and its partners have identified common values and standards to guide their work. The challenge is to understand why certain program elements are transferable from one country to another and how these elements can work together to have a real impact on children and youth in the new environment.

**Lesson.** Many principles underlying best practices are, in fact, transferable and, with care, can be adapted to countries worldwide. While it is critical to respect the contexts of each partner’s culture and country, there is clearly an underlying

By seeking partnerships with diverse organizations and by reaching out creatively to different kinds of allies, IYF has brought new players and resources to the child and youth development arena.



thirst and need for common knowledge, best practices, and innovative strategies. An international network and information-sharing capability give IYF partners a significant “added value” to their work. But the tension between best practices and their adaptability to local needs and contexts remains a significant challenge for all who work in the international youth development field.

**Challenge:** *With growth and expansion, to find the appropriate balance between quantity and quality.* IYF has been committed to increasing its capacity to respond to the ever-growing needs of young people. In the initial years, IYF was able to provide substantial financial, technical, and information support to a small number of national organizations – despite its small staff. Today, IYF’s resources and staff must serve a much larger network of partners.

**Lesson.** IYF has learned to deal with the challenge of dramatic expansion by shifting its focus from creating foundation-like

organizations (FLOs) to working with existing national organizations. During its first eight years, for example, IYF worked with national leaders to create FLOs in eight countries where strong youth-serving organizations did not exist. However, it was resource-intensive, time-consuming work. Of the eight, two failed. The others have become dynamic, national organizations. As part of its efforts to establish the Polish Children and Youth Foundation, for example, IYF helped hire top staff, established a board of directors, assisted in fund-raising, and identified criteria from which to develop a database of the most effective child and youth programs in Poland.

Additionally, IYF facilitated the creation of partner foundations in Israel, Germany, Mexico, the Philippines, Slovakia, and the United Kingdom.

This strategy has shifted dramatically over the past few years. In consideration of the time, money, and effort necessary to create new FLOs, IYF focused on establishing partnerships with existing organizations that were autonomous and locally

grounded. IYF focused on building these partners’ capacity for effectiveness, scale, and sustainability. This shift allowed IYF to expand dramatically the number of country partners in its network.

IYF also learned that one way to ensure a quality network was to develop both regional and single-country strategies. IYF recently began to structure its work regionally so that partners can interact more regularly within a given geographical area. In 1999, IYF partners in each region agreed to work together on a project about the role of youth participation in positive development. The partners organized a regional event to promote this issue more broadly within their area. This strategy has continued to evolve. In February 2000, IYF helped organize a summit on youth to bring diverse leaders together to develop a regional approach to supporting young people throughout the Balkans. Instead of developing a regional network of existing youth NGOs, however, IYF and the other partners formed a new Balkan Children and Youth Foundation, which is headquartered in Macedonia.



## Ongoing challenges

**To continue to grow without diluting the IYF “brand” that gives integrity to the network.** As it grows, IYF must ensure the value of what could be called its “brand” – the standards that have evolved over the years that make IYF and its partners readily recognizable within the youth development field. To ensure integrity, IYF has built relationships with partners that adhere to common principles and standards, such as making a commitment to scale up and sustain existing effective programs, and having the capacity to mobilize resources for young people

Management criteria for partners include having a representative, voluntary board of directors; accountability to funders, beneficiaries, and stakeholders; and the capability and willingness to assume a grantmaking role.

A further challenge is to ensure that the standards are met over time. IYF and its partners are grappling with how best to accomplish this. Clearly, finding good ways to assess the effectiveness of partners will continue to be explored, both in terms of maintaining high standards of excellence within the network and identifying capacity-building needs.

**To remain entrepreneurial while focusing on its mission.** One of IYF’s greatest challenges has been to remain agile and entrepreneurial while focusing on its primary goals. As IYF has grown, it has shifted strategies to take advantage of emerging opportunities and global change. In the early years, for example, IYF invested a majority of time building a network of national organizations. Once a core partner group was established, IYF shifted its emphasis to strengthening existing NGOs and building partnerships with global companies and multilateral agencies such as the World Bank.

