

Yunus & Youth Global Fellowship Program

Accelerating social entrepreneurship around the world

2021 Edition | Cohort 7

Applicant Guide

How to prepare your application for the Y&Y Fellowship Program



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Before beginning your application,
we strongly encourage you
to read the following guide.

**It will help you fully understand
the Yunus & Youth Global Fellowship
Program and prepare a thorough
and thoughtful application.**

1. WHAT IS YUNUS & YOUTH?

Non-profit organization that combines entrepreneurship training with technology

Founded in 2014 with the support of Nobel Peace Prize laureate Professor Muhammad Yunus, Yunus & Youth (Y&Y) is a non-profit organization that combines entrepreneurship training with technology. Through our programs, we remove educational barriers and empower the development of new businesses that solve the world's most pressing issues. So far, Yunus & Youth has trained over 4,500 youth, leading to positive impact in 65 countries and in the lives of more than 3,400,000 people worldwide.

+4,500

SOCIAL ENTREPRENEURS TRAINED

65

COUNTRIES

3,400,000

PEOPLE POSITIVELY IMPACTED

2. WHAT IS THE YUNUS & YOUTH GLOBAL FELLOWSHIP PROGRAM?

The Y&Y Fellowship is a highly customized program for passionate young social entrepreneurs around the world, accessible from wherever you live and work.

We carefully identify the knowledge and experiences that each cohort will need, match each Y&Y Fellow to a mentor from a Fortune 500 company, and work closely with the Fellow to personalize the experience, leveraging our access to top thinkers and institutions around the world.

We combine careful planning with an agile, responsive approach. Our goal is for each Y&Y Fellow to have a high-quality experience that provides the skills they need to scale their businesses, achieve financial sustainability, and measure their impact. The Y&Y Fellowship transforms their businesses and the lives of the people they serve.





The Y&Y Fellowship is a six-month program. It is free for Fellows, with no fee or equity stake required. Key features of the program include:

Accelerating the growth of your social business

We select a cohort of young social entrepreneurs with early-stage businesses, and offer them the best possible tools and training.

Tailored to each Y&Y Fellow and social business

We are responsive to the needs of each entrepreneur and offer a personalized experience.

Community accessible from anywhere

The Y&Y Fellowship is 100% online. The program is highly interactive, so the Fellows build strong ties with one another. Y&Y Fellows become part of a friendly, inclusive, global community.

Mentors from the Fortune 500

We match each Y&Y Fellow with the same two mentors for the full length of the program. The mentors are professionals who currently work at Fortune 500 companies, bringing knowledge and know-how from the private sector.

Insights from top sources

Y&Y Fellows have the opportunity to learn from prominent thinkers in the social entrepreneurship field, such as Professor Yunus and researchers from leading universities. We include a four-week module on measuring impact with Dr. Ingo Michelfelder, a postdoctoral researcher at the Social Innovation + Change Initiative at the Harvard Kennedy School.

Final pitch competition

At the close of the program, you have the opportunity to pitch your business to a panel of impact investors.

Certificate upon completion

When you complete our rigorous program, you will receive a certificate to honor your achievement, and access to our Y&Y Alumni network.



Y&Y Fellows also have access to a training platform with customized resources and related activities for the Y&Y Fellow to complete with their mentors and team:

Social business and Prof. Muhammad Yunus

DEFINITIONS, PRINCIPLES, CASE STUDIES AND MORE ABOUT THE WORK OF PROF. MUHAMMAD YUNUS

Value proposition

REVIEW YOUR SOCIAL BUSINESS VISION, MISSION AND GOALS, AND IDENTIFY YOUR CUSTOMERS AND BENEFICIARIES

Solution

FROM PROTOTYPES TO THE MVP AND THE FINAL SOLUTION

Revenue model

LEARN TO ANALYZE REVENUE STREAMS, COSTS, PRICING, ECONOMIC VIABILITY AND SALES GOALS

Marketing strategy

DEVELOP A CUSTOMER ANALYSIS, GOALS, RESOURCES AND COMMUNICATION TACTICS

Impact measurement

APPLY YOUR THEORY OF CHANGE, LOGIC MODEL, DEVELOP KEY IMPACT INDICATORS AND MORE

Partnerships, funding and grants

IDENTIFY THE SOCIAL BUSINESS ECOSYSTEM ACTORS, FINDING SUPPORTERS AND GRANT APPLICATIONS

Pitch and storytelling

PREPARE FOR THE Y&Y FINAL PITCH COMPETITION

As you complete each activity, you will receive constructive feedback from the Yunus & Youth team and your peers.



