



WUSC EUMC



**ANNUAL**     2024  
**REPORT**    2025





Cover: A student at Nang Olamaret Primary School in Kenya takes part in a life skills class supported by WUSC. © WUSC | Photo credit: Steve Kiza

A group of young women in Ghana celebrate their graduation after completing technical and vocational training in fields such as fabrication, electrical and solar installation, and automotive engineering. © WUSC

## A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

Dear friends,

Young people are shaping the future—and the world today. They deserve every opportunity to thrive.

I am honoured to be leading WUSC's Board of Directors at this pivotal moment in our journey. I am deeply grateful to Chris Whitaker, our Past Chair, for his 12 years of exceptional leadership—his dedication, vision, and unwavering commitment have been instrumental in guiding WUSC forward.

My longstanding admiration for WUSC's mission has only deepened as I've witnessed firsthand the transformative impact of our collective work and the steadfast strength of our global community.

This year's Annual Report underscores the power of collective action in creating a world where all young people can thrive and belong. Amidst daunting global challenges, we have expanded access to education, unlocked economic opportunities, and advanced meaningful change—particularly for those facing the greatest barriers.

We have seen the profound difference it makes when young people are given the opportunity to lead: a young woman in Ghana breaking barriers in a male-dominated trade, a refugee student in Kenya launching a thriving business, and women in Jordan developing community-led childcare solutions to re-enter the workforce. When young people succeed, entire communities prosper.

But momentum can't be taken for granted. Too many young people—especially women and displaced youth—continue to face obstacles that prevent them from succeeding. That's why we are proud to launch WUSC 2030, our bold new strategy designed to expand opportunities for young people by transforming the systems that shape their lives.

Grounded in six strategic priorities, WUSC 2030 sets our course for the next five years—calling for greater investments in inclusive education, sustainable economies, and climate-smart development, all while centring the leadership of young women and refugees, as well as partnerships.

Already, this new vision is coming to life. In just the past few months, we have expanded our reach to new refugee and host communities, scaled vocational training initiatives for women in Ghana, and launched a climate-responsive project in Vietnam. These milestones mark a growing movement—led by young people, strengthened by partnerships, and energized by your unwavering belief in what we can achieve together.

I am deeply grateful for the ongoing dedication of our entire network. Our members, Local Committees, volunteers, staff, donors, and partners are the foundation of our success. Your commitment fuels everything we do.

Thank you for being part of this journey. I invite you to explore the stories in this report and see how, together, we're building a future where all young people can thrive and belong.



**Joy Johnson**  
Chair, Board of Directors



## A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Dear friends, partners, and supporters,

This year has been a defining one for WUSC. As I reflect on my first full year as CEO, I am struck not only by the scale of our impact, but by the shared ambition and collaboration that make it possible.

I had the privilege of visiting several of our programs during the year, and was truly impressed by the quality of our work, the strength of our partnerships, and the unwavering commitment of our team.

In the Guinean Forests of West Africa, I met women who are leading community-driven responses to climate change. In Kenya's Kakuma Refugee Camp, I met young people preparing to pursue their post-secondary studies in Canada through our Student Refugee Program, and others pursuing education and livelihoods in the camp supported by our programming. I also saw how our childcare initiatives in Jordan, Kenya, and Malawi are creating new jobs and enabling greater economic participation for women.

In Jordan, I witnessed how refugees are transforming lives by mentoring their peers on how to access resettlement opportunities. In Iraq, business leaders are stepping up to bridge the gap between vocational training and decent employment. And in Guyana, we are supporting Indigenous youth through community-informed, sustainable programming. What connects these efforts is not just their reach—it's the relationships that power them.

Throughout the year, we catalyzed positive education and economic outcomes for young people. We also deepened our learning—about what works, where we need to evolve, and how we can scale approaches that are inclusive, resilient, and sustainable. These lessons directly informed the development of WUSC 2030, our bold new five-year strategy to expand opportunities for youth through education, inclusive economies, climate-smart initiatives, and durable solutions to forced displacement.

With close to 350 staff, our largest annual budget to date, and a clear strategic direction, WUSC is poised for even greater impact. Despite the persistent global challenges, we are confident in the power of partnerships, innovation, and youth leadership to shape a better future. I am deeply grateful to the communities, partners, funders, alumni, and volunteers who continue to shape and strengthen WUSC's work.

Together, we are creating new possibilities for youth to thrive, contribute, and lead.



**Steve Mason**  
Chief Executive Officer





## A BOLD NEW CHAPTER

### WUSC 2030: CATALYZING POSITIVE CHANGE FOR YOUNG PEOPLE

For over **100 years**, WUSC has stood alongside young people—magnifying their potential and supporting them to shape their own futures.

But today’s world demands more. Rising youth unemployment. Forced displacement. Inequities in education. These urgent challenges are deeply connected. They are also growing more complex due to climate change, conflict, and instability.

#### WUSC 2030 is our roadmap forward

It’s a bold strategy to unlock stronger, more inclusive education and economic systems for young people—especially women and displaced youth.



Scan here to read our new strategy

#### OUR VISION

A world where every young person thrives and belongs.

#### OUR MISSION

To catalyze positive education and economic outcomes for young people.

#### OUR FOCUS

We support all young people, with a focus on women and displaced people.

*Nigara, a former Olympic athlete, who came to Canada as part of the Refugee Athlete Stream of the Student Refugee Program, celebrates her graduation at Centennial College, in Toronto. © WUSC | Photo Credit: Nour Wahid*



“As we look ahead to the future, we’re doubling down on our commitment to positive change for young people, with a focus on women, refugees, and other displaced youth.”

**Steve Mason**, WUSC CEO

# A SNAPSHOT OF OUR WORK

In collaboration with **over 250 partners** around the globe, we directly reached **more than 200,000 people**.

## EDUCATION

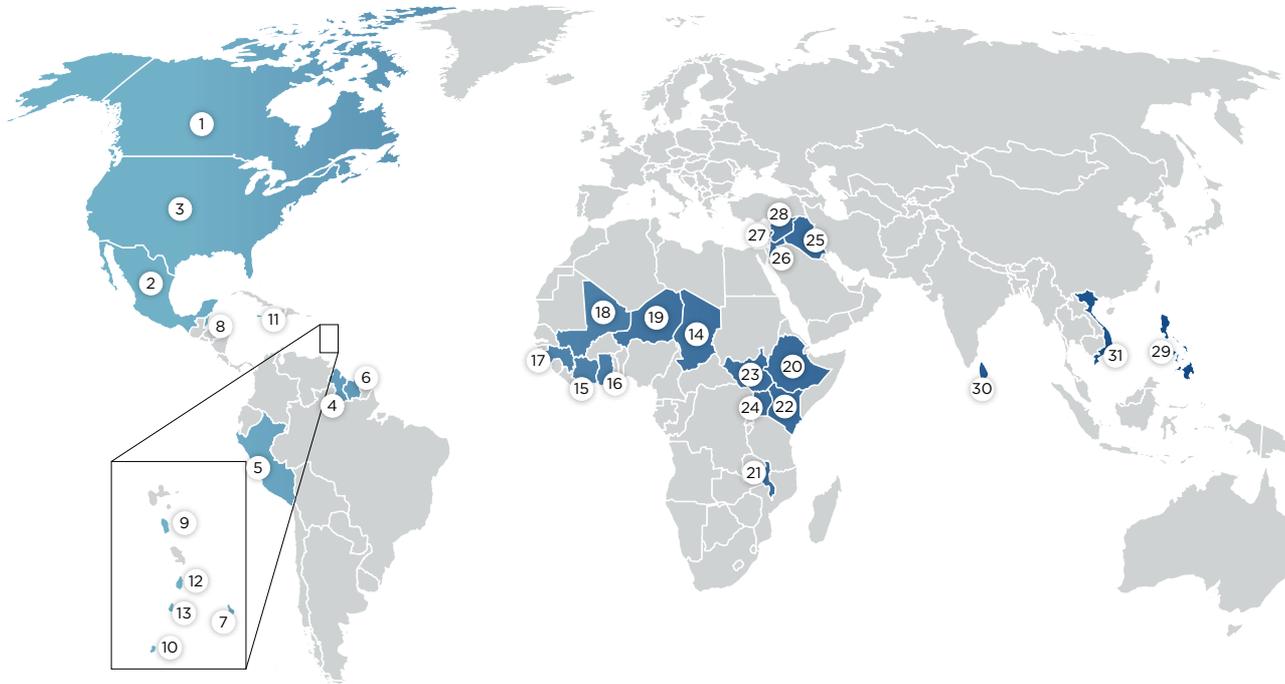
Improved access to education for more than **60,000 children**

