

More impact for more young entrepreneurs Youth Business International's 2023 -2025 Strategy

Purity Gakuo was born and raised in an off-grid community in Kenya, where most people depend on fishing to earn a living. Together with co-founder Dennis Onkangi, she set out to help her community by making and selling solar-powered freezers. Affordable and accessible cold-storage equipment increases a fisherman's income as it reduces the number of fish that spoil as they are transported from sea to market.

When Purity was crowned Young Entrepreneur of the Year in 2022, she shared her plans to scale her business and grow from supporting 250 fishermen to over 1,000 next year, *"We're going to make our dreams come true and that means serving our community"*.

Purity speaks to the heart of what YBI stands for. Supporting young people to start and grow businesses that not only thrive but also have a positive impact on their communities, economies and planet.

In our 2023-2025 strategy, YBI sets out to accelerate more impact for more young entrepreneurs like Purity. This ambition is set against a permacrisis of global challenges. Young entrepreneurs are agents of change and youth entrepreneurship is critical lever for economic recovery and resilience and a driving force towards a just, fair and greener future for us all. Despite this enormous potential, entrepreneurship remains out of reach for millions of young people. And that's where Youth Business International comes in.

Established in 2000, YBI sits at the centre of a global network of entrepreneurship support organisations (our network of members). This gives us a unique perspective on youth entrepreneurship across the world. By combining Network expertise and insights with independent research, YBI identifies gaps, generates learnings and new tools, and shares knowledge of 'what works' to support young entrepreneurs to start, scale and sustain successful businesses.

Over the last 20 years, YBI's Network of not-for profit expert entrepreneur organisations has supported almost 1 million young people to start or grow over 265,000 businesses.

YBI offers three things to organisations within our Network

1. A platform to connect with peers to exchange ideas, knowledge and insights.
2. Opportunities to collaborate to develop and scale effective solutions to the critical challenges facing young entrepreneurs
3. Relevant and impactful content that improves the quality of their service delivery, which in turn improves outcomes for aspiring and existing young entrepreneurs.

*"The power of YBI's network is to enable change.
Nobody will change the world alone; we need this network.
That's how we do things, together."*

Geovana Conti, Aliança Empreendedora in Brazil

The Network Effect

YBI is continuously evolving the value proposition to our Network. We collect robust data from expert practitioners and connect with our members to undertake research on priority themes like [Decent Work](#), [Social and Green Entrepreneurship](#) and [Soft Skills](#). We share this knowledge to contribute to wider debates on youth economic empowerment.

Our research identifies gaps in support for young entrepreneurs. By collaborating with our members, we invest in and lead the development of new trainings, products and services such as [Decent Work Training](#), [Social and Green Toolkit](#) and [Growth and Performance Skills](#), our soft skills curriculum.

Our curriculums are designed around the specific needs of young people, using techniques like effectuation. They are piloted and iterated, and the resulting content is shared across the Network. Each member can then customise it to the needs of their cohorts and their context and culture.

