

J.P. Morgan Philanthropy

Europe, Middle East and Africa



Impact report 2013

J.P.Morgan

Foreword



Every year J.P. Morgan supports a range of good causes across the world. In Europe, the Middle East and Africa (EMEA) we continue to develop the reach of our work, and over 2011 and 2012, we invested in programmes in 23 countries in the region.

The financial support we provide 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. This review, carried out by New Philanthropy Capital (NPC), covers all 36 grants completed during this timeframe to assess impact against the goals established for each, with a summary of the 79 grants active across the region.

The past year, in particular, has been a period of growth; we are pleased to report that between 2011 and 2012, J.P. Morgan's funding in EMEA touched the lives of over 80,000 people (up from 65,000 reported last year) and 91% of the projects supported continued beyond the life of our funding. We are also delighted to hear that 88% of our grantees believe that our funding helped their organisations increase their overall impact and 97% of those that received support from J.P. Morgan volunteers found them to be a positive influence on their organisation. All of these statistics have improved on last year's report and we are encouraged to see that we are progressing in our aim to create positive and lasting impact.

This report not only illustrates how much progress we've made, but also provides us with insights to help us to improve in future years. We are always looking ahead to ensure that we are constantly challenging ourselves to do more to work to the best of our capabilities as a funding partner.

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

Carol Lake

Head of Philanthropy & Sponsorship, EMEA

Grantmaking at a glance

2011 and 2012

97% of the organisations that received support from J.P. Morgan volunteers found them to be helpful

91% of the projects we supported have been sustained

*‘J.P. Morgan’s support
has made us a much
better organisation than
when we started’*



Our funding touched over
80,000 lives

We disbursed

88 grants

to

104 organisations

in

23 countries

‘The project wouldn’t have happened without J.P. Morgan. I think it will help thousands of young kids around the country’

88% of our grantees believe that J.P. Morgan’s grant has helped them to increase their impact as an organisation

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Matti Braun
Gost Log
October 2011 - January 2012

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 2012, 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, the Middle East and Africa (EMEA). This review covered the 36 grants that were completed in 2011 and 2012, with a summary of the 79 grants currently active across the region.

NPC reviewed each grant, looking in particular at impact and sustainability. This report summarises NPC’s findings and profiles six organisations in more detail. It also provides a brief overview of all ongoing programmes in 2013, which will be reviewed more fully, on completion, in subsequent reports. NPC also surveyed the grantees to evaluate J.P. Morgan’s performance as a funder and surveyed other organisations that welcomed volunteers from J.P. Morgan as part of the firm’s employee engagement programme. Alongside employee volunteering, the report also highlights

other types of non-financial support that J.P. Morgan contributes to its grantees. These results are presented at the end of the report.

NPC found that:

- Through the grants completed in 2011 and 2012, J.P. Morgan’s funding touched over 80,000 lives.
- 88% of grantees believe that J.P. Morgan’s grant has helped them to increase their impact as an organisation.
- 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.
- 97% of the organisations that received support from J.P. Morgan volunteers found them to be helpful.
- The firm continued to expand the reach of its philanthropy programme in EMEA, with the number of countries covered rising from 10 in 2009 to 23 by 2012.
- In 2011, almost 1,500 staff from J.P. Morgan volunteered with 52 charities in eight different countries, more than twice the number of volunteers in 2010.

J.P. Morgan Philanthropy’s approach in EMEA

Through the J.P. Morgan Chase Foundation, J.P. Morgan’s approach in 2011 and 2012 has been focused in: Education, Community Development, and Arts & Culture.

EMEA funding priorities in 2012

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	

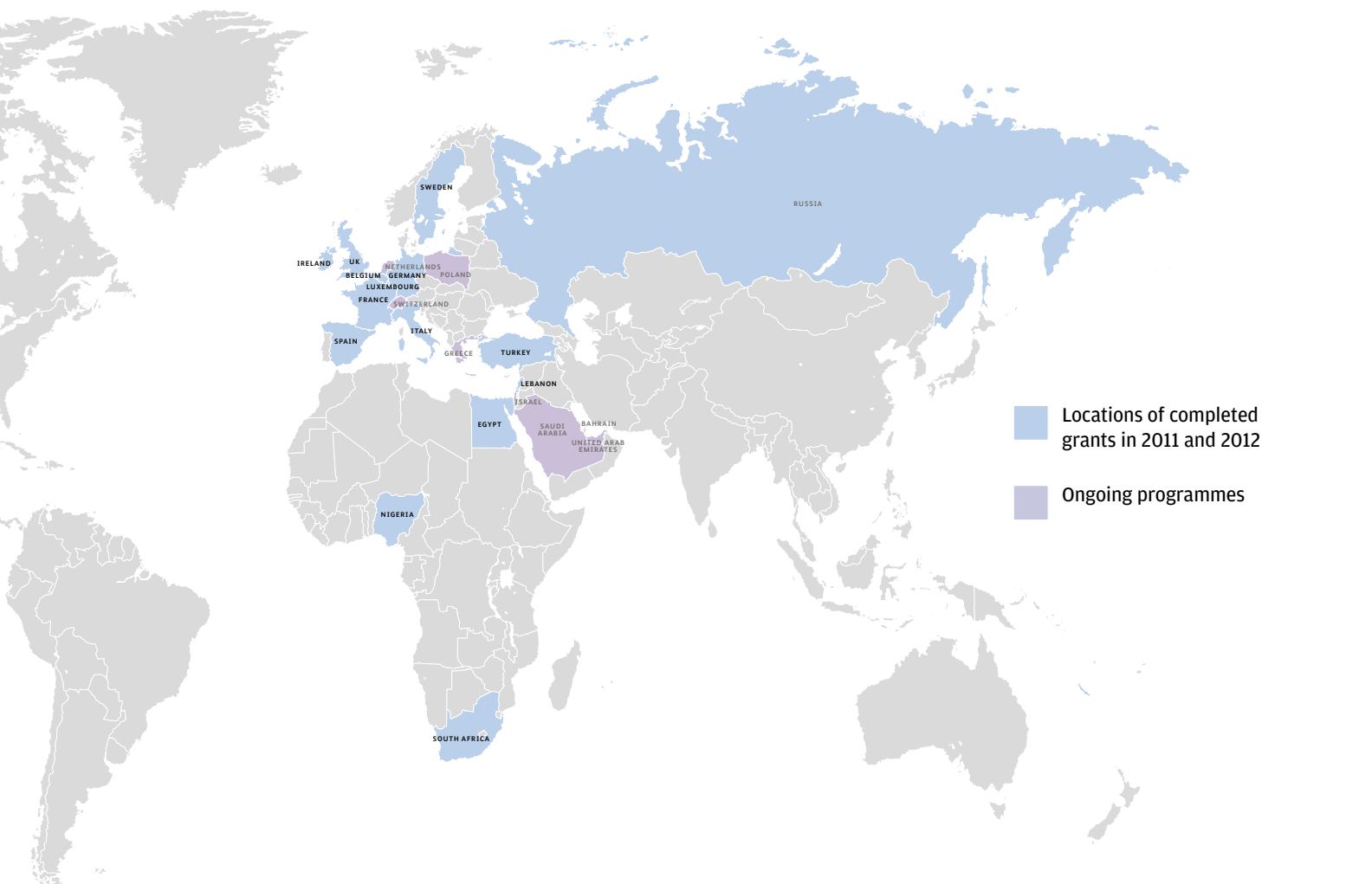
These priorities are contextualised and tailored to each country where the philanthropy programme is active in the EMEA region. J.P. Morgan takes a bottom-up approach, first identifying the needs in a country, and subsequently identifying local partners who are working effectively to address those needs.

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 programmes in 23 countries in the EMEA region in 2011 and 2012: Bahrain, Belgium, Egypt, France, Germany, Greece, Ireland, Israel, Italy, Lebanon, Luxembourg, Nigeria, Poland, Russia, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, The Netherlands, Turkey, United Arab Emirates and the UK. This report profiles the 15 countries where J.P. Morgan completed grants in 2011 and 2012.

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



United Kingdom

J.P. Morgan's support in the UK focuses on workforce development, supplementary education programmes to boost employability, financial education and economic growth.



Completed programmes

Over 40,000 people in the UK benefited from J.P. Morgan's support.

2011 – 2012 Funding rationale

The needs identified in the UK led J.P. Morgan to focus on work readiness and entrepreneurship training, employability skills, and educational attainment with a particular emphasis on disadvantaged young people and communities.

Local needs

Disproportionately high rate of youth unemployment

Widening skills gap in the labour market

Stagnant economic growth resulting in lack of suitable new jobs, particularly in areas of acute economic deprivation

Poor aspirations and educational attainment of young people from areas of high deprivation

Families living in poverty

Lack of statutory financial education

Young people from the most challenging social and economic backgrounds are least likely to participate in the arts

Funding cuts will have a more amplified effect on local/smaller arts organisations, both in artistic work and in audience participation

Specific focus areas

Work readiness training and entrepreneurship programmes

Support for small business expansion, job generation development and business mentoring

Supplementary and extended schooling activities

Widening access programmes

Curriculum innovation and enhancement

Intervention initiatives providing holistic support to families in deprived areas

Programmes to supplement and support financial education at school

Programmes focusing on strengthening financial capability in disadvantaged communities

Encourage collaboration between arts organisations across scale and location, focusing on audience participation and education outcomes



Education and Employers Taskforce

Community Development

Children: Our Ultimate Investment (now known as Teens and Toddlers)



J.P. Morgan funded Children: Our Ultimate Investment to extend its supplementary education scheme, Teens and Toddlers, to an additional London borough—Lambeth.

- Teenage pregnancy is closely linked to poverty and disadvantage—and Lambeth has the second highest teen pregnancy rate in London. By pairing at-risk teens as mentors to toddlers in local nurseries, Teens and Toddlers aims to give them an idea of the challenges of early parenthood, teach them a sense of responsibility and build self-esteem.
- 97% of graduates from the overall programme do not become pregnant under the age of 18. For the new Lambeth programme, 98% of the 120 participants reported a better understanding of the impact a baby would have on their lives, and 94% learned that having a good education can give more choices in life.
- Part of J.P. Morgan's funding enabled Children: Our Ultimate Investment to train 16 local authority staff as new facilitators for the project, and the borough has invested in its continuation until at least 2013.

London Citizens



J.P. Morgan supported London Citizens to implement a peer-to-peer financial education programme, delivered with partner charity Credit Action.

- The Money Mentors project was designed as a response to the need for training and mentoring in managing personal finances, to be delivered by peers.
- Over two years, the Money Mentors project trained 200 community leaders across London in financial literacy, and reached 4,250 citizens, teaching them key skills around credit, debt, budgeting and consumer choices.
- J.P. Morgan's backing enabled 128 of the community leaders to then attend the Money Mentors Academy, which gave them the skills to train other people in their communities in financial literacy.
- London Citizens is now partnering with a social enterprise to continue peer-to-peer education in personal finance.

LEAP: Local Employment Access Projects



J.P. Morgan funded LEAP to pilot an employability scheme in London schools to give disadvantaged children a better chance of gaining a job on leaving school.

- LEAP helps people to develop their employability skills in an effort to prevent unemployment.
- J. P. Morgan's grant enabled LEAP's Learning Employability programme to be delivered in 16 schools, spending up to 15 hours each week training 15-year-old young people in personal development and employability skills such as confidence-building, positive attitude, goal-setting, flexibility, teamworking and communication.
- Over 2,700 pupils took the course in London, and 85% of the participants said they had gained a better understanding of key employability skills.
- The programme's success means it is being rolled out to over 50 schools in London.

To read more, see the case study on page 12.

BCHA—Pathways to Work and Independence



J.P. Morgan supported BCHA to develop a programme of training, mentoring and personal development coaching for vulnerable and unemployed people in Bournemouth and Poole.

- BCHA is a specialist housing and social care support provider, whose new Pathways to Work and Independence programme provided training, mentoring and personal development to 270 people over the grant period.
- With J.P. Morgan's support, 109 young people on the programme have achieved at least one vocational qualification, and all have created individual learning plans or route maps towards work. Moreover, 50% of those measured for personal development showed progression.
- BCHA plans to launch an academy in 2012/2013 to deliver vocational training—in trades such as decorating, cleaning and catering—to accredited levels, then support people to find work.
- In the meantime, it has won local authority funding to continue the mentoring strand of its work.



London Citizens

Case study: LEAP



LEAP works to change people's attitudes and behaviour to increase their chances of finding and keeping a job. From 2010 to 2012, J.P. Morgan funded a programme in London schools to help prepare disadvantaged young people for work.

About LEAP

Local Employment Access Projects (LEAP) was set up in 1993 to tackle unemployment in Harlesden, north west London. The charity grew as it became well-known for piloting an innovative approach imported from the US. LEAP works to tackle the underlying reasons behind unemployment, focusing on attitude, communication skills and motivation, and challenging behavioural barriers to employment. Alongside this, LEAP provides the tools and knowledge needed to gain and sustain employment, such as interview training.

LEAP has designed and delivered training programmes across the UK, and in 2009 was commissioned to design a learning employability programme for the Scottish careers service, which was rolled out across Scotland.

About the Learning Employability Programme

LEAP's Learning Employability programme works with Year 10 pupils preparing to go out on work experience to teach them about the skills, behaviours and attitudes needed to succeed at work. Tunde Banjoko, LEAP's chief executive, explains the motivation behind the project: *'So many people were coming out of the school system onto our programmes and it was the first time they were exposed to basic concepts—like how to shake hands, the importance of turning up on time, of working in a team—so many basic things.'*

'We thought to ourselves, "wouldn't it be good to do something in schools?"' With funding from J.P. Morgan, LEAP built on the programme it had designed for the Scottish careers service, adapting some of the methods used to work with unemployed adults to develop a new project, the Learning Employability Programme.

LEAP's programme focuses on schools in London with a large number of pupils from ethnic minorities or disadvantaged families, where unemployment tends to be higher. Over 30% of working age Londoners are jobless, and those from black, Asian and minority ethnic (BAME) groups are disproportionately affected by unemployment, with an employment rate of 60% compared to 73% for white groups.

LEAP's Learning Employability programme aims to address the lack of practical careers education on the curriculum, and to help young people think about their futures beyond compulsory education. *'Very often the focus is on passing exams, and not on whatever career they might want to have after they leave school.'*

But more than this, the programme aims to help young people recognise their own potential to take control of their lives, and steer them away from feeling helpless. *'If you think you haven't been dealt the best hand in life, that's not an excuse not to do your bit. It's about helping people take control of the things that they're in control of, getting them to recognise that by adopting different behaviours they increase their chances of getting what they want.'*

'I see young people all the time who think to themselves "I can't" and "that's not for me", and we try and say to them "it can be but you need to do this and that". We're not about saying to people "yes, you're a victim"; we try to empower them.'