## ECONOMIC OPPORTUNITIES

Equipped over **150,000 people** with the skills to access jobs, launch businesses, lead in their communities, and thrive in all aspects of life

## GLOBAL FORCED DISPLACEMENT

Resettled **273 refugees** to Canada and the United States



**347 Staff**

**151 Volunteers**

**30 Countries**

### NORTH AMERICA

1. Canada
2. Mexico
3. United States

### SOUTH AMERICA

4. Guyana
5. Peru\*
6. Suriname

### CARIBBEAN

7. Barbados\*
8. Belize\*
9. Dominica
10. Grenada\*
11. Jamaica
12. Saint Lucia
13. Saint Vincent and the Grenadines\*

### WEST AND CENTRAL AFRICA

14. Chad\*
15. Côte d'Ivoire
16. Ghana
17. Guinea
18. Mali
19. Niger\*

### EAST AND SOUTHERN AFRICA

20. Ethiopia\*
21. Malawi
22. Kenya
23. South Sudan
24. Uganda

### MIDDLE EAST

25. Iraq
26. Jordan
27. Lebanon
28. Syria

### ASIA

29. Philippines
30. Sri Lanka
31. Vietnam

\* Country in which WUSC is operational exclusively through operating Field Support Services for Global Affairs Canada

## WE PARTNER WITH ORGANIZATIONS THAT ARE AT THE HEART OF THE CHANGE PROCESS

Over the years, we have worked with diverse partners to create sustainable and far-reaching impact for young people.



### Civil Society & Non-Governmental Organizations

WUSC works with civil society organizations and NGOs at local, national, and international levels to deliver programs that support youth.



### Government Institutions

We work with governments at all levels to create programs that meet local needs and support long-term development, and to influence the development of policies that are supportive of youth and displaced people.



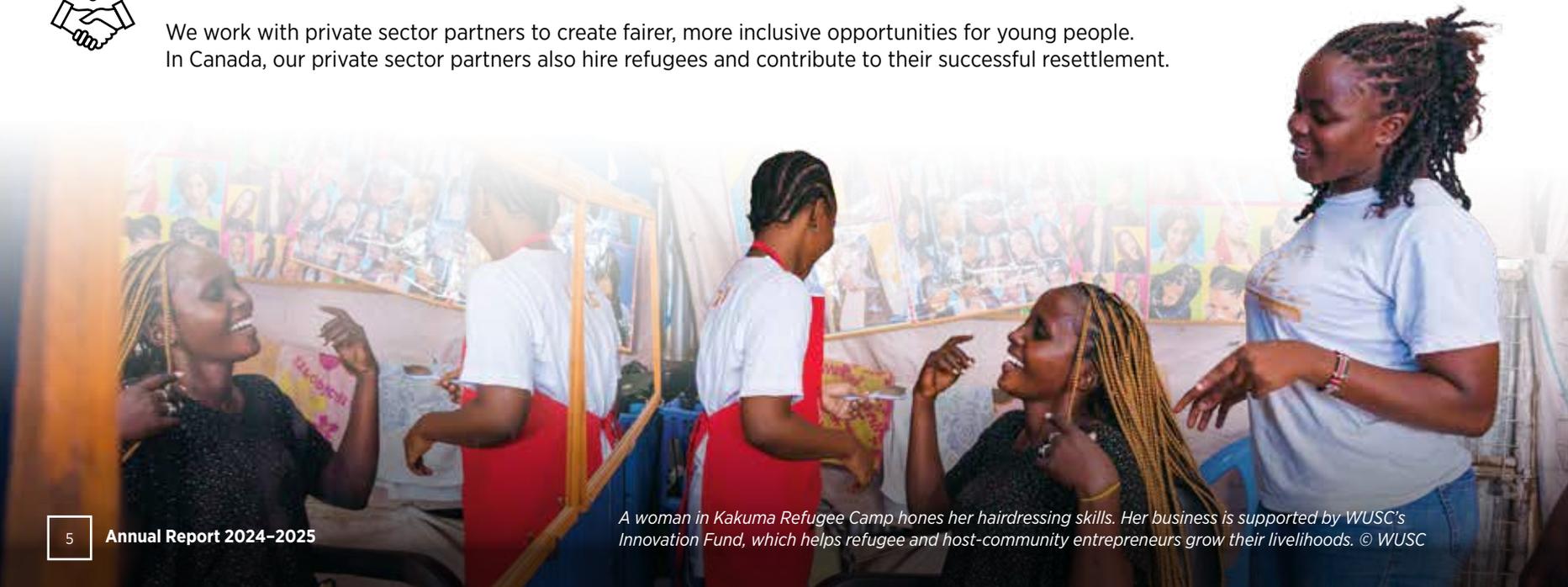
### Education Institutions

We collaborate with education institutions to make learning more inclusive and effective, and to use research and expertise to improve outcomes. In Canada, our education partners also play an essential role in enabling refugee resettlement and access to post-secondary education.



### Private Sector

We work with private sector partners to create fairer, more inclusive opportunities for young people. In Canada, our private sector partners also hire refugees and contribute to their successful resettlement.



## EDUCATION

**Education transforms lives.** It fosters confidence, restores dignity, and opens doors to new possibilities.

No matter where they are in the world, young people share a common desire: to learn, to grow, to thrive, and to belong in the world. But for millions living in crisis, conflict, or displacement, accessing quality education remains a challenge. **At WUSC, we work to change that.**

We see education as more than a classroom experience; it's a pathway to belonging, stability, and a future of possibilities. With access to relevant, high-quality learning, young people gain the skills and confidence to shape their own paths, whether through further studies, through work, or engaging in their communities. For girls facing additional social pressures and young refugees rebuilding their lives, education is a vital stepping stone toward a more secure and fulfilling future.

**We work hand in hand with schools, teachers, and governments to improve learning outcomes across the education journey—from primary to post-secondary and beyond.** Our programs help schools design and implement curricula that reflect real-world needs and promote technical and vocational education as a viable pathway to rewarding careers.

We also work with like-minded organizations to improve access to higher education for refugees through existing initiatives, such as our collaboration with the Mastercard Foundation to increase the number of refugee students accessing their Scholars Program.