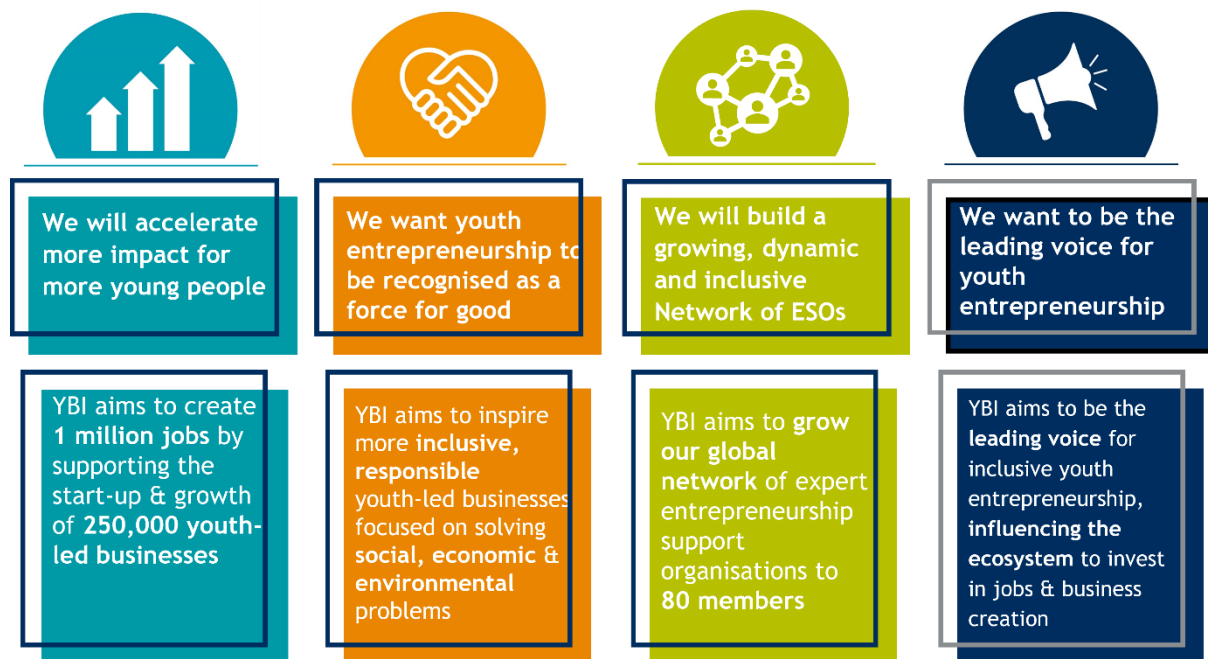


Our Impact and Growth

Success in 2025 is a thriving, dynamic Network providing personal and business training and wider connections that enables all young entrepreneurs to pivot their business and flex to future challenges and shocks. It is more inclusive entrepreneurship support organisations delivering relevant, tailored programmes that make any young person's dream of starting or growing their business a reality. And it is an acknowledged generation of thriving youth-led responsible businesses having a positive impact on their community and country through decent job creation, innovative services and wealth creation.



Our 2023 -2025 Strategic Goals





Accelerating more impact for more young people

YBI aims to create 1 million jobs by supporting the start-up or growth of 250,000 youth-led businesses

Our priorities for 2023-2025 are:

Leveraging YBI's Network of members to accelerate more impact for more young people through:

- Advocating for our Network-created and endorsed quality standards for effective youth entrepreneurship support. These have been built around the three critical areas of youth entrepreneurship: personal development, business development and an enabling ecosystem.
- Developing a Global Accelerator for the Network's young entrepreneurs, to support them to successfully transition from start-up to growth.
- Co-creating tailored programmes that promote inclusive economic growth so that any young person's dream of starting or growing their business becomes a reality.

Sparking innovation to address critical challenges in the three critical areas of youth entrepreneurs support:

- **Personal Development:** Fostering resilient young entrepreneurs with the soft skills, life skills and leadership capabilities to run businesses that are innovative and agile to withstand future shocks.
- **Business Development:** Equipping young entrepreneurs with the core business and digital capabilities that breed success.
- **An Enabling Ecosystem:** Exploring new partnerships so all young entrepreneurs can access the markets and finance that foster business growth.

Exploring the potential of models that support young entrepreneurs to:

- Innovate technologies and solutions that address local and global climate challenges.
- Unleash the potential of circular, social, green and blue economies.
- Disrupt our finance, health and food consumer sectors.
- Reimagine ways to deliver planet and people positive agribusiness, construction, waste management and textiles industries along their whole supply and value chains.
- Express and support themselves through thriving creative industries.