Tunde Banjoko OBE,
Chief Executive, LEAP



LEAP

Results

LEAP delivered the programme to 2,706 young people between October 2010 and September 2012. Its success was evaluated within each school, with teachers feeding back to LEAP. Pupils were given a questionnaire at the beginning and end of the programme and asked to rate various aspects of the programme. 85% of pupils said they had gained a better understanding of the key employability skills they need to be successful in finding work.

'We're still in touch with nearly all the schools that we made contact with as a result of J.P. Morgan's support,' says Tunde. 'Most of them are running the programme again.' LEAP monitors the impact it is having through these relationships, asking teachers to feed back about their pupils—although this has been a major challenge. Consequently, LEAP changed the way it works, clearly specifying the need for feedback at the very beginning of the process so teachers know what is expected of them, and it hopes that this will improve future impact assessment.

J.P. Morgan's support allowed LEAP to develop and pilot the programme, reaching thousands of young people in the process. It has now secured funding from other sources to run the programme for a further three years, and scale it up to be able to deliver it to 10,800 schoolchildren, incorporating over 50 schools and using volunteers on a wider scale. *'We want to see this programme nationwide, so that young people all over the country have access to important skills.'*

'Without J.P. Morgan's support we wouldn't have this funding because we wouldn't have had this tried and tested programme,' says Tunde. 'The project wouldn't have happened without J.P. Morgan and I think what they've done could get us some funding to continue as an organisation. I think it will help thousands of young kids around the country.'

'I enjoyed it a lot, it made a lot of sense to me and my future. Learn from your mistakes.'

Shahirullah, Acton High School, 2012

'I have learnt if you want something different you have to do something different.'

Pupil at Haverstock High School, 2012

Education

Achievement for All

J.P. Morgan partnered with Achievement for All, a government-supported programme delivering a model of whole-school improvement.



- Achievement for All is a tailored school improvement framework, delivered in partnership with leaders, teachers, parents, pupils and support professionals to raise the aspirations, access and achievement of vulnerable and disadvantaged pupils.
- The programme is delivered by coaches who work to embed best practice to improve school leadership, teaching and learning, parental engagement, and wider outcomes such as behaviour and attendance. Over the grant period 1,400 schools used Achievement for All, with 88 coaches employed, 171 seconded and 1,000 'champions' created to cascade best practice throughout their schools. J.P. Morgan specifically supported the delivery of the programme in 29 schools in London and Bournemouth, reaching in excess of 9,000 children.
- Achievement for All notes that *'...pupils on the programme are achieving above expected levels of progress in English and maths with a drop in persistent absenteeism'*.
- The scheme is well-supported by grant-makers, and is scaling up and developing new strands.

Education and Employers Taskforce: Inspiring the Future

J.P. Morgan funded Inspiring the Future, an online volunteering system linking young people to professionals.



- Launched in 2009, the Education and Employers Taskforce aims to ensure that every school and college (and especially those with high numbers of pupils on free school meals) partners with employers to inspire pupils and get them thinking about future employment opportunities, and the qualifications and skills needed to get there.
- J.P. Morgan's funding enabled the Taskforce to launch Inspiring the Future, an online resource which registers volunteers from all sectors and professions willing to talk to young people about their jobs and career routes, and links them with state schools and colleges.
- 69 corporate employers and over 3,000 individuals have registered on the system, while 80% of all sixth form and further education colleges in England have signed up along with 1,113 secondary schools.

Personal Finance Education Group (pfeg)

J.P. Morgan funded pfeg to develop resources and provide support to teachers delivering personal finance education to sixth form students.



- pfeg promotes an understanding of personal finance via education platforms.
- J.P. Morgan funded the Student Retention Project, a pilot delivering financial education training, including bespoke online resources and teacher support, to help students understand and better manage their finances during the challenging transition to Further Education.
- The project's website, Mind the Money Gap, is configured as a student house. Different students are pictured in their individual rooms, showing different aspects of finance management, such as budgeting, saving and the cost of living.
- The pilot targeted 400 young people from ten institutions, and 50 to 75 of their teachers—uptake exceeded this target, with over 1,300 registrations on the website in January 2012 and 200 lead teachers and facilitators trained.
- J.P. Morgan's grant led to some good results, for example student responses to a survey show the proportion of those with bank accounts has quadrupled as a result of the website, encouraging financial inclusion.

SHINE: Support and Help in Education

J.P. Morgan supported SHINE, an educational charity targeting disadvantaged children, to expand its SHINE on Saturdays programme in Lambeth.



- SHINE on Saturdays is a programme of alternative and creative learning—150 hours annually—designed to boost the achievement levels of underachieving children. J.P. Morgan's grant funded expansion of the scheme into a fourth Lambeth school.
- J.P. Morgan's grant resulted in SHINE supporting 60 additional primary school students each year: 59% of them eligible for free school meals and 38% with special educational needs.
- At the end of the two-year programme, the proportion of pupils achieving national standards in English rose from 47% to 84%; and in maths from 46% to 89%.
- SHINE has committed to continue the programme in the school for a further year and help the school to develop additional funding streams.

Teaching Leaders

J.P. Morgan funded Teaching Leaders to build the capacity of its Fellows programme in the South of England and expand to deprived rural and coastal towns.



- Teaching Leaders identifies, trains and develops high potential 'middle leaders'—department and year group heads—to improve teaching and learning in schools in areas of deprivation.
- J.P. Morgan funding enabled Teaching Leaders to develop two new hubs (consisting of a cluster of schools) in Hastings/Brighton and Liverpool, which tend not to be reached by national initiatives. In the 2012 cohort, the organisation recruited 20 'middle leaders' within these hubs, reaching 2,400 pupils.
- Within the 2011 cohort in the South, 55% of the 695 pupils are now expected to reach the top 25% of grades in the country. Of the smaller 2010 cohort, 80% of the 142 pupils achieved A* to C grades at GCSE, well above the national average.

University College London Outreach: Horizons programme

J.P. Morgan supported UCL's Outreach Horizons programme for 14- to 16-year-olds, a scheme designed to raise academic achievement and promote higher education.



- UCL Outreach aims to widen university participation amongst under-represented groups.
- Aimed mainly at lower-income families, the Horizons programme consisted of two strands—Achievements Saturday and holiday schools, and Success workshops, all delivered by students and alumni from UCL.
- Funding from J.P. Morgan enabled 436 pupils to attend the Achievements Saturday and school holiday programme. Pupils on the scheme mostly improved their grades in maths, science and English from the levels forecast by their teachers at age 14. Aspirations rose at the same time—the number of pupils feeling confident of going to university rose from 37% to 50% over the two-year programme.
- Over 1,200 pupils came to the Success workshops, increasing confidence in their abilities.
- Horizons is now a permanent feature of UCL's outreach programme, and has been extended to 16- to 19-year-olds.

To read more, see the case study on page 16.

Case study: University College London Outreach Programme



From 2009 to 2012, J.P. Morgan supported the UCL Outreach department's Horizons programme, which works with disadvantaged young people to raise academic attainment, promote higher education and improve self-confidence.

About UCL

University College London (UCL) is one of the UK's most prestigious universities. It has a strong history of widening access to higher education: it was the first university in England to admit students of any religion, and the first to admit women on equal terms with men.

In 2001, UCL established its Widening Participation Unit to encourage students from disadvantaged backgrounds to consider higher education. Results have been impressive: between 2001 and 2008, the proportion of undergraduates admitted to UCL from state schools increased from 58% to 64%; from disadvantaged socio-economic groups from 15% to 20%; and from black and minority ethnic groups from 34% to 40%.

About UCL's Horizons programme

Students from disadvantaged backgrounds can face many barriers to entering higher education, including a lack of confidence, encouragement, awareness of the opportunities available, and poor teaching. UCL's Horizons programme aims to encourage and enable under-represented groups to apply to university, by raising their academic attainment, lifting their educational aspirations and ultimately aiding social mobility. Horizons works with pupils from non-selective state schools in London where a high proportion of pupils are entitled to free school meals¹, and specifically targets those with no family history of higher education.

UCL Horizons has two strands: Achievements, an ongoing programme of Saturday and school holiday workshops for Year 10 pupils; and Success, a series of one-off workshops—subsequently subsumed into the Achievements strand. Katy Redfern, UCL's head of Outreach, explained the development of this structure: *'A lot of our early activities in this space were one-off interventions—a master class, a school talk, a visit—but we recognised that longer-term interventions were the way to go. They get the best results, but they require long-term funding. The J.P. Morgan money allowed us to invest in that.'*

J.P. Morgan funded UCL Horizons to deliver a variety of activities to students over a two-and-a-half year period. The Year 10 Saturday school selects pupils at the start of each academic year, choosing applicants who will benefit most from the programme. Students are divided into small groups, supported by a group leader who is generally a UCL alumnus, and three student ambassadors. The content is mainly academic, with sessions on a variety of subjects delivered by a diverse set of teachers.

The Saturday school students are then offered the chance to attend additional Horizons programmes—the Year 10 Summer school, the Year 11 Autumn programme (which is more focused on study skills in preparation for GCSEs, and career guidance), and one-off Success workshops during half-terms and holidays.

'J.P. Morgan's flexibility and understanding in consenting to the extension of the grant period allowed the UCL Outreach team time to secure the long-term sustainability of the programme.'

Katy Redfern, Head of Outreach, UCL

¹ Those eligible for free school meals must be living in a household with income of less than £16,190(GBP)

Results

With J.P. Morgan's support, UCL Horizons welcomed 436 students to one or more of the Achievements programmes, and 1,252 to the Success workshops. As well as looking at numbers through the door, the Horizons team is interested in how long students remain engaged in the programme—how many sessions they attend, and whether they are still participating after two or three years. Attendance rates for all strands of the Achievements programme exceeded 80%, and increased year on year.

Academic results improved amongst students completing the Achievements programme. For example, on entry to the programme, the majority of students had a middling performance in English, at level six. After two years with the Achievements programme, the majority were high-achieving, with 88% and 91% scoring A*, A or B in English literature and English language GCSEs respectively. The story is similar for science—following middling results at the end of key stage three, 90% of the programme's students received A*, A or B in chemistry GCSE; and 93% in biology and physics.

Students' confidence also improved, with questionnaires before and after the programme revealing that belief in their academic abilities had increased: 93% saw themselves as good at science by the end of the programme, compared to 74% on entry, and 50% felt very confident that they would go to university, compared to 37% on entry. At the time of writing, out of 50 who applied, 23 students from the first Achievements cohort have received conditional offers to study at UCL.

Qualitative feedback provides valuable insight into the programme's impact. Practically, students credit the scheme with teaching them new skills, guiding them through the process of applying to university, and providing academic support. But perhaps more important is the programme's ability to inspire: students say it pushed them, helped them mature, grow in confidence, aim higher, expand their horizons, and clarify their career choices.

UCL Horizons has now become a permanent feature of the Outreach team's work, and will continue beyond the J.P. Morgan grant period. The prestige of having J.P. Morgan as an initial funder was influential in securing additional donations to bridge the gap until the programme received permanent funding.

‘Horizons is so different to school. It hasn't made me change my outlook on universities, but it's made me feel like I can actually do it.’

Simone, Horizons participant



Arts & Culture

Plus Tate Learning

J.P. Morgan funded the Plus Tate Learning Programme to support young people to develop and organise exhibitions and events in the Plus Tate network's 20 partners around the UK, from the Orkney Islands to St Ives.



- By bringing young people into the galleries and enabling them to work with artists on projects they put forward themselves, Plus Tate hoped both to engage a younger audience in the short term, and in the longer term to use the learning to help shape engagement strategies.
- J.P. Morgan's support enabled 580 young people to be actively involved in devising and implementing programmes; with 8,000 more participating in the events.
- Young people reported gaining practical experience in organising events, increased confidence and exposure to new art forms.
- The galleries were also positive about the project, and particularly about new working links that have been forged across the Plus Tate network's learning departments as well as strengthening internal working within partner organisations.

To read more, see the case study on page 20.

World Stages London

J.P. Morgan funded Babel, a community engagement and participatory theatre production by a consortium of arts organisations, which was part of World Stages London, 2012's Cultural Olympiad.



- *Babel* was a co-production between WildWorks and Battersea Arts Centre, in partnership with the Lyric Hammersmith, Theatre Royal Stratford East and the Young Vic.
- The aim of *Babel* was to bring together ordinary London residents to create a performance based on the experience of different and diverse communities in London. *Babel* attracted over 800 participants over the two years of the project, including 605 from partner organisations' community outreach programmes;
- and an audience of more than 10,000 people to its 12 outdoor performances in Islington, despite unusually bad weather during the Spring and Summer!
- Participants came from 21 of the 33 London boroughs, and from all age groups (from 13 to 83) and ethnicities (46% from non-white backgrounds), so that World Stages London's aim of creating a showcase for 'London in the world and the world in London' was largely achieved.
- *Babel* achieved the ambition of a large-scale intergenerational project with lessons learned for future collaborative projects between arts organisations.



Case study: Plus Tate Learning Programme

J.P. Morgan funded an innovative 18-month programme to engage young people across the UK in developing and running exhibitions and learning events at the 20 visual arts organisations of the Plus Tate network.

About Tate

In 1889, industrialist Henry Tate offered his collection of British art to the nation, leading to the foundation of the Tate Gallery in London. Today, Tate occupies four sites, has a national collection of nearly 70,000 artworks and is committed to promoting public understanding and enjoyment of British, modern and contemporary art. Plus Tate is a network of 20 visual arts organisations which aims to increase audiences for contemporary art and support innovation and excellence in programming, encouraging exchange and partnership. It allows Tate to contribute to public knowledge and enjoyment of art beyond its own galleries through collaboration with other organisations across the UK.

About the Plus Tate Learning Programme

The Plus Tate Learning Programme, funded by J.P. Morgan, brought together young people to develop and lead learning activities centred on visual art, and stage them throughout the summer of 2012 at the 20 partner galleries. The programme aimed to engage young people in an imaginative way, offering them a chance to become involved with local arts organisations and create programmes for their peers. It also aimed to develop staff across the 20 galleries to help them create better programmes for young people, and create an evaluation framework to assess ways of engaging young people, to be shared with the wider arts sector.

The project happened in three stages. In the first phase, staff from the 20 partner organisations came together at a series of three seminars to share experiences and explore ideas about how best to engage young people in informal learning programmes. *‘For these colleagues to come together and learn from each other at the start of the project was a very simple but highly effective way to develop staff,’* says Ilona Harris, Tate’s head of corporate partnerships. *‘They all focus on engaging young people, although they all do it in different ways.’*

In the second phase, each partner organisation worked with a group of young people to plan and carry out a participatory learning project at the gallery. Young people were empowered to create their own programmes, managing the project from start to finish, and were encouraged to think about how to measure outcomes and their personal learning throughout the process. The third phase involved developing a set of principles for self-led evaluation, taking experiences across the Plus Tate network to draw conclusions for future learning programmes. This has already been disseminated through two seminars, and will be shared in a publication published in March 2013.

