

**YOUNG ENTREPRENEURIAL SPIRIT PROGRAM
(2003 – 2006)
AND
ENTREPRENEURSHIP AND INNOVATION
IN EVERY CLASSROOM PROGRAM
(2006 – 2008)**

**Final Report for USAID
Prepared by Junior Achievement Bulgaria**

April 2008

I. Executive Summary

This final report covers the two programs that Junior Achievement Bulgaria (JAB) implemented under the USAID grants – “Young Entrepreneurial Spirit” (December 2, 2003 - February 28, 2006) and “Entrepreneurship and Innovation in Every Classroom” (February 2006 - March 2008). The “Entrepreneurship and Innovation in Every Classroom” program consolidated the success of Junior Achievement Bulgaria’s first partnership program with USAID “Young Entrepreneurial Spirit” by institutionalizing support for economic, business and entrepreneurial education from both government and the private sector and guaranteed the long-term impact and sustainability of program results.

Started with 10 pilot classes, today JA Bulgaria offers 28 educational courses, business programs, and separate initiatives and projects for all ages and school grades and has nearly 20,000 students throughout Bulgaria. JA programs were taught by 627 teachers in 115 cities in 292 schools during the academic 2006-2007. Since their inception in 1997 until the end of the current school year, approximately 60,000 students, 582 student companies and more than 500 business mentors will have benefited from JA Bulgaria programs. With the support of volunteer business advisors JA students gain practical insight into the world of business. More than 220 corporations, companies and government institutions volunteer to host students in Manager For a Day and over 40 businesses and government entities support JA Bulgaria operations through financial or in kind contributions each year.

In Bulgaria, entrepreneurship education and local business involvement in it are still relatively underdeveloped, despite the fact that promoting a Europe of knowledge is a priority in the EU's 2000 Lisbon strategy and effective measures are required in the framework of Bulgaria's EU membership. Bulgaria has responded by declaring education a national priority and by developing respective national programs and related documents. However, their implementation is lagging behind. Fresh efforts are needed to address these at the grassroots level, i.e. in the classroom. As a local entity with intricate knowledge of the subject matter, JA Bulgaria was uniquely positioned to address these issues before USAID's graduation from Bulgaria and leave a lasting legacy. JA Bulgaria has established a tradition and reputation to be seen as a major partner in the promotion of best business practices and responsible leadership behavior. Several of JA Bulgaria’s main events and programs are implemented with the support and partnership of the major business associations (like Confederation of Employers and Industrialists in Bulgaria - CEIBG, AmCham, Bulgarian Business Leaders Forum), members of the cabinet (Ministry of Finance, Ministry of Economy and Energy, Ministry of Education and Science, Ministry of Culture, Ministry of Foreign Affairs, Ministry of Labor and Social Policy) and media (bTV, Dnevnik, Capital, Manager, Darik Radio).

II. Background & Context

In general, the educational system in the country is characterized by clear hierarchical structure of management in the educational system, governed by the Ministry of Education and Science. According to the Law on Education and the Guide for its implementation, every year all educational institutions submit their projections and curricula plans for approval to the 28 Regional Inspectorates (RI) of the Ministry of Education and Science. The RIs as the local structures of the Ministry of Education and Science guarantee financially the delivery of the different forms of elective subjects in the curricula (SIP and ZIP). Given the fact that most of the JA courses are delivered as SIP or ZIP, the cooperation with the Regional Structures of the Ministry of Education and Science is of high importance to JA Bulgaria.

Furthermore, in 2006 and 2007 the system of delegated budgets for schools was introduced in some of the regions. The system gives more freedom to municipal schools to govern their own finances and property and to expend their funds. The decision on introducing the system is made by each individual municipality and therefore, more coordination and lobbying work with the local municipalities was required to ensure that support for the programs was provided by them. Thus, USAID's support for the events developing these links locally was critical.

