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Junior Achievement South Africa (JASA)



Vision

JASA invests in, involves and inspires youth for economic success in South Africa.

Mission

JASA educates and inspires young people to develop entrepreneurial and life skills through learning by doing, and through committed staff and volunteers, to make a positive contribution to the South African economy.

Purpose

JASA educates and inspires young people for life after school by raising their awareness of economic issues, teaching them entrepreneurial and life skills, providing them with an understanding of the business world and enhancing their sense of personal responsibility through practical business experience.

ABOUT JASA

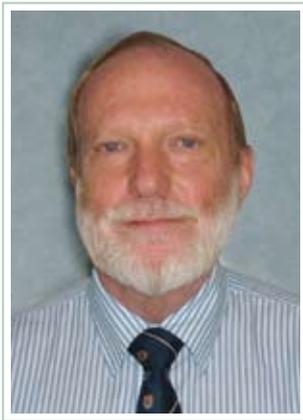


Junior Achievement South Africa (JASA) was established in 1979 as a project of the Wits Business School to address the serious unemployment situation being experienced in the country at the time. It was later registered as a Section 21 Company and has for the past 30 years continued to successfully deliver business and entrepreneurial programmes to learners in and out of school across the country.

To date, over 381 000 students have graduated from the JASA programmes.

Supported by Junior Achievement Worldwide (JA), which was established in the United States in 1919, JASA operates as a nationwide, autonomous, non-profit organisation. It is registered as an educational trust and subject to the governance of an independent Board of Directors and Board of Trustees. JASA is managed by a small team based in Johannesburg, with agents operating in all nine provinces.

an historical perspective



Professor Jake Jacobs was appointed as the Dean of the Graduate School of Business Administration at Wits University (later to become the Wits Business school) in the late 1970s, with a mandate to “take the school into the business community”. With this in mind and with funding from

South African Breweries (SAB), he established the Centre for Developing Business (CDB) to develop initiatives that would not normally fit into formal university structures and policies.

A highly entrepreneurial innovator, Dr Stephen Black (Steve), was appointed as the first Director of the CDB. He agreed with Prof Robin Lee, then of the Urban Foundation, that the Junior Achievement programmes might have value in South Africa. This is when I first met Steve and I was intrigued by the idea that young people at school could learn about business, management and each other by setting up and managing a real small business.

Robin and Steve also saw the potential for the programme to make a meaningful contribution to the political and social transformation in South Africa by providing an opportunity for young black and white people to work together. Participants on the programmes at the time represented every racial group in the country and for most this was their first-ever interaction with people from other races.

In spite of a rather scary visit from the Security Police in the early 1980s during which we were informed that they knew “what we were up to but had decided to turn a blind eye, for now.....”, the programmes were extremely successful. Recruiting young people from the townships did have its own challenges and Gray Thathane has to be commended for his assistance over many years.

In the mid 1980’s, JASA was established as a separate Section 21 organisation. A very talented colleague, Eric Louw, and I were able to negotiate significant funding from USAID. With Steve as the Director, Norman Adami joined JASA as a founding member of the first Board of Directors and played an invaluable leadership role in giving direction and inspiration.

The real heroes in the early days were the business advisors – business managers who gave of their time and wisdom to

support the achievers. They would go back to their offices after seven in the evening when the programme ended, to finish their work. The most dedicated and effective advisor was Barry Cook, who advised on every Johannesburg programme for many years. A very fine chemist and manufacturer, he increased the product range made by the youngsters – and significantly improved the quality of their products.

When I first met Steve I was intrigued by the idea that young people at school could learn about business and each other by setting up and managing a real small business

Chris Ball of (what is now) First National Bank (FNB) saw the potential of the advisor role as a highly effective management development tool and it became an integral part of the fast-tracking of managers in the banking group. This managerial development aspect was widely promoted to other businesses and enabled a massive increase in activity and enhancement in the effectiveness of the advisor process.

One of the most admirable qualities of JASA is its resilience. Since its inception it has operated through very turbulent times that never affected its programme delivery. I recall a Cape Town awards evening in the mid-1980's where a young lady indicated that the JASA programme was the only education she had received that year (the schools had stayed closed) and that it had given her courage and hope.

The sound financial management of JASA has contributed to its success. The twin philosophies of “get the money before you spend it” and “look after it well when you have it” was adopted by Steve and continued so very admirably by Abdul Rajah.

Linda McClure was appointed as the Managing Director in challenging times and successfully consolidated the success of the organisation and, with the support of a very dedicated Board and staff, has re-established JASA as an NGO of reputation, success and impact. The potential of JASA to transform the lives of young people is needed as much now as it ever was.

Ian Clark: Former Director of the Centre for Developing Business (CDB); Director of Business Education Design; founding Board Member of JASA and current Trustee.



The work of JASA has been a blessing for South Africa; it champions an institutional and systematic shift towards entrepreneurship in order to create the capacity necessary to absorb those who cannot be accommodated in traditional employment and, at the same time, making a valuable contribution towards South Africa's competitiveness, says Wendy Luhabe

the vital role of JASA in south africa



South Africa's educational system has not shifted its emphasis to take into account the reality of today's economic demands. Unless we live in an expanding economy which has the capacity to absorb all the matriculants and graduates who complete their education each year, we are contributing to a misalignment between our education system and the purpose of education. As a result, we have growing unemployment because over the past 30 years or so, and with the advancement of technology and inflexibility of labour unions, we sit with huge unemployment figures. This is where the work of JASA has been a blessing for South Africa, to champion an institutional and systematic shift towards entrepreneurship in order to create the capacity necessary to both absorb those who cannot be accommodated in traditional employment and at the same time making a valuable contribution towards South Africa's competitiveness.

This is where the work of JASA has been a blessing for South Africa, to champion an institutional and systematic shift towards entrepreneurship...

South Africa's competitiveness has been declining. We are the only African country that participates in Global Competitiveness studies which are conducted annually by the Institute for Management Development (IMD) and World Economic Forum (WEF), both located in Switzerland. My view is that our overall competitiveness has been declining primarily because, even though we rank among the top 10 countries out of 60 in terms of our investment in

MESSAGE

FROM THE PATRON

On the occasion of our 30th anniversary we challenge government to recognise JASA as South Africa's pre-eminent champion for entrepreneurship development



education, there are no returns to show from that investment. I want to submit that if we invest just 10% of the total education budget in preparing young South Africans to be entrepreneurs, our economy would most likely follow the path of China.

Employees in companies do not grow economies, they simply improve their quality of life. We need a generation or two of South Africans who create new industries, who create employment, who expand our economy base and whose companies ultimately raise South Africa's competitiveness. That is why JASA is such a critical organisation and for them to reach 30 years of existence without substantial funding from government bears witness to the fact that their contribution is absolutely vital. This contribution would of course not have been possible were it not for the support and commitment of the individuals who work at JASA and the companies who have supported JASA over the last 30 years. South Africa owes these companies much.

On the occasion of our 30th anniversary therefore, we challenge government to direct 10% of their education budget towards JASA to give them the capacity they need to scale up their contribution and to be recognised as South Africa's pre-eminent champion for entrepreneurship development.

May JASA grow from strength to strength, and may the next 30 years be instrumental in shaping South Africa's ability to shift its emphasis in the education system.

"I have the audacity to believe that people everywhere can have three meals a day for their bodies, education for their minds, and dignity, quality and freedom for their spirits. I believe that what self-centered men have torn down, other centred men can build up." Dr Martin Luther King Jnr.

Wendy Lubabe: JASA Patron; Founder; Defining Moments; Businesswoman.

JASA's mandate to develop youngsters' entrepreneurial and life skills is at the heart of what is needed for young citizens of South Africa, says Dominik Heil

empowering youngsters building a successful nation



My journey with JASA started in 2000 when I received a call from the then Chair of JASA with a request to be the Wits Business School's representative on the Board, as Wits Business School had an association with the organisation since its inception.

I had never heard of JASA and shared this with my wife. Her eyes lit up as she enthusiastically informed me of the invaluable contribution that her participation in JASA's programmes made in her life and her successes on these programmes. I was immediately converted, enrolled to make my contribution and accepted the Board position.

