

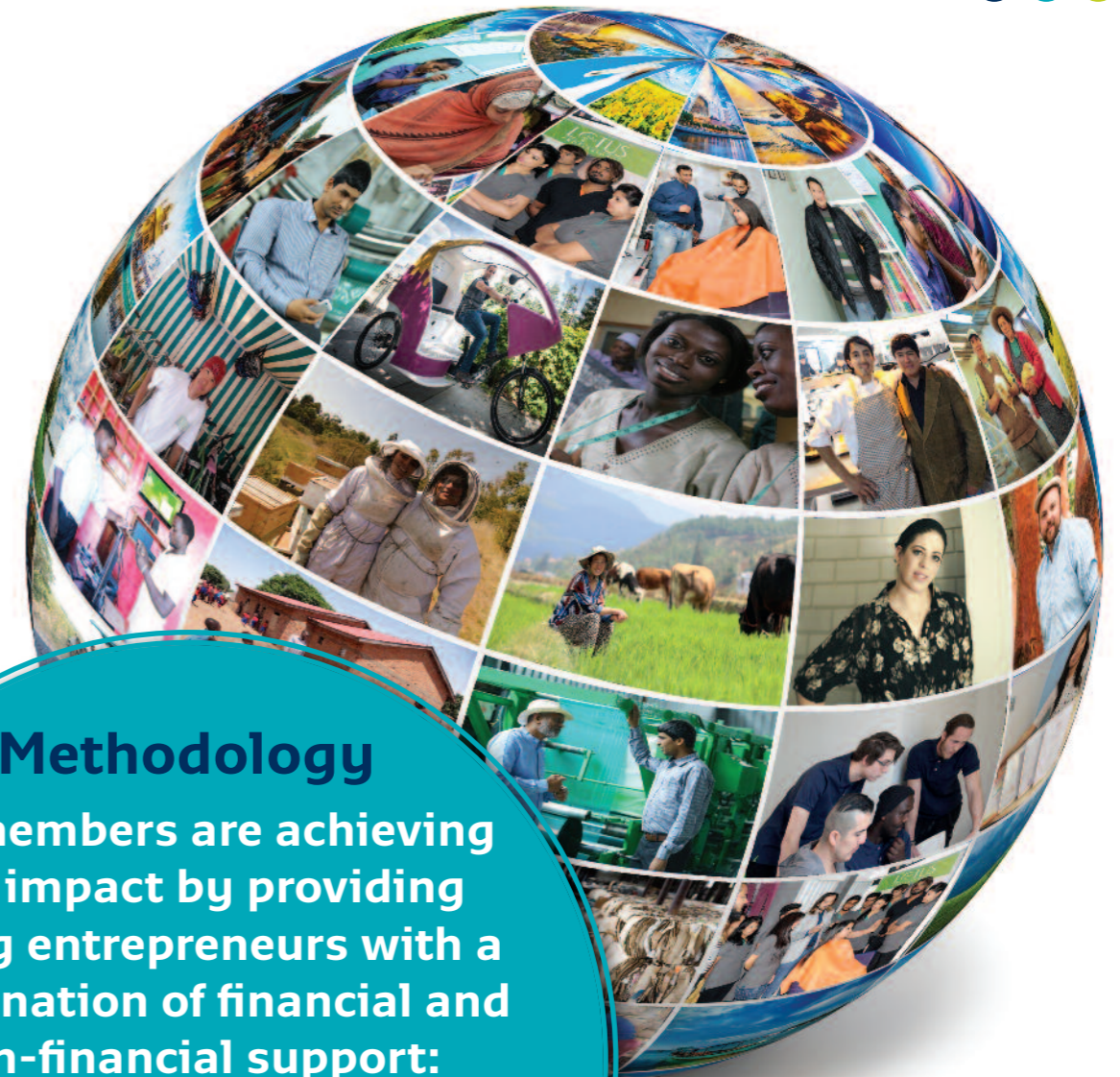
**YBI** tackles the inequality of opportunity faced by young entrepreneurs so as to unleash innovation and drive social and economic empowerment. Our aim is to become the engine of growth for youth-led micro enterprises

**Youth Business International's network of members is contributing to driving sustainable economic development around the world, by supporting under-served young entrepreneurs to start, grow and sustain businesses.**

The network has seen significant expansion in the last 3 years, across 6 continents, championing a methodology of support that is constantly being

improved and evolved through the joint work of the network members and the network team, alongside partners, funders and collaborators.

