



ybi | Youth Business International

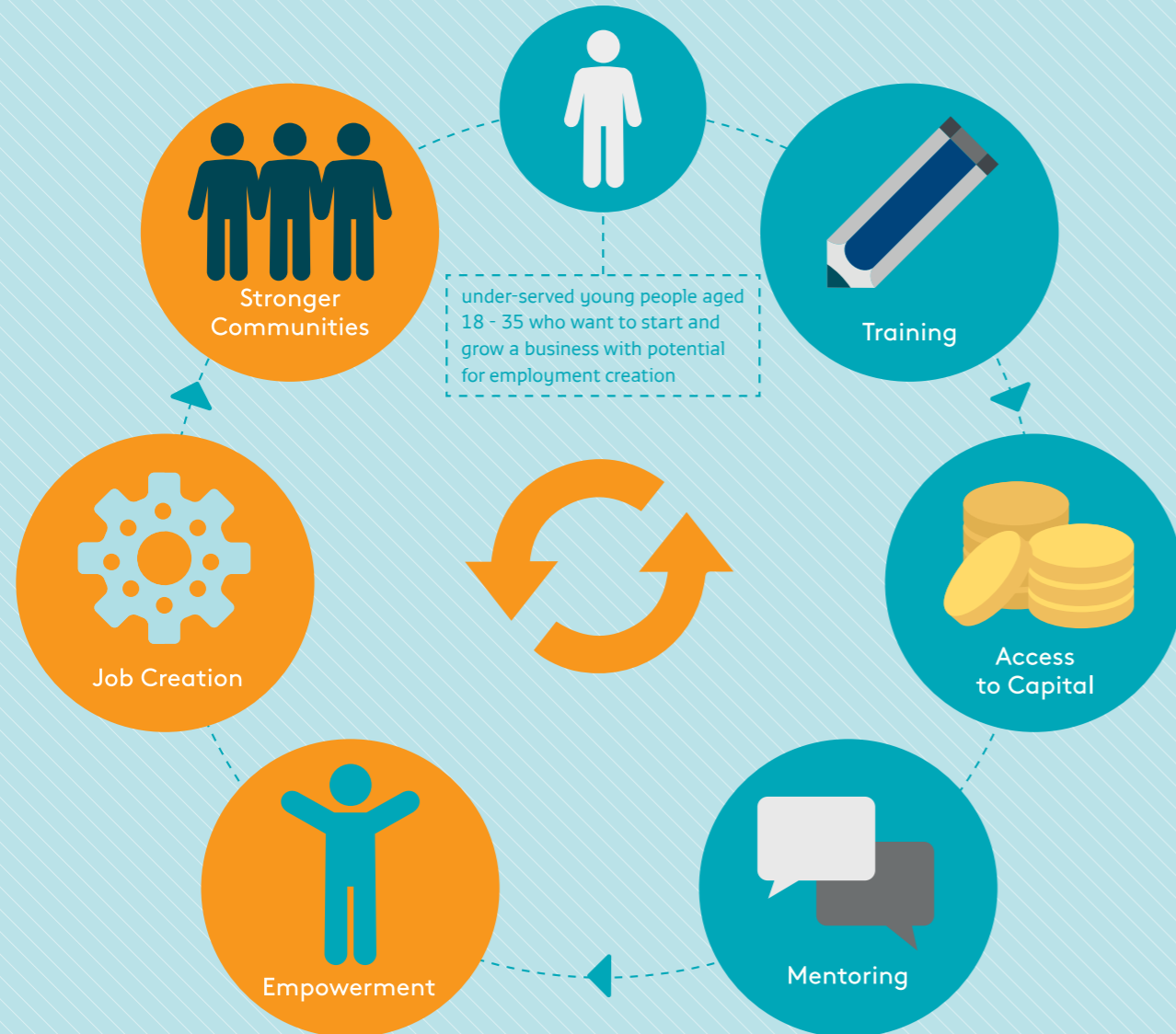
Network Review

—
2015



Our Global Approach

Each year YBI members give support to thousands of young entrepreneurs and everything the YBI network does is geared to support these young people. Although YBI members each provide services that are appropriate to their local context they all work to deliver YBI's proven methodology of support:



Network impact



Youth Business International is a global network of organisations that help under-served young people to start their own businesses and become entrepreneurs.