3. WHAT DO Y&Y FELLOWS SAY ABOUT THEIR EXPERIENCE?

Y&Y Fellows report the Fellowship has been extremely valuable to help their businesses scale, achieve financial sustainability, and measure their impact.

99%

OF PAST Y&Y FELLOWS WOULD **HIGHLY RECOMMEND** THE PROGRAM TO A FRIEND OR COLLEAGUE

97%

OF PAST Y&Y FELLOWS REPORTED **AN INCREASE IN PAID** EMPLOYEES, NEW CUSTOMERS AND/OR REVENUE INCOME AFTER THE PROGRAM

99%

OF PAST Y&Y FELLOWS BELIEVE THEY **IMPROVED THEIR** ENTREPRENEURIAL COMPETENCIES DURING THE PROGRAM



Buchi Nduka
Y&Y Fellow - Nigeria

"It was and will remain the best decision I made before turning 30 as a young female social entrepreneur in Africa. Yunus & Youth helped me grow, evaluate and strategize to scale."

3. WHAT DO Y&Y FELLOWS SAY ABOUT THEIR EXPERIENCE?



Avina Ajit
Y&Y Fellow - India

"The support a Y&Y Fellow receives while going through the hardest stages of building their business is immense. From being given the chance to articulate our thoughts in the well-designed modules on the Y&Y online platform, to the regular meetings with the Y&Y team."



Melissa O. de León
Y&Y Fellow - Mexico

"The Yunus & Youth Fellowship Program was an opportunity to dedicate several hours a week to understanding our value as a business, learning to measure the impact we can make and getting guidance from the mentors to think big!"



Ignacio Rodriguez
Y&Y Fellow - Venezuela

"I always love receiving emails from the Y&Y team. They are incredibly helpful and full of great opportunities! One of the best post-fellowship experiences I've ever had."

4.

WHO IS THE IDEAL CANDIDATE?

For previous cohorts, Yunus & Youth received applications from thousands of young social business leaders from all around the world. We expect even more applicants for the 7th global cohort in 2021.

We select Y&Y Fellows using the following criteria:

- Dedication and commitment to building a social business that solves a social or environmental issue aligned with the UN Sustainable Development Goals
- Currently implementing the social business presented in their application (the program is designed for early-stage, operational businesses, rather than business ideas)
- Ability to dedicate at least 5 hours per week to the Y&Y Fellowship
- Interest in contributing to the growth and development of the Y&Y community
- Holding primary decision-making power in the growth and strategic vision of the social business, typically as a founder, co-founder or managing director
- Ability to communicate in English
- Between the ages of 18 and 30, with exceptions for outstanding applicants outside that range

We welcome applications from youth who:

- Lead innovative social businesses that integrate new technologies, such as 3D printing, artificial intelligence, augmented and virtual reality, big data, bots, blockchain, Internet of Things, machine learning, and mobile apps
- Identify as part of a minority group based on their region's composition (ethnic/racial minorities, women, gender minorities, LGBTQIA+, refugees and displaced people, or people with disability)
- Lead a social business that focuses on problems faced by members of minority groups
- Have not yet participated in other support programs for social entrepreneurs

Yunus & Youth Non-Discrimination Policy

Yunus & Youth values diversity as a core part of all its activities and social impact strategy. It does not discriminate on the basis of race, color, ethnicity, religion, gender, gender expression/identity, sexual orientation, national origin, migration status, mental and/or physical abilities, or marital status in any of its activities or operations. These activities include, but are not limited to, selection of participants in our Fellowship Program, online and offline events, recruitment of volunteers and team members, and provision of service. We are committed to providing an inclusive and welcoming environment for all members of our global network, including team members, Y&Y Fellows, volunteers, partners, subcontractors, and vendors.

