

JA Worldwide®
2009-2010 FUNDABLE PROJECTS



For questions or more information about any funding opportunity, please contact:

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Development Group
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Level One

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A. JA Worldwide Regional Operating Centers (Americas, Africa, Asia-Pacific) \$1,000,000 per region per year for 5 years

Following the 2004 merger of Junior Achievement International and Junior Achievement Inc., JA Worldwide developed a regional operating structure to support its operations around the world. The purpose of the Regional Operating Centers (ROCs) is to be the face of JA Worldwide to its Members. ROCs are an extension of JA Worldwide Headquarters, and the support and service arm of the organization in a specific geographical area. The ROCs are accountable to JA Worldwide, and, at the same time, remain aware of the needs of the Members who serve as their customers. The role of an ROC is to serve the needs of Member Offices within its jurisdiction by providing guidance in launching new JA programs, board development, fund raising, volunteer recruitment, and general operations. There currently are Regional Operation Centers in Brussels, Belgium, Europe and Amman, Jordan; and the Middle East and Northern Africa.

JA is seeking sponsorship to establish Regional Operating Centers that support JA operations in each of these regions: the Americas, Africa, and Asia-Pacific. Partial sponsorship opportunities may be considered.

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B. Digital Transformation

Element I: Digital Strategy \$250,000/1 year

Funding will support the hiring of a consultant(s) to work with a cross-functional team of JA Headquarters and field staff to develop a digital strategy to guide the future work of the organization. These funds will also cover other costs associated with the development of a digital strategy. The resulting strategy will, in part, provide direction for the development and delivery of Junior Achievement programs. The strategy will also be developed to focus on the use of technology in other aspects of JA Worldwide's overall operation.

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**Element II: ja.org and Nested Website Rebuild \$725,000 over 2 years
(Initial cost of \$325,000 in Year One plus \$200,000 per year for staffing, maintenance and upgrading)
(Minimum two-year sponsorship)**

Funding will provide organizational support to recreate and rebuild Junior Achievement's main website, ja.org and the nested websites for JA Offices around the world. The overhaul of JA's online efforts will specifically focus on re-platforming the sites so a strong and easy content management system drive updates and changes, modifying the visual design, overhauling the content, and increasing functionality available on the site. Through this effort, JA's image will be repositioned and brand awareness will be increased. For the donor, there will be meaningful opportunity for branding and awareness on the home page of ja.org and the nested sites as well as on interior pages of the sites.

C. JA Global Longitudinal Evaluation Project **\$3,900,000 over 4 years**

Funding will provide organizational support to conduct a multi-year, multi-national longitudinal evaluation that measures the short and long-term student outcomes associated with participation in JA Worldwide programs. The evaluation will specifically focus on the impact of JA Worldwide programs on students' long-term knowledge, attitudes, and behavior regarding work readiness, entrepreneurship, and financial literacy. The results of the study will enable JA Worldwide to demonstrate its value and impact on youth around the world.

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D. Serving Diverse Populations

Element I: JA Under-Served Initiative **\$2,214,000 over 3 years**

Currently in its third year of piloting at seven sites, the JA Hispanic Initiative has demonstrated significant progress toward addressing the needs of schools and neighborhoods with a growing and diverse Hispanic student population. These communities reflect the changing demographics of communities served by JA. The JA Under-Served Initiative would apply key learning's from the JA Hispanic Initiative to increase the number of volunteer role-models who can provide other underserved populations of students with JA enhanced programs that integrate culturally relevant materials, session activities, and themes.

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Element II: Junior Achievement USA: Innovation Initiative (JAI) **\$600,000 over 2 years**

Research conducted in 2004 by JA and the Diversity Pipeline shows that African-American and Hispanic youths are more inclined to consider starting their own businesses than are their Caucasian peers. But somewhere between high school and adulthood, many blacks and Hispanics lose that entrepreneurial interest, settling into wage-earning jobs. At the same time in rural communities, many young people won't even consider starting their own businesses as an option, choosing, instead, to move out of the area or to work a low-paying service job with limited benefits.