Another area of expansion for IYF has become its “outsourcing” work in partner-

In IYF's intermediary role for its donors, IYF acts as facilitator, catalyst, capacity builder, quality assurance monitor, and resource provider.

ship with multinational corporations. In the growing world economy, global companies increasingly are outsourcing their work in corporate philanthropy just as they might do business with other vendors. IYF and partner organizations are seeing growing opportunities to build such corporate outsourcing partnerships to improve the lives and prospects of young workers. While a growing number of companies seek to be good corporate citizens, they often lack the time and expertise to expand effectively their corporate responsibility program. IYF and its partners are seeking to become an effective vehicle through which companies can achieve their corporate philanthropy goals on a global scale while retaining and reinforcing their corporate image. By designing programs with global companies and acting as their outsourcing partner, IYF has mobilized funds for its intermediary role, as well as for direct intervention programs.

**To maintain the critical role of donor-partner intermediary.** With many donors believing that funds donated directly to beneficiaries can have a greater impact, IYF must continue to demonstrate its critical intermediary role. IYF acts as facilitator, catalyst, capacity builder, quality assurance monitor, and resource provider. To “add value” to donations, IYF directs donor funds to qualified partners and effective programs; monitors national and global youth programs; evaluates outcomes of programs; and leverages new funds, corporate partners, and policymakers.

In its partner work, IYF seeks to leverage international funding; provide access to national and international experts on children and youth; generate international learning on best practices; provide technical assistance and training; and facilitate the building of an international network of NGOs, corporations, and foundations committed to promoting positive youth

development. This role as intermediary is at the heart of IYF's work.

**To assess outcomes for youth while maintaining an intermediary role.** Making positive changes in the hopes, conditions, and life chances for young people are foremost among IYF's goals. While the urgency of meeting those needs is pressing, though, positive youth development takes place over years – not months. Further, many individuals and institutions contribute to the process. IYF functions primarily as an intermediary organization among funders, country partners, and the partners' indigenous network of youth-serving organizations. Therefore, IYF's impact on youth is largely indirect – it is shaped and increased by its partners' efforts. Assessing outcomes is primarily the responsibility of partners and members of their networks.

IYF invests much time and resources in supporting partners' assessment capabilities through training, special resources, and a mini-grant program for outcomes measurement. Assessing the impact of IYF's efforts for children and youth is difficult given its intermediary role and the complexities of youth development.

**To create new ways to expand indigenous philanthropy.** The paucity of indigenous philanthropy in many developing countries poses a major challenge to IYF's efforts to expand its network globally. In many countries, there is no legal framework in which NGOs and the broader institutions of civil society can thrive. Many nations also lack appropriate tax incentives for businesses and individuals to make donations to NGOs, or there are no traditions of corporate-giving programs or payroll deduction plans. In response, IYF and its partners have worked to improve both the climate and the legal framework that would encourage youth philanthropy. However, creating sustainable

youth programming will be difficult given the current lack of significant grantmaking by private or nonprofit funders.

**To build an interactive, internationally relevant network.** As IYF continues to grow, it has to work even harder to manage the network effectively and productively. Increasingly, that means developing horizontal, peer-to-peer relationships among country partners. It is critical that partners feel co-ownership of IYF's youth agenda and co-responsibility for carrying out a common vision and overcoming common challenges. This means, among other things, making the IYF network a top priority within their child and youth agenda. The hope is that as these partnerships expand and grow stronger, the IYF network will have a larger international presence and influence on youth issues.

One of the major challenges of this growing network is to ensure that members value and use it. The result can be a truly interactive association of youth-serving NGOs working with governments, companies, and institutions on behalf of children and young people. The challenge in part is to generate international learnings that go beyond best practices. Additionally, key indicators can be adapted internationally to specific areas in the field, such as youth employment, health care, and leadership and life skills training. Generating this deeper level of effective programming is key to the network's success.

**To be a responsive institution.** It is essential to continue learning from both mistakes and successes. In 1997, IYF invited key donors and partners from the business, NGO, and public sectors to assess accomplishments, make mid-course corrections, and explore new directions. The meeting in Bellagio, Italy, was a watershed in IYF's efforts to define its most critical

future challenge. The meeting confirmed that IYF's mission and strategies were on track. From the discussion emerged a new, far-reaching goal – to become a “vehicle of choice” for donors looking for effective ways to invest in young people.

With that purpose in mind, IYF has sought to acquire these assets: an extensive array of best-practice partners and programs; current knowledge about youth trends, programs, and practices on a global basis; leverage for funds; best practices in assessment and evaluation methods; access to influential world leaders and opinion shapers; low infrastructure overhead costs relative to similar organizations; and high standards for financial responsibility and transparency.

Many of IYF's most recent partnerships and initiatives have grown out of this refined definition of what it wanted to accomplish over the next decade. Regular re-evaluation of strategies, focus, and positioning of IYF within the global youth community is essential with growth and the onset of more complex partnerships.