A 2006 World Bank policy note entitled "Bulgaria – Education and Skills for the Knowledge Economy" found that:

- Bulgarian secondary school students are not adequately equipped with the competencies and skills for the knowledge society;
- The quality and relevance of skills provided in higher education institutions does not meet labor market needs;
- Completion of upper secondary education is below new EU Member States and Lisbon targets. Children from low income families, rural areas, and disadvantaged populations have unacceptably low participation rates;
- Participation in higher education has stagnated and is now on the low end compared to EU-15 and new Member States;
- A strategy to increase participation in higher education would include clear policy goals and plans to further leverage private provision and finance.

Additionally, the methods of teaching are still characterized generally by a lot of theory, a gap between theory and practice and low quality of delivery at places (especially smaller towns). JA Bulgaria programs, if adequately marketed and supported by the Ministry of Education and Science, could help the Ministry address some of the problems faced by the Bulgarian educational system.

JA Bulgaria business and entrepreneurship programs have been incorporated into the school curriculum of Bulgarian high schools as elective subjects since 1998. Implementation of each of JA Bulgaria's programs depends on its approval by the Ministry of Education and Science. JA Bulgaria provides all program materials and training, while its corporate partners provide sponsorship and volunteer business consultants. The educational programs JA Bulgaria provides to Bulgarian schools are unique. A similar program financed by the Austrian government existed for several years but was very limited in scope – both in terms of outreach and types of programs.

During the 2003-2004 school year, JAB had 7,000 participating students in 90 schools in 40 Bulgarian towns. Approximately 16,500 students from 292 cities and towns throughout Bulgaria were studying JAB during the 2006-2007 school year. The projected number of students enrolled in JAB programs for the current school year is 22,600. JAB has raised \$98,427 and BGN 28,866 in cash, as well as \$59,005 USD in-kind from business and community contributions as matching funds to USAID's support, and has thus exceeded the required matching goal of \$110,000.

To address the issues that the Bulgarian educational system is faced with, JA Bulgaria also established links with other USAID projects and legacy institutions, such as Labor Market Project, Center for Entrepreneurship and Executive Development, Foundation for Local Government Reform, and others. Graduate Student Company – one of JA Bulgaria's most

recent program additions – gives university students the opportunity to start and manage their own business and acquire an adequate image of the real business world through practical activities. Thus, JA Bulgaria addresses one of the key issues in the above mentioned WB policy note with regard to the gap between labor market needs and the actual skills and competencies of students.

III. Project Components

A. “Young Entrepreneurial Spirit”

The goal of the YES program was to create a public-private partnership to support entrepreneurship and student operated mini-enterprises in Bulgaria. By participating in strategic alliances with the local business community, JA Bulgaria fostered the development of a healthy and efficient market economy in Bulgaria, fueled by ethical and entrepreneurial private sector competition.

Despite the fact that JA Bulgaria had a highly developed product, proven brand name, solid network of schools and teachers and established student leaders, the organization was facing a challenge to meet its high strategic goal of sustained growth and at the same time achieve program expansion under an ongoing change in the education and business environment. JA Bulgaria recognized the need to adapt to the changing environment and modernize its strategy and methods of attracting supporters from the local business community.

With USAID assistance, JA Bulgaria was able to leverage resources, attract more private sector interest and build upon its reputation in Bulgaria in the context of the prospects of joining the EU and its European network. More business executives and private organizations recognized the accomplishments of JA in Bulgaria and were willing to support JAB activities.

Objectives

The strategic goal that JA Bulgaria pursued under this Global Development Alliance was to **increase the scope of action and outreach of JAB programs** in the country. To achieve this, JA Bulgaria first **stabilized the organization** and second started working on **growth and program expansion**. This was achieved by means of increasing the **awareness** of JA activities throughout the **local business community**, thus attracting **more donors** and supporters. JA Bulgaria’s expansion further helped **promote entrepreneurship on a much larger scale** within the student population of Bulgaria, thus empowering SME development. Furthermore, once the program reached sustainability in its expanded state, JA Bulgaria intensified its cooperation with the international JA network, which made Bulgarian students more competitive internationally. USAID financial support helped JA Bulgaria perform an intensive and active search for new business partners and private sector donors. The joint mission was to establish and create strong strategic alliances between JA Bulgaria and the local business community as well as to promote the role of Junior Achievement as the business educators for the youth in Bulgaria. In the course of the first grant period, JAB negotiated and attracted private sector funding exceeding the USAID/Bulgaria assistance amount.