Youth entrepreneurship as a force for good

YBI aims to inspire more inclusive, responsible youth-led businesses focused on solving social, economic and environmental problems

Our priorities for 2023-2025 are:

Empowering young people to create a just, fair and greener future for us all by:

- Co-creating new products, training and services to address the critical challenges facing all social and green young entrepreneurs.
- Building the capacities and capability of our Network of members to better advance the mission of social and green entrepreneurs.
- Collaborating with partners to champion the youth-led social and green revolution across our Network of members and ecosystem.

Building the next generation of responsible, inclusive businesses and leaders by:

- Enabling all young entrepreneurs to become familiar with and successfully introduce responsible practices into their businesses, including decent work.
- Collaborating with partners who share our belief and commitment to catalyse responsible and inclusive economic growth

Unlocking the potential of ESG for youth-led businesses by:

- Working with corporations to realise the global ESG agenda through partnerships with young entrepreneurs.
- Breaking down the complexities of language and practice to understand and apply ESG to youth-led businesses.



A growing, dynamic, inclusive network

YBI aims to grow our global network of expert entrepreneurship support organisations

Our priorities for 2023-2025 are:

Expanding YBI's Network's footprint and diversity by:

- Growing the Network in countries with significant opportunity and need for quality youth entrepreneurship support
- Diversifying the Network with quality organisations aligned with our responsible, inclusive business agenda, and with expertise in social, green and inclusive entrepreneurship
- Developing relevant, effective and efficient internal membership systems for our growing Network

Driving deeper engagement, both regionally and globally including:

- Promoting collaboration and collective action amongst organisations with shared youth entrepreneurship opportunities and challenges
- Delivering co-created, tested and scalable youth entrepreneurship support solutions that can be localised
- Evolving our value proposition to drive dynamic engagement and network citizenship

Catalysing connections and learning amongst our Network for greater impact by:

- Enhancing our global learning opportunities through research and Communities of Expert Practice to support quality youth entrepreneurship programme development
- Convening members, partners, experts and young entrepreneurs at the bi-annual Global Youth Entrepreneurship Summit to catalyse learning, collaboration and connection
- Strengthening the evidence for and championing our Network Effect



The leading voice for youth entrepreneurship

YBI aims to be the leading voice for youth entrepreneurship, influencing the ecosystem to invest in jobs and business creation for young people

Our priorities for 2023-2025 are:

Making the case for increased investment in youth entrepreneurship through:

- Developing an evidence-based argument for increased investment in youth entrepreneurship and economic opportunities by leveraging internal and external research
- Partnering with governments, multilateral bodies and industry influencers to produce insights into the trends, opportunities and policy changes for youth entrepreneurship support globally

Amplifying the shared voice and action of our Network by

- Increasing our engagement with multi-lateral events, fora and institutions, business platforms and ecosystem actors to advance the case for effective youth entrepreneurship support
- Harnessing and sharing the voice of our young entrepreneurs, entrepreneurship support organisations and partners in this work, including through a overarching campaign approach and increased public voice
- Spotlighting and celebrating young entrepreneurs through YBI's global signature events

Delivering our Ambition

To deliver our strategic goals we will increase and diversify our funding and enhance our organisational capabilities.



Funding our ambition

YBI aims to generate US\$20 million to invest in our work and realise our ambition

Our priorities for 2023-2025 are to think about income generation and fundraising differently by

- Unlocking diverse opportunities for investment in YBI's Network Effect
- Capitalising on our greatest strength as a credible partner that delivers meaningful impact for young entrepreneurs globally
- Building on our recognition as an innovative organisation that pioneers approaches to drive youth entrepreneurship and youth employment globally



Building our organisational capabilities

YBI aims to think broadly and creatively about how we can and need to evolve as an organisation to deliver our ambition

Our priorities for 2023-2025 are to focus on our people, ways of working, our responsible business approach and infrastructure by

- Building a talented, diverse and motivated team responding to the changing world of work.
- Evolving our ways of working to ensure we remain connected to our staff and can successfully collaborate across teams.
- Ensuring YBI embodies the responsible business practices we are promoting in our strategy.
- Investing in more effective and efficient management systems and tools that support better ways of working across YBI and our Network of members.