In partnership with  
**361 schools** in  
**four countries**, we  
reached more than **60,000**  
**students**—breaking  
down barriers to quality  
education and unlocking  
brighter futures.



*Jessica, a WUSC volunteer, leads a life skills session with students at Nang Olamaret Primary School in Kenya. © WUSC | Photo credit: Steve Kiza*

## Nakuor's Story

### Creating opportunities for young women through digital skills in Kenya

Over the past year, more than 700 young women in refugee settings have gained digital skills in ICT, transcription, and online work readiness through WUSC programs—opening doors to the digital economy and building confidence along the way. For Nakuor, who first spotted a sign about the opportunity at her camp's gate, this opportunity became a turning point.

Curious but cautious, she joined the sessions without fully knowing what to expect. What she found was more than a technical course—it was a supportive learning space. She was introduced to digital tools and platforms that she had never used before. Despite work restrictions in the refugee camp, she now saw new possibilities for earning an income.

She recalls her early hesitation: “Before, I was shy. I didn't talk much in groups, and I didn't think my opinions mattered,” she says. Over the weeks, that changed. The training helped boost her self-confidence through life skills sessions on goal setting, communication, and time management. She also found solidarity in her cohort:

“We would encourage each other. When one of us got a task, we'd share tips to complete it faster or better. It wasn't about competition, it was about surviving together.”

**Nakuor**, Digital Skills Program Graduate

The program is delivered in partnership with the Solidarity Initiative for Refugees (SIR), a refugee-led organization dedicated to equipping women and girls with digital skills. Together, we provided both the technical training and support needed to succeed in the digital economy.

The program includes a mentorship component that helps participants transition into freelance work. Mentors guide them in creating online profiles, applying for jobs, and managing client relationships. This support continues beyond the training, helping participants navigate the complexities of digital work and remain resilient in an unpredictable market.

Though Nakuor still faces challenges, such as limited internet access, she now contributes to her family's expenses and is saving to buy her own laptop.

“It's not a lot, but it's mine. I'm proud of what I've achieved.”

*Nakuor applies the training she gained through WUSC's digital skills program at the Digital Skills Lab in Kakuma Refugee Camp, Kenya. © Solidarity Initiative for Refugees.*



## Awa's Story

### Cash transfers keep the dream of education alive

In Mali, gender and social norms continue to force thousands of girls out of school. We're working to stop this by reducing the financial and social pressures that result in more girls leaving the classroom.

This year, conditional cash assistance helped over 1,800 girls cover school fees, supplies, uniforms, and daily essentials, enabling families to prioritize education without sacrificing basic needs. As a result, 96% of these girls were able to stay in school and continue their studies.

One of those students is Awa, a 15-year-old girl from the rural village of Kendié. Like many families in rural Mali, Awa's parents often had to choose between school fees and basic necessities. Awa was close to dropping out to help with household chores, but thanks to the cash transfer initiative, she was able to stay in school and thrive. With academic and social support, she moved from last place in her class to third.

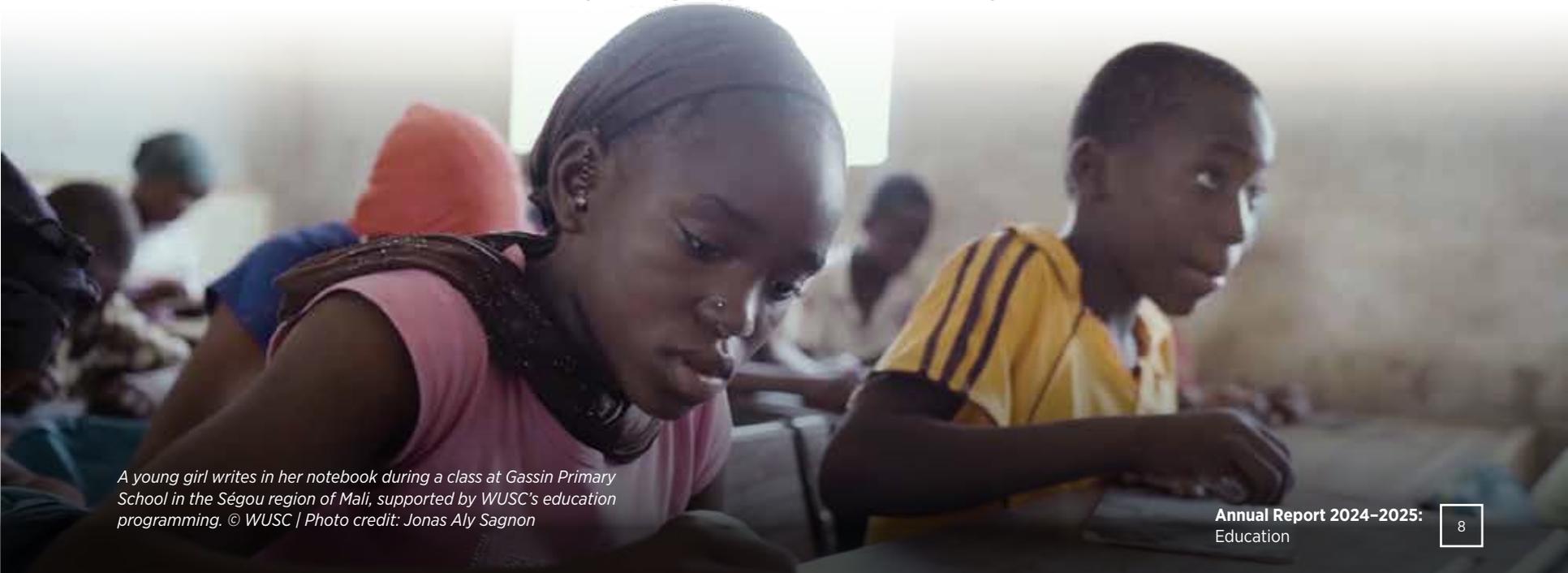
Her transformation went beyond grades. For the first time, Awa felt valued in her family and community for her academic success. Her self-esteem grew, and she began to see education not as a burden but as a path forward. She is now one of the most vocal advocates for girls' education in her village.



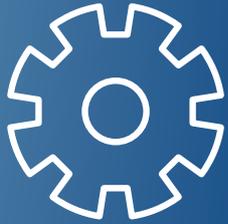
"[The other girls] listen because I've been where they are."

Awa, Student from Kendié

Cash transfers do more than cover school costs—they unlock girls' potential and shift community attitudes toward education.



*A young girl writes in her notebook during a class at Gassin Primary School in the Ségou region of Mali, supported by WUSC's education programming. © WUSC | Photo credit: Jonas Aly Sagnon*



## ECONOMIC OPPORTUNITIES

**Dignified work transforms lives.** When young people earn a sustainable income or build their own businesses, they not only support themselves and their families—they create stronger, more resilient communities.

Through our economic opportunities programming, **WUSC connects youth with inclusive, high-quality, and market-relevant training.** But access alone isn't enough. That's why **we also address the social and structural barriers that hold back many young people** from fully participating in the workforce, especially women and marginalized groups. This includes strengthening institutions, updating outdated curricula, advancing entrepreneurial education, and shifting harmful social norms.

We also focus on creating the conditions for long-term success. **We work to equip young people with the skills they need to prepare for, access, and advance in meaningful employment.** By working closely with both employers and young people, we create pathways to fulfilling careers that align with labour market needs and youth aspirations.