I vividly remember meetings with the founder of JASA, the late Dr Stephen Black. While we work under very different circumstances today, his vision for empowering youngsters and building an equitable and successful nation is still relevant.

While much progress has been made in South Africa in building a nation since 1994, we are still competing for the unenviable position of being the most inequitable society on the planet, and the government has not yet quite succeeded in keeping its promise to the poor. Nothing seems to be a more obvious avenue to overcome this challenge than empowering youngsters to skillfully take on entrepreneurial initiatives. Interacting with the graduates of our programmes is an ongoing inspiration in my life. My tenure as the Chair of the Board has not only been a journey of significant challenges and successes, but also of personal growth and learning. I am particularly grateful for the ongoing commitment of our staff and associates and the trust and dedication of my fellow Board members. I have great confidence that together we will continue to fulfill our mandate and be a role model for non-governmental organisations throughout South Africa and the region.

Dr Dominik Heil: Chairman of the Board; Senior Lecturer, Wits Business School.

MESSAGE

FROM THE MD

It has become increasingly apparent that the need for educational programmes, such as those offered by JASA, is critical, says Linda McClure

a history of success



I was privileged to be appointed as the Managing Director of JASA in 2006. Having been a Director of two business schools in the ten years prior to my appointment to JASA, I was keen to work in the youth sector and use my business experience to develop young entrepreneurs and future business leaders. Joining an organisation such as JASA, with a history of success in the development of young people, provided me with the perfect opportunity.

My previous experience revealed the dearth of business skills in young people, particularly those from previously disadvantaged backgrounds.

Since my appointment, it has become increasingly apparent that the need for educational programmes, such as those offered by JASA, is critical. I have visited many schools around the country, in both urban and rural environments, where our programmes are met with great enthusiasm and commitment. This has been particularly noticeable in learners from rural schools who receive little or no skills-based education which allows for them to plan for their futures upon leaving school, and where the opportunities for formal employment or continued studies are minimal.

In many areas JASA is the only organisation working with young people to increase their capacity to provide for themselves upon leaving school.

The first programme, launched in 1979, the Mini Enterprise Programme (MEP), remains our flagship programme and is still delivered to thousands of students each year, providing an opportunity for young people to gain practical experience in the starting and running of a small business under the guidance of carefully selected facilitators.

Over the years our programmes have been modified and adapted to suit the changing needs of young people as the challenges they face become more daunting. A needs analysis conducted in 2006 revealed that our programmes are perfectly suited to meet such needs.

We have found in particular that the challenges faced by the rural youth, such as extreme poverty and remoteness, have required specific adaptations to our programmes and we look forward to expanding our work with these young people. Despite their challenges, they engage in our programmes with great dedication.

Many JASA graduates have gone on to achieve success either in their own businesses or in major corporations. Their stories all refer to the JASA experience as being pivotal in their achievements. With the generous support of our funders, JASA currently offers a range of 14 programmes in all provinces, in cities such as Johannesburg and Cape Town and towns and villages such as Welkom and Keiskammahoeck.

*Many JASA graduates have gone on to achieve success
either in their own businesses or in major corporations*

As we celebrate our achievements over the years, we at JASA are more convinced than ever that, given the economic and educational challenges we face in South Africa, our programmes provide the perfect opportunity for young people to learn the skills required to engage in business activities and so ensure some level of self-worth and financial security for themselves and their families.

Linda McClure: JASA Managing Director.

There are few issues as compelling as financial literacy and the development of entrepreneurial skills, hence JASA is very relevant to South African society, says Donna Oosthuysen

the compelling issue of financial literacy



Citi has been involved with JASA on an international scale for the past ten years. This partnership extends to 46 countries in four continents. The Citi Foundation has been supporting JASA since 1996.

In 2003 the Citi Foundation extended the support by sponsoring the Banks In Action (BIA) programme in South Africa. The programme was originally developed for JA by Citi in Argentina, in collaboration with Harvard University. BIA has been successfully rolled out into many countries, including Tanzania.

The BIA educational software in the form of a computer simulation helps students apply their knowledge about banking and illustrates how business decisions must be integrated in a successful banking operation. Citi is highly committed to financial education; it is one of our key CSI business focuses.

On a personal level, I am proud of what JASA has achieved and am enthusiastic about its impact in South Africa. I have personally taught on some of the JASA projects and I have always been inspired by South Africa's youth. The programme makes me optimistic about our future in South Africa.

Donna Oosthuysen: JASA Board Member; COO for Citi Africa Division.

*JASA has come a long way since my time as a Board member;
it has empowered and brought hope to thousands
of young South Africans, says Saki Macozoma*

on the occasion of JASA's 30th anniversary



As we are currently experiencing a recession, I am certain that efforts by JASA will enable a younger generation of risk-takers to lead the recovery.

Not only will their provision of networking tools, access to influential adults, and public platforms empower young people to have their voices heard and make this world a better one, but this initiative will ensure sustainable economic growth for our country as well as the wider inclusion of all sections of our society.

In celebration of JASA's 30th Anniversary and as a former Board member, I commend each one of you for your dedication and hard work. You deserve to be proud of your achievement. May your future efforts be equally successful and rewarding.

JASA has come a long way since my time as a Board member. It has empowered many South African families, and brought hope to thousands of young South Africans.

- In 2007 alone, there was an increase in student numbers of more than 60% from the previous year as well as an increase in the reach of JASA's programmes across South Africa.
- The MEP received the official endorsement of the Gauteng Department of Education, an achievement worth celebrating on its own. I hope that other provinces will follow suit.
- The MEP was also piloted in a juvenile detention centre and a school for the physically challenged in Kimberley. This has certainly changed the outlook of these young children, giving them renewed hope in life.



To the students who have participated in this initiative over the years, as well as to those who are still on the programme: it takes special dedication and perseverance to get through such a demanding course of study and congratulations are due in both instances.

With the prospects of a traditional career path looking increasingly bleak, we thank you for inspiring generations of younger entrepreneurs around the country to create their own opportunities

Research has shown that young people who develop these life skills show an improvement in their social behaviour. They show a decrease in negative and self-destructive behaviour, have an improved self image and self awareness, as well as improved social and emotional adjustment. There is also a decrease in violent behaviour, improved classroom behaviour as well as an increased acquisition of knowledge.

I congratulate JASA on your efforts to assist young South Africans to achieve real social and economic change. With the prospects of a traditional career path looking increasingly bleak, thank you for inspiring generations of younger entrepreneurs around the country to create their own opportunities.

I wish you the best as you embark on your next exciting era. Your achievement is an example to us all.

Saki Macozoma: JASA past Board Member; Chairman, Stanlib.

The rest of Africa is closely looking to South Africa to lead the way in entrepreneurial growth

the impact of JASA in the future economy



What is the value of the JASA programmes?

JASA focuses – and has done so for the past 30 years – on a very specialised and much needed area: that of providing young people the opportunity to “learn by doing”.

How is the work of JASA aligned to overall government strategies?

It is well known that South Africa, as well as the rest of Africa, is very much in need of many more entrepreneurs, resulting in the development of the South African government’s SMME policies and initiatives. JASA’s vision and mission are fully aligned to and support these initiatives.

How will entrepreneurship change the economic outlook in the future and the role that JASA will play?

The rest of Africa is closely looking to South Africa to lead the way in entrepreneurial growth and economic development. I am convinced that if we cannot assist South Africa to become an economic growth point the rest of Africa will be doomed and that little will come of the African Renaissance. In this way JASA has played and will continue to play a significant role.

What strategy should JASA adopt to support economic and entrepreneurial growth?

I would suggest that JASA also include “training the trainers” – the teachers of our country. In this way the JASA experience could be expanded beyond current capacity and resources.

Are there any personal moments you would like to relate?

I recall that I met Dr Stephen Black and Ian Clark at Wits where I learnt about JASA’s initiatives. I became one of the JASA advisors during my years at ABSA head office. Since then I have travelled to more than 30 countries and I have never seen a more effective and efficient way of teaching entrepreneurship. My best wishes to JASA, Linda McClure and her A-team!

