



*International  
Youth Foundation*

***Improving***

***the conditions***

***and prospects***

***for young people***

***where they***

**live**

**learn**

**WORK**

**play**



*10TH ANNIVERSARY EDITION*

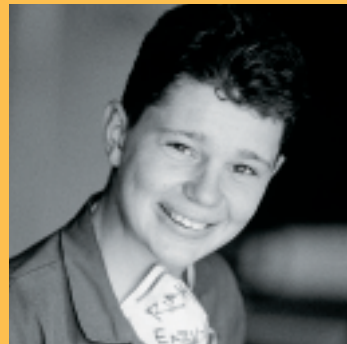
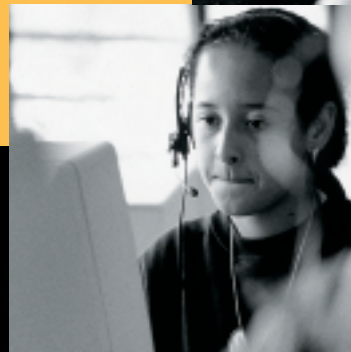
**A N N U A L R E P O R T 1 9 9 9**

**The International Youth Foundation (IYF)**

was established in 1990 to bring worldwide support to the many exceptional local efforts that are changing young lives in every corner of the globe. Though great progress has been made in keeping more children alive, an even greater number are growing up with little education, job training, productive employment—or hope. Yet in many communities around the world, innovative programs and practices have been developed to meet these urgent needs.

IYF is dedicated to increasing the effectiveness, scale, and sustainability of these proven approaches. It does so by drawing on the expertise of a worldwide network of partner organizations to ensure that the best programs are identified and expanded.

In its work with more than 160 companies, foundations, and nongovernmental organizations worldwide, IYF is focused on building in-depth strategic partnerships among the business, public, and civil society sectors.



## ***VISION***

**We seek a world where every young person has:**

- at least one responsible and loving adult who is irrationally committed to his or her well-being
- a safe place for sleeping, playing, learning, working, and being
- a healthy start and a healthy lifestyle
- the chance to contribute and serve others
- the opportunity to learn values and marketable skills for adulthood

## ***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.

## ***STRATEGIES***

- Build a global network of national organizations committed to children and youth
- Increase the quality and quantity of private investment
- Increase the impact of effective programs and practices through promoting knowledge and supporting efforts that improve effectiveness, scale, and sustainability
- Make the case for children and youth development and program investment



**Youth employment is one of the most daunting challenges of our time. More than 1.2 billion young people will enter the job market over the next thirty years and we are clearly unprepared for them. The question of whether and how these young people will acquire the skills and secure the jobs and livelihoods they will need to compete in the 21st century is one that we, as a global society, need to start answering—now.**

**Most societies have the resources to provide a positive entry to adolescence and the world of work. But it will take new policies and a far more determined political will to pave the way for the productive independence of young people and their adulthood, which is just one short step behind. Preparing them for good citizenship is not an act of charity. Societies reap what they sow. Many of our youth are already parents, consumers or leaders. Their experiences and attitudes—positive and negative—are already shaping their communities, our world.**

**In the following pages, we pay tribute to the determination, creativity, and discipline demonstrated by millions of young people who are working today. We applaud the many innovative programs and partnerships that actively promote job training, mentoring, and work opportunities for youth. But inevitably, we focus our attention on what can be done on behalf of the millions of young people who are without jobs and livelihoods, and the millions more who are destined to follow in their footsteps if we do not act now.**



**MORE THAN 1.2 BILLION YOUNG PEOPLE WILL ENTER THE GLOBAL**

**YOUTH EMPLOYMENT IS ONE OF THE MOST DAUNTING CHALLENGES OF OUR TIME.**

**WORK FORCE OVER THE NEXT THIRTY YEARS...**

# VIETNAM



***"I am very proud that our factory was chosen to participate in the Global Alliance because it will help give the workers here a more promising future."***



***May Khau Canbo,  
a line supervisor and  
Global Alliance Project Team  
member at a Nike factory  
outside of Ho Chi Minh City***





Young adult workers engaged in manufacturing at a factory just outside of Ho Chi Minh City, Vietnam are being asked—often for the first time—about their health needs, their educational and career goals, and how they would like to contribute to their communities. These workers' needs and aspirations are being assessed—and corresponding programs developed—as part of a new partnership among businesses, government, and nonprofit institutions known as the Global Alliance for Workers and Communities. Launched by IYF in April, the Alliance is dedicated to improving the work and life opportunities of young adult factory workers.



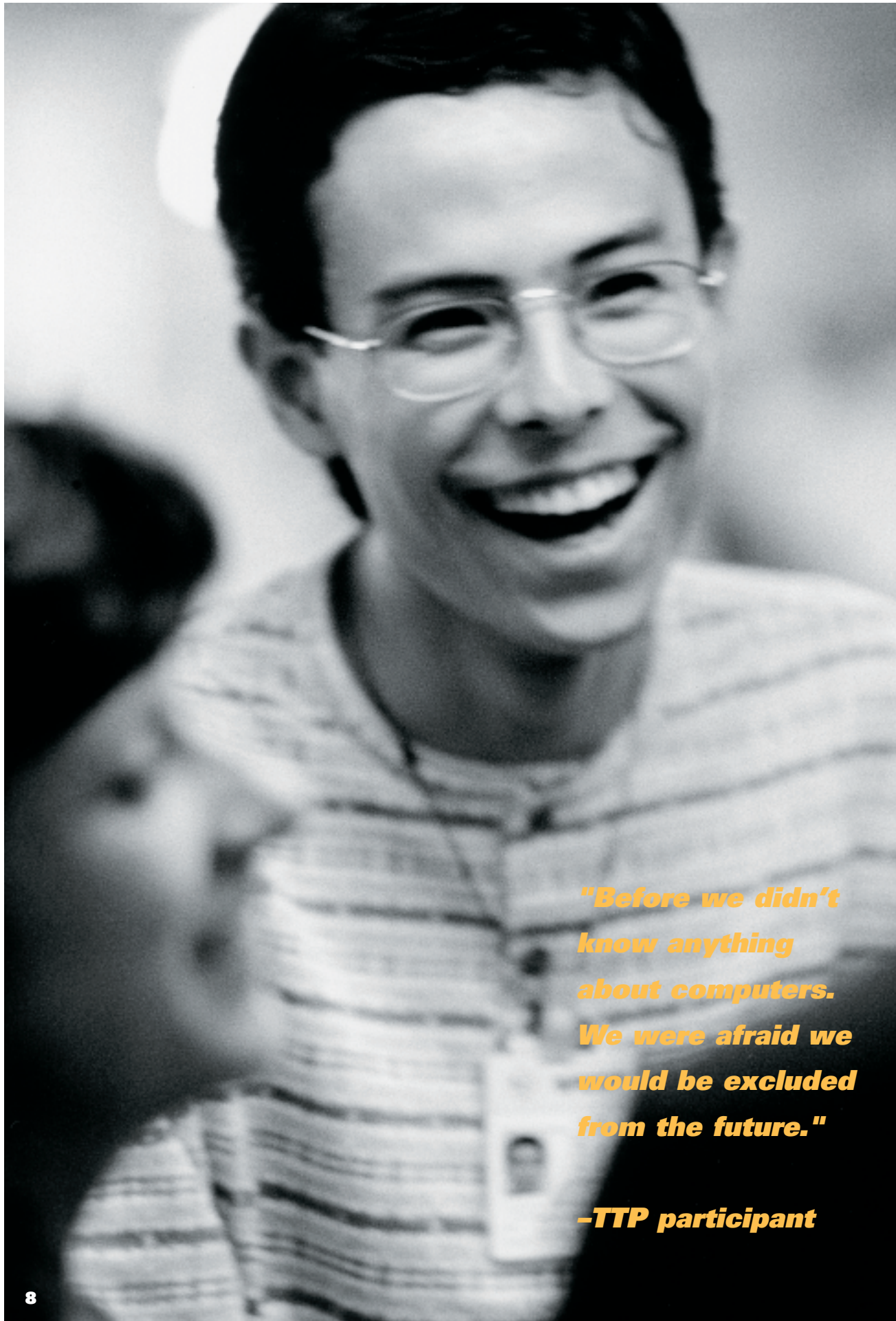


# GERMANY



Just north of Rostock, Germany young people are learning about the Internet and how to manage their own business through Sinn e.V., a youth-run enterprise. Founded in 1998 by local secondary school students along with a committed teacher, Sinn provides young people with hands-on experience in running all aspects of a small business. They also have the opportunity to share what they learn with other youth and adults in the community, including nonprofit professionals who attend classes—and pay—for their training. Sinn staff offer instruction in how to use the Internet, design web pages, set up e-commerce, and market products via the Internet. Sinn is one of more than forty youth-run enterprises that have received start-up funding from the German Children and Youth Foundation, an IYF Partner.





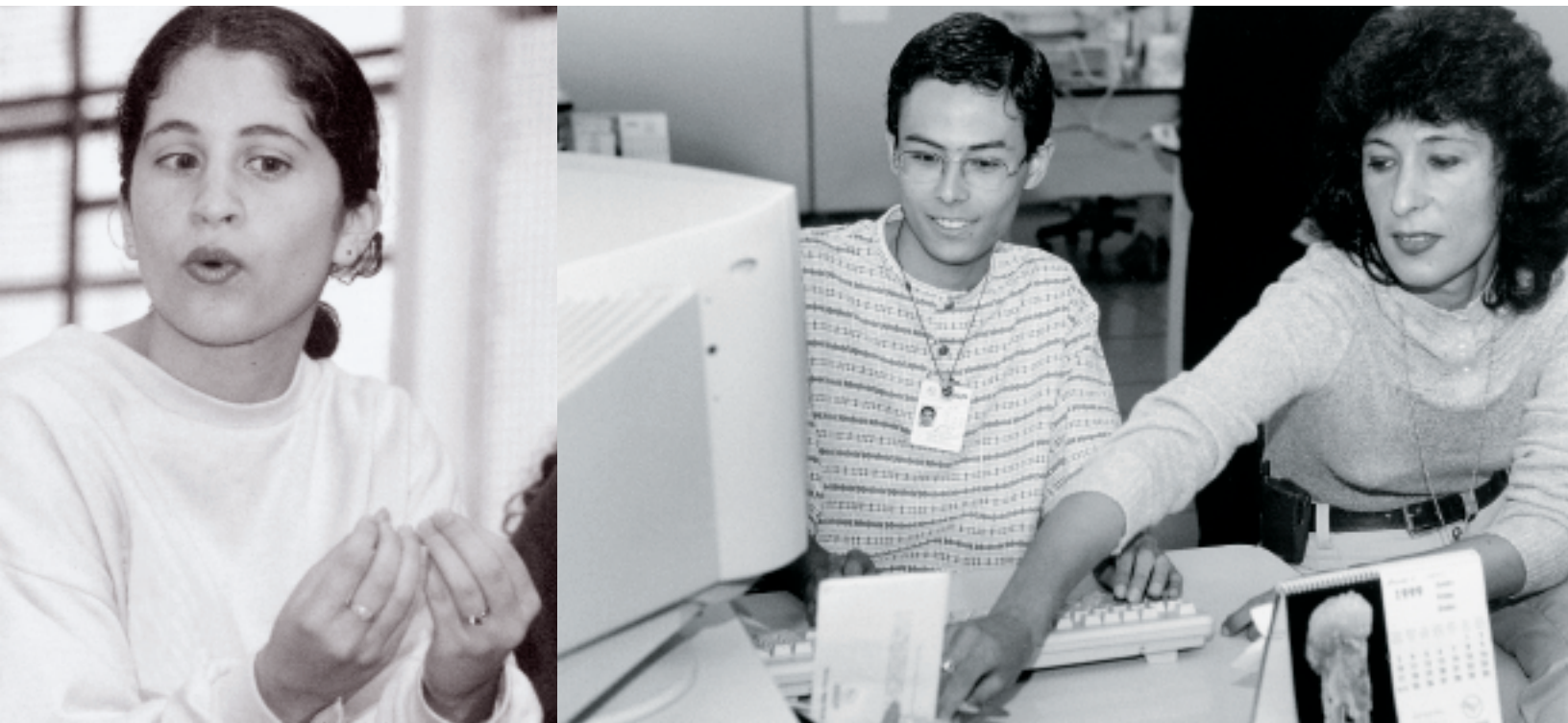
***"Before we didn't know anything about computers. We were afraid we would be excluded from the future."***

***-TTP participant***

***"Through the program,  
I have learned much  
about my own country.  
I have pride in my  
country because it is  
so beautiful."***

***-TTP participant***

# BRAZIL



To help disadvantaged youth in Brazil focus on career opportunities in the rapidly growing Brazilian tourism industry, the Travel and Tourism Program (TTP), spearheaded by American Express, is offered in 38 schools in 9 cities. The program introduces students to courses on national culture, ecotourism, computers, communications, and business management. Worldwide, TTP's are now operating in 9 countries in more than 460 cities, and include over 1,600 secondary schools. Through the Global Partnership for Youth Development (GPYD), IYF, the World Bank, and a host of global companies are looking at ways to strengthen, expand, and learn from "best practice" programs such as this. Through forging dynamic partnerships among the public, private, and nonprofit sectors, the GPYD is working to "scale up" existing efforts to address youth employment needs.