The JA Innovation Initiative will to explore teen and parent attitudes about entrepreneurship and the concept of an entrepreneurial workforce in these underserved communities. By engaging Gallup Research, JA will survey these individuals to identify the current interest level in entrepreneurship, the perceptions of parents about entrepreneurship and entrepreneurial attitudes and whether or not they would encourage their children to consider it as a career option, and what programs like JA can do, through curriculum and volunteer mentoring, to support young people who may wish to create opportunities in their own communities through business ownership and the accompanying job creation.

JA Innovation Initiative will enable Junior Achievement to build long-term strategies and partnerships to effect change in lives of young people and their communities

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E. Junior Achievement USA: Student Polls **\$50,000/year/each**

Funding will provide organizational support to field one of the following annual student polls:

1. Kids and Careers – Winter 2009/10
2. Summer Jobs – Spring 2010
3. Entrepreneurship – Summer/Fall 2010

The polls assess teens' attitudes and behaviors related to the topics of entrepreneurship, work readiness. The results of each study will enable JA Worldwide to demonstrate the need for and importance of JA programs for American youth. In addition to supporting research, funding will support proactive outreach to media outlets to generate publicity for Junior Achievement and will support JA Staff to position themselves as thought leaders among key stakeholders and the media. For the donor, there will be significant opportunity for awareness associated with the media outreach accompanying the survey. The survey itself will be co-branded and all associated communications will be co-branded as well.

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Level Two

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A. Revision of the JA Elementary Grades Suite of Programs **\$1,735,000 over 2 years**

Funding will support the revision of five, JA elementary grades programs – *Ourselves, Our Families, Our Community, Our City, and Our Region*. Revision of these programs will ensure that content is current and developmentally appropriate for today's youth. Through this set of programs, financial literacy, entrepreneurship, and work-readiness concepts will be introduced and reinforced.

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B. High School Financial Literacy Program **\$3,400,000 over 2 years**

Funding will support the development of a comprehensive high school financial literacy program. JA Worldwide will publish a comprehensive textbook with accompanying student and teacher guides, online support tools, take-home learning components, and a complimentary curriculum to be delivered by a volunteer to bring real-world application to the academic classroom learning. The first year of funding covers the cost of program development and rollout. The second year of funding provides implementation grants to Junior Achievement USA Member offices to enable 23,000 students to receive the program. Funding in year two also provides translation grants to JA's International Members to facilitate global implementation of the program.

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C. National Title Sponsorship of New Online Stock Market Simulations **\$300,000 over 2 years**

JA Worldwide currently does not have a stock market simulation in its curriculum, but it has identified the need for one. Therefore, JA Worldwide recently contracted for development of such a program with UpDown.com, the leader in social networking for virtual investing. UpDown.com has a unique online platform that provides students with the opportunity to learn about the stock market. In addition to giving members \$1,000,000 in virtual money to invest, UpDown.com provides a platform for investors to improve their skills through collaboration, competition and aggregated wisdom.

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D. True North **\$1,195,000 over 2 years**

True North is the first of a series of programs required to implement our Talent Management Strategy. It is the orientation for new associates from the United States, to establish a view of the organization beyond their local Areas and to establish relationships with the JA Worldwide team that provides necessary resources and support. One of the primary objectives of *True North* is to reduce turnover in the critical first three years of employment.

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E. Americas Region: Translation, Adaptation and Printing of Spanish Material **\$ 250,000/1 year**

In the last 2 years, Junior Achievement Worldwide worked to upgrade and/or create more than 10 packages of course materials to be implemented in the schools. JA Americas has 31 countries and 19 of them are Spanish speaking, fortunately with a team work throughout the region those 19 countries were able to translate most of these materials and were able to maintain their capacity to implement course materials on the same level as the rest of the more than 100 countries of JAW. One of the biggest challenges for those countries now is to provide funding for translating new curricula that JAW has developed currently, packaging, printing and adaptation of materials in Spanish. Printing and adaptation or translation of the following course materials by the Americans Region office will allow us to grow at implementing the following programs:

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|------------------------------|---------------------------|--------------------------|
| 1. Job Shadow | 4. It's My Business | 7. JA Be Entrepreneurial |
| 2. Business Ethics | 5. Success Skills | 8. More Than Money |
| 3. Excellence through Ethics | 6. Careers with a Purpose | |

Helping the Latin American countries have access to the updated course materials will increase implementation capacity by 20-30% in each country. The new programs will help reach different groups of students, better impact existing students, and widen the demographic target in each country.

