Letter from our Board Chair

Dear friends,

A year ago, we mentioned that we were re-focusing our efforts to continue to prepare future generations to compete in the global economy and that we would be much more open to innovate and incorporate new business models to inspire our regional youth, especially the unemployed.

We are delighted to report that several of these new initiatives are becoming a reality. The collaboration model is a key approach for JA Americas to impact critical youth social issues, such as unemployment. This past year we have enhanced our collaboration with governments, schools, companies, and international organizations in order to work together as a network and improve our impact. The Cisco-JA Peru-Minister of Education collaboration is allowing us to reach higher level of students at public schools. In addition, we will soon have an outstanding opportunity to impact the lives of young people in Central America, thanks to an IDB-SAP and Manpower pilot. These are two examples of how we are incorporating new business models to make sure we not only incorporate technology, but we also enhance the impact of our mission to the vulnerable youth of the region.

Junior Achievement as an organization will soon begin its centennial celebration. We are delighted that JA Americas will kick-off this celebration by hosting the first ever Global Youth Forum, starting in July 2018. We want to make sure to thank our committed partners and friends whom along our 100-year history have continued to support us to inspire and empower young people.

This report outlines the hard work and commitment of our member nations to align their strategies with ours and work as one organization to support the different partners across the region, and of course provide our youth with the skills they need to become the job creators of the future or great contributors in the labor market.

Thanks for joining us on this journey. Let’s continue inspiring youth together!
REGIONAL OPERATING CENTER (ROC)  
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JENNIFER SMITH  
Managing Director - Caterpillar

RAYMOND WINDLER  
Managing Partner  
Baker & McKenzie
WE ACTIVATE YOUTH FOR THE FUTURE OF JOBS...

In nearly 100 years, Junior Achievement has grown from reaching a few kids in Springfield, Massachusetts to reaching 10 million young people annually in more than 100 countries on six continents. Now, as we prepare to enter our second century, we aspire to accelerate our growth to put the organization on an annual trajectory that makes us capable of reaching 100 million youth annually.

For JA, the global and regional goal driving the organization’s activities is to reduce global youth unemployment.

The dual crises of youth employment and economic inequality are two of the most pressing challenges facing the Americas today. Between 35% and 40% of the Americas’ population is under 25, with more than 40% of this group between the ages of 15 and 24. Four out of 10 youth in the region don’t finish high school, with the highest dropout rate occurring between ages 12 and 15. Less than one-third of young Latin Americans (ages 25 to 29) have received some education at college, university or a higher level technical school. In addition, 32 million young people - or 20% of the region’s total youth population - are neither working nor engaged in education or training (NEET), and more than 60% of NEETs are women. However, 50% of formal firms in the region report having difficulty filling jobs.

Enabling youth to be ready for the jobs of the future requires different interventions in different countries due to the social, political, economic and cultural contexts. Entrepreneurial programming building self-efficacy will require a different level of depth in each country, too.

Self-efficacy, sometimes called perceived behavior control, is a major influencer of belief systems that can positively impact choices, motivation, and behaviors, leading to success when engaging in new challenges. The importance of building self-efficacy in young people is a critical element of JA’s theory of change.

We activate youth for the future of jobs. Through the delivery of hands-on, blended learning in financial literacy, work readiness, and entrepreneurship, we empower young people to grow their entrepreneurial ideas, hone their work skills, manage their earnings, and secure better lives for themselves, their families, and their communities.
Rodrigo Prieto (México):
Mexican photographer Rodrigo Prieto, who participated in the JA Company Program in Mexico 30 years ago, was nominated by the Academy of Motion Picture Arts and Sciences for the “Best Cinematography” Oscar 2016 for his amazing work in the film “Silence“ (Martin Scorsese). It was his second Oscar’s nomination after being candidate in the same category for his work in “Brokeback Mountain” in 2005.

Rodrigo had his first experience behind the camera during the JA Young Entrepreneurs Program (now known as the JA Company Program): Rodrigo was part of the company “ideart”; he was in charge of creating and filming advertising spots.

Liat Fainman-Adelman (Canada):
Ambassador of the JA Company Program in Canada, awarded with the “JA Company of the Year” prize in 2016, Liat Fainman-Adelman was one of “Nine Influential Millennials in Toronto to Watch in 2017”, according to Narcity Canada. Among other milestones as an entrepreneur, Liat used her corporate experience to help Syrian refugees: the JA company that she chaired develops welcome kits for the refugees that arrive in Canada. She also founded her own startup, SeniorIT, which links youth with isolated senior citizens for one-on-one IT tutoring.