We have 15 years' experience understanding the needs of young people in their own communities.

We operate as a network and our members are locally run, locally owned organisations. This means we are able to respond quickly and appropriately to the needs of local communities.

Collaboration is central to what we do and we work globally, regionally and locally to develop partnerships that bring real and tangible benefits to the young people our members support.

We do all this because we know that when you empower young people to take charge of their futures they respond by creating innovative, sustainable and competitive businesses. Young people like Edinaldo Souza who used a small loan from Aliança Empreendedora in Brazil to grow his small bicycle repair business in Curitiba.

Businesses like Edinaldo's result in more jobs, more investment and healthy, sustainable communities.

Small Business, Big Impact

18,949



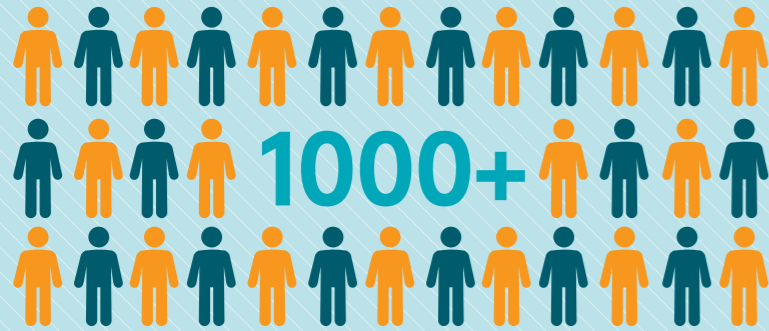
entrepreneurs supported to start or grow a business in 2014

65,559



young people given practical skills based training in 2014

Our network in 2014



staff working for our network members globally

6,644
YOUNG PEOPLE

were holding regular meetings with volunteer mentors, from a pool over more than 15,000 active volunteer mentors worldwide.



101,322

young entrepreneurs were engaged by YBI through awareness raising campaigns

existing businesses supported to grow

5,890



YBI IS ACTIVE IN



• 42 COUNTRIES •

ACROSS
5 CONTINENTS

\$14.2m ↑

NETWORK PARTNERSHIP
FUNDING RAISED

*between April 2014 - June 2015

13,059

BUSINESSES STARTED



Who we support

Entrepreneurs supported by continent:

- 1 Asia & Oceania : 1,134
- 2 Europe: 7,758
- 3 Middle East & North Africa: 1,662
- 4 Sub-Saharan Africa : 3,945
- 5 Americas: 4,450



9,942
NEW BUSINESSES



in low and middle
income countries

BY GENDER



53%



47%

What is the network?

By working together as a network, we maximize our collaborative impact and enable our members to scale their operations in a fraction of the time it would take them if they worked alone.



Driving partnership – we connect our members to sources of expertise and funding that have a real impact on young people. We count the Multilateral Investment Fund (of the Inter-American Development Bank), USAID, Accenture, BG Group, Barclays and DfID among our global partners (see page 16).



Expanding the network – in 2014 seven new members joined the network and a further two in the first months of 2015. Just as each new member benefits from our existing expertise they also bring skills, knowledge and experiences which collectively become part of the shared YBI experience.



Maximizing influence – from our smallest members to our largest, the YBI network speaks with one voice on the global stage. Among a range of global partnerships forged in 2014, YBI was a founding partner of the World Bank Solutions 4 Youth Employment coalition.



Sharing knowledge – we connect members so the whole network can benefit from our collective knowledge. 2014 saw us bring together 19 members in Buenos Aires in our largest ever training event.



