

Youth Entrepreneurship Framework



Foreword by Jurriaan Middelhoff



As the global youth population continues to expand, the focus on young entrepreneurs within the broader entrepreneurship policy agenda is not just timely; it is essential. Young people, particularly those from underserved backgrounds, encounter unique challenges that can impede their ability to contribute to economic growth. These barriers often result in their exclusion from meaningful participation in both national and international economies. However, entrepreneurship offers a powerful solution—not only by creating economic opportunities for youth but also by empowering them to explore and develop their own innovative ideas.

To fully unlock the potential of youth entrepreneurship, we must craft policies and programs that are tailored to the specific needs of young people. When done effectively, youth entrepreneurship can become a driving force for inclusive prosperity. This report's effort to provide a framework for such policy creation is both inspiring and crucial.

The current global demographic landscape presents an unprecedented opportunity for policymakers to harness the potential of youth-led innovation. We are witnessing the emergence of the largest youth population in history, providing an extraordinary chance to engage this vibrant segment of society and channel their creativity into a force for economic transformation. Today's youth are the first generation to come of age in an era defined by climate change and rapid digitalization, equipping them with the unique perspectives needed to address some of the world's most pressing challenges. Therefore, it is imperative that we facilitate their entrepreneurial ideas. By empowering young entrepreneurs, we can catalyze job creation and economic diversification, especially in low-income countries where traditional employment opportunities may be limited.

Youth entrepreneurship is far more than a social initiative; it is a powerful engine for economic growth, particularly in low-income nations. It also addresses both global and local challenges. We see this in young entrepreneurs who are at the forefront of green and social entrepreneurship, tackling issues like climate change and sustainability through agripreneurship and similar ventures. These enterprises are not only profitable but also purpose-driven, contributing to sustainable development and the well-being of their communities.

This framework offers policymakers a comprehensive set of strategies, each supported by real-world case studies, to help create an inclusive ecosystem that nurtures young talent. By doing so, we can ensure that the next generation of entrepreneurs is equipped to lead us toward a more sustainable and equitable future.

Let us commit to further supporting young entrepreneurs, recognizing their capacity to drive change and innovation, and ensuring they have the resources needed to succeed. Through strategic policy interventions and collaborative efforts, we can unlock the full potential of youth entrepreneurship, paving the way for a brighter, more inclusive global economy.



A stylized signature of Jurriaan Middelhoff in black ink.

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Joint Foreword from Youth Business International and the Global Entrepreneurship Network

Youth Business International (YBI) and the Global Entrepreneurship Network (GEN) are proud to present the Youth Entrepreneurship Framework. This publication is the result of a collaborative effort enriched by invaluable input from key partners including UNCTAD, Orange Corners, YMCA, Commonwealth Secretariat, NFTE and Argidius Foundation. Their collective expertise has been instrumental in shaping a roadmap that addresses the unique challenges and opportunities faced by youth entrepreneurs across diverse global contexts.

In an era marked by rapid technological advancements and shifting economic landscapes, young entrepreneurs find themselves at the forefront of innovation and change. However, they also face substantial challenges, from limited and dated educational opportunities to inadequate support systems and regulatory hurdles.

This work stems from our belief in the transformative power of youth entrepreneurship. We recognize that young entrepreneurs are not just the leaders of tomorrow; they are the innovators of today, driving solutions to some of the world's most pressing challenges. From climate change to social inequality, their fresh perspectives and bold ideas have the potential to reshape industries and societies for the better.

We created the framework first and foremost in response to the pressing need for an up-to-date comprehensive overview of youth-focused approach to entrepreneurship policy. Too often, young entrepreneurs are left on the sidelines in broader economic strategies, their specific needs overlooked. This framework aims to bridge that gap, providing policymakers and stakeholders with actionable insights and proven strategies to unlock the full potential of youth entrepreneurship. Crucially, each of our 50 recommendations is tied to a detailed real-world example from the [GEN Atlas](#) - the world's largest compendium of entrepreneurship policy case studies.

We encourage governments and stakeholders around the world to pay close attention. The areas of action outlined in this framework are not mere suggestions; they are essential steps towards unlocking the full potential of our youth. We urge you to analyze your own youth ecosystems and build the recommendations that best fit your unique entrepreneurial environment into a national strategy of youth empowerment. By doing so, we can collectively build a future where every young entrepreneur – regardless of background or circumstance – has the chance to thrive, innovate, and contribute to a more prosperous and sustainable future for all.



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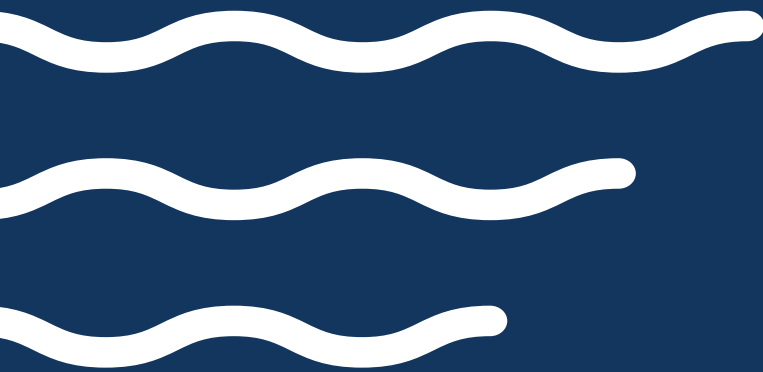


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Executive Summary



Executive Summary

The Youth Entrepreneurship Framework is the product of interviews of experts across the global youth entrepreneurship ecosystem including representatives from UNCTAD, Orange Corners, YMCA, Commonwealth Secretariat, NFTE and Argidius Foundation, and an extensive literature review that synthesized the latest research and best practices in youth entrepreneurship. In particular, this framework builds upon the ground-breaking work of UNCTAD's [Policy Guide on Youth Entrepreneurship](#) which was published in 2015.

This report offers recommendations for the entire youth entrepreneurial ecosystem without delving too deeply into which organizations should provide which element of support. Although we have disaggregated the different types of support offered to youth entrepreneurs for the purpose of clarity, we acknowledge that many of these functions blur into one another in practice. Consequently, it is for policymakers and ecosystem actors alike to use the framework to determine where the gaps in provision are within their ecosystems and direct resources accordingly.

Challenges faced by youth can be categorized into four main areas of policy focus: pipeline, business environment, finance, and growth support.

The first set of challenges are barriers that prevent young people from becoming entrepreneurs whether it's through lack of entrepreneurial self-belief or awareness, limited opportunities to develop skill, lack of the financial freedom to spend time setting up a business or additional barriers faced by young people from underserved communities. Each of these challenges contribute to a reduced pipeline of youth entrepreneurs. In response, the framework offers 18 policy options that will boost the number of young people starting businesses.

The second set of challenges focuses on the immediate barriers that young people who decide to become entrepreneurs face. Regulatory hurdles and the general business environment are a problem for all entrepreneurs but they are felt especially by young entrepreneurs who often lack the experience and networks to navigate them. The framework offers seven policy options that will alleviate the pressures on new entrepreneurs and benefit the entire startup community.

The central goal of any startup is to grow. Our research found two broad sets of barriers that young entrepreneurs face in this regard: barriers to growth finance and barriers to growth support. The framework offers 12 recommendations to address the unique barriers faced by youth when trying to access finance and improve their overall financial health. Finally, many youth entrepreneurs find that there is a lack of support in their respective ecosystems and that much of the support that does exist is not tailored to their needs. Consequently, the framework offers eight recommendations to improve ecosystem offerings for young people.

Crucial to all of this is the policymaking process. The framework offers five suggestions that would improve the policy environment that youth entrepreneurship operates within. Policymakers are advised to use this framework as a guide to the challenges experienced by youth entrepreneurs and adapt the recommendations to the local context of their ecosystems. Specifically, policymakers should:

1. Analyze their local context using the trends and barriers outlined in the report.
2. Identify priority areas for intervention based on the challenges most relevant to their ecosystem.
3. Refer to the proposed solutions and case studies to inform policy design and implementation.
4. Utilize the checklists provided to ensure comprehensive coverage of key policy areas.

5. Adopt an integrated approach that addresses multiple barriers simultaneously and coordinates efforts across government departments.
6. Engage youth entrepreneurs and ecosystem stakeholders throughout the policymaking process.
7. Regularly evaluate and iterate on policies based on outcomes and emerging trends.

Each of the report's 50 recommendations are tied to a real-world example of a policy in action drawn from the GEN Atlas compendium of entrepreneurship policy case studies. The GEN Atlas is the largest knowledge portal of its kind with over 400 entries from more than 80 countries and is drawn from the Global Entrepreneurship Network's extensive network of knowledge partners, advisors, policymakers, researchers and academics. The case studies have been designed to fit an objective and standardized format that allows policy makers to compare the effectiveness of similar programs and quickly draw out key pieces of information. Each case study is built around six concisely summarized components: objectives, policy mechanism, cost, policy development, impact and lessons learned.

The matrix below is an overview of all the challenges and recommendations identified by the framework which are split into the broad themes we have outlined.

Theme	Individual Barriers	Solutions
Policymaking	Poor coordination between government departments can limit effective policymaking for youth entrepreneurship	<ul style="list-style-type: none"> • Facilitate better coordination between government departments that bear responsibility for areas of policy affecting youth entrepreneurs
	There is a lack of up-to-date analysis of youth entrepreneurship ecosystems in many countries	<ul style="list-style-type: none"> • Undertake regulatory and ecosystem audits in consultation with young entrepreneurs to identify pressure points and missing ingredients within the youth ecosystem
	There is a lack of coordinated national strategy to support youth entrepreneurship in many countries	<ul style="list-style-type: none"> • Formulate national and local entrepreneurship strategies following the methodology outlined by the UNCTAD Policy Guide
	Youth entrepreneurship policy lacks coordination with other national strategies such as green and social entrepreneurship	<ul style="list-style-type: none"> • Ensure that national youth entrepreneurship policy is fully integrated with other national strategies such as social entrepreneurship, sustainability and inclusivity
	Young entrepreneurs and ecosystem actors lack a voice within the policymaking process	<ul style="list-style-type: none"> • Embed collaboration between officials and youth ecosystem actors within the policymaking process

Theme	Individual Barriers	Solutions
Mindset, Education & Opportunity	Lack of awareness that entrepreneurship is a career	<ul style="list-style-type: none"> National promotional campaigns Careers guidance Exposure to entrepreneurs
	Lack of belief that entrepreneurship is something they are personally capable of	<ul style="list-style-type: none"> Inclusive role models Competitions, challenges and experiential games
	The teaching and development of enterprise skills is not delivered effectively within the education system Lack of opportunities to develop practical entrepreneurial skills and develop professional experience	<ul style="list-style-type: none"> Curriculum University degrees, modules Long-term extra-curricular activities funding Vocational training and practical experience ESO training programs funded and marketed
	Lack of exposure to entrepreneurial mindset and skills amongst teachers	<ul style="list-style-type: none"> Teacher training Entrepreneurship educator networks
	Lack of digital skills and access to new technologies in some parts of the world	<ul style="list-style-type: none"> Offer digital training to youth Provide access to technology for disadvantaged youth
	Many young people lack the economic freedom to launch a business	<ul style="list-style-type: none"> Founder stipends Welfare for entrepreneurs
	Young people who are typically marginalized from entrepreneurship, including women, people with disabilities, refugees and migrants, ethnic and religious minority groups, and those from rural areas and low-income backgrounds, face additional barriers and have specific support needs that are often not addressed by entrepreneurship support services	<ul style="list-style-type: none"> Targeted outreach and support programs for marginalized groups to become entrepreneurs Targeted support for marginalized groups to fund and provide mentoring for their projects
Business Environment	High barriers to business registration	<ul style="list-style-type: none"> Fast and simple startup registration
	Unnecessarily complex regulatory procedures and burdens in areas such as licensing and taxation	<ul style="list-style-type: none"> Remove burdensome regulations Streamlined processes including fast track permits Digitalization of all government services Simple and competitive tax environment
	Legal consequences of business failure	<ul style="list-style-type: none"> Fail fast procedure
	Fragmented advice and guidance for new entrepreneurs	<ul style="list-style-type: none"> Single Digital Gateway for Startups