Prof Willie Conradie: Goodwill Ambassador for JASA; Professor at the Department of Entrepreneurship, Faculty of Management, University of Johannesburg.

MESSAGE

FROM JUNIOR
ACHIEVEMENT WORLDWIDE

the positive ripples



As an African who grew up in Tanzania I saw the negative effects of a system of ‘hand outs’ and now that I’m older I can see the role that JASA can play in widening the entrepreneurship net, says Lamech Mbise. I have been with JA for 14 years, and more directly a part of JASA since 2005 as Vice-President for the Africa region.

My views of JASA over the years:

- Good work has been done – JASA operated whilst apartheid existed and continued doing so during the transition into the new South Africa. This clearly indicates that the work it does transcends political eras and that it is relevant irrespective of the political climate. The issues remain the same for young people now as then.
- JASA is a solid organisation which has endured ups and downs and I have no doubt that it will remain successful for many years to come.
- If we consider the economic climate, the need is great to start training young people early for them to become “protectors” of the economy in the future. The gravity of the situation requires interventions such as JASA programmes.
- Much more can be done in partnership with government and the private sector; more can be delivered if the partnership with government is strengthened.
- Our results must be celebrated – Innocent Singo – a past achiever who has been invited to present his JASA experience – is a case in point and I am certain there are many like him.
- JASA has been setting an example for the rest of Africa.

Congratulations. 30 years is not an easy achievement: it requires a business that creates value – a business that attracts passionate professionals.

Lamech Mbise: Junior Achievement Worldwide, Vice President – Africa Region (based in the United States)

A group of young people, likely students, are captured in a moment of joy and celebration. They are wearing white polo shirts and blue jeans. One woman in the foreground is leaning back with her arms outstretched, smiling broadly. Another woman next to her is also smiling and has her hands clasped. In the background, a man with glasses and a grey jacket is smiling. To the left, a group of people in white polo shirts and blue jeans are also smiling. The setting is outdoors in front of a brick building with windows. The overall atmosphere is one of happiness and camaraderie.

JASA'S STORY

the
early years
1979 to 1996

memories and milestones

1979/1980

JASA is founded and first JASA programmes established.

Mid 1980s

JASA becomes a separate entity from the Wits Business School's Centre for Developing Business (CDB).

1993: Memories and Milestones...

USAID funds facilitate the development and piloting of the first in-school programme: the Enterprise Dynamics Programme (EDP).

A new format for administering the MEP activities is piloted in order to reduce costs. This new format involves programme-contracted "satellite" co-ordinators supported by the JASA team in the National Office.

The National Business Hall of Fame Conference in Tennessee, USA, is attended by the Managing Director of JASA, Dr Stephen Black.

The problems of violence and poor school attendance in the black residential areas impacts attendance on the JASA programmes. This is particularly evident on the East Rand. Despite the difficulties attendance nationwide averages 91% (1992: 93%).

The delivery of the 1 000th MEP and attendance by the 30 000th JASA achiever.

The Centre for Opportunity Development (later known as Business Establishment and Sustainability – BESP) is established to offer a similar programme to disadvantaged, unemployed, out-of-work youth and receives a glowing report from Pro-Civitas Education consultants, who call it a "pedagogic model which could well have a significant contribution to make, not only to youth development, but to education in the wider extent."

The BESP programme trains 6 500 youth and unemployed people in economic literacy and how to research their markets in order to establish a small business.

1993



the early years (1979 to 1996)

OVERVIEW OF HIGHLIGHTS

1995

1995: Memories and Milestones...

The JA Today journal is launched to raise public awareness of JASA and is viewed as a milestone in the 15-year history of the organisation.

The BSP opens a new branch in Pietersburg.

70 teachers are trained and deliver programmes to 4 350 learners.

The BSP programme reaches a peak with 1 752 learners.

South African achievers receive the highest percentage, 95.4%, of pass marks in the Cambridge University enterprise examination of any country outside the United Kingdom.

Clem Sunter, author and Executive Director of Anglo American Corporation, addresses the 1995 Awards Ceremony and says that JASA programmes go to the very heart of the South African situation.

1996

1996: Memories and Milestones...

Excellent results are once again achieved by the record number of 245 South African candidates writing the 1996 Cambridge University examination. A 95% pass rate is attained, with 9% of the candidates receiving distinctions.

The BSP programme is restructured at all branches, making it significantly more cost effective, attractive to donors and relevant to its target market.

JASA is publicly acknowledged by Britain's Overseas Development Administration (ODA) as their best project.

Dr Stephen Black, founder of JASA, retires from his position as Managing Director and Abdul Rajah, Finance Director, agrees to take on this portfolio until a replacement for Dr Black is appointed.



the first 17 years!

Excerpts from a 1996 interview with JASA founder, the late Dr Stephen Black



What were the origins of JASA in South Africa?

The first JASA programmes began in 1979/1980, with the Urban Foundation funding our first revision of the American material. The early focus of the project was on bringing youth from the various race groups together, much against the fundamental principles of

the government of the day. We could only get unofficial permission to call on township schools to market the programme, and we often felt that the Centre was under surveillance during the pupils' working sessions.

However, the JASA initiative was welcomed by the multi-national companies which formed our early funding base. The Sullivan-code companies in particular were familiar with JA in the USA. These companies were in a position to enhance their reputations via sweat equity by encouraging their managers to participate in programmes which they also funded, thus making JASA's projects particularly attractive for reporting purposes.

Our emphasis now is very definitely on teaching business and life skills in the broadest sense to the youth attending the MEP.

How has JASA responded to the inevitable changes demanded of it over time?

During the 1980s a successful fund-raising campaign to expand JASA's activities was launched and fully subscribed by local corporate donors.

The 1990s witnessed the increased diversification of JASA. The Centre for Opportunity Development (BESP) and Enterprise Dynamics initiatives have been added to our portfolio and offer enterprise educational opportunities to young people ranging in age from eight to thirty-five.

Planning for South Africa's political transition has made changes easier for JASA. Our programmes are especially relevant to the current situation with regard to work opportunities and economic development within South Africa. Donations are more directed: up-grading of teachers' skills, developing more enterprising youth and assisting economically disadvantaged youth are key target areas.

Were there any particular highlights for JASA achievers during this period?

Yes, indeed. Many. However, one that really stands out was that in 1985 a contingent of four youngsters visited the

US under the guidance of a former US corporation chief executive who volunteered to chaperone the group.

The achievers attended Canadian and USA youth business conferences during a month-long trip. There was some concern that our contingent would be less sophisticated and educated than the local youngsters they would be meeting.

The demands placed on modern young people are tremendous

They actually did extremely well – our fears were totally unfounded. JASA received an open invitation to send our achievers to Canada at any time. It is a pity that costs are so prohibitive now – it would be wonderful to be able to offer this opportunity to three or four top achievers on an annual basis. We're working on it!

Has the changing socio-political environment had any significant impact on the programmes offered by JASA?

The demands placed on modern young people are tremendous – socio-economic and peer pressures, lack of opportunities to interface with individuals outside who could serve as role models and a lack of job prospects.

So, it's back to the drawing board – with the result that four years ago work was started on the BESP. As a result of the formation of the Joint Education Trust (JET) and with our contacts in the businesses forming the Trust, we realised that there was a need to provide an input in the area of 'marginalised' youth. There were very few programmes in existence and the Trust was looking for credible organisations to fill this vacuum. On this basis they provided an initial three year grant in Johannesburg to complete the necessary research to develop a programme designed to prepare young people to join the formal and informal economies.

During this term, and with the experience gained, JET was pleased to provide a grant on the same terms to establish our Pietersburg branch. The success rate of the young people attending this programme was higher than expected both in reaching programme objectives and in setting up businesses. Work proceeded in the Western Cape with the help of the Overseas Development Agency (British) (ODA) and the Open Society (Soros Foundation). The ODA also provided assistance to Pietersburg's operation. The first three years proved to be very exciting and worthwhile for JASA.

JASA changed my destiny!



I was a programme participant from Orlando West High back in the 1980s.

I initially wanted to become a social worker but due to the influence of the programme, I changed to Accounting.