To bridge the gap between learning and earning, **we are deepening our engagement with the private sector.** Together, we're opening doors to scholarships, internships, career growth opportunities, and fair hiring that welcomes all—ensuring that more youth can transition confidently into the workforce.

By equipping young people with the skills, experiences, and networks they need to thrive, we are helping unlock the potential of a new generation of changemakers. Across our programs, young people are translating these opportunities into real-world impact—in their communities and beyond.

*In Sultan, Dominica, a student from Dominica State College gains practical experience in sustainable agriculture and supports local food security through an internship at Maggie's Farm. © WUSC*



In partnership with  
**257 training and entrepreneurship support providers**  
across **10 countries**,  
WUSC supported close  
to **13,000 people** to  
build the skills, networks,  
and confidence they  
need to thrive in today's  
economy.

## Thelma's Story

### Forging new paths for Ghana's next generation of women in the trades

Thanks to our INVEST in Her Scholarship Program in Ghana, women in the vocational sectors aren't just building careers, they are inspiring the next generation of leaders by challenging old norms and forging new paths.

Through this initiative, delivered in partnership with the Ghana Chamber of Construction Industry, 1,143 women have accessed fully funded training in areas such as automotive engineering, electrical and solar installation, heavy-duty machinery operation, and welding and fabrication. By pairing classroom instruction with apprenticeships and industry placements, the program equips graduates with the skills, confidence, and networks to succeed.

Thelma began her studies at Takoradi Technical Institute, where she made a bold choice to pursue welding and fabrication. Like many skilled trades around the world, this field is traditionally dominated by men. These fields tend to offer better pay and job prospects, but social and cultural norms often steer women away.

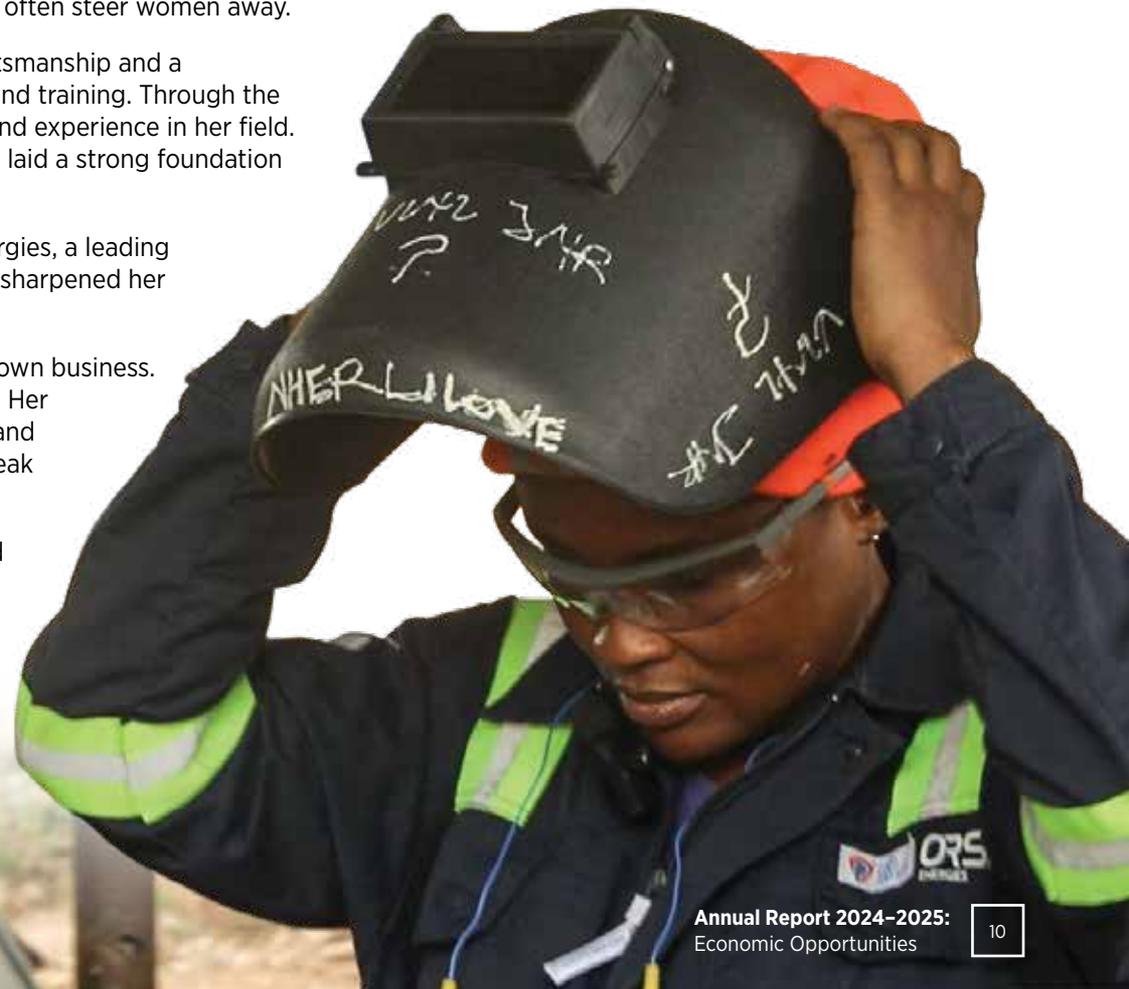
But Thelma was determined. Driven by her passion for craftsmanship and a determination to excel, she committed fully to her studies and training. Through the INVEST in Her Scholarship program, she received training and experience in her field. The training she received, combined with her perseverance, laid a strong foundation for success.

During her training, she secured a placement at Orsam Energies, a leading company in the energy and fabrication industry. There, she sharpened her technical skills and built her professional network.

After completing her apprenticeship, Thelma launched her own business. Today, She Welds is a thriving operation with 15 employees. Her leadership is creating dignified employment opportunities and opening doors for young people—especially women—to break into the welding and fabrication industry.

Thelma's story shows how hands-on training and real-world experience can open doors for young women to break barriers and build meaningful careers that uplift entire communities.

*In Ghana, Thelma learns welding through WUSC's skills development program, gaining tools for future employment and economic independence. © WUSC*



## Biann's Story

### Creating an inclusive agriculture sector for women and youth in Saint Lucia

When Biann walks through the fields of her family's farm, she carries with her not only a deep love for agriculture but a sense of purpose.

Raised in Soufrière, Saint Lucia, agriculture has always been more than just a career choice for Biann. After completing her secondary school studies, she enrolled in the Agribusiness program at Sir Arthur Lewis Community College. Despite encouragement from others to pursue traditional careers, Biann followed her heart.

She was later selected to participate in our Agri-Leaders Youth Summer Internship Program in the Caribbean. The internship program aims to introduce participants to sustainable agriculture, market systems, and climate-resilience strategies. Over the past year, we engaged 1,178 women and youth across the Caribbean in the agriculture sector, strengthening their entrepreneurship and agribusiness skills and positioning them to take on greater leadership.



“That internship changed my life.”

**Biann**, Young Agricultural Entrepreneur

For Biann, the experience was transformative. She is now working to develop and establish her own farm and aims to pursue further studies to support the development of the agricultural sector.

*In Saint Lucia, young people gain hands-on experience and skills through WUSC's sustainable agriculture program. © WUSC*



## Mariam's Story

### Expanding childcare to support women's workforce participation in Jordan

Like many mothers in her community, Mariam faced a difficult choice when it came to pursuing her education: "I had no place to leave my children," she recalled. Determined to find a better way, Mariam envisioned a solution that would not only benefit her family, but her community as well. She enrolled in an Early Childhood Care and Development (ECCD) course at a local vocational training centre.

