

FUTUREPRENEURSHIP PROGRAM

FINAL REPORT FOR YEAR TWO



**Prepared by
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OVERVIEW

According to the ¹African Development Bank 2017, 22% of Africa's working-age population are starting businesses. This is the highest entrepreneurship rate in the world. Small and Medium Enterprises are now the biggest formal employers in Sub-Saharan Africa. They will undoubtedly be vital in creating the 54 million jobs that Africa is expected to create by 2022.

The numbers look great until one realizes that Sub-Saharan Africa has the highest small business discontinuance rate of 8.4%. While the job creation potential is promising, meeting the demand has become blurry - Africa now needs 122 million new jobs to curb the rising unemployment rate. Further, only 20% of African entrepreneurs are innovative and introduce new products and services. The continent has many survival entrepreneurs who lack the needed foundational entrepreneurial education because they were pushed by unemployment (Tatenda Gwaambuka, 2019)².

With a shared commitment to increasing the population of skilled and resourced young African entrepreneurs and their impact on the continent, Tomorrow Foundation made a grant to JA Africa to provide entrepreneurship education to 1,650 young people (550 annually) across Côte d'Ivoire, Gabon and Ghana over three years. The primary goal of this partnership initiative called the “Futurepreneurship Project” is to build a cohort of entrepreneurial-minded and financially independent young Africans who become change-makers in their communities using JA Africa's flagship program, the Company Program.

The Company Program curriculum is a 16-week course that guides in-school students through establishing and running a business. In the second year of this partnership, JA Africa partnered with the Project Management Institute Educational Foundation (PMIEF) to integrate project management concepts (proven invaluable to seasoned entrepreneurs) into the Company Program curriculum. This was in the bid to upskill the African youth and ensure that they are provided with the relevant skills for the world of work.

This report captures activities carried out in the three countries for the second year of this partnership.

¹ https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AEO_2017_Report_Full_English.pdf

² <https://www.africanexponent.com/post/4545-the-21st-century-belongs-to-the-african-entrepreneur>

PROGRAM IMPLEMENTATION

This year, the Company Program curriculum, as used in year one, was modified and updated to include project management concepts. A survey by consulting giant McKinsey & Co. found that nearly 60 per cent of senior executives said building a solid project management discipline is a top-three priority for their companies as they look to the future. Leading organizations across sectors and borders have steadily embraced project management to control spending and improve project results.

JA Africa prepares young people for the future of work. Therefore, it welcomes the opportunity to provide relevant skills and knowledge for young people, hence the decision to incorporate project management concepts and knowledge.

About the Company Program

The JA Company Program encompasses a business, entrepreneurship, project management and economics curriculum for young people ages 15 – 19 years old. This program emphasizes business content while providing hands-on experiences for starting, managing, and liquidating a business. The youth participating in this program use innovative thinking to learn about business and explore corporate career aspirations. Participants receive 24 – 45 hours of hands-on business development experience over 11-16 weeks. A volunteer mentor and their teachers/facilitators guide teams. The program sessions are organized as follows:

Table 1: Integrated Company Program Overview

Metric	Detail
Duration	12 – 16 weeks
Target Participants	Secondary School Students
Objectives	<ul style="list-style-type: none"> • Increase students' knowledge and skills • Teach them responsibility and effective leadership • Prepare them for future careers and further study. • Provide them with valuable entrepreneurial and project management skills.
Skills Developed	Entrepreneurship Skills, Project Management
Content	Week One: Overview of the Integrated Company Program Week Two: Management Team and Business Plan Week Three: Market Research Week Four: Introduction to Project Management Week Five: Product Choice and Selection Week Six: Overview of Board Meeting Protocols Week Seven: Production and Project Planning Week 8: Project Execution, Production & Sales Week 9: Sales

Week 10: Sales, Strategy & Project Closure
Week 11: Inventory & Liquidation
Week 12: Annual Report

Côte D'Ivoire

Three hundred and eight-six (**386**) students participated and completed the program in Cote d'Ivoire. The office engaged the Ministry of Education, which provided official authorization for implementation in 28 schools. This year, the team extended the program to four other cities outside Abidjan: Yamoussoukro, Ferkessedougou, Bouaké and Duékoué.

