



Transforming lives, together.



# Innovation In Action



Transforming lives, together.

2024 IMPACT REPORT



## IYF proudly rang the Nasdaq Opening Bell to honor International Youth Day 2024

Celebrating the transformative power of young people in driving digital innovation for sustainable development.

*“It was our pleasure to welcome IYF to ring the Nasdaq opening bell on International Youth Day. We were proud to celebrate the impact IYF has had on youth globally and to hear about the work they are doing to unlock potential and the economic opportunities for young people around the world.”*

*– Jailan Griffiths, Vice President,  
Global Head of Purpose at Nasdaq and President of the  
Nasdaq Foundation*



Transforming lives, together.

## Message from President & CEO

**Dear IYF Family, Partners, and Supporters,**

As I step into my new role as President and CEO of the International Youth Foundation (IYF), I am filled with immense gratitude and excitement for the road ahead. Having witnessed the extraordinary impact of IYF's work in the lives of millions of young people across the globe, I am more committed than ever to advancing our mission—empowering youth to build brighter, more prosperous futures.

At IYF, we understand that the foundation of a meaningful life is a good job. A job that offers not only financial stability but also a sense of purpose. Youth everywhere are seeking education and training that can unlock these opportunities—careers that allow them to contribute to their families, their communities, and the broader world. This aspiration is universal, but for far too many, it remains elusive.

Our world is changing at an unprecedented pace, and young people are at the forefront of this transformation. From climate change to the rise of artificial intelligence, the challenges are immense, but so are the opportunities. The future of work must be built with young people in mind—by equipping them with the skills to thrive in an AI-driven economy, empowering them to lead in green technologies, and ensuring access to digital pathways that are essential for sustainable development.



At IYF, we're not just preparing youth for jobs—we're working to transform the systems that surround them. We're pushing for the kind of systemic change that will connect young people to the jobs of today and tomorrow, ensuring they have the agency to shape their own futures. With the support of our partners, we've reached over 8 million youth worldwide, and we are just getting started.

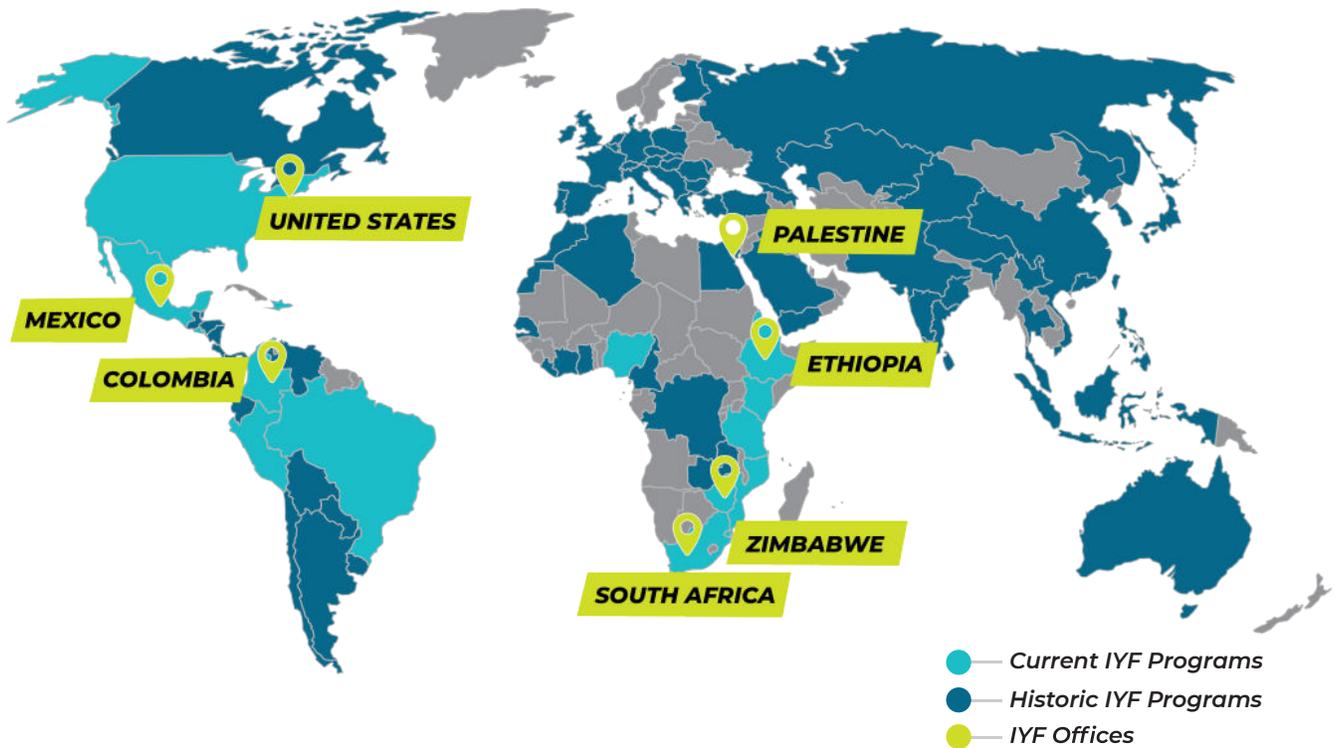
In this pivotal moment, I invite you to join us. Together, we can harness the collective power of youth to drive economic growth, innovation, and lasting social impact. Whether through partnerships, investments, or advocacy, your support is essential in making this vision a reality. The time is now. Join us in creating the future our youth deserve.

With gratitude,

A handwritten signature in black ink that reads 'Christina E Sass'. The signature is fluid and cursive, with a long, sweeping underline.

**Christina Sass**  
President & Chief Executive Officer

The lives of **young people are transformed** as they develop critical skills to secure jobs, build inspiring futures, and make the systems they live and work in more youth-inclusive.



## Global Impact in 2024

As we reflect on our journey in 2024, we are proud to highlight the significant progress made by IYF in empowering youth across the globe. Our programs continue to transform lives, foster skill development, and create pathways to successful futures. The following metrics showcase our collective impact and commitment to nurturing the potential of young people worldwide.



**105**

COUNTRIES



**615**

LOCAL PARTNERS



**8.1 M**

IN-PERSON PARTICIPANTS



**6.3 M**

ONLINE PARTICIPANTS

# Impact and Outcomes in 2024



## Skill Development Success

**98%**

of youth achieved measurable increases in socio-emotional skills.

**71%**

of youth experienced a positive change in civic knowledge or skills.



## Skills Expansion

**95%**

of youth reported gaining new hard skills.



## More inclusive and Youth-Responsive Systems

**84%**

of IYF partners and community stakeholders now demonstrate meaningful shifts towards being more youth-inclusive and youth-responsive.



## Community Engagement

**73%**

of youth increased their participation in their community.



## Policy and Practice Adoption

**+200**

new or adjusted practices or policies adopted by system actors to support youth.



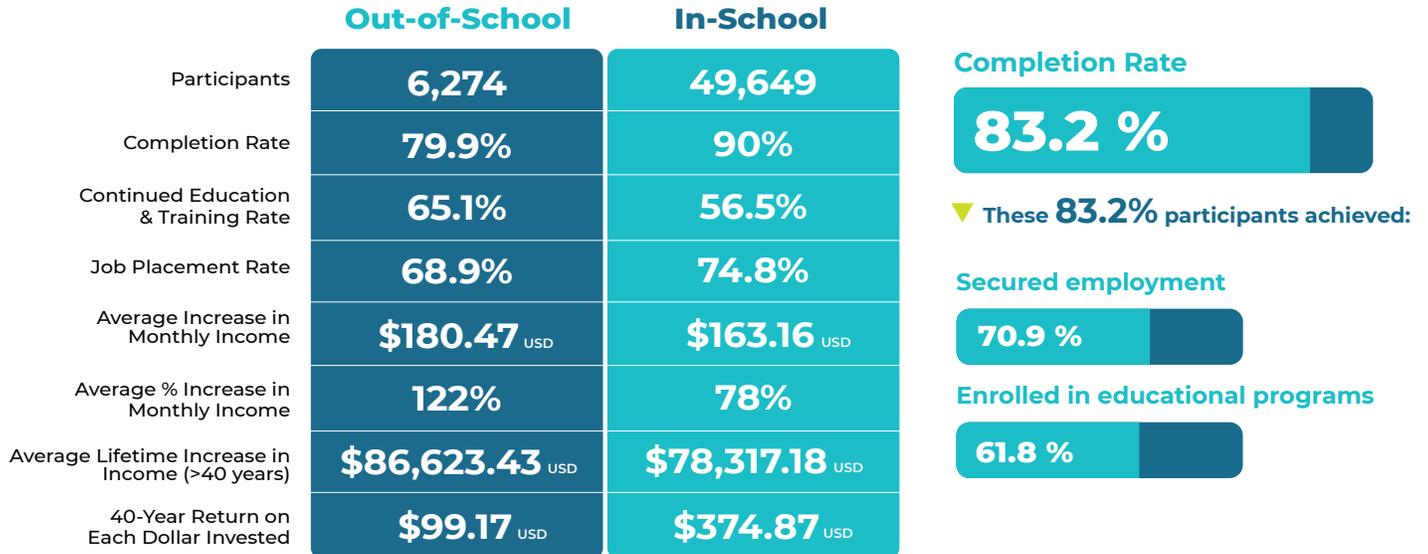
## Career Pathway Clarity

**77%**

of youth gained a clear, actionable pathway to a job.

