In order to improve the lives of change-makers, strengthen their ventures and further develop the change-making ecosystem, we urge everyone to take action.

In the following pages we outline twelve actions for each set of key stakeholders within the support ecosystem.

These recommendations have been developed through qualitative interviews with 8 young changemakers from around the world as well as multiple conversations with members of The Possibilists Alliance. In addition, it also builds on the important body of work built through reports including the State of Youth Civil Society by Restless Development, the OECD report on Unlocking the Potential of Youth-led Social Enterprises, the United Nations report on meaningful youth engagement and Unlock the Future’s Challenge Paper on resourcing youth-led initiatives.
For Support Organizations:

For organizations whose core purpose is to assist young changemakers, we recommend the following TWELVE actions to support them more effectively.

**Focus on the Person, not just the Organization:**
Look beyond the ventures they run, and look at how your programming can support them through personal growth and challenges.

**Prioritize wellbeing:**
Work to improve the wellbeing of changemakers, and include specific activities that help them prevent burnout in your programmes.

**Invest in Relationships:**
Effective collaboration cannot be rushed or forced. When aiming to create opportunities for changemakers to collaborate with each other, invest time into building initial trust and human connection.

**Become Facilitation Pros!**
Gathering groups of young people and/or connecting them to key stakeholders necessitates good facilitation skills, invest in training for your team(s)!

**Break the Heropreneur Paradigm:**
Open up activities to the founders’ teams, and ensure a more equal distribution of knowledge and resources.

**Build Acumen:**
Bring 'business' expertise and commercial know-how to your programmes via mentors or connections to corporates.

**Communicate Clearly:**
Effectively communicate what your programme offers, so that young changemakers can differentiate it from other existing options.

**Compensate Young People!**
Whenever you invite young people to micro-engagements as speakers or advisors, ensure you compensate them for their time.

**Use ‘Changemaker-centered’ Design:**
Whenever possible, develop individualized offerings that are tailored towards the young changemakers’ diverse needs, rather than your own, or those of the programme funders.

**Respect Their Time:**
Accept that young people are often juggling various responsibilities alongside their initiatives. Don’t put extra pressure on them with overloads of deadlines & surveys. Consider different time zones and availabilities when running activities.

**Walk the Walk!**
Involve young people in key leadership positions in your networks, and try to break down hierarchies in your own organizations to avoid replicating systemic inequalities.

**Use a DEI Lens:**
Re-evaluate all of your processes from a diversity and inclusion perspective. Consider how to improve processes for those who have poor internet connection or are not fluent in English.

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## For Funders:

Access to funding remains one of the most existential challenges cited by young changemakers in this study. We propose the following TWELVE ACTIONS that funders can take to effectively resource youth-led social innovation everywhere.

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Rebalance Power:</strong></td>
<td>Really trust young people to lead and give them decision making power; avoid upholding systemic inequalities that disempower young people.</td>
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<tr>
<td><strong>Allow Overhead:</strong></td>
<td>One of the biggest challenges faced by young entrepreneurs is often covering the fixed costs of their organizations. Ensure that budgets can cover personnel and overhead costs.</td>
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<tr>
<td><strong>Be Responsive &amp; Transparent:</strong></td>
<td>Communicate your decision-making process transparently. Remain responsive towards young individuals that may not have proven successful in their application (and consider compensating them for the time they spend creating their proposal).</td>
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<tr>
<td><strong>Seek Out Unusual Suspects:</strong></td>
<td>Those who self identify as marginalized face even bigger hurdles to funding. Actively seek out grantees from under-represented groups and look beyond those who are most adept at proposal writing.</td>
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<tr>
<td><strong>Co-create:</strong></td>
<td>When designing grants designated for young changemakers, co-create your strategies with young people from the word go, then during implementation involve them in key decisions.</td>
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<tr>
<td><strong>Living Stipends:</strong></td>
<td>Do not overlook the fact that some changemakers, especially those that self identify as marginalized, can struggle to cover basic costs of rent, food and medical supplies. Your consideration of granting personal living stipends can make a crucial difference.</td>
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<tr>
<td><strong>Commit Long-term:</strong></td>
<td>Provide support in the long run (Why end funding after three years if the job is not done yet?)</td>
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<tr>
<td><strong>Compensate Young People!</strong></td>
<td>Whenever you invite young people to micro-engagements as speakers or advisors, ensure financial compensation for their time.</td>
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<tr>
<td><strong>Give Flexibly:</strong></td>
<td>As much as possible, give unrestricted funding, allow young grantees to respond and adapt to fast changing social and environmental problems.</td>
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<tr>
<td><strong>Remove Barriers:</strong></td>
<td>Make applying for grants and support as easy as possible. Make reporting as easy as possible (Challenge: Can you cut it in half?).</td>
</tr>
<tr>
<td><strong>Use a DEI Lens:</strong></td>
<td>Re-evaluate your processes with a diversity and inclusion based perspective. Consider how to optimize processes for those who have poor internet connection or are not fluent in English.</td>
</tr>
<tr>
<td><strong>Go Local:</strong></td>
<td>Do not neglect the option of directly funding local youth-led organizations, especially in areas where the biggest proportions of youth live, but access to funding is lowest.</td>
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### For Policy Makers:

We believe policy is one of the key systemic levers for improving the lot of young changemakers, yet it remains a space they feel far removed from.