By implementing the proven financial and non-financial methodology of support that helps young people succeed in their entrepreneurial endeavours, YBI has had a significant impact around the world, raising awareness of entrepreneurship, offering training, access to finance, mentoring and other business support services.



**Network reach**  
 YBI network now comprises of 50 members in 46 countries, up from 38 members in 2014. New members must satisfy YBI's extensive due diligence.

**Impact**  
 Over the last three years the YBI network has supported:

- 64,637 young people to start or grow a business
- 175,445 young people with entrepreneurship training
- 427,402 young people engaged through outreach

**Methodology**  
 YBI members are achieving this impact by providing young entrepreneurs with a combination of financial and non-financial support:

- Training
- Access to Finance
- Mentoring
- Other business services

# The power of the network

Youth Business International is a global network of member organisations that share a common goal; **SUPPORTING YOUNG ENTREPRENEURS.**

We believe that as a network we maximise our collective impact. Central to our success, is our collaborative approach towards knowledge and experience sharing. This allows us to improve and strengthen members' operations and sustainability, and to increase the opportunities and successes of our young entrepreneurs.

The YBI network is facilitated by a network team whose purpose is to maximise the value created by the network and the value of YBI membership.

The network brings members together to share knowledge and to support their development. YBI events such as Young Entrepreneurship Awards and Master Classes in training and mentoring provide fantastic opportunities for the network members to build relationships and learn from one another face-to-face.

## Network Strategy Implementation Steering Team (NSIST)

It is very important that members are highly engaged with YBI's strategy, so we have established the Network Strategy Implementation Steering Team (NSIST). Comprising of a representative group of members and the network team, it will assist with:

**Implementation** – advising and providing leadership, thereby adding value and supporting delivery

**Insight and guidance** – supporting and maximising the network's value, efficiency and leverage

**Evaluation** – providing feedback and support, enabling the network's evolution and adaptation

**Advocacy** – championing the achievements and future direction of YBI within the network and more widely across the sector



## YBI's contribution to the Sustainable Development Goals

In September 2015, 192 countries adopted the UN's Sustainable Development Goals (SDGs), a 2030 global plan of action aiming to eradicate poverty in all its forms and to enable sustainable development in its three main dimensions – economic, social and environmental.

YBI's vision that youth entrepreneurship is recognised for driving sustainable economic development strongly aligns with the SDGs. To tackle the current global challenges in youth unemployment, gaps in education and the lack of resources for economic development, YBI is pursuing an ambitious goal – helping 1 million young entrepreneurs to start or grow sustainable businesses.

By providing aspiring young entrepreneurs with financial and non-financial support services, YBI is contributing to achieving **SDG 4** (Quality Education) and **SDG 8** (Decent Work and Economic Growth). At the same time, to scale the support offered to young entrepreneurs, YBI is helping create an enabling environment for entrepreneurship by establishing multi-stakeholder partnerships and alliances at local, regional and global level, thus contributing to **SDG 17** (Partnerships for the Goals).

YBI's 2017 – 2025 strategy in particular supports the following goals and targets of the SDGs:

- 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- 8.3 <sup>1</sup>...to encourage the formalisation and growth of micro, small and medium-sized enterprises – including through access to financial services.
- 8.6 By 2020, substantially reduce the proportion of young people not in employment, education or training.

**17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilise, share knowledge, expertise, technology and financial resources – to support the achievement of the sustainable development goals in all countries, in particular developing countries.

**STRETCH GOAL: Between 2017 and 2025 YBI will help 1 million young entrepreneurs start, strengthen and grow sustainable businesses.**

After a number of years of improvement, the global youth unemployment rate is on the rise, reaching 71 million<sup>2</sup> in 2016. YBI's global strategy is deliberately ambitious in response to the unacceptably high rate of global youth unemployment – we must make a real difference.

### Adaptive Strategy

With the high level direction and goals having been set, our strategy will be adaptive in implementation, responding to changing circumstances and opportunities incoming years.