# Regional Snapshot: Latin America and the Caribbean in 2024

IYF transforms lives globally by helping young people develop critical skills to secure jobs and build futures that inspire them. In 2024, we saw significant outcomes across Latin America and the Caribbean. Below is a snapshot of our work and impact in the region.<sup>1</sup>



We will continue to improve this calculation over time.

In the interim, we would like to highlight several assumptions.

- 1 We assume that all participants have similar education, employment and income levels as the representative samples included in the ex-post surveys. The representative sample is made up of participants that complete the full completion of program interventions, despite variable participation among interventions within the larger population of completers.
- 2 We assume that the difference in monthly incomes between graduates and the target population remains constant over time.
- 3 Because most of our graduates who are not working continue in school, we assume that there is some benefit to them upon entering the labor market, so we calculate our ROI based on cost per graduate, not cost per job placement.
- 4 Our in-school programs continue in operation years after a program's conclusion, although we assume a decreasing impact on increased income and job placement rates three years after program completion. We did not account for these additional three-year beneficiaries when calculating the cost per graduate from the initial investment. For in-school programs, this would reduce that cost by 50% in most cases.

In addition, by supporting our partners in adapting and scaling effective approaches and transforming systems, we impact exponentially more young people. In 2024, we are beginning to report on these additional **lives impacted**, in select programs.

<sup>1</sup> IYF tracks participant data through baseline, exit, and ex-post surveys, along with organizational documentation. At baseline, IYF collects socio-demographic data for all programs, additionally, our out-of-school programs gather employment status data through a baseline survey. At exit, IYF collects completion rate data. The ex-post survey, conducted by a third party on a representative sample of graduates, gathers information on participant employment, education status, and income. Since income data is self-reported, inconsistencies may arise; therefore, IYF excludes data from these calculations if it lacks clear interpretability. In each country, we identify the average monthly income of our target population—youth Not in Education, Employment, or Training (NEET) and upper secondary graduates—from official sources as a proxy for the counterfactual, to calculate the average increase in monthly income. Local currencies are converted to U.S. dollars using the average exchange rate over the calendar year.



**55,923**

Lives Transformed



**33,000**

Expected Jobs Secured

**\$2,767,332,306.10** USD

Expected total income increase

**\$12,601,223.20** USD

Total Investment

**21,860.82%**

Return over 40 years

In 2024, IYF transformed the lives of 55,923 young people in Latin America and the Caribbean, with an anticipated 33,002 expected jobs secured. This is expected to generate a total income increase of \$2,767,332,306.10 USD over the lifetime of those participants—representing a 21,860.82% return over 40 years on the \$12,601,223.20 USD investment.

**\*Note on how we calculate our ROI**

You will note that our ROI calculation is not based on the data presented in the table above; rather, we calculated the ROI based only on those programs where we monitored average monthly income of employed graduates. To calculate the ROI for those programs, we used the following calculation:

40-year ROI =  $\frac{\text{Average Monthly Income of Employed Graduates} - \text{Average Monthly Income of Target Population} \times 12 \times 40}{\text{Cost per Graduate}}$

# How We Work

In 2024, IYF supported young people to:

**Take control** of their bodies, their schools, and their creative expression;

**Lead the way** to a future that inspires them; and

**Create the future** they envision for themselves and their communities.

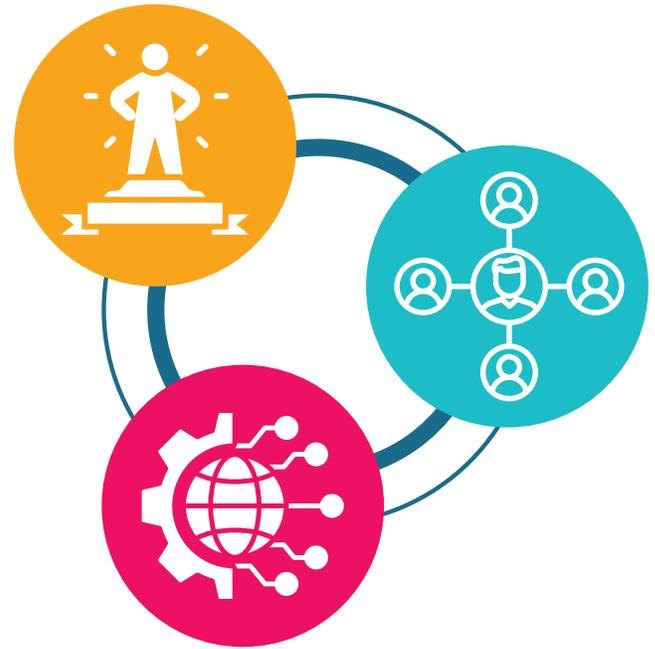
## Youth Taking Control

The world is not set up to meet the needs of young people—people who are not children and not yet adults. Very few spaces in a young person's life are set up primarily for them. Even those that are—schools for example—many times serve the interests of the adults in the building. While young people pass through on their way to adulthood, they are not given a controlling stake in institutions where, on the surface, they should be the primary stakeholder.

At IYF, we believe empowering young people to take charge is key to building more equitable societies. Through innovative programs, we put youth in control of their bodies, schools, and creative expression. Whether it is gaining access to critical reproductive health services, reshaping learning environments, or driving social change through the arts, these programs ensure that young people are making decisions that shape their own paths and futures.



NetworkIT Scale Cybersecurity Graduate, Mexico City, 2024.



## Youth Leading the Way

Marginalized young people often face compounding risks like poverty, social exclusion, and violence—where the impact of the combination of risks they face is not arithmetic but exponential. This leaves many feeling unsafe, unrooted, and lacking hope for the future.

We have found that to be impactful, programs must support marginalized young people in building relationships, envisioning an inspiring future, navigating obstacles, taking initial steps toward that future, and growing into leadership roles to transform the systems that marginalize them. This approach shows young people that there is room for hope and that they can move toward the life they want.

IYF has developed effective in-person and remote models to connect marginalized youth to opportunities. Our programs lead the field in completion and job placement rates. For example, in Latin America and the Caribbean, an average of 83.2% of participants complete our opportunity youth programming, with 70.9% of those completers securing employment and 61.8% enrolling in educational programs.

# Youth

## Creating the Future

Young people know they are inheriting a world on fire. At a pivotal moment with the climate crisis reshaping the global economy, the largest and most educated generation is preparing to enter the workforce as the world adjusts to massive, interrelated economic megatrends: the energy transition, digital disruption, artificial intelligence, and nearshoring. Can this generation of 1.2 billion young people rise to meet humanity's greatest challenge? The answer is YES—if they are equipped with the necessary skills and knowledge.

Retooling our entire economy in a single generation means that this generation of young people, whether they are industrial workers, accountants, or public servants, must act as agents of change, transforming their chosen industries from the inside out through every purchase, process, product, and service.

IYF's agile, demand-driven approach helps bridge the skills gap between public education, training providers, and labor market demands. On average, 60% of graduates from IYF-developed curricula secure formal employment within four to six months after completion. Working hand in hand with industry, educational leaders, and students, IYF is rapidly developing, testing, and scaling solutions to equip young people with the most in-demand skills for a rapidly changing labor market.



IT Support Training for the Conectad@s program, Colombia 2024.





2024 IYF Impact Report

# Youth Taking Control

*Programs featured:*

- ▶ **PROPEL Youth and Gender**
- ▶ **UP for Change**
- ▶ **Burberry Inspire**

**T**hese programs are transforming the systems that frame young people's day-to-day lives and, in so doing, shape their life outcomes. Recognizing that many systems that surround them do not meet the needs of young people, IYF draws upon youth experiences, insights, and enthusiasm to transform systems. In these programs, young people are making decisions and driving change in their own lives, communities, and beyond.