Fernando Tamayo (Peru):
JA Peru alumnus Fernando Tamayo is Co-founder and CEO at YAQUA, the first social enterprise that seeks to transform the consumption of bottled water into a movement for change and solidarity. YAQUA’s model is simple, yet powerful: sell bottled water, use 100% of the profits to build water systems in vulnerable communities in Peru and change lives. Fernando is currently helping more than 8 million Peruvians who have no access to clean drinking water.

Jerome Cowans (Jamaica):
Raised in one of Jamaica’s most disadvantaged communities, Jerome Cowans co-founded Leaders Endeavouring for Adolescent Development (LEAD). The project provides personal development opportunities for young people, so they will go on to better futures, reducing violence and poverty. In 2015, Jerome became a Queen’s Young Leader and was personally praised by US President Barack Obama President during his visit to Kingston in 2015.

Each year, nearly 1 million youth in Canada, Latin America and the Caribbean take part in JA programs and become JA Alumni. They want to stay in touch with the organization and give back, while further developing their 21st Century skills. We are proud of JA Alumni who are making a difference across the region.

JA WORKS
and these are 4 proofs of it...
Thanks to the support of Citi Foundation, JA Americas worked with nearly 30,000 beneficiaries in different educational programs that seek to inspire and motivate them to succeed in a global economy. Twelve countries implemented JA programs, allowing both organizations to accomplish their goal of generating economic inclusion and creating better communities.

JA Women for Development was implemented in ten countries (Argentina, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Panama and Paraguay), reaching more than 4,500 women in vulnerable situations, with the support of volunteers from Citi and alliances with Micro-finance institutions in each country.

The Strengthening Skills initiative included the implementation of JA programs in Jamaica (“JA Company of Entrepreneurs”), Paraguay (“JA Entrepreneurs in Action”) and Uruguay (“JA Race to Undertake: Creating Business Plans”) reaching more than 10,000 young beneficiaries.

JA Americas and Citi Foundation also focused on the digitalization of programs through an initiative that combined digital content with face-to-face sessions. Nearly 15,000 youth participated in programs in Guatemala (through the Tools to Undertake program), and Colombia and the Dominican Republic (through the Stairways to Success initiative).

I’m a proud Junior Achievement volunteer here in Jamaica. I think that JA is doing wonderful work building entrepreneurial skills and generating an impact on the lives of our young Jamaicans. I believe that this is really what we need to grow our country. I’m happy to have contributed to it.

PATRICE GORDON
Citi Volunteer (Jamaica)
**BRIGHTENING THE ROAD TO SUCCESS OF 50,000 YOUTH**

Thanks to Scotiabank’s commitment, JA Americas was able to launch “Road to Success”, one of the biggest regional projects in the history of JA in the Americas. The three-year initiative will reach youth in 18 countries in the region with financial literacy contents, including the digitalization of content and development of JA Economic for Success, version 2.0.

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**OUR 4-YEARS FOOTPRINT WORKING TOGETHER**

America Region 2012 | 2017

- **Beneficiaries**: 24,568
- **Volunteers**: 1,493
- **Schools involved**: 416
- **Programs delivered**: 876
- **Countries**: 19
- **Total hours of Volunteering**: 13,263

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**SCOTIABANK & JA HIGHLIGHTS SINCE 2012**

- **JA ECONOMICS FOR SUCCESS (2012 - 2015)**
- **REGIONAL BOARD DEVELOPMENT**
- **2014 US PRESIDENT’S VOLUNTEER SERVICE AWARD**
- **2015 JA AMERICAS PARTNERS’ COCKTAIL PANAMA** (sponsored by Scotiabank)
- **JA ROAD TO SUCCESS LAUNCH IN 2016**
  - JA Economics for Success 2.0 (New Digital Version)
  - National and Regional Innovation Camp Contests

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**PROOF OF OUTCOME**

- **93%** “JA taught me how to manage money”
- **87%** “JA made me realize the importance of staying in school”
- **76%** “JA connected what I learned in the classroom with real life”
- **80%** “JA made school more interesting”
- **84%** “My volunteer made me feel important”
- **91%** “The things I learned in JA will be important later in the future”

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**FOOTPRINT**

The Road to Success initiative aims to help develop the infinite potential of youth in our communities by teaching kids the basic concepts of financial literacy. The initiative will continue to give students an understanding of the principles of finance and practical advice on budget planning and money management.

