

# The Duke MBA Global Consulting Practicum 2010 Project Summary

**Project Title:** Financial Sustainability for South African Education Nonprofit

**Client Information:**

- Junior Achievement South Africa (JASA) [www.jasa.org.za](http://www.jasa.org.za)
- Linda McClure, Managing Director
- Sara Bux, National Programmes Manager

**Period of Performance:** December 2009 - April 2010

**Duke MBA Team:**

- Jayeeta Bhowal (Fuqua '11)
- Amrut Dhumal (Fuqua '11)
- Melvin Hines (Fuqua '11)
- Stuti Jhunjhunwala (Fuqua '11)
- Shreya Krishnamurthy (Fuqua '11)

**Instructor:** Matt Nash

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**Partner Description:**

JASA provides the essential business skills to young people of all ages, across the country, in both rural and urban environments. It prepares young people for life after school by raising their awareness of economic issues, teaching them entrepreneurial and life skills, providing them with an understanding of the business world and enhancing their sense of personal responsibility through practical business experience.

**Problem Statement:**

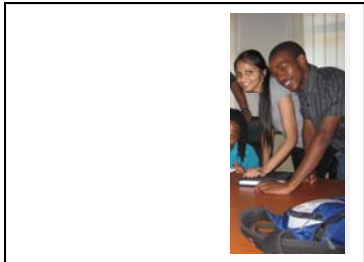
Currently, corporate funds sustain 90% of JASA's operations with the remaining 10% generated from sale of textbooks and interest from cash reserves. Often times, donors mandate the target schools for these funds based on the corporates' ability to both monitor and participate in, the programmes. Increased dependency on donor funds hinders JASA's ability to channelize its funds appropriately, increase their reach and have greater impact on the young learners of SA. Further, many corporates, during the economic crisis, scaled back their funding. Considering all of the above, JASA must identify self-sustainable revenue streams as it looks toward the future, in order to become more independent and have greater impact.

**Objectives:**

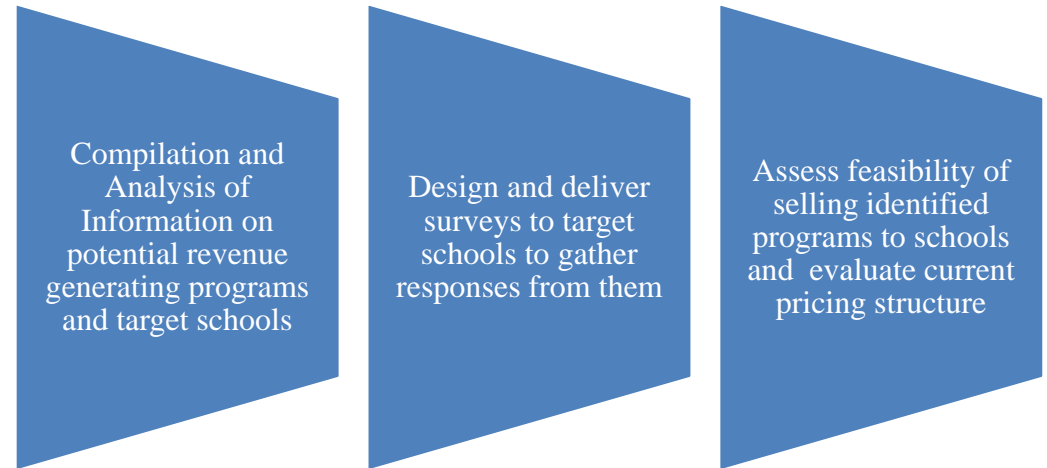
- diversify current revenue sources
- generate sustainable profits
- increase learner base

**Approach / Methodology:**

**2-Phase Project**



## Phase 1: Feasibility Study



**January 2010 – February 2010**

## Phase 2: Roll-out Plan



Final deliverables presented to the client included a PowerPoint report with recommendations outlined, an implementation plan and a comprehensive report based on our meetings in SA with various stakeholders.

### **Recommendations:**

We recommend JASA to initially target schools within the Gauteng province.

- Independent Schools: A great start would be with the Crawford School. It is considered the best school in Gauteng and the most affluent. It has 23 smaller schools under the Crawford brand name and many others under the umbrella of Crawford College.
- Quintile 5 schools: These schools have sufficient funds to implement such programmes. Our dialogue with the principal of Hans Moore High School was productive in that the principal was enthusiastic in learning more about JASA and bringing experiential learning to his school
- Education Board: Work with the MEC to successfully conduct the pilot for 40 people and have metrics in place to measure outcomes in favor of JASA so that the MEC will endorse program roll-out across schools in Gauteng

### **Results Achieved:**

Fuqua Team initiated a meeting between the MEC (Gauteng Province) and JASA. Following the discussion with the MEC, it was decided to roll-out a pilot project for 40 learners participating in JASA's Mini Enterprise Programme. MEC would monitor the progress of the 40 learners. On successful completion of the programme and taking into account all behavioral and academic metric of measurement, MEC would consider integrating JASA's programmes into the curriculum of public schools. This would be extremely beneficial to JASA as a curriculum reform will not only build a whole new market for experiential entrepreneurial learning but also ensure perpetual in-stream of revenue.

Our initial dialogue with Independent and Quintile 5 schools was very positive and they seemed eager to adopt JASA programmes. We have introduced the JASA team to these institutions to take further the discussion of implementation.