You can review the complete Yunus & Youth Diversity Manifesto [here](#).

5. HOW IS THE PROGRAM STRUCTURED?

Every aspect of the Y&Y Fellowship aims to empower young social entrepreneurs to develop their full potential. Y&Y helps strengthen business models, build compelling strategies for social ventures and expand professional networks.

Program kick-off and matching



We match Y&Y Fellows with mentors from Fortune 500 companies, who help Fellows turn their passion for social impact into a scalable business. We seek to closely align mentors' strengths and business expertise with the needs of the Y&Y Fellow.

Building the mentoring relationship



Y&Y Fellows and mentors meet online for monthly one-on-one sessions. Mentors support Fellows in validating their business models and furthering their journey to financial sustainability.

Business plan development



On the Y&Y online platform, Y&Y Fellows complete a series of assignments covering the following areas: social business concept, value proposition, solution, revenue model, marketing strategy, impact measurement, partnerships, funding and grants, and pitch and storytelling.

Expert mentor connections



In addition to the main mentors, Y&Y Fellows have access to a group of expert mentors. They are available for one-time mentoring sessions, and they play a crucial role in helping Fellows reach their objectives.

Final pitch competition



This is the final phase of the Y&Y Fellowship. It is an opportunity for Y&Y Fellows to present their social businesses to a panel of social impact investors, hone their presentation skills and test their pitch decks.

Global Y&Y alumni community



Y&Y Fellows who successfully complete all required assignments receive a certificate of graduation and join our close-knit alumni network. The relationships you build will last long after the Fellowship ends and will help you magnify your impact.



6.

HOW DOES Y&Y SELECT FELLOWS?

The selection process includes three consecutive steps. Each step narrows down the pool of candidates. We have designed the process to be constructive and educational, and we provide resources to help you create the strongest possible application.

Step 1: Online Application Form

If you meet the minimum eligibility criteria described in Section 4 above, we invite you to apply for the 2021 Y&Y Fellowship at <http://bit.ly/yyfellowship>. Candidates must submit their applications before Sunday, June 20, 2021 at 11:59 PM (GMT-3). Please confirm your local time zone here. Applications submitted after the deadline will be automatically disqualified.

Step 2: Motivation Challenge

We will contact approved applicants by email. In the email message, we will provide all the details you need to complete the Motivation Challenge, which is a 5-minute video that presents your motivations for joining the Y&Y Fellowship. We will include the submission deadline and instructions on how to share the video in the email.

Step 3: Finalist Interviews

We will invite a small group of finalists for online 30-minute interviews with the Yunus & Youth team by **Friday, July 30, 2021**.

After the selection process ends (**in August 2021**), we will communicate the final results individually to you via email.

If you are selected as a Y&Y Fellow, you have up to 24 hours to confirm your acceptance via email.

If you don't respond within 24 hours, you will forfeit the right to join the 2021 Y&Y Fellowship Program. In that case, we will notify an applicant on the waiting list, who will have 24 hours to confirm their acceptance.



7

HOW CAN CANDIDATES BEST PREPARE FOR THE SELECTION PROCESS?

Yunus & Youth is dedicated to promoting diversity among our Y&Y Fellows. However, we understand that applying for international opportunities can be daunting, especially for young social entrepreneurs from minority communities. In addition to this guide, we offer candidates a variety of training resources and access to a LinkedIn group to help prepare for the application and selection processes.

Optional 8-hour capacity-building training, hosted by Yunus & Youth

In the [training](#), you will learn about the principles of social businesses, tips to better frame your idea, storytelling techniques, and other useful topics that make your application as competitive as possible. The training will also help you make the most of future opportunities. Each session will be hosted by Yunus & Youth, and available on the Y&Y Youtube channel for on-demand viewing. We include activities that help you apply what you learned to each step of the Y&Y selection process.

At the end of each live webinar, the Y&Y team will be available to answer any questions regarding the application process. If you participate in at least 80% of the live webinars, you will receive a certificate of completion.

Yunus and Youth LinkedIn Group

We encourage you to [join the Yunus & Youth LinkedIn Group](#) for easy access to our team and to connect with other candidates from around the world.