Guaranteeing quality – We accredit and assess members regularly and track our impact so we're always confident in the quality of our network membership and its ability to deliver meaningful impact.



Online Innovation – from equipping members with cutting edge cloud based technology to our bespoke Operations Management System (OMS), we empower our members with the technology they need to support more young entrepreneurs.



This year I celebrated my 10th year as CEO of this fantastic network and I'm more excited today than at any time in the past about what we can achieve together in the future.

2014 was another busy year for Youth Business International, as our members continued to provide much-needed support for young entrepreneurs around the world. As you will see from our detailed KPIs (page 3) we're gathering more data than ever before on the impact of our global network. Within the network we secured fantastic new partnerships and added a crop of high quality new members to our global community. This growth in our capacity comes at a time when a groundswell of opinion is drawing attention to the importance of entrepreneurship for youth development.

Without doubt there has never been a stronger need for the world to identify fresh employment solutions, particularly for young people who are three times more likely to be unemployed than other workers. Entrepreneurship remains vital and YBI is pleased to be at the apex of this movement, but we must sound a note of caution. There is still a critical lack of actual support for young aspiring entrepreneurs, and this is where YBI comes in. Throughout the network we are working hard to understand

and scale up the most effective solutions and approaches to the challenges of youth unemployment.

Our members are increasingly being seen as pioneers in their field, and the network as a whole is one of the world's most significant coordinated providers of support to young entrepreneurs.

“Thanks to the work of these incredible organisations there are 18,949 young entrepreneurs who were either helped to start a new business or empowered to grow their existing venture in 2014.”

Without the YBI network they might otherwise be unemployed or wasting their potential in the informal labour market. These entrepreneurs are truly the lifeblood of our network and their achievements deserve recognition. In the second half of this 2015 Network Review we've decided to focus in on some of these inspiring young people and share their stories.

I encourage you to read about entrepreneurs like Viola Lam, our Entrepreneur of the Year from Hong Kong, Relina from Barbados and Fatma from Kenya.

These inspiring young women are from very different worlds but their drive and entrepreneurial ambition make them distinctly YBI. Each of them seized the opportunity of support from YBI members to create a profitable, sustainable business that is creating employment and strengthening their community.

Thank you for your support.



Andrew Devenport
CEO, Youth Business International

[@AndrewDevenport](#)

Voices from the network

We asked staff and entrepreneurs around the network to tell us their experiences of YBI and the impact the network had on them.



"I used to work for someone in the onion business, loading and unloading their onions. Now, with the support of KYBT (Kenya Youth Business Trust) I sell my own onions at Wakulima Market."
Richard Carlos Onyango - entrepreneur, Kenya

"What we have now is a very slick operation that is light years on ahead of everybody else that is doing this kind of thing. It's been hugely positive."
Ian Mason - Virgin StartUp, United Kingdom

YBI's bespoke cloud OMS system helps VSU manage 1,600 loan applications every month

"If members who are working in contexts that are similar can come together they [can] develop and entrepreneurship module with the support of YBI. So then members know that within this context there is a module for them. The communities we serve are more or less the same so we were able to adapt that to our context. That was very important to us."
Modesta Ongweso - Kenya Youth Business Trust (Nairobi)

"This year we have made some great strides in the way we build our mentor support programme, and the help of YBI has been invaluable"
Lorraine Mohammed - Startup Direct, United Kingdom

"There has been a shift in openness to work and collaborate with other organisations. YBI opened our horizon to not only work with our resources and to incorporate the role of mentors who themselves had entrepreneurial experiences."
Ana Bejarano - Youth Business Spain

Youth Business Spain aims to grow its network of mentors to 2,500 by 2018.

"I met a lot of successful entrepreneurs all around the world. By studying different business model and the way they act really advanced my skills."
Viola Lam - Young Entrepreneur of the Year, Hong Kong

Viola attended the YBI Roadshow in the UAE where she shared her experiences with other young entrepreneurs.