***"The most valuable thing I have learned here are life skills—responsibility, owning up to my mistakes, and having to deal with a lot of different people and having to get on together.***



***I'd like to work in the automotive industry and become a manager."***

***Maxine Kezerle, 17***



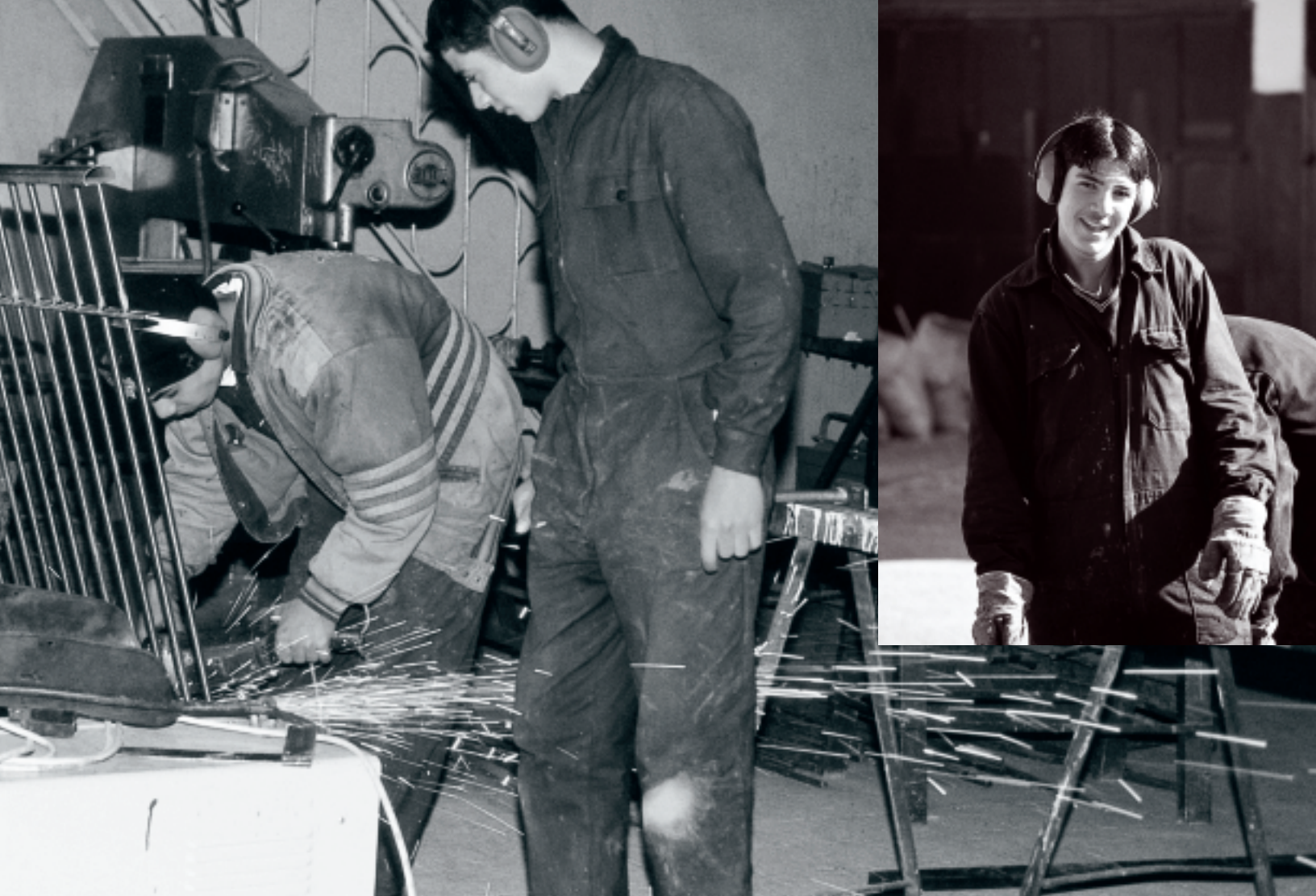
In the Sydney suburb of Parramatta, the Hand Brake Turn program trains young people for careers in the automotive industry. In a country where youth unemployment rates hover at 23 percent, the program provides positive alternatives for long-term unemployed youth. The program involves young people, ages 15 to 20, who are unemployed and disadvantaged in other ways, such as early school leavers or those who have had prior involvement in motor vehicle crime. Participants receive training in automotive repair skills over a ten-week course, which also incorporates instruction in interpersonal and communication skills. The program has been successfully replicated and is currently operating at three sites. Roughly 75 percent of graduates go on to apprenticeships or further education. Hand Brake Turn receives funding from the Australian Youth Foundation, an IYF Partner.

# AUSTRALIA



***"I think the biggest issue facing young people in Australia is the way they're treated by society. There is a lot of prejudice towards young unemployed people and it becomes a vicious cycle. You can't get a job without experience and no one will give you the experience to get a job."***

***Maxine Kezerle***



Disadvantaged Palestinian youth are gaining valuable skills in auto mechanics, metal work, carpentry, and plumbing through a two-year program offered by the Lutheran World Federation Vocational Secondary School. In a labor market with strong demand for people skilled in the trades and few vocational education options, competition to enter the program is stiff. Of the 300 who apply each year only 70 are accepted. While the program is currently limited to adolescent males, it is being extended to young women with a focus on electronics and telecommunications. In addition to hands-on training, participants gain work experience through apprenticeships at local businesses. Many of those products produced are marketed and sold, helping to cover program expenses. Three quarters of program graduates go on to jobs in related fields, with some attending college. The program has benefited from significant support provided by the Welfare Association, an IYF Partner.

# *PALESTINE*



# PORTUGAL

In Portugal, IYF's Partner, Fundação da Juventude (FJ), offers disadvantaged young people a variety of courses aimed at equipping them with practical job related skills. FJ's "Home Help Services" course provides youth with health care training to meet the needs of children, the elderly, and the disabled. Many of these youth are unable to pursue university level education due to financial constraints. This program offers them their first opportunity to discover that work can be challenging and rewarding. Prior to launching a training course, FJ identifies professions in which skilled workers are in high demand. Taking advantage of rising rates of tourism in the country, a cooking course prepares aspiring chefs for careers in the restaurant and hotel industries. A year-long plumbing course trains youth to enter a profession that is well paying and in demand.







***"This work allows us to be useful to others, especially children and older people, many of whom have been abandoned by their families or who live in institutions. Unlike other jobs I've had, this is work that is very satisfying."***



***—Home Help Services participant***

# LETTER FROM THE CHAIR AND CEO



***Failure to develop  
the potential of  
today's young people  
denies society the benefit  
of their talents and  
contribution.***

**A wave of optimism has swept us into the 21st century. But the promised land of globalization, seen through the eyes of high tech consumers, is a world apart for most of the young people on the radar screen of the International Youth Foundation.**

Most live on the wrong side of the digital divide. They live in communities that are exposed to the sights and sounds of the new world, but which offer them insufficient education or economic opportunity to be part of it. How to bridge this gulf of heightened expectations and harsh reality is our greatest challenge. We must harness this extraordinarily rich moment in modern history to draw young people in from the economic and social margins. We must help them to access the knowledge they need to participate in the new global economy. More than fifty percent, for example, of people living in sub-Saharan Africa have never made a single telephone call.

It should hardly be necessary to argue that our target audience of youth is special, or that it has special needs, but sometimes we have to remind ourselves why that is so. There are more than one billion people in the 15 to 24 year age group and less than 20 percent of them live on the favored side of the tracks. Two thirds of today's youth live in countries where per capita GDP is less than \$1,000 a year. To purchase a computer would cost the average family in Bangladesh more than eight years' income; for the average German or American, just one month's salary.

But even among the most favored nations, the pace of progress is outrunning some of the most financially able education systems in the world. Employment openings in computer and data processing services in the United States, for example, roughly doubled between 1986 and 1996 and are expected to double again between 1996 and 2006. Yet in the state of Massachusetts alone, researchers project that within ten years there will be a shortfall of 400,000 people with the qualifications to grasp high tech opportunities.

So where are the opportunities—and the education and training needed to fill them—for the overwhelming majority of the world's young people who live in the poorest nations of Asia, Africa, Latin America, and the Caribbean?

Ninety percent of the projected demand for jobs in the world's labor market will be in the developing world, where unemployment is already high, wages are low, and where explosive expectations of better living standards are fueled by the speed of access to global information through radio, television, the Internet, and advertising images that are now accessible even to the poor.

In our young people, we have a group that welcomes new approaches and is desperate to share in the universe of plenty that is beamed down from satellites orbiting above their cities, towns, and villages. But they face enormous obstacles. One hundred and thirty million children are out of school this year. In many industrialized nations, one in five working age adults is classified as 'functionally illiterate.' For the young people now entering or percolating through the same education channels as their parents, this is a discouraging sign indeed.

We now recognize that how governments, civil society institutions, and the private sector plan for and build the necessary supports for youth will shape our security and prosperity—locally and globally—for generations to come.

IYF recognizes that urgent problems demand urgent solutions. When we looked at the horizon ten years ago, we knew there wasn't time to reinvent the wheel. We established national youth partnerships to identify and support the very best existing programs for youth. Entering our second decade, this strategy of supporting best practices is even more in tune with the times.

No one understands this better than IYF's corporate partners who see the challenges of youth unemployment and employability on their doorsteps at home and abroad. They see the need—in fact, they live with the need every day—for a qualified and competent youth work force that demonstrates integrity, self-confidence, and common sense. Those partners, including Cisco Systems, Lucent Technologies, Microsoft, and Visteon, are looking to national IYF Partner organizations in more than 20 countries. They are looking to quickly scale up proven programs that build self-confidence and foster a sense of opportunity and life purpose among young people.

But the challenges are daunting. Even as we seek to improve employment and livelihood opportunities, we need to ensure that the work young people do is not interfering with their right to education, their health, and their safety. Poverty and desperation for any job, often combined with weak legislation and poor labor law enforcement, leave millions of children, adolescents, and adults at the mercy of inhumane and exploitive practices. Early work, made necessary by poverty, often denies educational opportunities that would improve earning potential and wage prospects later on, especially for girls who face higher hurdles to personal fulfillment than boys in almost every society—rich and poor.

***"Young people in the 21st century are growing up in an era of great hope and complex challenges. To succeed they need to master basic life skills—how to get along with others, how to resolve conflicts, how to 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 which is why we are excited to have entered into partnership with IYF."***

***—Sari Baldauf,  
President, Nokia  
Networks; IYF Board  
Member\****

\* as of January 2000

In promoting the right of young people to gainful employment, we need to distinguish between work that is acceptable, at an acceptable age, and work that is unacceptable, exploitive, and abusive. And we need to encourage employers of young people (of legal age) to provide opportunities for their workers for education, training, developing life skills, and good health care.

But education alone is not enough. Despite higher rates of investment in education in many parts of the world, school attendance is not necessarily rewarded with higher levels of employment—or any employment at all. In the words of one young Ecuadorian: "Getting an education is like getting a check from a bankrupt bank." In the absence of opportunities, even a fine education holds little promise.

Private sector initiatives are making a difference in many communities through funding, career training, mentoring, and apprenticeship opportunities. But these programs only scratch the surface. We must do a better job of encouraging corporate involvement in youth employment initiatives, and we can learn from many examples of corporate citizenship in this area.

For example, IYF supports tri-sector partnerships to expand "best practices" and accelerate employment openings for youth. Recognizing the potential power of collaboration among public, private, and nonprofit sectors to impact youth, in 1998, IYF joined with the World Bank and the Kellogg Company to convene the Global Partnership for Youth Development (GPYD). Today, the GPYD (see page 34) comprises more than 20 global companies, bilateral and multilateral institutions, and nonprofit organizations. Each is committed to identifying best practice programs for young people, mobilizing significant global resources, and bringing successful approaches to scale.