Theme	Individual Barriers	Solutions
Access to Finance	Stringent creditworthiness criteria and collateral demands for loans exclude most young entrepreneurs from access to traditional financing options	<ul style="list-style-type: none"> • Bespoke financial solutions for youth entrepreneurs including grants and loan guarantee schemes • Facilitate links between youth startups and investors • Enable alternative forms of finance and promote amongst youth • Recognize business development support and mentoring in lieu of traditional collateral • Establishing a credit bureau to support young people building credit
	<p>Low levels of financial literacy amongst young people</p> <p>Complicated and highly competitive application processes for existing financial products</p>	<ul style="list-style-type: none"> • Promote youth-oriented financial literacy training • Targeted support and guidance for young entrepreneurs navigating grant and loan applications • Random selection for grant funding
	Inappropriate financial support for youth ventures	<ul style="list-style-type: none"> • Micro grant programs for early-stage ventures and test trading • Revolving loans for informal entrepreneurs
Growth Support	Lack of access to the physical workspace and technical facilities	<ul style="list-style-type: none"> • Provide dedicated startup campuses and entrepreneurship hubs that are made available to youth led startups • Ensure technical facilities such as wet labs are open to youth entrepreneurs
	Difficulties in commercializing ideas and developing sustainable business models	<ul style="list-style-type: none"> • Launch and support accelerator & incubator programs that work with youth entrepreneurs • Facilitate academic spinouts
	<p>Lack of quality mentorship and guidance for promising youth entrepreneurs</p> <p>Underdeveloped networks for youth entrepreneurs and insufficient peer support that can contribute towards poor mental health amongst young entrepreneurs</p>	<ul style="list-style-type: none"> • Recruit and promote networks of quality mentors of current and former entrepreneurs from a diverse mix of backgrounds • Promote the formation of networks among young entrepreneurs and their peers
	Youth entrepreneurs can become trapped outside of mainstream support networks by only participating in youth programs	<ul style="list-style-type: none"> • Foster better links between youth entrepreneurship networks and more experienced groups • Better funnelling of cohorts on youth entrepreneurship programs
Lack of adequate support and guidance for green and social businesses	<ul style="list-style-type: none"> • Provide technical training and guidance on how to start and grow a successful Green or Social business • Promote dedicated green and social events, including conferences, hackathons, and networking 	



Trends in Youth Entrepreneurship



Youth Unemployment

Youth unemployment remains a critical challenge in the developing world, with far-reaching social and economic implications. According to the International Labour Organization (ILO), in 2023, youth unemployment sat at 13% with 20% of young people not in employment, education or training (NEET)¹. While this is lower than recent years, it remains significantly higher than the overall rate of unemployment with the youth rate of unemployment estimated to be three times higher than that of adults². The ILO estimates that reducing the current youth unemployment rate to match the adult unemployment rate could boost global GDP by 4.4% to 7.0%, equating to an approximate increase of USD \$3.7 trillion.

With approximately 1.1 billion young people from the Global South alone entering the workforce in the next decade this issue is only becoming more pressing. Research shows that entrepreneurship can be transformative, but is an untapped source of employment for young people with 40% of young people aspiring to launch a business compared to just 8% currently running companies³. There is particular enthusiasm for self-employment in the developing world with 45% of young people aspiring to start their own business compared to 17% in developed economies.

To address this issue, governments, international organizations, and local stakeholders are increasingly turning to youth entrepreneurship support as a strategy to create jobs and foster economic development. This approach is being implemented through various initiatives aimed at equipping young people with the skills, resources, and support needed to start and grow their own businesses. One key method of promoting youth entrepreneurship is through training and capacity building programs. For example, the Tony Elumelu Foundation has trained over 1.5 million young Africans through its digital hub, TEFConnect⁴. This platform provides access to a wealth of resources, including business training, networking opportunities, and mentorship.

Meaningful Work

As the nature of work continues to change, the expectations and desires of young people regarding their careers have shifted significantly from those of previous generations. New research shows there is a growing desire among young people globally and in developing countries to find meaningful work that aligns with their values and aspirations⁵. Approximately 86% of Gen Z and 89% of Millennials consider having a sense of purpose in their work to be very or somewhat important for their overall job satisfaction and well-being. This trend is reshaping the landscape of youth employment and driving a surge in young people starting their own businesses, creating economic opportunities that align with their personal goals and values.

YMCA defines meaningful work as work that is fair and fulfilling, and which positively influences the growth and wellbeing of young people and their communities⁶. This definition emphasizes the importance of fair treatment, inclusivity, ethical practices, and the opportunity for individuals to contribute their unique perspectives without fear of judgement. It also highlights the need for work to be fulfilling, providing opportunities for career advancement, skill development, and work-life balance. Moreover, meaningful work should promote personal and professional growth, fostering resilience and adaptability, and supporting individuals in exploring new ideas and contributing to positive societal change.

This aspiration for meaningful employment is manifesting in various ways within the youth entrepreneurship movement. Young people are increasingly starting their own businesses not just as a means of self-employment, but as vehicles for creating positive change in their communities. Additionally, many youth-led enterprises are aligning their business models with sustainable development goals, seeking to create positive change and contribute to a more equitable future. Likewise, they are seeking to promote environmentally friendly practices as a core part of their business model.

Green Entrepreneurship

The 21st century has witnessed a significant shift in the priorities and values of young people, particularly in developing countries, with sustainability and environmental responsibility taking center stage. This growing emphasis on sustainability is influencing youth entrepreneurship trends worldwide, creating a new generation of business leaders committed to addressing global challenges through innovative and sustainable business models.

Research by Deloitte shows that environmental sustainability is amongst Gen Z and millennials' top priorities with a majority of both groups taking direct action to reduce their impact on the environment (73% for Gen Z and 77% for millennials)⁷. Likewise, both Gen Z (77%) and millennials (79%) believe that business should be taking a more active role in enabling consumers to make more sustainable purchases.

The sustainability movement is manifesting in youth entrepreneurship through the establishment of businesses that prioritize sustainable practices, green technologies, and social impact. Young entrepreneurs are increasingly launching startups that address environmental challenges, such as renewable energy, waste reduction, and sustainable agriculture. These ventures often integrate social goals, aiming to improve community well-being and promote equitable development. The rise of social enterprises, which balance profit with purpose, exemplifies this trend.

Social Entrepreneurship

This shift in priorities and values of young entrepreneurs has also been characterized by a growing emphasis on social impact and community-driven initiatives. In the UK research has shown that Entrepreneurs under the age of 35 are more than twice as likely to state that the primary goal of their business is to address a social or environmental issue (39% compared to 18%). They are also more inclined to assert that their business prioritizes promoting diversity and social good, even if it means sacrificing profit (41% compared to 25%)⁸.

Although respondents generally have a positive view of their own employers' societal contributions, they are less optimistic about the broader business community's impact. Fewer than half of Gen Z and Millennials believe that businesses are making a positive societal impact, highlighting a gap between what they believe businesses are capable of achieving and what is currently being delivered⁹. This trend is creating a new generation of business leaders taking action into their own hands by addressing pressing social and environmental challenges through innovative and sustainable business models.

The social entrepreneurship movement is manifesting in the rise of youth-led startups that prioritize solving social, environmental, and community-based challenges. Young entrepreneurs are launching businesses that integrate social goals into their core operations, often using innovative and sustainable business models. These enterprises focus on addressing issues such as poverty, healthcare, education, and environmental degradation. The emphasis is on creating value for society while ensuring economic viability.

Young social entrepreneurs face unique opportunities and challenges. They benefit from the growing interest in impact investment and the availability of resources such as incubators and accelerators that support social ventures. However, they also encounter barriers such as limited access to financing, skills development, and navigating complex regulatory environments. Cultural biases may also pose challenges, as entrepreneurship is sometimes viewed as less prestigious than traditional employment. To overcome these barriers, young entrepreneurs are leveraging digital platforms for crowdfunding, participating in mentorship programs, and forming networks to share knowledge and resources.

UN Sustainable Development Goals

Youth entrepreneurship plays a significant role in contributing to the Sustainable Development Goals (SDGs) by fostering innovation, creating employment, and addressing social and environmental challenges in the following ways:

Economic Growth and Employment

SDG 8: Decent Work and Economic Growth: Youth entrepreneurship promotes sustained, inclusive, and sustainable economic growth by creating jobs and increasing labor productivity. It helps reduce unemployment rates, particularly among young people, and improves access to financial services.

Innovation and Infrastructure

SDG 9: Industry, Innovation, and Infrastructure: Young entrepreneurs are often at the forefront of innovation, developing new technologies and solutions that drive industrialization and infrastructure development. This includes the adoption of green technologies and sustainable practices that contribute to economic growth while minimizing environmental impact.

Gender Equality and Reduced Inequalities

SDG 5: Gender Equality: Youth entrepreneurship can empower young women by providing them with opportunities to start and grow their businesses, thus reducing gender disparities in employment and economic participation.

SDG 10: Reduced Inequalities: By supporting youth entrepreneurship, barriers to economic participation for disadvantaged groups can be reduced, helping to bridge the gap between different socio-economic groups.

Sustainable Communities and Environmental Impact

SDG 11: Sustainable Cities and Communities and SDG 13: Climate Action: Young entrepreneurs often focus on creating sustainable businesses that address environmental challenges, such as climate change and resource depletion. This includes developing clean energy solutions and promoting sustainable urban development.

Education and Lifelong Learning

SDG 4: Quality Education: Entrepreneurship education is crucial for equipping young people with the skills needed to innovate and solve societal problems. Programs that integrate entrepreneurship into education can enhance students' understanding of sustainable development and prepare them for future challenges.

Consequently, funding of youth entrepreneurship is highly relevant to achieving the UN's Sustainable Development Goals (SDGs) as it addresses multiple interconnected objectives. By investing in youth entrepreneurship, funders can catalyze sustainable development, address youth unemployment, and nurture a generation of innovative leaders capable of driving progress towards the 2030 Agenda.



Polycymaking



Overview

The entrepreneurial mindset offers valuable insights in every walk of life and the policymaking process itself is no exception. Collaboration with young entrepreneurs should be at the heart of policymaking and government officials should seek to adopt entrepreneurial methods to generate truly innovative policy approaches. Policymakers should pursue a data-driven, effective and coherent decision-making process that supports entrepreneurs and ensures public awareness of available programs.

The development of national youth entrepreneurship strategies also offers policymakers the opportunity to fully integrate the green and social entrepreneurship agendas into youth focused policy, underscoring the importance of fostering a new generation of entrepreneurs who prioritize social and environmental impact alongside profit.

Overall Challenge	Individual Barriers	Solutions
Polymaking	Poor coordination between government departments can limit effective policymaking for youth entrepreneurship	<ul style="list-style-type: none"> Facilitate better coordination between government departments that bear responsibility for areas of policy affecting youth entrepreneurs
	There is a lack of up-to-date analysis of youth entrepreneurship ecosystems in many countries	<ul style="list-style-type: none"> Undertake regulatory and ecosystem audits in consultation with young entrepreneurs to identify pressure points and missing ingredients within the youth ecosystem
	There is a lack of coordinated national strategy to support youth entrepreneurship in many countries	<ul style="list-style-type: none"> Formulate national and local entrepreneurship strategies following the methodology outlined by the UNCTAD Policy Guide
	Youth entrepreneurship policy lacks coordination with other national strategies such as green and social entrepreneurship	<ul style="list-style-type: none"> Ensure that national youth entrepreneurship policy is fully integrated with other national strategies such as social entrepreneurship, sustainability and inclusivity.
	Young entrepreneurs and ecosystem actors lack a voice within the policymaking process	<ul style="list-style-type: none"> Embed collaboration between officials and youth ecosystem actors within the policymaking process

Challenges

- Responsibility for issues affecting youth entrepreneurs cut across several departments which differ from country to country. Poor communication between these departments can result in a lack of coordination addressing the challenges they face.
- There is a lack of up to date analysis of the youth entrepreneurship ecosystems in many countries
- There is a lack of coordinated national strategy to support youth entrepreneurship in many countries
- Youth entrepreneurship policy lacks coordination with other national strategies such as green and social entrepreneurship
- Young entrepreneurs and ecosystem actors lack a voice within the policymaking process

Solutions

1. Facilitate better coordination between government departments that bear responsibility for areas of policy affecting youth entrepreneurs.

Departmental responsibility for decisions relating to youth entrepreneurship should be clearly defined and formal communication channels should be established between departments responsible for education, enterprise and innovation. This should be used to ensure that strategies across each department are coordinated and working in harmony.

2. Undertake regulatory and ecosystem audits in consultation with young entrepreneurs to identify pressure points and missing ingredients within the youth ecosystem.

Policymakers should conduct rigorous analysis of the youth entrepreneurship ecosystem, identifying strengths, weaknesses and opportunities. In particular, audits should be conducted of entrepreneurship education within formal educational institutions, entrepreneurship training outside of formal education, regulatory environment, available financial support, and ecosystem support services.

3. Formulate national and local entrepreneurship strategies following the methodology outlined by the UNCTAD Policy Guide

Once the current state of entrepreneurship is adequately mapped, policymakers should form national and local entrepreneurship strategies to address the opportunities and challenges identified through the audit. Policymakers should follow the approach outlined by Unctad to ensure a coherent strategy is developed with clear goals and priorities. Embedded throughout this process should be effective evaluation of policies and programs to demonstrate impact.

4. Ensure that national youth entrepreneurship policy is fully integrated with other national strategies such as social entrepreneurship, sustainability and inclusivity.