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**COMPONENTS OF ROAD TO SUCCESS INITIATIVE**

- **Stage 1**: JA Economics for Success 2.0
- **Stage 2**: New activities - JA Innovation Camps
- **Stage 3**: National and Regional Innovation Camp Contests

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**FIRST REGIONAL INNOVATION CHALLENGE**

As part of the Scotiabank Road to Success Initiative, JA Americas launched a Regional Online Innovation Challenge for the first time: In an online session with international judges, 14 teams from 14 countries in our region had the chance to present their ideas on how to raise awareness on the importance of financial education to students from 14 to 18 years old using social media channels. A Salvadorian team won first place and they were awarded with a trip to Mexico to participate in the International Forum of Entrepreneurs and visit Scotiabank’s offices.
The 8th edition of the regional competition, held in Mexico City, sponsored by FedEx and supported by Delta Air Lines, served to nurture the entrepreneurial spirit of youth from Latin America, Canada and the Caribbean.

JAHSCENTS, FROM JAMAICA, AWARDED 2016 COMPANY OF THE YEAR

JAHSCENTS, a JA company from Jamaica, emerged as “The 2016 Company of the Year” during the 8th edition of the Company of the Year Competition (COY) sponsored by FedEx. The competition was held from December 3-6, 2016 in the Fiesta Americana Reforma Hotel in Mexico City. JA Mexico and JA Americas managed the organization of the event that gathered students from the entire region.

The international event, which is also supported by Delta Air Lines, brought together student representatives of JA companies from 16 countries across the region to compete to be recognized as the best of the year. JAHSCENTS, the winning Company, produces handcrafted candles with organic materials that act as air-fresheners, air-cleaners and mosquito repellents.

During this competition, the companies presented their products and company operations to an international jury and sold their products during an open trade fair. The competition concludes with a special Gala Dinner where the winners are announced.

JA Americas developed the 4th Edition of its Online contest to select a COY Reporter, which provides a JA alum with the opportunity to become the Official Reporter and cover the competition through Social Media channels. Hipólito del Franco (Argentina) was the winner and had the chance to travel to Mexico and join the COY team. The contest, developed through a Facebook Application, invited the candidates to upload a 1-minute video in which they had to share a problem faced by youth from their communities.
We can’t do it alone....

OUR PARTNERS

JA’s mission worldwide and in the Americas, wouldn’t be possible without the commitment of our regional partners. Nearly 2,000 organizations support JA across the region.

- Argentina
- Bahamas
- Bolivia
- Brazil
- Canada
- Cayman Islands
- Chile
- Colombia
- Costa Rica
- Dominica
- Dominican Republic
- Dutch Caribbean Island
- Ecuador
- El Salvador
- Grenada
- Guatemala
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Puerto Rico
- St. Lucia
- St. Kitts & Nevis
- Trinidad and Tobago
- Turks and Caicos
- Uruguay
- US Virgin Islands
- Venezuela

OUR NETWORK

31 MEMBER NATIONS

OUR FOOTPRINT 2017

12,208

Governments involved

Volunteers

33,855

JA and other NGOs

Children and youth benefited:

988,102

Partners that supported JA Americas during the 2016 – 2017 period

1,991

Partners supporting JA
2017 HIGHLIGHTS

International Forum of Entrepreneurs in Mexico

Launching of "JA School Startup USIL" in Lima, Peru

Women Empowerment Summits in Quito and Panama (powered by Citi)

JA at the World Economic Forum on Latin America in Buenos Aires

International Forum of Entrepreneurs in Argentina

Implementation of Latin Code Week, powered by SAP

Innovation Camp experience of the Scotiabank "Road to Success" Initiative

JA Americas Partners’ Meeting in Mexico City (powered by HSBC)

JA Chile students during the JA Job Shadow Day powered by Delta Air Lines in Santiago

International Forum of Entrepreneurs in Guatemala

Next Generation Leaders Forum of JA Canada

JA St. Lucia nominated to the National Youth Award
CODING IS THE NEW LANGUAGE NEEDED TO SUCCEED IN A DIGITAL ECONOMY

Together, JA Americas and SAP developed Latin Code Week, a digital literacy initiative that provides coding-tools training for youth, as well as life and business skills, allowing them to become key drivers of Latin America's development in the new digital economy.