# PROPEL Youth and Gender

Youth participant Aadeba Ameen, sponsored by USAID's PROPEL Youth & Gender Project, joined the ICPD30 Global Dialogue on Demographic Diversity and Sustainable Development.



## Objective

Advance gender equality and sexual and reproductive health and rights for women, men, and gender-diverse individuals at all life stages.



## Countries

Global including Tanzania, Madagascar, and the Gambia

**M**any young people worldwide lack the support and resources needed to actively engage in strengthening the health systems to ensure their health and well-being. This is especially true for those from marginalized groups and with intersectional identities, who often face unfair health policies and limited access to care. These challenges, rooted in persistent gender inequalities, affect not only individual lives but also hinder the development of healthy, equitable societies.

To address these issues, IYF launched PROPEL Youth and Gender in September 2023. This five-year project, funded by USAID, aims to create lasting change by:

1. Improving policies to better serve young people,
2. Making health systems more responsive to diverse needs, and
3. Advocating for sexual and reproductive health rights.

PROPEL Youth and Gender takes an inclusive approach, working with young people, women, men, and gender-diverse individuals of all ages. By involving them as active partners, the project ensures that solutions are relevant and effective.

*“Attending the ICPD30 Global Dialogue on Demographic Diversity and Sustainable Development was an extraordinary and transformative experience. As the youngest speaker among 200 delegates from 50 countries, this opportunity marked a significant milestone in my personal and professional journey.”*

- Aadeba Ameen, Pakistan



Adeeba Ameen, a youth participant sponsored by USAID's PROPEL Youth & Gender Project, connects with fellow attendees at the ICPD30 Global Dialogue on Demographic Diversity and Sustainable Development.

In its first year, PROPEL Youth and Gender has already made significant progress:

### Youth Leadership

We have supported young leaders in shaping global conversations about their own reproductive health and rights. This includes their participation in high-profile events like the United Nations summits and the ICPD30 Global Dialogues.

### Urban Youth Access

Our research has highlighted how current systems often fail to serve young people, especially in low-resource urban areas. We're using these insights to help governments create more inclusive and accessible healthcare policies.

### Combating Harmful Practices

In the Gambia, we're working to enforce laws against female genital mutilation and child marriage. Through innovative media assessments, we're developing powerful messages to challenge these practices and equipping decision-makers to protect girls' rights.

### Climate and Gender

We have analyzed over 640 indicators from Gender Action Plans as part of Green Climate Fund programs across 15 countries. This research helps align gender equality goals with climate change initiatives.

By addressing the connections between gender equality, family planning access and reproductive empowerment, PROPEL Youth and Gender is creating pathways to a more equitable and healthier future for all. Our work contributes to building a future workforce that is healthy, empowered, and ready to tackle global challenges.



Scan QR for more info

Explore the PROPEL Youth and Gender project





# UP for Change

UP for Change Leaders gather in Chicago in July 2024 to review grant applications and select recipients for funding.



## Objective

Partner with a national cohort of young leaders to co-design, manage, and learn from a grant fund to award subgrants to organizations that promote more equitable education for students with learning differences, particularly those who face additional challenges due to racism and poverty.



## Countries

USA



Lives Impacted

**400**

(2024-2025)



Lives Transformed

**16**

Young Leaders



Goal Achievement

**160%**

(2023-2024)

Youth with learning differences, or neurodiverse youth, often encounter additional barriers to success in traditional educational settings and beyond. They frequently find themselves marginalized, lacking appropriate support to access the same opportunities as their peers, especially those who experience further marginalization from racism and poverty. Compounding this issue is the fact that when schools and organizations attempt to address these challenges, the voices of those most affected—neurodiverse young people—are often excluded from the decision-making process.

At IYF, we empower neurodiverse individuals to harness their unique superpowers by gathering insights on the support, services, and programs that most impact neurodiverse people and what they need to succeed—to create learning environments around the U.S. where each person's unique learning style is embraced, rather than overlooked.

The Unique Perspective for Change (UP4C) program supported by Oak Foundation, tackles this issue by empowering neurodiverse youth to lead the change themselves. Over the past year, UP4C engaged a diverse cohort of 16 young leaders from across the U.S. in a participatory grantmaking process that allowed them to co-create a request for proposals, review applications, and award funding to projects that directly support neurodiverse students. UP4C Leaders awarded \$600,000 USD in grants to seven programs that will help reach 400 neurodiverse young people across the country to develop leadership and advocacy skills for adult success, as well as initiatives that provide additional resources for young learners who may not have an Individualized Education Plan or are in environments where accommodation processes are less understood or formalized.

This innovative initiative gave young leaders, who represented a rich diversity of learning differences and neurotypical participants, a direct role in shaping the solutions that affect them. The UP4C program will culminate in a partner learning convening, where young leaders, grantees, and other key stakeholders will share best practices to shape the policies, guidelines, and supports needed for community-based organizations and school systems to effectively respond to the needs of neurodiverse individuals, paving the way for a more inclusive and equitable educational landscape.



Scan QR for more info

Meet IYF's 2024 UP for Change Leaders





# Burberry Inspire

First Burberry Inspire Showcase, featuring youth participants from OnSide, a Burberry Inspire partner.



## Objective

Provide safe spaces outside of schools for young people to explore their creativity, develop new skills and foster positive change in their lives and in their communities.



## Countries

Hong Kong S.A.R., China, Italy, Japan, South Korea, UK, and USA



Lives Reached  
**209,290**



Goal Achievement  
**41.85%**  
(2023-2026)

In today's digital world, creativity is fundamental. It is a critical human skill that young people need to navigate the uncertainties and challenges brought by the digital era, especially in the workforce. However, not all young people have the same opportunity to unlock that creativity. Many are limited by the lack of spaces, resources, and support. This limitation can hinder their personal growth and capacity to thrive in their communities, negatively impacting their well-being and society's overall progress.

In response, IYF is committed to creating high-quality opportunities that break down barriers to equip young people, nurture their creativity, and foster positive transformations. Nurturing creativity has extensive positive effects: it helps young people reach and improve higher-order thinking skills, improves mental health, boosts confidence, and creates a greater sense of purpose and connection. Being part of creative spaces enables youth to exercise their agency, innovate and inspire others.

In 2023, IYF partnered with The Burberry Foundation to create Burberry Inspire, a global youth engagement program designed to provide safe spaces outside of schools for young people to explore their creativity, develop new skills and foster positive change in their lives and in their communities. Now in its second year of implementation, the program has a global network of 13 youth-serving organizations across five regions worldwide.

Burberry Inspire incorporates Creative Youth Development principles by centering youth perspectives, valuing their lived experiences, and elevating their authentic voices. It also uses an assets-based approach, building on young people's strengths and fostering meaningful relationships with peers and adults to promote creative thinking and self-expression.

## Burberry Inspire

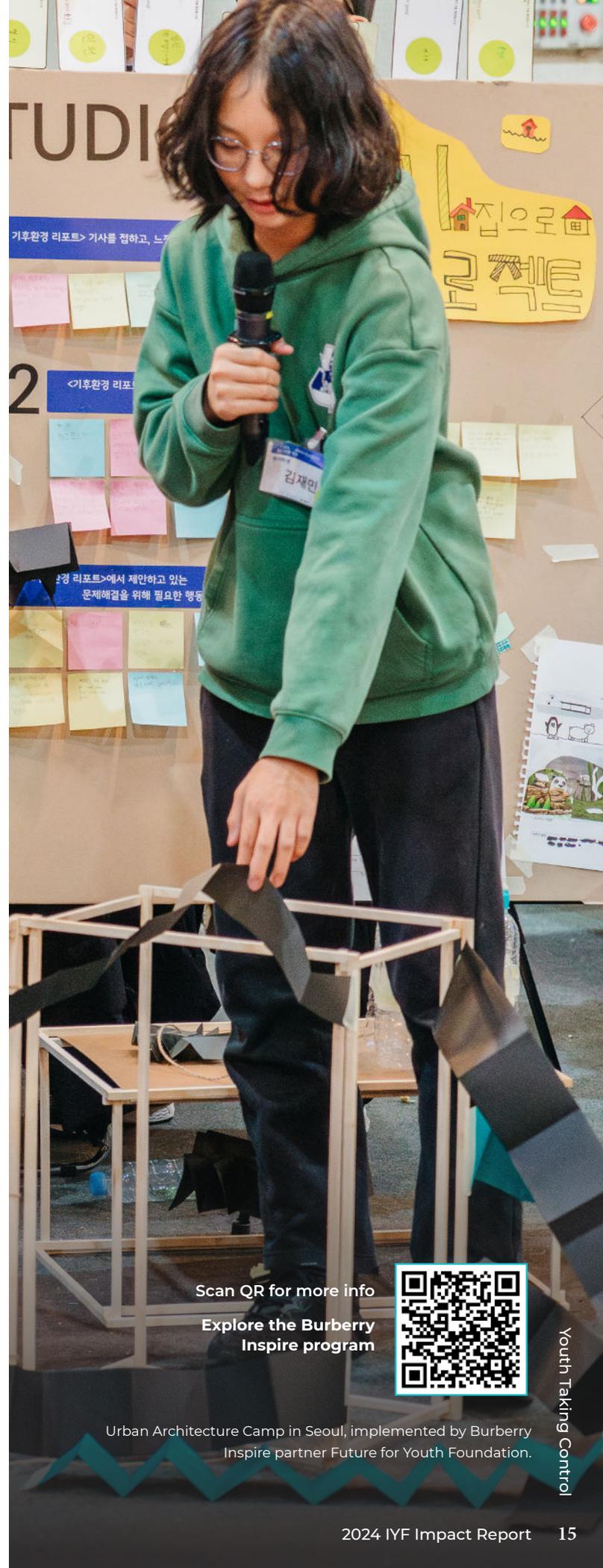
In March 2024, Burberry Inspire launched its inaugural global Burberry Inspire Young Leaders (YLs) Program for young people aged 17-20. Through this initiative, 20 participants representing the program's regional partners are addressing social issues in their local communities through the power of storytelling and creative self-expression. YLs are also benefiting from career mentorship from Burberry employees to help them to prepare for their futures.