National youth entrepreneurship strategies should be designed to reflect the importance of other cross-cutting national missions related to entrepreneurship including sustainability and social enterprise. In particular, policymakers should be nurturing entrepreneurs focusing their energies on promoting sustainability and solving community challenges.

5. Embed collaboration between officials and youth ecosystem actors within the policymaking process

The policy making process should be reshaped to embed collaboration with the wider entrepreneurship ecosystem in decision making. Governments should establish frameworks that allow for the co-creation of regulations between officials and ecosystem actors including those that operate at youth level. These bodies must be empowered to act with precision and at a rapid pace with buy-in from the top of government. Through this, regular audits of barriers to youth entrepreneurship should be conducted in consultation with the youth entrepreneur community.

Policy case studies

- NGO
- Academic Institution
- Government
- Multilateral
- Public-private partnership
- Private

1 Better coordination between departments: [The Ministry of Entrepreneurship \(Botswana\)](#)

The Ministry of Entrepreneurship was established on November 11, 2022 to ensure there was coordinated and centralized leadership in efforts to promote skill development, employment creation, and entrepreneurship efforts in Botswana. The Ministry acts as a focal point within government for all areas of policy relating to enterprise and consequently interacts with several other government departments and agencies to fulfill its mandate of promoting entrepreneurship and economic development.

2 Ecosystem audits: [Youth Co:Lab's ecosystem diagnostic framework \(Indonesia\)](#)

Youth Co:Lab's ecosystem diagnostic framework is a tool that was used to map, assess and provide recommendations for strengthening the youth entrepreneurship ecosystem in Indonesia. The study applied the diagnostic framework to assess the ecosystem through 5 key domains: access to finance and incentives, human capital and entrepreneurship culture, business development support and infrastructure, policy and regulatory framework, and innovation and technology.

3 National strategies: [The Youth Enterprise Development Strategy \(South Africa\)](#)

The Youth Enterprise Development Strategy (YEDS) 2013-2023 is a key policy initiative launched by the South African government to foster youth entrepreneurship and economic participation. Its main objectives are to enhance youth entrepreneurship, accelerate the growth of youth-owned and managed enterprises, and increase youth self-employment and innovation. The strategy includes a series of support programs aimed at entrepreneurs aged 18-35 including competitions, incubators, funding programs, mentorship and training.

4 Integrated strategies: [The Youth Entrepreneurship Strategy \(Jamaica\)](#)

The Youth Entrepreneurship Strategy is a national plan developed to create an enabling environment for the development of successful and sustainable youth-led businesses in Jamaica. The strategy is intricately linked to Jamaica's Vision 2030 National Development Plan, as it plays a critical role in achieving the plan's overarching goals of transforming Jamaica into a developed country by 2030. Vision 2030 emphasizes sustainable economic growth, social development, and improved quality of life for all Jamaicans.

5 Collaboration between officials and ecosystem: [The Nigerian Startup Act \(Nigeria\)](#)

The Nigerian Startup Act is a landmark piece of legislation that supports the growth of technology-enabled startups in Nigeria. A key component of the legislation is the creation of the Council for Digital Innovation and Entrepreneurship. This strategic advisory body is comprised of representatives from various sectors, including government, private enterprises, academia, and the startup ecosystem. The council provides the framework for co-creation of regulations between government and the wider ecosystem.



Barriers to Becoming an Entrepreneur

(mindset, education & opportunity)



Overview

There is substantial evidence that demonstrates having a strong pipeline of talented individuals is key to developing higher levels of ecosystem value¹⁰. Embedding enterprise and entrepreneurship in education and ensuring quality provision of mentoring and training for aspiring entrepreneurs is an essential part of the policy toolkit. Exposing young people to inspiring innovators and entrepreneurial thinking is vital to building a strong pipeline of entrepreneurs and in turn creating jobs, growth and prosperity across startup ecosystems.

As well as being an engine for growth and job creation, entrepreneurial competencies are widely seen as a response to the increasingly globalized, uncertain and complex world we live in, requiring all people and organizations in society to be increasingly equipped with entrepreneurial competencies that allow them to adapt to new roles and challenges as expectations of them shift in response to technological change.

Research shows that as many as three quarters of people dream of starting their own business yet only a fraction of them follows through¹¹. Many things prevent young people from fulfilling their entrepreneurial potential but lack of knowledge, lack of experience and a fear of failure are generally found to be the biggest barriers to starting the journey of entrepreneurship. On top of this, members of underserved communities face an extra layer of barriers and have specific support needs that are not met by ecosystem support services.

Overall challenge	Individual Barriers	Solutions
Lack of Self-belief	Lack of awareness that entrepreneurship is a career	<ul style="list-style-type: none"> National promotional campaigns Careers guidance Exposure to entrepreneurs
	Lack of belief that entrepreneurship is something they are personally capable of	<ul style="list-style-type: none"> Inclusive role models Competitions, challenges and experiential games
Limited Opportunities to Develop Skills	The teaching and development of enterprise skills is not delivered effectively within the education system	<ul style="list-style-type: none"> Curriculum University degrees, modules
	Lack of opportunities to develop practical entrepreneurial skills and develop professional experience	<ul style="list-style-type: none"> Long-term extra-curricular activities funding Vocational training and practical experience ESO training programs funded and marketed
	Lack of exposure to entrepreneurial mindset and skills amongst teachers	<ul style="list-style-type: none"> Teacher training Entrepreneurship educator networks
	Lack of digital skills and access to new technologies in some parts of the world	<ul style="list-style-type: none"> Offer digital training to youth Provide access to technology for disadvantaged youth

Overall challenge	Individual Barriers	Solutions
Economic and Time Constraints	Many young people lack the economic freedom to launch a business	<ul style="list-style-type: none"> • Founder stipends • Welfare for entrepreneurs
Underserved Communities	Young people who are typically marginalized from entrepreneurship, including women, people with disabilities, refugees and migrants, ethnic and religious minority groups, and those from rural areas and low-income backgrounds, face additional barriers and have specific support needs that are often not addressed by entrepreneurship support services	<ul style="list-style-type: none"> • Targeted outreach and support programs for marginalized groups to become entrepreneurs • Targeted support for marginalized groups to fund and provide mentoring for their projects

Challenges

Many young people lack the self-belief that they could become entrepreneurs

- Many young people are simply unaware that entrepreneurship is a career path available to them
- Many young people, especially those from underserved backgrounds, do not believe entrepreneurship is something they are personally capable of

There are limited opportunities for young people to develop the necessary skills to become successful entrepreneurs

- The teaching and development of enterprise skills is not effectively integrated into the education system
- Many young people lack opportunities to develop practical entrepreneurial skills including much of the professional experience that is most useful in developing entrepreneurial talent requires years of experience inaccessible to young people thinking of launching a business
- Many teachers lack exposure to entrepreneurial thinking and skills
- Young people in some parts of the world lack ICT skills and access to new technologies
- ESOs focused on training are not adequately funded
- ESOs and enterprise training programs are not adequately tailored to support young people specifically

Economic and time constraints can deny young people the opportunity to become entrepreneurs

- Many young people lack the economic freedom to launch a business due to lack of available funds, work commitments and other time constraints
- The act of launching a business can cause young people to lose access to welfare support and other forms of state income

Case Study

Name: Ms. Thoa
Business name: Alpha Amin
Supported by: SVF, Vietnam
Programme: Futuremakers



Ms. Thoa, a 29-year-old from Vietnam faced gender-based challenges when beginning her journey to set up her business aiming to tackle excessive use of antibiotics in aquatic farming. Alpha Amin pioneers a solution by applying cutting-edge scientific technologies to replace antibiotics in aquaculture practices. Her innovative solutions not only enhance the quality of aquaculture produce but also mitigate the adverse effects of antibiotic residues on consumers and the environment.

Challenges:

Raised in a traditional Vietnamese family, Thoa confronted societal norms that confined women to domestic roles. Additionally, aquaculture is often perceived as physically demanding and stereotypes about women’s physical capabilities led to additional bias.



I often find myself dealing with a pervasive sense of inadequacy and self-doubt. I constantly question my abilities and fear I lack the experience necessary for effective communication.



Prioritisation of women:

In response to the challenges faced by individuals like Thoa, Futuremakers specifically targets two critical issues. The first revolves around instilling self-confidence and steering clear of the tendency to retreat to the background. The second addresses the need to enhance the capabilities of women, equipping them with a robust knowledge foundation to propel them forward.

The change and impact:

Thoa’s journey through the intervention program resulted in profound changes, both in her business approach and personal growth.

Thoa actively sought opportunities to network and acknowledged the need for enhanced psychological preparation. She learned to anticipate difficulties, employing psychological strategies to identify and overcome personal fears before meeting clients.

Thoa recognized a crucial mistake in her business strategy regarding pricing. The program allowed her to recognise she had significantly underpriced some products and services. shed light on the mispricing of her products. In the last three months of the year, her revenue increased by 5.5% compared to the previous nine months.

Following her participation in the program, Thoa experienced a profound realization – she was not alone on her entrepreneurial journey. Instead, she found herself embraced by an entire ecosystem that accompanied her through the intricacies of business.

Solutions

6. Raise awareness of entrepreneurship through national campaigns

Policymakers need to give attention to enterprise culture mindset and work to champion entrepreneurship as a career option to individuals who would not be inclined to pursue an unorthodox career without encouragement. Governments should take an active role in international campaigns such as Global Entrepreneurship Week (GEW) that spreads entrepreneurial ambition around the world each year.

7. Expose pupils/students to entrepreneurship through entrepreneurs in residence and visiting speakers

It is essential for young people to receive exposure to successful entrepreneurs if they are to be able to picture themselves pursuing careers as founders. Schools should consider recruiting “entrepreneurs in residence” who provide mentoring and training to students whilst pursuing their entrepreneurial ventures from the school or university. Likewise, schools should invite guest speakers to offer a range of perspectives and stories of how they entered the world of entrepreneurship.

8. Provide pupils with expert advice on entrepreneurial career options

Schools and universities should promote awareness of entrepreneurial paths of work through career guidance services that also articulate the wider professional benefits of developing entrepreneurial skills that allow individuals to adapt and thrive in an ever-changing world of work.

9. Utilize tailored educational materials, including local case studies and role models that young people can relate to

It is vital that entrepreneurship education and support provided by ESOs is presented to young people in a manner that is relatable to their lived experience. This means prioritizing the use of role models from similar backgrounds to the young people over the biggest names. The experience of seeing an entrepreneur that looks and sounds like someone from their own background can be substantially more valuable than the examples of celebrity entrepreneurs even if they have not reached the same heights of success.

10. Use school and university level competitions to entice young people into taking their first steps into entrepreneurship

Entrepreneurship competitions provide young individuals with a platform to develop and hone essential skills such as teamwork, problem-solving, critical thinking, and innovation. Participating helps build an entrepreneurial mindset by instilling qualities such as risk-taking, resilience, and self-efficacy. These events provide a supportive environment where young individuals can experiment with their ideas, learn from failures, and gain confidence in their entrepreneurial abilities.

11. Embed entrepreneurship education within the school curriculum

Entrepreneurship should be included in the school curriculum at all levels of the education system. This includes both the direct teaching of entrepreneurship and the embedding of entrepreneurial skills across all aspects of learning. This should include approaches such as project-based learning, entrepreneurial simulations/games, design thinking and lean startup methods. Crucially, entrepreneurship education should not be confined to business courses but embedded across various disciplines to foster a culture of innovation and problem-solving. This can be achieved by encouraging cross-disciplinary projects and holistic learning.

12. Offer entrepreneurship degrees and ensure every student has the option to participate in entrepreneurship modules as part of their degree

Universities should ensure entrepreneurship majors, joint honors, and modules are available to every student. Students should also have the opportunity to have their startup ideas incubated while at university.

13. Provide long-term funding for extra-curricular enterprise projects in schools

Governments should ensure that long-term funding is available for concrete extra-curricular enterprise projects and student company activities at school level. This should include School-Based Ventures that allow students to start and run small businesses within the school community, hackathons, and awards for those who achieve entrepreneurial success.

14. Ensure that pupils and students receive practical experience of entrepreneurship

Schools should promote vocational training and apprenticeships program whilst also promoting experiential and learning-by-doing methodologies in the classroom. Collaboration with external partners such as entrepreneurs, ESOs, business owners, industry representatives, and community organizations can provide valuable resources and real-world insights. This can be achieved through: guest lectures and workshop, mentorship programs, internships and field trips.

15. Long-term funding for ESOs focused on skills development programs tailored for young people

Policymakers should recognise that not all entrepreneurship education is received in schools and other educational institutions, with many young people developing enterprise skills through programs run by ESOs and other organizations such as charities, social enterprises and youth clubs. Policymakers should ensure that these organizations receive long-term funding to provide entrepreneurship education and training to young people outside of formal education.