**To effectively manage growth as an organization.** IYF is in a period of transition. It has grown rapidly – from a staff of three in 1990 to 70 by the end of 2000. It also is evolving from an organizational structure that originally was dependent for direction from its founder and board of directors to one that increasingly delegates authority. IYF's founder still plays a central role within the organization – especially in crafting strategy and direction – but he is moving away from day-to-day operational engagement toward primarily an advocacy role on issues of children and youth. Managing this growth and organizational transition – while maintaining continuity – will continue to be a challenge for IYF.



IYF's Impact Face-to-Face:

## Girlie Flower

Manila, Philippines



One young woman's journey to adulthood in the Philippines mirrors the experience of all too many girls worldwide.

"I was abandoned when I was one month old," says Girlie Flower, a resident of Manila.

Although Girlie was raised in a foster home, life there was anything but safe. She endured physical, emotional, and sexual abuse under the care of her foster family. But when she was 18 years old, she learned about the Serra Center in Tagaytay City. Serra Center – a safe haven for sexually-abused and exploited young women – is run by the Oblates Sisters of the Most Holy Redeemer Congregation in Tagaytay City. Funded by the Children and Youth Foundation of the Philippines, an IYF partner, Serra Center is a place for abused girls to begin again.

Girlie remembers it as "a house of caring, understanding, and love."

Four years at the Center transformed Girlie Flower. The care, emotional support, and counseling she received helped her move beyond the pain of the past and begin to build a positive future. The training she received as a street educator while at the Center let her work through her own healing and help other young girls faced with the same hopeless circumstances.

Today, Girlie Flower is enrolled in college and lives with her sister. She credits the Center with putting her on a more promising path.

"The Center taught me self-confidence, the value of hard work, and how to work with other people," Girlie believes.

As a street educator, Girlie reached out to girls who lived or worked on the streets. Some of these girls had been prostitutes, Girlie says, and most of them had been sexually abused.

"I knew what they were undergoing and what they were feeling," she explains. "Because I shared similar experiences, they could relate easily to me."

One of Girlie's biggest challenges was finding ways to ease these young women's emotional pain and make them feel they were valuable.

"Being with the children I was helping taught me things about myself," she admits. "I helped them build up their dreams of starting a new life. I told them if they wanted to go to the Center, they could renew their lives. If they had been abused by family, the Center is a house where they can be loved."

What she learned at the Center has shaped Girlie Flower's hopes and plans for the future. Her dream is to be a social worker focused on meeting children's needs – helping them grow in a positive direction with dreams of their own. Thanks to the Center's work, Girlie's dream is within reach.

## Chapter 5

# Evolving Structures and Strategies

*"It's not just that the youth of today are the consumers of tomorrow, but that the success of our societies will depend on having generations that are part of the world as opposed to outside it."*

—DAVID BELL, CHAIRMAN, FINANCIAL TIMES GROUP

While IYF remains true to its original mission, the needs of young people and the opportunities to impact their lives continue to evolve, particularly as a result of changes in the global economy. In response to the changing environment, IYF continues to strengthen some of its core efforts, while developing new initiatives and approaches that seek to take advantage of current international trends and maximizing opportunities for young people to succeed in a rapidly evolving world.

### Adopting the holding company approach

Responding to world changes, IYF has worked to adapt to be able to manage multiple youth-serving organizations and

complex, international initiatives. IYF uses a "holding company" model of management that is based on the concept of a parent-like company that oversees a cadre of smaller affiliate companies. Each subsidiary holding, however, operates independently. The model uses a style of management that decentralizes authority in order to promote success and ingenuity across the board. (See model on page 32.)

In this instance, IYF is the "holding company"; and its "subsidiaries" are programs, initiatives, and to some extent, its partner network. Through this multipurpose model, IYF can be flexible in providing services to a growing number of young people, NGOs, businesses, and governments that are specifically focused on effective youth development. By pushing authority down to the program level, IYF seeks to promote entrepreneurship – programs that really work can be created and nurtured. This approach also is designed to be more responsive and timely. It has demonstrated, too, a commitment to a dynamic organizational structure that is equally flexible – allowing for mergers, joint ventures, and partnerships with other organizations.

A new merger illustrates the benefits of the holding company concept. Quest International merged with IYF in January 2001. Quest has 25 years of school-based experience teaching life skills to millions



of young people in more than 30 countries. It also has a partnership with Lions Clubs International, the world's largest humanitarian service body. Quest will be an autonomous initiative, yet its merger with IYF advances the networks and programs of both.