<table>
<thead>
<tr>
<th><strong>Meaningfully Engage:</strong></th>
<th><strong>Rethink Formats:</strong></th>
<th><strong>Use a DEI Lens:</strong></th>
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<tbody>
<tr>
<td>There is a huge difference between meaningful and tokenistic engagement, ensure all your teams are well versed in this differentiation. (Example toolkit here).</td>
<td>Most gatherings which are focused on developing policy (e.g. WEF, COP) are not facilitated or set up in a conducive way for young people to meaningfully contribute. Think about new innovative and participatory event formats.</td>
<td>Re-evaluate all of your processes from a diversity and inclusion perspective. Consider how to improve processes for those who have poor internet connection or are not fluent in English.</td>
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<tr>
<th><strong>Respect Young Changemakers:</strong></th>
<th><strong>Aim High for Participation:</strong></th>
<th><strong>Seek Out Unusual Suspects:</strong></th>
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<tbody>
<tr>
<td>Acknowledge young changemakers as contributors, innovators and knowledge-holders on the basis of their perspectives and experiences and give them a seat at the table which reflects this.</td>
<td>Empowering youth with full autonomy over decisions is a challenging form of participation in policy-making but should be aimed for when possible.</td>
<td>Those who self identify as marginalized face even bigger hurdles concerning having their voices heard in places of power and privilege. Actively seek out participation from under-represented groups.</td>
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<tr>
<th><strong>Engage at Each Stage of the Policy Cycle:</strong></th>
<th><strong>Give Clear Legal Frameworks:</strong></th>
<th><strong>Improve the Evidence Base:</strong></th>
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<tbody>
<tr>
<td>Try to involve young people at each stage of the policy cycle (design, planning, analysis, implementation and evaluation)</td>
<td>Many young social entrepreneurs have to use alternative legal structures which don’t reflect their hybrid business &amp; impact models.</td>
<td>Improve the evidence base on youth-led initiatives. Incomplete data collection on youth driven impact is a barrier for both policy makers and the public to fully assess their challenges and impact.</td>
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<tr>
<th><strong>Connect Young People &amp; Governments:</strong></th>
<th><strong>Better Integrate Changemaking into the Education System:</strong></th>
<th><strong>Visibility:</strong></th>
</tr>
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<tr>
<td>Local municipalities are often critical ‘replication partners’ for social innovations but connections between them and young changemakers are rare.</td>
<td>Research shows the importance of starting out early in one’s changemaking journey. Current education policy and curricula however, do little to cultivate the skills necessary to effect social change.</td>
<td>Give visibility and recognition to young changemakers via awards and communication campaigns.</td>
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For Young Changemakers:
We finally have twelve recommended actions for all the young changemakers out there who are striving for the wellbeing of people and planet.

Ask to Be Paid!
Many funders and ecosystem organizations are not used to the idea of compensating young people for micro-engagements. Help us to change their mindset on this by raising awareness!

Fall in Love with the Problem:
We believe that this mantra from the world of entrepreneurship is even more pertinent to social change. Try not to become too attached to your own solution, but instead focus on the problem you are trying to tackle.

Think Collaboratively:
Because of this systemic complexity, transformative impact simply cannot happen in isolation. Collaboration is the only way.

Seek Out Support:
There is an abundance of existing support for young changemakers. From corporate mentoring to legal advice; seek it out and grab it!

Break the Heropreneur Paradigm:
Share spotlight and opportunities with your teams and ensure knowledge and resources are more equally spread.

Apprentice with the Problem:
Social change is not about ‘innovating’ in a vacuum, it’s about fully understanding the problem and the people affected by it.

Find Your Tribe:
Don’t underestimate the power of finding a community of people who share your challenges and support each other.

Have a Life-long Learning Mindset:
The social and environmental problems we are facing are complex and fast-changing. The mindset with which we can tackle them is one which is always open to new ideas and approaches.

Prioritize Self-care!
Wellbeing inspires well-doing, you will ultimately not be able to sustain your impact if you cannot do so for yourself, and may burn-out.

Aim for the Root:
Beware of the temptation of the quick fix and look deeper at the roots of the problem you are trying to solve. Understand the system in which it is embedded.

Practice Saying No!
Saying no is about prioritization, reducing opportunity costs and being more self-aware.

Be Coachable!
This is one of the most crucial traits of effective changemakers. This means being open to learning from others, self-reflecting, and confronting uncomfortable truths.

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