‘To watch a group of children grow from quiet and shy upon arrival, to bold and confident young artists in a matter of months, has been overwhelming.’

Visitor experience manager,
Mostyn Gallery, Llandudno

Results

Over the year, 580 young people were actively involved in devising and implementing the programmes across all partner organisations. Approximately 8,000 young people participated in the events that resulted from the project. Marie Bak Mortensen, manager of national initiatives at Tate, told us: *‘There was also a wider audience that participated in events or exhibitions linked to the project. Half a million people had a touch point with the programme’s broader activity.’*

Each project developed and reported against its own key performance indicators, so it is difficult to see the aggregate impact on young people across all projects. But qualitative feedback is positive. Young people reported gaining practical experience in organising events, increased confidence and ability to communicate effectively, an insight into potential careers and exposure to new art forms. As one participant said, *‘It made me more open-minded. I would never have considered being involved in performance art. I found I was good at it and I enjoyed it. I had amazing feedback from members of the public, which was a boost to my confidence.’*

‘Experiencing the actual process, from beginning to end, of organising an exhibition has been fantastic—I feel as though I have learned so much.’

Programme participant, Pier Arts Centre, Orkney

The programme also had an impact on the 40 learning professionals from the partner galleries. Staff spoke positively about the experience of working with others across the Plus Tate network. One participant said the strongest benefit was *‘meeting colleagues from other venues and seeing the different approaches that each venue uses with young people’*.

The programme will not continue in its current form, but it has already helped organisations improve the way they engage young people. For example, Grizedale Arts, Kettle’s Yard and Mostyn all used the programme funding to set up their first young people’s schemes, and are committed to continue working in this way. Elsewhere, Tate Collective, the youth group at Tate Liverpool, is in talks with the senior management team to put together an action plan to draw more young people into the gallery.

The project has also strengthened the Plus Tate network, demonstrating the benefits of this partnership. *‘This idea of partnership working is something that has really developed through this programme,’* says Ilona. *‘In the creative world there has always been a sense of power in numbers, wanting to share best practice and expertise. The Plus Tate network gives a more formalised route to this.’*

Non-financial support

Without J.P. Morgan’s funding, the Plus Tate Learning programme would not have gone ahead. But J.P. Morgan also played a key role in the project’s inception, convening a session for arts organisations to come together and discuss potential collaborations. Following this, Tate discussed the potential for an innovative participant-led project and J.P. Morgan staff helped the team work out how to describe it before making its bid for funding.

‘It was quite a different way of working,’ says Ilona Harris. *‘We didn’t know exactly what the outcomes were going to be, because the project was about other people defining them. J.P. Morgan’s support in articulating that was very helpful and their enthusiasm for supporting a project that had a little of the unknown about it was rare and much appreciated.’*

For more on non-financial support, see page 67.

Place-based programme

J.P. Morgan has been investing significant financial and non-financial support in Loughborough Junction, in the London Borough of Lambeth, which has been identified as a targeted area for the firm’s place-based programme. The programme aims to bring together local communities, businesses, voluntary groups, and the public sector to deliver positive and sustainable social change in Loughborough Junction. The area falls predominantly within one of the most deprived wards in the UK and has a high rate of unemployment, and an income level that is even lower than the Lambeth average. A community consultation commissioned by J.P. Morgan identified the key needs of the area, which the firm sought to address through collaborative working and investment.

Funding rationale

- Lambeth is the fifth most deprived borough in London, with about 12,000 children living in poverty*.
- 35% of borough residents are considered to be long-term unemployed.
- The borough is particularly low in the ranking of income deprivation, and crime and disorder.
- Loughborough Junction falls mostly within the Coldharbour ward of Lambeth in Brixton, and census deprivation scores show that it is one of the top ten most deprived wards in the UK in terms of employment, education, health and housing.

** All statistics from Lambeth State of the Borough Report (2010), Lambeth Council*

Local needs

- High proportion of economically inactive people
- High rate of 16-18 years old NEETs and young offenders
- High proportion of single parent families and teenage pregnancy
- High rate of primary and secondary school permanent exclusion levels
- Gang tensions and youth disorder
- Low rate of community engagement and volunteering
- Lack of coordination amongst third sector and low capacity amongst grassroots community organisations

Specific focus areas

- Programmes to address worklessness, including skills training at all levels, entrepreneurship and mentoring, to support people to find and secure employment
- Holistic family intervention programmes
- Supplementary/Out of school activities for young people
- Mentoring and coaching programmes
- Community organising and engagement initiatives
- Formal referral partnerships and collaborations between large scale NGOs and local community organisations



198 Contemporary Arts and Learning

London Creative Labs

J.P. Morgan funded London Creative Labs (LCL) to pilot a programme of skills training and start up workshops to around 150 disadvantaged people from Loughborough Junction.



- LCL was set up to support the long-term unemployed in deprived areas of the capital.
- J.P. Morgan funded the Loughborough Junction Enterprise and Work Creation Programme which was piloted in Brixton and Loughborough Junction, in Lambeth.
- Almost 70 people attended LCL's four Skills Camps: 12-week courses aimed at increasing confidence and communication skills, and identifying transferable skills. Attendees were also taught career coaching skills to help themselves, family, friends and neighbours. 80% of attendees felt the camps had made a difference to their prospects of finding work—and 23 of them have gone on to get interviews.
- Another 80 people attended the Start-up Labs, designed to support people wanting to create new businesses: the majority of participants said they would recommend these workshops to others. Over the year, LCL attracted additional funding from the Mayor of London's Team London Small Grants fund.

The London Community Foundation

J.P. Morgan funded The London Community Foundation (LCF) to support community engagement and build resilience and capability amongst residents, communities and local voluntary organisations in Loughborough Junction.



- The grant was targeted at Lambeth, and specifically at the areas around the Coldharbour ward, which is in the UK's top ten deprived wards.
- The grant, spent over two years, aimed to support the community through local organisations and other charities. Despite a difficult background of acute changes in welfare support provision and local authority restructuring, with the summer riots of 2011, LCF engaged almost 2,000 residents in various community engagement events and projects, and encouraged 160 residents to become involved in decision-making processes locally.
- J.P. Morgan's funding has also enabled 25 new working partnerships between local organisations to get off the ground.

The Young Foundation

J.P. Morgan funded the Young Foundation to develop a feasibility study of an education-led regeneration programme, a School of New Resources, for local residents in Lambeth.



- The Young Foundation combines research, advice, support and finance to bring about positive social change.
- The aim of the planned School of New Resources was to bring local stakeholders together to deliver locally-relevant training and education, such as courses at times and places suited to local people, linked to employers' needs and including work placements.
- The study concluded that these kinds of resources already exist, and that the planned school was '*not an idea that resonated well with local residents or institutional stakeholders*'. However, the study found several useful points: that barriers to work include affordability, lack of awareness and, crucially, lack of childcare.
- The study also resulted in the creation of new relationships between local institutions, which are now more joined-up in their approaches to support local people to find work.



Achievement for All

Ongoing programmes

The previous pages have provided details of all the grants given by J.P. Morgan in the UK that were completed in 2011 and 2012. However J.P. Morgan has given many other grants in the UK that are still in progress in 2013 which are presented in the table overleaf. These will be reviewed when they are completed, and presented in future reports.

The UK currently has 29 active programmes, which focus on the following themes:

Workforce development and economic growth, through programmes focusing on employability and entrepreneurship training, enabling people to set up their own businesses and supporting micro and small businesses to grow and create new jobs. For example, J. P. Morgan has been partnering with Participle to create a new support platform that uses social networks to create career opportunities and momentum for people out of work and in work, connecting them to small businesses to drive job creation. This approach aims to tackle the issue of unemployment from both the supply and demand side.

Social mobility, through raising educational attainment and access to higher education and professions for young people from low-income backgrounds. For example, J.P. Morgan is co-investing with the Education Endowment Foundation to support Teach First, Teaching Leaders and Future Leaders to implement Achieve Together, a collaborative area-based education programme to raise attainment in the most disadvantaged areas through working with schools and local communities to recruit, develop and retain high-quality teachers. J.P. Morgan is also supporting the Social Mobility Foundation to expand its established Aspiring Professionals Programme, which provides mentoring, skills development and support for high-achieving young people from low-income backgrounds to access university and professional employment. This is being expanded through the development of a banking and finance work placement at J.P. Morgan, including having J.P. Morgan employees in revenue-generating roles provide mentoring support.

Financial education to help tackle high levels of personal debt and youth unemployment, through programmes that equip young people with the tools needed to manage their finances effectively. For example, J.P. Morgan is currently supporting MyBnk to expand its financial education programmes to an additional 17,700 young people aged 11-25 across the UK.

Place-based programmes—London Boroughs of Lambeth and Tower Hamlets: J.P. Morgan has been investing significant financial and non-financial support in Loughborough Junction, in Lambeth, one of the most disadvantaged areas in the UK. Our place-based programme in the London Borough of Lambeth aims to bring together local communities, businesses, voluntary groups, and the public sector to work together to deliver positive and sustainable social change in this area. (For more details on the place-based programme in Loughborough Junction, please see page 22). J.P. Morgan has also recently extended its place-based programme to the London Borough of Tower Hamlets and has made the first grants specifically targeted to the area in 2012. For example, the firm is supporting St. Paul's Way Trust School to develop a micro-enterprise programme for its students to raise their academic attainment, develop their employability skills and stimulate economic activity in their community.

Ongoing programmes

Organisation	Description	Grant duration
198 Contemporary Arts and Learning	Education programme in Lambeth to tackle underachievement by supporting young people to develop skills in visual arts, digital media, business and enterprise.	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, to address issues such as truancy and social cohesion.	Three years
Bournemouth Symphony Orchestra	Creation of a new music education programme for young people and their families in low-income communities of south west England to improve social, academic and personal skills.	Two years
The Bromley by Bow Centre	Development and delivery of an innovative and targeted employment programme to support disadvantaged women in the London Borough of Tower Hamlets into work.	One year
Catch-22	Piloting an Apprenticeship Training Agency in Bournemouth to enable some of the most disadvantaged young people to access employability support, work experience and apprenticeships.	One year
City Gateway	Development and implementation of a new family support model to tackle child poverty in the London Borough of Tower Hamlets, which will also create opportunities for training, apprenticeships and jobs for local young people, particularly women.	One year
Edinburgh Cyrenians	Support for young people coming up to school leaving age identified as at risk, through a proactive youth unemployment prevention service, including one-to-one support, learning opportunities and work experience.	Two years
The Education Endowment Foundation	Piloting a collaborative area-based education programme to raise attainment in the most disadvantaged areas. Teach First, Teaching Leaders and Future Leaders will work with schools and local communities to recruit, develop and retain good quality teachers to drive improvements in schools.	Three years
The Prince's Trust and Community Enterprise in Scotland (CEiS)	Creation of a partnership between two organisations to address youth unemployment in Glasgow. The project delivers a work-readiness programme, creates new jobs, and runs an on-the-job training programme for the most disadvantaged.	15 months
Glasgow Youth Employability Partnership	Developing a new model to support unemployed young people in Glasgow focused on IT skills, including access to mentoring and employment opportunities from IT businesses.	18 months
IntoUniversity	Expansion of local learning centres in the London Boroughs of Lambeth and Tower Hamlets, and development of a new evaluation framework to improve the quality and effectiveness of programme delivery.	Two years
Kids' City	Development of the InterJunction project to support young people not in employment, education or training to develop skills, confidence and employability through volunteering and contributing to the community.	One year
London Citizens	Delivery of a community organising programme to identify, develop and train potential community leaders, teaching leadership and organisational skills through local institutions.	Two years
The London Community Foundation	Funding to strengthen the capacity and resilience of the local voluntary sector, engage local residents and improve their skills, and also to provide support for marginalised young people.	One year
The London Youth Support Trust	Training and enterprise programme targeting disadvantaged young people in the London Borough of Lambeth, including establishing a pop-up shop for young entrepreneurs to develop potential business ideas.	One year

MyBnk	Expansion of a financial and enterprise education programme to an additional 17,700 young people aged 11-25 across the UK. Development of new programmes and qualifications to respond to the needs of the most disadvantaged young people.	18 months
National Children's Bureau, Queen Mary University and University of Roehampton	Development of a leadership training programme to equip first generation university students and disadvantaged young people with the aspiration, life and employability skills required for sustained employment and lifelong learning.	18 months
New London Orchestra	Expansion of the music and literacy programme in three primary schools with particularly low literacy levels in the London Borough of Newham and the creation of a training syllabus for teachers to deliver the course to more children.	Three years
Participle	Creation of a new support system to address entrenched unemployment with further education institutions and enterprises.	15 months
The Prince's Trust	Embedding IT learning throughout an existing schools-based programme for over 500 young people at risk of exclusion or underachievement in Glasgow.	One year
Royal Opera House, Exeter University, Greenwich University and Canterbury Christ Church University	Development and implementation of a project to embed arts and its cross-curriculum application into initial teacher training programmes.	One year
Royal Shakespeare Company, British Film Institute and Lambeth City Learning Centre	An educational digital outreach project working with disadvantaged children and young people in south London to adapt a Shakespeare play into a film.	One year
The Social Mobility Foundation	Development of a banking and finance work placement pilot to expand the Social Mobility Foundation's established Aspiring Professionals Programme, which provides mentoring, skills development and support in applying to university for high-achieving young people from low-income backgrounds.	One year
St Mungo's	Support for 'ReNew', a cleaning social enterprise programme to train homeless people, equip them with skills and support them into employment.	One year
St Paul's Way Trust School and St Paul's Way CIC	Development of a micro-enterprise programme for students in St Paul's Way School, London.	One year
The Sutton Trust and University College London (UCL)	Pilot of a long-term intensive support programme to improve access to higher education for high-achieving young people from low income backgrounds.	18 months
Tomorrow's People	Implementation of a four-month programme for unemployed 16- to 24-year-olds in Edinburgh. Execution of a feasibility study into setting up social enterprises to provide jobs for trainees in Scotland.	One year
Young Enterprise	A programme to develop work and life skills for over 1,100 young people in two deprived communities in Bournemouth through a community-based programme.	Two years
The Young Foundation	Support to scale-up and improve the social impact of ten voluntary organisations focused on making young people more employable.	One year

Ireland

J.P. Morgan's support in Ireland focuses on workforce development and economic growth.