The program was officially launched with a project management seminar for all participating students on April 30, 2021. The president of the local Project Management Institute (PMI) chapter was in attendance. The trainers took students through the workshop's basic concepts of project management and entrepreneurship. The workshop gave students a foretaste of the actual program sessions. The students were enthusiastic about the PMI training they received and started incorporating the project management principles right after the seminar. Some challenged themselves by totally reconsidering their project ideas.



According to them, the training built their confidence. It gave them a realistic appreciation of integrating PM in the daily operation of their businesses.

A vital feature of the program implementation is using mentors who guide the students through the program. Three (3) Mentors from the local PMI office were paired with the student teams to incorporate project management processes in the running of businesses.

The national competition took place on Friday, November 12 2021, at the West African Regional Episcopal Conference (WARC), (CERAO), located in Aghien, and Abidjan. The event brought together high profiled individuals, including:

- The Minister of National Education and Literacy,
- The Minister of Technical Education, Vocational Training and Apprenticeship,

- The Minister for the Promotion of Youth, Professional Integration and Civic Service and Civic Service,
- A representative of the United States Embassy in Côte d'Ivoire
- A representative of Tomorrow foundation in Côte d'Ivoire
- The Division of School Life of the Ministry of National Education;
- Members of the Board of Directors of Junior Achievement
- Representative of the Regional Directorates of National Education
- The representative of the Project Management Institute in Côte d'Ivoire



Seven schools competed for the title of the National Company of the Year; Lycée Municipal 1 de Koumassi, Lycée Municipal 2 de Koumassi, Lycée Technique de Cocody, Lycée Moderne de Cocody, TSF of Bouaké, Collège Anador Abobo and Lycée oderne de Duékoué .

Junior Holdings from TSF Bouaké emerged as the overall winner. The company produces CYCLE-BOT, an ecological multifunctional machine that runs mainly on solar energy. The device converts waste into bricks for building, fertilizer solution for sustainable agriculture and carbonic acid to enhance the taste of soft drinks. The event can be viewed [here](#).



Facilitators

Heads of the selected schools identified qualified and committed teachers as program facilitators. A virtual training-of-trainers session, led by the JA Côte d'Ivoire team and the volunteer coach from the local PMI office, was conducted for all the teachers. All program facilitators and volunteers received program materials for themselves and their students. The objective of this session was to ensure the program team was familiar with the newly added project management concepts.

The teachers supported the program implementation by facilitating the weekly sessions with the students using the trainer's manual developed for this purpose. They encouraged their students to take responsibility for their learning and provided guidance on making effective decisions for their companies.

The facilitators indicated that they found the program relevant and rewarding to see their students learning differently and growing. For them, the program built their capacities while facilitating the sessions with the students.



Ghana

JA Ghana rebranded the Company Program and digitized the program content to accommodate changes brought about by the COVID pandemic and ease the program's extension to other regions outside the capital, Accra. The Company Program has been rebranded as the **National High School Business Pitch Competition** to amass publicity and attract local partners in Ghana. It was launched on July 17 2021, in Accra. The Deputy Minister of Education, Rev. John Ntim Fordjour (JA Ghana Board Member), and Mr Joshua Mortoti (Vice President-Operations, Gold Fields West Africa Region) attended. Press releases for the launch can be found [here](#).



The Company Program curriculum was also converted into [a video format](#) with a session on Design Thinking included.



In addition to the curriculum adaptation outlined above, a company challenge document outlining the thematic focus of the Company Program for the next three years was designed. The document will guide students in building viable businesses that tackle the country's most critical needs. It focuses on four (4) thematic areas, which include (1) Agriculture and Agribusiness, (2) Water, Sanitation, and Hygiene (WASH), (3) Renewable Energy and Climate Change and (4) Health Technology. Students will identify problems in the core thematic areas and develop solutions to them. These student-led enterprises will potentially influence a new culture for innovation and community change across the country.

JA Ghana piloted the rebranded program in two regions: the Eastern and Northern regions. The implementation process started with obtaining approval from Ghana



Education Service (GES) and meeting head teachers and administrators. The team took the opportunity to introduce these stakeholders to the program's curriculum and its impact. School administrators expressed interest in having the program in their schools by appointing some staff to serve as program patrons.