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F. Global Business Challenge Sponsorship **\$350,000/1 year**
(2 year commitment preferred)

Sponsorship will support continuation of the Global Business Challenge, a student competition that involves high school students from around the world in a business challenge based on the JA Titan simulation. A series of preliminary rounds of competition are held virtually to identify finalists that travel to a face-to-face competition held in different location around the globe each year.

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G. Core HR Information System

Initial Purchase of \$500,000/1 year
Annual Operating Costs of \$150,000

The current HR Information System that tracks and reports associate compensation, benefit, and personal data, both current and historical, is no longer supported by the company that built it. If JA's current system develops irreversible problems, locks, or crashes, there is no remedy or replacement and recently, more and more problems seem to be surfacing. There is a need for a new web-based system that will not only meet HQ requirements but serve the needs of JA Member Offices as well, allowing direct input and editing of data, relevant reporting, and HR analysis at the local level.

The performance inefficiencies, lack of support, and risk associated with irrecoverable break down of the HRIS system represent a sizeable operational exposure to our organization. These concerns surfaced in a recent outside audit of our JA Pension Benefits Trust and we have been told by our auditor they will be cited as an operating deficiency in the final audit report. The final audit report will be presented to our JA Worldwide Board Audit Committee and will require a management response.



H. Campaign for Connections

\$1,500,000 over 2 years

Funding will support the logical next step in JA's history of providing solutions to the complex challenges confronting youth around the globe. This enterprise-wide, technology-based platform will: Increase volunteer recruitment - particularly for disadvantaged populations – thereby ensuring that JA programming reaches more children; Connect JA's young people with their contemporaries around the world to share ideas, concepts, and experiences; Create online mentorship opportunities for youth with mentors in a nearby community or a far-off country; Improve efforts to create an alliance among schools, businesses, volunteers, and partnering institutions that support our mission; and Enhance collaboration with organizations of similar missions rather than creating new programs and processes that "reinvent the wheel." Partial sponsorship opportunities are considered.

Element III: JA Europe: Company of the Year Competition **\$97,000/1 year**
Event and/or Signature Award Sponsor

Showcase of the best student companies of the year from across JA-YE organizations in Europe. Exclusive event featuring only the national winning teams. (200 young people) Sponsors are featured in a variety of ways. Participating teams come from 25-35 countries. Includes Signature Award: Sponsor sets up their own jury and determines the theme and criteria for the award; selects the winning student company during the competition. Winner is announced at the final award ceremony. Examples of such awards: Innovation, Responsible Business, Most International Potential, Best Financial Report, Leadership

Element IV: MENA: 2010 Regional Student Company **\$156,000/1 year**
Competition

Award Sponsorship each year thousand of INJAZ students create their own real companies. National winning teams compete on the MENA Regional Stage. Corporations are invited to sponsor the following awards

- Student Company of the Year \$65,000
- Best Innovative Product \$39,000
- Best Marketing Campaign \$26,000
- Best Young President \$26,000

Element V: JA Europe: Trade Fair (Age 16-18) Event **\$97,000/1 year**
and/or Signature Award Sponsor

Student companies from 38 countries come together to sell their products/services in a public space. (300-400 young people) Sponsors are featured in a variety of ways. Includes Signature Award: Sponsor sets up their own jury and determines the theme and criteria for the award; selects the winner. Winner is announced at the final award ceremony. Examples of such awards: Innovation, Marketing, Most International Potential, Best Financial Report, Leadership...etc

Element VI: JA Europe: Enterprise Challenge (Age 19+) **\$97,000/1 year**
Event and/or Award Sponsor

Student companies from 14 European countries come together to sell their products/services in a public space. Sponsors are featured in a variety of ways. Signature Award: Sponsor sets up their own jury and determines the theme and criteria for the award; selects the winner. Winner is announced at the final award ceremony. Examples of such awards: Innovation, Marketing, Most International Potential, Best Financial Report, Leadership.