Social Entrepreneurs Ireland

Completed programmes

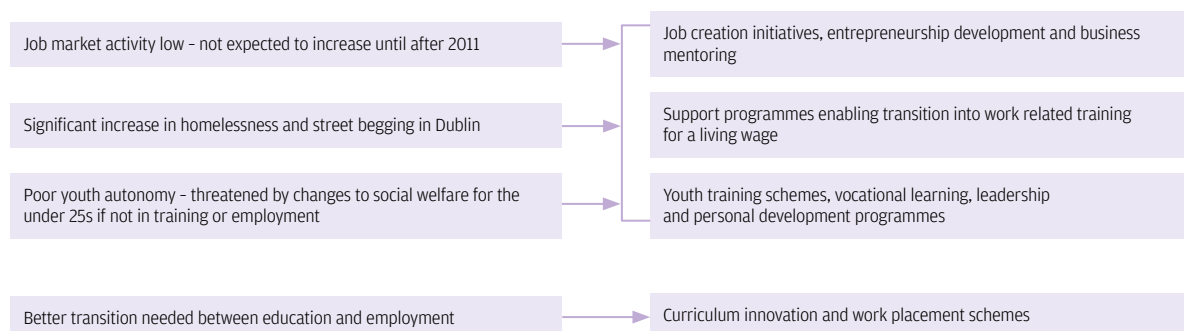
J.P. Morgan's support in Ireland focused on employment: helping people to find work or create their own businesses.

2011–2012 Funding rationale

The needs identified in Ireland led to J.P. Morgan focusing on employability—particularly for those leaving school with few or no qualifications—and on job creation through supporting entrepreneurship.

Local needs

Specific focus areas



Over 600 young people in Ireland benefited from J.P. Morgan's funding.

Youthreach (City of Dublin Vocational Educational Committee)



J.P. Morgan funded Youthreach to pilot a work programme for young people who have left school early with poor or no academic qualifications.

- Youthreach is a further education programme of the City of Dublin Vocational Educational Committee, joint funded by the ministries of education and employment.
- Funding from J.P. Morgan established the Tomorrow's Work programme, the pilot of which was implemented in three Youthreach Centres located in the North-Inner City of Dublin.
- Over 100 young people benefited from the pilot through measures to increase their employability:
 - additional skills training and additional academic assistance. They were also able to access quality work placements with both public and private employers, including J.P. Morgan.
- J.P. Morgan's grant also funded a web-based evaluation tool which proved invaluable in assessing students' educational ability, future employability and the gaps in their skills or barriers to employment.
- J.P. Morgan is working with Youthreach to enable the expansion of the *Tomorrow's Work* programme in 2013 into a further seven Youthreach Centres in Dublin supporting an additional 600 young people.

Social Entrepreneurs Ireland



J.P. Morgan funded Social Entrepreneurs Ireland to develop and pilot a measurement framework for social enterprises.

- Social Entrepreneurs Ireland runs a programme to support a small number of high-impact social entrepreneurs, through financial support and advice on business expansion and personal development.
- J.P. Morgan's funding enabled the design and implementation of a new impact measurement framework. New templates have been created to help social enterprises assess their impact.
- The funding also allowed two of SEI's grantees to pilot this framework. Fledglings Early Years Education & Care trains and supports educators to set up affordable childcare. Bridge21 is a joint venture of Trinity College Dublin and Suas Educational Development that offers a new model of learning designed to support an innovative twenty-first century education environment within Irish secondary schools through project-led learning.

Ongoing programmes

Ireland currently has two active programmes, which focus on entrepreneurship training:

Organisation	Description	Grant duration
Dublin City University (DCU)	Development and implementation of the DCU Student Accelerator Programme to position entrepreneurship as a potential and realistic career option to DCU students.	18 months
Social Entrepreneurs Ireland	Scaling up and building the capacity of three social enterprises focused on employment generation and skills training.	One year

France

J.P. Morgan’s support in France focuses on workforce development, social mobility programmes, entrepreneurship training and economic growth.



Completed programmes

J.P. Morgan supported a French non-profit organisation to help young people from disadvantaged backgrounds apply for and attend France’s best universities by providing academic and pastoral support.

2011 – 2012 Funding rationale

The needs identified in France led to J.P. Morgan focusing on supporting young people from disadvantaged backgrounds to raise their aspirations and improve their educational attainment.

Local needs

- High rate of youth unemployment with a severe lack of jobs for young people due to stagnant economic growth and dual labour market
- Low level of entrepreneurship activities
- Significant gap in education attainment between young people in general and those from disadvantaged backgrounds, fuelling social mobility issues

Specific focus areas

- Targeted training programmes to provide vocational training, including industry relevant and transferable skills and mentorship
- Entrepreneurship and technical skills training programmes, including business mentoring and support for business start-ups
- Entrepreneurship education
- Supplementary educational programmes to support young people from disadvantaged backgrounds with educational attainment, including pastoral and academic support as well as mentoring

The grant benefited 193 young people in France.

Association Frateli



J.P. Morgan funded Frateli—an organisation set up to address the lack of social mobility in France through Higher Education—to provide tutoring, mentoring and a summer university.

- In France young people born into lower socio-economic groups are often disadvantaged both academically and socially. Frateli aims to increase success in academic terms from university entry until students secure their first job, by providing mentors from professional backgrounds and creating new peer networks.
- Almost 200 students participated in Frateli's Equal Opportunity College, funded by J.P. Morgan, which provides small-group tutoring throughout the two years of classe préparatoire, a summer university, and assistance with financial and administrative problems. As a result, students were supported both academically and pastorally by their mentors and Frateli.
- Qualitative feedback from participants suggests that the summer university enabled students to expand their networks, with a positive impact on their confidence. Although it is too early to gauge academic success for this cohort, some of their comments give an indication of impact, for example, 'my average grade in English has improved four points!'

Ongoing programmes

France currently has four active programmes, which focus on entrepreneurship training, access to higher education and labour market integration:

Organisation	Description	Grant duration
ADIE	Expansion of ADIE's support to youth businesses to increase desire amongst young people to create their own enterprise, and improve the survival rate amongst youth businesses.	18 months
Entreprendre pour Apprendre France (EPA)	Development of a comprehensive assessment tool for an entrepreneurship programme targeting 14- to 15-year-old students, introducing the first diploma in entrepreneurship in France.	One year
Frateli	Enhancement of a mentoring programme for talented young people from disadvantaged backgrounds to improve access to higher education and professions.	18 months
Groupe SOS	Pilot of a platform to support the integration of marginalised people employed in social enterprises into the mainstream labour market using work programmes.	Two years

Germany

J.P. Morgan's support in Germany focuses on workforce development, supplementary education programmes and economic growth.



ArbeiterKind.de

Completed programmes

J.P. Morgan funded a German non-profit organisation which helps young people from lower socio-economic groups to have the same chances as others of applying to, and completing their courses at, university.

2011 – 2012 Funding rationale

The needs identified in Germany led J.P. Morgan to focus on supporting young people from disadvantaged backgrounds to achieve educational goals, thus also working towards greater social cohesion in the country.

Local needs

Increasing youth unemployment, many as a direct result of school to work transition system

Poor level of educational attainment of socially disadvantaged and immigrant youth

Priority Interventions

Skills development training

Job creation schemes and entrepreneurial programmes

Tailored vocational training

Supplementary and extended schooling activities

Over 16,500 young people in Germany have been reached as a result of J.P. Morgan's funding.

ArbeiterKind.de

J.P. Morgan funded the expansion across Hesse of ArbeiterKind.de, which supports young people with no family history of higher education to access, and complete, university.



- Young Germans from disadvantaged families often fail to apply for university courses, or, if they do, sometimes fail to complete them. ArbeiterKind.de sets out to counter the barriers—anxiety over debt, lack of confidence—by providing information in schools, support and mentoring.
- Set up in Giessen, ArbeiterKind.de has expanded to six other cities with J.P. Morgan funding.
- Over the grant period, it delivered 145 information sessions in 45 schools, which, along with its information booths, reached over 16,000 students. Over 400 received mentoring support.
- J.P. Morgan's backing has led to interest from other funders which means that ArbeiterKind.de is now able to expand the programme across Germany and into Austria.

Ongoing programmes

Germany currently has seven active programmes, which focus on employability training, mentoring, access to higher education and capacity building:

Organisation	Description	Grant duration
ArbeiterKind.de	Review of the charity's strategy and fundraising approach to support the continued sustainable growth of its work to mentor and encourage young people to pursue further education.	Two years
Bildungsverein für Kinder und Jugendliche mit Migrationshintergrund	Education and integration programme to encourage young people from migrant backgrounds to engage with school and to achieve their potential, and to integrate in their communities.	Two years
Mentor	Adaptation and scaling up of a mentoring programme for 16 to 24 year-olds from immigrant and disadvantaged backgrounds.	One year
Polytechnische Gesellschaft	Tailored training programme focused on children from migrant families during the vital transition period from primary to secondary school, working with the local schools authority.	One year
Projektfabrik e.V.	Establishment of JobAct across Germany, a programme that successfully transfers long-term unemployed young people into jobs or education.	Three years
Stifterverband für die Deutsche Wissenschaft	A diversity audit for eight universities to assess their ability to deal with diversity—specifically migrant students—and refine their strategies to connect with and recruit a wider talent pool.	One year
VbFF	Support for women and girls in their professional development. Professionalisation of the charity's fundraising approach to diversify its income.	18 months

Belgium, The Netherlands & Luxembourg

J.P. Morgan's support in Belgium, the Netherlands and Luxembourg focuses on workforce development and supplementary education programmes.



Fondation Caritas, Luxembourg

Completed programmes

J.P. Morgan funded two non-profit organisations in Belgium to encourage aspiration among disadvantaged young people towards higher education and employment, and a foundation in Luxembourg working towards integrating this same group into work and the wider community.

In 2011 and 2012 three grants were completed in Belgium and Luxembourg.

2011 – 2012 Funding rationale

The needs identified in Belgium and Luxembourg led J.P. Morgan to focus on educational aspiration and achievement, prevention of unemployment, and intercultural integration.

Local needs

- Significant drop out rates in secondary school
- Lack of technical skills development through education - especially at secondary school level
- Low levels of education attainment in the French speaking parts of Belgium
- High rate of unemployment - especially in the youth demographic and affecting migrants
- Challenges in integration of migrants into the economy and society

Specific focus areas

- Curriculum innovation and adaptation
- Parental engagement in children's education
- Teacher development and training
- Promote access to education
- Entrepreneurship and technical skills training, including vocational training, mentoring and apprenticeships
- Innovative & holistic methods for integration in schools and communities

Over 200 young people in Belgium and over 80 in Luxembourg benefited from J.P. Morgan's funding.

Fondation Caritas Luxembourg



Caritas is a long-established organisation helping those who are disadvantaged: J.P. Morgan funds enabled Caritas to expand its Passerelle programme, a formal training course that aims to integrate excluded young adults, especially immigrants, into mainstream society.

- Caritas's Form'Actif service helps socially excluded young adults who have difficulty finding employment because they have little or no education.
- As well as filling educational gaps in literacy and maths, and helping participants with its three official languages, the course includes sessions on Luxembourg's history, geography and customs to enable better social cohesion and integration among young adults.
- J.P. Morgan funding allowed the service to double in size, reaching 162 participants by December 2012.
- As of the end of the last academic year, 33 young people from the programme went on to further work or training (four finding jobs, 19 apprenticeships and 10 embarking on further education).

King Baudouin Foundation (KBF)



J.P. Morgan supported KBF's pilot programme called BOOST, aimed at assisting talented young people from disadvantaged backgrounds to develop their skills, ultimately helping them to gain access to higher education or further training to enter the employment market.

- King Baudouin Foundation funds projects that contribute to justice, democracy and respect for diversity. One of its key areas of focus is youth unemployment, which is peaking at 30% in Brussels, with large disparities between young people of immigrant backgrounds and native Belgian nationals.
- 30% of migrants between 25 and 54 years of age are on the threshold of poverty or social exclusion. They find it particularly hard to find employment, and BOOST targets them in a four-year programme of educational and personal support.
- J.P. Morgan's two-year grant enabled BOOST to recruit 66 young people to its programme of training and support: of these, 91% passed their school exams successfully in 2012.
- Case studies also highlight increased attainment and ambition.
- This is the first programme of its kind providing holistic support to young people-engaging both with them and their families.

Schola ULB (Universite Libre de Bruxelles)



Schola ULB's Tutorat scheme uses university volunteers to mentor disadvantaged young people. J.P. Morgan funding was provided to expand the scheme and help begin to measure its impact.

- Belgium has seen a large rise in immigration in recent years, so that some schools have many pupils whose first language is not French, and with no family experience of higher education.
- Tutorat uses university volunteers to mentor young people from such backgrounds to do better at school, enjoy learning, and start thinking about higher education.
- Thanks to J.P. Morgan, the scheme is now in 25 secondary schools in Brussels, with over 1,800 participants.
- 95% of respondents to a survey said they understood their courses better after Tutorat, and approximately 90% recognised that it has helped them to think about higher education.

Ongoing programmes

Belgium, the Netherlands and Luxembourg currently have four active programmes, which focus on entrepreneurship training, financial education, and the integration of migrants into employment and the wider community:

Country	Organisation	Description	Grant duration
The Netherlands	Importante	Evaluation, refinement and scaling up of a programme targeting entrepreneurship amongst migrant women in The Hague.	18 months
Belgium and The Netherlands	IDEA	Programme to provide financial education and intercultural engagement through debate, to be implemented in 20 locations across Belgium and the Netherlands.	18 months
Luxembourg	Fundamental A.S.B.L.	Initiation of a pilot project, 'My Brother, My Sister', to encourage social and educational integration and provide training and development in soft skills for young people.	One year
Belgium, The Netherlands and Luxembourg	Junior Achievement	Provision of training in entrepreneurship skills to young people in secondary schools across the three countries through the Enterprise Without Borders programme.	Two years



Spain

J.P. Morgan's support in Spain focuses on workforce development, supplementary education programmes and economic growth.



Completed programmes

J.P. Morgan's work in Spain focused on helping people into employment: through practical skills courses for young adults, and for those still in school, an entrepreneurship programme.

2011 – 2012 Funding rationale

The needs identified in Spain led J.P. Morgan to focus on employability: both in terms of practical, vocational courses for young adults and an introduction to business and entrepreneurship for those about to finish school.

Local needs

High unemployment and low economic growth

Limited entrepreneurial activities

Specific focus areas

Job creation programmes

Entrepreneurship and skills training programmes

Programmes providing life skills and technical skills development for a living wage

Over 2,750 young people in Spain benefited from J.P. Morgan's funding.