"The training [YBI] did in country for us were crucial. I learnt more in 6 months than in my last 4 years of work experience."
Sophie Duchanoy - Accion Emprendedora, Chile

YBI hosted a week long training workshop for Latin American members in Argentina.

"It's revolutionary. We are the only ones that have that kind of information in the country. Even the national bodies don't have that kind of information. Our institution now has over 8000 records of people that we can be able to refer using that system. It has made our lives really easy."
Daniel Joloba - Enterprise Uganda

Our DfID funded programme in Uganda is using cloud computing to deliver entrepreneurship support to more than 10,000 young people.

Viola Lam

Hong Kong
Supported by:
Youth Business Hong Kong



“Thanks to the support of Youth Business International, especially Youth Business Hong Kong. Without them, I am sure I could not have made it.”
Viola Lam

Viola Lam runs a successful tutoring business in Hong Kong that uses an innovative learning method to engage children struggling with mathematics. For her students the results are exceptional!

Youth Business Hong Kong, a member of Youth Business International, provided essential tools to jumpstart Viola's tutoring centre, supplying Viola with a loan to purchase necessary hardware and matching her with a mentor who helped her manage her company in its early stages.

A few years later and Viola employs 20 staff, runs three centres and plans to expand into mainland China. It was no surprise when our Young Entrepreneur Awards judging panel selected Viola and her business from more than as the startup that best embodies the values of the YBI network and crowned her the Young Entrepreneur of the Year.

Along with our other award winners Viola came to 2015 Entrepreneurship Roadshow in Dubai, hosted in partnership with Barclays, to collect her prize and to share her entrepreneurial story and experiences.

Viola toured the UAE with the Roadshow, speaking to young people at events that reached out to local communities and challenged them to reach out and grab their entrepreneurial potential.

Time and time again we see that when you connect aspiring entrepreneurs to their most successful counterparts across the world amazing things happen. For aspiring and established entrepreneurs alike, nothing broadens horizons and drives innovation like these face to face meetings with inspiring entrepreneurs like Viola. Even for our winner the experience was valuable.

“During the trip I met a lot of successful entrepreneurs all around the world. By studying different business model and the way they act really advanced my skills. It was a very eye opening trip for me and for my business,” Viola agrees.

We caught up to with Viola to find out what impact the YEA title and the Roadshow had on her and her business.

“It is a great honour, without doubt. To represent Hong Kong in an international competition and win, it is the once in a lifetime experience for me. But it was also a very fruitful trip for me to help me review my company and help on our company growth.”

As with other YBI entrepreneurs Viola found huge value in being able to step outside of her day-to-day business experience and take inspiration from other entrepreneurs working globally. This is the added value that YBI seeks to deliver to entrepreneurs throughout our network, online and in person.

“Meeting other entrepreneurs in the Roadshow proved to me that my business and I are headed in the right direction on development. After the Award, we already started our new development in China, where we are setting up a new office. Meanwhile the award also helped me gain valuable publicity which are helped establish meetings with investors who can help us to achieve our target in 3 years for IPO.”