The Cisco Systems Networking Academy Program (see page 35) and the American Express Travel and Tourism program (see page 9) provide two illustrations of how the GPYD can combine the skills and assets of all three sectors to improve skills training and employment opportunities for youth.

In 1999, IYF launched the Global Alliance for Workers and Communities (GA), a partnership of private, public, and nonprofit institutions working to improve the lives of young adult factory workers (see page 32). The globalization of manufacturing has fueled controversy worldwide, but what is often missing from the debate are concrete proposals for actively promoting the developmental needs of young people working in the factory setting. The Alliance works directly with factory workers to get their views on workplace conditions, job satisfaction, health and nutritional needs, and educational aspirations. The Alliance then works to develop programs to meet those needs, factory by factory.

IYF also works with global companies that want to outsource their philanthropy to address critical issues. In many cases, company employees are engaged as advisors and mentors within the programs selected. Shell Oil, for example, has worked through IYF to support career development activities for rural youth in Thailand and skills training for young women in Venezuela. For other examples of IYF's work with global companies, see page 26.



IYF encourages employers and employees to take an active role with youth. One example is the Children’s Hour™, a global fundraising campaign that asks people to give the equivalent of an hour’s wages to benefit young people. In Russia, for example, the campaign helped to encourage broad public participation and volunteer activities for youth. For a closer look at the campaign’s impact, see page 29.

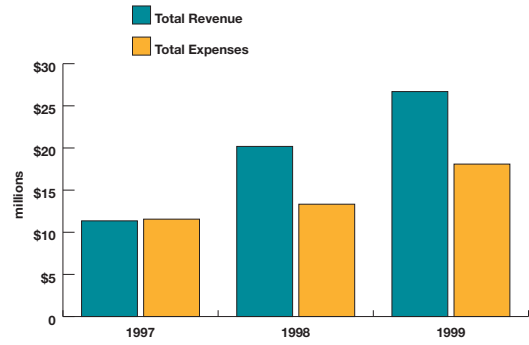
Work is essential to our economic security, our sense of self, our ability to provide for our families, and to contribute to society at large. Work defines a significant part of who we are and what we can achieve. At IYF, we often encourage supporters to think of their own first job and how that experience shaped their lives. We then ask them to think of those who helped—a mentor, a family member, or a friend who paved the way. Many of us are now in a position to give back—not just financially—but through the gift of time or experience to serve as mentors and role models for youth who are poised to assume adult roles. Individually, we can all improve the odds for today’s young people to succeed. Together, we can literally change these odds for success.



**Rick R. Little**  
*Founder and President*

**David Bell**  
*Chair*

**IYF Revenue and Expenses 1997-1999**



**In 1999, the IYF network was comprised of partnerships in 22 countries.**

**In IYF's next phase, this network is expected to expand to 54 countries.**

**Current Partners:**

- Australia
- Brazil
- Canada
- China
- Czech Republic
- Ecuador
- Germany
- Ireland
- Israel
- Mexico
- Netherlands\*
- Palestine
- Paraguay
- Philippines
- Poland
- Portugal
- Puerto Rico
- Russia
- Slovakia
- South Africa
- Thailand
- Uruguay
- United States\*
- Venezuela

\* Joined network in January 2000

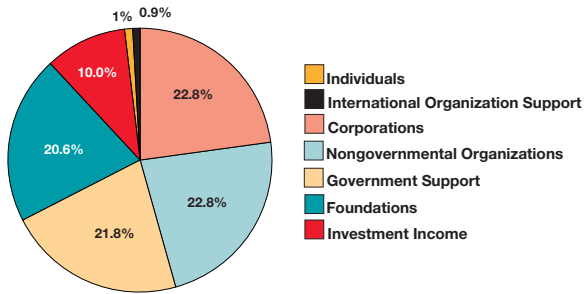
**Planned Expansion:**

- Argentina
- Belgium
- Colombia
- El Salvador
- Finland
- France
- Ghana
- Guatemala
- Honduras
- Hungary
- India
- Indonesia
- Italy
- Jamaica
- Japan
- Jordan
- Lebanon
- Malaysia
- Nicaragua
- Norway
- Peru
- Romania
- Senegal
- Spain
- Tanzania
- Trinidad & Tobago
- Uganda
- United Kingdom
- Zambia
- Zimbabwe

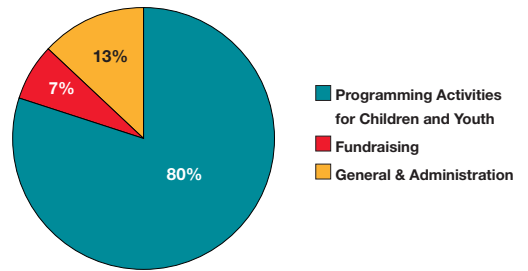
Plus a Balkan regional youth initiative



**Where Our Money Comes From**



**Where Our Money Goes**



# BUILDING A GLOBAL NETWORK



When IYF set out in 1990 to create and nurture a global network of national philanthropic organizations committed to the positive development of children and youth, we were guided by an overarching principle: decisions about local programs are best made by those who understand local needs, obstacles, and opportunities. Ten years and 22 country partnerships later, this principle remains at the forefront of our work.

Today, we are proud to be working in partnership with national organizations in 22 countries, each on the cutting edge of local efforts to promote the needs and enhance the opportunities for young people. Working with government, business, NGOs, and young people, these national foundations and organizations are dedicated to influencing policies and practices for positive children and youth outcomes. Through building this global network, IYF is working to strengthen local capacity to address children and youth needs with the goal of ensuring these efforts can be sustained well into the future.

## **Expanding and Strengthening the Network**

In 1999 IYF expanded the network from 14 to 22 countries, with up to 60 partnerships planned by the year 2003. While 1999 was a year of growth, it was also a year for strengthening the work of individual Partners and the network as a whole. Through IYF, Partners received technical support to enhance their sustainability through national level fundraising campaigns and training in cause-related marketing. They also built their knowledge and expertise on youth participation by developing a network-wide program to document and support programs that enhance young people's involvement in organizations and communities.

Throughout the year Partners continued to focus their efforts on addressing the priority themes of youth and employment, healthy development, cultural diversity and tolerance, youth leadership and participation, and improved educational opportunities for young people. Through a series of coordinated activities, including advocacy and policy formulation, promoting effectiveness among youth programs, strengthening youth-serving NGOs, grantmaking, and resource mobilization, Partners continued to strengthen an enabling environment where young people can develop to their fullest potential.



# BALKAN YOUTH INITIATIVE

## Focus: Youth Employment

One issue area of growing concern to IYF and its Partners is youth and employment. A majority of IYF Partners work with government, business, and the NGO sector to ensure that young people obtain adequate technical and life skills training, social supports, and access to jobs. Some Partners place emphasis on policies, while others focus on engaging the business sector in training and absorbing young workers. Still others work to protect children from hazardous or exploitive work conditions. Below are examples of Partners' efforts in this crucial area.

### Brazil

In Brazil, IYF's Partner Fundação Abrinq expanded its Child-Friendly Company program whereby it encourages private enterprises to fight against the exploitation of child laborers. The 343 participating companies adhere to the UN Convention on the Rights of the Child in their employment policies and support programs for young people, making them eligible to place a "Child-Friendly Company" seal of approval on their products. Through the program, Fundação Abrinq gives national recognition to companies and raises public awareness about child labor policies.



***"Consistent with IYF's core philosophy, we are looking not to reinvent the wheel, but to provide added value to existing efforts to support and expand youth initiatives throughout the Balkan region."***

***—Martti Ahtissari,  
President of Finland;  
Member, IYF's Global  
Action Council***

**IYF is actively exploring how to best work in the Balkans. Young people growing up in the Balkan region face enormous social, economic, and psychological challenges as they struggle to overcome years of ethnic strife and political and social upheaval. With the youth of today in the process of forming their attitudes toward their neighbors, their societies, and their own futures, now is the time to help them adopt the values and skills they will need to fulfill their visions of a more hopeful and peaceful world.**

**Seeking to better address the urgent needs of young people in the Balkans, IYF entered into discussions with a number of NGO, business, and government leaders in Europe and the United States, lead by Finnish President Martti Ahtissari. Through this dialogue, IYF is working to build support for a broad-based youth development strategy in the region to include life skills training, education, and economic and social development. Toward this end, plans were made to host a summit in February 2000 to bring together key leaders from throughout the region to discuss existing needs and opportunities.**

THE BALKANS



### **Ecuador and Paraguay**

In Ecuador and Paraguay, both Fundación Esquel and the Center for Information and Resources for Development (CIRD) continued their youth employment programs which combine resources from government, NGOs,

and business to offer young people a combination of technical training, mentors, loans, job placement, and internships in local companies.

### **Germany**

In Germany, the German Children and Youth Foundation (GCRYF) integrated an enterprise development project within many of its more than 600 school clubs where young people work through every step of developing and launching a business. Also, in partnership with the Nixdorf Foundation, GCRYF developed an enterprise development program for out-of-school youth.

### **Thailand**

In Thailand, the National Council for Child and Youth Development (NCYD) in partnership with IYF, Shell International, and Shell Thailand, further expanded its rural youth career program, which includes job and life skills training, enterprise development, and job placement. Additionally, a curriculum manual developed by NCYD was distributed to more than fifty government vocational training centers which now apply a more comprehensive approach in preparing young people for work.

### **Uruguay**

In Uruguay, Foro Juvenil has been engaged in creative, successful strategies for promoting youth employment since 1989. Its multi-tiered program trains youth in basic literacy and mathematics, provides job-specific vocational training, and encourages youth led and developed micro-enterprise. Its Professional Formation Program alone serves over 1,000 young people a year, 70 percent of which are gainfully employed after completing the

program. Working with businesses, government, and NGOs, Foro Juvenil is focused on helping young people generate their own sources of employment, while making training for salaried work more relevant.

### **Venezuela**

In Venezuela, Fundación para la Infancia y Juventud: Oportúnicas, in partnership with IYF, Shell International, and Shell Venezuela, launched a youth employment program targeting young women. Last year Oportúnicas provided support to EFIP, a Caracas-based non-profit, to channel training, loans, and technical support to young women interested in establishing their own businesses. Through this program, Oportúnicas and EFIP learned that to effectively support young women entrepreneurs additional support was needed to assist women with problems of spousal abuse and jealousy, health, and other issues.

In all, the IYF network is responding to the many needs of young people seeking to be integrated into the work force. Collectively, their experiences are generating vital information for the development of standards for effective employment programs.

### **IYF Welcomes New Partners**

In 1999, the IYF Partner network expanded to include 8 additional Partners, bringing the total size of the network to 22 countries. Following are brief descriptions of these newest Partners.

### **Canada**

Founded in 1987, Lions-Quest Canada is the largest provider of holistic youth development programs in Canada, offering curricula and training to primary and secondary school educators and other adults in the areas of life skills/character education, violence prevention/anger management, and service learning.

### **China**

Since 1989, the China Youth Development Foundation (CYDF) has worked to raise awareness of issues facing Chinese children and youth and to promote their education in social skills, science and technology, creativity, culture, sports, and cultural understanding.



Among CYDF's most well-known initiatives is Project Hope, a program providing underprivileged children in poor areas with improved educational opportunities and a financial aid fund to help dropouts return to school.

### **Czech Republic**

Established in 1993, Nadace rozvoje občanské společnosti (Civil Society Development Foundation, NROS), is a national foundation committed to the development of Czech civil society. NROS' grantmaking activities are directed at supporting civil society organizations, with one-third of its grants going to children and youth projects.

### **Israel**

Created by IYF and Israeli leaders in late 1998, the Israel Children and Youth Foundation (ICYF) aims to empower Israel's children and youth to realize their full potential and become positive contributors to society. ICYF's core strategies include grantmaking; awareness raising and fundraising; identifying and strengthening effective programs for young people; disseminating knowledge about best practices; and increasing the quality and quantity of Israeli investment in children and youth development, with emphasis on nurturing private philanthropy and helping channel public resources in effective and efficient directions.

### **Palestine**

The Welfare Association (WA) is a nonprofit, privately-funded development foundation providing developmental and humanitarian assistance to Palestinians in the West Bank, Gaza, Israel, and Lebanon. Its children and youth programming falls into five categories: early childhood educational institutions; academic, personal, and vocational education and skills development; recreational facilities and services; special needs projects for marginalized, at-risk, and disabled children; and history and cultural identity activities.