In Jordan, WUSC is helping to remove one of the biggest barriers to women's employment: access to quality childcare. By strengthening early child care and development training and supporting women-led solutions, more women like Mariam are gaining the skills, confidence, and support they need to enter or re-enter the workforce. With support from WUSC, Mariam's home was transformed into a professional, safe, and stimulating environment for children. "They equipped my home to become a home-based nursery equipped with the best safety standards to become a safe space for children," she noted, highlighting the project's commitment to child well-being.

Mariam's journey is not only a story of professional growth but also of personal empowerment.

“I wanted to be a role model for my children and show them that their mother is a strong, successful woman who never gave up. This experience changed me. I became a working mother and a productive woman. I now interact with people from different backgrounds, and this journey has made me more confident and resilient.”

**Mariam**, home-based nursery owner

Today, her home-based nursery is one of more than thirty that we have helped set up, serving families and communities across Jordan. It is a sustainable, community-driven solution that is helping more women participate in the workforce and take charge of their futures.

*At her WUSC-supported nursery in Jordan, Mariam provides early childhood care that helps children thrive and supports women's return to work. © WUSC*





We supported **over 26,000 young people affected by forced displacement** through partnerships in **eight countries**—providing opportunities that enabled them to continue their education and pursue economic opportunities.

## GLOBAL FORCED DISPLACEMENT

Displacement uproots lives and limits potential. Each year, millions of young people are forced to flee their homes because of conflict, persecution, and climate disasters, leaving behind not just their communities, but their hopes for education, work, and safety.

**The number of refugees and other displaced persons in the world is growing and is higher than it has ever been in our history.**

We work alongside our global network of partners to restore opportunities for youth experiencing displacement. Our goal is to support their inclusion and self-reliance, and help them to build positive futures for themselves, their families, and their communities.

## EXPANDING RESETTLEMENT THROUGH EDUCATION AND EMPLOYMENT

**Resettlement offers young refugees safe, legal avenues to access education and economic opportunities, and rebuild their lives.** These pathways provide more than protection: they open doors to learning, working, and contributing in new communities, and enrich those communities in return.

Building on the success of our flagship resettlement program, the Student Refugee Program, we also provide technical support to other countries, which has led to the establishment of similar initiatives in Mexico, the United States, and the Philippines.

Through our guidance and referrals, **120 young refugees** found safety and are now pursuing post-secondary studies on campuses across the United States through Welcome Corps on Campus.



*A group of young women participate in a leadership convening, part of our programming supporting refugee and displaced youth to build skills, networks, and opportunities in Kenya. © WUSC*

## Ahmad's Story

### An education journey sparked a new beginning and a ripple effect

Ahmad knew he had potential. He just needed someone to recognize it. At 18, Ahmad arrived in Canada through WUSC's Student Refugee Program, carrying with him not only the trauma of war and displacement, but also the hope of starting over.

"Before coming to Canada, I was a Syrian refugee living in Jordan. My family and I experienced trauma in our war-torn country. With limited options, a chance to start over in Canada was the realization of an impossible dream."

Welcomed by the WUSC Local Committee at the University of Alberta, Ahmad found more than just a new home, he found the support to thrive. "Education gave me back my future. Through this opportunity, I wasn't just welcomed—I was given a real chance to grow and contribute."

Ahmad went on to complete a Bachelor of Science in Nutrition and Food Sciences, specializing in Dietetics, and graduated with distinction in 2022. Today, he works as a Registered Clinical Dietitian with Alberta Health Services in northeastern Alberta, serving families and patients across northern Alberta seeking healthier food choices.

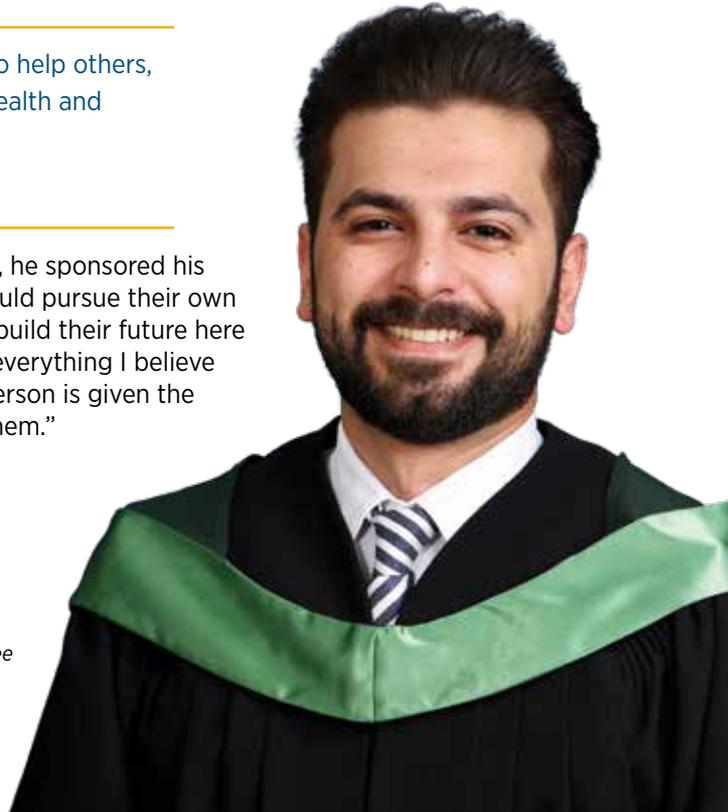


"My goal was simple but powerful: to help others, just as I was helped, improve their health and well-being through food."

**Ahmad**, Registered Clinical Dietician

But Ahmad's story doesn't end there. In 2024, he sponsored his two brothers to join him in Canada so they could pursue their own education and futures. "Helping my brothers build their future here has been incredibly meaningful. It reinforces everything I believe about the power of opportunity. When one person is given the chance to succeed, they can lift others with them."

*Ahmad, who came to Canada through the Student Refugee Program, celebrates his graduation from the University of Alberta. © SUB Photo studio*



This past year, we partnered with **86 student-led Local Committees** on campuses across Canada to welcome **141 young refugees** through our Student Refugee Program.

In partnership with **seven employer partners** in British Columbia, we facilitated resettlement and employment placements for **12 refugees** who arrived in Canada this year.

## Ramla's Story

### Beyond resettlement—building better futures together

When Ramla, originally from Burundi, arrived in Canada through WUSC's labour mobility pathway, everything changed. After years living in limbo, first in Tanzania and then in Kenya's Kakuma Refugee Camp, without access to higher education or legal work—Ramla finally had a chance to build a life on her own terms.

Labour mobility pathways offer life-changing opportunities to rebuild lives with dignity by connecting skilled talent with meaningful employment in safe, welcoming communities. These pathways provide more than just jobs. They offer a renewed sense of purpose and the chance to thrive. For employers and communities, they bring in-demand skills that fill labour gaps, fresh perspectives, and stronger, more inclusive workforces.

In 2023, Ramla began working as a housekeeper at a hotel in Tofino, British Columbia. The job gave her more than just a paycheque—it gave her independence and confidence. “Where I come from, some people look down on housekeeping. But here, it's work that helps me support my family. I'm proud of that.” She was quickly promoted to front desk agent and picked up a second job at the local co-op. “Even when I didn't know what to do, they helped me learn. Now I feel confident speaking up—even to a manager. That's something I never could have done before.”