<sup>1</sup> This is the part of SDG 8.3 which is relevant to YBI's work

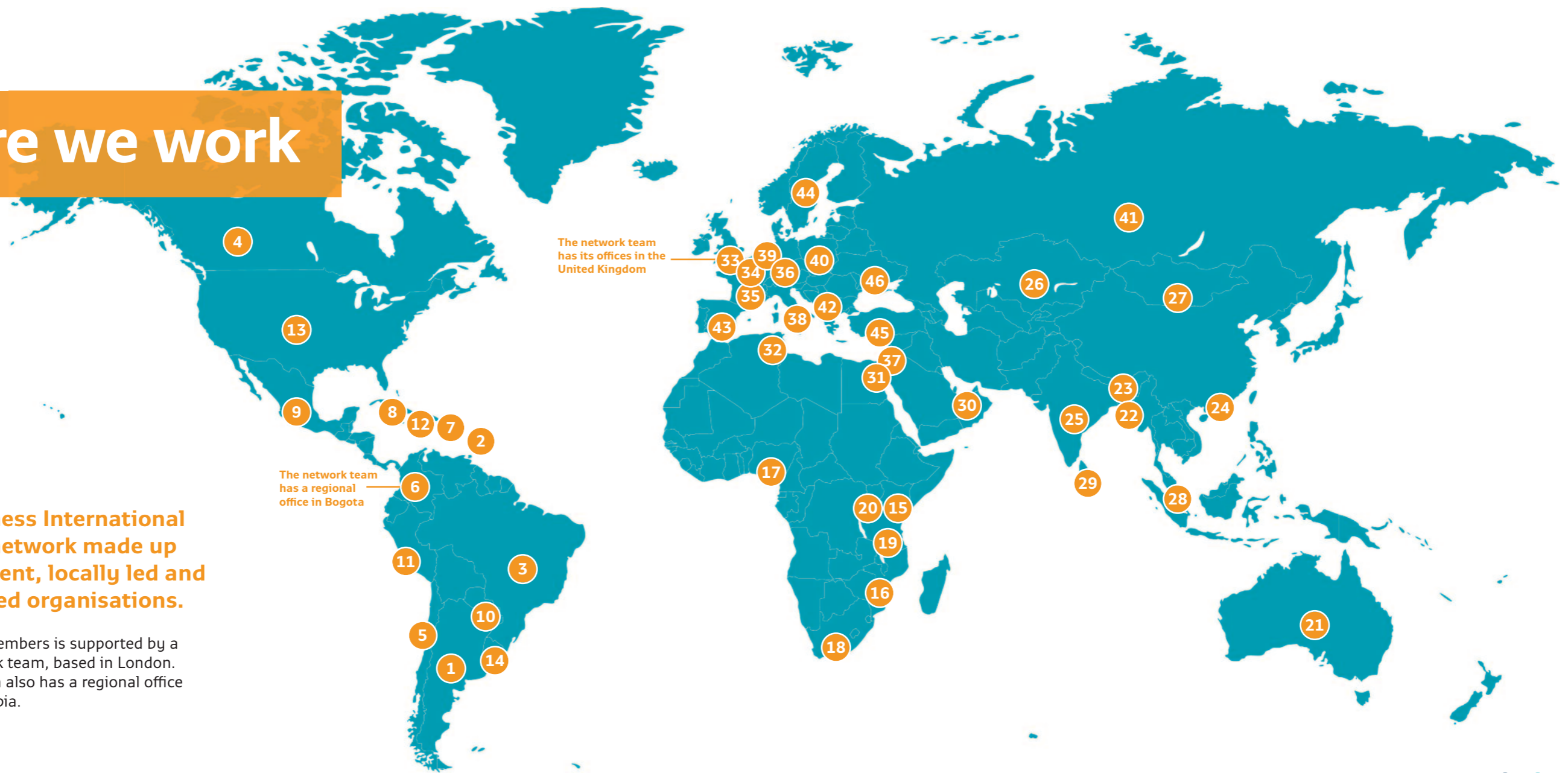
<sup>2</sup> United Nations, Department of Economic and Social Affairs, Population Division (2015). World Population Prospects: The 2015 Revision, custom data acquired via website



# Where we work

Youth Business International is a global network made up of independent, locally led and locally routed organisations.