### **Paraguay**

The Center for Information and Resources for Development (CIRD), founded in 1988, focuses on network development, information sharing, capacity building, and resource mobilization. CIRD runs a variety of programs in legal reform, information, decentralization of health services, drug abuse prevention, and small enterprise development. CIRD recently led an effort to organize a national network of youth service organizations (called Red Juventud), and is now serving as its secretariat.

### **Portugal**

Fundação da Juventude (FJ), established in 1989, is a leading national institution devoted to supporting the full integration of youth in active social and professional life. FJ manages programs in such areas as the provision of technical and professional training, encouragement of youth enterprises, promoting young artists, creating incentives for young scientists and researchers, counseling services, and the production of informative guides.

### **Puerto Rico**

Founded in 1985, the Community Foundation of Puerto Rico (CFPR) is dedicated to strengthening the sense of community among Puerto Ricans and promoting the self-directed development of not-for-profit organizations. More than 27 percent of its grantmaking is directed to youth programs.

# CORPORATE SOCIAL RESPONSIBILITY: INVESTING IN YOUTH

## ***New Partners***



**Lucent Technologies**  
Bell Labs Innovations



**Microsoft**



***"We're delighted to be partnering through IYF with ten of its partners... We chose IYF because of its access to a multi-sector network that would connect us to proven programs on the ground."***

***—David Ford, President,  
Lucent Technologies  
Foundation***

More than ever the success of business is directly related to the success of societies, families, and communities. As trade and private investments rapidly expand beyond national boundaries, so too does social responsibility. In an increasingly globalized world, more and more companies are focusing their social responsibility efforts on the urgent needs of today's young people. As present and future producers and consumers, these young people will largely determine the shape of the global economy.

IYF was established to help global companies—and others with international giving interests—implement effective strategies to support positive youth development. In our work with global companies, we look at strategic ways of meshing the company's social investment goals with a sound business-like approach. The goal is simple: to maximize the impact of the investment and provide the greatest number of young people with the best possible services.

IYF provides a cost-effective and efficient means by which global companies can invest in proven programs for young people. Working in collaboration with our national Partner organizations in more than twenty countries, IYF identifies the most critical issues facing young people, supports effective local programs, and monitors their progress. By entering into partnership with IYF, these global companies are able to focus on what they do best, without creating a costly infrastructure to manage their global social responsibility efforts.

Below are examples of several of IYF's corporate partnerships. In each case, we listened carefully, designing a corporate giving program that maximized the company's giving interests and, in many cases, engaged employees and management themselves.

### **Cisco Systems**

Increasingly, businesses will rely on a highly trained, technology-literate work force in order to thrive. To ensure that more young people obtain the skills they'll need to compete effectively in the global economy, Cisco Systems launched the Cisco Networking Academy Program in 1997. The program, currently operating in sixty countries, fosters student development and exposure to information technology through its networking curriculum.

With a generous grant from Cisco, IYF is supporting the development of Cisco Network Academies in four countries: India, Mexico, South Africa, and the West Bank/Gaza. Cisco support is being used to establish regional and local academies aimed at equipping young people, particularly low-income youth, with skills in designing, building, and maintaining computer network systems.

## **Lucent Technologies**

A world leader in communications systems and software and data networking systems, Lucent Technologies philanthropic activities focus on preparing today's youth to reach their highest potential and to meet the challenges of complex, changing societies.

Synergy between the company's giving needs and IYF's access to proven programs in those countries where it operates resulted in the creation of a global, multi-year partnership to promote positive children and youth development through education and learning.

In year one of the Global Partnership for Education and Learning, Lucent support is being used to strengthen and scale up effective programs related to educational reform, developing and supporting teachers, inspiring excellence in science/math, alternative educational opportunities, and leadership development. Activities focus in ten countries where Lucent operates: Brazil, Mexico, Venezuela, Poland, Russia, the United Kingdom, the Philippines, Japan, Australia, and China. Over the next three years, Lucent support will be expanded to 14 additional IYF Partner countries.

## **Microsoft**

More than 100,000 young people in Poland, South Africa, the Philippines, and the United States are benefiting from increased access to educational technology tools as a result of a donation to IYF made possible by the proceeds from the sale of Microsoft Chairman Bill Gates' book, *Business @ The Speed of Thought*.

A portion of the author's share of proceeds from the book were donated to IYF to support technology-based programs for young people aimed at developing their sense of self-worth, and equipping them with practical skills to increase their employment potential. In the Philippines, for example, funding is being used to support a program to equip out-of-school young boys and girls with practical skills in computer repair and maintenance. In South Africa, adolescents in a remote northern province are using technology to promote HIV/AIDS prevention. Young people in Soweto are also being provided with technological tools and training to expand their career options and build their self-confidence.

## **Visteon**

The largest division of the Ford Motor Company, with more than 90,000 employees worldwide, Visteon established a multi-year partnership with IYF through its "See the possibilities" Fund. In the first year, activities will be carried out in Germany where Visteon and IYF's Partner, the German Children and Youth Foundation, will manage a grant program promoting youth leadership and participation. Young people will be provided with increased access to technology, enabling them to expand their skill base and extend the reach of their programs. Visteon employees, including members of the Visteon Leadership Team, are playing a strong role in shaping and directing the partnership. Employees are helping to determine grants, and will serve as volunteer advisors and mentors for children participating in selected programs.

***"IYF's cutting edge approach to youth development issues and its on-the-ground network of effective programs for children and youth globally, made it a perfect match for our goals of increasing the skills, opportunities, and life prospects of disadvantaged young people in the U.S. and internationally."***

***—Bill Gates,  
Chairman,  
Microsoft, Inc.***





***"Improving the prospects for our young people is a smart investment in our collective future... Working together we can tap their energy, their idealism, their creativity, their ideas, and wisdom. We have the chance to see young people not as problems to be solved, but as problem solvers and peace builders."***

***H.M. Queen Noor of Jordan, Children's Hour™ Global Ambassador***

# GIVING BACK children's hour™

***"Groupe Danone is committed to ensuring the healthy growth and development of the world's young people. Children's Hour™ provides us with the perfect vehicle through which we may contribute as a company to the well-being of children, while also engaging our employees as part of the solution."***

***Franck Riboud, Chairman and CEO, Groupe Danone***

The close of 1999 saw thousands of employers and employees worldwide donate their last hour's wages of the millennium to ensure that more children in the next millennium are able to reach their full potential. They did so through Children's Hour™, a global fundraising campaign led by IYF and carried out in fifty countries.

As of this writing, campaign results are not yet complete, but its impact is already being felt. Through this global initiative, major corporations gave their support and rallied the participation of their employees worldwide, often in countries with a limited tradition of corporate-driven giving for children and youth. The campaign's impact and visibility are being sustained into the future through a multi-year Children's Hour™ initiative.

This effort is vital to IYF in achieving its mandate to increase the quality and quantity of philanthropy for children and youth worldwide. Through Children's Hour™, IYF and its Partners and beneficiaries are succeeding in generating widespread publicity and attention for the issues facing young people—engaging the general public, employees, and business executives as part of the solution. Monies raised through the '99 campaign are being directed by IYF to its Partners and beneficiaries that have demonstrated effective programs for children and youth.



## **SPONSORS**

**More than 1,000 companies and organizations were recruited by IYF and its Partners to participate in the Children's Hour™ campaign—locally and globally. Below is a sampling.**

**APCO Associates  
Ayala Corporation  
Bank Austria  
BASF AG  
Bosch Gmb II  
Campbell's  
DaimlerChrysler  
Deutsche Bank  
Fuji Xerox  
Groupe Danone  
Headland Digital Media  
Interactive Data Corporation  
Jefferson Smurfit  
Kellogg Company  
Kikkoman  
Lucent Technologies  
Mastercard  
Matsushita (Panasonic)  
Nabisco  
NEC  
Nike, Inc.  
Pearson/Financial Times  
Penguin Putnam  
Proctor & Gamble  
Renault  
Sun Group  
Texaco  
Texas Instruments  
Toshiba  
UPM Kymmene Group  
W.K. Kellogg Foundation  
World Bank  
Wrigley**

## **CAMPAIGN HIGHLIGHTS**

The campaign's corporate sponsors distinguished themselves through providing not only financial support but engendering among their employees a spirit of giving to children globally. While we provided basic materials and guidance, sponsors demonstrated their commitment to a successful campaign in very creative ways.

- Children's Hour™ benefited from one of the largest mergers in history when **Deutsche Bank** CEO Rolf Breuer used the occasion of that company's merger with Bankers Trust Alex. Brown to announce to employees worldwide the new combined firm's commitment to the campaign.
- **Kellogg Company** came up with one of the more creative product ideas of the campaign—a millennial countdown clock—to remind employees of the rapidly shrinking timeframe for making donations.
- France-based **Groupe Danone** conducted the campaign in 31 countries worldwide. At Dannon US, employees were presented with a terrific example when CEO Thomas Kunz announced at the campaign kick off that he had already committed his last hour's salary to Children's Hour™. Another Groupe Danone subsidiary, Lea and Perrins, promised to match their employee donations two-to-one. At Dannon Mexico, company officials pledged that they would match each hour donated by an employee seven times over.
- In a true sign of the lasting nature of this campaign and IYF's relationship with its sponsors, **Lucent Technologies** agreed to expand on their foundation's existing relationship with IYF, to promote Children's Hour™ aggressively among their employees and retirees—and to provide a one-to-one dollar match for all contributions.
- **Nike's** idea for a US rollout was to have a community fair at their headquarters in Oregon, to which they invited several local and regional charities, and Children's Hour™. Children's Hour™ got a boost when Nike CEO Phil Knight stopped by the booth to find out about the campaign and catch up with CH Global Ambassador Jackie Joyner Kersee.
- At **Headland Digital Media**, part of **Pearson's** education division, Children's Hour™ week started with a company-sponsored breakfast and the time sheet designation of his donation by CEO Mark Nieker. It continued with staff wearing specially made Children's Hour™ t-shirts as visible reminders of the campaign.

Now that the initial bar has been set, we look forward to discovering more of our sponsors' creativity in the coming year.



## **IYF PARTNERS EMBRACE CAMPAIGN**

**IYF's country Partners embraced Children's Hour™ with creativity and imagination, often ushering in a new and significant approach to philanthropy. In some countries, employee-giving programs took hold for the first time. Prominent government officials and celebrities adopted the campaign, rallying support through special events and media appearances. Young and old, employers and employees alike, were inspired with the belief that they too could make a difference.**

**The stories of how these national organizations galvanized widespread support for the campaign are worth sharing, not merely for what they were able to accomplish over a short period of time, but for the lessons learned, the sheer creativity displayed, and the legacy these efforts hold for the future.**

### **Brazil**

In Brazil, Children's Hour™ was led by IYF's Partner, Fundação Abrinq pelos Direitos da Criança. Building on many of its existing relationships with Brazilian companies, Fundação Abrinq integrated Children's Hour™ into its ongoing activities. In all, 29 companies participated in the

campaign, which was carried out during the last two months of the year. In addition to the efforts of larger participating companies like Nokia and BCP Telecommunications, other small firms found unique ways to contribute. A Brazilian restaurant chain, for example, donated ten percent of an entire week's meals. Thirty-eight beauty parlors in ten cities each gave one day's entire revenues. And thirty prominent Brazilian photographers auctioned their works for Children's Hour™. Brazil's largest newspaper, Folha De S. Paulo, also donated free advertising space.

### **Ireland**

"The Irish campaign was one of the biggest fundraisers ever in Ireland," according to Liam O'Dwyer, Executive Director of the Irish Youth Foundation. The campaign, which to date has raised US\$6.8 million, benefited greatly from the generous support of the Irish government, which donated roughly half of all funds raised. As for the private sector, approximately 4,000 companies signed on, many as a result of widespread publicity in national print and broadcast media.

### **Germany**

In Germany, celebrities including tennis champ Boris Becker, talk show host Alfred Biolek, and fashion designer Wolfgang Joop lent their support to the campaign, which was led by

the German Children and Youth Foundation. The campaign officially kicked off on 9 October at the nation's final soccer match of the century, from which the German Soccer Federation donated five percent of ticket sales to Children's Hour™.

