

J.P. Morgan Philanthropy

Europe, Middle East and Africa



Impact report 2012

J.P.Morgan

Foreword



Every year, J.P. Morgan gives millions of dollars to good causes across the world. In 2011 alone, the firm and its Foundation gave over \$200m to non-profits in 34 countries. Our employees volunteered 374,000 hours collectively last year and led approximately 1,800 volunteer events across the globe. In Europe, the Middle East and Africa, we continue to develop the reach of our work, and in 2010 and 2011, we supported programmes in 17 countries in the region.

The money we give and the resources we apply are important, but they are not the true measure of success. As our work has developed over the years, we place an increasing emphasis on measurement and evaluation. Continuing on from the launch of our first EMEA Philanthropy Report last year, this report analyses the impact of our regional portfolio of 30 grants completed between 2010 and 2011. The review, carried out by New Philanthropy Capital (NPC), assesses the impact against the goals established for each. We are encouraged to report that between 2010 and 2011, J.P. Morgan's funding touched the lives of 65,000 people, and 91% of the projects supported continued beyond the life of our funding. We are also delighted to hear that 81% of our grantees believe that our funding helped their organisations increase their overall impact and 93% of those that received support from J.P. Morgan volunteers found them to be a positive influence on their organisation.

Our aim to create positive and lasting impact continues. As we do so, we seek to challenge ourselves to do more to focus our giving, engage our people and challenge our capabilities as a funding partner. This year's report shows progress but more importantly, provides insight that will help us to make improvements in the year ahead.

A handwritten signature in dark ink, appearing to read 'Carol Lake'.

Carol Lake

Head of Philanthropy & Sponsorship, EMEA

Grantmaking at a glance

2010 and 2011

91% of the projects we
supported have been sustained

*‘Many thanks for the
support. It has enabled
our service to continue
to change lives’*



Our funding touched
65,000 people's lives

We disbursed
86 grants

to **83** organisations

in **17** countries

*‘The impact of J.P. Morgan’s involvement
and support has been immense’*

81% of our grantees believe that J.P. Morgan’s
grant has helped them to increase their impact

Contents

Introduction	6
United Kingdom	8
Community Development	10
Case study: Quaker Social Action	14
Education	16
Case study: The Place2Be	18
Arts & Culture	20
Case Study: Theatre Royal Stratford East	20
France	22
Germany	24
The Netherlands	28
Case study: Importante	30
Spain	32
Turkey	34
Case study: Darüşşafaka	36
The Middle East: Bahrain and Dubai	38
South Africa	40
Case study: University of Johannesburg	44
Ongoing programmes	46
Grantee survey: How are we doing?	50
Staff engagement	53
Fundraising campaigns	55

A close-up photograph of a person's torso and arm. They are wearing a brown t-shirt. The back of the t-shirt has the text 'J.P. Morgan' in white serif font. Below that, a white rectangular patch contains the text 'Good Work' in black sans-serif font. Further down, the word 'Volunteers' is printed in white italicized sans-serif font. The person's right arm is visible, wearing a white work glove with black dots on the palm side. Their long, wavy brown hair is visible at the top of the frame.

J.P. Morgan

Good Work

Volunteers

Introduction

J.P. Morgan is committed to ensuring that its grants respond to the needs of the communities in which it works. It aims to support charities and programmes that have a clear social impact and have the potential to be sustainable solutions to social problems.

In 2011, J.P. Morgan Philanthropy commissioned New Philanthropy Capital (NPC), the London-based charity think tank and consultancy, to review its grant-making programme in Europe, Middle East and Africa (EMEA). This analysis covered all 30 grants that were completed in 2010 and 2011.

NPC reviewed each grant, looking in particular at impact and sustainability. This report summarises NPC’s findings and profiles six organisations in greater detail. It also provides a brief overview of all ongoing programmes in 2012, which will be reviewed more fully, on completion, in subsequent reports. NPC surveyed the grantees to evaluate J.P. Morgan’s performance as a funder, and surveyed other organisations that received volunteers from J.P. Morgan as a part of the firm’s employee engagement programme. These results are presented at the end of this report.

NPC found that:

- Through the grants completed in 2010 and 2011, J.P. Morgan’s funding touched 65,000 people’s lives.
- The firm expanded the reach of its philanthropy programme in EMEA, with the number of countries covered rising from 10 in 2009 to 17 by 2011.
- After J.P. Morgan’s funding came to an end, 91% of the projects it supported have been sustained, with the help of other grant-makers, statutory support or internal funding.
- 81% of grantees believe that J.P. Morgan’s grant has helped them to increase their impact.
- 93% of the charities that received support from J.P. Morgan volunteers found them to be a positive influence.

J.P. Morgan Philanthropy’s approach in EMEA

Through the JPMorgan Chase Foundation, J.P. Morgan funds charities around the world in three focus areas: Education, Community Development and Arts & Culture.

EMEA funding priorities in 2011

Education	<ul style="list-style-type: none">• Priority 1: Leadership and professional development training• Priority 2: Curriculum innovation and extended school activities	<ul style="list-style-type: none">• Priority 3: Financial education• Priority 4: Transition programmes• Priority 5: Widening access to university
Community Development	<ul style="list-style-type: none">• Priority 1: Skills (re)training, including life and vocational skills training and mentoring• Priority 2: Job creation• Priority 3: Small business growth/entrepreneurship	<ul style="list-style-type: none">• Priority 4: Family support• Priority 5: Integration and social cohesion
Arts & Culture	<ul style="list-style-type: none">• Priority 1: Arts as a means to address specific education, community needs and/or disparities in participation• Priority 2: Collaboration within the arts	

These priorities are tailored to each country in the EMEA region. J.P. Morgan takes a bottom-up approach, first identifying the needs in a country, then identifying local partners who are working effectively to address those needs.

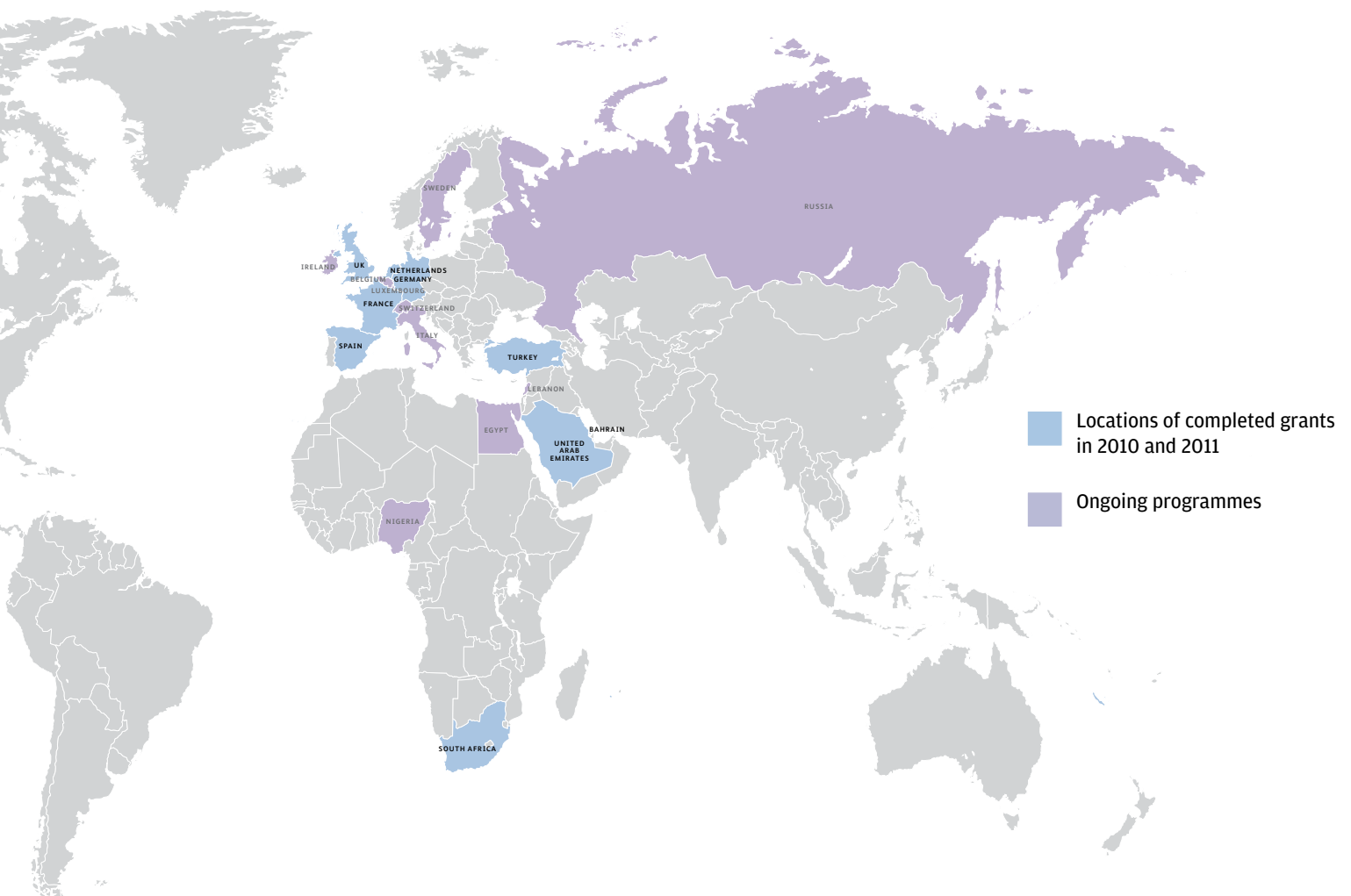
The giving process

Grant Making	Step 1 Identifying Partners	Step 2 Development of Partnership	Step 3 Proposal Development	Step 4 Submission and Approval	Step 5 Monitoring and Evaluation
	Proactive research by EMEA philanthropy to identify charities in line with strategic objectives for each priority country	If a potential partnership looks promising, early involvement of relevant senior management is sought to secure business connectivity and engagement from the outset	Proposal developed that demonstrates a level of employee engagement where feasible, resonance with local market and a clear monitoring and evaluation process	Approval by regional and global philanthropy committees Process of funds release and grant agreement if project is approved	Management of grant by EMEA Philanthropy representative Site visits, where feasible Reporting and evaluation requirements followed

J.P. Morgan Philanthropy supported new programmes in 17 countries in the EMEA region in 2010 and 2011: Belgium, Egypt, France, Germany, Ireland, Italy, Lebanon, Luxembourg, the Netherlands, Nigeria, Russia, South Africa, Spain, Sweden, Switzerland, Turkey and the UK.

This report profiles in detail the nine countries where J.P. Morgan completed grants in 2010 and 2011: Bahrain and the United Arab Emirates, France, Germany, the Netherlands, South Africa, Spain, Turkey and the UK. The other eight countries where J.P. Morgan is active have ongoing projects, which will be reviewed once they are completed and will be presented in subsequent reports. An overview of them can be found on page 46.

The philanthropy programme in the region is governed by the EMEA Strategic Philanthropy Committee chaired by Walter Gubert, the Chairman of JPMorgan Chase, Europe, with representation from J.P. Morgan's businesses across the region.

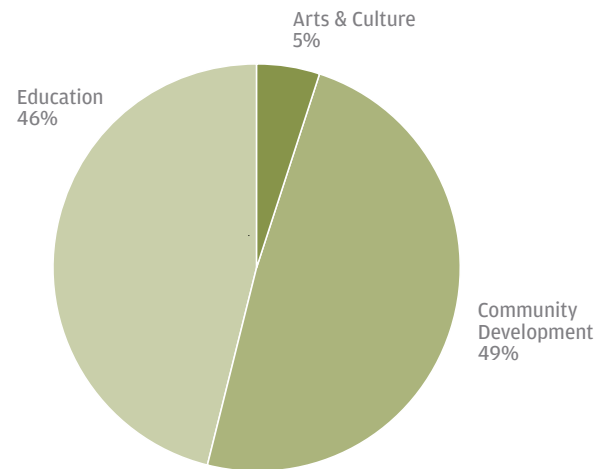


United Kingdom

J.P. Morgan focused on addressing some of the UK's most pressing needs: education, employment and social integration.