The network of members is supported by a dedicated network team, based in London. The network team also has a regional office in Bogota, Colombia.



## THE AMERICAS

- 1 **Argentina**  
Fundación Impulsar  
[www.fundacionimpulsar.org.ar](http://www.fundacionimpulsar.org.ar)
- 2 **Barbados**  
Barbados Youth Business Trust  
[www.youthbusiness.bb](http://www.youthbusiness.bb)
- 3 **Brazil**  
Aliança Empreendedora  
[www.aliancaempreendedora.org.br](http://www.aliancaempreendedora.org.br)
- 4 **Canada**  
Futurpreneur Canada  
[www.futurpreneur.ca](http://www.futurpreneur.ca)
- 5 **Chile**  
Acción Emprendedora  
[www.accionemprendedora.org](http://www.accionemprendedora.org)
- 6 **Colombia**  
Corporación Minuto de Dios  
[www.minutodedios.org](http://www.minutodedios.org)
- 7 **Dominica**  
Dominica Youth Business Trust  
[www.youthbusinesscaribbean.com](http://www.youthbusinesscaribbean.com)
- 8 **Jamaica**  
Jamaica Youth Business Trust  
[www.youthbusinesscaribbean.com](http://www.youthbusinesscaribbean.com)
- 9 **Mexico**  
Yo Quiero Yo Puedo  
[www.yoquieroyopuedo.org.mx](http://www.yoquieroyopuedo.org.mx)

- 10 **Paraguay**  
Emprendimientos Juveniles  
[www.fundacionparaguaya.org.py](http://www.fundacionparaguaya.org.py)
- 11 **Peru**  
Perspektiva  
[www.perspektiva.com.pe/](http://www.perspektiva.com.pe/)
- 12 **Trinidad and Tobago**  
Youth Business Trinidad and Tobago  
[www.ybtt.org](http://www.ybtt.org)
- 13 **United States of America**  
Youth Business USA  
[www.ybusa.org/](http://www.ybusa.org/)
- 14 **Uruguay**  
Emprecrea  
[www.kolping.org.uy/proyectos/emprecrea](http://www.kolping.org.uy/proyectos/emprecrea)

## SUB-SAHARAN AFRICA

- 15 **Kenya**  
Kenya youth Business Trust – Mombasa  
[www.kybtmombasa.org](http://www.kybtmombasa.org)  
Kenya Youth Business Trust – Nairobi
- 16 **Mozambique**  
Ideialab  
[www.idealab.biz](http://www.idealab.biz)
- 17 **Nigeria**  
The Fate Foundation  
[www.fatefoundation.com](http://www.fatefoundation.com)
- 18 **South Africa**  
TechnoServe (South Africa)  
[www.technoserve.org.za](http://www.technoserve.org.za)

- 19 **Tanzania**  
Tanzania Entrepreneurship and Competitiveness Centre (TECC)  
[www.tecc.or.tz](http://www.tecc.or.tz)
- 20 **Uganda**  
Enterprise Uganda  
[www.enterprise.co.ug](http://www.enterprise.co.ug)

## ASIA & OCEANIA

- 21 **Australia**  
Many Rivers  
[www.manyrivers.org.au](http://www.manyrivers.org.au)
- 22 **Bangladesh**  
Bangladesh Youth Enterprise Advice and Helpcentre (B'Yeah)  
[www.byeahbd.org](http://www.byeahbd.org)
- 23 **Bhutan**  
The Loden Entrepreneurship  
[www.loden.org](http://www.loden.org)
- 24 **Hong Kong**  
Youth Business Hong Kong  
[ybhk.hkfyg.org.hk](http://ybhk.hkfyg.org.hk)
- 25 **India**  
Bharatiya Yuva Shakti Trust  
[www.bystonline.org](http://www.bystonline.org)
- 26 **Kazakhstan**  
Young Entrepreneurs Club  
[www.most.com.kz](http://www.most.com.kz)
- 27 **Mongolia**  
Development Solutions  
[www.dsmongolia.org](http://www.dsmongolia.org)

- 28 **Singapore**  
Youth Business Singapore  
[www.youthbizsg.org](http://www.youthbizsg.org)
- 29 **Sri Lanka**  
Youth Business Sri Lanka  
[www.ybsl.lk](http://www.ybsl.lk)