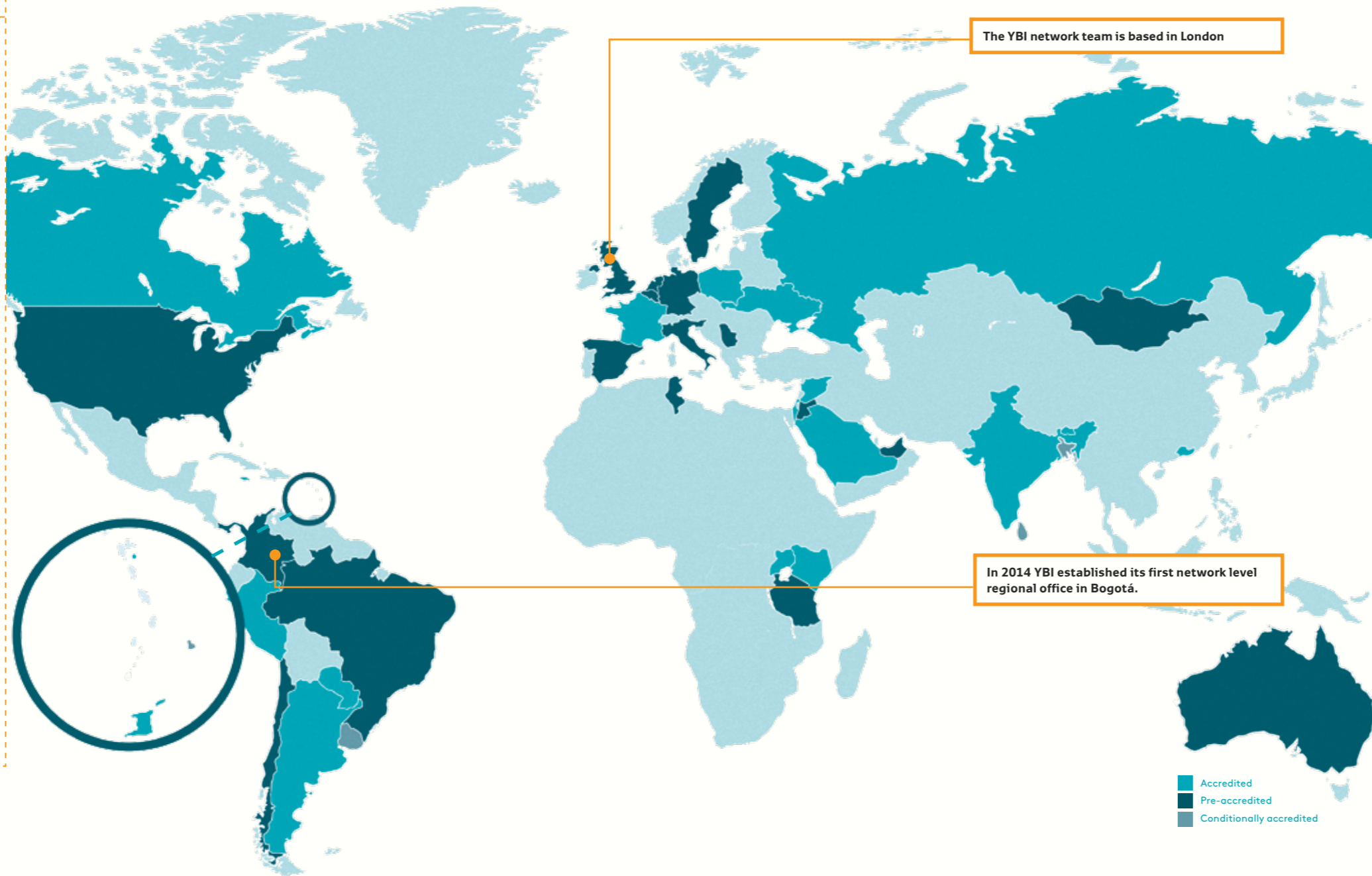
Network Map

Youth Business International is made up of locally led, locally owned organisations, supported by a dedicated network team based in London.

Accredited

- Argentina**
Fundacion Impulsar
- Bhutan**
The Loden Foundation
(Loden Entrepreneurship Programme)
- Canada**
Futurpreneur Canada
- Dominica**
Dominica Youth Business Trust
- France**
Positive Planet (Entreprendre en Banlieue)
- Hong Kong**
Youth Business Hong Kong
- India**
Bharatiya Yuva Shakti Trust
- Israel**
The Keren Shemesh Foundation for Young Entrepreneurs
- Jamaica**
Jamaica Youth Business Trust
- Kenya**
Kenya Youth Business Trust (KYBT) Nairobi
Kenya Youth Business Trust (KYBT) Mombasa
- Paraguay**
Fundacion Paraguaya (Emprendimientos Juveniles)
- Peru**
Colectivo Integral de Desarrollo
- Poland**
Youth Business Poland
- Russia**
Youth Business Russia
- Saudi Arabia**
The Centennial Fund
- Singapore**
Youth Business Singapore
- Syria**
BIDAYA
- Trinidad and Tobago**
Youth Business Trinidad & Tobago
- Uganda**
Enterprise Uganda
- Ukraine**
SESP (Youth Business Ukraine)

Note: this list is up-to-date as of May 2015.