Because creativity can take different forms, Burberry Inspire deeply engages young people to nurture their creative skills through a variety of high-quality, culturally relevant projects offered by each regional partner. Program activities span from design and the creative arts to STEM-related skill development, entrepreneurship, and leadership, all aimed at breaking down educational and economic barriers.

By fostering creativity, Burberry Inspire is building a brighter and more inclusive future, where young people can thrive and create a meaningful impact on their communities and the world.

*“Through Burberry Inspire, we are fostering a sense of connection and identity, promoting skill development and building better futures for all young people. By investing in the next generation of creators, we are not only helping individuals to thrive but are also contributing to a more inclusive and dynamic society.”*

- Nicole Lovett, Global Head of Communities, Burberry Group Plc and The Burberry Foundation

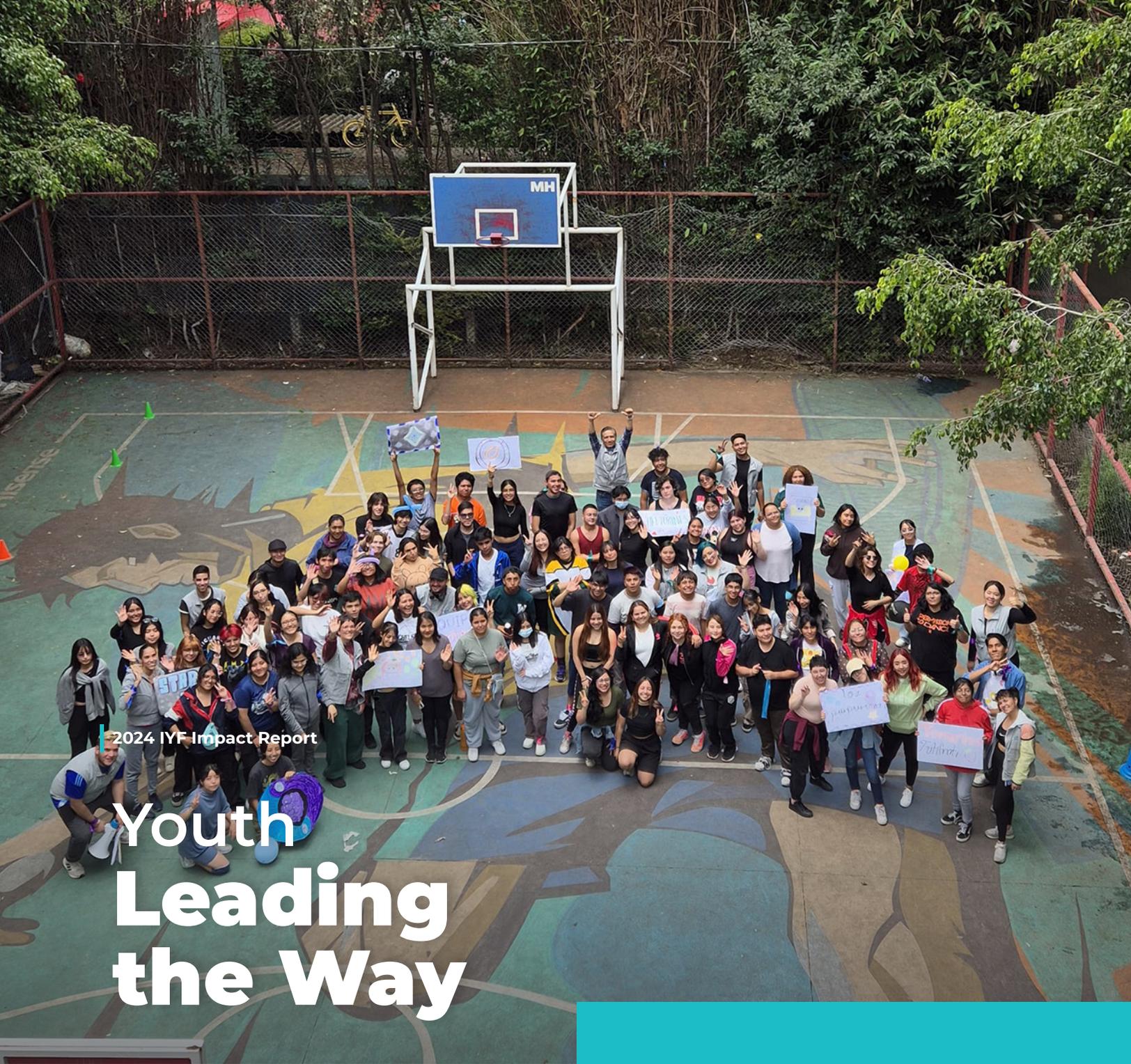


Scan QR for more info  
Explore the Burberry  
Inspire program



Urban Architecture Camp in Seoul, implemented by Burberry  
Inspire partner Future for Youth Foundation.

Youth Taking Control



2024 IYF Impact Report

# Youth Leading the Way

*Programs featured:*

- ▶ **USAID Integrated Youth Activity/Kefeta**
- ▶ **Youth Opportunity**
- ▶ **JuventudES**
- ▶ **Conectadas LAC**

**T**hese programs don't just offer support—they help youth envision, pursue, and achieve their dreams, transforming their own lives and communities along the way. We know that when youth are given the right tools, networks, and opportunities, they can lead their communities and nations through critical transitions—demographic, economic, and technological.



# USAID Integrated Youth Activity/Kefeta

Woyinshet Reta, Functional Youth Facilitator, leads a Level II literacy session in Hawassa City.



## Objective

Empower youth to advance their own economic, civic, and social development.



## Countries

Ethiopia



## Lives Impacted

**55,188**

(54.2% Female)

In Ethiopia, young people, particularly those who are out of school, are facing significant challenges in accessing opportunities for advancement. Limited access to education, coupled with a lack of youth-friendly services and economic opportunities, has hindered their ability to shape their own futures. Recognizing this pressing need, the USAID Integrated Youth Activity/Kefeta, a five-year USAID-funded initiative, is transforming the landscape for youth across 18 Ethiopian cities by empowering them to lead the way toward a brighter future. Kefeta is led by Amref Health Africa and is managed by a consortium of international partners, local partners, and private resource partners. With a target of reaching 2 million youth, Kefeta is focused on building the skills, resilience, and agency necessary for them to advocate for themselves, pursue economic opportunities, and access essential youth friendly services tailored to their needs.

One of Kefeta's most transformative interventions is the Functional Youth Literacy initiative, aimed at addressing the urgent need for basic education among out-of-school youth. For many young people aged 15-29, the inability to read, write, or perform basic numeracy skills has been a significant barrier to their economic and social mobility. Through this initiative, Kefeta has already trained 59 facilitators and reached 12,000 out-of-school youth across the country, equipping them with essential reading, writing, and numeracy skills. The results have been remarkable: 95% of the youth who participated in Kefeta's literacy sessions passed the Ministry of Education's "Yebrhan Mizena" assessment. Additionally, 78% of youth showed significant improvement in their reading skills through the out-of-school Literacy Assessment.