I was ambitious and felt that I could compete and show kids from advantaged

schools that “we” from township schools could also make it!

The JASA programme was an eye-opener – it not only unlocked the ‘entrepreneurial spirit’ in me, but also provided the grounding that I knew I would need one day to start and run my own business.

I was fortunate to progress to becoming one of the JASA facilitators as well, and I found it really rewarding to see the programme allowing the youngsters to make mistakes in a ‘play’ situation, as mistakes are costly in real life.

Today, I run my own company, Azuka Payroll, and employ two people. We also do training. Becoming a JASA facilitator was a bit of a refresher and when I compare the JASA training material with other materials I use when I train companies, the MEP is the best.

*Zandi Nkabinde: JASA Alumni and Facilitator;
Businesswoman*

I found it really rewarding to see the programme allowing the youngsters to make mistakes in a ‘play’ situation as mistakes are costly in real life

JASA'S STORY



late
1990s to 2000

memories and milestones

1997

1997: Memories and Milestones...

The first Black Managing Director, Potoki Isaac Nkwe, is appointed, following the 16-year stewardship of JASA by the founder, Dr Stephen Black.

The Department of Education announces that it would be introducing a revolutionary new system of learning to schools – Outcomes Based Education (OBE).

272 pupils from across South Africa sit the Cambridge Examination compared with 245 in 1996.

The Chairman of JA International, Mark Suwyn, recognises the EDP programme as a suitable prescription for youth internationally.

The sterling performance of our two 1996 MEP achievers – as judged by their peers at an international conference after being selected through our system at JASA – is testimony to the success of our efforts to provide high quality business leadership development for our youth.

South Africa's two delegates to the CANJAC '97 conference in Edmonton, Canada, both receive distinction among

young people from all over the world. CANJAC is JA Canada's annual student conference.

The EDP is delivered in all but two provinces of the country and plans to include the remaining provinces in 1998 are in place.

The focus of the BESP changes from being a business skills training programme to a business development one. A higher premium is placed on business establishment and sustainability, thus retaining the gains made by participants on entry to and during the programme.

The new-look BESP programme is launched in the township areas with a resultant increase in accessibility for students and cost savings.

1999

1999: Memories and Milestones...

Awards Received: Junior Achievement International Growth Award and Junior Achievement International Quality Award.



late 1990s to 2000

from vision to reality: the challenges and achievements

OVERVIEW OF HIGHLIGHTS

2000

2000: Memories and Milestones...

Our textbooks and educators' guides receive approval by most provincial education departments for use in Grades 4 and 8, in partnership with Vivlia Publishers.

The MEP, a programme traditionally attended by Grade 11 learners, is offered to a group of unemployed graduates in collaboration with Absolute and Keyboards, and the impact is astounding.

JASA achievers make a good impression when addressing the Global Summit for Women, held at the Sandton Convention Centre.

The KwaZulu-Natal branch receives the Durban Mayor's Award for Excellence.

JASA secures funding for the national database from the Department for International Development (DFID) – UK.

JASA hosts visitors from Namibia and USAID who are interested in setting up similar initiatives in their countries.

Ernest Mchunu, a retired executive, joins JASA as MD and Chairman.

Zanele Twala, one of our managers, attends a workshop on institution building in Washington under the auspices of The Centre for Development and Population Activities (CEDPA).

A special training programme for unemployed graduates takes place in Observatory from October to December. More than 30% of the graduates participating in the programme are placed in permanent jobs. The initiative incorporates one of our business programmes, the MEP.



recalling the years 1999 to 2003



The opportunity to join JASA in 1999 as Operations Development Manager was exciting, as it meant that I was part of an organisation that made a difference in young people's lives.

When I joined, the organisation was going through a change management process and this was professionally rewarding

as it gave me an opportunity to be part of the team turning the organisation around. In 2002, I was appointed Managing Director.

The key activities included introducing new programmes and aligning them to the new school curriculum. This also involved working with publishers to develop new training material. We also standardised the EDP and made it grade specific.

The key challenges that I recall were related to fundraising and finding new and creative ways of raising funds. This resulted in the text book initiative: selling text books to schools as part of our income generation initiative. The new fundraising model was quite an achievement!

We elected a new Board, established the Alumni project and introduced more programmes.

My highlights were being able to hold an Awards Ceremony after a long period of absence due to lack of funds, sending learners to the US and seeing a number of learners speaking at different functions. Looking back now, those were the best times of my life.

I would be remiss not to acknowledge the contributions made to JASA's success and sustainability by: Abdul Rajah for his longstanding service and good financial management; Paula Maloi for her outstanding administrative support and Nelly Mofokeng who started as a student and rose up the ranks to Finance Director; Mutle Mogase for his dedication as a Board member and his convictions around the issue of BEE; Khumo Shuenyane, both as Board member but also as a past achiever; Dominik Heil, Ian Clark, Windsor Shuenyane and obviously the founder, Dr Stephen Black.

Looking back now, those were the best times of my life

I would like to conclude with a vote of confidence: JASA's programmes are more relevant than ever. It saddens me that entrepreneurship skills are viewed by the education system not as life skills but as an 'option'. I will make sure that my daughter participates in the MEP.

*Zanele Twala: former MD of JASA and JASA Trustee;
Country Manager, ActionAid.*

establishing JASA was a great vision!



It was a great learning experience for me to serve on the JASA Board alongside senior business executives. If I recall well, this was the very first Board I ever served on and that early exposure was very beneficial to me personally.

In particular, being a Board member afforded me the opportunity to witness, for the first time, efforts aimed

at fostering a spirit of entrepreneurship among learners. As I travelled around the world and saw what others were doing in this area, I got to appreciate the work of JASA a lot more.

I always enjoyed the MEP award functions – the networking, the food, the fun!

The key activities of the time (late 90s) that I recall were centered around the MEP. The main challenges, on the other hand, were that, although an initiative such as JASA could make a critical contribution in fostering entrepreneurial qualities among learners in previously disadvantaged schools and communities, unfortunately at the time resources were a constraint, particularly in the absence of government support. So JASA tended to focus more on advantaged schools.

The highlights of my time at JASA were seeing young people introduced to entrepreneurship skills. These skills are a critical part of fostering an enterprising mindset in South Africa.

Even today, in my opinion, there can be absolutely no doubt about the relevance of JASA programmes to South African youth. Sadly, the government does not quite seem to recognise just how much we need JASA-type programmes to develop an entrepreneurial society.

Entrepreneurial skills are a critical part of fostering an enterprising mindset in South Africa

I believe South Africa needs to produce a far larger supply of entrepreneurs than it currently has, and we need to work hard to develop entrepreneurial mindsets.

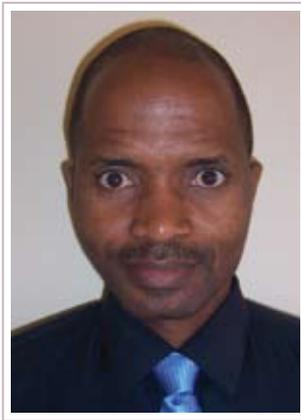
In this regard, I pay tribute to the late Dr Stephen Black's vision. He was a pioneer without equal; he laid an important foundation. Long-serving staff such as Abdul Rajah are also heroes of JASA.

May JASA continue to go from strength to strength.

Septi Bukula: JASA past Board Member.

JASA relevant yesterday, today and tomorrow!

An interview with Victor Kgomoeswana: From JASA staff member to own business



Share with us what you remember of the times you were with JASA.

My role at JASA can be divided into three phases, namely when I was a volunteer, when I worked as a Programme Co-ordinator and finally as Operations & Fundraising Manager.

As a volunteer: Working for the Gauteng Education Department, I remember

the visible difference that the MEP made to the young people attending. I would recruit them randomly from my school, Kenneth Masekela, in 1995 and part of 1996. They would see it as just another game; because I taught Biology and Science at the time, most of them could not understand why I would be encouraging them to get involved. However, three weeks later they would be changed individuals. While the programme was an after-school pastime, it would soon seem as if everything revolved around it. Those with no manifested interest in business would all of a sudden want to know more about it.