Aburi Girls Senior High School in the Eastern and Northern Business School Tamale were selected as pilot

schools. Eight (8) facilitators/patrons and business coaches were selected and trained for the curriculum delivery, supervision of lessons and mentoring of student companies in these two schools.

School-level Company of the Year competitions were organized to culminate the program. It served as a platform to display students' entrepreneurial prowess and local-centred solutions developed to meet community needs. The competition was also used to select companies with the most practical and relevant business solutions under the four (4) core thematic areas of the Company Challenge.

The competition at Northern School of Business (NOBISCO) Tamale was held on December 11, 2021. Nine (9) teams pitched their business solutions to a panel of judges. Four finalists with the business solutions outlined below were selected.

- Victorious Enterprise: Provides hair care services to boarding students at cheaper rates
- Shalom Snacks: A student-run food outlet that provides snacks at affordable rates to students
- Team-Bio: Developers of biogas digesters to manage human waste. This solution came in handy, as the school required a waste management system.
- Team Sheto: Makers of an easy-to-use hand washing soap from locally sourced materials like shea butter to improve personal hygiene among students. This initiative was in line with the second (2nd) thematic area of the JA Company Challenge on Water, Sanitation and Hygiene (WASH).

In the Eastern region, the competition was held on December 15 2021, at the Aburi Girls Senior High School. Each team was required to present a business solution developed from their Company Program sessions—five of the ten teams that competed emerged finalists with the following business solutions.

- Elite Minds: Designers of a spark plug project to provide cheap electricity for rural communities.
- Team Incognito: Developers of a “Sankofa water recycling plant” designed to help improve water waste management in their local community and across the country.
- Robocrew: Builders of “Ananse”, a spider-like robot designed to convey farm items/ produce from farms.
- Megatron: Manufacturers of “Zeptadrone” - a low-cost drone made from locally sourced materials - to be used in all sectors of the country to provide the same function as expensive drones.
- Atomic: Creators of “Claw 2.0”, a robot that lifts items to elevated platforms.



Team-Bio and Megatron emerged winners in the Eastern and Northern regions, respectively. The judges (in both regions) were made up of Business coaches, head teachers and the School Management Committee (SMC) members. The circuit Supervisor for the Akuapim South Municipal District of the Eastern Region and a representative from the Tamale Education Office were also present to address students' need to pursue their business ideas beyond the school environment. They commended the program for stirring innovation in students.

Following the successful completion of the pilot, Ghana Education Service District Units, Conference of Heads of Assisted Secondary Schools (CHASS), and head teachers from **28 schools in 9 regions** expressed interest in implementing the program in their schools. With additional funding from other partners, JA Ghana was able to scale up the program to reach over 2,000 students.

Heads of schools delegated their teachers to be trained for the full rollout. A two-day virtual training workshop on the new curriculum for the program was organized for 28 facilitators and patrons on February 4 – 5, 2022. The workshop was led by JA Ghana staff, Curriculum Instructional Designer – Mr Isaac Aboah and followed by a session on 'Introduction to Project Management facilitated by a Project Management Institute consultant. Delivery of the curriculum in schools began in April 2022. JA provided schools without gadgets to access the pre-recorded videos with projectors and flash drives containing all curriculum materials.

Two thousand three hundred and fifteen (**2,315**) students completed the program. Only Form One and Two students were selected to ensure a holistic experience for all students. This approach gave them ample time to reap the program's full benefits over the period.

Realizing how resourceful the Company Program is, some schools like Bolgatanga Senior High School in the Upper East Region took the initiative to institutionalize the curriculum. They engaged the School Management Committee, Parent Teacher Association and Alumni body to support the program by ensuring the school's timetable prioritized the lessons and students were provided with the necessary



nourishment during the extra hours after school to work on their JA companies. The school made the program compulsory for all form one and some form two students (who could fully participate considering the new double-track system in high schools across the country). Their participation made up almost a quarter of the total number of students enrolled on the program.

Students' enthusiasm was seen in their investments in developing their companies.

Based on the seriousness and level of administrative support given to the implementation process in some schools, sixteen schools (across all nine regions) have been shortlisted to participate in the first edition of the National High School Business Pitch Competition in Ghana. Nineteen (19) business coaches (made up of entrepreneurs) have been assigned to student companies. They will help in preparing them for the competition, which has been scheduled to take place on September 15 and 16 at Academic City College. The winners will go ahead to compete at JA Africa's 2022 Regional Company of the Year Competition in December in Nigeria.