In some ways, the holding company is a frame of mind – encouraging the idea that each initiative is a self-contained, cost- and revenue-producing entity that also adds value to the whole. However, in this model, not each subsidiary will produce “profits” necessarily; so it will be IYF's challenge to find sufficient funding to support all of its activities, both programmatic and administrative. IYF believes that this framework will enable the Foundation to sustain itself and related initiatives, while continuing to spread

its message, engage new and diverse partners, and benefit young people.

### Strengthening the network of national partners

The IYF country partners continue to be at the core of the Foundation's work and mission. These organizations serve as implementers of programs for children and youth, experts in the field, and catalysts for potential new partners and expanded resources. It is the synergy that is created among IYF partners and other interconnected initiatives (using the holding company framework) that allow IYF and its partners to grow effectively. Essential to IYF's ongoing success, strengthening and expanding this network will continue to be its primary focus.

### Outsourcing partnerships with multinational companies

With the world's economy becoming more global, multinational corporations are becoming more interested in philanthropic efforts in developing countries. IYF has formed a growing number of “outsourcing” partnerships with companies that are conducting its philanthropic work through intermediaries such as IYF. IYF has become a vehicle to help deliver corporate-sponsored training, education, and opportunity to young people. By helping global companies to design programs and by acting as their outsourcing partner, IYF has mobilized funds for its intermediary role, as well as for direct intervention programs.

Developing these relationships brings both challenge and opportunity. IYF has learned first hand of the complexity in aligning corporate community affairs programs with an intermediary organization that is involved with multiple partners in multiple countries. Yet there is great programmatic potential.

Over the past two years, for example, IYF has launched a joint venture with Cisco Systems to expand programs to train young people in computer networking skills in IYF partner countries; a project with Microsoft to train young people in computer and life development skills in four countries; a global partnership with Lucent Technologies; and an initiative with Nokia to help provide opportunities and skills to connect young people with their peers, families, and communities. As IYF continues to build alliances with global companies, however, it must be particularly sensitive to the kinds of tasks and responsibilities that these collaborations place on its partners.

While IYF's outsourcing focuses primarily on companies, IYF hopes to extend this intermediary role to smaller foundations and nonprofits that wish to invest in



global children's programs but may not have the resources or expertise. Such efforts would strengthen IYF's “re-granting” role that is already part of its mission and core competence.

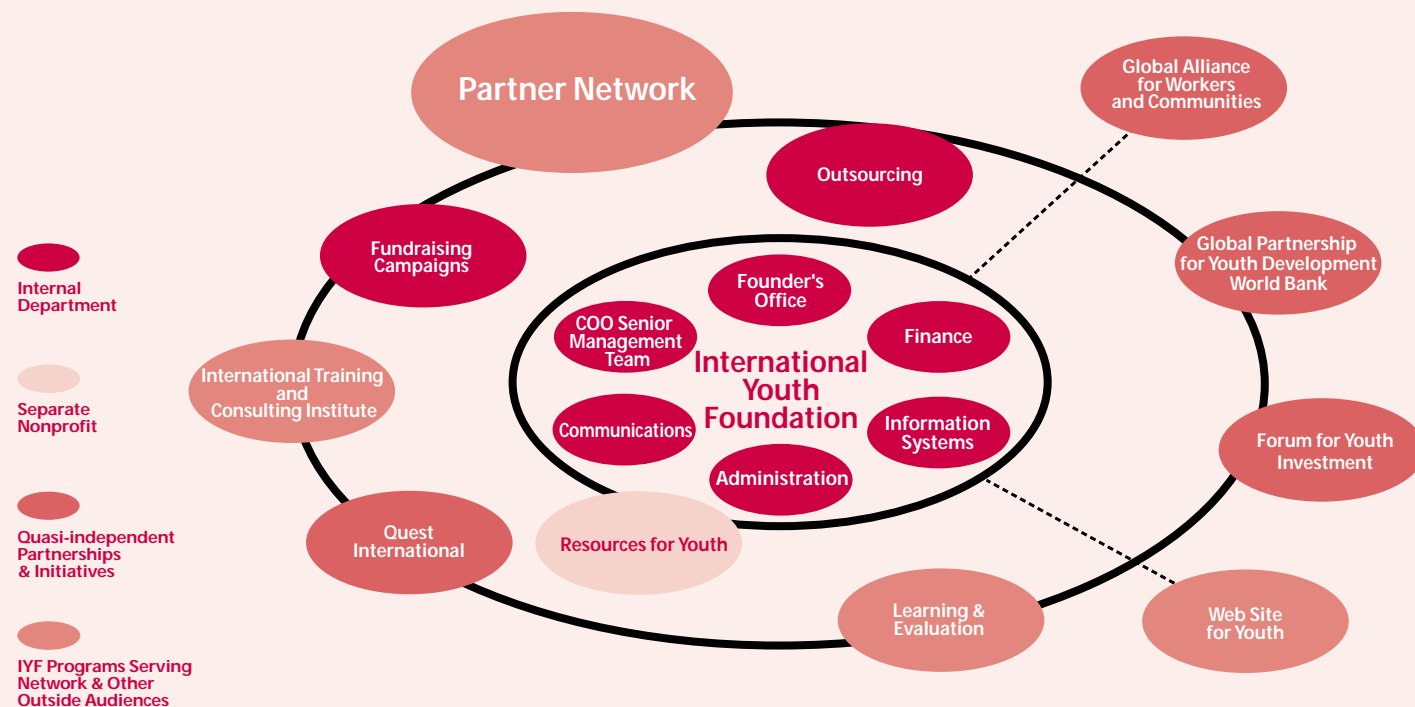
### Engaging young people in the workplace