## MIDDLE EAST & NORTH AFRICA

- 30 **United Arab Emirates**  
Tejar Dubai  
[www.endarabe.org.tn](http://www.endarabe.org.tn)
- 31 **Jordan**  
Tamweelcom  
[www.tamweelcom.org](http://www.tamweelcom.org)
- 32 **Tunisia**  
Enda Inter-Arabe  
[www.endarabe.org.tn](http://www.endarabe.org.tn)

## EUROPE

- 33 **United Kingdom**  
Startup Direct  
[www.startupdirect.org](http://www.startupdirect.org)  
UnLtd  
[www.unltd.org.uk](http://www.unltd.org.uk)  
Virgin StartUp  
[www.virginstartup.org](http://www.virginstartup.org)
- 34 **Belgium**  
microStart  
[www.microstart.be](http://www.microstart.be)

- 35 **France**  
Adie  
[www.adie.org](http://www.adie.org)  
Positive Planet  
[www.positiveplanet.org](http://www.positiveplanet.org)
- 36 **Germany**  
KIZ  
[www.kiz.de](http://www.kiz.de)

- 37 **Israel**  
Keren-Shemesh  
[www.ksh.org.il](http://www.ksh.org.il)
- 38 **Italy**  
Associazione PerMicroLab Onlus  
[www.permicrolab.it](http://www.permicrolab.it)
- 39 **Netherlands**  
Qredits  
[www.qredits.com](http://www.qredits.com)
- 40 **Poland**  
Youth Business Poland  
<http://ybp.org.pl/>
- 41 **Russia**  
Youth Business Russia  
[www.youthbusinessrussia.org](http://www.youthbusinessrussia.org)
- 42 **Serbia**  
Smartkolektive  
[www.smartkolektiv.org](http://www.smartkolektiv.org)
- 43 **Spain**  
Youth Business Spain  
[www.youthbusiness.es](http://www.youthbusiness.es)

- 44 **Sweden**  
NyföretagarCentrum Sverige  
[www.nyforetagarcentrum.se](http://www.nyforetagarcentrum.se)
- 45 **Turkey**  
Habitat  
[www.habitatkalkinma.org](http://www.habitatkalkinma.org)
- 46 **Ukraine**  
Youth Business Ukraine

Countries and members

### Strategic Pillars

Our Strategic Pillars are the high level 'hows'; they define how the YBI network will achieve the purpose and stretch goal of the strategy. The Strategic Pillars are underpinned by initiatives (Strategic Workstreams)

### Strategic Workstreams

The workstreams are the detailed work plans of what the members and the network team commit together to deliver under the strategy; they contain all the activities we will undertake as a network. The workstreams therefore have elements of continuing activities, new activities to be started under the strategy and activities to be explored.

We have identified 10 initial workstreams and expect that each workstream will evolve, with all to be completed during the eight years to 2025. In addition, changing circumstances and priorities will result in the creation of new workstreams.

## Strategic Pillar 1:

### Innovation & Growth

The YBI network will scale its impact through expansion, excellence and innovation in delivery and unlocking resources

- Evolve the way we expand the network and develop new models of membership that allow us to accelerate and scale for greater impact and efficiency
- Explore direct network engagement with young entrepreneurs through new systems and platforms, complementing and extending the member support model
- Build a network culture that promotes innovation through a digital mindset, skills, and tools
- Innovate digital solutions that enable the network to reach more young entrepreneurs and deepen its impact
- Unlock new funding aligned with our innovations in approach and membership through expanding and diversifying the network's fundraising (e.g. establishing an innovation fund)
- Raise the profile of the YBI network through enhanced network communications, and member and network team support of sector events and initiatives

## Strategic Pillar 2:

### Developing Member Capacity

The YBI network will continue to help members to develop and evolve their capacity to enable more young people to access the support they need to start, grow and sustain their business

- Continue to build and refresh the portfolio of capacity development products and services offered by the network to members
- Implement a user-centred product and service management approach that enables the network to respond more quickly to the changing needs of members and young entrepreneurs
- Continue to support member development at the institutional, programmatic and professional levels through access to expertise, tools and resources
- Build a digital community for knowledge sharing, learning and access to network products, services and contacts
- Undertake network funding initiatives focused on the provision of capacity building, products, services and contacts