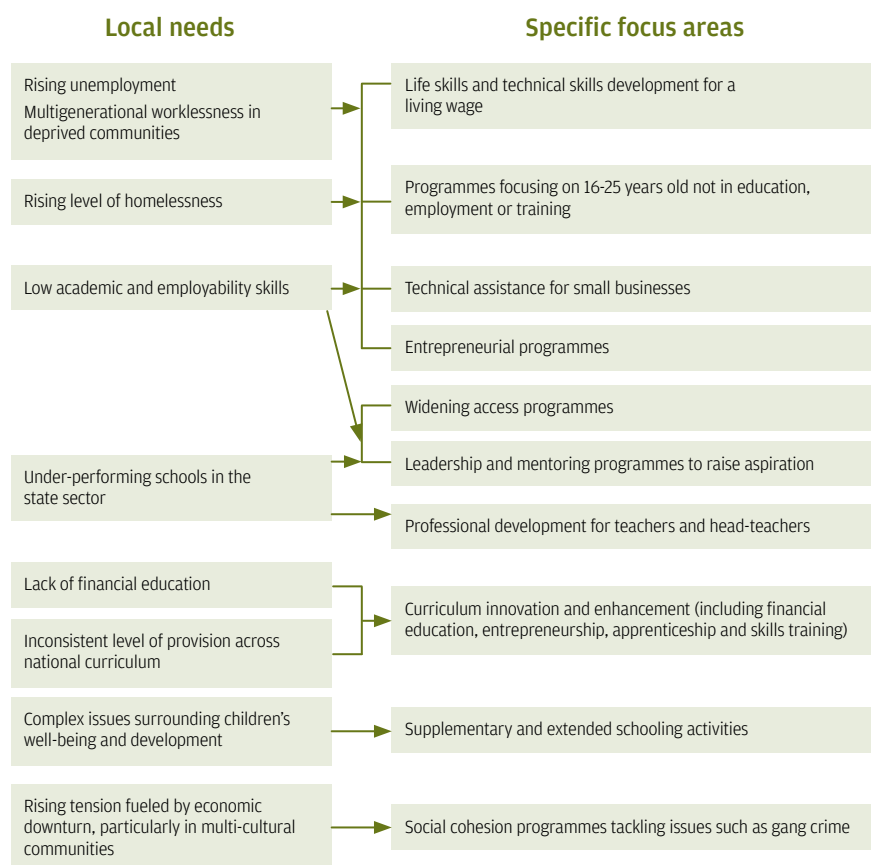


J.P. Morgan gave grants to a diverse range of organisations in the UK in each of its three focus areas: Education, Community Development and Arts & Culture.



Funding rationale

The needs identified in the UK led to J.P. Morgan focusing on areas including disadvantaged young people, entrepreneurship and professional development for teachers.



Community Development

Sequal Solutions



J.P. Morgan helped to establish a social enterprise to train and find work for disadvantaged people in the south of England.

- Sequal Solutions, founded in June 2006, creates social enterprises that benefit local communities in the south of England.
- With support from J.P. Morgan, Sequal Solutions launched Sequal Foundation, a social enterprise that trains and employs disadvantaged people to provide cleaning and ground maintenance services to local organisations.
- Sequal Foundation is now a self-financing and growing social enterprise. In 2010/2011, traded income was 163% greater than the previous year.
- Over the three years of J.P. Morgan's funding, Sequal Foundation has trained and employed 73 people and expanded its original enterprise into new service areas, providing a wider range of employment opportunities.

Edinburgh Cyrenians



J.P. Morgan helped to provide training and employment opportunities for young people in Scotland.

- Edinburgh Cyrenians aims to prevent long-term homelessness and poverty using innovative and entrepreneurial approaches.
- Edinburgh Cyrenians gives unemployed young people the chance to train and work within the charity's social enterprises or in local firms that the enterprises supply to.
- Funding from J.P. Morgan enabled the charity to review, improve and expand its Trainee Progression Programme, training 60 more young people than it otherwise would have done.
- 65% of people on the programme found work outside the charity, and the programme is helping an average of one person a week into paid work. There is capacity for further growth through a new commercial partnership with MITIE, an outsourcing and energy services company.

St Giles Trust



With funding from J.P. Morgan, St Giles Trust has supported more than 500 ex-offenders to get their lives back on track after leaving prison.

- St Giles Trust works with prisoners and ex-offenders in the south of England, aiming to break the cycle of crime, homelessness and disadvantage—around 80% of homeless people are ex-offenders.
- St Giles Trust trains ex-offenders to become peer advisors in prison, but despite references and work experience, employers are reluctant to give them work on release.
- J.P. Morgan helped St Giles Trust to scale up its Going Straight to Work project, which offers work to these peer advisors when they leave prison. They meet other prisoners at the gate on the day of release, and help with issues such as housing.
- 14 ex-offenders have volunteered with Going Straight to Work, and nine of these have been given paid placements.
- The volunteers and staff on the project have supported more than 500 prison leavers, which includes finding accommodation for 225, and helping 57 to return to their families.

Catch22: Youth Design Against Crime

J.P. Morgan supported Catch22 to take its Youth Design Against Crime programme to two new London boroughs.



- Catch22 offers advice, mentoring, mediation, accommodation, education and employment opportunities to young people and their families, working with schools, community centres and police stations.
- The Youth Design Against Crime (YDAC) programme gives young people at risk of exclusion the opportunity to devise a solution to crime and safety in their community, working with police mentors and youth workers.
- J.P. Morgan's funding allowed Catch22 to take YDAC to two new London boroughs: Lambeth and Southwark.
- 67 young people worked in teams to come up with ideas to tackle crime in their communities, from rejuvenating an estate to brightening up a train station tunnel. They all received accreditation from their schools. Another 186 young people helped to identify issues and areas that needed addressing.

Catch22: Family Learning

With J.P. Morgan's support, Catch22 helped to improve the way that parents engage in their children's learning and development.



- Catch22's Family Learning Project offers intensive support to families and young people who are living on a low income. It provides one to one support, group work, social activities and 'learning and earning' opportunities.
- J.P. Morgan funded Catch22 to implement the Family Learning Project in deprived areas of the London Borough of Lambeth.
- The project reached 45 families, 80% of whom saw improved relationships with their children. The 113 young people who took part in the project all stayed in school, and 40% believed that their relationships with their parents or carers had improved.

Family Action in Rogerfield and Easterhouse (FARE)

J.P. Morgan supported FARE to increase its services for marginalised young people in Scotland.



- FARE is a community charity in the east end of Glasgow, established in 1989 by local people who wanted to improve life in their area by tackling poor standards of living and gang rivalry.
- FARE's 'Mer tae Me' (More to Me) service delivers programmes for young people who are not in education, employment or training (NEET), or are at risk of becoming NEET. It includes a school programme to ease the transition from primary to secondary school, a personal development programme for young people associated with gangs, and a diversionary programme that raises aspirations and offers an alternative to gang-related activities.
- Funding from J.P. Morgan enabled FARE to significantly increase its service delivery, resulting in 198 young people moving into education, employment or training, a 90% increase in attendance at the diversionary programme, and a new junior Mer tae Me programme in three primary schools, reaching 33 students.
- J.P. Morgan also helped FARE to launch a programme to recruit and train volunteers. This increased the charity's capacity, resulting in greater use of FARE's centre, and a 40% increase in the opening hours of the community café, through which FARE generates income.

National Children's Bureau



J.P. Morgan funded National Children's Bureau (NCB) to give vulnerable young people the skills and confidence for employment and lifelong learning.

- NCB is a national charity that supports children, young people and families, and those who work with them. It is the largest UK membership network of individuals and organisations involved in children's services and studies.
- NCB launched the Life Skills for Employment programme with support from J.P. Morgan.
- The programme reached more than 300 of the most vulnerable young people in Lambeth and Waltham Forest in London, giving them the chance to build the skills and confidence they need for employment and lifelong learning.
- More than 80% of participants demonstrated an increase in problem solving, employability, team work and communication skills. 98% of participants made a positive contribution to their community, either through volunteering or peer mentoring.

Quaker Social Action



J.P. Morgan supported Quaker Social Action (QSA) to deliver a creative financial literacy project in Islington, London.

- QSA is a community-based charity that tackles poverty and disadvantage in east London, helping people living on a low income to improve their lives. Its Made of Money programme works with families in creative ways to talk about how money affects their lives and build money management skills.
- With support from J.P. Morgan, QSA took Made of Money to the London Borough of Islington. The new programme, Moneytalk Islington, supported 52 families, improving knowledge, skills, confidence and communication when managing money.
- Four in five families said they had saved money (£50 a month on average) as a result of attending Moneytalk Islington workshops. QSA also trained 40 people from 30 organisations, including children's centres, social housing providers and other local charities. These organisations were then able to implement the programme with their own clients in Islington.

To read more, see the case study on page 14.

Vital Regeneration



J.P. Morgan helped Vital Regeneration to reach disadvantaged young people through creative media activities.

- Vital Regeneration is working to transform London's most deprived neighbourhoods through social, environmental and economic programmes.
- The charity's Create+ programme works with disadvantaged young people through creative multimedia courses. At the end of an intensive 11-week programme, young people gain an Arts Award qualification, and many also gain literacy and numeracy qualifications.
- The grant from J.P. Morgan enabled Vital Regeneration to reach 160 young people through Create+ taster workshops. Of these, 55 joined the full programme.
- 60% of participants who completed the Create+ programme achieved a literacy qualification or Bronze Arts Award. 80% have moved on to further learning, apprenticeships, volunteer placements or employment.



Vital Regeneration

Case study: Quaker Social Action



In 2010, J.P. Morgan supported Quaker Social Action (QSA) to deliver a creative financial literacy project in Islington, London.

About Quaker Social Action

QSA is a community-based charity that tackles poverty and disadvantage in east London, helping people living on a low income to improve their lives. Its five projects are practical, innovative and inventive: Homestore enables low income households to furnish their homes without getting into debt; Homelink helps homeless people to rent in the private sector; Down to Earth helps people to plan funerals on a low income; Knees Up uses street parties to bring communities together; and Made of Money is a creative money education project for low-income families.

Moneytalk Islington

Islington is London's fourth most deprived borough. It has high levels of debt, low levels of financial capability, and 42% of Islington's children are raised in families dependent on benefits.

In 2010, QSA approached the newly-formed Islington Debt Coalition. The coalition had seen the innovative and successful financial education work that QSA was delivering in east London, and saw a great need for it in Islington. So with support from J.P. Morgan, Moneytalk Islington was created. Kristina Leonnet, who manages the project, says, *'We thought this was an amazing opportunity to work strategically and pull together all our strengths from Made of Money, working in one location.'*

The Made of Money model works with low-income families to talk about how money affects their lives, addressing issues such as consumerism and debt, alongside building money management skills and considering practical ways to save cash. It uses creative methods, such as role plays and blind taste testing, to explore the values and emotions that influence how parents and children think about and handle money.

Moneytalk Islington brought together three strands of Made of Money:

- **Family capacity building:** Running financial literacy workshops for families, together with intensive one-to-one support for those with the most pressing financial needs.
- **Training the trainer:** Equipping staff from local organisations (such as housing associations, women's refuges and community centres) to support their clients with money matters.
- **Awareness raising:** Working with people in strategic positions in the borough, such as commissioners, to help them take more of a preventative approach to issues of debt and other financial pressures.

'[Moneytalk Islington] really changed my life and the way I look at money. I was really motivated to pass it on and deliver our own course.'

Charity manager

Results

With J.P. Morgan's support, QSA commissioned a thorough external evaluation of Moneytalk Islington, which reported impressive results. Between October 2010 and September 2011, the project supported 52 families. It improved parents' and children's knowledge about money matters and their confidence in managing their money, and improved communication about money within families. It also helped families to make more of living on a very low income—four in five families QSA worked with said they had saved money (£50 a month on average) as a result of attending Moneytalk Islington workshops, because of changed attitudes and behaviour.