16. Develop entrepreneurial competencies in educators

Teachers also need to be trained in innovative methods of delivering entrepreneurship education. To effectively teach entrepreneurship, educators must grasp essential entrepreneurial attitudes and skills, and they need specialized training in entrepreneurship. This training should emphasize experiential learning and project-based activities, guiding students to identify the best solutions rather than simply providing answers. Policymakers should ensure that initiatives are in place to share common platforms, projects and teaching materials.

17. Promote entrepreneurship educators' networks

Schools should also collaborate to establish networks for educators to share best practices and collaborate on entrepreneurship education initiatives. Educators' networks often include mentorship programs where experienced educators and entrepreneurs provide guidance and support to newer members. This mentorship can help educators refine their teaching methods, develop new course content, and address challenges they encounter in the classroom. Mentorship also provides emotional support, helping educators stay motivated and inspired.

18. Digital Training for young people

Establish programs that focus on developing a range of digital skills, including basic computer operation, advanced technical skills like web design and multimedia production, productivity tools, algorithms, WebFiling, digital sales platforms and digital marketing platforms. These programs can be offered as part of formal education or as extracurricular activities.

19. Provide access to technologies for disadvantaged youth

Policymakers should fund the provision of technologies available to youth through education institutions, enterprise support organizations and youth groups. Efforts should also be made to collaborate with private sector companies to expand internet connectivity and provide affordable access to digital tools. Such partnerships can help bridge the digital divide and ensure equitable access to digital resources.

20. Offer founder stipends to promising young entrepreneurs

Policymakers should provide funder stipends to a select number of promising young entrepreneurs who have innovative projects at the idea stage of development. The funding should cover living costs over a period of 6 to 12 months to ensure that the young people have sufficient time develop their idea into a full-fledged startup without having to worry about securing an income alongside their entrepreneurial work.

21. Welfare for entrepreneurs

Policymakers should create pathways for young entrepreneurs to continue receiving financial support from the welfare system while they are in the early-stages of launching a business. Doing so will remove a significant financial penalty for young entrepreneurs looking to step into the world of entrepreneurship.

22. Targeted outreach to marginalized groups

Young people from marginalized communities should receive targeted outreach from educational institutions and enterprise support organizations seeking to develop youth entrepreneurs. Moreover, programs should consider ways in which they can be tailored to the experience of young women, ethnic minorities, indigenous peoples, carers, refugees and people with disabilities.

23. Targeted financial support and mentoring for young entrepreneurs from marginalized groups

Policymakers should provide targeted funding and mentorship programs for young entrepreneurs from marginalized communities. They should also strengthen the ecosystem surrounding marginalized communities through grants to organizations who support these entrepreneurs that allow them to expand their operations or offer new services.

Policy case studies

- NGO
- Academic Institution
- Government
- Multilateral
- Public-private partnership
- Private

6 Entrepreneurship promotional campaigns: [Global Entrepreneurship Week \(Global\)](#)

Global Entrepreneurship Week is a large international campaign to celebrate and empower entrepreneurs in every country and community around the world. Operational in 200 countries, GEW operates as a coordinated, worldwide initiative that brings together entrepreneurs, innovators, and ecosystem supporters across the globe. It reaches 10 million people each year through over 40,000 events that include workshops, seminars, networking sessions, pitch competitions, and mentorship opportunities.

7 Exposure to entrepreneurs: [Be an Entrepreneur \(Spain\)](#)

The 'Be an Entrepreneur' Program is designed to inculcate entrepreneurial thinking in students at the secondary education level. An integral part of the program is the provision of firsthand insights into the entrepreneurial journey, brought to the classrooms by real entrepreneurs. By bringing real entrepreneurs into classrooms, the program provides students with firsthand insights into the entrepreneurial journey and equips them with the necessary skills to navigate it.

8 Careers guidance: [Cascais Entrepreneurial Schools \(Portugal\)](#)

The Cascais Entrepreneurial Schools program is an enterprise education initiative that allows students (from 7 years old up to 22 years old) develop entrepreneurial skills, understand the different stages of the entrepreneurial process and be aware of the role that entrepreneurship plays in economic and social development. The school ensures that students receive expert-led careers guidance tailored to the unique entrepreneurial journey that many young people lack exposure to.

9 Role models: [RYSE \(Malaysia\)](#)

RYSE is a Malaysian research and social outreach project that aims to empower Malaysian youth through exposure to stories and experiences in entrepreneurship and employability. RYSE recognizes the importance of role models in inspiring and guiding young entrepreneurs. The program incorporates role models in several ways to support its mission including through "Tauke Talks" and "Ready, Set, RYSE events" where small business owners share their experiences in starting and building their own businesses.

10 Entrepreneurship Competitions: [Ireland's Best Young Entrepreneur \(Ireland\)](#)

Ireland's Best Young Entrepreneur (IBYE) is a competition run by Ireland's 31 Local Enterprise Offices (LEOs) with the support of the Department of Enterprise and Innovation, and Enterprise Ireland. It is run across three categories: Best Business Idea, Best Start-Up Business and Best-Established Business. Last contested in 2019, the program is underpinned by €2 million prize fund with an IBYE investment fund of €50,000 each. The County Finalists also receive a suite of targeted business support and mentoring from their LEO.

11 School curriculum: [The Youth Entrepreneurship Strategy for Wales \(United Kingdom\)](#)

The Youth Entrepreneurship Strategy (YES) for Wales employs a comprehensive framework designed to foster entrepreneurship among young people across Wales. One of the core strands of the strategy prioritizes embedding entrepreneurial learning within the curriculum with a focus on skills and worked to develop and disseminate entrepreneurial learning resources such as the Dynamo Curriculum Material. It also placed entrepreneurship within the ESTYN inspection framework for schools and other learning settings.

12 University degrees and modules: [Entrepreneurship Development in Higher Education Program \(South Africa\)](#)

The Entrepreneurship Development in Higher Education (EDHE) program is a platform that encourages student and graduate entrepreneurship within the context of higher education in South Africa. The program was initiated to transform universities into entrepreneurial spaces and to stimulate innovation and technology transfer within these institutions. The framework also seeks to provide universities with guidance on how to develop and deliver effective entrepreneurship education programs.

13 Funding for extracurricular activities: [Entrepreneurship Through Education \(Malta\)](#)

The Entrepreneurship Through Education program integrates entrepreneurial education into the school curriculum and encourages a culture of entrepreneurship among students through a variety of activities including: providing grants of up to €5,000 to schools and colleges to support the implementation of projects related to entrepreneurship education. This funding is part of an annual scheme issued by the Ministry for Economy, Investment, and Small Business in collaboration with the Ministry for Education and Employment.

14 Vocational training: [Erasmus for Young Entrepreneurs \(EU\)](#)

Erasmus for Young Entrepreneurs (EYE) provides opportunities to aspiring or newly established entrepreneurs to go abroad within Europe to develop their entrepreneurial competences in running a small business with an experienced entrepreneur. New entrepreneurs benefit from on-the-job training in a host company abroad to develop their entrepreneurial skills, and gain business knowledge and experience on managing a small business from their direct collaboration with the host entrepreneur.

15 ESOs focused on skills development programs tailored for young people: [The Youth Entrepreneurship Programme \(Latin America and the Caribbean\)](#)

The Youth Entrepreneurship Programme (YEP) was a major initiative that addressed youth unemployment by strengthening support services for vulnerable youth across 10 countries Latin America and the Caribbean (LAC). This included entrepreneurship and life skills training, business counseling, technical advisory services, mentoring, and in some cases, access to finance through seed grants or loans. Over 20,000 new businesses were supported and 13,000 jobs created through the program.

16 Teacher training: [The Entrepreneurial Learning Strategy \(North Macedonia\)](#)

The Entrepreneurial Learning Strategy of North Macedonia is a comprehensive plan aimed at fostering an entrepreneurial culture and enhancing entrepreneurial skills across various educational levels and sectors. The strategy includes measures to improve the entrepreneurial learning competencies of teachers across all levels of education, ensuring that every teacher is entrepreneurially literate. It emphasizes the importance of continuous teacher development and ensuring training reflects the real needs of modern markets.

17 Educator networks: [The South East European Centre for Entrepreneurial Learning \(South East Europe\)](#)

SEECEL was an independent, non-profit institution operating across several nations to support the inclusion of entrepreneurial learning at all levels of education including the development of entrepreneurial teachers and fostering links between educators across eight countries. The core changes that SEECEL brought to the ecosystems in South East Europe and Turkey was to apply structured regional cooperation modalities and a multilateral structured partnership in the field of human capital development.

18 Digital training: [African Development Bank's Coding for Employment Program \(Africa\)](#)

The African Development Bank's Coding for Employment Program is a training initiative aimed at expanding digital skills among African youth, particularly in rural communities. At its core, the program seeks to enhance their employability and competitiveness in the modern job market. The program aims to bridge the digital divide by providing free technical courses in areas such as web development, digital marketing, data science, and design, along with crucial soft skills like critical thinking and project management.

19 Funding access to technology: [Higher Education Development Project \(Pakistan\)](#)

The HEDP equips students and institutions in Pakistan with modern technology through several targeted initiatives aimed at enhancing the learning environment and administrative efficiency. This includes the installation of high-speed internet, modern computer labs, and smart classrooms that facilitate interactive and digital learning experiences. Likewise, HEDP supports the development and implementation of e-learning platforms that allow students to access educational resources remotely.

20 Founder stipends: [Entrepreneurship Passport \(Portugal\)](#)

The Entrepreneurship Passport was a support program targeted at youth entrepreneurs that ran between January 2013 and September 2015. The program provided financial and technical support, including a monthly stipend, and mentoring. Participants received a monthly grant worth €691.70 for 4 to 12 months (dependent upon evaluation) and was designed to give young entrepreneurs the financial freedom to pursue their concept without their focus being distracted.

21 Welfare for youth entrepreneurs: [Startup-friendly Unemployment Benefits \(France\)](#)

French unemployment law supports entrepreneurs by allowing them to continue receiving unemployment benefits during the initial years of their business. For two full years after quitting their work French residents can claim up to 60% of their previous salary of up to a maximum of 30k/year. This gives sufficient freedom and time for French residents to get started on their startups. Enacted in 2001, the reforms allow founders to receive benefits for the first three years of their business and remain eligible in the event the business fails.

22 Outreach to underserved communities: [Sydney School of Entrepreneurship \(Australia\)](#)

The Sydney School of Entrepreneurship (SSE) operates by offering academic and co-curricular, generally delivered over a 10-week online period with opportunities for the on-campus experience. Crucially, SSE aims to broaden access to opportunities for learners from the First Nation communities and has committed to increasing the proportion of learners from low socio-economic and historically under-represented groups, including young people, women, and Culturally and Racially Marginalized (CARM) communities.

23 Tailored support for underserved communities: [Orange Corners Côte d'Ivoire \(Côte d'Ivoire\)](#)

Orange Corners Côte d'Ivoire supports young entrepreneurs through training, mentoring, funding support and networking opportunities. Several measures have been taken to tailor the program to female entrepreneurs including: providing gender sensitivity training for all program leaders, targeted outreach tours specifically in female ecosystems during recruitment, use of accessible language and visual communication to better connect with potential female participants and organizing female focused events to build confidence.

School Checklist:

Barriers	Actions
Lack of Self-belief	<ul style="list-style-type: none"> • Raise awareness of entrepreneurship • Offer expert career advice • Entrepreneurs in residence and visiting speakers • Launch entrepreneurial competitions
Limited Opportunities to Develop Skills	<ul style="list-style-type: none"> • Embed entrepreneurship within the curriculum • Provide long-term funding for extracurricular enterprise projects • Offer vocational training • Entrepreneurship training for teachers • Promote entrepreneurship educators' networks • Digital training for young people
Economic and Time Constraints	<ul style="list-style-type: none"> • Provide resources for test trading
Marginalized Communities	<ul style="list-style-type: none"> • Support marginalized groups participate in entrepreneurial activities

University Checklist:

Barriers	Actions
Lack of Self-belief	<ul style="list-style-type: none"> • Raise awareness of entrepreneurship • Offer expert career advice • Entrepreneurs in residence and visiting speakers • Launch entrepreneurial competitions
Limited Opportunities to Develop Skills	<ul style="list-style-type: none"> • Embed entrepreneurship within the curriculum • Provide long-term funding for extracurricular enterprise projects • Offer vocational training • Entrepreneurship training for teachers • Promote entrepreneurship educators' networks • Digital training for young people
Economic and Time Constraints	<ul style="list-style-type: none"> • Provide resources for test trading
Marginalized Communities	<ul style="list-style-type: none"> • Support marginalized groups participate in entrepreneurial activities
Access to Support Services	<ul style="list-style-type: none"> • Launch and support accelerator & incubator programs that work with youth entrepreneurs • Facilitate academic spinouts • Promote the formation of networks among young entrepreneurs and their peers

Case Study

Name: Yogesh Gawande
Business name: Niyo Innovative Solutions LLP
Supported by: BYST, India
Programme: Awareness Generation Programme



Yogesh's journey as an entrepreneur began when he was at school. Inspired by the rural area he grew up in and knowing that farmers usually carry heavy, 20-litre tanks on their back when they work in their fields, he wanted to create a better solution that would make their work easier. Yogesh created a wheel-based sprayer that would help the farmers reduce the time, effort and cost of spraying their fields.