The capacity-building training will take place from May to August 2021.



8.

STEP-BY-STEP APPLICATION INSTRUCTIONS

As you complete your application, please refer to the full instructions below.

You can find the official application form at <http://bit.ly/yfellowship>. We will only accept applications submitted through the official application website.

We encourage you to draft and edit your answers before pasting them into the appropriate fields in the application website. You can find all the questions in this downloadable document.

You must submit your application before **Sunday, June 20, 2021 at 11:59 PM (GMT-3)**. All applications submitted after the deadline will be automatically disqualified. If you have specific questions about the application process, please email us at contact@yunusandyouth.com.

Golden tips:

- **Don't wait until the last minute** to start your application. You will need time to complete it thoroughly and thoughtfully.
- **Review your grammar and spelling before submitting.** Your ability to communicate in English is one of our evaluation criteria.
- **After submitting your application you will receive an email with all of your responses.** You can edit them before finalizing your submission.
- **Join the capacity-building *webinars*** (see Section 6) to learn more about what's expected of you in each step of the selection process.
- **Join the LinkedIn group** (see section 6) and start networking with like-minded young social entrepreneurs.
- **Enjoy the process and involve your team** in completing the application form. The learning begins with the application form!



Part 1 - Eligibility Confirmation

The first part of the application form is designed to confirm your alignment with Y&Y's minimum eligibility criteria. If you meet the requirements, you will be invited to continue with your application.

Not meeting the requirements does not mean that you don't have a successful social business or that you don't have the potential to create incredible positive change in your community. It only means that you are not currently a candidate who would benefit from the Y&Y Fellowship.

Since the Y&Y Fellowship has no financial cost for Fellows, Yunus & Youth must ensure that all approved applicants are the best possible fit with what the program offers and can commit and invest the time needed to participate in the activities.

Questions:

- Email
- Country of Residence
- How old are you?
- The Y&Y Fellowship is conducted 100% in English. All communication between the Y&Y team, Fellows and mentors is in English. Which of the following best represents your English skills?
 - I don't speak English.
 - I can speak English, but not well.
 - I am comfortable speaking English. I wouldn't have a problem listening to the webinars, completing written activities, or joining meetings with my Mentors, the Y&Y team and other Fellows.

- Are you working to solve a social or environmental issue aligned with the United Nation Sustainable Development Goals?
- Are you one of the founders or the managing director of a social business?
- Do you have primary decision-making power in the growth and strategic vision of this social business?
- How would you describe the current stage of development of your social business solution?
 - Developing an idea
 - Already in operations, getting sustainable
 - Looking for first growth opportunities and angel investors
 - Series A finance: market testing at scale

Part 2 - General Information: About the Applicant and the Social Business

In the second part of the form, you provide general information about you and your social business. If you are applying as co-founders, all of the short answers should reflect both applicants.

Questions:

- Complete name
- Gender pronoun(s)
- WhatsApp/Telegram number
- LinkedIn profile link
- Nationality
- Social business name
- Please describe your social business. (Max. 750 characters)
- Social business website URL and social media links



Part 3 - Specific Information: About the Social Business

The third part of the application form focuses on your social business in detail. This is the most important section of the application, so take your time and answer as thoroughly as possible. We evaluate applications based on the following criteria:

1. Problem and solution
2. Social impact
3. Stage of development
4. Revenue model
5. Innovation

1. Problem and solution

The third part of the application form focuses on your social business in detail. This is the most important section of the application, so take your time and answer as thoroughly as possible. We evaluate applications based on the following criteria:

Questions:

- Please describe the social or environmental issue that you are working to solve. (Max. 1,500 characters)
- Which United Nations Sustainable Development Goals are your priority to solve? (Please select up to 3 options. Not sure how to respond? Check out this link: <https://sdgs.un.org/goals>)

- What is your personal motivation to tackle this challenge? What inspired you to create this social business? (Max. 1,500 characters)
- How does your social business solve that problem? (Max. 1,500 characters)
- What kind of evidence do you have that your solution solves the challenge you are tackling? (Max. 1,500 characters)

2. Social impact

A successful application includes a clear description of the target audience -- the people whose lives are improved by the social business. We are also looking at the specific indicators you use to measure your social impact.