Project Components

In order to achieve the objectives of the project JA Bulgaria implemented an extensive and vigorous program to attract greater private sector interest and build strategic alliances with the private business community in Bulgaria thus allowing for sustainability and future growth of

JA Bulgaria activities in the country. The program consisted of three inter-related components – *Institutional, Capacity, and Partnership Building*. The three elements were implemented simultaneously in order to seek the best outcome and maximum effect of USAID assistance efforts.

1. Institutional Building:

JA Bulgaria activated an intensive search for new business partners and private sector donors. An aggressive public relations program to better represent Junior Achievement in the Bulgarian business community was initiated. JA Bulgaria's most determined step in this direction was the restructuring of the Board of Directors and improvement of the organizational structure. Moreover, the expertise of the newly attracted board members was utilized to draw in new donors and supporters to JA Bulgaria. With USAID support, JA Bulgaria was able to establish new business contacts and form long-term strategic alliances that further promoted the role of Junior Achievement as the business educator for youth in Bulgaria.

In 2004-2005, Hewlett-Packard, Free and Democratic Bulgaria Foundation, Microsoft Bulgaria, Danfoss, Ideal Standard, Intracom Bulgaria, Hilton, bTV, Curtis Balkan, Dnevnik Daily, CNSys Bulgaria, DEMAX, M3 Communications Group, Pain D'or, Sheraton Sofia Hotel Balkan, Plevenski Cement, Domaine Boyar, Austrian Airlines, Spasov and Bratanov Lawyer's, Sanita, MDV Advertizing, Boni Bonev, Unimasters Logistics, Usit Colors, Dr. I. S. Greenberg Medical Center, Colliers, Pari Daily, Hebros Bank, Novinite.com, Radio FM+, BG Radio, American Chamber of Commerce, Bulgarian International Business Association all supported or partnered JA Bulgaria's programs and initiatives. In 2005-2006, Balkan Children and Youth Foundation, Citigroup and Citibank, Hewlett-Packard, bTV, Microsoft Bulgaria, Bulgaria AIR, Free and Democratic Bulgaria Foundation, Capital, Dnevnik, Bulgarian International Business Association, General Electric, MasterCard International, Mtel, Vivatel, Bulgarian Telecommunications Company, Marc Communications, Coca-Cola Bulgaria, Peace Corps Bulgaria, Grand Hotel Sofia, Radisson SAS Grand Hotel, Darik Radio, Pari Daily, CNSys Bulgaria, Sviloza AD, Vaptsarov AD, Siemens Bulgaria, Astra Zeneca, Pain D'or, Electrostar AS, Hudozhnik 2000 Ltd. contributed to the development of entrepreneurship education in Bulgaria.

In 2005, the management board of CEIBG made a decision to become a strategic partner in the promotion of entrepreneurship education and to develop a strategy for JA Bulgaria to become the junior chamber of the organization. The intentions were coupled with a donation of 10,000 BGN. In 2007, CEIBG joined the Europe-wide network of Business Europe. Business Europe is the confederation of European business and has 39 member federations in 33 countries with more than 20,000 business members. Thus, JA Bulgaria positioned itself as a partner of the most influential Bulgarian and international business community members.

2. Capacity Building:

In order to expand JA Bulgaria programs, efforts were framed around two main components: an aggressive marketing/networking campaign and a promotional/brand awareness campaign.

- **Marketing Campaign**

To augment program potential and sources of funding, JA Bulgaria involved new partners and sponsors. JA Bulgaria executed an aggressive marketing campaign using a professional PR company on the advice of a marketing consultant (M3 Communications Group until June 2005, and Marc Communications (currently Publicis Consultants/Marc) after that). Through

this marketing campaign, JA Bulgaria strengthened its partnership with various business chambers, forums and associations such as the American Chamber of Commerce, Bulgarian International Business Association, Bulgarian Business Leaders Forum, the Bulgarian Employer's Association, the Bulgarian Economic Forum and the Bulgarian Chamber of Commerce and Industry.