### Applicable workstreams

- (1) Membership make-up and value proposition
- (2) Research and development of products and services
- (3) Embedding a digital approach
- (4) Direct network team engagement with young entrepreneurs
- (9) Funding for members and the network team
- (10) Strengthening the YBI brand

### Applicable workstreams

- (2) Research and development of products and services
- (3) Embedding a digital approach
- (6) Network capacity development
- (9) Funding for members and the network team



## Initial workstreams

1. Membership make-up and value
2. Research and development of products and services
3. Embedding a digital approach
4. Direct network engagement with young entrepreneurs
5. Developing the network business model
6. Network capacity development
7. Evidence and learning research function
8. Membership quality assurance and network engagement
9. Funding for members and network team
10. Strengthening the YBI brand

### Strategic Pillar 3:

#### Evidence & Learning

The YBI network will collectively learn and improve its knowledge, research and evidence regarding what works when supporting youth entrepreneurship

- Develop YBI as a network of learning by promoting and facilitating the gathering, analysing and sharing of knowledge and tools across the network, in an accessible and informative way
- Build the YBI network's position as a thought leader by developing and implementing a research agenda directed towards significant gaps in sector knowledge, and by leveraging YBI's unique position as the only youth entrepreneurship dedicated global network
- Galvanise the network around key shared research questions and challenges by creating a digitally enabled evaluation and learning Centre of Good Practice and promoting a collaborative network approach
- Strive to better understand and articulate the impact, return on investment and the value of the YBI network

### Strategic Pillar 4:

#### Network Quality & Sustainability

The YBI network will ensure its sustainability and effectiveness through a membership of strong, locally rooted organisations served by a strong network team

- Ensure the continuing quality and effectiveness of network support for young entrepreneurs through an integrated approach to quality assurance, which combines periodic accreditation, monitoring of member performance and strong on-going engagement
- Increase the value that members derive directly from accreditation and quality assurance through enhancements to the approach. Build public recognition of the value of the network's accreditation and quality assurance processes
- Build the sustainability of YBI's work for young entrepreneurs through continuing the extensive due diligence of new members and the enhancement of membership risk management systems
- Ensure a member-centric and member-guided network which takes account of new membership models, and which facilitates member communities, alongside relationship management by the network team
- Evolve our network business model, taking advantage of the opportunities arising from the network's intellectual property

#### Applicable workstreams

- (3) Embedding a digital approach
- (7) Evidence and learning research function

#### Applicable workstreams

- (3) Embedding a digital approach
- (5) Developing the network business model
- (8) Membership quality assurance and network engagement
- (9) Funding for members and network team
- (10) Strengthening the YBI brand

**Supporting youth entrepreneurship** has many virtues with a prominent one being its contribution to job creation by turning job seekers into potential job creators. However, providing the right kind of lasting support to a young person, who might lack confidence, and certainly lacks the contacts, credibility and capital to get started, is not easy. The members of YBI are dedicated to providing tailored, holistic and long-term support in a multitude of contexts. They guide young people to the point of starting a business and then support them through the difficult steps of setting up and growing their enterprise. By coming together as the YBI network, we seek to maximise the quality and scale of the support provided to young people becoming better, smarter, bigger and stronger – this the essence of our strategy.



## Impacting people and communities

### Rodrigo Perez

Rodrigo's story is about mobility, adaptation and giving back. Born in Chile, but raised in Sweden since the age of four, Rodrigo became an entrepreneur in the country that adopted him and his family. He is now giving back to society by creating employment and giving migrants in Sweden the opportunity to build their lives, aiming for social inclusion and integration.

*"I have tried a lot of activities and jobs and I have failed more than I have succeeded, a lot of risk-taking and along the line sometimes I ended up losing money – but this made me who I am today."*

### Chavy Erenfeld

As a young woman in an ultra-orthodox Jewish community, employment opportunities for Chavy were limited. But with entrepreneurial zeal, Chavy managed to create a business providing graduate studies to others orthodox women – creating work for herself, but more importantly, providing other with education.