As a recruiter: In April 1996, when I started working at the district office of the Education Department, I took over the responsibility of recruiting for the MEP from about 26 secondary schools in the greater Springs and greater Nigel areas. It was at this time that I was able to facilitate a programme in the second quarter of 1997. Although I had worked with multiracial teams in debates and quiz contests, the MEP was a different experience. The passion was more palpable as young people tried to outdo one another on sales, beat the other to a position in management, etc. But the greatest transformation was in how they learned to take personal responsibility for the benefit of the business. I remember the appointed General Manager of the company only took real charge when it was time to compile the company report. From being a carefree follower, she took leadership responsibility and made sure that everything was in place for the cycle-end function. She pulled in a friend to assist and made sure everything added up. You knew that the lives of these youngsters would never be the same, once they saw the possibilities in business. The same applied to the teachers trained to facilitate the programme.

As an employee: My full-time employment at JASA was from June 1998.

I was responsible for the school programmes, namely, the MEP and the EDP.

I was to find that my role of co-ordinating meant little if one could not raise the funds. So, when in February 1999 I was appointed as Operations Manager, my responsibilities became manifold.

I recall deciding to leave the operations proper to the facilitators and co-ordinators on the ground and to focus on raising funds and managing relations with the sponsors – from those donating R5 000 a year to the foundations whose support ran into millions.

It was at JASA that I appreciated the importance of having an all-round understanding of business, from the soft issues to matters financial. Being a Science teacher by background, my time at JASA was to ignite my interest in studying business management and how financial markets work.

What were the key activities then?

- The MEP was the flagship programme.
- The BESP focused on youth out of school and raised the bulk of the funding.
- The EDP presented the most sustainable intervention in that through the programme, educators at schools were trained.

What did you see as the key challenges?

- Balancing the interests of the communities we were serving with those of the funding organisations.
- Training people in how to set up a business, manage it, etc. using a generic model that was not always responsive to the peculiar conditions in growth industries.
- Attracting competent staff and retaining talent; people grew far too quickly and our employment conditions could not keep pace.
- Lobbying the government leaders to make enterprise education part of the curriculum took too long: South Africa was carving a new dispensation and priorities were being identified on the go. Somehow, the EDP and the MEP never made it as a standard school activity, which should have been the case long ago. Our programme for youth out of school was caught between ambitious experiments by the government departments and poor co-ordination of efforts and resources by different agencies, which were experiencing their own teething problems.
- After 1994 foreign donors redirected their funding to other countries; South Africa was off the A-list for a while.

SUCCESS STORY

What do you think were the key achievements of JASA and what was the impact on communities?

- Profiling enterprise education.
- Fostering collaboration between communities and funding organisations.
- Planting the seeds of entrepreneurship during apartheid times, thus creating a model for enterprise education in post-1994 South Africa.
- Laying the foundation for some of today's top entrepreneurs and executives by introducing them to businesses that some of them would never have been exposed to.

Please share with us any special memories.

- Witnessing the creativity of young people when they named their MEP companies; they always had very apt names, which were never repeated.
- Struggling to keep up with an associate of ours on Eerstehoek's gravel roads – her name was Marlies and she was supposed to take us to some of the Mpumalanga schools. We drove behind her, but she must have been doing over 100km/h raising so much dust that we couldn't see further than five metres. The phone signal was poor, so we could not phone to ask her to slow down.
- My first visit to Mandeni in KwaZulu-Natal took me to a MEP company meeting where the team was deciding on what to print on their T-shirts (a popular product then). The facilitator was an older woman, Athney, who did not find one proposal funny: the boys had suggested printing aliens (and had a sample drawing of one alien landing with a reefer sticking out of its mouth, saying, "take me to your dealer!"). It took a lot of persuasion to get them to drop the idea.

- Watching Helpy off-load stuff for her many companies late in the afternoon.
- Seeing Paula cry at the slightest provocation – whether happy or sad.

Who are the people that stand out in your mind for their exceptional dedication to JASA?

I'd like to pay tribute to the following people for their exceptional dedication to JASA

- Helpy Makhalemele – the MEP Co-ordinator for many years
- Paula Maloi – Office Staff
- Tina Richardson – Manager
- Ruth Dube – Enterprise Dynamics Trainer
- Abdul Rajah – Finance Director
- Dr Stephen Black – Founder
- Robin Coxson – Operations Manager.

Life after JASA – tell us what you do today?

I am a business consultant running my own business (since 2006), and a media commentator on financial and economic topics. I have my own financial website and I present business matters on radio and TV.

Do you think JASA programmes are relevant to the youth of today?

Like nothing else ever will be!

Victor Kgomoewana: past JASA Volunteer; Programme Co-ordinator and Operations and Fundraising Manager; Media Commentator

panelbeating the basics and achieving!

An interview with Ntuthuko Shezi: From MEP graduate to business owner



In which year did you attend the MEP?

I graduated in 1996.

In which year did you form your own company and what type of business do you run?

In 2004 I formed Ndabende Capital cc, a venture capital company that invests time and money in hot ideas.

One such example is Scratch

Mobile, a 24 hour panelbeating speed shop.

Did you always want to start your own company?

Yes!

Before you completed the MEP, did you have the necessary skills and knowledge to start a company?

My skills were limited to those observed from my mother.

What motivated you to form a company?

It was a combination of a few things, but largely the frustration I felt about the many ideas I had that I did not have the time to execute because of being employed full time.

What skills did you learn from the MEP that prompted you to start your own company?

I learnt how the economy works behind the scenes through learning how to do screen printing on a t-shirt. After the course I started my own printing venture. Even though it did not make me a millionaire, I learnt the basics which laid the foundation for other things I went on to achieve.

As Production Manager I learnt the important lessons on estimating demand, managing quality and, most of all, managing a team of diverse individuals.

How are you able to apply some of the skills you learnt from the programme?

I learnt how to make a team work together productively.

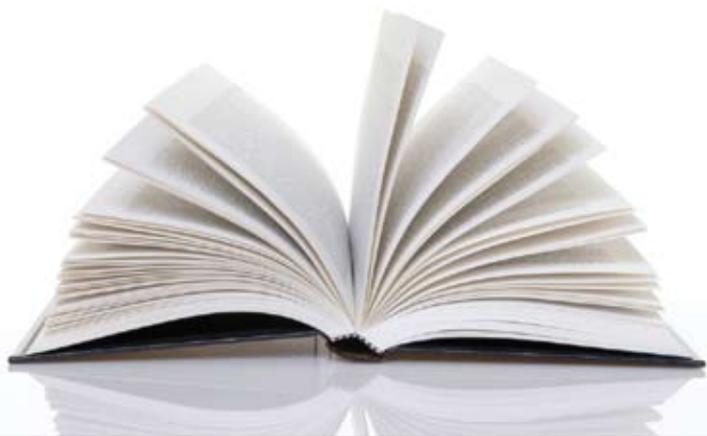
SUCCESS STORY

How has the MEP contributed to your own personal development?

In my bursary applications, mentioning my participation as Production Manager in the programme gave me an advantage in the application process. I was able to secure bursaries before I sat for my Matric exams because the companies believed in my levels of skill.

How has the knowledge you gained from the MEP contributed to the development of your business?

Enormously! The one thing I took away from the programme was to be able to mould my ideas correctly; and using an elimination process to choose an idea with the highest possible returns given the constraints.



What are the successes of your business?

The successes we have had are as follows:

- We are the only panelbeater in the world with operations at the convenience point of an airport.
- The recent nomination onto the 'Future 100 Top Entrepreneurs Programme'.
- Recognition in various media.
- Recent selection by Alexander Forbes to be part of their Adopt-a-Panel-Shop Programme and funding.
- Acceptance into membership by the South African Motor Body Repairers Association.
- Acceptance into the approved panel shop by Mercedes Benz and Hyundai.
- Agreement to become a PG glass joint venture partner.
- The company currently employs nine people and has operations at OR Tambo International Airport. We are in discussions to extend our reach to the Cape Town and Durban airports in 2009.

What challenges do you face?

Increasing awareness of our product to our target market.

Ntutbuko Sbezi: JASA Alumni; Business Owner.

the courage to explore!