- **Promotion/Media Campaign:**

The campaign aimed at increasing the overall visibility of the organization and JA Bulgaria's potential for accruing both monetary and in-kind contributions from international and local business partners. The goal was to leverage the established Junior Achievement brand name utilizing the institutional support from USAID. A high-profile event was staged in 2004 at US Ambassador Pardew's residence to aid JA Bulgaria strategic alliance efforts, where a broad group of business representatives were invited. Another high-profile event was held at Mr. Amin Manekia's (Citigroup Country officer for Bulgaria) residence in 2006 with Mr. Beyrle (the successor of Mr. Pardew as U.S. Ambassador) as the keynote speaker. The new promotional campaign was greatly assisted through effective use of the media. Leveraging JA Bulgaria's excellent reputation with the media, the program tried to promote the idea of the value-added approach. JA Bulgaria managed to convince the business community of the benefits of JA support in terms of free and positive publicity. Furthermore, JAB invited the media to join in partnerships for different events and program objectives. In 2004, the Manager for a Day initiative funded 80 % on in-kind support from the media and private sector in Bulgaria.

3. Partnership Building:

JA Bulgaria action packages concerning partnership building were as follows:

- **Seminars and Round Tables**

JA Bulgaria initiated a number of seminars and round table discussions throughout Bulgaria in order to seek partners and form strategic alliances. The purpose of these events was to raise the awareness and the interest level of both the business sector and the student body towards JA entrepreneurship training programs.

At a Board meeting in December 2004, JA Bulgaria decided to establish the category of "JA Ambassador" and appoint 5 prominent business people in communities outside of Sofia to represent and work as JA ambassador on behalf of JA. They were responsible for coordinating the efforts of local business organizations, municipality, schools, youth organizations in expanding and promoting the JA programs locally.

Several presentations of the JA programs were held in conjunction with the Ministry of Education and the Sofia Inspectorate of Education for high school directors in May-June 2004. At the presentations directors and teachers had the opportunity to ask questions and express their concerns about the future of the high school education in economics and business.

- **European JA Partnership**

Since one of JA Bulgaria's aims is to better integrate within the international JA network, the program continued the efforts towards initiating joint ventures for student companies with JA in other countries. JA Bulgaria also participated in the pan-European competition, the latter being widely recognized and prized from JA organizations all over the world. The 2004 and 2005 best student companies in Bulgaria took part in the European Student Company of the

Year competitions in Malta and Norway. JA Bulgaria Student Company “Junior Team” from 151 High School Sofia participated in the European JA-YE Trade Fair in Brussels in February 2004 and received the special award for guest company presentation.

- **USAID and International Supported Projects**

The program joined efforts with other USAID supported projects such as the Foundation for Local Government Reform and PLEDGE as well as with other international projects such as UNDP Jobs. Several presentations were made jointly with FLGR in Sliven, Dobrich and Yambol. This improved JA Bulgaria’s ability to work and promote entrepreneurship in the local municipalities outside Sofia. It also furthered efforts in fulfilling JA Bulgaria’s objective to build a stronger network in the business community at the local level and attract local business consultants in the classroom as well as create opportunities for students to work on municipal projects. JA Bulgaria also worked extensively with USAID’s Labor Market Project. JA Bulgaria signed a contract with the USAID Labor Market Project to provide training and youth development activities to increase the supply of qualified workers through more effective school-to-work transitions. Targeting at-risk youth, JA Bulgaria conducted business skills development and economics training for elementary and middle grades students in three pilot municipalities: Sliven, Dobrich and Razgrad. Seventy-three teachers from 40 sites were trained. Through this education and new program development JA Bulgaria assisted in the efforts of the government, international agencies, and local municipalities to create a supportive and favorable climate for the development of entrepreneurial culture.

- **Peace Corps Cooperation**

The involvement of Peace Corps business consultants, teachers and youth group leaders strengthened JA Bulgaria local networks and experience. Junior Achievement and the Peace Corps have a global memorandum of understanding to work together, and it is JA Bulgaria strategy to closely collaborate with Peace Corps. The goal is to utilize and create local business and volunteer community networks by making use of PCVs knowledge and expertise of Junior Achievement economic and business programs and their positions in the municipality structures. About 25 Peace Corps volunteers assisted JA Bulgaria as business consultants in 2004-2005.