Ramla also reflected on how a change in environment reshaped her confidence. “I always thought I was afraid to try new things. But it wasn't fear—it was the environment I grew up in. It didn't allow space to take risks or explore.”

Today, Ramla supports her siblings and is working to launch a community-based organization in Kenya to help girls who leave school due to pregnancy or poverty.

“Even in high school, I used my small allowance to buy books and shoes for neighbours. I've always wanted to do something bigger.”

**Ramla**, Front desk agent

*Ramla, who came to Canada through our labour mobility initiative, works as a front desk agent at a hotel in Tofino, British Columbia. © Kya Fulcko*



## SUPPORTING LOCAL INTEGRATION THROUGH EDUCATION AND LIVELIHOODS

Our work with displaced young people goes beyond resettlement. **We create opportunities for refugee youth to learn, work, and thrive wherever they are.** Whether in refugee camps or host communities, we open doors to education and employment and strengthen systems so that every young person has a fair chance to succeed.

Through partnerships with youth networks, refugee-led organizations, and government institutions, we work to shape policies and national systems that include refugee youth in long-term strategies for education and employment.

### Matio's Story

#### Recognizing skills, creating opportunities



“When refugee youth are recognized for their abilities, they don’t just survive—they lead.”

Matio, Certified Electrician

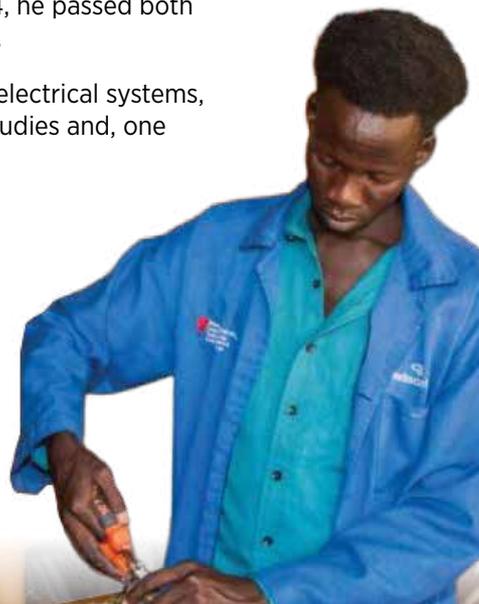
In Kenya’s Kakuma Refugee Camp, Matio, a young refugee from South Sudan, had developed valuable skills in electrical wiring and repair. But without formal certification, steady work remained out of reach.

That changed when he joined Kenya’s Recognition of Prior Learning (RPL) program, supported by WUSC. Despite limited official documentation, Matio compiled a portfolio with photos, testimonials, and hands-on demonstrations. In 2024, he passed both practical and theoretical exams and earned national certification.

Today, Matio uses his skills to support his community—repairing electrical systems, earning an income, and preparing his next step: continuing his studies and, one day, returning to South Sudan to help rebuild his country.

Matio’s success reflects a larger shift. In collaboration with local partners and government institutions, WUSC supported the first cohort of refugees to go through Kenya’s new RPL process for refugee youth—formally recognizing skills gained through lived experience. This breakthrough opens the door to higher-paying jobs, greater stability, and long-term inclusion—setting a precedent for national systems that value and uplift refugees.

*Matio repairs an electrical inverter for a friend's shop in Kakuma Refugee Camp. Through the Recognition of Prior Learning policy, his skills were recognized, which enabled him to secure work. © WUSC*



## IMPACT IN ACTION

In **Jordan**, our Refugee Guidance Counsellor project supported **over 3,800 people affected by forced displacement**, equipping them with information and guidance to access opportunities in safe third countries.

In **Kenya**, our Innovation Fund supported **194 refugee and host-led businesses**, helping young entrepreneurs access capital, improve their products, and grow into lasting livelihoods.

These are just two examples of the many lives transformed through our programs worldwide.



151 volunteers

177 assignments

88 partner organizations

**One goal:** advancing community-led, sustainable development across **11 countries.**

## INTERNATIONAL VOLUNTEER COOPERATION

**Through volunteer cooperation, WUSC connects skilled volunteers with local partner organizations that are creating positive change in their communities.** Together, they are advancing gender equality, climate resilience, and inclusive economic opportunities—one partnership at a time.

### Saeda's Story

#### Supporting partner organizations to strengthen women's leadership and economic participation in Jordan

In Jordan, some of our volunteers supported JoWomenomics, a women-led organization advancing greater leadership and workforce participation for women.

Saeda, a volunteer research and program advisor from Canada, helped strengthen the organization's capacity to conduct research, build partnerships, and secure funding for women's economic initiatives. She contributed to research exploring strategies to expand women's participation in the green jobs sector. For Saeda, the experience was transformative. For JoWomenomics, it brought new momentum to their mission of advancing women's leadership in the workforce.

In addition, JoWomenomics received support from a volunteer communications advisor, Lucas, whose dedication to advancing gender equality and safety in urban mobility enabled the team to expand their programming. He supported the team to successfully secure US \$1 million in funding to launch the "Arrived Safely" initiative in Amman, which aims to address harassment and violence faced by women and girls in public transportation. This critical funding will help the organization create safe spaces for women and girls.



*Dr. Mayyada Abu Jaber, CEO of JoWomenomics, leads a soft skills training session with a group of women © JoWomenomics*



## Ryan's Story

### Turning insight into impact by improving support for women's entrepreneurship in Sri Lanka

In Sri Lanka, volunteers are contributing their expertise to build stronger, more inclusive programs. At the Institute for Development of Community Strength (INDECOS), Ryan, a volunteer Research Officer from Canada, supported an evaluation of the organization's Women's Entrepreneurship Program.

Through his research, Ryan helped identify opportunities for the program to better meet its objectives. By translating community feedback into data-driven insights, his work provided INDECOS with a clearer picture of the program's impact and practical recommendations for improvement.



"I believe that my research has contributed to INDECOS' mission by enabling them to use data-backed information to guide their decisions and create sustainable change."

**Ryan**, Volunteer Research Officer

His contribution helped embed a culture of evidence-based programming that the INDECOS team says will strengthen the organization—and better support the women it serves—for years to come.

*Ryan, a WUSC volunteer who led research on the Women's Empowerment Program with INDECOS, alongside the INDECOS Managing Director, two student interns who supported field data collection, and WUSC staff. © INDECOS*



## Spotlight on Kantala's Hana initiative

### Enabling solutions from youth in Sri Lanka:

In Sri Lanka's Central Province, a locally led movement is transforming how communities approach climate adaptation. Through support from our Partner Innovation Fund, Kantala is working with local crafters—while also actively seeking to attract young people back into the traditional craft sector by introducing technology and entrepreneurship opportunities around eco-enterprises that blend Indigenous knowledge with bold climate action.

WUSC's Partner Innovation Fund supports organizations like Kantala with volunteers and financial resources to test out innovative ideas that improve gender equality, climate action, and economic opportunities for young people.

Through the peer mentorship and participatory training offered by Kantala, several youth-led and climate-oriented micro-enterprises have emerged. These range from plant nurseries to textile cooperatives using native plants.



“[This program] gave me more than protection—it gave me purpose. Now I'm not just farming; I'm part of a climate solution.”