### **Israel**

The Israel Children and Youth Foundation chose to launch their Children's Hour™ campaign on an airstrip in the Red Sea resort of Eilat, for which leaders from the business, political, and entertainment worlds flew in on an ISRAIR plane with the campaign's slogan emblazoned on its side. During the campaign, flight attendants on all domestic and international ISRAIR flights urged passengers to donate their change, and more than 100,000 passengers contributed the equivalent of US\$1 per passenger. Media sponsorship for the campaign was provided by RESHET, a major television station and MAARIV, the nation's second largest newspaper.

### **Philippines**

With more than US\$725,000 collected to date, the Philippine campaign was coordinated by the Children and Youth Foundation of the Philippines, the Ayala Corporation, and the Ayala Foundation. The campaign's success is attributed to widespread corporate involvement, with more than 200 major

companies and organizations joining in support. In a country where basketball reigns as national pastime, the Philippine Basketball Association drew attention to the campaign by donating 250 pesos for every point scored in the last two minutes of every game. Ten celebrity recording artists and actors endorsed the campaign and an information drive took place in more than 40 universities and colleges.

### **Russia**

The Russian campaign, named "Attention: Children!" officially kicked off with a highly publicized Youth March organized by IYF's Partner, the New Perspectives Foundation (NPF). Originating in Moscow and ending in Novorossiysk, or New Russia, the march aimed to symbolically lead the way to a "new Russia," while raising awareness of the urgent needs and aspirations of the nation's young people. The march reinforced the notion that in a free society, every person has civic responsibilities as well as personal rights and freedoms.

# INCREASING OPPORTUNITIES FOR YOUNG ADULT WORKERS:



**The global expansion of production to low-income countries has resulted in literally millions of young adults in their late teens and early twenties working directly for global companies or their contractors and suppliers.**

**Seeking to address their needs, IVF launched the Global Alliance for Workers and Communities, a new partnership among businesses, government, and nonprofit institutions aimed at improving the work and life opportunities for young adult factory workers. Its initial members include IVF, Mattel, Inc., Nike, Inc., St. John's University, and the World Bank. Additional support was provided by the John D. and Catherine T. MacArthur Foundation.**



While the globalization of manufacturing has fueled intense debate, often missing are concrete proposals for actively promoting the developmental needs of young adult factory workers. By focusing exclusively on better meeting workers social and educational needs, the Alliance tries to fill this gap.

Working with labor unions, local NGOs and in cooperation with local governments, the Alliance carries out a two-phase process. During an initial assessment phase, workers are asked about such issues as their current jobs and workplace conditions, their education and academic aspirations, health and nutritional needs, and community needs. Then in response to identified needs, the Alliance supports improvements in workplace conditions and offers developmental opportunities, including life skills and vocational training, increased educational opportunities, parenting skills, child care, micro-enterprise development, and community development initiatives.

## **Model Development in Thailand**

In Asia, the Alliance launched its initial efforts in Thailand where a needs assessment was carried out in five Nike footwear and apparel factories representing a combined total of nearly 10,000 workers. These workers were primarily young women, for most of whom this was their first job in the formal economy and their first experience

***"For St. John's, the Alliance provides a place to commit our resources with the assurance that those resources will directly benefit the workers, their families, and the larger communities where they live. More important, St. John's involvement reflects a partnership of shared values, a resonance of values and mission. Forming a vital working relationship with the Alliance enables us to promote human dignity and human development in the context of a global economy."***

***Rev. James J. Maher, C.M.,  
Vice President  
University Ministry,  
St. John's University***

living away from home. Alliance activities are built on a participatory approach. Project Teams (PTs), made up primarily of workers, along with representatives from management and supervisors, are established in each factory. In factories where unions are present, they are also represented. The Project Teams join workers and management together in a common cause, ensuring that ownership of Alliance activities is firmly rooted in the factory and responsive to the needs of workers. PT's provide input on assessment tools, coordinate interviews among researchers and factory workers, communicate results to their fellow workers, and eventually design, implement, and monitor the development of the programs that result.

The first needs assessment in Thailand was conducted by Chulalongkorn University's Social Research Institute (CUSRI). Over a three-month period, CUSRI invested over 750 research hours, individually interviewed 924 factory workers (from a total of 9,825), conducted 20 focus group discussions involving 200 participants, and conducted 34 in-depth interviews. Following are preliminary findings from the assessment.

- Workers identified a number of personal and family related concerns such as child care, their household incomes (60 percent of workers send their salaries home to support their families), their children's education, and personal and family health.
- In general workers are satisfied with their jobs and want to stay at their current jobs for the next three to five years. In addition to wages, workers view the cafeteria, clinic/health services, day care, and transportation as important benefits of their jobs.
- Most workers are interested in receiving training in: personal life skills (e.g., parenting, health education, home finances), small business management, computer/internet training, and additional technical training for their jobs.
- Most workers are interested in preventive health care education and female workers would generally like to learn more about reproductive health, early childhood care, and family nutrition.
- Workers are also concerned about their communities' physical environment (cleanliness, safety) and infrastructure (e.g., libraries, schools, health centers), the accessibility of quality education for their children, and non-formal education opportunities for adults.

In 2000, the Alliance will be working with a variety of local partners to develop training programs to respond to these needs identified by the workers themselves.

### **Vietnam, Indonesia, China, and the Philippines**

The Alliance's experiences and lessons learned in Thailand paved the way for additional efforts undertaken in Vietnam and Indonesia. In Vietnam, assessment activities carried out by Truong Doan Co. Ltd. (formerly known as CESAIS) were initiated in seven factories representing a combined total of 41,000 workers. Steps have also been taken to identify assessment organizations in Indonesia, China, and the Philippines.

**In 2000, the Alliance will secure additional corporate partners, deepen its activities with the participating countries, and expand its activities to other parts of Asia.**

# TAKING BEST PRACTICES TO SCALE: GLOBAL PARTNERSHIP FOR YOUTH DEVELOPMENT

***"Cisco is excited about our partnership with IYF and the World Bank to expand our Networking Academy program to the Philippines. By working together with our partners, we have successfully broadened the scope of our activities in developing and emerging market countries around the world. Even more important, this has increased our impact on today's youth by providing them with technology skills and knowledge to prepare them for futures in the Internet economy."***

***—John Morgridge,  
Chairman, Cisco Systems***

Launched in 1998, the Global Partnership for Youth Development (GPYD) is about partnerships—the dynamic relationships that through their collective resources and expertise are capable of bringing about a better, more productive future for young people. It brings together business, government, NGOs, and people in new ways to address the critical challenges facing today's young people. The GPYD's work is predicated on the notion that innovative solutions exist for the urgent problems facing our youth. Its mission is to study, promote, and invest in good examples of tri-sector partnership in youth development around the world.

The GPYD was formed by the Kellogg Company, the World Bank Group, and IYF. As secretariat, IYF coordinates communication strategies, develops and maintains a global information base, and provides progress and financial reports on the GPYD's activities. In addition, IYF assists in the coordination of focus projects, and provides specialized training and technical assistance.

The GPYD operates within the framework of the Business Partners for Development (BPD) program of the World Bank. The goal of the BPD is to study, support, and promote strategic examples of partnerships involving business, government, and civil society working together for the development of communities around the world.

## **Focus on Tri-Sector Partnerships**

To date, more than twenty global companies, nonprofit organizations, and bi-lateral and multi-lateral institutions have joined as partners in the GPYD (see sidebar). These partners are united by the following core goals:

- **To learn about what works and improve existing models,**
- **To build the necessary infrastructure, both global and national,**
- **To mobilize new resources, both global and national, and**
- **To invest in scaling up and strengthening best practices in youth development.**

The GPYD's initial efforts are directed at strengthening and expanding seven focus projects that fall within four broad areas:



1) education, 2) vocational training for out-of-school youth, 3) health and nutrition programs, and 4) programs for youth involving information technology. In addition, the GPYD is involved with seven global initiatives ranging from innovative fundraising mechanisms for youth (e.g., the Children's Hour campaign) to mentoring and youth community service promotion.

Efforts to date have focused on the scaling up of three "best practice" models. In the Philippines, steps are being taken to expand the Cisco Systems Networking Academy Program (CNAP) to five new regions of the country. Now operating in more than fifty countries, the program trains young people to design, build, and maintain network systems.

Also in the Philippines, the GPYD is actively involved in the development of the Out-of-School Youth Program being spearheaded by the Children and Youth Foundation of the Philippines. The program brings together a consortium of local partners from the private sector, civil society, and government to develop opportunities for the nation's growing out-of-school youth population. Currently more than 11 million young people are unemployed or out-of-school in the Philippines.

In Brazil, efforts focus on recruiting new funding sponsors and partners to expand the American Express Travel and Tourism Program (TTP) to additional sites and regions. As the program enriches school learning and opens windows into future career options, there is high demand by students, teachers, and schools throughout Brazil to expand the program.

# GPYD PARTNERS

**American Express**

**Ayala Corporation**

**Business and Youth  
Starting Together**

**Children and Youth Foundation  
of the Philippines**

**Cisco Systems**

**Financial Times**

**Hill & Knowlton**

**Inter-American Development Bank**

**International Youth Foundation**

**Kellogg Company**

**Lions Clubs International**

**Microsoft**

**Nike Corporation**

**Petroleos de Venezuela**

**Quest International**

**Shell International**

**UNESCO**

**USAID**

**Visteon**

**World Bank Group**

**World Vision**

**Youth Service America**

# *FOCUS ON LEARNING, EVALUATION, AND TRAINING*

Learning about what makes youth programs and approaches work and sharing that information is central to IYF's activities. Through our expanding network of Partners and ongoing consultations with experts in the field of youth development, IYF has accumulated a wealth of information on effective programs and practices for youth. We have also created a new Training and Consulting Services Institute to provide youth program practitioners, educators, our Network Partners, and others with training and technical assistance in areas of special need.

To assist youth program practitioners and others in assessing program effectiveness, IYF's Learning and Evaluation Department has developed a "Framework for Effective Programming." The Framework 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 is built on IYF's original 17 criteria and the over ten years of experience of IYF and its Partners in analyzing and promoting program effectiveness. To compliment the Framework, a program assessment tool is being developed and will become available in 2000.

Monitoring and assessing the impact of IYF's work and that of its Partners is a key priority. Toward that end, IYF is itself undergoing an evaluation. The evaluation is being carried out over a five-year period by Formative Evaluation Research Associates (FERA), an independent, evaluation consulting firm. In year two of this evaluation, an assessment of IYF's internal operations was carried out, along with the publication of a case study of IYF's Partner, the Children and Youth Foundation of the Philippines (CYFP). The study revealed that CYFP, jointly created by the Consuelo Foundation and IYF in 1993, has worked effectively since its inception to strengthen existing youth serving organizations. Through its local partners, CYFP has touched the lives of more than a million children and youth in the Philippines—building their knowledge and skills, providing safe places, and nurturing their positive development. Planning is underway for additional case studies in Poland, South Africa, and Oaxaca, Mexico.

## **Training & Consulting Services Institute Established**

In late 1999, IYF launched the Training and Consulting Services Institute (TCI) to provide training and consulting services to nonprofit children and youth organizations worldwide. TCI is working to develop a range of services in such areas as training design, direct training, training of trainers, and conference planning and implementation.

A primary customer for TCI's services is IYF's Network of Partners who have expressed their desire for technical assistance and training in such areas as financial sustainability, program and institutional evaluation, and youth development practices. The TCI is also responsible for the training certification function for Quest International, an organization affiliated with IYF and known for its teacher training and life skills programs for young people in many countries. The TCI will provide support and technical assistance to Quest's global team of over 100 trainers in 18 countries. Other key "clients" include the Global Alliance for Workers and Communities and the Robert Wood Johnson Foundation. TCI's services will be delivered by IYF staff and independent consultants, selected and certified by TCI management.

# IYF'S FRAMEWORK FOR EFFECTIVE PROGRAMMING



## **IYF Launches US Initiative**

After lengthy consultations about how it can best add value in the United States, IYF has established a new US office (IYF-US). IYF-US is dedicated to sharing international lessons and perspectives in the U.S., mapping the U.S. landscape to identify critical issues and gaps in youth work, and promoting cross sector linkages among service providers, NGOs, policy makers, foundations, and the media. Through its Youth Tomorrow Initiative, IYF-US is focusing on developing the tools for analysis needed to move youth-related fields forward. The initiative brings together key national funders and networks to review and refine tools for addressing key youth issues.

With funding from the Ford Foundation, IYF-US formed an International Learning Group on Youth and Community Development (ILG), comprised of 24 recognized leaders in youth development and/or community development in the U.S. and nine other countries. Members of the ILG bring expertise in theory and research, program and institutional development, and policy advocacy at the local and national levels.