Out-of-school youth engaged in a literacy session.

## Integrated Youth Activity/Kefeta

Kefeta's impact extends far beyond the classroom. By building strategic alliances with higher education institutions and youth hubs, Kefeta creates pathways for young people to access economic opportunities and positions them as key contributors to Ethiopia's development. The program's efforts to link youth with the private sector for employment and entrepreneurship opportunities have opened new doors for employment.



Functional Youth Literacy participant at work.

As a result, more than 9,500 youth have gained employment opportunities and improved their livelihoods, while its work with youth-led local organizations has fostered a values-driven approach to youth empowerment, encouraging service learning and community engagement. The integration of Positive Youth Development approaches ensures that young people's voices remain at the center of Kefeta's work, fostering a sense of ownership and agency among the youth it serves.

Kefeta is more than just a program; it is a movement toward a future where Ethiopia's youth have the power, the tools, and the opportunity to shape their own futures.



Scan QR for more info

Discover the power of incubation at Kefeta.



Out-of-school youth participating in a literacy session.



The IYF Youth Opportunity team conducts a Passport to Success (PTS) training-of-trainers for community-based organization staff to implement the PTS curriculum with young people.

# Youth Opportunity

- 
**Objective**  
 Reduce barriers to employment for young people.
- 
**Countries**  
 USA
- 
**Lives Impacted**  
**2.2**  
 Million
- 
**Lives Transformed**  
**18,898**
- 
**Goal Achievement**  
**110%**  
 (2018-2024)

**A**round the world, young people are encountering challenges in the job market, particularly those from marginalized communities who face systemic barriers. However, at IYF, we see a different story unfolding—one of empowerment and resilience. We believe that when young people discover and unlock their agency, they become powerful problem solvers and catalysts for change.

Through the Youth Opportunity (YO) initiative—a partnership between McDonald’s and IYF—IYF enhanced McDonald’s strategy to positively impact over 2.2 million marginalized young

people globally through life skills and career development programs, achieving this goal two years ahead of schedule.

As part of this effort IYF joined forces with 10 community-based organizations to transform the lives of over 18,000 young people—preparing them for the workforce and inspiring them to envision and create the futures they desire. These 18,898 young people developed life skills critical for success in work and life through IYF’s Passport to Success curricula, both in-person and online through PTS Explorer our mobile-first game-based life skills development platform. Passport to Success engages learners to actively develop critical thinking, problem-solving, communication, and leadership skills.

Our YO Ambassadors program takes this empowerment further, bringing together cohorts of young leaders to hone their leadership, collaboration, and project management skills, through our award-winning, youth-designed Supporting Others and Rising (SOAR) leadership curriculum. SOAR leverages learner-directed learning, self-expression and ongoing feedback to ensure that learning experiences are focused on participant interests and the problems most important to them.



IYF President and CEO Christina Sass visits a Youth Opportunity partner organization in Washington, D.C.

*“With operations in more than 100 countries, McDonald’s and our franchisees’ unique connection to communities around the globe comes with the opportunity – and responsibility – to support the people within them. Through our Youth Opportunity initiative, we are proud to help advance global youth employment, providing young people with the skills and resources necessary to thrive at McDonald’s or carry them into new careers. Our transformative partnership with IYF drove accelerated awareness & participation, allowing us to surpass our goal of empowering 2.2 million young people worldwide two years ahead of schedule.”*

*-Jon Banner, McDonald’s Global Chief Impact Officer*

As a result of these initiatives, the young people we work with are discovering pathways to employment that uplift not just themselves, but their families and communities. 90% of participants expressed satisfaction with the training they received. Among those who completed the training, 81% reported being engaged in either employment or education. Their growing confidence fuels their ambitions, encouraging them to pursue further education or employment. Through their determination and the skills they acquire, they are poised to lead the way in reducing barriers to employment and shaping a brighter, more inclusive future for others like them.



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Learn from Inspiring Young Leaders





# JuventudES

Youth from the Bakery Workshop and staff in Mexico City; Mexico, 2024.



## Objective

Reconnect young people to employment and education.



## Countries

Mexico



Youth Impacted

**1,966**

Since 2022



Job Placement Rate

**57.3%**



Education Placement Rate

**72.7%**



Goal Achievement

**98.3%**

(2022-2024)

**M**exico City's 233,000 opportunity youth—youth neither in school nor work—often face multiple marginalization factors. For instance, lack of official documents limits access to jobs or further education, and navigating official bureaucratic systems can be overwhelming, especially for those unaware of available support. The JuventudES program, financed by the Conrad N. Hilton Foundation and Hilton Global Foundation, connects marginalized youth in Mexico City to employment and education opportunities, targeting neighborhoods with concentrated disinvestment, unstable land tenure, and violence.

While we have supported organizations from Mexico's northern border to its central highlands to adopt, adapt, and sustain the model, this is the first time IYF has sought to incorporate the model into a network of youth service providers, including public agencies, charged with serving marginalized young people.

Since 2022, IYF has partnered with the Conrad N. Hilton Foundation to enhance the JuventudES program, which empowers vulnerable young adults aged 16-29 by equipping them with vital job skills, connecting them with potential employers, and linking them to educational opportunities.



Young people from the Bakery Workshop at Cejiv in Mexico City; Mexico, 2024.

As IYF's fifth iteration of this effective youth engagement model, JuventudES incorporates the following six components into short-term, intensive programming lasting 6-8 weeks, delivered either in-person or remotely:

### 1 Targeted Outreach

JuventudES employs three complementary outreach strategies: (1) targeted publicity campaigns, (2) youth-to-youth direct outreach and recruitment, and (3) alliances with and grants to other youth-serving organizations.

### 2 Work Readiness Life Skills

Through Passport to Success, IYF's award-winning life skills training program, participants are equipped with the skills to translate their resilience, communication, and interpersonal skills into success in school, training, and work.

### 3 Technical Skill Development

Participants rapidly develop vocational skills that in high demand in the local labor market to meet their urgent income needs.

### 4 Youth-Led Case Management

JuventudES' youth-led case management model is built around young person's vision for their future and the chosen path. It offers guidance, support, and motivation so that participants leave the program with a personalized "life plan" and a clear path to a better future.

### 5 Connection to Work and Future Education

JuventudES connects program graduates to appropriate job prospects, internship opportunities, and continued education and training. Participants develop job search skills and assets, like CV's, interviewing skills and preparation of paperwork required for employment. JuventudES works with local employers to reduce their reluctance to hire young people who may not have the educational credentials or socio-economic background they expect.

### 6 Developing Youth Agency to Promote a Culture of Peace

IYF provides young people with positive models for resolving conflict and building their agency to address harmful relationships.

*"JuventudES represents a beacon of hope. It encourages us to better understand that the answer, when it comes to young people, isn't to be defensive, to stop listening, or to shut down their questions. How else can we truly embrace their dreams? With JuventudES, we build the future alongside new generations, with hope and joy, trusting in the immense, sometimes hidden, potential within their hearts."*

- Father Manuel Zubillaga, CEJUV

The program has had an extraordinary impact, as evidenced by key indicators, and demonstrates robust outcomes. Currently, the completion rate is 85.6%, with 72.7% of participants enrolling in educational programs and 57.3% securing employment—both exceed the program's objectives. Through the program's substantial impact on personal and professional development, 91.2% of participants report enhanced life skills.



Scan QR for more info

Discover the Power of Inclusive Youth Programs





# Conectadas

Graduation of the Conectadas program in Yucatan, Mexico 2024.



## Objective

Prepare young women for promising and strategic career paths within the ICT industry and broader digital economy.



## Countries

Colombia, El Salvador, Kenya, Mexico, Nigeria, South Africa



## Youth Women Impacted

**8,697**

Since 2019



## Job Placement Rate

**69%**



## Goal Achievement

**111.7%**

(Cumulative across all Google.org-supported programs, 2019-2025)

**B**y 2030, it's projected that 80% of all jobs will be in Science, Technology, Engineering, and Mathematics (STEM) fields. Nevertheless, significant gender disparities remain in STEM and Information and Communication Technology (ICT) professions, particularly in Latin America and Sub-Saharan Africa, where entry into high-quality education to access those jobs is mediated by socio-economic and other cultural factors. In Latin America, women constitute approximately 32% of the workforce in STEM-related jobs, with some countries reporting figures as low as 22% in technical fields. Similarly, young women in Sub-Saharan Africa face systemic barriers to entering the digital economy.