**Ranjith**, Farmer in Liyanwela

This initiative was supported by a volunteer monitoring and evaluation advisor who worked with Kantala to strengthen the systems they use to demonstrate the impact of their programs. By gathering the evidence of their pilot initiative's success, Kantala can now take these results to new potential funders to scale up and reach more young people.

*An artisan from the Kalasirigama Artisan Village in Kandy, Sri Lanka, extracts fibre from a matured Hana leaf to create vegan leather products.*

*© WUSC | Photo credit: Michelle Joseph*



## KNOWLEDGE SHARING AND PUBLIC ENGAGEMENT

**Sharing knowledge and impact with global audiences is essential to strengthening our collective efforts toward a better world.** Hundreds of thousands of people around the world can learn more about Canada's global impact through WUSC-led campaigns, activities, and knowledge products.

**WUSC contributed to many global conversations on pressing development challenges this year.** At the Global Youth Economic Opportunities Summit in Washington, D.C., for example, we shared lessons learned from our work tackling harmful social norms that limit young people's access to work and refugees' access to training and employment. We also launched a new resource, *Engaging with Social Norms*, which captures WUSC's approaches to shifting norms and provides practical guidance for partners advancing inclusive change.

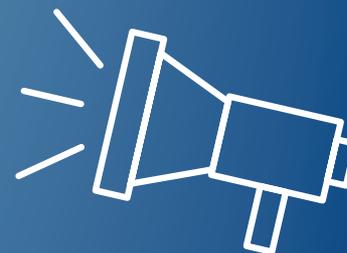
At the ANDE Global Conference in Bangkok, we shared our experience investing in refugee businesses. We also released a new resource on our experience providing economic pathways to resettlement, *Every Vacancy an Opportunity*, which highlights lessons learned from our labour mobility pilot in Canada. Additional resources from our evidence and experiences are available online at [wusc.ca/resources](https://wusc.ca/resources).

**In Canada, our national network of students and volunteers shared information about global development and forced displacement with people in their communities through volunteer-led public events and other activities.**

At Trent University in Peterborough, for example, the WUSC Local Committee developed a standout initiative: the Family Connections Program, led by long-time Community Liaison, Deborah. Inspired by Big Brothers Big Sisters, the program pairs refugee students with local Trent University alumni families, building bridges through shared meals, hikes, celebrations, and friendship. Most of these connections continue well beyond the program's initial 12-month commitment, creating lasting impact for students and families alike.

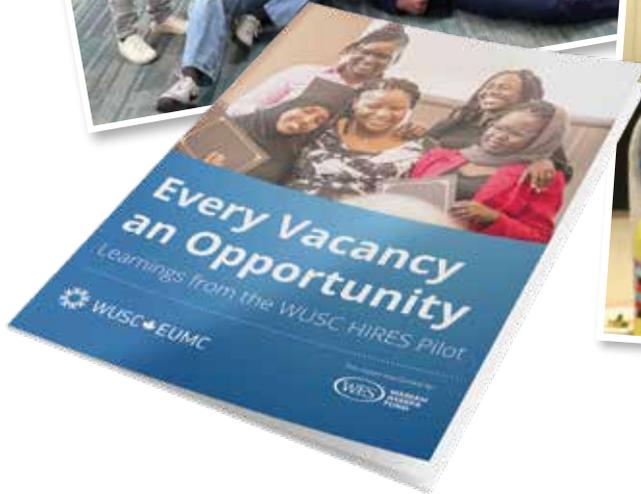
**More than 10,000 people in Canada turned their increased awareness into action to support global development this year, from volunteering internationally, to sponsoring refugee resettlement, to organizing events, signing petitions, and fundraising.**

These efforts reflect a cornerstone of WUSC's approach: engaging Canadians in building welcoming communities and a more inclusive world for all.



This year, we reached more than **386,000** individuals through our efforts to get more people involved in creating a better world.

# CONVENING PEOPLE, MOBILIZING KNOWLEDGE, AND ENGAGING IN POLICY DIALOGUES



*A snapshot of WUSC's public engagement and knowledge-sharing activities from the past year, highlighting our efforts to reach global audiences, share evidence-based resources, and inspire action in Canada and around the world. © WUSC*



# 2024/2025 MEMBERS

## INSTITUTIONAL MEMBERS

Acadia University  
Algonquin College  
Brandon University  
British Columbia Institute of Technology  
Brock University  
Camosun College\*  
Carleton University  
Dalhousie University  
Humber College  
Huron University College  
Laurentian University  
Manitoba Institute of Trades and Technology  
McGill University  
McMaster University

Mount Saint Vincent University  
Nipissing University  
North Island College\*  
Ontario Tech University  
Queen's University  
Saint Mary's University  
Simon Fraser University  
Toronto Metropolitan University  
Université de Saint-Boniface  
Université Laval  
University of Alberta  
University of British Columbia  
University of Guelph  
University of Manitoba  
University of Northern British Columbia

University of Ottawa  
University of Prince Edward Island  
University of Regina  
University of Saskatchewan  
University of Toronto  
University of Victoria  
University of Waterloo  
University of Windsor  
Vancouver Island University  
Western University  
Wilfrid Laurier University  
York University

*\* Institution that does not also have a WUSC Local Committee*

## GENERAL MEMBERS

Angèle Touchette  
Andréanne Joanne Dibo-Amany  
Diane Stump  
Edwin C. Harris

Evan Due  
Michel Chaurette  
Neevita Rathee  
Pierre Le François

Rosanne Gasse  
Scott Sterns

*More than 90 students, leaders, faculty and staff from across Canada came together in Ottawa to attend our Local Committee National Training.  
© WUSC | Photo credit: Acha Divine Patandjila*



## GLOBAL LEADERSHIP TEAM

-  **Steve Mason**  
Chief Executive Officer
-  **Rachelle Anctil**  
Director of Strategic Initiatives
-  **Erin Bateman**  
Head of Asia Programs
-  **Appiah Boake**  
Ghana Country Director
-  **Janice Bothello**  
Kenya Country Director
-  **James Delaney**  
Director of Technical Services
-  **Teo Do**  
Vietnam Country Director

-  **Eve Dufresne**  
Director of International Services and West Africa
-  **Nelsa English-Johnson**  
Jamaica Country Coordinator
-  **Mumtaz Aroos Faleel**  
Sri Lanka Country Director
-  **Sarah Lajoie Flyng**  
Côte d'Ivoire Country Director
-  **Doug Graham**  
Caribbean Project Director
-  **Catherine Gray**  
Director of Human Resources
-  **Stefan Hollmann**  
Chief Financial Officer

-  **Tania Jordan**  
Director of Program Operations and Middle East
-  **Osamah Mohammed Kadhim**  
Iraq Country Director
-  **Hadjia Azara Kindo**  
Director of Finance
-  **Sam Landon**  
Senior Director of Programs
-  **Stephanie Leclair**  
Director of Communications and Digital Transformation
-  **Taban Michael**  
South Sudan Country Director

-  **Nancy Momany**  
Jordan Country Director
-  **Godfrey Mphande**  
Malawi Country Director
-  **Nadia Pacquette-Anselm**  
OECS Country Coordinator
-  **Ariane Ryan**  
Director of Program Design
-  **Nana Thiam**  
Mali Country Director
-  **Vanessa Thompson**  
Guyana Country Director