With the world's economy changing and growing, IYF has focused on issues such as employing youth, preparing young adults for the job market, and building life skills in the workplace.

IYF has partnered with Nike, Gap, and the World Bank to develop the Global Alliance for Workers and Communities. This initiative brings together businesses, governments, and nonprofits to improve the work and life opportunities for young adult factory workers, the majority of whom are women. The alliance – now active in Thailand, Vietnam, Indonesia, and, soon, China – conducts in-depth participatory assessments of workers' needs and aspirations before designing and delivering responsive services and programs.

The alliance also is working on challenges around issues such as labor management, workers' rights, codes of conduct, and effective assessment tools. Further, it

## The IYF Family: A Holding Company Model



has become clear that managing the interests of both employers and employees must be transparent so that goals and strategies are clear to all. Besides the advantages of such partnerships, IYF recognizes that controversy is a natural result of taking risks and “pushing the envelope.” IYF has seen the need to clarify its goals and strategies in order to minimize misunderstanding.

In this new field, one of IYF’s key lessons has been the enormous potential for creative human development that can take place in factories and other workplaces as a result of global expansion. While much attention has been given to how young people can be reached in their schools and communities, the workplace provides a relatively untapped venue for providing training, education, life skills development, and health services.

### Promoting partnerships for youth development

As part of ongoing efforts to bring best practices to scale, IYF helped launch the Global Partnership for Youth Development (GPYD), which brings together business,



government, and NGOs in new ways to address the critical challenges of today’s young people. GPYD efforts are guided by the principle that innovative solutions exist to solve the urgent problems facing youth today. Its mission is to study, promote, and invest in promising tri-sector partnerships in youth development worldwide.

Formed by the Kellogg Company, the World Bank Group, and IYF, GPYD is part of a business development partnership formed by the World Bank. It signifies a critical step forward for the Bank’s focus on the challenges of youth worldwide. IYF has invited other global corporations that are leaders in corporate social responsibility to join the GPYD, including Shell International, Nike, the Financial Times, and American Express.

### Providing training to youth-serving organizations

In 1999, IYF launched the International Training and Consulting Institute to provide training and consulting services to nonprofit organizations that serve children and youth worldwide. The institute is developing a range of capacity-building services in such areas as training design, direct training, training of trainers, and conference planning and implementation. It is also developing a global team of experienced trainers that can provide services around the world.

Primary customers for the institute are members of the IYF network of partners, which have expressed their need for training in areas such as financial sustainability, program and institutional evaluation, and youth development practices. The institute also is responsible for the training certification function for Quest International, the IYF-affiliated organization. Among other key institute clients is the Robert Wood Johnson Foundation.



### Establishing a presence in the United States

Following extensive conversations with key funders, advocates, policy researchers, and service providers, IYF established an operating program in the United States in 1998. Initially known as IYF-US, the program was renamed the Forum for Youth Investment. The Forum’s role is to link, leverage, and publicize efforts to increase the resources and respect afforded America’s young people. Not a grantmaking organization itself, the Forum is sharing international lessons and perspectives in the United States; identifying critical issues and gaps in youth development work; and promoting cross-sector links among service providers, NGOs, policymakers, foundations, and the news media. It engages a range of actors and institutions – from funders to researchers, intermediaries to advocates, and practitioners to young people themselves – to address significant hurdles that stand in the way of promoting youth development and participation.