Moneytalk Islington also trained 40 people from 30 organisations, including children's centres, social housing providers, schools and other local charities, to deliver the project to the people who use their services. One person who attended was Linda Trew, acting manager of The Parent House, a small charity in King's Cross. Linda says:

'I went along with a bit of a wary attitude and was quite pleasantly surprised. It really changed my life and the way I look at money. After that I was really motivated to pass it on and deliver our own course, "Managing My Budget". That cohort bonded so well. They didn't want the course to end. One [parent] was in quite heavy debt ... but something has really clicked and she has changed her spending patterns and behaviour. It was great just to see people's lives being transformed.'

J.P. Morgan's support came to an end in September 2011, but its legacy is still being felt. With council funding, the Islington Debt Coalition continued the project for another six months, then another corporate funder picked up the baton.

The relationships that were built and the skills that were imparted during the first year of the project are key to the sustainability of Moneytalk Islington. Organisations working with disadvantaged families now have the skills and resources to use and adapt the model for the people who use their services. And Islington now has a network of individuals and organisations who are sharing good practice and taking a more preventative approach to money matters.

The project has also had a wider legacy for QSA—as well as building valuable new partnerships, the charity has improved the way it raises funds from corporate funders, and gained confidence in transferring successful programmes from east London to other areas. The charity plans to use the experience of implementing this programme in Islington to scale up Made of Money and take it to other areas of London.

'J.P. Morgan did rigorous due diligence at the beginning, then had the faith that we could go away and deliver. They were very supportive all the way through, and the relationship was very much one of trust.'

Sarah Hind, Fundraising & Communications Manager, Quaker Social Action



Quaker Social Action

The Place2Be: Training Outreach Programme for Schools



J.P. Morgan funded The Place2Be to improve the way that teachers deal with children's emotional and behavioural difficulties.

- The Place2Be works in schools across the UK to improve the emotional well-being of children and their families. It provides counselling services to children and their parents and training to school staff.
- The Place2Be's Training Outreach Programme for Schools (TOPS) aims to equip school staff with the skills to support children's emotional well-being. Funding from J.P. Morgan enabled The Place2Be to pilot TOPS in the London Borough of Lambeth.
- TOPS reached half of Lambeth's schools, training 350 school staff. Two months after the training, 66% of participants reported that they had applied what they had learned 'a great deal' or 'quite a lot'.
- The Place2Be estimates that through these staff, over 10,000 children now receive better support with emotional and behavioural difficulties.

To read more, see the case study on page 18.

The Place2Be: Transition Years



J.P. Morgan supported The Place2Be to help children with the transition from primary to secondary school.

- The Place2Be's Transition Years programme offers practical, school-based support services to 11 to 13 year olds. It helps to ease their transition from primary to secondary school by supporting their emotional well-being.
- Transition Years is usually run by The Place2Be's own staff and volunteers. With support from J.P. Morgan, the charity enhanced the training given to its volunteer counsellors and school-based managers to improve the quality of delivery.
- The Place2Be also expanded the programme by training 128 primary and secondary school staff in skills to improve students' behaviour and classroom management. 91% rated the training as 'useful' or 'extremely useful' in relation to their work, and 85% said they would recommend the training to a colleague.
- The grant enabled The Place2Be to run Transition Years in nine secondary schools, reaching 3,000 young people.

IntoUniversity



J.P. Morgan funded IntoUniversity to help young people in disadvantaged areas of London to reach their potential.

- IntoUniversity runs learning centres for young people in disadvantaged areas. It offers out-of-school study, mentoring and aspirational coaching to improve young people's academic performance, attitudes to learning, and chances of getting to university.
- J.P. Morgan supported IntoUniversity to build staff capacity and scale up its operations in the London Borough of Lambeth.
- All new IntoUniversity employees now take part in a leadership training programme, and the charity is putting in place a plan to develop new centres in the two wards in Lambeth that have the greatest need for its services.
- J.P. Morgan has also contributed volunteers to IntoUniversity. Employees are paired with students in their last year of school, mentoring them for 18 months through their transition to university.

MyBnk



J.P. Morgan supported MyBnk to deliver the first ever FSA-approved independent banking scheme run by young people, for young people, in the London Borough of Lambeth.

- MyBnk is an education charity that develops young people's finance and enterprise capability through fun and interactive activities.
- With support from J.P. Morgan, MyBnk delivered 295 educational programmes across 20 organisations in the London Borough of Lambeth, reaching 6,286 young people.
- MyBnk also offered young people a place to save regularly and access interest free loans to set up enterprises, through its MyBnk-in-a-Box programme—the first ever FSA-approved independent banking scheme run by young people.
- 1,135 new MyBnk-in-a-Box accounts were established, an average of 57 in each school.
- The scheme enabled 109 young people to set up their own business, and 22 groups took out small loans.

The Lighthouse Group



With funding from J.P. Morgan, The Lighthouse Group helped 200 families to support their children.

- The Lighthouse Group works with young people who have been excluded from school, are at risk of exclusion, or are facing a crisis point in their education.
- With J.P. Morgan's support, The Lighthouse Group scaled up its parental outreach programme, reaching 200 families. The programme helped to improve family relationships, give parents the ability to deal with rebellious behaviour and anger, and improve nutrition, sleep and hygiene.
- The grant also funded educational programmes to help 25 disaffected young people develop vocational skills.
- Most of these young people improved their behaviour as a result of the programme, and 18 returned to mainstream education or training.

Knights Youth Centre



J.P. Morgan supported Knights Youth Centre (KYC) to combat the negative influence of gang culture in young people's lives.

- KYC is based in one of the largest estates in the London Borough of Lambeth, running activities for up to 200 young people every week.
- With support from J.P. Morgan, KYC implemented RE:INVEST, a mentoring support and training programme that aims to combat the negative influence of gang culture.
- As a result of the programme, 160 young people engaged in accredited and non-accredited courses, and 200 young people took part in positive activities, such as educational field trips.

Case study: The Place2Be



In 2009, J.P. Morgan funded The Place2Be to implement a training programme for schools in the London Borough of Lambeth, helping teachers to give emotional and social support to children. The programme lasted for two years.

About The Place2Be

The Place2Be works in 172 schools in the UK, including four secondary schools, to improve the emotional well-being of children and their families. It provides school-based counselling services to children and their parents, training to school staff, and professional qualifications for those who wish to work therapeutically with children.

By giving children the chance to explore their problems through talking, play and creative work, The Place2Be helps them to cope with difficulties to prevent psychological and behavioural problems in later life.

The Training Outreach Programme for Schools (TOPS) in Lambeth

Lambeth is one of the most deprived areas of the UK, with unemployment double the national average. Children growing up in disadvantaged areas like Lambeth are five times more likely to fail in the education system than children from more affluent backgrounds, and they face a much higher risk of poor emotional well-being.

The Place2Be was approached by several schools in Lambeth that wanted to improve the emotional support they offered their pupils. Because the schools did not have the funds to bring counsellors from The Place2Be in-house, the charity designed a new training programme to equip teachers and other school staff, giving them the capacity to support children's emotional well-being.

With funding from J.P. Morgan, the Training Outreach Programme for Schools (TOPS) delivered a variety of courses to staff from Lambeth schools from September 2009. It covered topics such as supporting children in the playground, dealing with conflict and working with parents. The training ranged from one-day introductory workshops to longer-term accredited courses, and different schools chose different levels of involvement. Some schools became local partners of The Place2Be—they contributed financially and received a bespoke programme of training for the whole school. Other schools chose the 'open access' route—key staff members went on TOPS training, then imparted what they had learned to their colleagues.

‘[The children] certainly know there is somewhere they can go to that they can express their feelings safely and securely. There is a trust thing there.’

Primary School Manager

Results

With J.P. Morgan's support, TOPS worked with more than half of Lambeth's schools over 18 months. It worked intensively with seven partner schools, and delivered open access training to a further 33 schools, including three special schools and two Pupil Referral Units.

In total, the programme trained 350 teachers and other school staff. The Place2Be estimates that through these staff, over 10,000 children now receive better support with emotional and behavioural difficulties.

Two months after the training, 66% of participants reported that they had applied what they had learned. Most trainees said that the key competencies they had developed were listening and enabling children to solve problems. Teachers also reported that as a result of TOPS:

- Children are more willing to talk to school staff.
- Children receive better support in dealing with their problems.
- Children feel more listened to and understood.
- The playground feels like a more pleasant environment.

The qualitative feedback received from the schools also indicated that the training has succeeded in reducing some of the risk factors for exclusion. Some of the more challenging students now feel like there is someone who listens to them and understands them more than before. It appears that difficult situations are now discussed with students whereas previously they would have been reprimanded and disciplined.

TOPS in Lambeth ended in 2011, but as Anna Kettley, development manager at The Place2Be, says, *'The great thing about this project is that it actually had a legacy.'* Staff are working more effectively in their roles and supporting each other, and The Place2Be has continued to meet with the schools to discuss how it can work with them in the future, which means that children in Lambeth will be more effectively supported. The Place2Be has also used lessons from TOPS in Lambeth to work in other areas, including three east London boroughs. In Kettley's words: *'We now have a menu of training that we can tailor to meet the need of different schools in different areas.'*

'Working with J.P. Morgan really felt like a partnership. They worked side by side with us, they challenged us around evaluation, and they were very supportive when the project was changing. It's been incredibly beneficial.'

Anna Kettley, Development Manager, The Place2Be

'[The course] changed a lot of people that were on it for the better. We all came out at the end of the six weeks with a new found sense of purpose or freedom. And we were able to move forward with our professional practice, having found some solutions.'

Trainee



The Place2Be

Theatre Royal Stratford East



J.P. Morgan supported Theatre Royal Stratford East (TRSE) to create a new play as part of the *Mad Blud* project, which explores the effects of knife culture and crime in east London.

- Based in one of the most deprived areas of east London, TRSE is committed to creating theatre that connects with its local community.
- J.P. Morgan supported TRSE to develop a new verbatim drama, a play that is not scripted but captures the words of local people who have been affected by knife crime, including victims, families, the police, perpetrators and teachers. *Mad Blud* was performed in schools, youth centres and pupil referral units, using young actors who have found it difficult to enter the theatre industry.
- 1,158 young people saw *Mad Blud*, and the play successfully stimulated meaningful debate. The young people discussed knife culture and the complex social breakdown that underpins this violent and frightening culture.

Case study: Theatre Royal Stratford East

In 2010, J.P. Morgan supported Theatre Royal Stratford East (TRSE) to create a new theatre piece as part of the *Mad Blud* project, which explores the effects of knife culture and crime in east London. *Mad Blud* captures the voices of young people and their families who have been affected by knife crime, stimulating debate and engaging the local community.

About Theatre Royal Stratford East

TRSE is based in Newham, one of London's most deprived and diverse boroughs, which has one of the youngest populations in the UK. The theatre is closely linked with its community and aims to produce work that reflects its diversity, giving room to voices not traditionally heard on stage. It considers education to be a key part of its mission and has a 30-year track record of engaging with young people from the borough, using theatre to help them to make changes in their lives.

Mad Blud: A London Story

In 2010, knife crime rose by 8% in London, and TRSE's community was greatly affected. Members of the youth theatre were missing sessions because they were at funerals, teachers were asking for support to deal with the fear of their pupils, and youth workers were asking for strategies to enable young people to talk about their experiences.

Despite the fears and concerns within the community, TRSE realised that people found it difficult to talk to each other about the effects of knife crime. So with writer Philip Osmond on board to take the creative lead, it created *Mad Blud: A London Story*—a drama project to start the dialogue around knife crime and involve the community in the process.