Since 2019, IYF has partnered with Google.org to iterate effective ways to support young learners from marginalized backgrounds through the Conectadas program in Latin America and the Skills for Success program in Sub-Saharan Africa. These programs aim to equip young women with the skills needed to succeed in the digital economy, including IT support and cybersecurity.

In Conectadas, in Colombia, El Salvador, and Mexico, 80% of participants in the program completed courses in IT support and cybersecurity, over 11 times the average rate. In Skills for Success—with young women in South Africa, Kenya, and Nigeria—the program achieved similar success, preparing young women for careers in IT. Upon completion, participants in Skills for Success also received a Google IT certificate and access to wrap-around services, including job placement support.

Together with Google.org, IYF has created a learning laboratory, constantly refining approaches to reach vulnerable populations, while maintaining high completion and employment rates. Our design process has focused on identifying and addressing barriers marginalized young learners face in accessing and completing online courses:

 Barrier	 Solution
▶ US\$49 monthly license fee—nearly a fifth of a low-income family’s monthly income.	▶ Google’s in-kind contribution of license fees.
▶ The opportunity cost of the time spent learning during set hours.	▶ Asynchronous and synchronous learning opportunities.
▶ Lack of support.	▶ Trained mentors and peer support groups.
▶ Limited connections to actual labor market opportunities.	▶ Career orientation with participants and families, job search skills, and asset development.
▶ Lack of prerequisite and life skills.	▶ Contextualized skill building and life skills development through PTS.

*“It fills me with great pride and satisfaction to be part of the training process for talented young people like the participants of the Conectadas program in El Salvador. More than 200 young people have been trained and graduated, demonstrating that distance is not a barrier to continuing their education. Technology has the power to transform lives, break down barriers, and open up many opportunities.”*

- Rebeca Márquez,  
ÁGAPE Program Coordinator

IYF has found that proactive, personalized, and timely support from mentors is critical for participant success. Mentors proactively supported young people with technical know-how, motivation, problem solving, and connections to resources that empowered participants to complete the courses successfully. IYF aligned mentor incentives by basing their compensation on the number of young people who completed the program.

In late 2024, IYF launched the next phase of its collaboration with Google.org, introducing a new training program focused on AI to equip young people with emerging skills for the future of work.

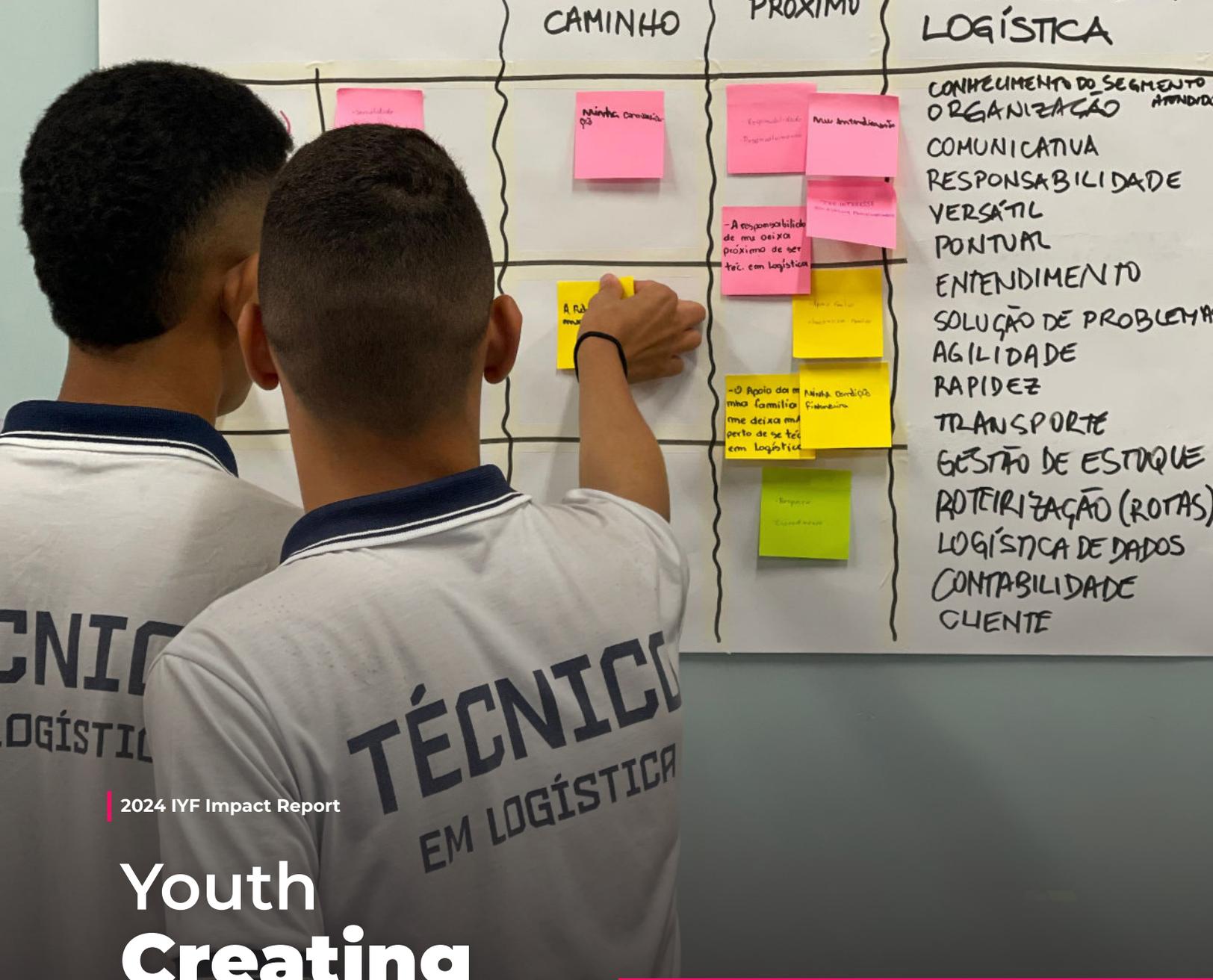
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Watch the testimonies of young Mexican women breaking STEM barriers





2024 IYF Impact Report

# Youth Creating the Future

## Programs featured:

- ▶ EquipYouth Mexico
- ▶ Green Generation MX
- ▶ High Gear
- ▶ Microsoft Regional LATAM

Innovation is at the heart of creating a sustainable future, and IYF empowers youth to be the driving force behind it. These programs prepare young people to lead in industries where the future of work is being shaped, particularly through the development of digital and green skills. As they face a rapidly changing world, youth are not just inheriting challenges—they are creating bold, forward-thinking solutions that will shape the future of the workforce and the planet.



# EquipYouth

COBAC students at the Labor Market Transition Workshop in Coahuila, Mexico 2024.



## Objective

Reduce the skills gap within local industry and connect young people with employment opportunities.



## Countries

Mexico



Youth Impacted

**30,391**



Job Placement Rate

**74.5%**



Goal Achievement

**121.6%**

(Mexico phase, 2021-2024)

Young people live in a time of rapid and unprecedented change, including shifting labor market demands due to the rise of technology like AI, the energy transition, demographic shifts, and nearshoring. Innovations in industries are accelerating rapidly, while workforce ecosystems often struggle to keep up. Since 2007, IYF has partnered with the Caterpillar Foundation to benefit youth worldwide, launching the EquipYouth program in 2011 to bridge emerging skills gaps. The program has operated in 14 countries across three continents. In 2024, IYF successfully concluded a three-year EquipYouth initiative in Mexico while planning and launching new programs to address emerging skills gaps in Brazil, Mexico, and Peru.

EquipYouth Mexico prepared young people for opportunities in the information technology (IT) and advanced manufacturing sectors by incorporating demand-driven technical and life skill development, career orientation, job search skills, and positive youth development practices into the standard school day at 62 high schools across three Mexican states. By June 2024, the program exceeded its objectives, reaching 30,391 high school students, training 528 instructors and school personnel, and improving 1,075 hours of technical and socio-emotional curricula. Within six months of concluding the program, 74.5% of graduates secured new or enhanced employment, and 95% reported that it assisted them in clarifying their career aspirations.

In Latin America, bridging the skills gap in rapid economic change is especially crucial. Strengthening the workforce ecosystem in the region could unlock significant economic growth, leveraging the potential of its largest generation of young people and positioning the area as a competitive player in the global economy.

As the energy transition drives increased demand for metals mined in Latin America—such as copper, iron, lead, zinc, bismuth and manganese—the mining industry faces significant challenges, such as diverse modes of transportation, remoteness of operations, and infrastructure requirements. Alongside the Caterpillar Foundation, IYF will increase the supply and relevance of a skilled workforce for mining logistics technicians in both Brazil and Peru, building the technical and life skills required by the industry into the standard school day while supporting young women and their families to envision careers in nontraditional sectors.