### Exploring the potential for helping the poorest countries

As IYF continues to seek funding for child and youth programming, it recognizes

there is a tendency for corporations and foundations alike to limit their investments to a select number of countries. Many corporations, for example, share primary interests in the same emerging market economies – e.g., Brazil, China, and Mexico. Many foundations, too, make grants to a limited set of countries for a few years and then move on. As a result, some countries are left out.

Given the importance of this global issue, IYF is interested in addressing the needs of its partners that are not beneficiaries of major foreign investment from the private sector. IYF will explore the creation of a Global Development Fund. This could be funded in part by allocating a small percentage of revenues that have been leveraged through IYF’s corporate outsourcing efforts. IYF recognizes the challenge of raising aid for such a purpose, but it believes the fund has the potential to attract support from a variety of donors – both corporate and nonprofit – that share concerns about the growing social and economic inequities worldwide.

IYF's Impact Face-to-Face:

## Jaraslav Kuba

*Ostrowiec Swietokrzyski, Poland*

Jaraslav Kuba – Jarek to his friends – lives in Ostrowiec Swietokrzyski, a town in Poland near the Swietokrzyskie Mountains, about as far south of Warsaw as it is west of the Ukraine border. The 24-year-old talks eagerly about business interests, his wife and baby son, and his community involvement.

But at age 17, Jarek says his prospects looked very different. Although he loved his hometown and the mountains, he did not have great future expectations. School was a rigid place suited to training factory workers, Jarek recalls. He was ready to quit school for factory life.

“My parents worked in a factory,” he says. “They didn’t have an education.”

What Jarek saw around him and his school lessons did not hold much promise.

“That’s why the *How to Achieve Success* program (*Jak Osiagnac Sukces*) was so important to me,” Jarek explains. “The teaching style was different, the workshops [were] new and very exciting. The trainers were psychologists and worked with students as partners. You could consult with

them outside of class. We learned things like communication skills, problem solving, and how to develop a business plan.”

*How to Achieve Success* was developed in 1991 to stimulate the active involvement of young people in school and community life. A grantee of the Polish Children and Youth Foundation, an IYF partner, the program currently reaches 6,000 youth each year. Working in their communities, young people attend workshops for job and leadership skills to apply to career interests and volunteer activities.

“I was most interested in business – how to organize something, how to manage,” he adds. Jarek believes his dreams began to take shape in the program. “The program opened my mind.”

Today, Jarek owns his own business.

“[It’s] a tea house called *Kraina Smaku i Zapachu* (‘Land of Smell and Taste’). It was my dream for five years. I wanted a place to sit and talk – a peaceful place, but not expensive. No smoking, no alcohol,” he says emphatically.

Jarek also is director of a financial company for small businesses. He and his wife, Magdalena (“I met my wife in the program, too,” he adds), have plans for their boy, Tymotasz Jakub. Life is fuller than Jarek thought it would be.

“The way I was taught in school created problems for young people, teachers, and employers,” he says. “The *How to Achieve Success* program gave me new experiences. I think I feel much better today because of what I learned.”

## Chapter 6

### Emerging Trends and Opportunities

“Traditional grassroots development work often ignores the critical role of young people ... IYF properly views youth not as our future but as our present.

—SITHEMBISO NYONI, FORMER SENATOR, ZIMBABWE PARLIAMENT;  
FOUNDER, ORGANIZATION OF RURAL ASSOCIATIONS FOR PROGRESS (ORAP)

The world today presents new and different challenges for young people than existed even 10 years ago, when the Kellogg Foundation made its initial commitment to support the International Youth Foundation. In many developing countries, in fact, youth under age 20 comprise more than 60 percent of the population. About a billion young people have joined the world’s population since IYF was founded.

The fact that the vast majority of those youth lives in the world’s poorest countries means that the problems they face remain severe. While the global economy has improved the prospects of families worldwide, it has left others even farther behind. The overwhelming majority of the people who live in poverty are children and youth. One child in six is impoverished. Child labor is a way of life for as many as 250 million children around the world. More than 130 million children are not in school; even more must try to survive, often alone, on the streets. Even in the United States – a country that has seen unprecedented prosperity – every day more than 75 babies die; 2,800 students drop out of school; and 5,000 children are arrested.