Despite the challenge posed by the change in the academic calendar, which caused a delay in the full implementation, the program has received good recommendations from the Ministry of Education, parents, students and all stakeholders.

Gabon

In the progress report shared in April, the Foundation was informed that the first tranche of funds (\$12,158) allocated to JA Gabon had been disbursed, however, this was yet to be accounted for due to an embargo placed on implementations as a result of ongoing investigations and restructuring stemming from issues of misappropriation. Since then, JA Africa received information from follow-up that the funds had been spent on another project.

JA Africa began working with the new Board and interim Executive Director to restructure JA Gabon, streamline operations, set proper internal controls and seek the cooperation of the Gabon government and the EU to re-establish sustainable operations. However, the office was not cooperative and as a result, JA Worldwide has commenced a formal review process, which may lead to the termination of JA Gabon's membership in the network. In that instance, JA Africa would ask for Tomorrow Foundation's permission to reallocate the outstanding amount of (\$12,158) for JA Gabon to another country. If the organization is reinstated, they will be asked to return the first 50% (\$12,158) sent. JA Africa will keep the Tomorrow Foundation updated on all proceedings.

2021 REGIONAL COMPANY OF THE YEAR COMPETITION

At the 2021 COY, 36 students from Côte d'Ivoire, Eswatini, Kenya, Mauritius, Nigeria, South Africa, Uganda, Zambia and Zimbabwe participated in the competition. Their businesses produced a wide range of products and services, from the invention of



The banner features logos for the 11th COY Mauritius 2021 (February 24-26, 2022), JA Africa (100 Years of Achievement), and JA Mascareignes (100 Years of Achievement). The central text reads "INNOVATING WITH GRIT" and "FEBRUARY 24-26, 2022". Below the text is a photo of four smiling young women. At the bottom, it lists sponsors: FedEx, Citi Foundation, Tomorrow Foundation, and Educational Foundation. Social media links for Facebook, LinkedIn, YouTube, Instagram, and Twitter are provided, along with the website ja-africa.org and the hashtag #AFRICACOY21.

machines that recycle plastic waste into fertilizer and bricks to manufacturing smart in-pipe water turbine generators for electricity generations.

Some companies leveraged technology to provide mental health services to young people while others designed multi-purpose room organizers, key trackers, affordable reusable sanitary pads from African fabric, recycled plastics into household items and healthy breakfast bars for students. Their performance during the competition was awe-inspiring as they applied innovation and creativity to their ideas due to breaking down their operations into the five stages of project management.



At the 2021 edition, Project YOOF from Kenya was awarded the Tomorrow Foundation Future Tech award and won the overall Company of the Year. The company is a social enterprise that leverages technology to reduce the cost of mental health services. The platform effectively, efficiently, and conveniently connects clients to professional health care services. The website allows anonymous login to protect the identity of users. They also have the option to choose their own identities, especially when there is a need to connect them through a face-to-face session with counsellors, therapists, and psychologists. A self-improvement habit tracker embedded in an App to help the

youth develop and build good habits that would better their health complements the services. A chat box has also been incorporated for timely responses to clients. To provide prompt answers for people who are contemplating suicide and are seeking help.

The 3-day event had 210k reach on social media and over 12k public choice votes, including pre and post-event press release media mentions.

The full event report can be found [here](#).

CONCLUSION

To date, with the generous support of the Tomorrow Foundation through the Futurepreneurship programs, over 2,000 young Africans have built their entrepreneurship, financial skills, and project management skills. They have developed resultant soft skills such as leadership, teamwork and public speaking skills.

To offer students the holistic entrepreneurial experience of the Regional Company of the Year competition, the competition is returning to the in-person model from December 7-9, 2022 in Lagos, Nigeria. As applied over the years before the pandemic, this model gives students the needed exposure, comprehensive experience and access to a network of mentors in the entrepreneurship ecosystem.

JA Africa is grateful to Tomorrow Foundation for its continued investment in young African students. We remain committed to partnering with the Foundation to build students' entrepreneurship skills in the third year of this program.