He enrolled in training and support with BYST who began supporting him directly by advising him on how to improve his products and business. The support from BYST also included mentoring. He was connected to a local business leader, who guided him on how to improve his product. This opportunity to learn and work with the professional team at the mentor's factory allowed him to develop a new tank, new nozzles and complete the redesigned product.



I didn't have much knowledge of design, so I learned it in my mentor's factory. The team working there taught me how the process works and helped me to design my product tank.



Another essential factor in BYST's support to Yogesh was helping his funding. He used the grant for manufacturing and purchasing raw materials and was able to leverage free online resources to market his product. Yogesh's business has had a ripple effect, leaving an impact on his life, family, and community. When he first considered starting his business, his father expressed doubts and encouraged him to search for a job instead. Today, his father is an important partner in the company and often identifies opportunities for new products that solve specific agricultural challenges for farmers. With his 25 years of experience as a farmer himself, he often has some good ideas for what problem they could solve.

Yogesh has also signed up as a mentor for some university students and allows them to make products using his factory and supports them with materials to develop their own ideas. He guides them on how they can convert their projects to actual products capable of turning them into businesses. In this way, Yogesh now gives back what he was fortunate to get from his mentor.



Business Environment



Overview

Young people who are lucky enough to have the opportunity to become entrepreneurs find themselves entering a business environment unique to their jurisdiction that can be complex, uncompromising and severely limiting to innovation. This is a challenge for all entrepreneurs but it is felt especially acutely by young entrepreneurs who lack the experience of navigating complex bureaucracies. The most innovative technologies can be blocked entirely by outdated regulations that stifle innovation.

From inception and through every stage of development, startups face regulatory challenges, whether it's in the process of company registration, dealing with the administrative demands of taxes, labor laws, or navigating intricate social security requirements. Governments should ensure that the legal mechanisms that entrepreneurs use take a matter of hours, not weeks and months. Policymakers also need to demystify the steps required of new founders and provide clear guidance that is easy to access.

Overall challenge	Impact on Youth	Solutions
High barriers to business registration	Especially problematic for young people who have less resources or income to rely upon	<ul style="list-style-type: none"> Fast and simple startup registration
Unnecessarily complex regulatory procedures and burdens in areas such as licensing and taxation	Young people generally lack experience navigating bureaucratic systems	<ul style="list-style-type: none"> Remove burdensome regulations Streamlined processes including fast track permits Digitalization of all government services Simple and competitive tax environment
Legal consequences of business failure	Fear of legal consequences of failure can be especially off putting to inexperienced entrepreneurs	<ul style="list-style-type: none"> Fail fast procedure
Fragmented advice and guidance for new entrepreneurs	Young people can be scared off from launching a business due to limited knowledge of complex regulatory issues	<ul style="list-style-type: none"> Single Digital Gateway for Startups

Challenges

- High businesses registration costs are especially problematic for young people who generally have less resources or income to rely upon
- Unnecessarily complex regulatory procedures can impede and prevent young people who lack experience navigating bureaucracy from launching their businesses or securing essential licences
- Fear of the legal consequences of business failure can be off putting to inexperienced entrepreneurs
- Young people can be scared off from launching a business due to limited knowledge of complex regulatory issues such as copyright, patent or trademark regulations
- It can be difficult for young people to gain access to the essential bits of guidance that would allow them to navigate the regulatory burdens of launching a business

Case Study

Name: Karina Nester
Business name: World of Poetry
Supported by: Youth Business Poland (YBP)
Programme: Business Employability Skills Training (BEST) by Futuremakers



Karina Nester entered Youth Business Poland's Business Incubation programme under BEST by Futuremakers with a clear vision: to create a cultural space in Warsaw, Poland called "World of Poetry," where people could experience Ukrainian culture through poetry. However, the realisation of this dream required significant investment.

Undeterred by financial constraints, Karina began organising cultural events around Warsaw to generate income, a shift inspired by the facilitators of the programme. They supported her with building a sustainable business model, even without upfront capital.

Throughout the programme, Karina gained valuable insights into the legal and financial aspects of running a business in Poland. She learned about the differences between registered and unregistered businesses, Polish tax laws, and how to develop a solid business model for her venture. The programme connected her with experienced experts who shared their knowledge and provided crucial guidance.

One of the most valuable outcomes of the programme was the network Karina built. She met like-minded individuals, many of whom she has since begun collaborating with, further strengthening her business prospects.

For Karina, the Business Incubation programme was transformative. It provided her with practical skills, business knowledge, and a supportive community, enabling her to move closer to her goal of launching her own business.

Karina plans to officially start "World of Poetry" by the end of 2024, thanks to the programme's guidance and her newfound confidence in managing her entrepreneurial journey.



Solutions

24. Establish fast registration for startups

Entrepreneurs should be able to launch startups in less than 24 hours in a way that creates the minimal amount of regulatory friction and for the lowest possible cost. Establishing or improving one-stop shops can also significantly reduce the complexity of the registration process by allowing entrepreneurs to complete all necessary paperwork in one location.

25. Remove burdensome regulations and empower entrepreneurs to identify areas for reform

Policymakers should be continuously evaluating processes and regulation – in conversation with entrepreneurs themselves – to ensure that regulations are simplified and the financial cost of bureaucracy for startups is reduced to the lowest possible level. In built in to this process there should be a formal way for entrepreneurs to flag regulation in need of reform. Areas that should be considered include: intellectual property, employment laws, financial compliance, data privacy and security, corporate governance, auditing and industry-specific regulation.

26. Essential processes such as securing required licenses or permits should be streamlined and fast-track procedures for startups should be implemented

Where possible policymakers should seek to simplify the licensing process to a single communication, removing the need to contact multiple local and national agencies. Dedicated teams should be in place to ensure the speedy approval of licenses and to support applicants where they are experiencing challenges.

27. Digitalize government services and provide open access to public data

To ease the formation of new companies and take advantage of technological opportunities, governments need to ensure that their own frameworks and provision of services have been modernized. Business services should be consolidated on a single digital platform and public data should be free and open to all businesses in an easily understandable format.

28. Ensure that startups benefit from a simple and competitive tax system

The tax code remains one of the most powerful levers at the disposal of governments. Newly formed companies are typically operating on a shoestring budget and are especially vulnerable to unexpected costs, consequently policymakers should ensure that new startups face the minimum tax burden possible and are not operating at a disadvantage compared to international competitors.

29. Establish a “Fail Fast” insolvency mechanism for startups

Governments should establish a Fail Fast procedure that offers a quicker and more efficient way to liquidate assets and settle debts than traditional bankruptcy. This will both encourage entrepreneurs to innovate without the fear of lasting legal consequences and enable founders to restructure their debts and potentially launch new projects.

30. Launch a Single Digital Gateway for all important information for startups

Governments should provide all legal documents and guides relating to business formation through a Single Digital Gateway that presents the details in a format that is easy to consume. In particular, new entrepreneurs should have easy access to guidance on complex regulatory issues such as copyright, patent or trademark regulations.

Policy case studies

● NGO ● Academic Institution ● Government ● Multilateral
● Public-private partnership ● Private

24 Fast business registration: [Business Registration Single Window \(Iraq\)](#)

Prior to 2020, registering a business in Iraq was a cumbersome task with loopholes that opened the doors to corruption. The process required an entrepreneur to take 35 separate steps, make multiple in-person visits to various offices, and pay a variety of fees. The single window system replaced that with an online portal that allows founders to create businesses entirely online, with no in-person visits to government offices and just a few clicks – or five easy steps – from a web browser.

25 Removing unnecessary regulations: [Better Regulation \(Germany\)](#)

The Better Regulation Program is a wide-reaching initiative run by the German Federal Government that is designed to create better regulation and remove superfluous bureaucracy. Through the program, more than 50 measures and projects to reduce red tape and simplify regulations have been introduced and implemented across the Federal government leading to a permanent annual cut in administrative burdens for businesses worth €12.3 billion which represents a 25% reduction since 2006.

26 Fast track permits: [Entrepreneur's Desk \(Portugal\)](#)

The Entrepreneur's Desk is a comprehensive digital platform in Portugal designed to facilitate various services related to businesses. This includes the Zero Licensing initiative, which eliminated the need for several licenses by replacing them with a simple communication through the Entrepreneur's Desk which had all previously involved contacting multiple local and national level agencies. Zero Licensing also aims to simplify the process of installation, modification and closure of establishments.

27 Digitalization of government services: [e-Estonia \(Estonia\)](#)

e-Estonia is an initiative that has transformed Estonia into an advanced digital society with digitalized government services. Through platforms such as X-Road, Estonia provides seamless digital government services, reduce bureaucracy, and save time and resources for both citizens and the state. It is estimated that the reduced administrative burden corresponds to fiscal savings of around 2% of Estonia's GDP annually and more than 3225 years of working time saved annually for the state and citizens combined.

28 Competitive tax environment: [Law on Tax Benefits for Newly Formed IT Companies \(Armenia\)](#)

The Law on Tax Benefits for Newly Formed IT Companies is a piece of legislation introduced in 2015 aimed at supporting and encouraging the growth of IT startups in Armenia. The benefits include an exemption from paying corporate income tax which would typically be 20% and a reduced income tax rate of 10% for employees of tech startups. Initially introduced to be in effect from 2015 until 2022, the benefits of the law have been extended by the government due to the law's contribution to new companies and jobs.

29 Bankruptcy laws: [Fail Fast Procedure \(Italy\)](#)

The Fail Fast procedure is a special insolvency mechanism tailored for innovative start-ups, aiming to streamline the process of handling business failures. Unlike traditional bankruptcy, the procedure offers a quicker and more efficient way to liquidate assets and settle debts. The mechanism allows businesses to restructure their debts and potentially restart with new projects. It aims to reduce the stigma and severe penalties associated with business failure, making it easier for entrepreneurs to take risks and pursue new ventures.

30 Single digital gateway: [The One-Stop Web Portal for Taiwan Entrepreneurs \(Taiwan\)](#)

The One-Stop Web Portal for Taiwan Entrepreneurs is a comprehensive online platform designed to help entrepreneurs in Taiwan access valuable startup services and mentoring resources by the government and other organizations. The portal averages 45 thousand visitors per week. Additionally, a report in 2016 revealed that the portal's integrated startup guidance services for youths had created 3,740 startups through the network support with over 40 percent of them being innovative high-tech businesses.

Case Study

Name: Ji-eun Yoo

Business name: Yooji Company

Supported by: Work Together Foundation, South Korea

Programme: High Flyers South Korea



Ji-eun Yoo, founder and CEO of Yooji Company, launched her business in 2022 to create an AI-based platform, "MASTO," which supports overseas sellers entering the Korean direct-purchase market. Despite her enthusiasm, Ji-eun encountered significant challenges due to her limited entrepreneurial knowledge, particularly around legal and operational aspects.

To overcome these hurdles, Ji-eun joined Work Together Foundation's High-Flyer Investment Track, which proved pivotal for Yooji Company's development. The programme offered extensive support, covering fundraising, legal aspects, and mentoring. Legal education, in particular, was essential for navigating investment contracts and understanding the intricacies of the business landscape. These insights enabled Ji-eun to make more informed decisions, such as refining MASTO's target markets and focusing on specific sectors like Japan and food products. The networking opportunities and mentoring allowed Ji-eun to connect with investors and other entrepreneurs, fostering collaboration and strategic growth.

One of the major legal challenges Ji-eun faced involved understanding investment contracts, which is crucial for any startup. The programme's guidance on these legal matters gave her the confidence to manage negotiations and plan for future business expansion.

Ji-eun also had to overcome gender-based barriers, especially in the Japanese market, where it's uncommon for women to attend business meetings. She had to collaborate with male representatives to navigate this cultural obstacle. Despite these challenges, Ji-eun remains committed to growing her business and achieving success.

Looking ahead, she plans to focus on B2B operations and aims to support sellers entering both Korean and international markets. Ji-eun's story highlights the importance of legal and entrepreneurial support, especially for young women in business, as they work to overcome challenges and achieve success.



Barriers to Financial Growth



Overview

For society to reap the benefits of youth entrepreneurship it is essential that young founders are able to scale their businesses, adding jobs and value to their ecosystems in the process. It is well established that one of the most substantial challenges any entrepreneur encounters is gaining access to capital at a time that allows their company to grow. Early-stage companies with promising ideas often fail if they cannot secure the necessary funding to advance their products to a stage where they generate revenue.