After an initial pilot project, J.P. Morgan came on board to support *Mad Blud*, enabling the theatre to create a unique piece of 'verbatim theatre', a play that is not scripted but based on the voices of local people. Outreach volunteers spoke to hundreds of people in the community, ranging from victims and perpetrators of knife crime to families, teachers, faith leaders and people in the street. They used MP3 players to collect many hours of people's experiences of knife crime and its effects, and these words became the actors' lines. As Jan Sharkey-Dodds, head of young people's work at TRSE, puts it, *'We are a theatre that listens, and we do it rather well.'*

The material was shaped into two plays, one version for schools and one for the theatre. It was put on by a group of emerging local actors, several of whom could bring their own experiences of knife culture to the play.



Results

In total, 1,158 people saw *Mad Blud* in the theatre or on its tour of schools, youth centres and pupil referral units. Anecdotal feedback shows that the play achieved its aim of stimulating meaningful debate on this difficult subject.

Teachers reported that the play helped students with their grieving process and enabled them to debate knife crime in class. The conversation following the theatre production was exceptional—while the play lasted 50 minutes, people stayed in the building for three hours afterwards discussing the experience. Jan stressed, *'The biggest success for me was welcoming a range of people into our theatre to have a shared experience about something that was so uncomfortable and so hidden and so scary. Without that piece of work and J.P. Morgan's investment and partnership, that would not have happened. And I would like to think we made someone think twice about using a knife and prevented some damage.'*

The play formed a useful springboard for the young actors and the community outreach volunteers, some of whom have now gained employment with institutions like Cardboard Citizens, Battersea Arts Centre and the Young Vic, as well as at TRSE where their journey started. It also created a blueprint for how to use verbatim theatre to engage with a local community around difficult issues. Jan is confident TRSE will use this model more in the future, and it has attracted significant interest from other theatre companies, schools and universities, which are keen to use the model. It has even prompted a group of young people to form a new theatre company, State of Nation, which will take the model to new audiences. As Jan puts it, *'That is the best and most meaningful legacy—when people feel empowered to use the methodology for their own means and their own needs.'*

Jan stressed that the J.P. Morgan team was not only instrumental in shaping the project from its conception, but also a very valuable discussion partner throughout. *'It absolutely wasn't just about money, it was about the experience and the partnership. And having J.P. Morgan involved opened doors for other people to come on board. Mad Blud was part of a relationship.'*

'The J.P. Morgan team had a bit more of an objective eye and asked us very difficult questions. And it was great to hear them because it pushed our thinking forward.'

Jan Sharkey-Dodds, Head of Young People's Work, Theatre Royal Stratford East

France

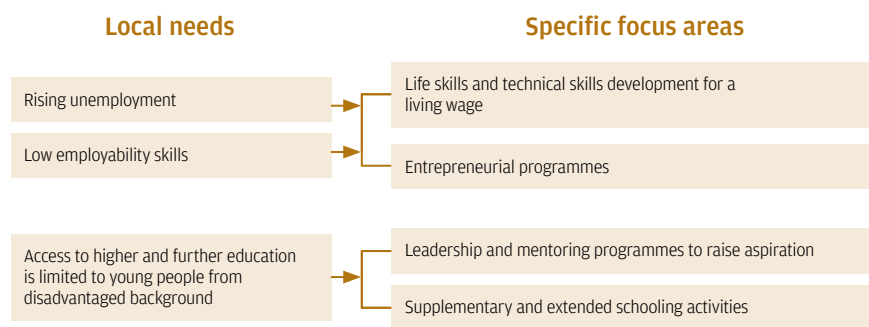
J.P. Morgan supported a local non-profit organisation to offer disadvantaged young people training and loans to start their own enterprises.



The grant benefited 549 young people in Paris.

Funding rationale

The needs identified in France led to J.P. Morgan focusing on areas including entrepreneurship and raising aspirations.



Adie (Association pour le Droit à l'Initiative Economique)

With support from J.P. Morgan, Adie has expanded its programme to help young people start their own businesses.



- Adie is a French microfinance organisation that provides training and loans to help financially excluded people to start their own companies.
- Adie's CréaJeunes programme works with young people from the suburbs who come from disadvantaged backgrounds. Many have low levels of education, many are living in poverty, some are single parents, and only one in five have a job before starting the programme.
- The grant from J.P. Morgan enabled Adie to open a new CréaJeunes centre in central Paris. This forms the start of a cluster model alongside the Saint-Denis centre to accommodate increasing demand and provide a continuous link from the suburbs into central Paris.
- Adie trained 549 young people in Paris and 30% received loans to launch their own businesses.

Germany

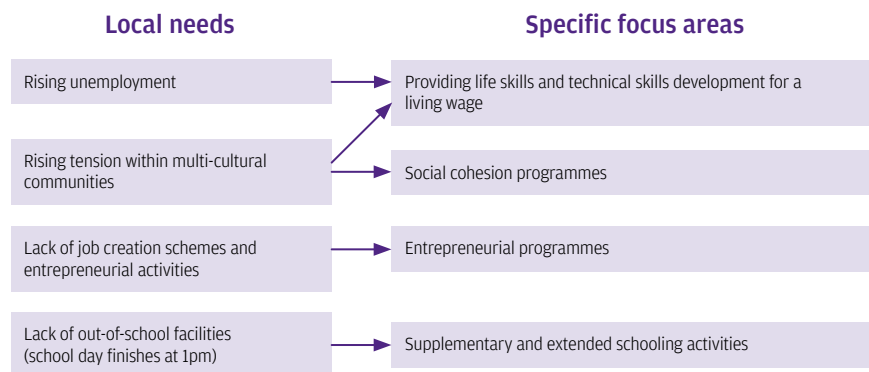
J.P. Morgan supported three non-profit organisations to address the issues of social integration and youth unemployment among immigrant and other disadvantaged groups.



Approximately 2,000 people in Germany benefited from J.P. Morgan's funding.

Funding rationale

The needs identified in Germany led to J.P. Morgan focusing on areas including entrepreneurship and social cohesion.



Ashoka

J.P. Morgan supported Ashoka to expand its Youth Venture programme.



- Ashoka is an association of the world's leading social entrepreneurs. Since it was founded in 1981, Ashoka has grown to be an association of more than 2,000 fellows in over 60 countries.
- Ashoka's Youth Venture programme supports and invests in teams of young people to enable them to start and lead their own social ventures. The programme aims to address a variety of issues in Germany, including youth unemployment, apathy, immigrant joblessness and poor training.
- With support from J.P. Morgan, Ashoka expanded Youth Venture to reach three new German cities: Berlin, Frankfurt and Potsdam.
- In these cities, Ashoka helped 41 teams of young people to launch their own social ventures, by providing mentoring and financial support.

MAPP Empowerment



J.P. Morgan supported MAPP Empowerment to help disadvantaged and isolated parents to form peer networks, integrate into their community and create the nurturing environments that their children need to succeed.

- MAPP Empowerment's ELTERN-AG programme is a community-based self-help training programme for disadvantaged parents. It offers parents mentoring support and connects them to local networks, including doctors, teachers and childcare organisations. This reduces social isolation and neglect, and helps parents to bond with their children.
- With support from J.P. Morgan, MAPP Empowerment scaled up ELTERN-AG using a social franchise model, by training mentors from schools, kindergartens and crèches.
- Over the two years of J.P. Morgan's funding, MAPP Empowerment trained almost 100 mentors who set up 56 parenting schools across Germany, reaching 1,256 children.
- As a result of MAPP Empowerment's work, 78% of parents who took part in the programme believed they had a better relationship with their children.

Projektfabrik



J.P. Morgan funded Projektfabrik to scale up two skills development and youth employment initiatives.

- Projektfabrik develops innovative programmes for disadvantaged and migrant young people who are in danger of becoming long-term unemployed. J.P. Morgan supported Projektfabrik to scale up its JobAct® and Lingua Szena programmes in the outskirts of Frankfurt.
- JobAct® uses theatre techniques to develop young people's soft skills, such as team work and communication, as well as professional skills, such as marketing and management. This helps the young people to secure internships and employment. 53 young people participated in JobAct®. Of those who completed the programme, at least two thirds have gone on to jobs, apprenticeships or other training programmes.
- Lingua Szena works with migrant young people. It is based on the JobAct® programme and adds intensive German language training. J.P. Morgan's funding enabled the programme to work with 18 people.
- As a result of this partnership and its impact, J.P. Morgan agreed a further three year grant of \$3.5m to scale up JobAct® from a project-based initiative to a national programme.



The Netherlands

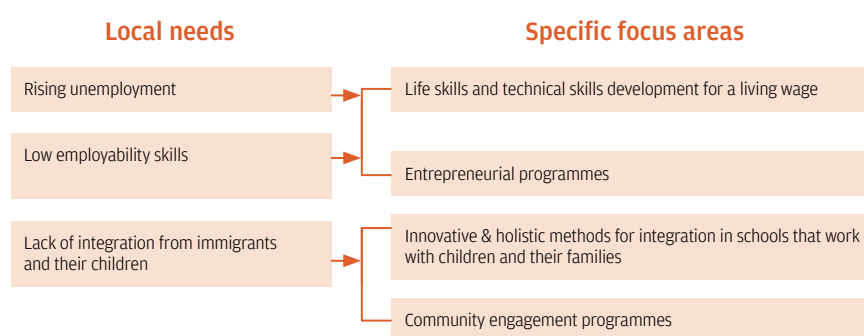
J.P. Morgan funded two non-profit organisations in the Netherlands to encourage entrepreneurship and improve financial education.



Approximately 900 women and young people in the Netherlands benefited from J.P. Morgan's funding.

Funding rationale

The needs identified in the Netherlands led to J.P. Morgan focusing on areas including technical skills training and community engagement.



Importante

importante:

J.P. Morgan funded Importante to pilot a course on entrepreneurship for migrant workers.

- Importante helps migrant women in The Hague to become more independent through education and work.
- With support from J.P. Morgan, Importante set up the Bissmiss School, which prepares women for entrepreneurship and helps them to turn their ideas into profit-making businesses.
- 30 financially vulnerable women took part in the Bissmiss School. Within nine months of attending, 18 had set up enterprises and six had enterprises in the making. These are in various industries, including hospitality, communications and financial services.
- Many of the participants also have improved language skills, better self-image, more social skills and a larger social network.

To read more, see the case study on page 30.

Plan Nederland

J.P. Morgan supported Plan Nederland to pilot a social and financial education programme for children.

- Plan is one of the oldest and largest children's development organisations in the world, working to promote child rights and lift children out of poverty.
- Aflatoun is an international programme that aims to teach children in a playful manner about dealing with money in a financially and socially responsible way. J.P. Morgan funded Plan Nederland to pilot Aflatoun in the Netherlands.
- 866 students benefited from the programme, and 75% had regular savings at the end of the pilot phase.



Case study: Importante

importante:

In 2011, J.P. Morgan funded a Dutch NGO, Importante, to pilot a course on entrepreneurship for migrant women in The Hague.

About Importante

Importante helps migrant women to become more independent, through education and work. It takes a two pronged approach—encouraging policy makers to offer opportunities to women, and encouraging women to embrace these opportunities, by providing training and advice.

Bissmiss School

More than half of the Netherlands' migrant women, including many from Turkey, Morocco, Suriname and the Antilles, are in a disadvantaged or vulnerable situation. Migrants are five times more likely than the rest of the population to depend on benefits, and women in particular often struggle to find work and access education.

Importante regularly came across migrant women who were keen to become financially independent and were interested in starting their own businesses, but they did not know how to start. So with the support of J.P. Morgan and input from other local organisations, Importante set up the Bissmiss School, which prepares disadvantaged women for entrepreneurship and helps them to turn their ideas into profit-making businesses.

Importante received more than 100 applications for the Bissmiss School course and selected 30 women to take part, based on their motivations and potential. The participants were women of different ages, ethnic backgrounds, levels of education, income and family situations. But they were all financially vulnerable in some way, dealing with issues such as debt, divorce and unemployment.