In Mexico, the transformation of advanced manufacturing supply chains—driven by AI, nearshoring, and digitization—has led to growing skills gaps. EquipYouth will address these challenges by training students in technical high school systems through a gamified curriculum that develops data science skills instead of standard statistics classes. As part of the standard school day, students enrolled in advanced manufacturing programs will also develop new skills to address the emerging AI skills gap in advanced manufacturing.



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Curious About Youth Development Strategies at EquipYouth



*“This program was an extraordinary learning experience that has significantly impacted my personal and professional life. Collaborating with professionals who were committed to their craft provided me with invaluable knowledge. I observed how the Passport to Success (PTS) lessons facilitated the healthy development of students, enabling them to acquire the necessary skills to confront the obstacles of daily life.”*

*- María Fernanda Quintero, Head of Socioemotional Resources and Educational Guidance, Colegio de Bachilleres Tamaulipas*



# Green Generation MX

Graduation of Energy Efficiency Fundamentals students at the Universidad Tecnológica Paso del Norte in Chihuahua; Mexico, 2024.



## Objective

Create scalable approaches to develop critical skills for the energy transition.



## Countries

Mexico



Youth Impacted

**513**

Since 2022



Job Placement Rate

**66.4%**



Goal Achievement

**114%**

(2022-2024)

Mexico faces significant challenges leveraging its demographic dividend due to critical talent gaps exacerbated by the energy transition. Despite having the largest youth generation in its history, 17.3% of Mexican young people are outside of education or the labor market, and the youth unemployment rate stands at 6.5%. This challenge is compounded by training programs that often do not align with job market needs, particularly in green industries, leading to an under-supply in critical areas like energy efficiency and electric vehicle (EV) production. The mismatch between educational outcomes and labor market needs threatens to undermine Mexico's economic potential amid a nearshoring trend that could significantly boost salaries and investment. As the automotive sector, particularly EV production, experiences rapid growth—with EV output soaring by 1,633% between 2020 and 2023—there is a pressing need for skilled workers, marking a pivotal opportunity for job creation.

The Green Generation Program, launched by IYF, is a transformative two-year initiative supported by the TK Foundation designed to design, pilot, and identify pathways to scale three key curricula to develop in-demand green skills: data science, energy efficiency, and EV production. IYF worked with industry partners to identify how economic megatrends—like automation, energy efficiency requirements, and the shift towards EVs—are reshaping the demand for green skills.



Sample class of Green Projects at Universidad Tecnológica Paso del Norte in Chihuahua, Mexico, 2024

IYF worked with industry, education institutions, and young people to identify and develop curricula to address emerging skills gaps. To develop the EV curriculum, IYF partnered with LinkedIn's Economic Graph's Data for Impact program to analyze key data, which allowed IYF to: 1) refine its preliminary list of critical skills for EV production, 2) assess the extent to which these skills were prevalent in the labor pool across different states, and 3) track how the spread of these skills evolved. Then, working through a public-private partnership with the National Auto Parts Industry Association, IYF developed and validated the world's first EV manufacturing competency model. Based on these findings, IYF developed, piloted, and identified pathways to scale an EV curriculum.



Students enrolled in the three curricula developed in-demand green skills by developing data collection protocols to analyze in-class basketball competitions in data science classes or to address pressing community needs applying energy efficiency fundamentals in their engineering practicums. Perhaps more importantly, they developed a sense that they could be agents for change in the energy transition.

For example, 20-year-old Angel Miguel Arrellano Mendez graduated college in 2023 with an engineering degree. Growing up in Ciudad Juarez, Mexico, Angel always knew he would end up working in one of the city's many factories. After enrolling in a new college course on Energy Efficiency Fundamentals, Angel began to see himself not only as the key to his family's economic stability but, also as he put it, "a person who could help many people" by increasing the energy efficiency of his city's factories and reducing their environmental impact.



Retooling not just the factories of Ciudad Juarez, but the entire global economy will take millions of young people like Angel over the next few decades. Luckily, today's generation is the largest and most educated generation the world has ever seen. With over 1.2 billion young people globally poised to enter the workforce, they are positioned to power the global energy transition. In 2024, IYF laid the groundwork to scale its three curricula across Mexican schools and universities, securing funding from the TK Foundation and Caterpillar to reach at least 17,000 young people with in-demand green skills over the next three years.



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Get Involved in Green Generation MX



# High Gear

High Gear program participants in South Africa, gaining practical skills for automotive industry careers.



## Objective

Enhance employability of youth by aligning TVET curricula with industry needs and facilitating industry placements.



## Countries

South Africa



## Goal Achievement

# 200%

of its target for course alignment.  
(2020-2024)

**S**outh Africa faces significant challenges in its Technical and Vocational Education and Training (TVET) system, particularly in aligning curricula with industry needs. Many graduates struggle to secure employment due to a lack of practical skills and industry-relevant training. Additionally, there is often a disconnect between educational institutions and employers, leading to gaps in student preparedness for the workforce.

In response to these pressing issues, the High Gear program was implemented in South Africa by IYF in partnership with the National Association of Automotive Component and Allied Manufacturers and the Department of Higher Education and Training (DHET) South Africa. Launched in 2020 and concluding in 2024, High Gear aimed to transform the TVET landscape by enhancing employability in the automotive sector.

*“High Gear is more than just an educational reform; it is a movement towards creating a more inclusive, skilled and forward-thinking workforce, that will drive South Africa’s growth and prosperity in the years to come.”*

*- Senior Manager, South Africa’s Department of Higher Education and Training*



A High Gear participant honing her technical skills as part of the TVET program’s hands-on training.

## Bridging the Skills Gap

The program focused on increasing industry-wide coordination in aligning TVET courses with market demands. High Gear fostered robust industry partnerships, facilitating 19 collaborations between private sector entities and TVET colleges. High Gear successfully aligning six major courses in Mechanical and Electrical Engineering and proposing three new occupational qualifications for accreditation.

## Moving at the Speed of Innovation

To meet emerging industry needs, High Gear developed a groundbreaking Electric Vehicle (EV) Competency Framework. This initiative integrated advanced technological and managerial skills, positioning students to thrive in a rapidly evolving job market.

The Quality Council for Trades and Occupations plans to integrate the EV curriculum into the national core curriculum. DHET is now exploring the creation of a modular part-qualification to accelerate skills training in EV technology, enabling faster workforce readiness.



## Orienting Young People to Opportunities



The Yakh'iFuture online platform provided students with essential career guidance, skill development opportunities, and job search assistance, contributing to overall student preparedness for the workforce.



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Explore the High Gear program





# Microsoft Regional LATAM

Participants of the Microsoft Skills Marathon at Tamaulipas; México, 2024.

In today's job market, digital skills are essential. With nine out of 10 jobs expected to require digital competencies, youth with the skills needed for success in the workforce is essential. However, many young people in Latin America often do not possess the IT skills needed to be competitive candidates for employment opportunities, both within the tech industry and across various professional fields. Limited access to technology has historically exacerbated this gap, leaving youth without the tools they need to thrive.

In response, IYF has partnered with Microsoft to integrate virtual training on a range of critical, cross-cutting digital skills into the education of young people in Latin America, who have historically had limited access to technology in the region. The program equips participants with foundational digital skills essential for enhancing their employability and increasing their chances of success in the job market.

The learning pathways cover various topics, including generative AI fundamentals, cybersecurity, project management, data science, business analysis, administrative support, and entrepreneurship. They also focus on soft professional skills and leverage Microsoft 365 tools to enhance participants' capabilities. These learning pathways provide participants access to valuable subjects enhance their personal branding, and create opportunities to build their professional global network. The program empowers participants to innovate in new contexts by designing independent projects to steer their future better and address real-world challenges.



## Objective

Equip young people with the digital and AI skills needed to succeed and increase their chances of employment.



## Countries

Brazil, Colombia, and Mexico



## Youth Impacted in LAC

**13,486** Since 2023



## Goal Achievement

**72.9%** (2023-2025)



Online participant, Brazil, 2024.

As most of courses are hosted on LinkedIn Learning, participants receive training while exploring new professional development avenues. They gain proficiency in Office 365, learn to collaborate online, and expand their skills—all while receiving a valuable certification. This project uniquely equips learners with Skills for Jobs training resources and Career Essentials certificates through Microsoft and LinkedIn, enabling them to continue developing in-demand skills beyond their time with the program.