The YBI network team is based in London

In 2014 YBI established its first network level regional office in Bogotá.

- Accredited
- Pre-accredited
- Conditionally accredited

Pre-accredited

- Australia**
Many Rivers
- Belgium**
microStart
- Brazil**
Aliança Empreendedora (Youth Business Brazil)
- Chile**
Acción Emprendedora (Programa Impulsa)
- Colombia**
Corporación Minuto de Dios
- Germany**
KIZ (Youth Business Germany)
- Italy**
Associazione PerMicroLab Onlus (Youth Business Italy)
- Jordan**
Tamweelcom (Youth Business Jordan)
- Mongolia**
Development Solutions (Youth Business Mongolia)
- Netherlands**
Qredits
- Serbia**
Youth Business Serbia
- Spain**
Youth Business Spain
- Sweden**
NyforetagarCentrum (Swedish Jobs & Society)
- Tanzania**
National Economic Empowerment Council (Kijana Jiajiri)
- Tunisia**
Enda Inter-Arabe (BIDAYA)
- United Arab Emirates**
Dubai Chamber of Commerce (Tejar Dubai)
- United Kingdom**
Virgin Startup
UnLtd
Startup Direct
- United States**
Youth Business USA

Conditionally accredited

- Bangladesh**
B'YEAH
- Barbados**
Barbados Youth Business Trust
- Sri Lanka**
Youth Business Sri Lanka
- Uruguay**
Kolping Uruguay (Emprecrea)

Fatma Omar

Thumash Boutique & Salon - Kenya

Supported by:

Kenya Youth Business Trust Mombasa

“The training was really an inspiration to me, it gave me motivation and I developed self-confidence, telling myself that I can make it.”

Fatma Omar

Fatma Omar is the founder of Thumash Boutique & Salon, which sells clothes, shoes and beauty products in Mombasa. She is one of hundreds of entrepreneurs who have benefitted from YBI's global partnership with BG Group, currently active in 4 countries.

In Kenya, BG established a partnership with Kenya Youth Business Trust (KYBT) Mombasa to support enterprise development in the coastal counties of Mombasa, Kwale and Kilifi. These counties have high levels of poverty, youth unemployment and a history of underdevelopment.

The programme supports enterprise creation among low-income youth by providing

comprehensive business start-up support including access to start-up loan capital, business training and mentoring.

Fatma started the business thanks to training and financial support from Kenya Youth Business Trust Mombasa (KYBT Mombasa), a member of Youth Business International. Prior to the training, Fatma tried to establish her business but struggled because rather than sourcing her clothes from wholesalers, she sold them on behalf of other shops.

In addition to the training, a loan of £700 from KYBT Mombasa enabled Fatma to invest in new stock for her shop. Since then, her business has grown – she is employing one other person,

and she has also established an M-Pesa mobile money transfer business in part of her shop as well as a hair salon. The interest-free loan was essential: there are no banks in Mombasa offering start-up funding for businesses and, as a Muslim, Fatma would be unable to take out an interest-bearing loan.

Fatma's life has changed greatly as a result of becoming self-employed. Prior to starting up her own business, she was working in a similar company, but earning a fraction of her monthly salary whilst working 12-16 hours a day. "It was this that drove me to open my own shop," she adds, explaining that each day the turnover of that shop was three times what she would earn in a month.