Junior Achievement



A member of Junior Achievement Worldwide—a not-for-profit organisation which inspires and prepares young people to succeed in a global economy—Junior Achievement Spain used J.P. Morgan funding to expand the JA Company Programme.

- Junior Achievement runs a 15-week youth entrepreneurship course in schools, for pupils aged 15 to 18. The programme seeks to address the problems of school drop-out and youth unemployment—both high in Spain—as well as the lack of workplace skills.
- J.P. Morgan supported the expansion of the JA Company Programme in Madrid, and implemented delivery in 50 schools in six new regions of Spain.
- J.P. Morgan's 18-month grant funded 2,711 students to participate in the scheme, between them creating a total of 227 micro-enterprises.
- On a scale of 1 to 5, teachers all gave the programme 5 for added value to classroom work. Pupils gave 4.3 to developing teamwork and problem-solving, and 4.2 to increasing their financial knowledge. On developing careers, the possibility of entrepreneurship averaged 3.9.

Norte Joven



J.P. Morgan supported Norte Joven's Basic Educational and Vocational Training in Plumbing course at one of its three centres in Madrid.

- Youth unemployment in Spain currently stands at 55%—Norte Joven's mission is to help young people obtain training in practical skills, and eventually to transition into employment.
- It focuses on disadvantaged young people—those living in poverty, often immigrants, and those who left school with few or no qualifications. 42 participants took the course, which combines plumbing with basic education and help with social skills.
- Of those completing the course, more than expected found work afterwards: Norte Joven anticipated a 35-45% success rate, but 50% in the first year and 28% so far in the second have secured employment.

To read more, see the case study on page 40.

Ongoing programmes

Spain currently has three active programmes, which focus on employability training, capacity building and entrepreneurship training:

Organisation	Description	Grant duration
Fundación Exit	Investment to review, upgrade, evaluate and develop a programme generating youth employment.	18 months
Fundación Tomillo	Enhancement of the foundation's current entrepreneurship programme to reach more participants.	One year
Youth Business International	Establishment of Youth Business Spain, a national network offering programmes enabling youth entrepreneurship.	18 months

Case study: Norte Joven



Norte Joven provided vocational skills training to disadvantaged young people in Madrid, and gave them a chance to gain a basic education qualification through a project funded by J.P. Morgan in 2010 and 2011.

About Norte Joven

Asociación Cultural Norte Joven was set up in 1985 to offer training to disadvantaged young people in Madrid, to help them gain qualifications and find employment. The charity soon began to notice that many of the young people it saw also lacked a basic education, so over time it expanded its remit to cover a more holistic training programme. As well as practical skills in areas such as plumbing, electrics, retail, catering and carpentry, young people receive a basic education and the chance to gain educational qualifications. They also receive training in the social and cultural skills needed to succeed in the workplace, and other relevant education tailored to individual cases, for example, conflict resolution. The final stage of the charity's work involves helping young people find a job placement.

About the Basic Education and Vocational Training in Plumbing programme

Norte Joven has been offering a number of vocational training programmes enabling young people to become electricians, carpenters, trained shop assistants, and chefs, and they wanted to expand their provision by re-introducing training in plumbing. Alongside vocational training, the programme also included basic education—with the aim of gaining a basic school certificate—and English as a second language. It also covered social skills to help young people learn how to interact and communicate in the workplace, practical advice and help in applying for a job, as well as assistance, for up to a year after the programme, in finding internships and attending interviews.

The programme targeted young people at risk of social exclusion: young immigrants, unemployed adults, or those with a history of school failure and serious socio-economic problems. Norte Joven has been operating in Madrid for nearly 30 years, so has a strong network to draw on when recruiting young people, including other charities, colleges, and unemployment agencies.

Results

'At the beginning of the course, the youngsters are mistrustful and reserved. But little by little, we instil ideas amongst students and prepare them to enter a world of work which is more complicated every day. They start to show changes in their attitudes.'

Jose Antonio Heras Segovia, Norte Joven's plumbing workshop master

In 2010 and 2011, the programme worked with 42 students: 31 completed their training, and one continued his training the following year. Norte Joven remained in touch with students who dropped out of the programme—it has a successful follow-up rate of 85% across all its training programmes. Of the 31 who completed the plumbing programme, eleven found jobs, and five are still working. Seven others found casual work, an increasingly common trend in Spain: *'It's something we don't promote,'* says Mercedes Negueruela, Norte Joven's director, *'but the students need to earn some money and they prefer doing that than not working.'*

'Norte Joven helped me train in a profession and find a job. Thanks to the basic education lessons I got the official secondary certificate, as well as the training in the workshops. But I most appreciated the Basic Skills training, which has helped me to improve the way I relate with others, and the way I express myself. You learn something in all the activities at Norte Joven.'

Victoriano, 2010-11 plumbing workshop participant

Eight students have achieved their secondary education certificate, and six are enrolled in second-chance schooling following the initial programme. Mercedes explains that many young people come to Norte Joven with barely a primary school level of education and some are even illiterate. *'It's very difficult in one year for them to achieve the minimum knowledge to actually enrol in secondary education and achieve the certificate.'*

The situation in Spain has had an effect on Norte Joven's ability to find work for the young people it helps. Youth unemployment in Spain is currently 55%, with almost five million unemployed, and the organisation has adapted its approach to this difficult new climate. *'We are doing our best to make the students more conscious that they need to be prepared to respond to current demands in the labour market,'* explains Mercedes. *'We're making more contact with businesses to try to tailor the training we provide to suit their needs. We've also started to increase students' entrepreneurial attitudes so if they feel there is no hope to find a job, they use their initiative to try to find new ideas and new ways to access the labour market.'*

'When I finished my training, I started a 3 month internship with a self-employed plumber, with whom I continue to work today.'

Abdellhak, 2010-11 plumbing workshop participant

Often, Norte Joven is the first step in a journey for young people: some may not achieve their secondary education certificate at the end of the programme, but they go on to pursue further study until they do achieve it—as six finishing the programme have done. *'The programme makes them re-engage with education, and they continue trying to get their certificates,'* says Mercedes. *'It's important to raise their self-esteem and encourage them to continue their training if they don't get a job. Now there are fewer possibilities to find jobs every day, so we encourage the students at least to continue receiving training, studying and being better prepared so when the market gets better they will have more opportunities to work.'*

The programme is continuing until October 2013, with funding from another corporate foundation. Mercedes believes that J.P. Morgan's support in piloting and developing the programme was crucial—without it the programme would not exist. J.P. Morgan's support extended beyond finance: *'They represented us and we had support in preparing the project. J.P. Morgan visited us, and were very easy to contact—they were there to help us with anything we needed.'*



Norte Joven

Sweden

J.P. Morgan’s support in Sweden focuses on workforce development, entrepreneurship training, supplementary education programmes and economic growth.



Fryshuset

Completed programmes

J.P. Morgan’s work in Sweden focused on helping young people to find work through training and mentoring.

2011 – 2012 Funding rationale

The needs identified in Sweden led J.P. Morgan to focus on supporting young people from disadvantaged backgrounds into the workplace; and providing young women with mentors to help them expand their horizons.

Local needs

High rate of youth unemployment, especially amongst disadvantaged and vulnerable groups of young people

Lack of targeted and alternative vocational education and training for school drop-outs

Significant drop out rates in upper secondary school

Specific focus areas

School to work transition programmes

Alternative educational programmes to provide basic vocational training, including industry relevant transferable skills and mentorship for young people without sufficient qualifications

Entrepreneurship and technical skills training, including mentorship and apprenticeship

134 women and around 300 young people in Stockholm benefited from J.P. Morgan's funding.

Stella Foundation



J.P. Morgan supported Stella to expand a mentoring programme for young women in Stockholm, as well as building the capacity of the organisation at the same time.

- Targeted at women aged 16 to 20, Stella's mentoring programme aims to recruit strong, motivated professional women as mentors, then match them with young women over a 12-month period—the aim being to provide role models to increase mentees' self-esteem and open their eyes to different career options.
- With J.P. Morgan's help, Stella recruited 134 young women over the period of the grant, and has successfully matched 78% of those with mentors. Stella has not been able to match them all due to limitations in organisational capacity.
- Stella has developed a basic evaluation tool, which shows that 73% of mentees completing the pairing have improved perspectives, with 69% reporting deeper insights into themselves. It has also instituted longer-term follow-up: 18 months later, 57% of former pairs were still in touch.

Fryshuset



J.P. Morgan funded Fryshuset, a long-established youth centre in Stockholm, to develop a work placement and training element to its Lugna Gatan youth programme.

- Fryshuset's main aim is to create safe and peaceful neighbourhoods in the more deprived suburbs of Stockholm by reaching out to marginalised youth through a network of peers. Increasingly, it has come to realise that support is not enough to create sustainable change: unemployment and low aspirations prevent this group from building stable and fulfilled lives.
- J.P. Morgan funding enabled Fryshuset to develop a programme focusing on the employability skills lacked by this group. 97 young people completed the first year of the project, including work experience opportunities. The programme has now been made available to all 300 youth members, including short-term internships, job coaching and employability skills training, to ensure that they are ready to enter places of work.
- Agreements have also been made with two local municipalities to provide work placements. Fryshuset reported that 93% of the participating young people successfully completed their work placements.

Ongoing programmes

Sweden currently has one active programme, which focuses on coaching, leadership and employability training for young people in disadvantaged areas of Stockholm:

Organisation	Description	Grant duration
Brother and Sister	Extension of coaching, leadership and employability workshops to young people in disadvantaged areas of Stockholm.	One year

Italy

J.P. Morgan's support in Italy focuses on workforce development, supplementary education programmes and economic growth.



Completed programmes

J.P. Morgan's work in Italy focused on financial education, helping young people to understand finance better and supporting those who wanted to establish their own business.

2011 – 2012 Funding rationale

The needs identified in Italy led J.P. Morgan to focus on areas such as financial education and help with setting up new businesses, especially in Italy's large immigrant community.

Local needs

- Low levels of literacy skills at the end of primary and beginning of secondary level school education – especially targeted at the migrant population
- Low levels of secondary education attainment
- Relevance of education to the private sector especially targeting the early youth—18 to 19 year olds
- Creation of sustainable jobs generated by the private sector
- Intercultural dialogue and integration

Specific focus areas

- Curriculum innovation
- Teacher training
- Promoting access to education
- Entrepreneurship and technical skills training, including vocational training, mentoring and apprenticeships
- Support for micro and small enterprises
- Innovative & holistic methods for integration in schools and communities

Nearly 5,000 people in Italy benefited from J.P. Morgan's funding: around half of these were immigrants seeking to set up new businesses and half were young people in school being trained on financial education.

Osservatorio sul Credito



Osservatorio sul Credito was set up in collaboration with the University of Rome's faculty of economics to provide financial education. J.P. Morgan funding supported its work in schools.

- Official surveys show that financial awareness is generally low for the Italian population, especially in the younger population. J.P. Morgan co-funded a project to supplement school teaching with an eight-unit programme for 17- and 18-year-olds.
- J.P. Morgan's grant enabled 50 courses to take place in 25 schools in 2011/2012. The courses were taught by university staff, with help from corporate volunteers including J.P. Morgan staff. The courses covered the history and basics of economics, at public, private and personal levels, and finished with a real-life business case study.
- Teachers and students found the courses useful. Teachers had a 'very positive opinion' as the course dealt with topics in a different way, and they liked the participation certificates awarded. Students felt that the courses provided 'real lessons' rather than 'normal lectures'—and their understanding of finance increased after the course.

Associazione Atomi



J.P. Morgan supported Atomi to provide financial literacy education and entrepreneurship support to financially-excluded people in six Italian cities and local territories, particularly immigrants.

- Atomi's aim is to improve social inclusion by supporting immigrants to create new businesses, with an emphasis on supporting access to credit. It is based in cities facing high rates of unemployment: sometimes as high as 12% where there are large immigrant populations.
- The programme provided education and training to over 2,300 people in six cities on financial and entrepreneurship topics such as debt avoidance and setting up a business.
- Working with microcredit partner PerMicro, Atomi supported the generation of 575 new businesses: 363 of these went on to be financed by PerMicro; 212 were helped to access credit elsewhere and 143 microenterprises were set up by young people under the age of 35.

Ongoing programmes

Italy currently has four active programmes, which focus on employability and entrepreneurship training:

Organisation	Description	Grant duration
Junior Achievement Italia	Expansion of 'Enterprise in action' programme into 170 schools across five regions in the south of Italy.	18 months
Fondazione Oliver Twist	Support to raise the quality of vocational skills training in the school and increase students' ability to gain employment.	One year
Soleterre	Scale up of a job orientation and entrepreneurship vocational training programme for migrant women in Milan.	One year
Youth Business International	Expansion into Italy of an established international youth entrepreneurship programme for young people aged 18-35.	Two years

Turkey

J.P. Morgan's support in Turkey focuses on workforce development, supplementary education programmes and economic growth.



Completed programmes

J.P. Morgan's work in Turkey focused on helping people, mostly women, to find work through improving education and entrepreneurship skills, and providing training and mentoring.

2011 – 2012 Funding rationale

The needs identified in Turkey led J.P. Morgan to help women, both with basic education in literacy and numeracy and, in a second project, with employability and entrepreneurship skills.

Local needs

High youth unemployment, many leaving basic compulsory education at 14 unqualified

Low gender parity in the workplace

Improve skills and employability of large pool of low-skilled workers (3.5%) as workforce moves away from traditional agriculture

Specific focus areas

Youth training programmes including mentoring, life skills, apprenticeships and assistance in transition from education to work

Women and teenage girls' vocational training and apprenticeships. Female entrepreneurship, leadership training and mentoring

Vocational training and up-skilling with industry relevant skills

Over 7,500 people in Turkey benefited from J.P. Morgan's funding, most of them women and girls.

Women Entrepreneurs Association of Turkey (KAGIDER)



J.P. Morgan funded a programme to help young women understand the importance of higher education and to discover more about entrepreneurship.

- KAGIDER supports women not just to become entrepreneurs but to improve female education, leadership and employment opportunities. Over 10 years, the organisation has reached over 6,000 women across 20 cities, offering training and mentoring to 1,300 to help them set up businesses.
- With J.P. Morgan's grant, KAGIDER was able to extend its work to a younger age group by establishing Young KAGIDER, a new programme for university students and schoolgirls.
- Funding established an on campus promotion and recruitment campaign; supported a number of interactive information events at ten universities across Turkey, giving access to influential female role models; and set up a database vitally needed to maintain contacts and disseminate information.
- Over 2,800 students attended the Young KAGIDER events, and the programme has an estimated reach of more than 5 million people through social media, with over 20,000 direct followers. Now the organisation's reach appears considerable: information collected from its followers has informed KAGIDER's ongoing discussions on women's education with the Ministry of Education. The project is supported by the Ministry of Family and Social Policies.