During the months of March-May 2004, the JA Bulgaria staff traveled to Pazardzhik, Dobrich and Veliko Turnovo in order to promote the JA high school programs to Peace Corps Volunteers and recruit them as teachers. Several specially selected Bulgarian students also attended these trainings in order to act as liaisons between JA Bulgaria and local educational and municipal structures. A network of approximately 25 PCV who worked with Junior Achievement programs was formed. Additionally, JA Bulgaria expanded its awareness and visibility among all PCV to include volunteers from TEFL, Youth Development and Environmental programs which allowed us to expand the types of programs offered and local support.

Program Results

- ❖ The number of student-operated mini-enterprises rose to 70 student companies per year by 2005, thus creating opportunities for self-employment and small business development throughout Bulgaria. Sixty-eight student companies from more than 40 cities and towns (800 students on average), ranging from production through services and retail, operated throughout Bulgaria during the academic 2005-2006.

To reach this benchmark, JA Bulgaria had to work closely with the Ministry of Education and Science and its regional structures and to coordinate the training and preparation of teachers and business volunteers to deliver this program in the classroom. JA Bulgaria conducted two modules of trainings in the summer and fall of 2005 which aimed at creating a suitable environment for the formation of student-operated mini-companies in the schools and communities where it operates. JA Bulgaria conducted one last component of its training module in January-February 2006 which developed further the qualifications of its teachers and business consultants and lead to the establishment of more student ventures.

Additionally, JA Bulgaria student companies participated in the European Trade Fair which was held in March 2006 in Zagreb where they demonstrated the skills and knowledge gathered during their work with the student companies in their schools.

- ❖ Through working jointly with Peace Corps and USAID projects and programs, JA Bulgaria improved its ability to work and promote entrepreneurship in the local municipalities outside Sofia and built strong network in the business community at the local level.
- ❖ The awareness about JA Bulgaria potential for business people to work as volunteer business consultants rose and JA Bulgaria attracted 100 new consultants as mentors and trainers in the classroom.
- ❖ Attracted new donors and supporters to JA Bulgaria both from local and international business communities. The matching funds to the USAID support that JA Bulgaria provided during the course of the YES project amounted to \$ 98, 427 and 28, 866 BGN, as well in kind of \$ 59,005 – a total of \$ 157,432 and 28,866 BGN.
- ❖ Through enabling JA Bulgaria to strengthen its links with the business and local community, USAID support was critical for JA Bulgaria's program expansion. The elementary and middle grades JA programs were first introduced in the 2005-2006 school year. Through practical and fun activities they help pupils understand how and why individuals, families, communities and nations work together. They encourage the young generation's initiative and independence. On April 28-30, 2004 JA Bulgaria organized its annual three-day training for 50 new teachers in Bankya presenting the newly developed elementary and middle grades programs. Special USAID guest speakers addressed the teachers and shared their vision and priorities on youth development. The pilot programs reached more than 2,000 students in 10 cities.

Events and Success Stories



One of JA Bulgaria's most popular projects is traditionally the **Manager for a Day** event during which state authorities and business managers participate to give a start to students' professional realization. The initiative is in harmony with the EU educational policy to give a practical orientation to education. The Manager for a Day program is designed to provide high-school students with the opportunity to experience the personal and academic

Minister of Finance Plamen Oresharski with Minister for a Day'2006 Boris Kolev.

demands of daily business operations. Furthermore, Manager for a Day promotes experiential student learning and fosters productive relationships among business, education and the community. The initiative enjoys great success all over the world. Each year leaders from all walks of life serve as role models to young people by transferring their knowledge and practical experience in a partnership with students.

In the 2004 edition, over 140 students from schools throughout the country spent the day at work with over employees from 50 multinational corporations, local businesses, municipal governments, international development organizations, and television stations. The event was featured in the main news on bTV on that day and on two other TV stations (Europe and BBT). Bulgarian national radio, BG Radio, FM+, Radio Net, and Darik Radio aired interviews with students and company participants. In 2005, over 210 state institutions and leading Bulgarian and international companies took part in Manager for a Day giving chance to over 800 students from language, mathematics and professional high schools from all over the country to jumpstart their future professional career.