Kendal Netmaker

Neechie Gear – Canada

Supported by:

Futurpreneur Canada

Young Entrepreneur of the Year finalist

“Without the financial support I received from Futurpreneur Canada, I would not have had the capital to expand our business from the kiosk to a mall store. The mentor Futurpreneur Canada matched me with has been instrumental in motivating me to do the best I can.”

Kendal Netmaker

Kendal Netmaker is a young Canadian of Aboriginal descent who used the support of Futurpreneur Canada to build a business and break into highly competitive industry. His business, Neechie Gear, sells street and sportswear across North America.

Like many of the young entrepreneurs YBI supports, Kendal has used his business success to reinvest in his local community and help to develop opportunities for other young people. A portion of all Neechie Gear profits are dedicated to helping under-privileged youth

take part in sports. Neechie Gear employs seven full-time employees.

Today Kendal is a young entrepreneur with global ambitions for his brand but without the support he secured from Futurpreneur Canada, he might never have been able to take the crucial step of leasing his first retail store. These seemingly small decisions can have a huge impact on the life and career of a young entrepreneur like Kendal.

As his business grows, Kendal remains acutely aware of the challenges faced by other Aboriginal youth.

“I often receive requests to speak about my own personal experiences as a young Aboriginal person that had a difficult childhood and has managed to build a successful company,” he says.

“I speak to groups of youth and adults across the country. I share my story and focus on themes such as creating opportunities, entrepreneurship, overcoming barriers and Aboriginal successes.”

Relina Coward

Healthy Fruit Juices - Barbados

Supported by:

The Barbados Youth Business Trust

“Now I’m manufacturing every day which is good, because when you are manufacturing, it’s tiring, but it means business is good. It is all thanks to YBI and the Barbados Youth Business Trust.”

Relina Coward

Relina Coward is one of an inspiring crop of young entrepreneurs across the Caribbean who are standing up and grabbing opportunities to build strong sustainable businesses with the support of YBI’s well-established cluster of members there.

We know that young entrepreneurs in the Caribbean face unique challenges; historically youth led businesses in the region have struggled to scale due to the fragmented nature of the Caribbean island economies. There is also a lack of established mentors and a struggle to share best practice among support providers.

Working in partnership with USAID, YBI launched the Young Entrepreneurs Programme in the Eastern Caribbean (YEPEC) to empower

young entrepreneurs and connect the networks of organisations that support them.

This regional grouping within the wider YBI network allows YBI members to share best practice, access global sources of funding and deliver more support to more entrepreneurs like Relina. Most importantly the entrepreneurs who receive support achieve better results.

A big part of this project is developing the approach to mentoring among YBI members in the Caribbean. The relationship between Relina and her mentor is a case in point. Despite a lifelong passion for producing healthy juices using Bajan ingredients this entrepreneur was intimidated by the competition and saw no way to turn her hobby into a business.

She approached YBI member the Barbados Youth Business Trust, who saw potential in her business plan and connected her to an experienced mentor and gave her a loan to cover her startup costs.

Her mentor’s first piece of advice focused on developing a recognisable brand. This is a big step for such a small business and one that many young entrepreneurs are reluctant to take.

Relina was not keen to invest in brand development at such an early stage but followed the advice of her mentor who correctly identified the need for the business to define itself by its local credentials.

A few months later and insecurity around cash flow and customer base had evolved into a battle to keep up with growing demand.

Arun Awatade

Iris Polymers – India

Supported by:

Bharatiya Yuva Shakti Trust

YBI Social Entrepreneur of the Year

“Through the knowledge and experience I gained through BYST’s support, I have now grown and expanded my business.”

Arun Awatade

Throughout the developing world fast growing societies face unique challenges. Often it is local entrepreneurs who are best placed to address these challenges but lack the capacity to do so. The YBI network is proud to have supported many young people with the vision and motivation to meet these challenges and bring benefits to their communities. If we do not empower people like Arun to fulfil their potential the world risks losing the contribution of innovative young entrepreneurs who hold the solutions to global problems.