Mother Child Education Foundation



J.P. Morgan funded a web-based literacy project to improve young girls' and women's literacy skills.

- Mother Child Education Foundation is a not-for-profit organisation that has been working for 20 years in the field of female education and empowerment.
- J.P. Morgan funded the evaluation and development of the project, '*Combating illiteracy through technology for young girls and women*', having previously funded a pilot phase. The project combines a web-based learning programme with face-to-face tuition, while also developing a new course model based on an integrated learning approach.
- J.P. Morgan's grant has enabled the project to reach around 4,750 people: about 80% of those using the portal are women, and over half say that they have never attended school.
- After a month's use of the portal, 82% of regular users had progressed by at least one level (of eight) in literacy—and 11% of users had progressed by four or more levels.
- The site has been recognised by the Ministry of National Education.

Ongoing programmes

Turkey currently has two active programmes, which focus on capacity building and the development of youth social enterprise:

Organisation	Description	Grant duration
Teachers' Academy Foundation	Building capacity of the Principals' Enhancement Programme, part of the foundation's work to foster the personal and professional development of teachers.	One year
Community Volunteers' Foundation	Development of a programme to leverage university business start-up facilities to support the development of youth social enterprises in Istanbul.	18 months

The Middle East and North Africa

J.P. Morgan's support in the Middle East and North Africa focuses on workforce development, supplementary education programmes, teacher development and economic growth.

Education for Employment - Egypt



Completed programmes

J.P. Morgan supported projects to support women entrepreneurs in Lebanon, and to give employment opportunities to young adults in Egypt.

In 2011 and 2012 two grants were completed in Lebanon and Egypt.

2011 – 2012 Funding rationale

The needs identified in the Middle East and North Africa led J.P. Morgan to focus on employment: employability skills for young people in Egypt; and coaching and support for entrepreneurial women in Lebanon.

Local needs

- Improve quality and levels of education provision, access and attainment
- Low female participation and attainment in the education sector and the labour market
- Relevance of education to the private sector especially targeting the youth
- Creation of sustainable jobs generated by the private sector
- Limited access to finance for Small & Medium Enterprises (SMEs)

Specific focus areas

- Curriculum innovation
- Leadership and teacher training
- Promoting access to education
- Entrepreneurship and technical skills training, including vocational training
- Support for micro and small enterprises
- Increase access to finance

J.P. Morgan funding created 49 new jobs for women in Lebanon—and benefited hundreds more. In Egypt, 80 young adults benefited from job-readiness training.

Education for Employment: Young Egyptians LEAD



J.P. Morgan funded Young Egyptians LEAD (learning through employment to advance development), a scheme to train and help disadvantaged young people into employment.

- Working alongside employers, and with affiliated organisations across the Middle East and North Africa, Education for Employment aims to empower disadvantaged young people with both skills and employment opportunities—not just to improve their own lives, but those of their communities.
- 80 marginalised young people—from over 1,000 applicants—followed the eight-week scheme, online or in workshops, with sessions in business, IT skills and English.
- J.P. Morgan's support helped the scheme achieve considerable success: 88% of participants graduated from LEAD, and 66% were employed by its partner-employers. Crucially, three months after being employed, 87% of those who had secured jobs were still in employment.

Cherie Blair Foundation for Women, in partnership with Tomorrow's Youth Organisation and the René Moawad Foundation



J.P. Morgan supported the Women Entrepreneurs in Lebanon programme, led by the Cherie Blair Foundation for Women

- In Lebanon, only 22% of women are in employment and only 10% are self employed, compared to almost 34% for men. For female refugees the figures are even lower.
- J.P. Morgan's grant funded the Women Entrepreneurs in Lebanon programme, which aims to: reduce gender disparity in the Lebanese labour force; promote entrepreneurship amongst women from marginalised communities in Lebanon; and increase women's income and their employment opportunities, improving their ability to support their families.
- Delivered with local partners, 42 women were trained and 20 received one-to-one coaching to produce business plans before the best 10 were helped to develop their business.
- 10 new businesses are now in existence, ranging from producing olives or honey to manufacturing marble tiles. Two businesses have moved out of the family home, four are already in profit—and 49 new jobs have been created, supporting around 400 more people.

To read more, see the case study on page 50.

Ongoing programmes

There are currently four active programmes in the Middle East and North Africa region, which focus on workforce readiness across the region, youth entrepreneurship and employability training and small and medium sized enterprise development:

Country	Organisation	Description	Grant duration
Middle East and North Africa	INJAZ al-Arab	Scaling up the Success Skills workforce readiness programme across the UAE, Bahrain, Saudi Arabia, Egypt and Lebanon.	18 months
Egypt	Alashanek Ya Balady Association for Sustainable Development	Provision of holistic training and support for 200 Egyptian youth to help them start their own businesses—including project management and entrepreneurship, a small loan, and professional business consulting.	Two years
	Plan International	Establishment of two training centres to scale up an access to employment programme for disadvantaged youth.	One year
Saudi Arabia	Shell Foundation	Development of Small & Medium-sized Enterprises (SMEs) through the provision of holistic business development skills and training for entrepreneurs.	One year

Case Study: Cherie Blair Foundation for Women



The Cherie Blair Foundation's Women Entrepreneurs in Lebanon project helps young women access the skills, networks and capital they need to set up or grow small businesses. J.P. Morgan funded the project from 2011 to 2012.

About the Cherie Blair Foundation for Women

The Cherie Blair Foundation for Women was set up in 2008, in response to Cherie Blair's experiences meeting women around the world throughout her professional career. Based on the idea that with the right support, women can overcome the challenges they face and play an important part in their economies and societies, the foundation invests in women entrepreneurs in emerging and developing economies. It supports them to access business skills, technology, networks, and capital to enable them to grow their businesses, bringing benefits to themselves, their households, communities and economies.

About the Women Entrepreneurs in Lebanon Project

Only 22% of women in Lebanon participate in the country's labour market. Although almost 50% of women enrol in secondary education, this does not always translate into economic benefits for them and their families. J.P. Morgan funded the Women Entrepreneurs in Lebanon Project, which aimed to create at least eight viable market-led, women-owned businesses, and increase employment opportunities for women.

'We saw in Lebanon that there were particular barriers for women, in terms of access to employment, but also the ability to grow their own businesses,' says Lucy Hayter, Director of the foundation's Enterprise Development Programme. 'Only about 10% of women in Lebanon are setting up their own businesses compared to almost 35% of men. We saw potential for us to support women in key areas like access to business training, capital and networks.'

The Cherie Blair Foundation decided to focus on the north of the country, a marginalised area which had suffered particularly badly during conflicts in 2006 and 2007. Working with local partner organisations throughout, it identified women who for the most part were already running small businesses from home and looking to scale up. *'We set about working with them to support their business development,'* Lucy tells us. *'We chose women who showed entrepreneurial flair, whose businesses were commercially viable, and who were looking to access capital to grow the business.'* From these shortlisted women who attended initial business planning and coaching phases to develop their businesses, ten were selected to continue to the business incubation stage of the programme. This included branding and marketing the businesses, training in IT and English language, and tailored advice about accessing capital and scaling up.

'In 18 months we took some of these businesses from just an initial idea, through a lot of iterations, to having established businesses employing staff, showing profitability and looking to expand.'

Lucy Hayter, Enterprise Development Programme Director, Cherie Blair Foundation for Women

Results

Despite setbacks due to political unrest in the Middle East, which made it difficult for many of the women to attend training, the impact of the programme has been positive. Of the ten women selected for the business incubation, four are now making a profit, eight are employing staff and two have taken new premises outside their homes. In total, the project directly supported 91 women, including those who received support but were not chosen for the business incubation stage. The ten businesses have created 49 jobs for women, so in a localised way the programme has been very successful at reducing the gender disparity in the Lebanese workforce and increasing the income of the women involved. It is estimated that around 400 other people have benefited indirectly from these businesses.

As part of the grant provided by J.P. Morgan, the Cherie Blair Foundation commissioned a local consultant to carry out an independent evaluation of the project, highlighting where it could be improved, as well as its successes. Lucy explains that the team plans to use what it has learned to improve the programme for the next group of women: *'In this phase we learned that we had women that are really just at the idea stage, and we had women that had existing businesses, so when it came to the training there were very different levels of knowledge.'* The volatile political situation in the area during 2012 was also an issue: it had a big impact on the women's ability to secure capital, as financial institutions were reluctant to approve loans to new or small expanding businesses. However, several institutions are ready to provide support once the situation improves.

Another area the Cherie Blair Foundation plans to develop is its engagement with Palestinian women in refugee camps. At the outset, the programme hoped to particularly focus on refugee women, but in reality it was difficult to engage them—partly because the women were often unable to travel outside the camps to attend the training. In future, the foundation plans to link up with other organisations already established inside the camps. It is also investigating ways to reach the women when political unrest makes travel difficult: *'We're talking about using webinars to provide training, where the women can assemble at a safe location or access Skype at home,'* says Lucy. *'We're looking at other ways we can bring them together virtually when it's difficult to do so face to face.'*

The Cherie Blair Foundation plans to replicate the project in the Bekaa region of Lebanon, using lessons learnt from this project, and has secured funding from a major foundation to do so.



Cherie Blair Foundation for Women

Non-financial support

J.P. Morgan provided valuable non-financial support to The Cherie Blair Foundation. J.P. Morgan Philanthropy also ran a workshop with Cherie Blair Foundation staff about accessing capital for small businesses in developing economies, and shared expertise in micro-entrepreneurship. *'We identified last year that one of the biggest barriers was access to capital for women entrepreneurs in developing and emerging contexts,'* says Lucy. *'[The workshop] gave examples of how to find funding, which was extremely helpful.'*

'The workshop was actually the springboard for us developing our access to capital strategy which we are implementing over the coming two years. This aims to build in financial literacy and management training to all our programmes and enable women entrepreneurs to be ready for investment.'

For more on non-financial support, see page 67.

Russia

J.P. Morgan's support in Russia focuses on supplementary education programmes, teacher training and economic growth.



Big Change

Completed programmes

J.P. Morgan funded two organisations aiming to improve the life chances of Russian children living in orphanages when they leave institutional care at the age of 16.

2011 – 2012 Funding rationale

Around 200,000 of Russia's 730,000 orphans live in institutions, which they leave at 16, with little knowledge of or training for the world outside. These findings led J.P. Morgan to focus on structures to support young people leaving Russian orphanages, only 2% of whom go on to attend university, and a staggering 90% of whom never achieve paid employment.

Local needs

Lack of integrated approach for socialisation of graduate orphans to society and employment

Mismatch between professional education and requirements of modern economic environment and labour market

Specific focus areas

Social and Life Skills Training

Professional development of teachers

Supplementary and extended schooling activities

Tailored vocational training

An estimated 500 young people have benefited from J.P. Morgan's funding.

Big Change



J.P. Morgan funded the testing of Big Change's Support Programme which supports orphan graduates to become independent and responsible adults.

- Statistics show that children growing up in institutions tend to fail to lead happy and fulfilled lives, partly through lack of support or a good education, but also because they lack confidence and resilience.
- Big Change aims to support young Russians ready to leave institutions for adult life.
- The Support Programme is based around Individual Development Plans for each young person, supporting them to complete their education and develop life skills. J.P. Morgan's grant aimed to test its validity with 70 young people, so that it could be improved and replicated.

New Eurasia Foundation



J.P. Morgan funded New Eurasia Foundation's Social Adaptation and Workforce Development scheme for at-risk youth leaving Russian orphanages at the age of 16.

- NEF's scheme was set up to help young people leaving Russian orphanages who have an extremely high chance of never attending university or achieving paid employment: with J.P. Morgan's 18-month grant, it set up a pilot programme to work on skills, such as communication, social etiquette, employment motivation and orientation.
- NEF recruited seven institutions to carry it out, delivering training to 130 staff and 300 students, though many more young people should benefit over time.
- 100% of staff who were trained found it useful and 26 institutions are now implementing the programme.

Ongoing programmes

Russia currently has five active programmes, which focus on capacity building, mentoring, educational attainment and employability training of at-risk orphaned children.

Organisation	Description	Grant duration
Big Brothers Big Sisters Russia	Training, development and capacity-building programme to provide better mentoring support for at-risk orphans.	Two years
Big Change	Developing Big Change's mentoring programme for supporting orphan graduates to become independent, responsible adults.	One year
CAF Russia	Scaling up services of a number of Russian NGOs focusing on orphan socialisation to improve the educational attainment, employability skills and life chances of Moscow's orphan graduates.	Two years
Kidsave	Pilot of a mentoring programme in Moscow to empower older orphaned children by connecting them with mentors.	Two years
New Eurasia Foundation	Development of innovative methods to help orphan graduates successfully integrate into society and training for specialists working in new support centres.	14 months

Sub-Saharan Africa: South Africa & Nigeria

J.P. Morgan's support in Sub-Saharan Africa focuses on workforce development, supplementary education programmes, and widening access to quality education and economic growth.



Shared Interest

Completed programmes

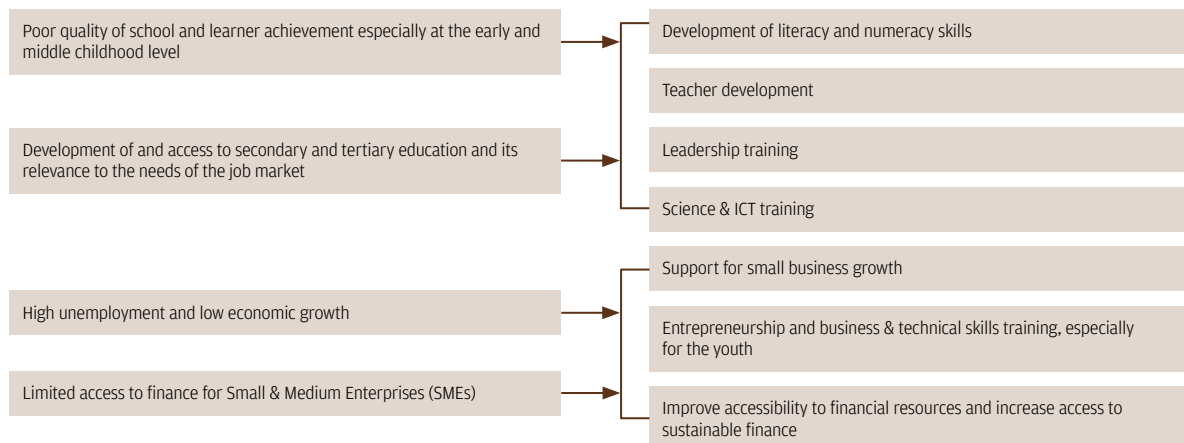
The needs identified in sub-Saharan Africa led J.P. Morgan to focus on areas dealing with workforce development and small business growth.