JA Bulgaria staff traveled extensively to Sliven, Dobrich and Veliko Turnovo in March-June 2004 in order to promote JA middle school and high school programs, as well as to seek local support for the organization of Manager for a Day.

The 2004-2005 school year ended with JAB's 7th Award Ceremony. The event consisted of four competitions including the Student Company Exhibits, Advertising Contest, Business Plan Contest, and Impromptu Speaking Contest and was held at the Sheraton Hotel in Sofia. Over 250 Junior Achievement students and partners enjoyed the event.

The first winners in the Youth Business program, done in cooperation with Balkan Children and Youth Foundation, were awarded their checks by Junior Achievement Bulgaria at a special ceremony in Sofia, January 19th 2006. The winners received start-up loans, especially designed for youth with preferential repayment conditions, as well as mentoring and education to further develop and strengthen their business ideas. Alexandra Bizerova was awarded a start-up loan of \$4,000 from Plovdiv for the IT project "Development and maintenance of help documentation in the management of the work process". Ivan Botushev was awarded a start-up loan of \$5,000 from Gotse Delchev for the project "Development of rural and eco tourism in the region of South Pirin on the river Mesta". A team of young professionals from Varna, George Dichev, Nikolay Vasilev, Tsvetan Svetoslavov, was awarded a start-up loan of \$4,000 for the project "Web solutions and programming". The young entrepreneurs can count on professional advice, knowhow and mentoring support on part of prominent Bulgarian business people and partners of Junior Achievement Bulgaria.

The student company "ABC-Business" was the main organizer of the First National Student Conference on Entrepreneurship on 27 February 2006. More than 120 students, coming from 20 schools countrywide participated. The conference was supported by Junior Achievement Bulgaria and the Ministry of Education and Science, the Ministry of Economy and Energy, the Bulgarian Chamber of Commerce, the Bulgarian Forum of Business Leaders. The students shared their ideas about the development of entrepreneurship education and a summary was published on the website of Junior Achievement Bulgaria. The interest in the event was so big that Junior Achievement Bulgaria decided to organize a second conference on entrepreneurship in April 2007 in the Center for Entrepreneurship "Student Company" in Sofia School for construction, architecture and geology.

More than 1,200 students, grouped in 190 teams, applied the knowledge gained from their Applied Economics coursework in the Financial Management Computer Simulation (MESE) in the 2005-2006 school year. Success depends on coordinating decisions to develop a strategy for the company that meets the challenges of a competitive market and sets it apart from its competitors. JA Bulgaria held the ninth consecutive annual finals of “Virtual EnterpriZe” in May 2006, giving a chance to some of the best students in management and economics in Bulgaria to show their business and economics skills in front of the publics. About 130 students from Sofia, Plovdiv, Kazanlak, Byala Slatina, Polski Trambesh and Gorna Oryahovitsa, members of the 24 most successful teams in Bulgaria, participated in the live finals and managed to prove their managing skills and entrepreneur strategies in the battle for a bigger market share. JA Bulgaria’s unique competition “Virtual EnterpriZe” is a part of the Ministry of Education and Science’s Calendar along with other competitions such as mathematics, literature, philosophy, etc.

As a conclusion

Since 2004, JA Bulgaria has started playing a significant role in the policy making in the Bulgarian educational system. The organization achieved the necessary standards which enable it to work with all types of schools in Bulgaria (public and private) – general schools, professional schools and general schools with concentration on economics subjects. There are 22 schools from the latter which have based their whole five-year high school curriculum on the Junior Achievement programs.

So far, for the eleven years of its existence, the organization has introduced in Bulgaria and implemented twenty-eight JA programs. A new aspect of the organization’s activities is added as a result of the enhanced public-private partnership: trainings for adults. JA Bulgaria has trained middle level managers from Hebros Bank, Vidima Ideal Standard, Shell Bulgaria and the Project Tele-centers. JA Bulgaria has a steady trend of working with more than 15 corporate partners annually and has been described as a sustainable organization in the USAID evaluation paper in July 2005.