The Microsoft Regional LATAM initiative is poised for continued growth. With a target of reaching 18,500 youth, the program has already made strides in building the capacity of over 60 local organizations and upskilling more than 245 teachers, career coaches, and trainers. IYF will integrate core components of Microsoft's Digital Skills curriculum to complement existing programming in Technical and Vocational Education and Training schools, which ensures more students gain the critical digital skills needed for today's job market.

*“My name is Luiz Eduardo and I attended Luiz Alves Lacerda school in Pernambuco, Brazil. I am currently an administrative trainee at Perbras, where I handle sending and receiving emails on a range of topics daily. The Fundamentals for Administrative Assistants course gave me a new perspective on email management, helping me make the process more organized and efficient.”*

*- Luiz Eduardo,  
Participant from Pernambuco, Brazil*

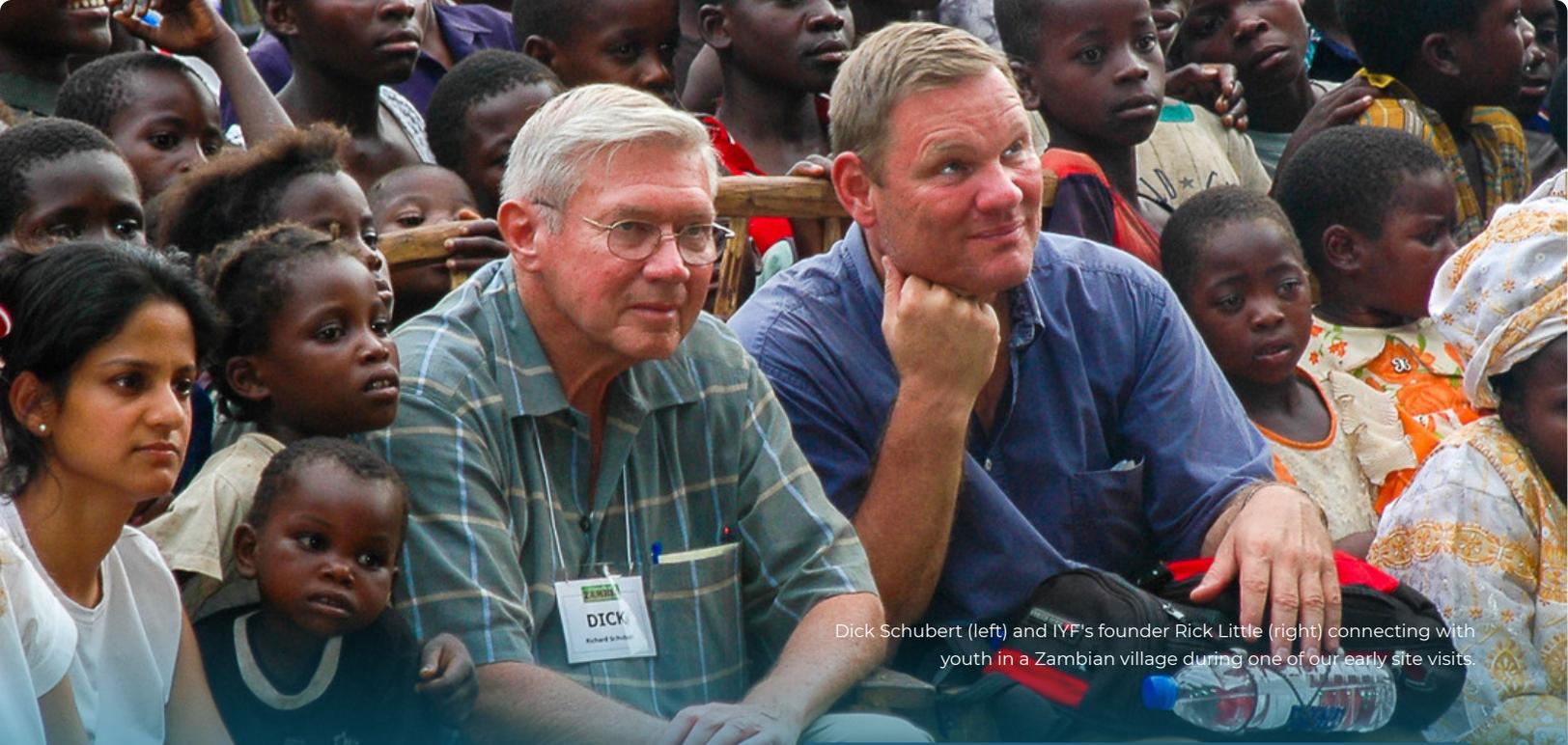


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Explore the Microsoft Regional  
LATAM program



Graduation and vocational fair in Medellín, Colombia, 2024.



Dick Schubert (left) and IYF's founder Rick Little (right) connecting with youth in a Zambian village during one of our early site visits.

## Compassion and Passion in Action

IYF honors Richard “Dick” Francis Schubert, our Founding Chairman and Chair Emeritus, who passed away on July 12, 2024. Dick’s visionary leadership and commitment to youth empowerment have profoundly impacted IYF and millions worldwide.

Elected as IYF’s first Chairman in April 1990, Dick shaped the organization’s mission and growth, serving until 1998 and continuing as Chair Emeritus. His passion for collaboration across sectors fueled IYF’s early successes.

As he once said, “I hope I’ve made a difference in the world.” Indeed, he did.

“When I started IYF, it was only a bold idea—no staff, no funding, no program, no board. One of my first priorities was to find the ideal person to become the founding chair of the organization. All roads pointed me to Dick Schubert. He was a widely trusted and respected leader across many diverse people and organizations—known as a bridge builder who brought people together to find solutions to difficult problems. He had a global vision and was deeply committed to young people. I am forever grateful for his friendship, leadership, and partnership in building IYF over these many years. He truly loved this organization, its people, and the millions of young people we have served. His legacy and light live on. RIP dear friend.”

- Rick Little, Founder Emeritus, IYF

“Dick Schubert was a visionary leader who touched countless lives through his service and commitment to others. Known for his motto, ‘Compassion and Passion in Action,’ he inspired a generation. His legacy will live on in the countless young people whose lives he changed.”

- Susan Reichle, Former President & CEO, IYF

“I met Dick Schubert on my first day at IYF in 1998, and he immediately took me under his wing. Over the next 25 years, he was a trusted mentor and invaluable guide. His wisdom and support left a lasting impact on IYF’s mission, and we will always honor his legacy.”

- Bill Reese, CEO Emeritus, IYF

# Unlocking Tomorrow's Potential

In 2025, IYF will celebrate 35 years of connecting youth to opportunity, with over 8 million lives transformed—and we're just getting started. With decades of experience, IYF is ready to meet the evolving needs of today's youth in a rapidly changing world.

As the global economy shifts—transitioning off fossil fuels, adapting to climate change, and absorbing new demographics—our role becomes even more critical. The world's largest generation of young people is entering the workforce, and we're committed to guiding them toward a future that inspires and sustains us all. To do this, we must evolve—scaling our impact and finding innovative ways to reach youth everywhere. Young people will find an ally in us not just at school or in community centers, but also in the workplace and in causes they care about most.

## Why Partner with IYF?

**Shared Vision for Change:** Align with IYF's mission to foster youth agency, expand economic opportunities, and drive systems change.

**Proven Track Record:** IYF's sustainable, scalable initiatives equip young people with market-relevant skills, preparing them for today's workforce.

**Holistic Approach:** Our strategic objectives focus on youth agency, economic opportunity, and systems change, addressing root causes to create lasting impact.

**Collaborative Network:** By partnering with IYF, you tap into a powerful network of corporations, foundations, and communities to create meaningful opportunities.

**Commitment to Learning:** We continuously refine our strategies based on data and insights, ensuring our programs evolve to meet emerging needs.



Young participants connecting at the 2024 Elevate Her Essence Conference, hosted by Girls Inc. of NYC, a Burberry Inspire partner.

## Join Us in Transforming Lives

As we mark 35 years of impact, we invite you to partner with IYF in creating a brighter future for youth. Join us in celebrating this journey and help us strategize for the future. Together, we can dismantle barriers, expand opportunities, and empower the next generation to reach their full potential.

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**USA OFFICE**

841 East Fort Ave. #105  
Baltimore, MD 21230 USA  
+1 410 951 1500

**MEXICO OFFICE**

Universidad #989 int. 101, Del Valle,  
Benito Juárez, Ciudad de Mexico,  
03100, Mexico  
+52 556 389 0855

**COLOMBIA OFFICE**

Carrera 29 E No. 11 Sur 110.  
Interior 2706, Medellín, Colombia  
+57 3108307792