2011 – 2012 Funding rationale

J.P. Morgan supported non-profit organisations working in Africa to improve employment rates among disadvantaged groups: through business mentoring in South Africa and through employability training in Nigeria.

Local needs

Specific focus areas



Over 6,000 people have benefited from J.P. Morgan's support in Africa, and in the future many more should benefit from the successful new businesses that result from this funding.

LEAP (Leadership, Effectiveness, Accountability and Professionalism) Africa



J.P. Morgan funded a programme to provide life and employability skills training for young people in Nigeria.

- Nigeria has an extremely high youth unemployment rate. LEAP, based in Lagos, trains unemployed young adults in employability and life skills, to help develop the next generation of leaders.
- The J.P. Morgan-funded Employability Programme has trained 503 young people in four cities over the grant period, each of them attending a five-day course.
- Around 80% of participants reported that their confidence increased as a result of the course. 100 participants have gained paid employment using the skills taught at the programme.

To read more, see the case study on page 58.

Shared Interest & Thembani International Guarantee Fund (TIGF)



J.P. Morgan funded a pilot programme to establish a new mentorship scheme to assist entrepreneurs.

- In South Africa, almost 50% of potential customers are excluded from conventional banking. Working together, Shared Interest and TIGF increase the ability of a small business to access commercial capital through the help of their guarantee fund, whilst, at the same time, providing much-needed technical support to these enterprises to turn them into viable businesses. This pilot, funded by J.P. Morgan, aimed to support borrowers further by creating a network of business mentors—with the idea of increasing the likelihood of the new business succeeding.
- The mentorship scheme is working well, implying that these new businesses should be able to grow and employ many South Africans.
- Shared Interest and Thembani plan to scale-up the project, and are looking at a cost model to ensure sustainability of the programme.

Ongoing programmes

South Africa and Nigeria currently have eight active programmes, which focus on youth entrepreneurship, widening access to higher education, developing teacher effectiveness, employability training and SME development:

Country	Organisation	Description	Grant duration
Nigeria	Fate Foundation	Scaling up of a comprehensive four-month training programme for entrepreneurs aged 22-40 to reach an additional 120 people.	30 months
South Africa	Aurik, Raizcorp and Dalberg: SME Catalyst for Growth	Business development skills (BDS) training for early stage growth enterprises in South Africa. Programme also focuses on the development of a rating framework to assess the quality of BDS provision.	Two years
	Canon Collins Educational and Legal Assistance Trust	Scaling up a project offering educational and professional careers services—developing programmes to extend reach and ensure long-term sustainability.	18 months
	GOLD Peer Education Development Agency	Programme targeting young people in and out of school to ensure they have the skills to enter the marketplace.	One year
	Rural Education Access Programme	Project to support students from rural areas to access tertiary education.	18 months
	TechnoServe	Business development skills training for rural enterprises to help connect them to viable value chains and become sustainable businesses.	Two years
	TSiBA	Assessment and refinement of TSiBA's business administration bridging programme to help underprivileged youth become better prepared to access university.	18 months
	United States Agency for International Development (USAID) and The ELMA Foundation: School Capacity & Innovation Programme (SCIP)	A \$7.5 million public private partnership to improve the quality of education in South Africa by building teacher effectiveness and strengthening classroom and school management.	Three years



Case Study: LEAP Africa



LEAP Africa received funding from J.P. Morgan from November 2011 to October 2012 to work with over 500 Nigerian youth through its Employability Programme, providing them with technical and life skills to equip them for the workplace.

About LEAP Africa

Established in 2002, Leadership, Effectiveness, Accountability and Professionalism (LEAP) Africa is a not-for-profit organisation committed to developing dynamic, innovative and principled African leaders, working with young people, business owners and social entrepreneurs to implement positive projects to transform their organisations and communities. LEAP also conducts extensive research as a basis for its innovative curriculum and has published several books. LEAP has worked in 26 states across Nigeria, and to date has reached over 30,000 people through its core programmes.

About the Employability Programme

Nigeria suffers from high youth unemployment: a 2006 survey found that over half of Nigeria's youth were unemployed. Some potential employers in the country have complained that Nigeria's young people lack the skills necessary for the workplace, making them difficult to employ even where jobs are available. LEAP's Employability Programme aims to change this by providing training in the skills and knowledge needed to successfully find and keep a job or start a business.

LEAP's Employability Programme has two key components. A five-day training programme takes place in five cities across Nigeria, open to all young people who wish to apply. The programme typically works with school or university graduates aged 18-35, largely from low- or medium-income families, referred through youth organisations, community groups and universities. The training includes interactive elements—role plays and breakout groups—as well as presentations, to help participants identify their career path and prepare for work.

The programme also offers work placement opportunities to participants. LEAP works closely with Nigerian businesses to find opportunities for volunteer work, internships or full-time paid positions for the programme's alumni. The Employability Programme began in 2008; by 2010, 2,487 young people had participated, with 172 finding jobs. Oje Ivagba, the programme's director, says graduates of the programme typically go on to entry-level positions in not-for-profit organisations and corporates. Many stay in these jobs long term: *'It's hard to track, but based on feedback from previous programmes, we estimate 70% or more stayed in their jobs for over a year,'* says Oje.

Results

In 2011/2012, LEAP's Employability Programme worked with 503 young people, thanks to J.P. Morgan's support. Five-day training programmes were delivered in four cities: Abuja, Enugu, Lagos and Rivers State. Of the 503 who completed the course, so far 16 are in paid employment, with four more in volunteering roles. LEAP will continue to work with participants in 2013, hoping to reach its target of placing 20% of course attendees in employment within a year of the course ending. LEAP makes full use of contacts in business and recruitment, sharing these with course participants to help them find work.

'That programme was not just about making me employable; it [gave me] the ability to make ethical choices and re-align my focus to being proactive on a job rather than focusing on my pay. I have begun putting this to use in my current job and it is producing amazing results.'

Ugo, Employability Programme participant,
Enugu 2012

‘I have come to realise my strengths and also how to work on my weaknesses. The programme helped me build my confidence and improve my communication skills which have already proven effective in a couple of interviews I recently attended.’

Chioke, Employability Programme participant, Lagos 2012

A full longitudinal study of the programme’s impact will then be carried out, but participants in the 2012 programmes have anecdotally reported positive results from the practical help they received on the course. *‘Through the programme, I now have a proper CV and a great cover letter that represents me better and has been effective in making employees invite me for interviews,’* says one participant from the Lagos course. Improved communication and public speaking skills have already had an effect in interviews for many.

‘The programme has really improved the quality of my CV. At interviews, I am confident, knowing that I really want to add value to the organisation.’

Ebruke, Employability Programme participant, Abuja 2012

Oje explains that LEAP is keen to understand the impact of the programme on softer skills, like self-confidence: *‘We do measure this—students rate themselves on entry and exit to the programme.’* The results of these surveys will not be available until June 2013, but first impressions from the feedback forms suggest around 80% of participants reported improved confidence and abilities after the five days.

Aside from help to find employment, the change in attitudes and values is a significant benefit of the course. *‘The impact here is really up to [the students],’* says Oje. Aside from practical skills, *‘they gain awareness of important issues—the benefit is in the change in their attitudes and life skills’.* One participant from the 2012 Enuga cohort described the programme’s wider impact on his life: *‘The session on teamwork helped me see how collective responsibility can bring about great results. I also gained a lot on the self-awareness part, looking at my weaknesses and how I can improve on my skills.’*

‘My wealth of knowledge from the programme cannot be quantified as each day on my job is a new day to make an impact. I am now employed as a front desk officer through the Employability Programme’s job placement.’

Roseline, Employability Programme participant, Lagos 2012



Ongoing programmes in other countries

Along with the ongoing programmes detailed in this report, J.P. Morgan has given grants in other countries in EMEA that are still in progress in 2013 and are presented in the following table. These will be reviewed in future reports after they are completed.

Country	Organisation	Description	Grant duration
Switzerland	Young Enterprise Switzerland	Sustainable expansion of business education programmes.	One year
	Young Enterprise Switzerland	Adaptation of Young Enterprise Switzerland's Entrepreneurial Education Programme to enable its implementation in regions across Switzerland.	One year
Poland	Polish Children and Youth Foundation	Development of a new education programme focusing on employability and social skills targeting at-risk students in vocational and technical colleges in Warsaw.	18 months
Greece	PRAKSIS	Implementation of an initiative to improve crisis provision and services, and support families at risk of homelessness.	One year
Israel	The Lautman Fund	Strategic development of Teach First Israel through the transfer of the Teach First UK Ambassador Programme.	18 months
	JDC Israel	Implementation of a programme to enable school principals to develop innovative educational ideas.	One year



Grantee survey: How are we doing?

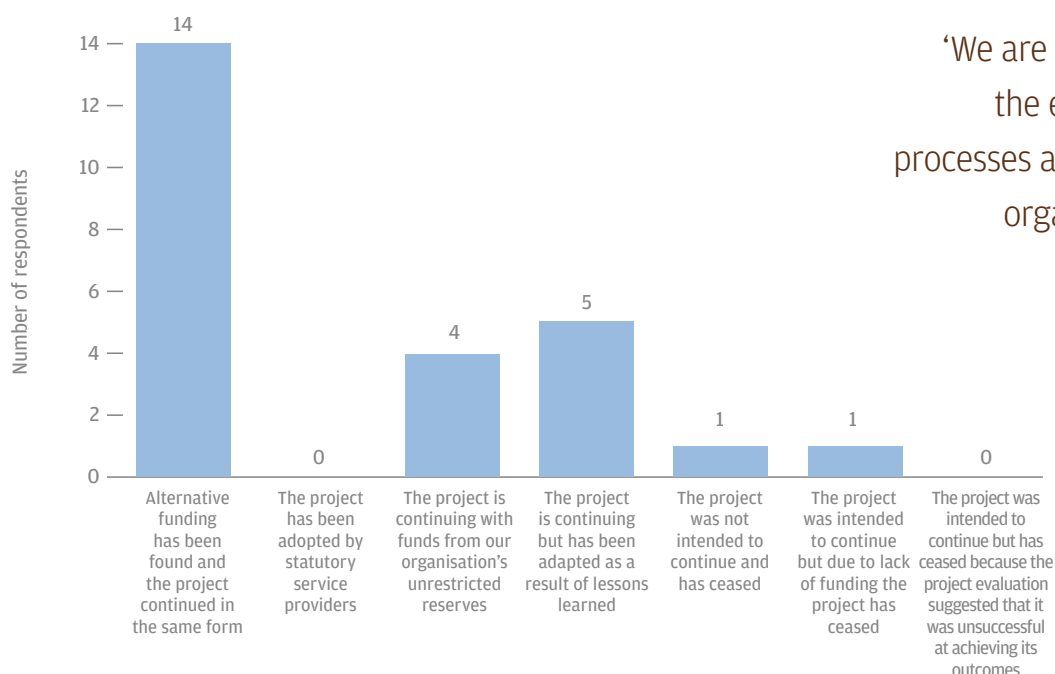
In November 2012, NPC surveyed the charities that J.P. Morgan funded in 2011 and 2012. Writing anonymously, the grantees responded to questions about J.P. Morgan's application process, the support it provided, its evaluation process, and the sustainability of the projects it supported. The survey was sent to 41 charities and was completed by 37 respondents—a response rate of 90%.

The survey found that:

- 94% of respondents were satisfied or very satisfied with J.P. Morgan's funding processes.
- 88% of respondents believed that J.P. Morgan's grant had helped them to increase their impact as an organisation.
- 87% of respondents who also received non-financial support from J.P. Morgan thought this support was helpful to their own projects.
- 64% of respondents believed that J.P. Morgan's grant helped to attract other funders.

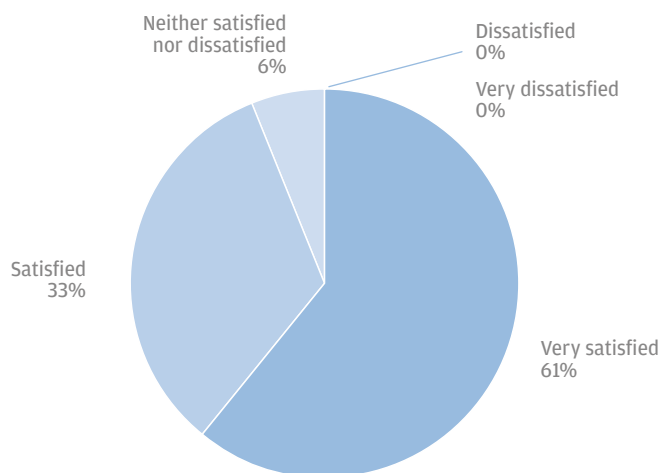
J.P. Morgan is particularly keen to fund programmes that have the potential to become sustainable and create lasting change. With the help of other grant-makers or internal funding from the respective organisations, 91% of the projects funded by J.P. Morgan have continued.

How has the project been sustained since the grant period?*



*The graph shows responses on completed grants and excludes ongoing projects that are still being funded by J.P. Morgan.

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



‘The grant allowed us to develop areas that would not have otherwise been explored.’

What's changed?

This is the third year that NPC has surveyed J.P. Morgan's grantees. There were several interesting changes between 2011 and 2012:

- 64% of respondents agreed that J.P. Morgan's grant helped to attract other funders to the organisation, compared to 54% in the previous year.
- 70% of respondents who received non-financial support from the J.P. Morgan Philanthropy Team thought that this support was more useful than support from other funders, compared to 37% in the previous year.
- 95% of respondents thought the J.P. Morgan Philanthropy programme had well-defined objectives, compared to 89% in the previous year.

‘The grant from J.P. Morgan has created invaluable networks for us between organisations that will sustain itself beyond the project funding.’

‘Thanks to J.P. Morgan we could create a new IT platform for students, teachers and volunteers and adapt new educational materials. Otherwise this would not have been possible.’

The highlights

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

Flexibility

- ‘Their readiness to discuss and their open-mindedness towards necessary changes.’
- ‘Enthusiasm for our work, openness in discussing issues and questions.’
- ‘Supportive team who try to be flexible within constraints and this is much appreciated.’
- ‘Continuous support and flexibility offered by the J.P. Morgan team.’

A professional approach

- ‘The significant financial support given at key steps of the development of our organisation and the very professional follow-up of the J.P. Morgan Philanthropy team.’
- ‘J.P. Morgan’s support has been very professional and the team really understood our work and believed in it. We especially appreciate the help with the development of our proposal.’
- ‘The most positive aspect of working with J.P. Morgan was the staff’s responsiveness and support.’
- ‘They are interested in our activities whilst also staying at arm’s length.’