Young people also face the spread of AIDS, which is decimating families across Africa and Asia and leaving an estimated 13 million children living as orphans. More and more children are forced to raise their siblings, literally becoming heads of



households. Youth unemployment is rising – not falling. There are many societies in transition – both politically and economically – where social safety nets have been pulled away, if they existed in the first place. And young people are the victims and, sometimes, even the tools of ethnic and tribal warfare, left to suffer in communities rife with violence and intolerance.

Yet even as the chances for failure of the world’s young people may have grown in this increasingly interconnected world, so have their prospects for success. The global economy and the technological revolution provide an opportunity literally to leap over the most persistent problems of economic underdevelopment and poverty. Already, within the past decade, the number of people living in market economies has grown from one billion to four billion. Societies in transition, while often under stress or in conflict, also offer chances to build and expand civil society institutions



and human freedoms. They still can care for and support the world's youth. And therein lies hope.

The explosion in technology also is transforming how we live. A decade ago, the World Wide Web did not even exist; today it contains more than 100 million pages of material and is touching millions of people's daily lives. In countries like the U.S., 60 percent of all new jobs created require high-tech skills. However, more than 90 percent of all Internet traffic is conducted in a mere 15 countries. The "digital divide" grows ever larger – leaving millions behind.

Youth unemployment is an emerging crisis. More than one billion young people will enter the global workforce over the next 30 years. Ninety percent of the projected demand for jobs in the world's labor market will be in the developing world, where youth unemployment is already high and wages are low. Further, expectations of better living standards – even among the poorest citizens – are fueled by the spread of access to global information through radio, television, the Internet, and advertising.

Many of these global trends could help boost local and international efforts to help young people. The technology revolution, for example, has created significant new markets, jobs, and training opportunities



for young people. The world has seen an enormous growth shift in foreign investments – with the private sector expanding its investments seven-fold in the past decade. There also may be a greater sensitivity to the inequities being created by the global economy and a growing consensus that the plight of young people must be addressed if ours is to become a more fair, equitable, stable, and democratic world.

What do those global transformations mean for NGOs like the International Youth Foundation? Clearly they create new challenges and new opportunities. Tremendous progress has been made in the last decade, for example, in the area of corporate social responsibility. A tradition of youth philanthropy is emerging in countries where such a tradition has not existed, and upon which new services for youth can be built. It is becoming evident that partnerships among government, business, and civil society are an effective way of reaching young people on a larger scale. More specifically, the private sector seems to have a greater willingness and interest to work with governments and civil society organizations to promote youth development. The fact that millions of young people – particularly young women – are now working in multinational corporation factories in Asia and elsewhere creates a potentially significant avenue for young people to gain access to life skills, education, and health benefits.

Does IYF have the courage, vision, and capacity to continue to grow and learn and meet the challenges of youth in the 21st century? Can it take advantage of these new trends to maximize its impact on the prospects of young people to succeed? Given IYF's track record over the first 10 years and its commitment to adapting strategies to experiences along the way, there is every reason to believe that IYF will continue to make a significant contribution to the field of positive youth development worldwide.

## Afterword: Looking to the Next Decade

*By Rick Little*  
*Founder and President*  
*International Youth Foundation*  
[www.iyfnet.org](http://www.iyfnet.org)

When I began thinking about creating the International Youth Foundation more than a decade ago, I never imagined how different the world would be today. Nor could I have guessed then how our mission would evolve, or how fast, large, and complex this organization would become in just a few years.

Yet as dramatically as the world around us has changed, many of the old problems persist. But there's a new reality in the midst of these old problems: the last decade gave birth to the largest single generation of children in the history of the world. And the vast majority of them were born in countries where resources are too scarce and opportunities too few.

The need for IYF's work is thus even greater today than it was a decade ago. While we're proud of what we've accomplished during this first decade, our impact pales in comparison to the growing needs of children and youth. We have learned much – and there is still much to learn. And to do.

As we enter this second decade of work, we have the chance to build on these learnings. We also have a very real opportunity to leverage the investments, networks, and infrastructure that have been so carefully developed and shaped over the years.

### A place-based strategy

Three concepts will remain central to IYF's work in the coming decade – effectiveness, scale, and sustainability. We will continue to focus on learning about "what works" for children and young people. We

will still invest in taking good practices to scale and building the mechanisms to sustain them over time. But where, and how?