An interview with Thabiso Shikwane: From MEP graduate to entrepreneur



Please tell of your experience on the JASA programme?

As my JASA experience was many years ago, I don't recall the specific exercises that we took part in, but I have both retained and applied the business knowledge.

Did it motivate you to form your own company?

I knew at the end of my JASA experience that I was going to form my own company as the experience gave me the confidence to do so. The information that was given to us, the opportunity to apply what we learnt and feedback provided has proved to be invaluable to me.

My current business is a swimming school –Thabiso's Swim School – and it brings me so much fulfillment. It is a business which, although accessible only to those who can afford it, is a necessary one with a constant demand.

I have also revived my catering company – Images Catering – and am running it with my husband. We hope to grow it so that we can leave it as a successful family business for our children.

The MEP allowed and encouraged me not to be scared of trying out new things

What skills did you learn from the MEP that made you start your own company?

Planning and evaluating outcomes has been the biggest lesson for me. From the first company that I started, I have applied these two elements and have managed to keep improving as a result of evaluating and then identifying shortcomings; followed by planning how to improve my strategy moving forward.

How has the MEP contributed to your own personal development?

It has allowed and encouraged me never to be scared of trying out new things. It has definitely lit an entrepreneurial spark in me.

SUCCESS STORY

How has the knowledge you gained from the MEP contributed to the development of your business?

I enjoy working with people and therefore I need to nurture and sustain healthy relationships – the businesses I have worked on have achieved this. JASA made doing business fun and it is important for me to enjoy the things that I do.

What challenges do you face?

Financing the business has always been the biggest challenge.

Thabiso Shikwane: JASA Alumni; Business Owner.





JASA'S STORY

2000 to 2009

memories and milestones

2001: Memories and Milestones...

Zanele Twala is promoted to the position of Managing Director.

100 past achievers attend a function to form a JASA Alumni Association.

Nonhlanhla Masina (a past achiever) from Jeppe Girls' High School attends the Marion Group 2001 Global State Institution in Chicago.

Khetha Mbatha from the Hill High School and JASA Board member Ms Phumi Siphayi attend the Global Summit for Women 2001 in Hong Kong.

JASA Headquarters relocate from Parktown to The Business Place, 58 Marshall Street, Johannesburg.

Zanele Twala attends international conferences: Junior Achievement Global Leadership Conference in Milwaukee and the Springfield Centre for Business Development in Glasgow.

JA Africa Region is formed in Nairobi and Ernest Mchunu attends the meeting.

All 105 students registered in 2001 for the Cambridge examinations pass, five of whom receive distinctions.

The Banks In Action Programme development is completed, ready for pilot in 2002.

2002: Memories and Milestones...

In March students achieve a 90% pass rate among the 131 students who sat for the University of Cambridge examination.

Thembi Khoza joins the Youth Development Network (YDN) delegation visiting Brazil to observe youth projects and observe what a country similar to South Africa is doing to address youth unemployment.

The Youth Unemployment Summit in Egypt, which had 65 countries participating, provides a perfect opportunity for the Managing Director of JASA to share information with delegates from other developing countries.



2000 to 2009

an NGO of note: making a mark – making a difference

OVERVIEW OF HIGHLIGHTS

Cyril Ramaphosa attends a breakfast session where JASA showcases a number of young entrepreneurs.

Ten staff members attend a YDN conference on programme implementation which provides them with the opportunity to discuss and learn from staff of the other six YDN affiliates.

Vumile Msweli, a KwaZulu-Natal achiever, represents JASA at the Marmon Global Trade Institute Conference in Chicago, USA.

2003: Memories and Milestones...

The Job Shadow and Banks In Action programmes are launched and benefit many young achievers by allowing them to spend a day in the workplace shadowing an employee working in a field of their choice, and learning about the banking environment and how banks function, respectively.

Thembi Khoza and Abdul Rajah attend a three week Sustainable Development Programme in Glasgow.

A total of 3 920 learners is reached.

JASA receives the Jet Club Community Award in 2003 and in 2004.

2004: Memories and Milestones...

Zanele Twala moves from being Managing Director to one of the highest positions in the non-governmental sector in South Africa – MD of the South African National NGO Coalition (SANGOCO), the coalition body representing NGOs in South Africa.

The MEP performs extremely well, surpassing targets set at the beginning of 2004.

Significant progress is made towards aligning the organisation with the requirements for accreditation by the South African Qualifications Authority (SAQA).

2003

2004



memories and milestones

Work starts on the creation of a Quality Management System (QMS) throughout the organisation, for introduction in 2005.

2004 sees a large-scale change for JA International when it merges its operations with the Head Office of Junior Achievement Inc. in the USA. The process involves some internal restructuring and results in a name change to Junior Achievement Worldwide.

Jan Beeton attends the YDN global conference on the subject of youth leadership and employment in the new millennium in Veracruz, Mexico.

2005: Memories and Milestones...

A new strategy for JASA is developed and implemented and programmes identified as non-core are phased out. Based on the vision and mission statement, the major aims of the organisation are redefined.

JASA provides a range of educational and business support services to a total of 6 038 young people during the course of 2005.

A new module entitled "HIV/AIDS Impacting on the Economy" is developed as an additional module to the MEP.

203 MEP graduates write the Cambridge Examination and a pass rate of 91% is achieved.

In October, JASA hosts Lamech Mbise, recently appointed by JA as Vice-President, Africa Region.

Sad news: Dr Stephen Black, the founder of JASA, passes away in November.

2006: Memories and Milestones...

JASA welcomes Linda McClure as the newly appointed Managing Director. Linda is a founding Director of the Gordon Institute of Business Science, and her role was that of Director: Operations, Finance and Human Resources.

We are privileged to announce Wendy Luhabe as our patron at a function held in June, commemorating Youth Day on June 16.

The Alumni Association is revived at a function in October to provide a network for JASA graduates who wish to continue their association with the organisation.

JASA is awarded provisional accreditation with the Services SETA.

A JASA Youth Council, on which selected MEP graduates sit, is established to ensure youth involvement in programme development.

2005

2006



JASA is involved as a participant in the YoBiz reality TV series aired on SABC.

Abdul Rajah, JASA Finance Director, receives the Frances Hesselbein "How to Be" Award in July 2006 during the JA Worldwide Leadership Conference in San Diego, California.

JA African Directors meet for the first time in Johannesburg, with future meetings planned bi-annually. The meetings provide an opportunity for the Directors to share best practice in programme delivery and organisational management.

2007: Memories and Milestones...

15 new companies join the list of funders as a result of the assistance and support of our patron, Ms Wendy Luhabe, and the Board of Directors.

JASA successes include an increase in student numbers of over 60% from the previous year, an increase in the reach of our programmes across South Africa and the consolidation of the JASA Board of Directors.

The MEP receives the official endorsement of the Gauteng Department of Education.

A total of 147 programmes are delivered during the year and for the first time are delivered in all nine provinces in both rural and urban areas.

The MEP is piloted in a juvenile detention centre and a school for the physically challenged in Kimberley.

The JASA Success Skills Programme, which was piloted in the previous year as a life skills programme, is successfully delivered in both Mpumalanga and Gauteng. Three Career Days, supported by the Bankseta, are hosted in Gauteng, Mpumalanga and Limpopo.

Linda McClure attends the International Young Entrepreneurs Forum in Cordoba, Argentina. Hosted by JA Cordoba, this forum involved over 600 students from mainly Latin American countries. It provides a model for a similar forum to be hosted by JASA in the future.

Linda McClure attends the JA Worldwide Leadership Conference in Washington DC in August. The conference hosts JA members from around the world and provides an opportunity to interact and learn from JA operations in other countries.



memories and milestones

A past achiever, Amukelani Shilubane, represents South Africa at the Road to Davos 2008 Summit, supported by the British Council, providing young people with the opportunity to present world issues to leaders of the G8. They initially meet in Greenwich UK as a preliminary to the actual G8 summit in Davos, Switzerland.

and Tourism Programme is developed and delivered to birding guides in partnership with Birdlife South Africa.

The JASA Youth Council successfully hosts a debating tournament over two weekends.