In November, IYF-US co-hosted, along with five of IYF's Latin American Partners, the first ILG Regional Meeting in Caracas, Venezuela. The meeting focused on how and to what extent young people are engaged as agents of change in their families, community, and society in general. After observing many community-based programs and speaking to hundreds of young people and adults, the ILG concluded that the willingness of young people to take responsibility for change was driven by a powerful ideology—a deep sense of social responsibility and community spirit.

In countries around the world, innovative and effective child and youth development organizations are making a positive difference in young lives. Such programs continue to improve and fine-tune their approaches to meeting the needs of local children and youth. What elements contribute to their effectiveness? What common traits do successful approaches possess that others could learn from? IYF's Framework for Effective Programming elaborates on the core elements of effective programming summarized below. Our activities and support are focused on programs for children and youth, ages 5 to 25, that share these common characteristics:

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

- **Focusing on prevention and early intervention and/or promoting growth and development**
- **Promoting competence, connection, character and confidence**
- **Offering age and developmentally appropriate activities**
- **Involving youth in meaningful ways**

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

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

**In their organizational commitments to sustainability:**

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

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

- **Demonstrating clear evidence of success**
- **Expanding current operations**
- **Replicating components across cultures**

# IYF ACTIVE GRANTS\*

## GRANTMAKING POLICIES

**IYF provides grants on a solicited basis only. Believing that support is best offered by those closest to local realities, IYF's grant support is directed at its national Partners, rather than directly to individual programs. IYF's investments are used by its Partner organizations to make grants and pursue program strategies aimed at promoting the effectiveness, scale, and sustainability of proven approaches to meeting young people's needs. For further information, see IYF's website at [www.iyfnet.org](http://www.iyfnet.org).**

### **Asociación Cristiana de Jóvenes,**

*Guatemala City, Guatemala*

(2 years) To develop, in cooperation with the Inter-American Development Bank, a new generation of young leaders committed to volunteerism and community development through engaging 550 youth in local development projects; training them in economic entrepreneurship development, leadership, and citizen skills; and increasing public awareness of problems affecting youth. (1998)

**Total Committed 194,000**

**Payments in 1999 94,000**

### **Australian Youth Foundation, Sydney, Australia**

(1 year) To develop a program of grantmaking and technical assistance to support effective Australian projects which utilize information technology to improve the education and learning of disadvantaged young people. This grant forms part of the Lucent Technologies Foundation/IYF Fund for Education and Learning. (1999)

**Total Committed 150,000**

**Payments in 1999 75,000**

### **Australian Youth Foundation, Sydney, Australia**

(3 months) To cover partial costs of two social marketing workshops among leaders from local, state, and federal government and the business and NGO sectors; and for a "Do it Yourself" social marketing manual. (1998)

**Total Committed 8,500**

**Payments in 1999 1,240**

### **Children and Youth Foundation of the Philippines,**

*Manila, Philippines*

(2 years) To train 50 youth leaders and over 2,100 children and youth in health and environmental issues and to conduct 190 community, health and environmental projects. This grant forms part of the Coca-Cola Foundation/IYF partnership. (1999)

**Total Committed 125,000**

**Payments in 1999 35,000**

### **Children and Youth Foundation of the Philippines,**

*Manila, Philippines*

(2 years) To improve the employment and life skills of approximately 400 out-of-school youth and hearing impaired Filipino children through the introduction of technology and the use of hearing aids. The project aims to have at least 90 percent of trained youth placed in jobs or to become self-employed by its conclusion. This project is part of the Microsoft/IYF "Young Minds in Motion" initiative. (1999)

**Total Committed 139,685**

**Payments in 1999 93,900**

### **Children and Youth Foundation of the Philippines,**

*Manila, Philippines*

(1 year) To improve the quality and delivery system and widen the reach of technical training and education among out-of-school youth through vocational and life skills training offered via computers. This project forms part of the IYF/Lucent Technologies Foundation Global Fund for Education and Learning. (1999)

**Total Committed 150,000**

**Payments in 1999 75,000**

### **Children and Youth Foundation of the Philippines,**

*Manila, Philippines*

(3 months) To convene two local consultative workshops with potential consortium member organizations working with the national out-of-school youth initiative involving NGOs, government, and business. (1999)

**Total Committed 18,382**

**Payments in 1999 18,382**

### **Children of Slovakia Foundation, Bratislava, Slovakia**

(2 years) To strengthen national and regional programs, donors, and the overall sector serving children and youth and to build CSF's capacity, including creation of an endowment. As a result of the program, some 30,000 young people will benefit from enhanced life skills, self-confidence, and leadership skills. (1999)

**Total Committed 250,000**

**Payments in 1999 175,000**

### **Children of Slovakia Foundation, Bratislava, Slovakia**

(3 months) To allow CSF's Executive Director to travel to Ecuador to learn about Fundación Esquel-Ecuador's efforts in sustainability. (1999)

**Total Committed 1,200**

**Payments in 1999 1,200**

### **Children and Youth Partnership Foundation,**

*London, United Kingdom*

(1 year) To develop a grantmaking program which supports youth leadership and life skills development and alternative education. This grant forms part of the Lucent Technologies Foundation/IYF Global Fund for Education and Learning. (1999)

**Total Committed 150,000**

**Payments in 1999 75,000**

\*In the audited financial statements, active grants are reported when obligated and deobligations are included.



**Comite-Paraguay-Kansas, Asunción, Paraguay**

(2 years) To promote, in cooperation with the Inter-American Development Bank, the participation of 300 low-income youth in local development through training and volunteer opportunities and through providing technical and financial assistance to youth and adult mentors. (1998)

**Total Committed** 224,000  
**Payments in 1999** 112,000

**Comite-Paraguay-Kansas, Asunción, Paraguay**

(2 years) To strengthen Red Juventud Paraguay as a national leader in children and youth development through support for institutional development, resource mobilization, and training of over 300 youth in work and life skills. (1998)

**Total Committed** 50,000  
**Payments in 1999** 0

**Communities in Schools of Maryland,**

*Maryland, United States*

(1 year) To provide one-time, start-up support to establish Communities in Schools (CIS) in Maryland. CIS is a coordinated initiative among business, education, and social services aimed at providing comprehensive supports to students to avoid dropping out of school. (1999)

**Total Committed** 25,000  
**Payments in 1999** 25,000

**Foro Juvenil, Montevideo, Uruguay**

(1 year) To strengthen Foro Juvenil's fundraising and sustainability by developing a communications strategy, publishing substantive materials on positive youth development, improving staff program skills, and enhancing its accounting skills. (1999)

**Total Committed** 27,830  
**Payments in 1999** 27,830

**Fundación Comunitaria Oaxaca, A.C., Oaxaca, Mexico**

(1 year) To firmly establish FCO as a community foundation which promotes local development, especially among children and youth, women, and select micro-regions of Oaxaca. Key activities include institutional development within FCO, resource mobilization, grantmaking, capacity building of local NGOs and promotion of social responsibility. (1999)

**Total Committed** 150,000  
**Payments in 1999** 0

**Fundación Comunitaria Oaxaca, A.C., Oaxaca, Mexico**

(1 year) To launch the Foundation's program benefiting low-income populations in Oaxaca, especially children and youth, through institutional development of the Foundation, research on local needs, capacity building supports to local NGOs, grantmaking to strengthen and expand effective programs for children and youth, and promotion of social responsibility. (1998)

**Total Committed** 100,000  
**Payments in 1999** 10,000

**Fundación DEMOS, I.A.P., Mexico City, Mexico**

(1 year) To enhance educational curriculum and teacher performance for disadvantaged students in Matamoros and Mexico City, as part of the Lucent Technologies Foundation/IYF Global Fund for Education and Learning. (1999)

**Total Committed** 150,000  
**Payments in 1999** 0

**Fundación Esquel-Ecuador, Quito, Ecuador**

(18 months) To design and offer a course to 15 Latin American YouthNet International programs in evaluation methods and practices. Through workshops and practical experience, participants will refine their evaluation skills, design and implement evaluation plans, interpret their results, and incorporate evaluation into their ongoing operations. (1996)

**Total Committed** 121,000  
**Payments in 1999** 0

**Fundación Esquel-Ecuador, Quito, Ecuador**

(2 years) To promote, in cooperation with the Inter-American Development Bank, the participation of young people in the community development process and to strengthen programs by and for young people in Ecuador. (1998)

**Total Committed** 294,000  
**Payments in 1999** 222,800

**Fundación Esquel-Ecuador, Quito, Ecuador**

(2 years) To support FE-E's core operations, children and youth program, management information system, and endowment. FE-E will continue to make grants to strengthen and expand effective programs for young people, promote a national youth forum, provide training and technical assistance to children and youth programs, and support its youth advisory committee. It will also provide scholarships to young people, support community enterprises, and research philanthropic practices in Ecuador. (1996)

**Total Committed** 775,000  
**Payments in 1999** 0

**Fundación Para la Infancia y la Juventud - Oportunitas, Caracas, Venezuela**

(2 years) To improve the lives of 261 young women of southwest Caracas over two years by providing them with opportunities and resources to create and strengthen their small businesses. At least 24 young women per year are expected to receive loans for micro-enterprises. This grant forms part of the IYF/Shell International partnership. (1999)

**Total Committed** 85,000  
**Payments in 1999** 50,000

## IYF ACTIVE GRANTS *continued*

### **Fundación Para la Infancia y la Juventud – Oportúnitas,** *Caracas, Venezuela*

(1 year) For general support to position children and youth development as a national priority, to improve the conditions of Venezuelan young people, and to promote social responsibility among the Venezuelan corporate sector and the international community. (1999)

**Total Committed** 50,000  
**Payments in 1999** 50,000

### **Fundación Para la Infancia y la Juventud – Oportúnitas,** *Caracas, Venezuela*

(1 year) To strengthen alternative education and life skills programs among low-income young women as part of the Lucent Technologies Foundation/IYF Global Fund for Education and Learning. (1999)

**Total Committed** 150,000  
**Payments in 1999** 75,000

### **Fundación Para la Infancia y la Juventud – Oportúnitas,** *Caracas, Venezuela*

(3 months) To allow Fundación Esquel-Ecuador's Director for Fundraising to provide technical assistance to Oportúnitas on their social responsibility plan and to speak on corporate responsibility and corporate/NGO partnerships at the launch of Oportúnitas' program in the state of Carabobo, Venezuela. (1999)

**Total Committed** 755  
**Payments in 1999** 755

### **Israel Children and Youth Foundation, Tel Aviv, Israel**

(9 months) To lay the groundwork for the ICYF's program for children and youth development. ICYF aims to increase programming impact, make grants, increase investments in Israeli children and youth, and build a network which can strengthen the institutional capacity of organizations carrying out effective programs. (1999)

**Total Committed** 60,000  
**Payments in 1999** 60,000

### **Israel Children and Youth Foundation, Tel Aviv, Israel**

(3 months) To firmly establish ICYF's grantmaking, learning, and social responsibility programs to promote children and youth development in Israel. (1999)

**Total Committed** 140,800  
**Payments in 1999** 126,571

### **National Assembly of Health and Human Service Organizations,** *Washington, DC, United States*

(1 year) To coordinate and provide grant management services to up to thirty recipient organizations within the National Collaboration for Youth receiving funds raised through IYF's Children's Hour campaign in the United States. (1999)

**Total Committed** 9,025  
**Payments in 1999** 9,025

### **National Council for Child and Youth Development,** *Bangkok, Thailand*

(18 months) To create career opportunities for at least fifty rural youth by providing them with life skills and vocational training, extensive information on career development, job placement, and loans for micro enterprises. This grant forms part of the IYF/Shell International partnership. (1999)

**Total Committed** 50,025  
**Payments in 1999** 50,025

### **National Council for the Child of Israel,**

*Jerusalem, Israel*

(1 year) To support a third international meeting on indicators for children's well-being and publications on positive indicators to measure the state of young people. (1998)

**Total Committed** 15,000  
**Payments in 1999** 0

### **New Perspectives Foundation, Moscow, Russia**

(1 year) To implement a program of grantmaking and technical assistance to improve teaching methods as well as the ability of teachers, school administrators, and educational policy-makers to implement the UN Convention on the Rights of the Child in the classroom, the school, and in educational policy. This project is part of the Lucent Technologies Foundation/IYF Global Fund for Education and Learning. (1999)