B. JA Asia/Pacific: Malaysia Program Implementation

\$62,730/1 year

AMCHAM wants to provide the opportunity for rural schools and underprivileged students to be exposed to the importance of creative thinking and business concepts via JA programs. Privately owned centers have come to the aid of wayward students and these centers are self-funded, with little assistance from the government. At these centers, the students are given a 2-year skills development education (from ages 16-18), where they just learn a technical skill. So in essence, when they complete the 2-year program they could, for example, repair a TV. They do not become entrepreneurs. For the purpose of this project, the underprivileged students mentioned here are from two groups of students' ages.

Group 1: (target reach: 500 students) School drop-outs, orphans and abused students (ages 16 – 18) who are housed and schooled at a skills development center for a period of 2 years. JA Success Skills will help provide the underprivileged and rural students the opportunity to a second chance at learning as well as preparing them for work readiness.

Group 2: (target reach: 500 students) Indigenous students who attend public schools in the very rural and remote areas. The ages that we plan to reach are from 7-12. We deliver the following four elementary JA programs: Ourselves, Our Families, Our Community, and JA More than Money.

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C. JA Europe: Secondary School Programs: Enterprise Without Borders

\$39,000/1 year

Program implementation support for min 2 countries

This secondary school and/or college programme teaches the value and importance of international trade and the practical skills necessary to do business across borders. Each Enterprise without Borders site forms a business entity and negotiates a partnership agreement with one or more other sites in other countries. A website www.ewb.ja-ye.org is available to help the "matching" between student companies interested in a joint venture or an import-export business. Students from different countries will register and post their offer to participate in the programme and supply information for a "marketplace" where products are on display and research on trading can occur. The programme encourages twinning between schools and teachers.

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D. JA Europe: Middle School Programmes: It's My Business

\$130,000/1 year

Program implementation support for minimum of 3 countries and the development of the European website

It's My Business program encompasses entrepreneurship curriculum for students in grades six through eight, age 13-15. Through this program students learn about entrepreneurs and how to organise small enterprise projects. They do activities and projects that teach them to think for themselves, work in teams and find ways to realize their ideas as well as solve problems. At the same time the project will link participating teams and schools from across Europe to exchange stories on local entrepreneurs and businesses via an online European platform (website). Students organized in teams will investigate and write stories on a local entrepreneur or innovation in business. All the stories will be uploaded on a European website in local languages. Visitors will be encouraged to read all the profiles and vote for the best ones. The final goal is to create an archive of stories/profiles on local entrepreneurs from all participating European countries. The best 3 stories from each country will be translated into English and included in a compendium of entrepreneur stories.

E. JA Europe: INJAZ Program Localization and Rollout **\$728,000 over 3 years**

Four high priority business programs are localized & rolled out into schools across 12 MENA Countries: Sponsor's name and logo will be on all curriculum material for 3 years. Partnership is launched with press conference to recognize sponsor. Sponsor to be featured on Regional website and in INJAZ al-Arab's Annual Report.

1. JA Be Entrepreneurial	\$195,000
2. JA It's My Business – Middle School Enables	\$208,000
3. JA Job Shadow – High School	\$130,000
4. JA Global Marketplace – Middle School	\$195,000

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F. JA Europe: Adopt a School Campaign **Arab World 20 schools \$260,000**
Multi-nation 8-15 schools \$104,000-\$195,000
Member Nation 1 school \$13,000

This initiative is the driving force behind the One Million Arab Youth Campaign as it guarantees annual, sustainable student reach in: Jordan, Lebanon, Palestine, Bahrain, Kuwait, UAE, Saudi Arabia, Qatar, Egypt, and Morocco. In-class corporate brand recognition in adopted schools. Brand recognition on regional website. Brand recognition in all the One Million Arab Youth Campaign printed material. Brand recognition in regional & local print media campaigns, according to the adoption level.

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