In rural Maharashtra, Arun Awatade’s range of plastic mulch is helping farmers to reduce their

reliance on water and pesticides, helping to reduce costs, increase yields and maintain the environment.

His company, Iris Polymers, manufactures mulching film – a plastic product which covers the soil, conserving water and strengthening the nutrients in the soil. As a result of his business, not only is Arun helping farmers and supporting the environment, but he has also created employment for 25 staff.

Having grown up with an understanding of the challenges faced by landless workers and farmers in rural communities, Arun used his small amount of savings to start his business

using scrap machinery, but as costs escalated he was forced to close his operation down and an innovative entrepreneur was almost lost from the ecosystem. Fortunately, he was introduced to the Bharatiya Yuva Shakti Trust (BYST), YBI’s member in India. Recognising his potential, BYST provided Arun with a mentor and financing, through a partner bank – enabling Arun to start a new and sustainable, business which is helping countless farmers, providing local employment and protecting the environment. Without the YBI network this would not have been possible.

Judith Acurio Mendoza

Kachiwasi - Peru

Supported by:

Colectivo Integral de Desarrollo

“I always liked to do things for myself - I felt that with my family we could have a better future if we formed a company, so we did.”

Judith Acurio Mendoza

Around the world women are significantly less likely to become entrepreneurs than men. This represents a waste of personal potential and a huge loss to the global community. YBI is proud that globally 47% of the entrepreneurs we support are women, but we also recognise that action is needed to empower young women and address the imbalance in levels of female businesses startup activity. That is why we are committed that at least 60% of the businesses we support in the future should be led by female entrepreneurs like Judith.

Although not unusual for women to engage in the natural salt extraction business in her town of Maras, southern Peru, Judith stands out from the crowd because she is the head of the

company and the main provider of employment for the rest of her family. Typically in such a family enterprise the father or the brother would be at the head of the operation.

Judith has proven herself to be a leader and an inspiration to other entrepreneurs and locals as she has kept her company focused on the community. She directly employs six people, and indirectly supports 100 people and a dozen community businesses that benefit from the tourism her business attracts. Over the past financial year, Judith has doubled the net profit of the business.

Her business stands out among her competitors not just for the unique product she creates, but because the company itself was developed

entirely from the community, with the participation of the people, and it gives locals a sense of belonging to the business.

Colectivo Integral de Desarrollo (CID), a member of Youth Business International, has proved essential in helping Judith grow her business. This is especially true now as she moves beyond her initial success and works to expand her brand.

“The CID gave me the impetus to grow, and helped me improve my image, teaching me essential skills in marketing and brand development.”

Project snapshot

Northern Uganda Youth Entrepreneurship Programme

Network Member: Enterprise Uganda

Funded by: Department for International Development

TO DATE

8,822

Young people received the Enterprise Uganda BEST Training



4,532

businesses were started



183%

increase (on average) of monthly income to young people who started businesses.



1,200

started an ongoing relationship with a business advisor



In 2013 we embarked on an ambitious project in partnership with the UK government's Department for International Development and YBI member Enterprise Uganda. The aim of the project was to deliver targeted entrepreneurship training to a large number of young Ugandans and help them to start several thousand youth led businesses across Northern Uganda. We chose this part of East Africa

due to a combination of high youth unemployment, a fast growing youth demographic and a history of civil war and violence.

Now as the project reaches its final stages we have been able to carry out a rigorous assessment of the effectiveness of the project to help us learn for the future and measure the real local impact.



Collaboration is core to YBI's culture. Through our partnerships with a range of leading corporate, public sector and foundation partners we are able to support more under-served young entrepreneurs around the world whilst generating learning about the most efficient and effective ways to deliver impact.

YBI is committed to building and implementing partnerships that combine financing, innovation, knowledge and shared value.

LEAD PARTNERS



BG GROUP



KEY PARTNERS



J.P.Morgan



PARTNERS



Nexia Smith & Williamson



CREDIT SUISSE