JASA successfully hosts the Global Entrepreneurship Week (GEW) together with Endeavor and the Wits Business School's Centre for Entrepreneurship. The GEW has been hosted in the United Kingdom for the past five years and was launched globally for the first time in 2008.

In December 2008 JASA relocates to new offices in Kuyasa House near Ghandi Square in the Johannesburg CBD.

2008

2008: Memories and Milestones...

Our programme reach increases by 72% over that of 2007, bringing the increase in learner reach for the past two years to over 140%.

Three new programmes are successfully piloted and implemented – More Than Money and JA Titan in Gauteng and It's My Business in Mpumalanga. In addition the Travel



JASA learners give a glimpse that the future of our country is bright



I joined JASA when a period of relative stability changed to turmoil which necessitated our redefining JASA's goals.

The key challenges we faced were of a leadership nature, and we had to source someone with a passion for youth issues and who would have an understanding of our vision.

I can see the importance of JASA programmes as a confidence booster in young people

When we appointed Linda McClure we were confident that we had found the right person and the organisation has since stabilised.

For me the highlight of my involvement will always be participating in JASA functions where young JASA learners spoke. I was always blown away by their ability, and that helped me believe in a bright future for our country. Being a past JASA learner myself I could see the importance of JASA programmes as a confidence booster in young people.

I will also always remember Abdul Rajah for his dedication to the organisation and his passion. I was proud when he won the Frances Hesselbein "How to Be" Award in July 2006.

I will also remember the relief we felt when we appointed Linda as we felt that we had found the right Managing Director.

I am an ardent believer in the JASA programmes in that they will always be relevant as they provide learners with a taste of what it's like in a real work environment – and more so now with the current economic climate. JASA programmes assist with building confidence, team work, cultural diversity and of course with developing people for leadership roles.

Khumo Shuenyane: JASA Alumni and past Board Member; Head of Mergers and Acquisitions at MTN; Economist and Chartered Accountant.

JASA was my stardust!

A profile of Kbetha Mbatba: From MEP to Chartered Accountant

I was first introduced to JASA in 2000, as a Grade 11 MEP participant, and elected as General Manager of French Kiss, a lip-ice and lotion hamper company, sponsored by Citi.

It was so exciting to produce, market and sell French Kiss; needless to say the product did very well. It was through this exposure that I realised my calling was in the business sector. I discovered a natural passion for business.

JASA then invited me to participate in numerous corporate functions which they hosted, and at one of them

I was the Master of Ceremonies. It was this public speaking exposure that groomed me into the confident and well spoken person I am today.

In September 2001 JASA and the Department of Trade and Industry selected me to represent South Africa

at a global women's function in Hong Kong. There I was awarded a scholarship by Eskom to pursue a university degree. While studying at Wits, I entered and won the "one page business plan" competition between WITS and UCT, an initiative of JASA and the Goldman Sachs Foundation.

I am now a Wits graduate, in the final stages of becoming a Chartered Accountant. Words cannot begin to capture the impact JASA has had on my life; JASA has literally moulded me into the force I see myself being within the business sector one day. I attribute all my career successes to JASA. I truly hold this organisation in high esteem.

At a recent JASA function I watched the young men and women addressing us with such enthusiasm and excitement, and I suspected they had no idea yet how their worlds were changing – and what a fantastic future lay ahead of them... simply because they've been exposed to JASA.

Kbetha Mbatba: JASA Alumni.

I attribute all my career successes to JASA



infinite possibilities for young entrepreneurs

A profile of Sthembiso Tshabalala: From MEP to BCom student



For me, it all began in July 2004 when I participated in the MEP. To tell the truth, I had no idea what JASA and the MEP were about.

In the first week, together with a group of 19 students from different schools, we were informed that we were to start and run our own

mini enterprise over a period of 11 weeks. We would be given resources to produce whichever product or service we decided on. After a week of research, the group formed Teen T's, a company producing customised t-shirts. The company had a rocky start but with management and leadership continually improving, Teen T's was eventually able to break even.

At the end of the MEP, I decided to continue the same business on my own, Texta Print cc. Using Valentine's Day as my theme, I rounded up my friends as employees and shareholders, received approval from my deputy headmaster and started

marketing the product to my schoolmates. In the first week we collected R1 400 in cash. That money plus R500 start up capital was used to buy all the materials required.

Within three months, the business was netting R700 a month. Around the same time, at the suggestion of my accounting teacher, I entered the ABSA Top Entrepreneur competition. The competition was divided into two categories: High School and Tertiary students. In late May of 2005 I was notified that I had been named one of five ABSA Top Entrepreneurs for 2005. As a reward we were taken on a two week trip to Germany, Spain, Morocco and Gibraltar.

In mid-2006 I teamed up with a friend from primary school, Hudson Modise, to start an audio services business, Audio M. The business started out very interestingly. Hudson had the DJ skills and decks; I had my uncle's speakers and amplifiers. Talk about putting together one plus one!

2006 was also the year in which I matriculated. Knowing that the two businesses were yielding good returns, I knew that the skills learnt from JASA could and should be furthered to their full potential. I embarked on a research plan to find out what I should study after matriculation.

SUCCESS STORY

After consulting Khumo Shuenyane, who was then an Asset Manager for Investec and also a JASA Board member, and my brother Wanda Tshabalala, who was studying towards a Chartered Accountancy qualification, I decided to also pursue a career in Chartered Accountancy. I believe that this qualification will best equip me to tackle the business world.

On many occasions I have wondered where I would have been had I not joined the MEP

I was also awarded a R12 000 bursary from Deloitte.

In 2007 I began my first year at the University Of Johannesburg, whilst simultaneously running both of the businesses. Three months into the year I realised that running a business and studying at the same time would jeopardise my studies. I made the decision to stop all business activity.

In 2008 I could no longer resist the entrepreneurial bug and went back to running the businesses.

This time I had a third business. I had realised that students who had moved out of home were on a low budget and saw bean-bags as the perfect substitute for expensive couches. I approached a bean-bag manufacturer, negotiated wholesale prices and along with Lucas Mariri, a former school mate who was then studying at the Witwatersrand University, marketed the bean-bags. Because we had hectic lecture and study timetables we decided to take orders during the week along with a 50% deposit and deliver the bean-bags and collect the balance due on Fridays.

In the first month of the bean-bag business we earned revenues of R8 000 and yielded profits of R2 000. One would expect to improve on this performance but I began to realise that the business was seasonal – and we concluded that expanding our market to other campuses was the obvious next step. However the operation would have been too big and would have put our studies at risk.

At this point my study costs had risen above my bursary value and allowance from my parents. The businesses were now supporting my travel costs. I decided to move closer to university in 2009 in order for me to be able to cope with the difficulty of my course. The audio services business made enough cash in the festive season to secure rent and related expenses for three months.

On many occasions I have wondered where I would have been had I not participated in the MEP... it wouldn't have been as easy without JASA.

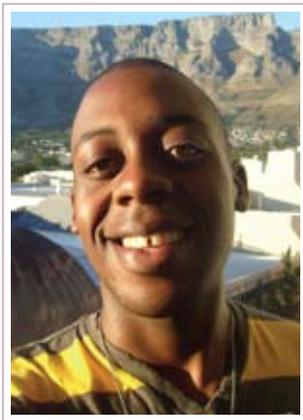
JASA is an organisation that caters to the needs of the youth and I feel that it is more suited to South Africa and the rest of Africa given our inferior position on the world economic stage. JASA can, and is, accelerating the growth of Africa's youth participation in the economic scene.

I conclude by saying that JASA is an organisation of high standards that empowers youth to be as dynamic and flexible as our surroundings need us to be. The possibilities are infinite.

Stembiso Tshabalala: JASA Alumni and first Chairman of the JASA Youth Council; 3rd Year BCom Student and Budding Entrepreneur.

being a JASA graduate has given me the edge!

A profile of Amukelani Shilubane: From MEP to University student



My name is Amukelani Shilubane. I am 19 years old and am currently studying towards a BCom (Finance) degree at the University of Johannesburg. I intend to become a Chartered Financial Analyst after completion of my post-graduate studies and to pursue a career in Private Equity and Asset Management.