Crucially, startups typically struggle to obtain loans from traditional lenders because they lack the collateral needed to secure a loan and do not have an established track record to present to banks. This is especially true of young entrepreneurs who have little to no track record and are unlikely to be able to provide collateral. Even in markets with advanced financial systems, such as Europe, only 33% of young entrepreneurs secured funding from banks.

To address this issue, policymakers and other stakeholders in the ecosystem have implemented various strategies and policies to aid early-stage companies. These efforts encompass popular initiatives like grants, equity investments, loan guarantee programs, co-investment funds, crowdfunding, and tax relief schemes. However, many of these products are unsuitable for youth entrepreneurs and support is often out of reach due to complicated and competitive application procedures.

Research also indicates that merely providing financial access is inadequate for the success of young entrepreneurs. They require more than just grants or loans; a comprehensive approach is essential, one that connects their personal and business skills with appropriate resources. A financially healthy young entrepreneur is someone who is knowledgeable about financial products and services, resilient to financial shocks, capable of achieving business goals, and confident in managing business finances. Previous work by YBI demonstrates that there are three pathways to achieve widespread financial health amongst young entrepreneurs¹²:

- **Supportive Entrepreneurial Ecosystem:** Creating an environment that fosters entrepreneurship through policy support and infrastructure.
- **Inclusive and Accessible Financing:** Ensuring young entrepreneurs have access to financial services and products that are inclusive and cater to their needs.
- **Skill Development:** Directly enhancing the financial literacy and business management skills of young entrepreneurs

Overall Challenge	Individual Barriers	Solutions
Access to Finance	Stringent creditworthiness criteria and collateral demands for loans exclude most young entrepreneurs from access to traditional financing options	<ul style="list-style-type: none"> • Bespoke financial solutions for youth entrepreneurs including grants and loan guarantee schemes • Facilitate links between youth startups and investors • Enable alternative forms of finance and promote amongst youth • Recognize business development support and mentoring in lieu of traditional collateral • Establishing a credit bureau to support young people building credit

Overall Challenge	Individual Barriers	Solutions
	Low levels of financial literacy amongst young people	<ul style="list-style-type: none"> Promote youth-oriented financial literacy training
	Complicated and highly competitive application processes for existing financial products	<ul style="list-style-type: none"> Micro grant programs for early-stage ventures and test trading Revolving loans for informal entrepreneurs
	Inappropriate financial support for youth ventures	<ul style="list-style-type: none"> Micro grant programs for early-stage ventures and test trading Revolving loans for informal entrepreneurs
	Inappropriate financial products and services for young people	<ul style="list-style-type: none"> Develop new youth friendly financial products Remove age restrictions on banking services

Challenges

- High credit and collateral requirements for borrowing that shut out young people from access to traditional forms of capital.
- Low levels of financial literacy amongst young people
- Application processes for financial support aimed at startups can be overly complicated and difficult for inexperienced entrepreneurs to navigate
- Many existing programs that offer financial support are inappropriate for young entrepreneurs offering higher levels of funding than required for smaller ventures
- In appropriate financial products/services and excessive age-based restrictions on basic necessities such as opening a bank account

Case Study

Name: Elizabeth Atieno
Business name: Ento Farm
Supported by: Somo, Kenya
Programme: Revolving Loan Fund



Elizabeth Atieno, the founder of Ento Farm, has built a successful waste management enterprise that uses black soldier flies to transform organic waste into high-quality animal feed protein and organic fertilizer.

With an initial seed grant of KES 70,000, Elizabeth was able to bring her innovative waste conversion idea to life, upcycling 15 tons of organic waste into valuable animal feed. This initiative quickly garnered attention and established Ento Farm as a promising business in the market.

However, as demand grew, Elizabeth faced production challenges. To overcome these, she secured a KES 300,000 loan through the Revolving Loan Fund, implemented by Somo with support from YBI and funded by Standard Chartered Foundation as part of Futuremakers by Standard Chartered. This financial support enabled her to expand operations, moving to a midsize facility and purchasing essential breeding equipment. With these upgrades, Ento Farm's production capacity is expected to increase fivefold within three months, allowing the business to upcycle 10 tons of waste per month. This expansion sets the business up for significant revenue growth, potentially reaching KES 7 million annually.

In addition to financial support, Elizabeth also benefited from Somo's advisory services tailored specifically for women entrepreneurs. These services enhanced her financial literacy, equipping her with the skills to make critical business decisions and strategically manage both loans and savings.

Elizabeth's determination, combined with the financial support she received, has not only driven the growth of Ento Farm but also strengthened her dedication to environmental sustainability.



Solutions

31. Create bespoke funding options for youth entrepreneurs including grants and loan guarantees

Policymakers should adopt an entrepreneurial mindset throughout the process of distributing funds. Policymakers need to strike a balance between the distribution of grants and loans that suits their youth ecosystems unique set of needs while being careful not to crowd out private sources of funding. Consequently, policymakers should use these tools only where there is a clear market gap or the potential for stimulating further private funds.

32. Facilitate links between youth startups and investor networks

By fostering direct interactions between young entrepreneurs and investors, ESOs can both improve access to capital and help young entrepreneurs develop a stronger understanding of the industry that adds valuable industry and strategic advantage. ESOs should look to establish spaces for connections to occur that include workshops, conferences and one-on-one meetings.

33. Enable alternative forms of finance and promote their use amongst youth entrepreneurs

Technological and regulatory advancements have introduced numerous new alternative financing methods – such as crowdfunding and convertible notes – that many startups and SMEs are using. However, these options are not accessible in all regions due to existing regulations. These methods provide a more timely and flexible way to raise funds, particularly for companies in the early stages of development. Policymakers aiming to provide young entrepreneurs with a comprehensive range of financing options should ensure that their regulatory frameworks do not limit the most popular forms of alternative financing and that they are widely promoted as options to young people.

34. Develop alternative approaches to collateral requirements for young entrepreneurs

Policymakers should work with lenders to develop different approaches to meeting young people's financial needs and recognize business development support, psychometric tests, and mentoring in lieu of traditional collateral. Other alternatives include personal references, solidarity group guarantees or borrowing against future savings.

35. Establishing a credit bureau to support young people building credit

Credit bureaus can help fill the gap in the credit history of young entrepreneurs by collecting and maintaining data on alternative credit activities, such as utility payments or rental payments, which can be used to build a credit profile for young entrepreneurs. By providing comprehensive credit reports, credit bureaus can help financial institutions assess the creditworthiness of young entrepreneurs more accurately. This can lead to increased access to loans and other financial products tailored to their needs.

36. Promote financial health and literacy amongst young people

Young entrepreneurs need to be fully aware of the risks and opportunities associated with borrowing in order to utilize the financial system to the maximum benefit of their ventures. Policymakers should promote and incentivise the uptake of programs that increase financial literacy to young people both in and out of education.

37. Target support and guidance for young entrepreneurs navigating grant and loan applications

Actors within the ecosystem should offer expert advice and guidance for young entrepreneurs attempting to navigate grant and loan applications for the first time. Doing so will both increase the likelihood of young entrepreneurs receiving the grants and reduce the number of people put off from applying by the complexity of the process and low confidence in a successful outcome.

38. Random selection for grant funding

Policymakers should experiment with alternative processes for selecting grant recipients. As well as time consuming for entrepreneurs, the process of selecting viable candidates for grants requires substantial resources and expertise that governments often lack. Randomized selection for funding has proven to be an innovative solution and demonstrated impressive results where trialed.

39. Create micro-grant programs that reflect the lower levels of financial support sought by many young entrepreneurs

Micro grants provide young entrepreneurs with the initial funding needed to launch their business ideas. This is crucial for those who may not have access to traditional financing options due to a lack of credit history or collateral. In particular, potential entrepreneurs in training, school or university should be given the opportunity and resources to test proof of concept on a micro level with a small amount of funding.

40. Revolving loans for youth entrepreneurs in the informal sector

Youth entrepreneurs in countries with large informal sectors should be provided loans allowing those excluded from the financial landscape to access capital and grow their businesses into commercially viable and investable models. As a revolving fund, the capital repaid by borrowers is reinvested to support additional entrepreneurs, thereby creating a sustainable cycle of financial support. Additionally, this enables young entrepreneurs to develop a positive credit history, establish their creditworthiness, and legally register their businesses, paving the way for access to more conventional financial support from formal financial institutions.

41. Work with financial institutions to develop new financial products and the development of youth friendly technologies

The government can assist financial institutions, including banks, credit cooperatives, private equity firms, and venture capitalists, in understanding the needs of young people. In particular, providing young people with the chance to open and manage a savings account, boosts their credibility with financial institutions and can potentially improve their access to financing. In rural areas of the developing world, new technologies such as mobile banking offer an exciting path to reach a large number of young people operating outside of the traditional banking system.

42. Remove age restrictions on banking services

Reducing the age limit to enable individuals under 16 to open a bank account, implementing a child proxy system for parents or legal guardians to open accounts for those under 18, and accepting alternative forms of identification can enhance financial institutions' ability to support youth-led startups and improve young people's access to financing.

Policy case studies

● NGO ● Academic Institution ● Government ● Multilateral
● Public-private partnership ● Private

31 Finance programs for youth: [The Young Entrepreneur Program \(Georgia\)](#)

The Young Entrepreneur program was a state-funded co-financing initiative aimed at promoting entrepreneurship among young people in rural areas in Georgia. The total investment generated by the program, including both government co-financing and beneficiary contributions, was estimated at 24.6 million GEL. The program benefited 241 young entrepreneurs in total, leading to an 80% increase in annual income for the participants of the program.

32 Linking investors with youth entrepreneurs: [Africa Angel Academy \(Angola & DRC\)](#)

Orange Corners and Viridian have collaborated to support emerging angel investors from Angola and DRC to participate in the African Angel Academy, a pan-African learning and networking program. This tailored program runs for 13 weeks, concluding with virtual startup showcase events. Participants gain insights into angel investing from Africa's leading angel investors, develop their individual investment strategies, and connect with promising startups from Angola and the DRC.

33 Alternative finance: [Crowdfunding Law \(France\)](#)

In 2021 the French government implemented legislation to modernize the regulatory framework and provide more favorable conditions for startups and entrepreneurs to raise funds through crowdfunding campaigns. Since the regulatory changes, the French crowdfunding market has experienced significant growth with a 62.2% increase in 2022. The success rates for donation-based projects are also high (75.88% for donations without rewards and 75.54% for donations with rewards).

34 Alternatives to traditional collateral: [Reayah Welfare Payment Program \(Yemen\)](#)

Al Amal Microfinance Bank has collaborated with IFAD Rural Youth Economic Empowerment Program (RYEEP) to offer a range of financial products that do not require traditional collateral to young entrepreneurs. The Reayah Welfare Payment Program targets poor households receiving government support payments. Through this product, Al Amal offered small loans for entrepreneurs with the government support payments used as collateral and reached over 3000 entrepreneurs.

35 Utilizing credit bureaus: [Credo Bank \(Georgia\)](#)

Credo Bank is a prominent financial institution in Georgia, known for MSMEs with accessible financial services to underserved populations. Credo Bank utilizes credit bureau services for formal credit checks, while also engaging with local village councils to gather additional insights. By compiling this data, loan officers are better equipped to monitor their clients' financial well-being and prevent situations of over-indebtedness while including applicants who are unable to offer traditional forms of collateral.

36 Youth financial literacy: [Zimbabwe:Works \(Zimbabwe\)](#)

Zimbabwe: Works was comprehensive initiative that provided an array of non-financial services aimed at fostering entrepreneurship among youth. These services included financial literacy training, business development support, assistance with proposal development, marketing, record keeping, and compliance with legal regulations. 29,000 young people participated in the program including 9,029 who received financial literacy training. Overall, it enabled participants to create 6,000 jobs generate a total income of \$31 million.

37 Navigating loan/grant applications: [The ENYA Foundation \(Australia\)](#) 

ENYA is a national non-profit organization that provides financing, mentoring, and support tools to aspiring young entrepreneurs aged 18-39. In particular, ENYA also provides comprehensive guidance for young entrepreneurs applying for grants and loans through several key resources and support mechanisms: including financial literacy workshops, pitch development courses, business plan writing seminars, grant writing workshops, mentorship programs, networking events and a digital resource library.

38 Random selection for funding: [YouWin! \(Nigeria\)](#) 

Nigeria YouWIN! is a unique youth entrepreneurship initiative which offers 1,200 grants of 10 million Naira each (around €28,000) to young Nigerians with the aim of empowering young Nigerians to start or expand existing businesses. What is unusual is that the program did not actually select the winning applicants; they were chosen randomly. A report by World Bank found that the first edition of the program had a considerable impact with 7,000 new jobs created at a cost of just \$8500 per job.