**Total Committed** 150,000  
**Payments in 1999** 0

### **Polish Children and Youth Foundation,**

*Warsaw, Poland*

(2 years) To improve the quality of education offered to approximately 4,000 students in nine public schools in northern Poland through the incorporation of computer technology into the schools. This project will improve students' academic performance as well as develop more positive attitudes about learning and technology. This project is part of the Microsoft/IYF "Young Minds in Motion" initiative. (1999)

**Total Committed** 120,120  
**Payments in 1999** 103,500

**Polish Children and Youth Foundation,***Warsaw, Poland*

(1 year) For grantmaking and technical assistance to improve education in remote areas of Poland with the goal of benefiting 50 teachers and 300 students. This project forms part of the Lucent Technologies Foundation/IYF Global Fund for Education and Learning. (1999)

**Total Committed** 150,000  
**Payments in 1999** 75,500

**Safe and Sound Campaign, Maryland, United States**

(7 months) To research best practices, develop standards for the after school and family support programs, and develop a list of investment indicators linked to specific outcomes for children and to monitor progress against these indicators. (1999)

**Total Committed** 59,000  
**Payments in 1999** 59,000

**Various Partners**

To launch the Children's Hour campaign within various IYF Partner countries as a means of raising awareness and mobilizing resources for children and youth development. All grants were committed and paid in 1999. (1999)

Centro de Información y Recursos para el Desarrollo, Asunción, Paraguay

**Grant Award** 15,000

Children and Youth Foundation of the Philippines, Manila, Philippines

**Grant Award** 11,842

Children of Slovakia Foundation, Bratislava, Slovakia

**Grant Award** 15,000

Foro Juvenil, Montevideo, Uruguay

**Grant Award** 15,000

Fundação Abrinq Pelos Direitos da Criança, São Paulo, Brazil

**Grant Award** 14,712

Fundação da Juventude, Lisboa, Portugal

**Grant Award** 15,000

Fundación Comunitaria de Oaxaca, Oaxaca, Mexico

**Grant Award** 15,000

Fundación Esquel Ecuador, Quito, Ecuador

**Grant Award** 15,000

Fundación Para la Infancia y la Juventud—Oportunitas, Caracas, Venezuela

**Grant Award** 15,000

Israel Children and Youth Foundation, Tel Aviv, Israel

**Grant Award** 15,000

New Perspectives Foundation, Moscow, Russia

**Grant Award** 15,000

Polish Children and Youth Foundation, Warsaw, Poland

**Grant Award** 15,000

Puerto Rico Community Foundation, San Juan, Puerto Rico

**Grant Award** 15,000

**West Africa Rural Foundation, Dakar-Fann, Senegal**

(3 months) To conduct situational analyses of children and youth in Senegal and Ghana. (1999)

**Total Committed** 15,296  
**Payments in 1999** 10,000

**World Concern Development Organization,***Washington, United States*

(1 year) To improve the socio-economic status of 400 young people in Northwest Haiti through an integrated development program involving animal husbandry. This grant is part of Operation Day's Work, an IYF/USAID cooperative project. (1999)

**Total Committed** 30,000  
**Payments in 1999** 15,000

**Youth Development Trust, Johannesburg, South Africa**

(2 years) To strengthen the Trust's executive and governing structures, develop and execute a strategic plan, build a strong financial base, and enhance its overall effectiveness. Program priorities for the Trust during this period include finalizing the youth career training program, monitoring South Africa's investments in children's welfare and development, completing research on the needs of the nation's youth, and developing policy recommendations for improving adolescent health. (1998)

**Total Committed** 500,000  
**Payments in 1999** 130,394

**Youth Development Trust, Johannesburg, South Africa**

(19 months) Through this grant, the Trust will provide five South African NGOs with grant funds and technical assistance so that they may work with children and youth to reduce their risk of sexually transmitted diseases and pregnancy, and to promote attitudes and behaviors conducive to good health. From this project, the five NGOs will develop outcome indicators and share lessons with health planners, service providers, and policy makers. (1998)

**Total Committed** 246,380  
**Payments in 1999** 82,127

**Youth Development Trust, Johannesburg, South Africa**

(2 years) To improve the academic, technical, and organizational skills of approximately 1,500 South African youth through the introduction of technology. Through this project, youth will be exposed for the first time to computer software and the Internet. This project is part of the Microsoft/IYF "Young Minds in Motion" initiative. (1999)

**Total Committed** 120,800  
**Payments in 1999** 104,800

**CHALLENGE GRANTS****German Children and Youth Foundation, Berlin, Germany**

(4 years) To carry out its programs for children and youth which include grants to youth clubs, youth enterprise development, environment programs, youth and democracy programs, awareness building on children and youth issues, networking, and capacity building. (1998)

**Total Committed** 28,240,000  
**Payments in 1999** 6,756,334



**Independent Auditors' Report**

*The Board of Directors  
International Youth Foundation:*

We have audited the accompanying consolidated statements of financial position of International Youth Foundation and supporting organization as of December 31, 1999 and 1998, and the related consolidated statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of International Youth Foundation and supporting organization as of December 31, 1999 and 1998, and the changes in their net assets and their cash flows for the years then ended in conformity with generally accepted accounting principles.

**KPMG LLP**

**March 9, 2000**

**Consolidated  
Statements of Financial  
Position**

**December 31,  
1999 and 1998**

**ASSETS**

**1999**

1998

*CURRENT ASSETS:*

Cash and cash equivalents	\$	11,092,195	3,491,522
Investments		26,236,549	17,403,202
Grants receivable		4,343,672	13,266,104
Prepaid expenses and other current assets		62,076	14,863

**Total current assets**

41,734,492 34,175,691

Fixed assets, primarily building, net of accumulated depreciation of \$825,373 and \$565,057, respectively

2,698,722 702,117

Construction-in-progress

— 1,080,864

Grants receivable — due after one year, net of discount

783,269 1,692,566

**Total assets**

\$ 45,216,483 37,651,238

**LIABILITIES AND NET ASSETS**

*CURRENT LIABILITIES:*

Accounts payable and accrued expenses	\$	578,105	310,036
Accrued salaries and benefits		129,017	102,742
Note payable		250,000	—
Grants payable		1,277,632	2,812,768

**Total current liabilities**

2,234,754 3,225,546

Grants payable — due after one year

71,829 119,606

Net assets:

Unrestricted:

Board designated for endowment 13,834,319 6,421,763

Other 9,829,251 5,770,463

23,663,570 12,192,226

Temporarily restricted

19,246,330 22,113,860

**Total net assets**

42,909,900 34,306,086

**Total liabilities and net assets**

\$ 45,216,483 37,651,238

See accompanying notes to consolidated financial statements.

**Consolidated Statement  
of Activities**

**Year ended December 31, 1999**

	<b>Unrestricted</b>	<b>Temporarily restricted</b>	<b>Total</b>
Revenues, gains and other support:			
Grants	\$ 16,103,660	7,703,545	23,807,205
Dividends and interest income	1,331,899	—	1,331,899
Net unrealized and realized gains on investments	1,241,871	—	1,241,871
Other income	311,176	—	311,176
Net assets released from restrictions due to satisfaction of program restrictions	<u>10,571,075</u>	<u>(10,571,075)</u>	<u>—</u>
Total revenues, gains and other support	<u>29,559,681</u>	<u>(2,867,530)</u>	<u>26,692,151</u>
Functional expenses:			
Programs:			
Grants	9,608,426	—	9,608,426
Personnel	2,078,326	—	2,078,326
Consultants	1,145,333	—	1,145,333
Travel	985,396	—	985,396
Office expenses	315,421	—	315,421
Communications and publications	328,745	—	328,745
Other	21,688	—	21,688
	<u>14,483,335</u>	<u>—</u>	<u>14,483,335</u>
Fundraising:			
Personnel	917,209	—	917,209
Consultants	175,644	—	175,644
Travel	74,877	—	74,877
Other	117,215	—	117,215
	<u>1,284,945</u>	<u>—</u>	<u>1,284,945</u>
General and administrative:			
Personnel	887,601	—	887,601
Consultants	217,340	—	217,340
Travel	67,977	—	67,977
Office expenses	972,821	—	972,821
Legal and professional	141,738	—	141,738
Other	32,580	—	32,580
	<u>2,320,057</u>	<u>—</u>	<u>2,320,057</u>
Total expenses	<u>18,088,337</u>	<u>—</u>	<u>18,088,337</u>
Increase (decrease) in net assets	11,471,344	(2,867,530)	8,603,814
Net assets at beginning of year	<u>12,192,226</u>	<u>22,113,860</u>	<u>34,306,086</u>
Net assets at end of year	<u>\$ 23,663,570</u>	<u>19,246,330</u>	<u>42,909,900</u>

See accompanying notes to consolidated financial statements.

**Consolidated Statement  
of Activities**

**Year ended December 31, 1998**

	<b>Unrestricted</b>	<b>Temporarily restricted</b>	<b>Total</b>
Revenues, gains and other support:			
Grants	\$ 6,781,152	12,056,426	18,837,578
Dividends and interest Income	1,000,980	—	1,000,980
Net unrealized and realized gains on investments	133,980	—	133,980
Other income	212,659	—	212,659
Net assets released from restrictions due to:			
Satisfaction of program restrictions	5,920,007	(5,920,007)	—
Expiration of time restrictions	1,833,080	(1,833,080)	—
Total revenues, gains and other support	<u>15,881,858</u>	<u>4,303,339</u>	<u>20,185,197</u>
Functional Expenses			
Programs:			
Grants	7,850,559	—	7,850,559
Personnel	1,601,585	—	1,601,585
Consultants	344,339	—	344,339
Travel	338,973	—	338,973
Office expenses	225,449	—	225,449
Other	128,040	—	128,040
	<u>10,488,945</u>	<u>—</u>	<u>10,488,945</u>
Fundraising:			
Personnel	470,401	—	470,401
Consultants	119,994	—	119,994
Travel	71,468	—	71,468
Other	120,414	—	120,414
	<u>782,277</u>	<u>—</u>	<u>782,277</u>
General and administrative:			
Personnel	1,096,000	—	1,096,000
Consultants	187,704	—	187,704
Travel	128,652	—	128,652
Office expenses	526,720	—	526,720
Legal and professional	59,342	—	59,342
Other	60,120	—	60,120
	<u>2,058,538</u>	<u>—</u>	<u>2,058,538</u>
Total expenses	<u>13,329,760</u>	<u>—</u>	<u>13,329,760</u>
Increase in net assets	2,552,098	4,303,339	6,855,437
Net assets at beginning of year	9,640,128	17,810,521	27,450,649
Net assets at end of year	<u>\$ 12,192,226</u>	<u>22,113,860</u>	<u>34,306,086</u>

See accompanying notes to consolidated financial statements.

**Consolidated Statements  
of Cash Flows**

**Years ended December 31,  
1999 and 1998**

	<b>1999</b>	1998
<b>Cash flows from operating activities:</b>		
Increase in net assets	\$ 8,603,814	6,855,437
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation	260,316	108,451
Net unrealized and realized gains on investments	(1,241,871)	(133,980)
Donated securities	(6,000,000)	—
Loss on disposal of fixed asset	—	3,269
Changes in assets and liabilities:		
Grants receivable	9,831,729	(3,752,986)
Prepaid expenses and other current assets	(47,213)	130,895
Accounts payable and accrued expenses	268,069	(340,991)
Accrued salaries and benefits	26,275	21,017
Grants payable	(1,582,913)	(1,192,128)
Net cash provided by operating activities	<u>10,118,206</u>	<u>1,698,984</u>
<b>Cash flows from investing activities:</b>		
Acquisition of fixed assets	(1,176,057)	(1,164,388)
Proceeds from sale of asset	—	3,200
Purchase of investments	(19,622,166)	(11,883,783)
Proceeds from sale of investments	<u>18,030,690</u>	<u>5,797,280</u>
Net cash used in investing activities	<u>(2,767,533)</u>	<u>(7,247,691)</u>
Cash flows from financing activities — proceeds from note payable	250,000	—
Increase (decrease) in cash and cash equivalents	7,600,673	(5,548,707)
Cash and cash equivalents at beginning of period	<u>3,491,522</u>	<u>9,040,229</u>
<b>Cash and cash equivalents at end of period</b>	<u>\$ 11,092,195</u>	<u>3,491,522</u>

See accompanying notes to consolidated financial statements.