The course started in March 2011. It was delivered by Importante and other local organisations specialising in entrepreneurship, and had four elements:

- **Business planning:** Over six sessions, an experienced entrepreneur took the women through the process of writing a business plan, sharpening their entrepreneurial mentality and improving their language skills. The resulting business plans were approved by the Chamber of Commerce.
- **Empowerment:** Six sessions in personal empowerment helped to give women self-confidence and belief in their abilities, so they could put their business plans into practice.
- **Personal coaching:** Each participant received regular one-on-one support from a mentor.
- **Group sessions:** By meeting each other and other entrepreneurs, the participants shared experiences, made contacts and supported and inspired one another. They also attended workshops and guest lectures in subjects such as insurance, advertising and social media.

Results

Within nine months of attending the Bissmiss School, 18 participants had set up enterprises and six had enterprises in the making. These are in various industries, including hospitality, communications and financial services. Four of the participants decided to move into work or training, rather than setting up a business.

Importante has also found that as a result of the Bissmiss School, many of the participants have improved language skills, better self-image, more social skills and a larger social network. Many become an inspiration to their own children and role models in their communities.

'After every session
with my coach I
see everything
clearer again and
I feel motivated to
continue.'

Radha

These are positive signs, but as Importante's director, Charlie Ortega, recognises, *'The real mark of success is how many of these women still have their business or are financially independent one or two years after Bissmiss School.'* Importante is staying in touch with the participants to find out how they get on.

As well as improving migrant women's financial independence and personal skills, Importante also changed the way that entrepreneurship training is delivered in The Hague. In Ortega's words:

'Women had told us that the support they could find wasn't well suited to their needs, and sometimes they didn't feel treated with respect or understanding by advisors. We helped to open the eyes of these organisations. They started to understand the women and the challenges they face. It's a good start for the next stage of embedding the project in these organisations.'

Following the success of the pilot, Importante intends to make the Bissmiss School a permanent, accessible service in The Hague, provided by the charity and its partner organisations, including the Chamber of Commerce and business clubs. The local government has already indicated that it wants to invest in the course going forward. Importante also wants to take the model to other cities in the Netherlands, adapting it according to existing infrastructure and provision.

Ortega believes that J.P. Morgan's input was critical to the Bissmiss School's success, and that it will help Importante to communicate with other corporate funders and attract further support in the future.

'The Bissmiss School gives me the most crucial handles that are required for starting my own business. The Bissmiss School helps you discover your own strength, and once you discover what that is, it almost seems that you can fly.'

Malika

'J.P. Morgan's funding helped to professionalise our organisation. They encouraged us and challenged us to think about how to evaluate empowerment and gender issues. We had a feeling of partnership beyond just funding.'

Charlie Ortega, Director, Importante



H.R.H. Princess Máxima of The Netherlands (centre) and J.P. Morgan's Rafia Qureshi and Peter Kerkhoffs (right) with the Bissmiss School participants at the Jubilee Conference

Spain

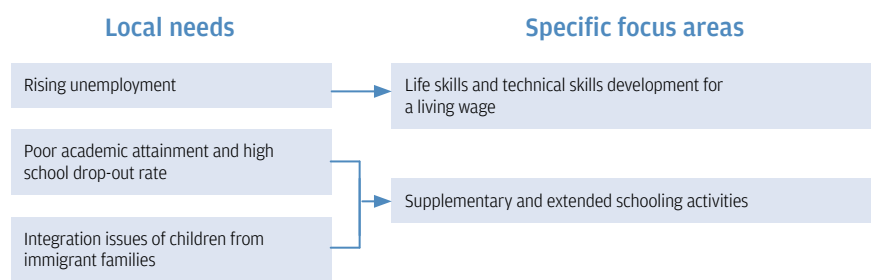
J.P. Morgan's work in Spain focused on helping people to find work through tutoring and training.



J.P. Morgan's funding benefited 525 people in Spain.

Funding rationale

The needs identified in Spain led to J.P. Morgan focusing on areas such as life skills and technical skills development.



Fundación Balía por la Infancia

With support from J.P. Morgan, Fundación Balía helped more than 500 people in their search for work.



- Fundación Balía works in disadvantaged communities in Madrid to support vulnerable children and young people at risk of social exclusion.
- J.P. Morgan helped the organisation reach 525 people in two districts of Madrid, through the Active Job Search programme. The programme encourages the development of tools and skills that help in job hunting, such as drafting CVs and improving communication skills.
- 168 of the participants attended workshops. 90% are now capable of writing a CV and covering letter, and 43% have found work.

Turkey

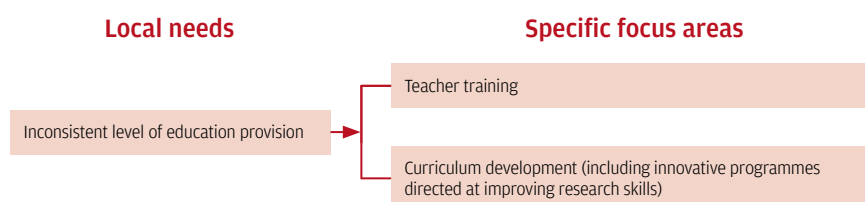
J.P. Morgan supported one of Turkey's oldest schools to develop a professional development programme for its teachers.



In 2010 and 2011, 113 teachers took part in training for an average of 443 hours each.

Funding rationale

The needs identified in Turkey led to J.P. Morgan focusing on teacher training and curriculum development.



Darüşşafaka

J.P. Morgan supported a programme to improve the quality of education for students from disadvantaged backgrounds in Turkey.

- Darüşşafaka is a residential school in Turkey, which offers education free of charge to impoverished, talented children from across Turkey.
- With support from J.P. Morgan, Darüşşafaka ran a new three-year programme for its staff: Lifelong Learning for Teachers. This programme provided training and professional development in Turkey and abroad.
- Over the three years of the programme, there were 133 professional development training sessions with hundreds of participants, leading to improvements in curriculum, teaching and relationship with students.

To read more, see the case study on page 36.



Case study: Darüşşafaka



In 2008–2011, J.P. Morgan supported a programme to inspire teachers and improve education at Darüşşafaka, a school in Turkey for talented students from disadvantaged backgrounds.

About Darüşşafaka

Darüşşafaka is a residential school in Istanbul. It was founded 150 years ago by a charitable foundation that wanted to provide educational opportunities for impoverished, talented children. Its students, aged 10–18, are fatherless and from families in financial hardship, from all over Turkey.

Darüşşafaka is funded entirely by charitable funding, with no government support. The students need to pass an entrance exam, and they do not pay any school fees. The school prides itself on the quality of its students and teachers and the achievements of its alumni, who can be found in a wide variety of roles, including university professors, doctors, engineers, company directors, artists and authors.

Lifelong Learning for Teachers

Darüşşafaka aims to raise its students as lifelong learners who are confident, responsible community leaders. Teachers are key in reaching that mission, and the school is always searching for new methodologies to equip its teachers.

In 2008, with support from J.P. Morgan, Darüşşafaka launched a new, three-year programme: Lifelong Learning for Teachers. The programme was shaped by the needs and views of teachers and other school staff who identified key areas for development, including topics such as training gifted students, teaching languages, assessing performance and developing the curriculum.

Lifelong Learning for Teachers provided training and professional development for Darüşşafaka's staff in Turkey and abroad. Seminars and conferences were run by two well-respected educational organisations: the International Baccalaureate Organization and the Association for Supervision and Curriculum Development.

Lifelong Learning for Teachers aimed *'to equip teachers not only with knowledge but also with attitudes, behaviours and skills when performing their tasks effectively in the classroom, school and the wider community.'*

Results

Over the three years of the programme, there were 133 professional development training sessions with hundreds of participants—for example, in 2010/2011, 113 teachers took part in training for an average of 443 hours each. The training provided teachers with a better knowledge of current educational practices and methodologies from Turkey and further afield.

Darüşşafaka's priority is to ensure that teachers who participate in the programme share their new knowledge and experience and implement them into the curriculum. This means that the programme has an element of sustainability and that its impact is felt as widely as possible. Participants hold workshops with their colleagues to disseminate what they have learned. They also hold sharing sessions with students, to explore their needs and receive feedback to make sure the training is as effective as possible. For instance, students have emphasised the importance of 'active learning', so that they feel part of the learning process, and are not just listeners.

Darüşşafaka also ensures the lasting impact of the programme by asking all participants to commit to working for the school for at least two years, giving them a chance to share and implement what they have learned.

Lifelong Learning for Teachers benefits the school's curriculum, the teachers' careers and, most importantly, the students' prospects. As the programme manager, Meltem Alibeyoğlu, says: *'The project inspired teachers to be lifelong learners, and it has improved the self confidence and sense of social responsibility of both teachers and students.'*

Darüşşafaka is now planning to open a teachers academy as a result of its experience with Lifelong Learning for Teachers. Alibeyoğlu believes that J.P. Morgan's funding and involvement provided the impetus for this.

'J.P. Morgan enabled the programme to take place, and it helped to attract other sponsors and funders. Some of J.P. Morgan's staff volunteered at the school. We organise clubs and activities for students who don't have family in Istanbul, and volunteers from J.P. Morgan helped out by taking students on trips to museums and art galleries, and spending time with them.'

'It was a big pleasure and an honour for us to work with J.P. Morgan.'

Meltem Alibeyoğlu, Programme Manager, Darüşşafaka



Darüşşafaka

The Middle East: Bahrain and Dubai

J.P. Morgan funded an education organisation to improve the business skills of secondary school students in Bahrain and Dubai.

inJAZ
Bahrain

inJAZ al-Arab

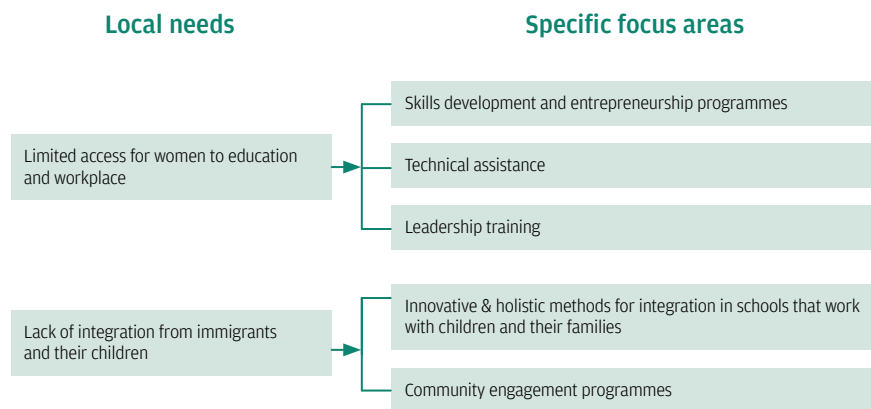


INJAZ al-Arab

J.P. Morgan's grant helped more than 1,350 young people across Bahrain and Dubai.

Funding rationale

The needs identified in the Middle East led to J.P. Morgan focusing on areas including leadership and curriculum innovation.