Enthusiasm and encouragement

- ‘The ongoing support and positive approach by J.P. Morgan staff. They created a very welcoming environment for our learners which made their time there very rewarding.’
- ‘Their commitment to seeing [our] organisation succeed.’
- ‘Regular meetings, involvement in local action and ongoing dialogue.’
- ‘The most positive aspect of working with J.P. Morgan has been their encouragement and support so we may open new action plans with innovative connotations.’
- ‘They clearly understood and saw the value of supporting our project.’

Going beyond financial support

- ‘The most positive aspects of working with J.P. Morgan were international collaboration/exchanges of views on different cultures of monitoring and evaluation as well as building a proposal draft.’
- ‘It is great to have a strong partner in a project, [for] awareness and also for the message that we give to the public.’
- ‘J.P. Morgan’s interest in going further to build our capacity in areas of monitoring and evaluation.’

‘J.P. Morgan was the first major funder of our organisation and its support attracted further funds very quickly. We appreciate that J.P. Morgan understood and has believed in our young organisation and our work.’

‘J.P. Morgan has made a valuable contribution to our marketing strategy and raising [our] profile.’

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.

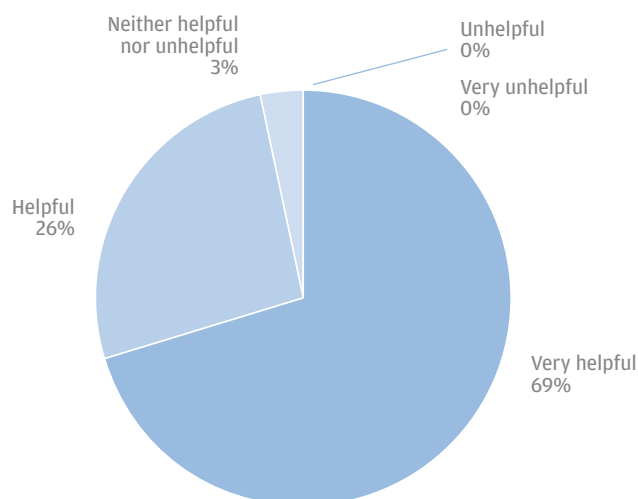
In 2011, almost 1,500 staff from J.P. Morgan volunteered with 52 charities, more than twice the number of volunteers in 2010. In 2010, volunteers came from five countries, but by 2011 that had risen to eight: the UK, France, Germany, Spain, Belgium, Luxembourg, Dubai and South Africa. They helped out with a variety of activities, including mentoring disadvantaged young people, helping organise and run supermarket food collections, and cleaning up beaches and rivers.

NPC surveyed the charities in December 2012 and achieved a response rate of 80%. 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:

- 97% of the charities that received support from J.P. Morgan volunteers found them to be helpful or very helpful.
- 47% of charities have been receiving J.P. Morgan volunteers for three years or more.
- 97% of charities would like to work with J.P. Morgan volunteers again.
- The majority of the charities received up to 20 volunteers, while 75% of volunteers spent up to three days during the year with the charity.
- 92% of charities have been satisfied or very satisfied with the J.P. Morgan volunteer programme.

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



‘Thank you for the time your volunteers spent with our children, it truly makes a difference.’

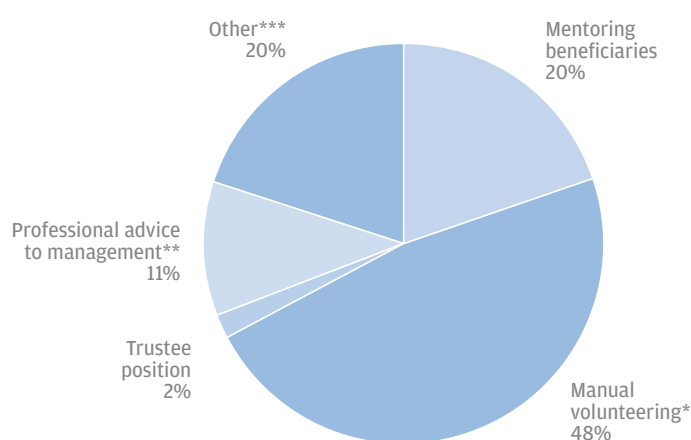
‘I am really proud of the support that members of the Scotland VLG [employee volunteering group] have provided to the Cyrenians Farm. Through the course of the day it was particularly rewarding to see the transformations of both the composting areas and the polytunnel. The employees are really engaged and have shown a commitment and determination to support the charity.’

J.P. Morgan Business Leader

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

- ‘All three J.P. Morgan volunteers have mentored our clients (people who experienced homelessness) for nine months, meeting fortnightly to help them find a job and/or stay in work. All three have positively influenced their mentees.’
- ‘Major boost for our beneficiaries by demonstrating that people care.’
- ‘The children have been able to play in restored playrooms and outdoor areas which enriches their experience whilst on respite breaks.’
- ‘Huge impact due to an exchange with the students about a topic which could not be given by their teachers: international trade and globalisation.’
- ‘Through the structured 12-month programme, of which the mentoring is a significant component, all beneficiaries learn to believe that their talent and hard work can determine their success, not their background.’

What type of activity did J.P. Morgan volunteers undertake within your organisation?



‘We would not be able to run our mentoring programme if it wasn’t for volunteers like those from J.P. Morgan. The professional skills, experiences and approach to work ... meant they were perfect candidates for the mentoring programme.’

* ‘Manual volunteering’ includes gardening, conservation work and painting.
** ‘Professional advice’ includes help with business planning and advice.
*** ‘Other’ includes logistical support, fundraising activities and general support.



Education and Employers Task Force

Work Related Learning Programme: ARK Schools

In 2011, J.P. Morgan developed the Work Related Learning programme, an ongoing mentoring scheme, in partnership with the charity Absolute Return for Kids (ARK). The programme brings together J.P. Morgan business coaches with students from one of ARK's schools—the Evelyn Grace Academy in London. The aim of the programme was to improve the work-related skills of students from disadvantaged backgrounds to enable them to make informed choices about university and future employment.

The programme consisted of 14 one-hour sessions with 34 students which included workshops on higher education and career planning, personal finance and business management, CV planning and interview and presentation skills. Based on the success of this programme other corporate companies have now adapted this J.P. Morgan model for their own mentoring schemes. Student feedback was overwhelmingly positive and the programme also had a positive impact on the students' academic performance. Feedback includes:

Confidence

- *'I have learnt how to sell myself better, on paper and in person. I'd never had an interview... it's definitely helped me understand what my first job interview might be like.'*

Understanding of the world of work

- *'I now know what I need to study to get the job I want.'*

Valuable experiences

- *'Teachers tell you about different jobs that you can do in the future but it's so much more authentic when you can speak to people who are actually doing the job.'*

Improving CVs and university applications

- *'I thought my CV was ok but when my coach showed me theirs it made me see that there were so many ways I could improve it.'*

'After only a few weeks of the programme, you could start to see the difference in confidence and self-belief of the young people we worked with. Their view of their world changed as they interacted with J.P. Morgan employees and realised that many of us had been through the same learning cycle as them.'

Non-financial support

J.P. Morgan's philanthropy team provides a great range of support to charities going far beyond giving grants and fundraising. This non-financial support includes helping to build organisations' capacity, building partnerships between charities and helping with measurement and evaluation.

NPC surveyed the charities that J.P. Morgan funded in 2011 and 2012 and asked them about the non-financial support that they received.

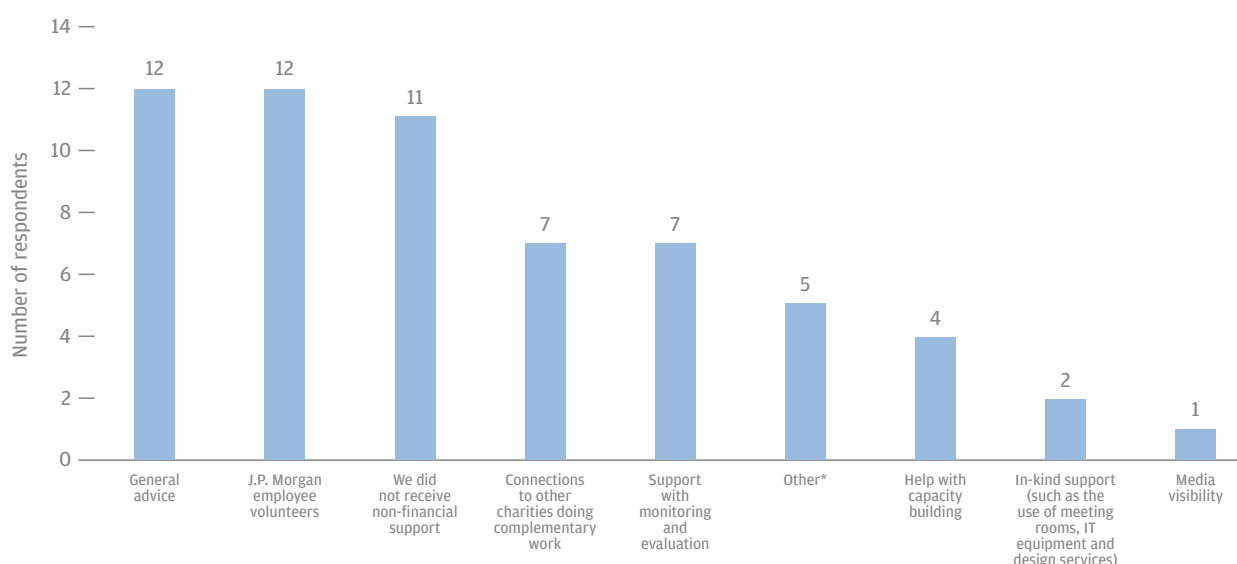
The survey found that:

- Almost 70% of respondents had received some form of non-financial support.

Of those respondents:

- 87% found the non-financial support was helpful to their project.
- 70% thought the non-financial support was more useful than support received from other funders.

Did you receive any additional non-financial support during your grant?



* Comments to explain 'Other' include attending and speaking at an event, support around work placements and general advice and support.

Responses to the question, 'What impact has J.P. Morgan's non-financial support had on your organisation?' included:

- 'Helped clarify the focus of the project and how we would define success.'
- 'Broadened our thinking regarding collaboration within our sector.'
- 'An enormous impact in the provision of meeting rooms, as finding locations in the heart of Paris to hold our community meetings is a great difficulty.'
- 'J.P. Morgan has made a valuable contribution to our marketing strategy and raising our profile.'

Examples of J.P. Morgan's non-financial support provided are highlighted in the case studies of Plus Tate on page 20 and of Cherie Blair Foundation for Women on page 50.

Fundraising campaigns

As well as volunteering with local charities, J.P. Morgan employees in the UK took part in two fundraising campaigns in 2011: one for Barnardo's, and the other for WaterAid. These relationships continued in 2012 and will be analysed in next year's report.

Barnardo's

In July 2011, more than 26,000 runners from over 650 companies took part in the annual J.P. Morgan Corporate Challenge in support of the 'Take a Step for Barnardo's' campaign. The participants, including 2,000 J.P. Morgan employees, ran 5.6km in Battersea Park and raised money for Barnardo's, which helps children across the UK. The campaign raised more than £100,000 for the charity, including a donation from the JPMorgan Chase Foundation, helping to support the 2.9 million children living in poverty across the UK and more than 100,000 who are homeless.

'We are delighted that J.P. Morgan teamed up with Barnardo's for the London race and would like to congratulate all those who took part in the challenge. It was a fantastic event and we would like to thank everyone for all their efforts in helping to support the work of the charity.'

Allan McLaren, Barnardo's

WaterAid

In September 2011, J.P. Morgan launched its second GeneroCITY campaign—a campaign which gives its employees in the UK the opportunity to use their teamwork, creative and business skills to help support good causes. For this campaign, GeneroCITY is partnering with WaterAid to encourage employee involvement through giving, and raise awareness for WaterAid's vital work providing access to safe water and sanitation to the world's poorest people in Africa, Asia, the Pacific Region and Central America. The campaign includes a number of creative activities such as:

- **GeneroCITY...You're Hired:** An apprentice-style event challenging teams of employees to submit a creative fundraising proposal, which aims to raise a minimum of £5,000 for WaterAid. Three teams were selected to take their proposals forward, including initiatives such as **'Small Change'**, a programme that allows employees to donate the 'small change' from their monthly pay to WaterAid, and **J.P. Morgan's Got Talent**, a talent show event to raise both funds and awareness for WaterAid.
- **Rivers of Change:** Collection points installed within J.P. Morgan offices for employees to donate foreign currency.
- **Water on the Lens:** A water-themed photography competition judged by the Director of London's National Portrait Gallery. Winning photographs were offered at a silent auction.
- **To Africa and Beyond!** A fitness challenge involving 200 employees who walked, ran, swam, cycled, or rowed more than 16,000 miles collectively in four weeks—a distance approximately from London to Lesotho in southern Africa—and raised more than £20,000.
- **Belu Water:** As part of the campaign, employees also arranged for J.P. Morgan to stock the Belu brand of drinking water in its UK staff restaurants, including in the new regional headquarters in Canary Wharf, London. Sourced in the UK, Belu is completely carbon neutral and donates 100% of its profits to WaterAid.

'I'd like to thank all the employees at J.P. Morgan who are giving their time to get involved with GeneroCITY for WaterAid. We're delighted to be working with you on such an exciting range of activities and events that will do so much to raise awareness of our work and vision. Your incredible fundraising total of £125,000 so far is enough to help over 8,300 people gain access to clean water to drink, improved sanitation and hygiene. Well done and thank you!'

Barbara Frost, Chief Executive, WaterAid

The campaign is ongoing and will finish in December 2013, but so far it has raised over £125,000 for WaterAid, including donations from the JPMorgan Chase Foundation. WaterAid will also be the charity beneficiary for the J.P. Morgan Corporate Challenge in 2013.

About New Philanthropy Capital

New Philanthropy Capital (NPC) occupies a unique position at the nexus between charities and funders, helping them achieve the greatest impact. We are driven by the values and mission of the charity sector, to which we bring the rigour, clarity and analysis needed to better achieve the outcomes we all seek. We also share the motivations and passion of funders, to which we bring our expertise, experience and track record of success.

Increasing the impact of charities: NPC exists to make charities and social enterprises more successful in achieving their missions. Through rigorous analysis, practical advice and innovative thinking, we make charities' money and energy go further, and help them to achieve the greatest impact.

Increasing the impact of funders: We share the passion funders have for helping charities and changing people's lives. We understand their motivations and their objectives, and we know that giving is more rewarding if it achieves the greatest impact it can.

Strengthening the partnership between charities and funders: Our mission is also to bring the two sides of the funding equation together, improving understanding and enhancing their combined impact.