Questions:

- Who are your beneficiaries? Please be as specific as possible. (Max. 750 characters)
- How many direct beneficiaries have you impacted in the last 12 months? Please be as specific as possible. (Max. 750 characters)
- What are the most important measures/indicators of your success? Please be as specific as possible. (Max. 750 characters)



3. Stage of development

Yunus & Youth works with early-stage social businesses. In this section, we want to better understand your business' current stage of development. There are no right or wrong answers here.

Questions:

- How long has the social business been in operation?
- Has the social business expanded to other regions?
- How many paid full-time employees currently work with the social business?
- How many paid part-time employees currently work with the social business?
- How many unpaid volunteers currently work with the social business?
- Is your social business legally registered? (We understand that only a handful of countries allow organizations to register as proper social enterprises, and for that reason many social entrepreneurs opt to register their initiatives as non-profits or traditional businesses.)
- Have you raised any investments for your social business?
- If so, please specify the amount and source of investments raised.

4. Revenue model

A successful application includes an explanation of how your social business is making/will make money, and who your main customers are/will be.

Questions:

- Who are your paying customers? Please be as specific as possible. (Max. 750 characters)
- How many customers have paid for your product/service in the past 12 months? Please be as specific as possible. (Max. 750 characters)
- Please indicate which of the following are sources of revenue for your organization: (Please check all that apply.)
 - User charges and fees
 - Sales to individuals
 - Sales to private organizations
 - Sales to governments
 - Donations, prizes and grants
- What are your main expenses? Please be as specific as possible. (Max. 750 characters)



5. Innovation

A successful application explains how the business differs from existing solutions. Please highlight how your business stands out as innovative in a local or global context.

Questions:

- Does your solution include any new technologies, such as 3D printing, artificial intelligence, augmented and virtual reality, big data, bots, blockchain, Internet of Things, machine learning, and/or mobile app?
- If so, please specify which new technologies are a part of your solution and how it works. (Max. 750 characters)
- How is your solution innovative? Please be as specific as possible. We use the definition provided by the Stanford Social Innovation Review: a social innovation is a novel solution to an existing social problem that is more effective, efficient, sustainable, or just than current solutions. The value created accrues primarily to society rather than to private individuals. (Max. 750 characters)

Part 4 - Specific Information: About the Applicant

The fourth part of the application digs deeper into your fit with the Y&Y Fellowship.

Fit with Y&Y

Yunus & Youth is looking for passionate young people who are leading early-stage social businesses that create true social or sustainable change in their communities. As an entrepreneur, your current business needs need to align with what our program can offer.

Questions:

- Why do you want to become a Yunus & Youth Fellow? (Max. 1,500 characters)
- How would you contribute to the Yunus & Youth community if you were selected? (Max. 1,500 characters)
- What are the main challenges running your social business? Please be as specific as possible. (Max. 1,500 characters)
- If those challenges were solved, where do you see your social business 2 years from now? (Max. 1,500 characters)



Time Availability

Though the time commitment varies throughout the Y&Y Fellowship, it requires, on average, 5 hours per week – however, this may vary slightly depending on your own pace, the status of your social business, and the activity for that week. We need to understand if you have enough time available to fully commit to the program and make the most out of this opportunity.

Questions:

- Do you have any other professional occupation, besides this social business?
- Are you currently enrolled in any formal educational programs?
- How much of your time is spent working on your social business?
- What is your time availability for the Y&Y Fellowship? (The program starts in late **August 2021** and ends in early **April 2022**.)
- Are you or your social business currently participating in any acceleration or incubation program?
- If so, please specify which acceleration or incubation program are you currently participating in.

Part 5 - Social Demographic Information

Yunus & Youth values diversity as a core part of all its activities and community of social entrepreneurs. To better understand the diversity of our applicant pool, we offer those applying for the Y&Y Fellowship the opportunity to share information about their background with us. Responding to these questions is strictly voluntary. If you choose to answer, your responses will not be shared with individuals reviewing applications. If you choose not to answer these questions, that will not impact your application.