INJAZ al-Arab

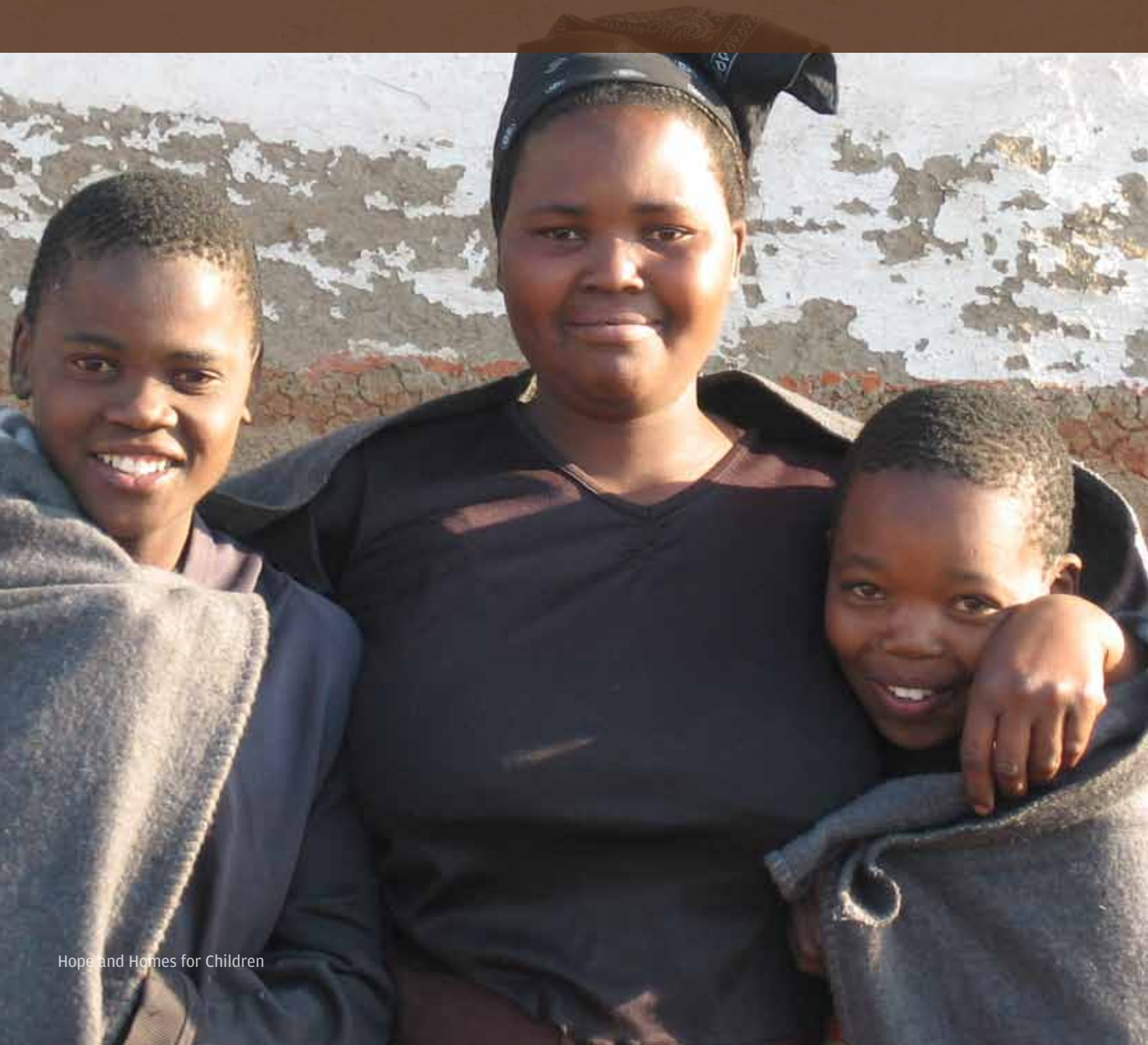
J.P. Morgan helped INJAZ al-Arab to develop the communication and business skills of students living on a low income.



- INJAZ al-Arab is the Middle East North Africa (MENA) region's headquarters for Junior Achievement worldwide. INJAZ provides programmes for students in school and after school. It focuses on three areas: work readiness, entrepreneurship and financial literacy.
- Using a network of volunteers from businesses, INJAZ al-Arab's Success Skills programme provides courses for students living on a low income, to develop their communication and business skills.
- Funding from J.P. Morgan enabled INJAZ al-Arab to adapt the Success Skills curriculum for schools in Bahrain and Dubai.
- In Bahrain, 415 students from 17 schools participated in the programme. More than 90% reported that it had made them more aware of their career options.
- In Dubai, 936 students from nine schools participated in the programme. More than 70% believed that it helped them prepare for the future.

South Africa

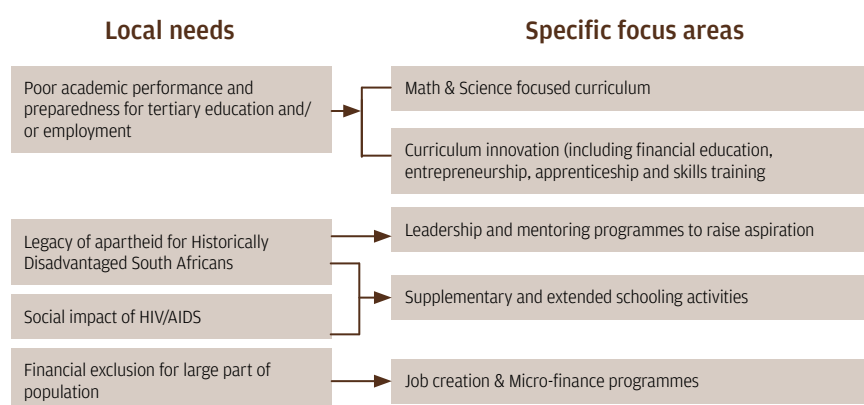
J.P. Morgan supported five non-profit organisations in South Africa to support education development and employment opportunities.



An estimated 16,000 people in South Africa have benefited from J.P. Morgan's support.

Funding rationale

The needs identified in South Africa led to J.P. Morgan focusing on areas including school leadership and technical skills training.



University of Johannesburg

J.P. Morgan supported the University of Johannesburg (UJ) to raise professional standards for South African school leaders.



- UJ's Faculty of Education aims to improve education in South Africa through teaching, research and community engagement.
- UJ worked with the Harvard Graduate School of Education to launch the Education Leadership Initiative: a three-year programme to build capacity of schools at the leadership level. J.P. Morgan supported the second year of the programme.
- The programme has run workshops for 282 school leaders on issues such as leadership, finances and behaviour management. It has also run workshops for principals from 100 schools and 50 officials from the Department of Education.
- As a result of the leadership programme, relationships between schools as well as between the district and schools have significantly improved.

To read more, see the case study on page 44.

Canon Collins Trust



J.P. Morgan supported the Canon Collins Trust to provide careers counselling and guidance to disadvantaged young people in South Africa's Limpopo Province.

- The Canon Collins Trust provides educational and professional opportunities for some of southern Africa's most innovative and inspiring young people, enabling them to overcome disadvantage, realise their potential and drive development in their countries and communities. The charity's Careers Centre helps young people to find out which career options might suit their personalities and interests, and offers guidance on selecting an appropriate career path.
- Funding from J.P. Morgan enabled Canon Collins Trust and its project partner, Giyani Science Centre, to establish a Careers Centre for young people aged 15 to 18.
- In 2010 and 2011, 6,459 students from 91 schools benefited from the Careers Centre's programmes.
- 34 of the 18-year-old students were interviewed, and 33 of them said that they now had a career plan. 88% of the 15 year olds chose to study subjects appropriate to their career ambitions.

Hope and Homes for Children



J.P. Morgan helped to scale up the services of Hope and Homes for Children in South Africa, improving children's health and well-being.

- Hope and Homes for Children is an international charity that works to prevent family breakdown and ensure that all children have the chance to grow up in a loving family.
- The charity's community hubs and family support programmes in South Africa provide vulnerable children and their families access to education, health services, and emotional and financial well-being services.
- J.P. Morgan supported Hope and Homes for Children to scale up its activities in South Africa over three years. It partnered with local organisations to set up community hubs, and implemented its family support programme in four provinces.
- Over the last three years, Hope and Homes helped more than 4,000 people directly and indirectly improved the lives of another 11,000.

Opportunity International



J.P. Morgan helped Opportunity International to provide business training and micro loans to entrepreneurs in South Africa.

- Opportunity International provides small loans, savings, insurance and business training to people living on low incomes in 24 countries worldwide.
- With J.P. Morgan's support, Opportunity International established a new branch in the province of KwaZulu-Natal in the east of South Africa.
- After a year, Opportunity International had 482 new loan clients at the KwaZulu-Natal branch, including 105 loans for individuals with small and medium enterprises, who were also offered business training. In total, 2,892 people benefited from these loans.

South African Institute for Entrepreneurship and Junior Achievement South Africa

J.P. Morgan funded a partnership between South African Institute for Entrepreneurship (SAIE) and Junior Achievement South Africa (JASA) to deliver entrepreneurial programmes to high schools in Cape Town.



- SAIE promotes entrepreneurial behaviour and resourcefulness in South Africa. Through its Business Ventures programme, students benefit from interactive, group lessons focusing on financial literacy and entrepreneurship.
- JASA prepares young people for life after school by teaching them entrepreneurial and life skills and giving them practical business experience. It runs an after-school programme called BizVenture.
- J.P. Morgan supported a partnership between SAIE and JASA to deliver entrepreneurial educational programmes to high schools in Cape Town.
- 3,055 students from ten schools benefited from SAIE's Business Ventures programme, contributing to a 15% improvement on average in business studies exam results.
- 277 students participated in JASA's BizVentures programme, leading to a significant increase in their knowledge of setting up a business.



Hope and Homes for Children

Case study: University of Johannesburg



In 2010, J.P. Morgan supported the University of Johannesburg (UJ) to implement an innovative programme to raise professional standards for South African school leaders, aiming to improve student achievement and opportunity.

About the University of Johannesburg

UJ's Faculty of Education consists of a community of scholars who use teaching, research and community engagement to serve and improve education in South Africa. Its flagship ACE (Advance Certificate in Education: School Management and Leadership) programme provides practical training and guidance, supporting school principals across the country to develop and implement action plans to address the challenges they face in their schools.

The Education Leadership Initiative

South Africa spends around 20% of its GDP on education, more than any other country in Africa. Yet seven in ten South Africans aged 18-24 have no qualifications, and the education system is struggling. School leaders face fragile support systems and scarce resources. According to Dr Lloyd Conley, project manager at UJ's Education Leadership Institute, *'In the past, even though we successfully trained school leaders, there seemed to be little or no improvement in their schools. The local district office was often a barrier to their progress.'*

To address these issues, UJ launched the Education Leadership Initiative in 2009, in collaboration with the Harvard Graduate School of Education. This three-year programme aims to build capacity of schools at the leadership level, and to bring about systemic change in the education sector in South Africa.

In the second year of the initiative, with support from J.P. Morgan, UJ established the Educational Leadership Institute. The programme has three key components:

- **The principal network**, which offers school principals access to resources, problem solving peer support and the opportunity to share their ideas.
- **Leadership development programme**, which provides training and seminars for school principles and local government officials. The programme was piloted in Johannesburg Central, one of the poorest performing districts in South Africa's Gauteng Province, and it covered key issues affecting the quality and delivery of education, and communication between district officials and schools.
- **Research** into school management and leadership, and the impact of the programme.

Results

Since the Educational Leadership Institute was set up in the Soweto campus of UJ in November 2010, the principal network has run workshops for 282 school leaders on issues such as leadership, financial management and behaviour management. The institute has also run training as part of the leadership development programme in Johannesburg Central district, with two workshops for principals from 100 schools and 50 officials from the Department of Education. 46 of these school leaders and district officials attended the school leadership programme and urban leadership programme at Harvard, enabling them to develop and implement an action plan that not only addressed curriculum and instruction issues but also more fundamental structural concerns such as regulation of schools.

As a result of the leadership programme, relationships between schools as well as between the district and schools have significantly improved. Conley reports, *‘Senior local government officials now visit schools and meet principals to ask how they could support them better—a situation that seldom occurred before.’* School leaders are in turn much more supportive of the district office, recognising its resource constraints. UJ believes that educational attainment has increased in 2011, in part as a result of this programme.

UJ is now in a good position to expand the leadership development programme, which has attracted attention from other local authorities that are keen to implement the model in their area. With J.P. Morgan’s funding, UJ was also able to leverage additional funding from other corporate foundations and public donor organisations. The university is preparing not only to ensure the ongoing professional development of school leaders and local government officials, but also to play an important role in the country’s efforts to improve the educational outcomes of its students.

‘It was really good to work with J.P. Morgan. They supported us all the way.’

Dr Lloyd Conley, project manager at UJ’s Education Leadership Institute



University of Johannesburg

Ongoing programmes

This report contains details of all the grants given by J.P. Morgan in EMEA that were completed in 2010 and 2011. But J.P. Morgan has given many other grants that are still in progress in 2012. These will be reviewed when they are completed, and presented in future reports. The grants active in 2012 are presented in the following tables.