The objective of Latin Code Week is to empower future generations with the tools they need to thrive in the 21st century. The program is an 18-hour introductory course on soft skills, business skills, design thinking, prototyping and includes a JA Innovation Camp in which students prototype an app as a solution to a specific challenge faced in the world of business or a social issue, with the assistance of mentors and volunteers (working with programming tools using SAP BUILD).

“The lack of technical profiles in the region in the field of STEM (Science, Technology, Engineering and Math) is undeniable. In this context, programming or Coding is the new basic language needed to succeed in a digital economy. It holds the power to put thousands of youth on the path to technology education”, commented Jose Caceres, Director of Corporate Social Responsibility for SAP Latin America and the Caribbean.

Through the online platform www.latincodeweek.org, the program trained nearly 400 youth in Argentina, Brazil, Mexico and Colombia during its first pilot, and will scale to eight countries in the region with the objective of reaching nearly 2,000 youth in Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico, Panama and Peru next year.

In Mexico, SAP, regional partner of JA Americas, was awarded with the 2016 “Transforming Education Award” due to its commitment to the future of youth and for co-creating a new regional initiative together with JA that seeks to educate youth in STEM (Science, Technology, Engineering and Math) studies through a combination of digital components, coding elements and life skills.

This was the third time that JA Americas has awarded a regional partner with the “Transforming Education Award”; Citi Foundation received the award for the first time in 2014 in Miami and Mastercard received it in 2015 in Lima.
JA Americas and Dell implemented the “JA Company of the Future” program to promote youth learning around technology and 21st century skills in Brazil, Mexico and Panama. Nearly 2,000 youth received training in critical skills, increased technological access and improved opportunities.

We are all living in the “Fourth Industrial Revolution”: the fusion of technologies that impact every aspect of human life. When we find a partner like Dell that helps us to teach technological skills to youth we are definitely headed in the right direction to better prepare them for a rapidly changing world.

— LEO MARTELOTTO
PRESIDENT
JA Americas
EQUIFAX AND JA AMERICAS GENERATE FINANCIAL INCLUSION IN LATIN AMERICA

“EduACCIÓN Financiera”, which was launched in Argentina, Chile and Peru this year and expanded to El Salvador, Paraguay and Uruguay, focuses on the importance of financial education – a major issue affecting Latin America today – but also provided additional tools and training to the parents of youth through community outreach and a special “Credit 101” seminar.

President of Equifax Latin America, Chris Jones said, “With nearly 70% of Latin America’s population unbanked or underbanked, focusing ourselves on financial inclusion in all that we do continues to be of the highest importance for our organization. As trusted stewards and advocates for consumers, we believe that helping students and families to better understand their financial future is critical to reinforcing the credit industry’s positive and profound effects on financial inclusion. EduACCIÓN Financiera by Equifax and Junior Achievement Americas is helping us to do just that with a real-world approach and impactful, tangible results.”

Equifax first launched its partnership with JA Americas in 2016 in El Salvador, Paraguay and Uruguay, reaching 1,600 students across the region. In 2017, Equifax continued EduACCIÓN Financiera in those three countries and also launched in Argentina, Chile and Peru reaching more than 2,800 youth and their parents – representing significant growth in just one year.
Delta is focused on inspiring youth by partnering with world class organizations like Junior Achievement to create educational opportunities in the region.

Said regional executives from Delta Air Lines.

Delta is strengthening its commitment to education in Latin America and the Caribbean through the expansion of its partnership with JA Americas. JA impacted hundreds of youth in Argentina, Brazil, Chile and Mexico through the JA programs “Job Shadow Day” and “Company Program”, powered by Delta. The company also sponsored the JA Company of the Year Competition.

Delta powered the JA Job Shadow Program in Argentina, Chile and Mexico, teaching youth about the air transportation industry. Classroom sessions prepared students for a visit to a professional work environment. Students learned how to research career opportunities and the skills needed to land and keep their dream jobs. Some students even had the chance to visit aircrafts and critical areas for the industry at their local airports, spending time with Delta’s crew members and employees.