My journey with JASA has been a truly remarkable one. It began in the penultimate year of my high school career when I was enrolled for the MEP. Being on the programme proved to be beneficial for me as I gained numerous skills and the experience opened my mind to new ideas, a whole new way of thinking and marked the beginning of JASA being an instrumental part of my personal development. From there, I went on to do other JASA programmes including Success Skills, Banks In Action and most recently, the JASA Youth Council.

Looking back at the past two-and-a-half years with JASA, I can say that I have indeed learned a lot. JASA programmes have aided me in understanding entrepreneurship and the opportunities that arise from this powerful force of society.

With all that I've taken from the programmes, I have managed to enrich various areas of my life, with the most impact being on my skills and competencies. I have seen developments in my organisational, interpersonal, social, entrepreneurial and innovation skills in recent years and have, amongst other things, gained a clear understanding of:

- the need for entrepreneurship;
- the need to invest (save) money;
- the need and ways to market oneself effectively and
- all the tasks, responsibilities and activities involved in being a member of a representative council.

By far my most fond memory, and the most notable impact that JASA has had on me, is the way in which they have paved the way and acted as a launch-pad for my future career as a qualified Chartered Financial Analyst. My first JASA programme made me realise that I had a passion for commerce and that I had strong analytical skills to back that passion. That passion was further fuelled by the practical experience afforded by the MEP. Going on to do an internship that had been organised by JASA further led me to discovering exactly which direction I would like my career to take and since then, I have never looked back. Being a JASA graduate has encouraged me to pursue the entrepreneur in me. It has made me realise and unleash my potential.

Amukelani Shilubane: JASA Alumni; 2nd Year BCom Student.

a story and a celebration!

A profile of Thabo Malefane: From MEP to own business



In 2001 I participated in the JASA MEP sponsored by UCAR. At the time I was in Grade 11 at General Jan Smuts High School in Vereeniging.

The story of Glowhouse Lighting:

Eight years on and I stop to look back at the road that got me here, running around in school uniform with goodie

packets with little green stickers on them. TARGETS and COMMISSION!!! That is all that is on your mind (certainly was on my mind). Eeish...also trying very hard not to be the one who always brought back products and not money! Then you build this mega enthusiasm and make promises to clients, get to the programme and you don't get enough products. AH! Next week you get there and you get triple the amount you think you can sell. Three weeks after your first sale complaints start coming in, "your stuff doesn't work!"

Eleven weeks past JASA came and left, I continued...

Not much has changed in the eight years! ...Still got targets but this time the focus is PROFIT, oh, and the "your stuff doesn't work!" – that is also gone.

My enterprise has grown from an annual turnover of R4 000 to R120 000. Glowhouse Lighting cc manufactures gel candles, wax candles and hires out disco lights for small indoor events.

Happy 30th Anniversary JASA

We've also grown from selling to my friends in class to orders from a few provincial government departments, local retail outlets and several corporate companies (most recently, national distribution for Absa Bank).

We've grown from my mother's kitchen to a workshop in an industrial park, from "abusing" my siblings to a full time employee and several part time staff. Growing a self-funded small business is emotionally fulfilling but tremendously challenging to say the least.

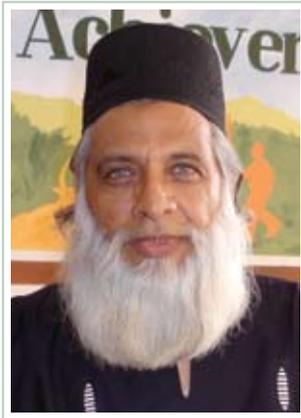
Enough about that. This is not a sad story; it's a celebration and acknowledgement of the many people that passed through the ranks of JASA in the last 30 years. Well done. Thank you. And those who carry the baton, you are serving a great cause.

Happy 30th Anniversary JASA.

Thabo Malefane: JASA Alumni; Founder, Glowhouse Lighting cc.



current staff reminisce!



Abdul Rajab – Director

I was introduced to JASA as Finance Manager by Ian Clark, after having dealt with JASA while it still formed part of Wits. In all my years at JASA I have only had one year of deficit and am honoured and privileged to work at JASA.

I have fond memories of:

Dr Stephen Black, the founder – his involvement with fundraising and really nagging for sponsorship. He was well connected to CSI managers. JASA only ran a few programmes then mainly funded by FNB, SAB and American pharmaceutical companies under the Sullivan Code.

I have been managing funds and funding since then and recall funds that were raised from USAID, DFID, Joint Educational Trust (JET), and other corporates.



Paula Maloi – National Stock Controller

I joined JASA in 1990 and I was employed by the late Dr Stephen Black.

This year I celebrated my 19th year with the organisation. The reason for my long term stay is due to the fact that I thoroughly enjoy working with young people and watching them flourish. It gives me great pleasure to be part of the many success stories of the youth of South Africa.

JASA has also contributed to my own personal growth while watching young people grow. I can think of a number of learners who started their own companies after having gone through the programme; Sean Ackerman comes to mind. I have enjoyed being involved when learners made some of their products such as lip balm.

Congratulations JASA; here's to 30 more years!



Nelly Mofokeng – Finance Director

I started at JASA 14 years ago as one of the learners in the BESP programme.

What appeals to me about JASA is how the organisation embraced transformation in leadership and still managed to keep the JASA programmes as relevant now, if not more, than they were 30 years ago.

Personally I will always cherish the homely environment that the organisation offers. On occasional chance meetings with JASA alumni, all they can talk about is how wonderful their JASA experience was.

I will forever be grateful to the people I have worked with at JASA for making my experience worthwhile.

Managing Director's from inception:

- Dr Stephen Black – 1979 to 1996
- Acting: Abdul Rajah – 1996 to 1997
- Isaac Nkwe Potoki – 1997 to 2000
- Ernest Mchunu – 2000 to 2002
- Zanele Twala – 2002 to 2004
- Jan Beeton – 2004 to 2005
- Acting: Abdul Rajah – 2005 to 2006
- Linda McClure – 2006 to present

last word from the JASA team 2009



*Front row from left to right: Abdul Rajab, Sara Bux, Linda McClure, Nelly Mofokeng, Lulama Philiso.
Back row from left to right: Mpbo Mcunu, Bonga Khumalo, Paula Maloi, Fadeela Laber, Shabir Ismail.*

We pay tribute to the ‘founding father’ Dr Stephen Black, to all those men and women who have dedicated years of their life working with and for JASA; to all the previous Board Chairs, MDs, Board members and staff members, for their input into building solid foundations for JASA.

We pay tribute to all JASA graduates for their belief in JASA and for the belief in themselves. May they continue to do JASA and themselves proud.

We acknowledge, with deep gratitude, the support of all funders and donors over the years.

We go into the future with enthusiasm to continue to make a difference and with hope to see many more young people become entrepreneurs and masters of their own destiny.

We go into the future with a spirit of looking for opportunities for improvement and continued growth – and with confidence in our supporters and funders to ensure that our work remains impactful and significant.

thanks to the following people

We thank and acknowledge the contributors to this book. We acknowledge the Board members, past and present, the Trustees, past and present, and the funders, past and present, without whom our achievements would not have been possible.

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past and present:*

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Windsor Shuenyane
Zanele Twala

Note: Pictures used in this publication were taken by JASA and show beneficiaries of various programmes.

This commemorative publication is not for sale.

glossary of terms

BESP	Business Establishment and Sustainability Programme
BIA	Banks In Action
CDB	Centre for Developing Business
CEDPA	The Centre for Development and Population Activities
COD	Centre for Opportunity Development (later known as BESP)
DFID	Department for International Development
EDP	Enterprise Dynamics Programme
GEW	Global Entrepreneurship Week
IMD	Institute for Management Development
JA	Junior Achievement Worldwide
JASA	Junior Achievement South Africa
JET	Joint Education Trust
MEP	Mini Enterprise Programme
OBE	Outcomes Based Education
ODA	Overseas Development Agency (British)
QMS	Quality Management System
SANGOCO	South African National NGO Coalition
SAQA	South African Qualifications Authority
WEF	World Economic Forum
YDN	Youth Development Network