Country	Organisation	Description	Grant duration
UK	Achievement for All	First phase of a UK-wide expansion of a holistic school improvement programme into four London boroughs, as well as a new implementation into Bournemouth.	One year
	Babel	A collaboration of theatres to bring together 2,000 residents from across London to celebrate the diversity of language, culture, ethnicity and human identity, and to overcome isolation.	One year
	Battersea Arts Centre	Development of the BAC Future Schools Programme, a partnership between artists and five schools in disadvantaged areas of the London Borough of Wandsworth, addressing issues such as truancy and cultural diversity.	Three years
	BCHA	Training, mentoring and personal development for vulnerable young people in Bournemouth, providing pathways to work and independence.	18 months
	Catch22	Development and implementation of an Apprenticeship Training Agency pilot in Bournemouth to enable some of the most disadvantaged young people to access employability support, work experience, and apprenticeships.	One year
	Children our Ultimate Investment	Implementation of the youth development and preventative teenage pregnancy programme 'Teens & Toddlers' into Lambeth. Creation of a Local Authority Facilitators' training course and a Young Leaders In the Community Programme.	Two years
	Community Enterprise in Scotland and The Prince's Trust	Creation of a partnership between two organisations to address youth unemployment in Glasgow. Delivering a training programme for disadvantaged, unemployed young people and establishing a social enterprise to generate jobs and an apprenticeship programme.	One year
	Education and Employers' Taskforce	Capacity building and UK roll-out of Inspiring the Future, an online volunteering system that connects young people from schools in disadvantaged areas with the world of work to aid social mobility.	One year
	LEAP	Development and delivery of a training programme for 2,400 young people in London as they prepare for work experience in year 10.	Two years
	London Citizens	Money Mentors, a peer-to-peer grassroots financial education programme targeting financially excluded communities in London.	Two years
	London Citizens and London Community Foundation	Delivery of a community organising programme in Lambeth to identify, develop and train potential community leaders. Strengthening of the local voluntary sector's organisational capacity, resilience and sustainability.	One year

UK cont'd	London Community Foundation	Programme to address entrenched worklessness among marginalised people in Lambeth and improve residents' skills, qualifications and chances of employment.	Two years
	London Creative Labs	Development of an Enterprising and Work Creation programme in the London Borough of Lambeth to stimulate the local economy through teaching entrepreneurial skills and facilitating start-up ventures.	One year
	New London Orchestra	Expansion of the Music and Literacy Programme into three primary schools in Newham, creating a training syllabus for teachers to deliver the course to more children.	Three years
	Participle	Creation of a new support system to address entrenched worklessness with further education institutions and enterprises.	One year
	Personal Finance Education Group	A financial education programme targeting young people entering further education, helping to keep them engaged in education in the face of various financial considerations.	18 months
	Plus Tate Learning	Collaborative project that aims to enable young people to plan, take part in and evaluate a programme of learning activities centred on visual art.	One year
	SHINE	Implementation of the 'SHINE on Saturday' school programme in Lambeth, providing an additional 150 hours of creative learning for 80 underachieving students.	Two years
	Social Mobility Foundation	Development of a banking and finance pilot, including a two-week work placement at J.P. Morgan.	One year
	Teaching Leaders	First phase of a UK-wide expansion of a holistic school improvement programme into four London boroughs, as well as a new implementation into Bournemouth	One year
	Tomorrow's People	The implementation of the Working It Out programme into the Muirhouse area of Edinburgh, providing training for unemployed young people, and a feasibility study looking at establishing a social enterprise to enable the programme to be self-funded as well as providing jobs for trainees.	One year
	University College London	Creation of the Widening Access Horizons Programme, which enables disadvantaged 14-18 year olds to receive academic coaching and gives families the chance to learn about higher educational opportunities.	Three years
	Young Enterprise	The One Community programme working with over 1,100 young people in two deprived communities in Bournemouth, to develop work and life skills.	Two years
Ireland	CDVEC	Creation of the Tomorrow's Work Programme, which is being implemented in three Youthreach Centres in Dublin.	One year
	Social Entrepreneurs Ireland	Developing impact measurement and evaluation tools and funding evaluation of two social enterprises: Bridge21 and Fledglings Early Years.	One year
France	Frateli	Creation of an Equal Opportunity Programme to improve young people's academic retention rate and performance.	One year
	Groupe SOS	A pilot of a social support programme to improve the sustainable integration rate of marginalised people employed in social enterprises into the mainstream labour market.	Two years

Luxembourg	Caritas Luxembourg	Scale up of a training course that aims to integrate foreign migrants and socially excluded young people into mainstream society.	One year
BeNeLux	Junior Achievement Young Enterprise	Entrepreneurship skills training for young people aged 15 to 18 in Belgium, the Netherlands and Luxembourg.	Two years
Belgium	King Baudouin Foundation	Personal and academic development of immigrant young people aged 15 in Brussels, to aid the transition to higher education or employment.	Two years
	Schola ULB	Scale up of the Tutoring Programme—a mentoring scheme providing academic support to secondary school pupils, especially those from disadvantaged or immigrant backgrounds.	Two years
Germany	Arbeiterkind.de	Expanding the Widening Access to University programme to six cities across Hesse, targeted at students from families who have not been to university and are from disadvantaged backgrounds.	Two years
	Mentor	Adaptation and scale up of one-to-one mentoring to improve reading and writing skills for youth with migrant or non-academic backgrounds, expanding to reach 16-24 year olds.	18 months
	NFTE Germany	Investing in teacher training and materials to expand entrepreneurship training across four states.	Two years
	Polytechnische Gesellschaft	Development of the Diesterweg School Academy, supporting a new programme targeted at training teachers who work in schools with a large proportion of children from migrant backgrounds.	Three years
	Projektfabrik	Scale up JobAct (a skills development and youth employment initiative) to become a national programme across Germany, aiming to become self-sustaining.	Three years
	VbFF	Professionalising the fundraising approach and developing a more diversified funding stream, in order to better support young women from disadvantaged and migrant backgrounds.	18 months
Switzerland	Young Enterprise Switzerland (YES)	Adaptation and localisation of the YES programme material to reach all regions in Switzerland. This is practice-orientated business education for students, with the aim of connecting the business world with schools.	One year
Italy	Atomi	Financial education, training, and advisory services to individuals and families across six cities in Italy.	Two years
	Osservatorio Sul Credito	Financial education in 50 high schools in four Italian cities, including Milan and Rome, reaching 2,500 high school students aged 17 and 18.	One year
	Soleterre	Scale up of a job orientation and entrepreneurship vocational training programme for migrant women in Milan.	One year
Spain	Fundación Tomillo	Consolidation and enhancement of an entrepreneurship programme to offer more coherent and coordinated support to entrepreneurs.	One year
	Junior Achievement	Expansion of the JA Company Program to more schools in Madrid and other areas of Spain, including updating JA Spain's training and programme materials to the UK and US standard.	18 months
	Norte Joven	A new strand of basic education and vocational training workshops at the Fuencarral centre, training young people and helping them to integrate into society.	Two years

Sweden	Fryshuset	Expansion of the Lugan Gatan programme to offer job placements, training and supervision for marginalised young people in Stockholm.	One year
	Stella Foundation and Charity Rating	Increase fundraising and evaluation capacity of the Stella Foundation's mentoring programme, which builds young women's self-esteem and self-confidence.	Two years
Russia	Big Change	Testing and formalising the Support Program methodology, based on a mentor approach, to support orphan graduates to become independent and responsible adults.	One year
	Kidsave International	Development of a mentoring pilot in Moscow to empower orphaned and abandoned young people aged 14 to 21.	Two years
	New Eurasia Foundation	Design, testing and introduction of a new programme to help orphans move from orphanages to independent living.	Two years
Turkey	KAGIDER Women Entrepreneurs' of Turkey	Creation of the Young KAGIDER Programme, which is being implemented in ten universities in Istanbul and surrounding areas. Enables under-represented young women to understand the importance of higher education and introduces them to the idea of creating their own businesses.	One year
	Mother Child Foundation (ACEV)	Development and implementation of ACEVdeokuyaz, an online learning portal. Creation of a course to improve women's literacy skills and support young people who have dropped out of school early.	One year
Lebanon	Cherie Blair Foundation for Women (Lebanon)	Help young women to set up or grow businesses by providing training and creating better access to technology, markets and financial resources.	18 months
Egypt	Alashanek ya Balady Association for Sustainable Development	Training and mentoring for 200 young people in Egypt to help them start their own businesses.	Two years
	Education for Employment	Pilot programme in Cairo to train 80 motivated but marginalised university graduates in business, English language and IT skills.	18 months
Nigeria	LEAP Africa (Nigeria)	Life and employability skills training for 500 Nigerian young people.	One year
South Africa	Rural Education Access Project	Assistance for underprivileged young South Africans who have matriculated in rural schools to access and succeed in higher education.	18 months
	Shared Interest & Thembani International Guarantee Fund	Development of a network of mentors trained in development finance to work with community enterprises in South Africa to ensure businesses are successful and scalable.	One year
	SME Catalyst for Growth	Provides business development services and training in South Africa to build management capacity and skills needed to grow start up and early stage growth small and medium sized enterprises (SMEs), and thus wider employment opportunities.	Two years
	Technoserve	Nkomazi Expanded Agribusiness Development Initiative, working with emerging farmers in Nkomazi (South Africa) to connect them to viable value chains and hence become sustainable businesses.	Two years

Grantee survey: How are we doing?

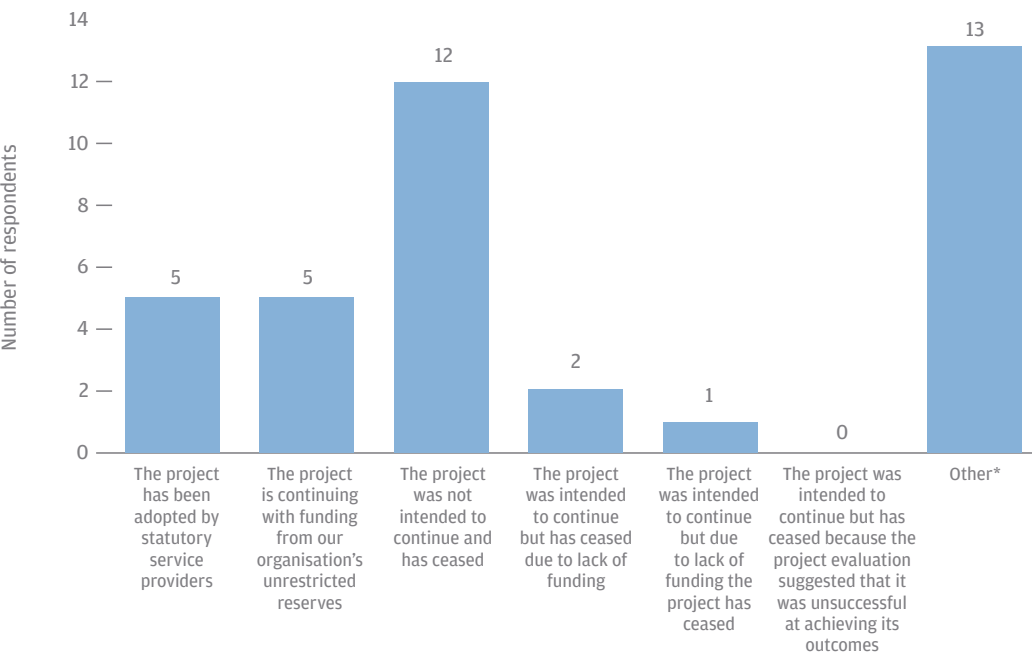
In December 2011, NPC surveyed the charities that J.P. Morgan funded in 2010 and 2011. Writing anonymously, the grantees responded to questions about J.P. Morgan’s application process, the support it provided, its evaluation process, and the sustainability of the projects it supported. The survey was sent to 31 charities and was completed by 27 respondents—a response rate of 87%.

The survey found that:

- 96% of respondents believed that J.P. Morgan’s grant had a positive effect on their organisation.
- 96% of respondents were satisfied or very satisfied with J.P. Morgan’s funding processes.
- 81% of respondents believed that J.P. Morgan’s grant had helped them to increase their impact
- 55% of respondents believed that J.P. Morgan’s grant helped to attract other funders.