39 Micro grants for test trading: [The Danish Foundation for Entrepreneurship \(Denmark\)](#) 

The Danish Foundation for Entrepreneurship is the national knowledge center and focal point for the development of entrepreneurship teaching at all educational levels. The center offers micro-grants to young and student entrepreneurs, which allows them to test their business ideas in the market and demonstrate proof of concept. The foundation also provides project grants to educational institutions to encourage the development and implementation of entrepreneurship programs and initiatives.

40 Revolving loans: [Revolving Loan Fund \(Kenya\)](#) 

The YBI and Somo Revolving Loan Fund operates as a financial empowerment initiative targeting young, low-income female entrepreneurs in sub-Saharan Africa. The primary mechanism involves providing low-interest loans to these entrepreneurs, enabling them to expand their informal businesses into sustainable, commercially viable enterprises. They are provided with loans between US\$1,000 and US\$25,000 at a five per cent interest rate per annum. The program supported 77 businesses that created 326 new jobs.

41 Youth friendly financial products: [Padakhep Manabik Unnayan Kendra \(Bangladesh\)](#) 

Padakhep Manabik Unnayan Kendra is a national non-governmental organization (NGO) in Bangladesh, established in 1984 that provides microfinance programs for economically disadvantaged individuals including youth and women. Padakhep has developed specific financial products to support street children (age 8-18) in gaining access to credit and banking services. This includes: deposit services, access to savings and credit and comprehensive support through vocational training and social services.

42 Removing age restrictions: [FINCA \(Uganda\)](#) 

FINCA Uganda is a microfinance deposit-taking institution (MDI) that supports youth entrepreneurs through a combination of tailored financial products, educational programs, and initiatives designed to foster entrepreneurship among young people. FINCA also supports under 18s develop financial literacy and banking experience. The primary products available include the FINCA Junior Savings Account and the Star Girl Account which instil the habit of saving early in life and provide a foundation as the child grows.

Case Study

Name: Keerthana Vangapally

Business name: 9NUTZ Millets Private Limited

Supported by: Bharatiya Yuva Shakti Trust (BYST), India



Keerthana Vangapally faced significant financial challenges when launching her millet-based food business, 9NUTZ Millets. Initially, she struggled to secure a loan and navigate the complexities of starting her company.

However, after connecting with Bharatiya Yuva Shakti Trust (BYST), her path to entrepreneurship became clearer. BYST provided hands-on support with the documentation required for a bank loan, ensuring a smooth process without risks or complications. Their guidance enabled Keerthana to successfully submit her project report, ultimately securing the loan she needed to bring her business to life.

With this financial support, Keerthana launched 9NUTZ Millets in August 2021, focusing on producing healthy millet-based snacks and sweets as alternatives to junk food. Her products, which are chemical and preservative-free, have since gained popularity among schools, colleges, hospitals, and IT companies.

Beyond financial aid, BYST connected Keerthana to a mentor who supported her in areas like marketing, packaging, and networking. They also provided her with a free stall at a HiTech Expo, which led to a major order from a government official and allowed Keerthana to expand her business into three additional districts. This growth was essential for scaling her operations and reaching new markets.

Today, Keerthana employs 25 individuals, 23 of whom are women, and sources her raw materials from tribal women. She is focused on expanding her product line, increasing production capacity, and entering international markets like the UK and USA.

Through BYST's support, Keerthana overcame financial hurdles and is now on track to double her revenue and make a lasting impact on the health and well-being of India's youth.



Barriers to Growth Support



Overview

To achieve growth, youth entrepreneurs need to simultaneously secure the capital necessary to fuel their company's growth and tap into a large network of support services that assist them on their journey.

Where a founder launches their business remains one of the key factors in determining their success. Even the most innovative ideas can perish without having the support of well-functioning networks and institutions. Angel investor networks, universities, business support organizations and support networks amongst others each serve essential roles within the ecosystem. Policymakers at all levels must recognize this and are focus significant portions of their resources towards developing and managing local ecosystem to better support entrepreneurs, startups and scale-ups.

Young entrepreneurs require particular support from ecosystem actors to grow their businesses due to several key challenges they face. Young founders often lack the extensive professional networks, mentors, and industry connections that more established entrepreneurs have built up over time. Additionally, young entrepreneurs may struggle with credibility issues, finding it difficult to gain the trust of potential clients, partners, and investors due to their age and perceived inexperience. By providing targeted support through mentorship, training, access to funding, networking opportunities, and other resources, a strong ecosystem can help young entrepreneurs overcome these unique obstacles and develop the skills, connections, and credibility needed to successfully grow their businesses.

Overall Challenge	Individual Barriers	Solutions
Access to Support Services	Lack of access to the physical workspace and technical facilities	<ul style="list-style-type: none"> • Provide dedicated startup campuses and entrepreneurship hubs that are made available to youth led startups • Ensure technical facilities such as wet labs are open to youth entrepreneurs
	Difficulties in commercializing ideas and developing sustainable business models	<ul style="list-style-type: none"> • Launch and support accelerator & incubator programs that work with youth entrepreneurs • Facilitate academic spinouts
	Lack of quality mentorship and guidance for promising youth entrepreneurs	<ul style="list-style-type: none"> • Recruit and promote networks of quality mentors of current and former entrepreneurs from a diverse mix of backgrounds
	Underdeveloped networks for youth entrepreneurs and insufficient peer support that can contribute towards poor mental health amongst young entrepreneurs	<ul style="list-style-type: none"> • Promote the formation of networks among young entrepreneurs and their peers.
	Youth entrepreneurs can become trapped outside of mainstream support networks by only participating in youth programs	<ul style="list-style-type: none"> • Foster better links between youth entrepreneurship networks and more experienced groups • Better funnelling of cohorts on youth entrepreneurship programs
	Lack of adequate support and guidance for green and social businesses	<ul style="list-style-type: none"> • Provide technical training and guidance on how to start and grow a successful Green or Social business • Promote dedicated green and social events, including conferences, hackathons, and networking

Case Study

Name: Elon Alonzo

Business name: Sunbeam Career Development

Supported by: Youth Business Caribbean, Guyana

Programme: Green and Social Entrepreneurship Toolkit



Elon Alonzo, founder of Sunbeam Career Development, faced significant hurdles in expanding her business dedicated to career development for young professionals in Guyana and the Caribbean. Despite her passion and initial success, Elon encountered challenges that threatened her ability to scale her impact.

Sunbeam Career Development was established to address a critical gap in practical learning and confidence-building opportunities for youth. Operating fully online, Elon initially managed the business part-time, supported by a network of young professionals providing expertise as needed. However, scaling the business to reach a broader audience while maintaining quality proved difficult.

The turning point came with support from Youth Business Caribbean through YBI's Green and Social Entrepreneurship Toolkit. This support was instrumental in overcoming several obstacles. Elon received guidance on structuring and planning her business to enhance its impact and sustainability. The toolkit's resources, including impact gap assessments and strategy development tools, enabled her to refine her approach, identify gaps, and develop a strategic plan for growth.

Before the support, Elon struggled with limited understanding of how to effectively scale her business. She lacked a clear strategy and faced challenges in making her services more accessible. The toolkit's guidance helped her create a comprehensive strategy, improving her operational efficiency and market reach. As a result, Sunbeam's impact expanded significantly, providing career development tools and confidence-building programmes to a wider audience.

Elon's business transformed from a modest, part-time operation to a more impactful enterprise with clear goals for future expansion. She plans to broaden Sunbeam's services across all ten regions of Guyana and into the Caribbean.



Challenges

- Lack of access to the physical workspace and technical facilities necessary to launch a successful startup
- Challenges in commercializing ideas and developing sustainable business models
- Lack of quality mentorship and guidance for promising youth entrepreneurs
- Lack of access to technical advice for youth entrepreneurs in specialist fields
- Underdeveloped networks for youth entrepreneurs and insufficient peer support
- Inadequate support and guidance for green and social businesses

Solutions

43. Provide dedicated startup campuses and entrepreneurship hubs that are made available to youth led startups

All startups need space to grow, these hubs can offer affordable or subsidized office spaces, co-working areas, and access to essential infrastructure, which can be particularly beneficial for early-stage startups that may not have the resources to acquire their own facilities.

44. Ensure technical facilities such as wet labs are open to youth entrepreneurs

Some startups can gain substantially from access to equipment or specialized facilities that are typically beyond the reach of small firms with limited resources, such as anechoic chambers, wet labs, wave tanks, supercomputers, and microscopes. Many startups may not realize these facilities are accessible to them, so organizations can take initial steps by cataloguing and promoting available facilities, establishing a single point of contact, and streamlining any related contracts.

45. Launch and support accelerator & incubator programs that work with youth entrepreneurs

Policymakers should aid in the development and strengthening of entrepreneurial ecosystems by enhancing their network of incubator and accelerator programs. This can be accomplished through public funding, providing advisory services, fostering connections between programs and other ecosystem participants, and effectively evaluating and sharing best practices in the performance of ESOs. Overall, prioritizing ecosystem development should take precedence over investing in individual programs.

46. Facilitate academic spinouts

Universities should support commercialization of research through university enterprise teams and support services. They should then facilitate academic spinouts for companies that have been created as a result of university research and intellectual property.

47. Recruit and promote networks of quality mentors of former entrepreneurs from a diverse mix of backgrounds

Mentors play a crucial role in facilitating formalization by assisting young entrepreneurs in comprehending the necessary procedures and regulatory requirements for running their businesses, as well as understanding the value these bring to their organizations. Policymakers and ESOs need to ensure there is sufficient access to quality mentorship for the young entrepreneurs in their ecosystem and that those becoming mentors accurately reflect the diversity of backgrounds present in the ecosystem to ensure relatability of experience with their mentees.

48. Promote the formation of networks among young entrepreneurs and their peers.

Fostering dialogue and better links among the various networks involved in youth entrepreneurship is essential. This includes youth entrepreneurship organizations, youth employment groups, business associations, youth-led organizations, and stakeholders from education, the business sector, and the NGO community. Where these organizations are lacking, policymakers and ecosystem actors should seek to fill the gaps.

49. Foster better links between youth entrepreneurship networks and more experienced groups

There is a danger that promising young entrepreneurs have their development stifled by getting stuck within the youth entrepreneurship ecosystem and missing out on more advanced networks and experiences. To avoid this, strong links need to be developed between youth entrepreneurship networks and more experienced groups. Additionally, ESOs delivering programs for youth entrepreneurship also need to be disciplined in funnelling the participants of their programs, with the most advanced youth entrepreneurs being transferred into more ambitious cohorts of entrepreneurs.

50. Support green and social entrepreneurs through tailored guidance and dedicated events and workshops

Ecosystem actors should ensure that there is tailored technical training and guidance on how to start and grow a successful green or social business that reflects the specific needs of businesses trying to enact positive change in the world. In particular they should provide specialised support in developing new markets for innovative products and services and promote green and social events, including conferences, hackathons, and networking.

Policy case studies

- NGO
- Academic Institution
- Government
- Multilateral
- Public-private partnership
- Private

43 Work spaces: [Start-Up Chohona: A Platform for Promotion of Youth Entrepreneur Projects \(Tajikistan\)](#)

Start-Up Chohona was a project initiated by the United Nations Volunteers (UNV) program that provided a range of competitions and opportunities for young entrepreneurs in Tajikistan. Start-up Chohona included the creation of a volunteer-run co-working space which acts as a meeting point for new entrepreneurs, alumni students, investors, business angels and authorities. The co-working space had free entrance and was open to anyone seeking to enter the field of entrepreneurship.

44 Technical facilities: [University Lab Partners \(United States\)](#)

University Lab Partners (ULP) is a non-profit wet lab incubator located in Orange County which provides state-of-the-art facilities designed to support life science and medical technology startups. At the heart of ULP's offerings are their wet lab facilities. These include shared laboratory spaces and private lab suites, all equipped with cutting-edge scientific equipment valued at over \$3 million. This shared equipment is available to all residents at no additional cost, allowing startups to access resources that might otherwise be out of reach.

45 Accelerator/incubators: [National Entrepreneurship and Innovation Programme \(Ghana\)](#)

NEIP is a flagship policy initiative by the Government of Ghana aimed at providing integrated national support for start-ups and small businesses. NEIP offers incubation and acceleration services, which include access to co-working spaces, technical assistance, and networking opportunities. By connecting entrepreneurs with a network of investors, industry partners, and fellow entrepreneurs, NEIP helps them build valuable relationships that can lead to new opportunities and collaborations.

46 Academic spinouts: [Support for UK University Spinouts \(United Kingdom\)](#) 

The UK university spinout landscape has seen significant growth over the past decade and is now only second to the US in total investment with investment increasing from £1.06 billion in 2014 to £5.3 billion in 2021. Technology Transfer Offices have been crucial in delivering this growth. They work with academic researchers to identify commercial opportunities, protect IP, and decide whether to license it or create a spinout. TTOs often provide guidance on patent applications, licensing agreements, and negotiations with investors.