*"There is an unanswered need in the Haredi community, especially for mid-life women with many children. I am giving these women hope and helping them break away from their destinies without alienating them from their families and their community."*



## Research published in the last 12 months

### Supporting Young Entrepreneurs: What Works?

An Evidence and Learning review from our global network, commissioned by Youth Business International and our partners EY. This report seeks to address the gulf in the evidence for what works best when providing support to young entrepreneurs in different social and economic contexts.

### From Rhetoric to Action

A report commissioned by Youth Business International, Restless Development and War Child UK, exploring the challenges faced by children and young people globally, in the context of the Sustainable Development Goals.

### Youth Entrepreneurship in Rural and Remote Areas

A report commissioned by Youth Business International and Shell, exploring the challenges faced by young entrepreneurs in rural and remote contexts. This key findings report provides an overview of the most interesting findings from rural and remote areas, and is aimed at delivery organisations, such as YBI members, and donors, such as Shell.

## YBI regional programmes

### Youth Business Europe

A regional consortium of 6 members with support from the Citi Foundation. It aims to provide entrepreneurship training to 5,500 young people and help to start or grow 1,700 businesses across the region.

### Youth Entrepreneurship – Latin America and the Caribbean (YEP LAC)

The YEP is engaging with multiple stakeholders to improve the lives of tens of thousands of young entrepreneurs by enabling the underserved youth of Latin American and the Caribbean to start up sustainable businesses – generating knowledge and experience.

### Srikanth Bolla

Srikanth created Aasadeep, a social enterprise manufacturing multiple lines of eco-friendly products and wholeheartedly committed to employing disabled people. While living with a disability himself, Srikanth managed to overcome all his challenges and start a business that offers 100% sustainable and environmentally sensitive products. His impact on the community is even greater, as 60% of the employees are disabled people.

*"Overcoming substantial barriers has given me the strength and motivation to go beyond profits in my social venture and encompass the triple bottom line, thereby impacting society at large."*



### Judith Acuario Mendoza

Judith has pursued a business in a field that is fairly conventional in her community, but her approach has been anything but average. Her business focuses on natural salt extraction, which involves taking salt out of the ground, processing it and selling it. But where most local business would just extract the salt and sell it raw, Judith created a more innovative business, choosing to build a product and a brand, focusing on packaging and marketing, which has led her to great success and the opportunity for expansion.

*"I studied to be a teacher and worked for a few years in that profession but my desire was to undertake more. I decided to get involved in salt extraction and turned it into a business, adding value to salt – giving it a brand and increasing profitability."*



### Susan Ogwengo

Susan Ogwengo often wondered what women were supposed to do with their children when they went to work. So, she decided to do something about it, setting up a day care centre for babies from two months up to children of seven years old. In the first year of business, in the Kibera slum of Nairobi, she had taken on eight full time and two part-time employees, making a profit in her first year of operation.

*"My business has made a huge difference in the slum – it has provided an opportunity to access affordable education and a chance for single parents to go to work without worrying how they will leave their children."*





## Thank you

**On behalf of the Board of Trustees, our Members and the Young Entrepreneurs that we help globally, I'd like to thank you, our many funders, for your enduring support.**

Without your contributions, both financial and in-kind, we would not have been able to achieve so

much for our young entrepreneurs. We look forward to continuing on this journey with you to achieve our goal of helping one million young entrepreneurs to start, strengthen and grow sustainable businesses, over the coming eight years.

*Malcolm Williamson*



Sir Malcolm Williamson  
Youth Business International

## YBI young entrepreneurs succeeding around world



THE LOOMBA FOUNDATION  
Caring for widows around the world








## Vision

YBI's Vision is that youth entrepreneurship is recognised for driving sustainable economic development, and that all young people who want to set up a business are able to fulfil their potential

## Mission

Our Mission is to enable more under-served young entrepreneurs to access the support they need to start, grow and sustain their businesses, helping them to create jobs, build communities and transform lives

**a:** 11Belgrave Road  
London  
SW1V 1RB  
**t:** +44 (0)20 3326 2060  
**e:** enquiry@youthbusiness.org  
**w:** www.youthbusiness.org

 /youthbizint

 /youthbusiness

In the UK, Youth Business International is registered  
Charity no: 1123946 | Company no: 6550164