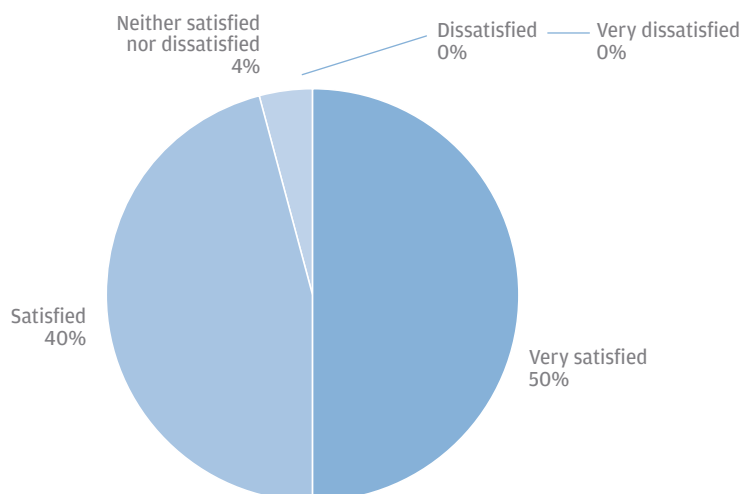
J.P. Morgan is particularly keen to fund programmes that have the potential to become sustainable and to create lasting change. 91% of the projects funded by J.P. Morgan have continued, with the help of other grant-makers, statutory support or internal funding.

How has the project been sustained since the grant period?



* Comments to explain 'other' sustainability include six projects that are either self-sustaining or have identified other sources of funding, and six projects that are still being implemented or have yet to identify other sources of funding.

Overall, how satisfied have you been with J.P. Morgan's processes?



‘The whole process was clear and delivered in excellent fashion. Hard to improve on.’

What's changed?

This is the second year that NPC has surveyed J.P. Morgan's grantees. There were several interesting changes between the 2010 survey and the 2011 survey:

- 88% of respondents thought the J.P. Morgan Philanthropy programme had well-defined objectives—14% more than the previous year.
- 89% of respondents agreed that they could discuss problems openly with their project manager—16% more than the previous year.
- Eight respondents have completed or will complete an independent evaluation of their project—50% more than the previous year.
- 96% of respondents were satisfied with J.P. Morgan's funding processes—11% more than the previous year.

‘The process was very professional and friendly. Even though we are in another country, we always had great support.’

The highlights

Responses to the question, ‘What was the most positive aspect of working with J.P. Morgan?’ highlighted a number of strengths:

Freedom to deliver

- ‘Enabled our charity to deliver work that would otherwise have been impossible.’
- ‘The freedom we were granted to get on with our work once all due diligence and application processes were completed.’
- ‘Being able to discuss the project up front to thrash out the detail and objectives and then given the appropriate autonomy to deliver what was discussed.’

Support with evaluation

- ‘We were provided a comfortable amount of autonomy to complete the project and received funding for an external evaluation study.’
- ‘Great help with evaluation process.’

A flexible and straightforward grant-making process

- ‘Easy processes, focus on impact—not on reporting.’
- ‘The support and flexibility during the application process and implementation.’

Credibility

- ‘[It was a great] opportunity for our institution to partner with an operator of high international standing, indirectly acquiring prestige.’
- ‘The opportunity to build the capacity of our project team and significantly increase our impact. Also the credibility that being a grantee of J.P. Morgan brings.’

Excellent support from the J.P. Morgan team

- ‘Great people who encouraged, challenged and supported us.’
- ‘They were involved and very committed in us reaching our results.’
- ‘The open and frank manner in which project specifications and milestones are discussed.’
- ‘Outstanding understanding of our vision!’
- ‘They understood the work and took an interest in it. They had integrity.’

‘We found J.P. Morgan’s commitment to monitoring and evaluation admirable.’

‘The J.P. Morgan Philanthropy team were immensely supportive and professional throughout the process. Many thanks for the support. It has enabled our service to continue to change lives.’

‘The impact of J.P. Morgan’s involvement and support has been immense.’

Staff engagement

As well as providing funding for charities, J.P. Morgan has an employee engagement programme, which connects J.P. Morgan staff with charities that are looking for volunteers.

In 2010, more than 700 staff from J.P. Morgan volunteered with 26 charities in the UK, France, Germany, Spain and South Africa. They helped out with a variety of activities, including handing out care packages to children with HIV, refurbishing a school garden, and mentoring disadvantaged teenagers.

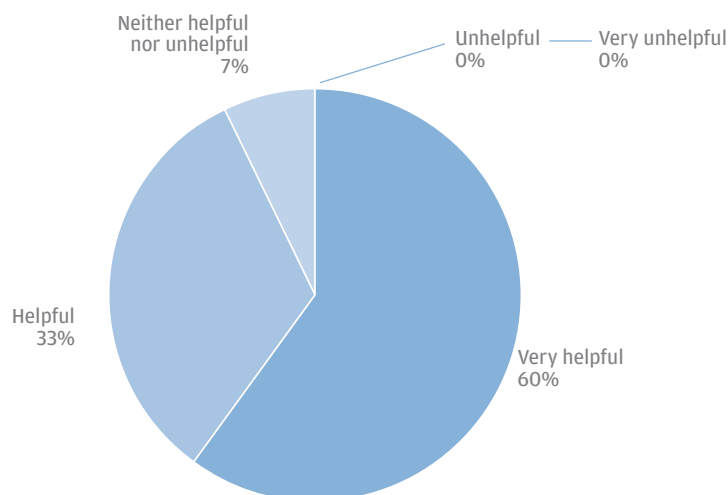
NPC surveyed the charities in December 2011, and achieved a response rate of 60%. Writing anonymously, they responded to questions about how J.P. Morgan's employees contributed, what impact they had on the organisation, and how J.P. Morgan could improve the programme.

The survey found that:

- On average, each J.P. Morgan volunteer spent at least one day per year with their charity.
- 93% of the charities that received support from J.P. Morgan volunteers found them to be helpful.
- 87% of charities would like to work with J.P. Morgan volunteers again.

The number of volunteers at each organisation varied, from the three charities that received fewer than 20 volunteers, to one charity that received more than 200 volunteers.

How helpful were J.P. Morgan volunteers to your organisation?



‘Our wardens were delighted with the way the day went and what was achieved, so thank you all for your sterling efforts.’

Dorset Wildlife Trust staff member

‘The day was productive because we left the garden in a much tidier state than when we arrived. The experience of being outdoors and working together as a team was very valuable. The selfless commitment of [the charity’s staff] to so many young people with traumatic backgrounds made the whole day worthwhile.’

J.P. Morgan volunteer

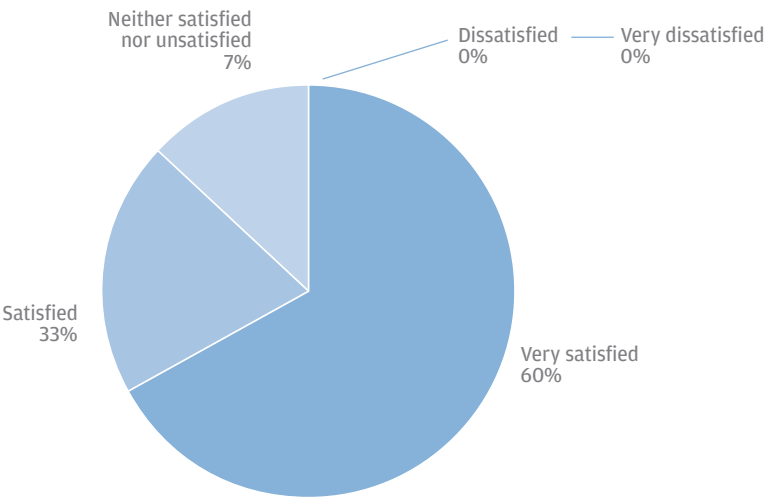
Responses to the question, ‘What impact have J.P. Morgan volunteers had on the people your organisation supports?’ included:

- ‘The young people are inspired by them, the volunteers have a huge impact on their lives and motivation to succeed.’
- ‘They have engaged with children who are extremely vulnerable and disadvantaged and they have created many happy memories and opportunities for these children.’
- ‘Their involvement at our service site not only improves that environment but also shows to our excluded client group that other people care enough to give of their own time. It inspires them.’

‘My mentor is a great person and a good role model. She inspires me and encourages me to work hard because she believes in me, which is very supportive.’

Young person who was mentored by a J.P. Morgan volunteer

Overall, how satisfied has your organisation been with J.P. Morgan’s volunteer programme?



‘I chose mentoring because I thought that was a way I could contribute to the students. In fact it was the other way around. Talking to the students opens your eyes to real everyday issues and stresses they face and keeps me grounded. I am very fortunate to be part of the J.P. Morgan efforts!’

J.P. Morgan volunteer



The Place2Be

Fundraising campaigns

As well as volunteering with local charities, J.P. Morgan employees took part in two fundraising campaigns in 2010: one for Help a London Child, and the other for Save the Children.

Help a London Child

In July 2010, more than 26,000 runners from 600 companies took part in the 'Run London, For London' campaign, as part of the J.P. Morgan Corporate Challenge. The participants, including hundreds of J.P. Morgan employees, ran 5.6km in Battersea Park to raise money for Help a London Child, which helps some of the city's most underprivileged children. The campaign raised £86,000 for the charity, including a £20,000 donation from the JPMorgan Chase Foundation.

'As a patron of 95.8 Capital FM's Help A London Child, I was absolutely delighted to hear that the charity has been chosen as the official charity for this year's Corporate Challenge. One in three children in London live below the poverty line. Fact! ... On behalf of these children, I would like to thank you ... for your generosity and support. You really can help to change their lives for the better.'

Margherita Taylor, Patron of 95.8 Capital FM's Help a London Child and presenter at 95.8 Capital FM

Save the Children

In 2010, J.P. Morgan ran the GeneroCITY campaign to give its employees in the UK the opportunity to use their teamwork, creative and business skills to help support good causes. Ten teams of four, from London and Bournemouth, submitted proposals to build awareness and raise funds for Save the Children. Three finalists were chosen to implement their events:

- **Slumdog Thousandaire:** A 'Who wants to be a Millionaire' quiz event with senior managers competing for a place at the final by encouraging votes, in the form of donations, from other employees, friends and families.
- **Slumdog 5k:** A raffle event in Bournemouth.
- **SUCCURO:** A speed Monopoly tournament, with participants making donations to take part and senior managers providing sponsorship.

The three events raised £30,000 for Save the Children, which was matched by a £25,000 donation from the JPMorgan Chase Foundation.

'It's a great pleasure to partner with J.P. Morgan on the GeneroCITY programme. We have just launched our largest ever campaign, EVERY ONE, to stop children dying from preventable causes before their fifth birthday. The opportunity GeneroCITY presents to engage J.P. Morgan employees at all levels in the EVERY ONE campaign will be truly transformational in our ability to save lives.'

Jasmine Whitbread, then Chief Executive, Save the Children UK

About New Philanthropy Capital

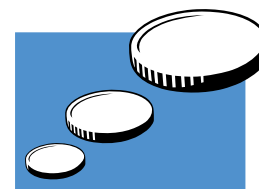
New Philanthropy Capital (NPC) is a charity think tank and consultancy dedicated to helping funders and charities to achieve a greater impact.

We provide independent research, tools and advice for funders and charities, and shape the debate about what makes charities effective.

We have an ambitious vision: to create a world in which charities and their funders are as effective as possible in improving people's lives and creating lasting change for the better.

For charities, this means focusing on activities that achieve a real difference, using evidence of results to improve performance, making good use of resources, and being ambitious to solve problems. This requires high-quality leadership and staff, and good financial management.

For funders, this means understanding what makes charities effective and supporting their endeavours to become effective. It includes using evidence of charities' results to make funding decisions and to measure their own impact.



New
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