**Notes to Consolidated  
Financial Statements**

**December 31, 1999  
and 1998**

**(1) Significant Accounting Policies**

**(a) Organization**

Founded in April 1990, International Youth Foundation (IYF) is an independent, international, non-governmental organization dedicated to improving the conditions and prospects of children and youth. Working in partnership with national and regional foundations, IYF and its partners work to identify, strengthen and expand existing programs that have proven effective in meeting young people's needs.

In addition to supporting existing programs, IYF also works to increase global awareness of children and youth issues, strengthen the organizational skills of youth program leaders and increase international philanthropy in support of children and youth.

IYF is incorporated in the state of Illinois and exempt from taxation under Internal Revenue Code Section 501(c)(3).

On February 1, 1998, the IYF Board of Directors resolved to incorporate Resources for Youth, Inc. (RFY), a supporting organization to IYF. The Board agreed that the members of the IYF Investment and Audit Committee shall serve as members of RFY Board of Directors. RFY owns an office building and leases office space to IYF and other tenants. All intercompany transactions have been eliminated.

**(b) Cash Equivalents**

IYF considers investments in money market funds of \$8,395,512 and \$2,093,000 at December 31, 1999 and 1998, respectively, to be cash equivalents.

**(c) Investments**

Investments are recorded at fair value and unrealized gains or losses are recorded in the statement of activities.

**(d) Contributions**

Grants received by IYF are recognized as receivables and revenues when the grant commitment has been received and all significant conditions of the grant have been met. Grant revenue is classified as unrestricted or temporarily restricted based upon the existence of donor-imposed restrictions. Temporarily restricted net assets are reclassified to unrestricted net assets at the time the restrictions are satisfied. IYF records donor-restricted contributions whose restrictions are met in the same year they are made as unrestricted grant revenues. Grants receivable due after one year are recorded at the estimated present value of amounts to be received using a discount rate of 4%.

Grants obligated by IYF are recognized as payables and expenses when the grant commitment is made and all significant conditions have been fulfilled by the grant recipient.

Funds raised or disbursed directly by IYF partner foundations and other grantees are not included in the financial statements.

### **(e) Fixed Assets**

Fixed assets are recorded at cost. Depreciation is computed using the straight-line method over the estimated useful lives of the assets, which are 40 years for the building and related improvements and 5 years for furniture and equipment.

### **(f) Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and judgments that affect the reported amounts of assets and liabilities, disclosures of contingencies at the date of the financial statements, and revenues and expenses recognized during the reporting period. Actual results could differ from these estimates.

### **(2) Investments**

Investments held by IYF are stated at fair market value based upon quoted prices and consist of the following at December 31:

	1999	1998
U.S. Government Bonds	\$ 6,085,445	5,917,494
Corporate debt securities	8,620,709	6,769,967
Corporate equity securities	6,929,932	1,216,990
Fixed-income investment mutual funds	712,357	749,106
Equity investment mutual funds	3,888,106	2,749,645
	<u>\$ 26,236,549</u>	<u>17,403,202</u>

### **(3) Grants, Receivables and Revenues**

**Grants receivable, net are summarized as follows at December 31:**

	1999	1998
Grants receivable expected to be collected in:		
Less than one year	\$ 4,343,672	13,266,104
One to five years	814,600	1,782,000
	5,158,272	15,048,104
Less unamortized discount	31,331	89,434
	<u>\$ 5,126,941</u>	<u>14,958,670</u>

IYF has received grant commitments for core support and program development, incentive/challenge funds and endowment funds from the W.K. Kellogg Foundation. The portion of the grant commitment for core support is unconditional. The incentive/challenge funds and the endowment funds have been released to IYF.

**The following is a summary of W.K. Kellogg Foundation grants (on an undiscounted basis) at December 31, 1999:**

<u>Date of grant</u>	<u>Type of grant</u>	<u>Total amount of grant</u>	<u>Cash received through December 31, 1999</u>	<u>GRANTS RECEIVABLE</u>	
				<u>Current</u>	<u>After one year</u>
1990	Core Support Incentive	\$ 8,824,000 6,500,000	8,824,000 6,500,000		
1993	Core Support Incentive Endowment	10,604,490 10,267,070 2,500,000	10,604,490 10,267,070 2,500,000		
1995	Core Support Incentive Endowment	14,530,000 10,020,000 4,000,000	12,880,000 10,020,000 4,000,000	1,085,000	565,000
		<u>\$ 67,245,560</u>	<u>65,595,560</u>	<u>1,085,000</u>	<u>565,000</u>

At December 31, 1998, IYF has received conditional grant commitments of \$2,431,434 including those from the W.K. Kellogg Foundation. These commitments were recognized in 1999 when conditions were met.

One donor contributed approximately 25% of grant revenues in 1999. One different donor contributed approximately 42% of grant revenues in 1998 and represented approximately 54% of grants receivable at December 31, 1998.

**(4) Grant Obligations**

Conditional and unconditional grant obligations, some of which extend over several years, have been approved by the Board of Directors. Grants approved by the Board of Directors during 1999 and 1998 totaled \$30,858,647 and \$1,927,009, respectively.

The grants payable balance consists of unconditional grants and conditional grants where all of the conditions have been met. The unconditional balance is expected to be disbursed as follows at December 31, 1999:

2000	\$	1,277,632
2001		71,829
	\$	<u>1,349,461</u>

IYF has made conditional grant obligations that are payable when the grantees fulfill certain conditions, such as raising qualifying funds. Conditional grant commitments not recorded because the grantees have not yet met the required conditions were \$12,832,976 and \$20,114,300 at December 31, 1999 and 1998, respectively.

Information concerning the geographic location of grant expenses is summarized as follows for the years ended December 31:

	<u>1999</u>	<u>1998</u>
<b>Grants:</b>		
Australia	\$ 150,000	—
Germany	6,756,334	5,898,594
Guatemala	—	194,000
Israel	215,000	—
Ireland	—	96,750
Mexico	245,000	90,000
Paraguay	15,000	282,449
Philippines	469,354	347,830
Poland	285,120	60,315
Russia	165,000	—
Slovakia	266,200	120,000
South Africa	120,800	700,333
Thailand	220,000	—
United Kingdom	150,000	32,791
United States	113,025	(30,000)
Venezuela	300,755	61,450
Other	136,838	(3,953)
	<u>\$ 9,608,426</u>	<u>7,850,559</u>

**(5) Note Payable**

IYF has a \$3.4 million revolving credit agreement with a bank. Interest on outstanding borrowings currently accrues at the Adjusted Eurodollar rate plus 50 basis points as defined in the revolving credit note (6.56% at December 31, 1999). The facility is secured by pledged securities in the amount of \$2,000,000. The agreement also contains certain covenants, the most restrictive of which is the requirement to maintain unrestricted net assets of not less than \$6,000,000.

**(6) Temporarily Restricted Net Assets**

Temporarily restricted net assets are available for the following at December 31:

	<u>1999</u>	<u>1998</u>
<b>Support of program activities</b>	\$ 19,246,330	3,413,361
<b>For future periods</b>	<u>—</u>	<u>18,700,499</u>
	<u>\$ 19,246,330</u>	<u>22,113,860</u>

***(7) Unrestricted Net Assets***

During 1999, the Board of Directors designated \$7,412,556 from IYF unrestricted funds for endowment. Total funds for Board-designated endowment as of December 31, 1999 are \$13,834,319.

Other unrestricted net assets include \$4,152,869 received from the W. K. Kellogg Foundation for the IYF Board-designated endowment. The Chairman of the Board has indicated that it is IYF's intention to designate this amount during 2000.

***(8) Contingencies***

Amounts received or expended by IYF under various grants are subject to audit by the granting organizations. In the opinion of management, audit adjustments, if any, will not have a significant effect on the financial position of IYF.



## NATIONAL PARTNER BOARDS AND ADVISORY BODIES

### AUSTRALIA

#### Australian Youth Foundation

##### BOARD OF DIRECTORS

**William Conn (Chair)**, Chairman, Island Food Company Limited; President, Royal Children's Hospital Foundation  
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HM Queen Noor of Jordan devotes her time to supporting projects that improve the health, welfare, and future of women and children in Jordan and around the world. In 1985 she established the Noor Al Hussein Foundation and the National Task Force for Children. Queen Noor serves on a number of boards and international bodies and is Patron of the Landmine Survivors Network.

**Shimon Peres**  
*Israel*

Mr. Peres was awarded the Nobel Prize for Peace in 1994. He served as Prime Minister of Israel from 1986-1988 and from 1995-1996, and was Minister of Foreign Affairs from 1992-1995. He is founder of the Peres Center for Peace.

**Mary Robinson**  
*Ireland*

Mrs. Robinson is United Nations High Commissioner for Human Rights. She served as President of the Republic of Ireland from 1990 to 1997 and was a member of the Irish Senate from 1969 to 1989.



## BOARD OF DIRECTORS

### **David Bell**

*(Chair), United Kingdom*

Mr. Bell is Chairman of the *Financial Times* and serves on the board of Pearson plc, the British media conglomerate with global interests in information, education, entertainment, and investment banking. He is responsible for all Pearson's information companies which include the *Financial Times*.

### **Honorable Rita Süssmuth, PhD**

*(Vice Chair), Germany*

Dr. Süssmuth is a member of the German Parliament (Bundestag) where she served as President from 1988 to 1998. She was the Federal Minister for Youth, Family, Women and Health from 1985 to 1988. She was professor of Education at Dortmund University. Dr. Süssmuth is a member of the Board of Directors of the Institute for East-West Studies and Chair of the German Children and Youth Foundation.

### **Sten A. Akestam**

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Mr. Akestam, owner of Akestam House Management Company, is past International President of Lions Clubs International and Chairman of Lions-Quest Sweden. He is a member of the board of the Swedish King's Foundation for young people in Sweden, chaired by King Carl Gustaf. He is former Chairman of the Swedish Business Federation.

### **Sari Baldauf\***

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Ms. Baldauf is President of Nokia Networks and serves on the Executive Board of the Nokia Corporation, one of the world's leading telecommunications companies. Since 1998, she has overseen Nokia's China operations as President of Nokia Telecommunications and serves on the board of the Finland-China Trade Association.

### **Maria Livanos Cattai**

*Switzerland*

Ms. Cattai is Secretary General of the International Chamber of Commerce. She was Managing Director of the World Economic Forum based in Geneva, Switzerland from 1990-1996. She has written extensively, including several books, magazine articles, and television scripts on economics.

### **Arnold Langbo**

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Mr. Langbo is Chairman of the Kellogg Company and was its Chief Executive Officer from 1992-1999. He is a member of the Board of Directors of Johnson & Johnson, the Whirlpool Corporation, and the Weyerhaeuser Company, and is on the Advisory Board of the J.L. Kellogg Graduate School of Management at Northwestern University.

### **Rick R. Little**

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Mr. Little is President and Founder of the International Youth Foundation. He is also Founder of Quest International where he served as President from 1975-1989. In 1996, he was chosen as a Global Leader for Tomorrow by the World Economic Forum (Switzerland) and in 1997 received the Robert W. Scrivner Award from the Council on Foundations.

### **Honorable Inonge Mutumbaetwa Mbikusita-Lewanika, PhD**

*Zambia*

Dr. Lewanika is a member of the Zambian Parliament. From 1980 to 1985, Dr. Lewanika was UNICEF's Regional Advisor for Family and Children in Eastern and Southern Africa. From 1987 to 1990, she was UNICEF's Regional Advisor for Early Childhood Development for West and Central Africa.

### **Yuzaburo Mogi**

*Japan*

Mr. Mogi is President and Chief Executive Officer of Kikkoman Corporation. He serves as Vice Chairman of Keizai Doyukai (Japan Association of Corporate Executives) and of the Japanese National Committee of the International Chamber of Commerce. He is the author of several books.

### **Jaime Augusto Zobel de Ayala II**

*Philippines*

Mr. Zobel is President and Chief Executive Officer of the Ayala Corporation, the largest holding company in the Philippines. He serves as Chairman of several Ayala-affiliated companies, and also serves as President of the Ayala Foundation. In addition, Mr. Zobel de Ayala is Chairman of the Board of the Children and Youth Foundation of the Philippines.

### **Honorable Richard F. Schubert**

*(Chairman Emeritus), United States of America*

Mr. Schubert is Vice Chairman of the Peter F. Drucker Foundation. He was President and Vice Chairman of Bethlehem Steel Company from 1979 to 1982. He served as U.S. Under Secretary of Labor and as President of the American Red Cross. He was Founding President and Chief Executive Officer of the Points of Light Foundation.

\* Elected January 2000

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