As an organizing principle, IYF will concentrate its program efforts on five venues where today's young people gather in large numbers, on a regular basis, for extended periods of time: schools; community-based and street-based organizations; prisons and juvenile detention centers; factories and organized places of work and livelihood; and the Internet.

These five venues offer a way for IYF and its partners to conceptualize and organize their programmatic investments and interventions that have the potential to be sustainable and taken to scale. While we intend to develop unique strategies for each of these venues, we will do so in ways that link them and promote effectiveness and good practice.

The last decade gave birth to the largest single generation of children in the history of the world. The need for IYF's work is thus even greater today than it was a decade ago.



## Strategic initiatives

Over the coming decade, IYF will focus on expanding the scale of its efforts while deepening the impact and quality of its work in several areas, including these strategies:

- **Developing a quality global network of country partners.** We expect to expand to 60 country partnerships by 2003; 80 country partnerships by 2006; and more than 100 countries by 2010 – creating the world’s largest network of locally grounded best practice programs and partners, working in the five venues where sustainable impact can be achieved and brought to scale.
- **Recasting NGO/private-sector relationships.** We expect to increase significantly our various partnerships with global companies and become one of the principal “outsourcing” vehicles through which multinational companies implement their agendas for corporate social responsibility. IYF’s focus would be on serving our mutual interests by devel-

oping comprehensive programs that are an integral part of a company’s brand and corporate identity, including developing the infrastructure for managing their social investments that relate to children, youth, and families and providing strategic counsel in creating “win-win-win” business-related benefits for their employees, customers, and communities.

- **Promoting life skills.** With the January 2001 merger of IYF and Quest International, we expect to expand significantly our efforts to ensure young people have the skills, values, and knowledge to succeed in the 21st century. Quest is the school-based life skills and positive prevention organization I founded 25 years ago. It already has impacted young people in 33 countries worldwide; trained 280,000 teachers and parents; and reached six million students. With the IYF merger and its ongoing partnership with Lions Clubs International – the world’s largest humanitarian service organiza-



tion – Quest International can dramatically increase its work in the critical area of life skills development.

- **Fostering a profession.** We expect to play a role in helping to create a “youth development profession” – working in partnership with universities, publishers, on-line networks, and youth organizations to offer ongoing and executive education, training, professional literature, certification, and credentialing for those who work with youth.
- **Investing in the world of work – improving conditions, prospects, and sustainable livelihoods for the more than one billion young people who will enter the labor pool over the next 30 years.** We expect to carry out a multifaceted program focused on the “world of work,” both in the formal and informal economies. We expect to set benchmarks for good practice in promoting youth employment. We expect to build on the already extensive networks of micro-loan initiatives, but focus specifically on youth enterprise and livelihoods. We expect to work with global companies that employ large numbers of youth, demonstrating how they can better develop young people’s potential not only as workers but as parents, entrepreneurs, and citizens. Finally, we expect to carry out the most extensive research ever conducted on the needs of young people in the workplace. This would involve assessing their needs and aspirations, designing and delivering skills training and other resources in response, and measuring tangible impact.
- **Establishing a truly global Internet connection among young people – especially those young people on the “wrong side” of the “digital divide.”** We expect to form new partnerships to establish a popular Web site, with and for young people ages eight to 25. Featuring mul-

iple languages, this global site will be built on highly localized and customized content within a common architecture.

## Looking forward

Ten years ago, my dream was to create an entrepreneurial, global, agile, and decentralized organization that would make a significant contribution to improving the conditions and prospects of the world’s young people. It would fill the gaps in programs targeting those between the ages of five to 25, what I call the “forgotten years.” It would emphasize and strengthen existing good practice rather than reinvent the wheel. And it would view young people not as problems to be solved, but as active participants and problem-solvers themselves.

There is a great distance between dreaming that dream and then shaping it into reality. But we have persevered over this past decade, through many challenges. We have attempted to work in the spirit of partnership, with the approach of a learner. We are building the dream into reality.

Our first partner, the W.K. Kellogg Foundation, has played a significant financial and intellectual role throughout the evolution of IYF. Kellogg took the risk. Stepping outside its own boundaries to embrace IYF’s mission, Kellogg provided ample time, finances, and human resources to help ensure IYF’s success. Since then, many others have become partners and dreamers with us. Today, IYF is no longer solely the vision of its founder or its initial investor. Its future is shaped by a collective vision of people and organizations from around the world that care deeply about changing the odds for our children and youth.

Our second decade is filled with opportunity for progress. May we be realistic optimists. May we be learners. May we continue to look for new ways to realize the dream.

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