47 Mentorship: [YELD Mentorship Program \(Kenya\)](#) 

The YELD Mentorship Program is a six-month initiative that empowers micro and small enterprises to scale up through tailored support. This program combines one-on-one business-specific mentorship with training, coaching, and advisory services provided by seasoned mentors and advisors. It is aimed at self-employed youth entrepreneurs aspiring to join the SME category, as well as ready-to-launch ventures at various stages of development. 2850 businesses have been supported since creation and 168 startups launched.

48 Building youth networks: [The Entrepreneurship and Innovation Center \(EIC\)](#) 

The Entrepreneurship and Innovation Center (Spain) is a key initiative created by IESE Business School to foster youth entrepreneurship and innovation across five continents. The central mission of the EIC is to create a positive impact through thought leadership and networks supporting entrepreneurs, innovators, and investors. The center supports the growth of youth networks through student entrepreneurship clubs and organizes events like the International Search Fund Conference and the Open Innovation Conference.

49 Building stronger links between youth and wider networks: [Red Uruguay Emprendedor \(Uruguay\)](#) 

Red Uruguay Emprendedor is a network of institutions that work to promote entrepreneurship and foster collaboration between ecosystem actors across Uruguay. They foster links between youth entrepreneurs and more established business networks through its diverse membership and collaborative approach. The network's emphasis on coordinating joint projects, participating in consultative forums, and sharing experiences creates multiple opportunities for youth to interact with and learn from established business leaders.

50 Better support for Green + Social: [National Strategy for Social Innovations and Social Enterprises \(Germany\)](#) 

The National Strategy for Social Innovations and Social Enterprises aims to enhance the role of social entrepreneurs in addressing societal challenges through sustainable and participatory means, whilst improving access to financial resources and creating a supportive legal and regulatory environment for social enterprises. The strategy also promotes new social practices and organizational models that address issues like sustainability and climate change. In total, the strategy consists of 70 measures across 11 fields of action.

ESO checklist:

This checklist contains a summary of all the different recommendations relating to ESOs. The checklist is intended to be comprehensive without offering judgement on the relative importance of each action as this will be unique from ecosystem to ecosystem. It is the task of policymakers and ecosystem actors to determine the most impactful elements that are missing and to act accordingly. Likewise, no individual ESO can be expected to perform all of these functions, rather the list should serve as a set of recommendations for the entire ecosystem.

Barriers	Actions
Lack of self-belief	<ul style="list-style-type: none"> • Raise awareness of entrepreneurship • Provide role models and mentorship • Launch entrepreneurial competitions
Limited opportunities to develop skills	<ul style="list-style-type: none"> • Market programs specifically for young entrepreneurs • Provide long term funding for enterprise projects • Offer vocational training • Promote entrepreneurship educators' networks • Digital training for young people
Economic and time constraints	<ul style="list-style-type: none"> • Provide resources for test trading
Marginalized communities	<ul style="list-style-type: none"> • Promote services to underserved groups and support them to participate in entrepreneurial activities • Tailor programs to needs of underserved communities
Access to finance	<ul style="list-style-type: none"> • Facilitate links between youth startups and investors • Promote youth-oriented financial literacy training • Support young entrepreneurs navigating grant and loan applications
Access to support services	<ul style="list-style-type: none"> • Provide dedicated workspaces for young entrepreneurs • Launch and support accelerator & incubator programs that work with youth entrepreneurs • Promote the formation of networks among young entrepreneurs and their peers • Foster better links between youth entrepreneurship networks and more experienced entrepreneur networks • Ensure adequate support of green and social businesses • Promote the formation of networks among young entrepreneurs and their peers • Recruit and promote networks of quality mentors

Case Study

Name: Brian Pimundu
Business name: Bratex Agro Venture
Supported by: Cordaid Uganda
Programme: Futuremakers



Young entrepreneur Brian Pimundu is making significant strides in Uganda’s coffee industry through his business Bratex Agro Venture. Specializing in coffee processing and producing vegetable and honey products, Brian has faced and overcome numerous challenges.

Brian’s journey began with a simple idea—producing coffee from beans grown on his family farm. Despite initial enthusiasm and positive feedback from local officials and customers, Brian struggled with scaling his operations. His capacity, which started at two kilograms per week, grew to 14 kilograms, yet he faced persistent hurdles related to production equipment and financial management.

A pivotal moment came with Brian’s participation in the Futuremakers Youth Agribusiness Project facilitated by Cordaid Uganda with support from YBI and funded by Standard Chartered Foundation as part of Futuremakers by Standard Chartered. The training provided Brian with essential skills in product development, marketing, customer care, and record-keeping. Before the training, Brian’s income was meager, and he lacked a structured approach to his business. Post-training, his daily earnings increased from under a dollar to between 20 and 40 dollars, significantly improving his financial stability.

Despite these gains, Brian encountered ongoing challenges. Production equipment shortages, particularly for coffee and honey, hampered his ability to meet market demand and maintain product quality. Traditional methods, such as using a mortar and pestle, were labor-intensive and time-consuming.

Brian’s embrace of social media marketing, despite low internet penetration in rural Uganda, has been transformative. Platforms like WhatsApp and Facebook have expanded his market reach to regional cities and beyond. Additionally, networking through the Uganda Small Scale Industries Association (USSIA) and private sector events has provided him with valuable resources, including a solar drier and other essential equipment.

Looking forward, Brian aims to construct a dedicated processing facility and acquire advanced equipment to enhance production.

With recent support, including an agricultural credit facility, he plans to scale his operations, register his business formally, and secure regional and international market certifications. Brian remains committed to training and inspiring young entrepreneurs in the coffee value chain, shaping a promising future for his business and the community.





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About Youth Business International (YBI)

Youth Business International (YBI) leads a growing global network of over 60 enterprise support organisations (our global network of members) with a passion for empowering underserved young people (18-35 years old) to start, scale and sustain their businesses.

Working with this global network of members, we develop and scale the most effective solutions to the critical challenges facing young entrepreneurs and strengthen our members' capabilities and the quality of their delivery models to support young people into entrepreneurship.

Together, we focus on sustainable and inclusive entrepreneurship, equipping underserved young people with the skills, confidence, and connections they need to beat the odds and become successful, responsible business owners.

Established in 2000, our leadership of the only global youth entrepreneurship network gives us a unique perspective on youth entrepreneurship worldwide, and the ability to bring together our member enterprise support organisations from across the globe to connect, collaborate and exchange ideas, knowledge and insights.

Our goal is to create **one million jobs** through supporting the start-up and growth of **250,000 youth-led businesses**.

We aim to achieve this by:

- Leveraging our global network of members to accelerate more impact for more young people
- Inspiring more inclusive, responsible youth-led businesses focused on solving social, economic and environmental problems
- Growing our global network of expert enterprise support organisations
- Becoming the leading voice for youth entrepreneurship, influencing the ecosystem to invest in jobs and business creation for young people



About GEN

The Global Entrepreneurship Network operates programs in 200 countries aimed at making it easier for anyone, anywhere to start and scale a business.

By fostering deeper cross-border collaboration and initiatives between entrepreneurs, investors, researchers, policymakers and entrepreneurial support organizations, GEN fuels healthier start and scale ecosystems that create more jobs, provide education, accelerate innovation, and strengthen economic growth.

GEN's comprehensive global footprint of national operations and global verticals in policy, research and programs ensures members have uncommon access to the most relevant knowledge, networks, communities, and programs relative to size of economy, maturity of ecosystem, language, culture, geography and more.

GEN Policy identifies, shares and advises governments on innovative public policies and programs for entrepreneur-led job creation and economic growth. Run by the Global Entrepreneurship Network and serving a community of partners and experts, it sources evidence-based ideas for smart policy design and implementation. It brings policymakers, founders and entrepreneurial support organizations together for knowledge sharing and collaboration at all stages of public policy and program lifecycles. GEN Policy supports the efforts of governments around the world by listening to policymakers, multilateral agencies, researchers and entrepreneurs and by rallying support for the most innovative and effective policy solutions using the following:

GEN Atlas is a knowledge portal providing details about policies and programs proven to remove barriers to entrepreneurship and increase rates of new firm formation, including among marginalized communities and non-traditional ecosystems. Run by the Global Entrepreneurship Network and backed by a community of policy makers, academics, and researchers, GEN Atlas identifies innovative policy initiatives from around the world. The case studies have been designed to fit a detailed, objective and standardized format that allows policy makers to compare the effectiveness of similar policies and quickly draw out key pieces of information such as policy objectives, cost and overall impact.

GEN Research drives knowledge creation, helping translate entrepreneurship research into relevant and useful evidence-based policies and programs. Run by the Global Entrepreneurship Network and backed by a community of economists, institutions and experts, GEN Research identifies actionable insights for developing more robust, sustainable and equitable startup ecosystems and helping entrepreneurial support organizations increase their impact.



YBI's Members

Youth Business International (YBI) currently leads a global network of 63 enterprise support organisations – our members - in 46 countries, spanning six continents. Our members are united by their commitment to empowering young people to overcome the barriers they face in entrepreneurship.

Each YBI member brings local expertise and context-specific solutions, tailored to the needs of the communities they serve. They offer a range of services, including training, mentorship, financial support, and access to networks, ensuring young entrepreneurs receive comprehensive support throughout their entrepreneurial journey. By providing personalized support, YBI members empower young people to develop sustainable businesses, create jobs, and contribute to their local economies.

Our members bring their deep local knowledge to the YBI network where they form global connections, share best practices, knowledge, and innovations, and work together to unlock the potential of young entrepreneurs everywhere. This collective approach enables YBI's global network to respond to emerging challenges and opportunities in youth entrepreneurship worldwide.



Leading a global network of 63 enterprise support organisations



Empowering young people to develop sustainable businesses



Our members bring their deep local knowledge



YBI's Advocacy

Youth Business International (YBI) is the only global organisation dedicated to youth entrepreneurship, positioning us to advocate for impactful global changes that enable young people to access entrepreneurship opportunities worldwide.

Together with our global network of members, we gather evidence, share success stories, and amplify the voices of young entrepreneurs to highlight what works in youth entrepreneurship support. We collaborate with institutions, governments, and multilateral bodies to influence policies and shape the future of youth entrepreneurship, empowering the next generation of changemakers.

YBI focuses on three key areas for advocacy:



Barriers to youth entrepreneurship: Many young people face obstacles to starting a business. YBI seeks to level the playing field so that every young person can transform a great idea into a viable business.



Excellence in youth entrepreneurship support: We promote an integrated approach to help young entrepreneurs progress from initial ideas to successful ventures.



Regulatory and financial environment: We push for legal and financial frameworks that offer young people the same opportunities as older entrepreneurs.

We have identified the below key barriers to youth entrepreneurship:

- Lack of access to finance
- Complex regulatory hurdles
- Limited networks and mentorship
- Education and skills gaps
- Lack of tailored support for marginalized groups
- Psychological barriers, including fear of failure
- Insufficient support for green and social businesses

YBI advocates for policy reforms, alternative financing options, simplified regulations, holistic entrepreneurship support, and specialized assistance for marginalized groups and green and social entrepreneurs. Addressing these barriers can unleash the potential of young entrepreneurs globally.



YBI's Excellence in Youth Entrepreneurship (EYE) model

YBI's Excellence in Youth Entrepreneurship (EYE) framework aims to define what is needed to deliver quality support for young entrepreneurs looking to start and grow a business. The framework is based on over 20 years of expertise working with YBI members in over 46 countries.

The overarching principle is that support must be integrated and holistic: services need to work together to form an end-to-end offer as well as focussing on the young person and their development needs, ensuring they are relevant to the person, the type of business and the stage of business development.

The EYE model determines that young entrepreneurs need support across three main areas. Personal development, business development and environment facilitation.

- Personal development recognises that young people need support to develop themselves as well as their business. This involves ongoing and longer term, one-on-one support and content that supports the development of soft skills such as leadership development, networking, and establishing peer and expert connections.
- Business development training is essential in enabling YEs to learn the core skills of running a business. This involves content that is tailored to the stage and type of business
- Environment facilitation is focused on connecting the YE and their business into opportunities in the wider world. This involves creating connections and partnerships that will help to unlock access to finance and funding as well as supporting a variety of ways to access new and existing markets, all essential for successful business growth.

The YBI eye model includes a range of cross cutting components to support young entrepreneurs to start and grow a business. These components can support any of the three core areas of personal, business and environment facilitation.

- Responsible and inclusive support
- Innovative and digital support
- Core entrepreneurial services

Underlying the EYE model is YBI's commitment to organisational strengthening for the enterprise support organisation: The organisation itself needs to be effective in order to offer quality programmes and the long-term support that YEs need.

Behind the framework, YBI and its members have co-created supporting content that helps organisations to develop specific areas of their programme. ensuring they are able to draw on tried and tested approaches to All YBI materials are available to our members via an easy to use online Learning System/EYE academy with support to understand and use the content within their context.



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