## BOARD OF DIRECTORS

-  **Joy Johnson**  
Chair
-  **Dr. Mohamed Lachemi**  
Vice-Chair
-  **Chris Whitaker**  
Past Chair
-  **Dr. Rahim Somani\*\***  
Treasurer
-  **Dr. J. Colin Dodds\***  
Past Treasurer

-  **Ashley Pinsent**  
Regional Member, Atlantic
-  **Diana Torres Palacios**  
Regional Member, Québec
-  **Ahmad Alkosani**  
Regional Member, Ontario
-  **Ameen Alnaser**  
Regional Member, Manitoba/Saskatchewan/Nunavut

-  **William Oching**  
Regional Member, Alberta/British Columbia/Yukon/Northwest Territories
-  **Dr. David T. Barnard\***  
Member-at-Large
-  **Dr. Joël Dickinson\*\***  
Member-at-Large
-  **Dr. Adel El Zaïm**  
Member-at-Large

-  **Amelie Fabian**  
Member-at-Large
-  **Christine Hogan**  
Member-at-Large
-  **Dr. Nicole Lacasse\***  
Member-at-Large
-  **Prof. Sonia Laszlo**  
Member-at-Large
-  **Dr. Annette Trimbee**  
Member-at-Large

\* Board members whose terms ended in February 2025

\*\* Board members who joined in February 2025

# CHAMPIONS OF CHANGE

## CELEBRATING THOSE WHO MAKE OUR WORK POSSIBLE

### Our valued funders



### In-kind support and volunteer contributions

WUSC's work would not be possible without the generous in-kind contributions, financial donations, and the dedicated efforts of volunteers both across Canada and overseas.



### Local committees, global impact

Every year, student-led WUSC Local Committees on over 80 Canadian college, university, and CEGEP campuses across Canada mobilize additional financial and non-financial resources to support the resettlement and access to education for students from refugee backgrounds. In 2024–2025, this support was estimated to be \$10 million and includes fundraising, student union levies, waivers for tuition, education material, meals, and other forms of support. This amount, which is not included in WUSC's financial statements, does not include the value of the time and effort of on-campus volunteers in support of the Student Refugee Program.

### Joan's Story

#### A lifelong legacy of impact

Joan's journey with WUSC began in 1957 at our International Seminar in Ghana. Nearly seven decades later, her commitment to youth, equity, and global solidarity remains unwavering.

"As soon as I graduated, I started giving back," she shared. For decades, she has been a dedicated monthly donor, providing steady support that helps open doors for girls and young women—a cause close to her heart.

“I’ve seen WUSC evolve as the world changes. It’s meaningful to feel part of that change.”  
**Joan**, Monthly Donor

Joan's lifelong generosity has created lasting impact—and continues to inspire the next generation of changemakers.

**Thank you, Joan—and the many donors whose steady support helps youth thrive. Together, your generosity continues to inspire the next generation of changemakers.**

## DONOR SPOTLIGHT

### Canada Goose—more than a jacket

When young refugees arrive in Canada through WUSC's Student Refugee Program, they often step off the plane into a world of unfamiliarity—a new language, new culture, and for many, their first snowfall.

This year, Canada Goose helped make that transition a little warmer—and a lot more welcoming.

Through a generous donation of winter jackets and financial support, Canada Goose welcomed WUSC's 2024 cohort with more than protection from the cold. Each jacket carried a powerful message of belonging—a symbol of community and care, and what's possible when partners come together to create conditions where refugee youth can thrive.

### Duolingo—opening doors to higher education

Duolingo is breaking down barriers to post-secondary education for refugee youth through its Access Program. Together, we are advancing the 15by30 Pledge, ensuring more young refugees have the opportunity to pursue their studies and build brighter futures.

Thanks to this partnership, all youth supported by WUSC through the Student Refugee Program and HIRES-EMPP now have free access to the Duolingo English Test (DET)—a critical step in their journey to higher education in Canada.

At WUSC, we believe in building welcoming communities—and we know we can't do it alone.

**To other organizations who share our vision: join us. Together, we can open doors to brighter futures.**

*A newcomer through the Student Refugee Program receives a winter jacket, generously donated by Canada Goose, for her first Canadian winter. © WUSC*



## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

March 31, 2025, with comparative information for 2024

	2025	2024
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 37,924,236	\$ 42,137,848
Program receivables	4,100,406	4,623,117
Advances receivable	684,143	589,903
Prepaid expenses	366,620	356,408
	<u>43,075,405</u>	<u>\$ 47,707,276</u>
Long-term investments	149,995	149,995
Tangible capital and intangible assets	587,317	648,973
	<u>\$ 43,812,717</u>	<u>\$ 48,506,244</u>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 4,053,095	\$ 2,932,892
Deferred contributions and contract advances	35,203,699	41,484,863
Deferred revenue - Lewis Perinbam award	29,578	32,197
	<u>39,286,372</u>	<u>44,449,952</u>
Net assets:		
Invested in tangible capital and intangible assets	587,317	648,973
Internally restricted	3,865,423	3,335,577
Endowment fund	73,605	71,742
	<u>4,526,345</u>	<u>4,056,292</u>
	<u>\$ 43,812,717</u>	<u>\$ 48,506,244</u>

## CONSOLIDATED STATEMENT OF OPERATIONS

March 31, 2025, with comparative information for 2024

	2025	2024
<b>Revenue:</b>		
Grants and contributions:		
Government of Canada	\$ 43,601,478	\$ 38,357,397
Mastercard Foundation	7,955,119	2,718,146
Other Canadian funding	672,345	1,185,203
Other foreign funding	1,518,711	1,330,113
Other income	555,826	502,220
Donated goods and services	7,817,355	6,533,394
	<u>62,120,834</u>	<u>50,626,473</u>
<b>Expenses:</b>		
Programs	49,094,833	39,224,550
Operations	4,477,600	4,348,134
Fundraising and alumni engagement	223,090	254,699
Governance	39,766	89,131
Donated goods and services	7,817,355	6,533,394
	<u>61,652,644</u>	<u>50,449,908</u>
Excess of revenue over expenses	<u>\$ 468,190</u>	<u>\$ 176,565</u>

View our full financial statements online at [wusc.ca](https://wusc.ca).



Women at the N'Driagui nursery in Soubré, Côte d'Ivoire, showcase seedlings they have cultivated as part of our collective efforts to restore the Guinean Forests and build climate resilience in their community. © WUSC



*A group of Student Refugee Program alumni attend the WUSC Local Committee National Training in Ottawa as guest speakers, sharing their experiences with participants. © WUSC | Photo credit: Nour Wahid*

## WUSC

1404 Scott Street,  
Ottawa, ON, Canada  
K1Y 2N2

☎ 1-613-798-7477 or 1-800-267-8699

🔍 [www.wusc.ca](http://www.wusc.ca)

📘 [facebook.com/wusc.ca](https://facebook.com/wusc.ca)

📷 @wusc\_eumc

🌐 [world-university-service-of-canada-wusc---eumc](https://world-university-service-of-canada-wusc---eumc)

📺 /WUSCEUMC

**You can help create a world where every young person thrives and belongs.**

Visit us online at [wusc.ca](http://wusc.ca) or call us at 1-800-267-8699 to learn how you can help provide youth with life-changing education and economic opportunities.

Charitable Registration Number  
11930 4848 RR0001



**Scan to give now.**

WUSC acknowledges that its office, in Ottawa, Ontario, Canada, is located on the traditional, unceded Anishinaabe Algonquin Territories. WUSC has employees who work and benefit from living on Indigenous territories across Canada, and globally.