9.

FREQUENTLY ASKED QUESTIONS (FAQ)

ELIGIBILITY CRITERIA

Am I qualified?

We welcome applicants between 18 and 30 years of age who hold primary decision-making power in organizations created to solve a social or sustainable challenge in their community. We seek applicants who are committed to building a business strategy that makes your organization scalable, financially sustainable, and able to quantify your impact. Please see Section 4, What makes an ideal Y&Y Fellow.

Can I apply if I have a social business idea, but my business isn't operational yet?

No. The Y&Y Fellowship supports organizations that are already operational. The program methodology includes hands-on activities. These activities presuppose that you already have tested your assumptions about the solution you created and the problem you wish to solve.

Can I apply if my organization is registered as a non-profit or traditional for-profit business?

Yes. We understand that only a few countries allow organizations to register as social enterprises, so many social entrepreneurs opt to register their initiatives as non-profits or traditional businesses. For Yunus & Youth, it is essential that you are

committed to solving a social or environmental problem, and are dedicated to developing a financial model that does not depend on grants or donations.

Can co-founders or other team members take part in the program as well?

Yes. Co-founders or other team members are welcome to join all activities conducted during the program.

How many Y&Y Fellows do you select each year?

We invite up to 35 young social entrepreneurs to join each cohort of the Y&Y Fellowship Program.

SELECTION PROCESS

How will I be evaluated during the selection process?

We evaluate all applicants using the following five criteria: business model & social impact, time availability, communication skills, fit with Yunus & Youth, and diversity.

Do I receive any feedback if I am not accepted into the program?

No. We regret that due to the very large number of applications, we can't provide individual feedback.

How does the selection process work? Which dates are the most important?

Please see Section 6, How does Y&Y select Fellows.

What are the questions in the application form?

Before beginning your application, we strongly encourage you to thoroughly read this guide. It will help you fully understand the Y&Y Fellowship and prepare your application. You can find all the questions in Section 8, Step-by-Step Instructions.

Y&Y GLOBAL FELLOWSHIP PROGRAM

Do I have to pay any fees for the program?

No. There are no financial costs associated with this program.

Does the program include in-person activities?

No. It is 100% online.

What language do you use in the Fellowship?

The Y&Y Global Fellowship is completely in English. Yunus & Youth also runs the same program in Spanish for Latin Americans. [Subscribe here](#) to be notified when applications open for the next Y&Y LATAM Fellowship.

Who will be my mentors?

The mentors are experienced business professionals from Fortune 500 companies who volunteer to help social entrepreneurs reach their full potential.

When does the program start?

The program runs once per year. The next cohort starts in late August 2021 and ends in April 2022.

Does the program provide financial support or investment?

No, our program focuses on offering training, tools and connections. We don't provide direct financial support or investment.

How much time should I dedicate to the program each week?

Though it varies throughout the program, the Y&Y Fellowship requires, on average, 5 hours per week. This can vary according to your own pace, the status of your social business, and the activity for that week. The time you invest will bring direct benefits to your social business. All the activities are designed to help your business become financially sustainable and scalable, and to measure your impact.

Can co-founders or other team members also participate in the program?

Only Fellows have full access to the entire program. Other team members are welcome to attend the webinars organized by Yunus & Youth.

What happens if I cannot follow through with my responsibilities?

We know that Y&Y Fellows contend with different circumstances, time zones and personal challenges, so we aim to keep communication open, trustworthy, flexible. Our approach is to reach agreement and be adaptable. However, if a Y&Y Fellow does not comply with what has been asked for, does not meet deadlines, and does not communicate proactively to find alternatives, we will remove them from the program and the Y&Y network. We won't share the information with other partners or save records to deny future opportunities, unless the social entrepreneur was removed for ethical or disciplinary reasons.



10. IN CLOSING

For any other questions and clarifications, please reach out to contact@yunusandyouth.com. We wish you the best of luck in your application and appreciate your interest in the Y&Y Fellowship.

Yunus & Youth has the right to change these terms and conditions in its sole discretion. In the event of any changes in the document, Yunus & Youth shall inform the applicants about such changes by email and through the website www.yunusandyouth.com.

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