B. “Entrepreneurship and Innovation in Every Classroom”

Objectives

The overriding objective of this 24-month "Entrepreneurship and Innovation in Every Classroom" program of JA Bulgaria was to further expand and improve the quality of business and entrepreneurship education in Bulgarian schools by leveraging resources from the government and the private sector. JA Bulgaria strengthened the work with key governmental institutions such as the Ministry of Education and Science, its regional inspectorates, the Centre for Qualification of Teachers, the National Pedagogical Institute, and the Ministry of Economy and Energy. JA Bulgaria ensured support and implemented changes in the subject curricula with a view of incorporating economic, business and entrepreneurship education and training. Through extended formation of local advisory business councils, the program achieved stronger involvement of the local business community in order to generate support and further expand JA Bulgaria programs throughout the country. Finally, the program developed additional organizational capacity for JA Bulgaria through staff support and the engagement of already trained JA Bulgaria teachers as local trainers.

Project Components:

1. Partnership with Governmental Institutions to Promote Educational Policy Change

The Bulgarian education system is still conservative, consists of different types of schools and requires complex approaches and obtaining approvals for each new individual program. JA Bulgaria has an Agreement with the Ministry of Education and Science since 1998. Whereas the Ministry has officially approved most of JA courses as part of the national curricula in the fund of electives or mandatory classes depending on the type of school, the role of the regional inspectorates on education in determining which schools to participate in the program is quite strong. To diversify the currently offered programs, update the existing ones and implement as many as possible of its youth entrepreneurship development programs, JA Bulgaria worked more closely with ministerial national and regional experts and municipal education experts. Responding to GOB's strategic objectives and programs, professional schools and IT training were a particular focus of this program. Through this component, JAB placed a particular emphasis on on-site training. For this purpose, JAB organized 8 trainings for 22 people throughout the countryside with representatives from 7 regions, i.e. school principals and administrators, experts from the regional inspectorates, alongside with teachers and business consultants, traditionally included in the program.

The main government partners for JA Bulgaria in the delivery of its programs are the **Ministry of Education and Science** as most of the courses are taught in schools and universities which are part of its structures and the **Ministry of Economy and Energy** as the main policy maker in the area of economic growth, business environment, support and development of entrepreneurial spirit and culture, and companies in the country.

Relationship with the Ministry of Education and Science:

The 9-year Partnership Agreement (ended in 2006) with the Ministry of Education and Science to implement the JAB curriculum in the high schools gave JA Bulgaria programs legitimacy and was very important for JAB's sustainability.

The present Minister of Education and Science Mr. Daniel Vulchev refused to renew the Partnership agreement with JA Bulgaria for a long time with the argument that the Ministry cannot enter into an agreement with a non-governmental organization. Finally, in the late autumn of 2006, Mr. Vulchev sent a letter of support to JA which could be regarded as an extension of the Partnership Agreement.

Although the relationship with the Minister of Education and Science has sometimes been difficult, the senior staff of the Ministry (educational inspectors, experts) has been supportive of the business educational programs and their incorporation in the schools' curriculum.



JA Bulgaria has been working actively in the last 11 years toward a reform in the educational system and changes in the school curriculum with the Ministry of Education and Science which will allow for entrepreneurship, business and economics courses to become part of the major subjects in the high school curricula. With the new National Strategy on Education, entrepreneurship education has been defined as a core competency

JA Bulgaria 10th anniversary conference, March 2007.

already since early age on. However, the specific actions toward that goal have not been outlined yet.

In March 2007, JA Bulgaria held its 10th anniversary conference under the patronage of the Minister of Education and Science, Mr. Daniel Vulchev. The objective of the conference was to review the results of JA Bulgaria's work in the country, analyze the current educational environment and outline decisions and steps to expand the delivery of JA courses in the country.

Relationship with the Ministry of Economy and Energy and The Ministry of Finance: Unlike the often-times difficult relationship with the Ministry of Education and Science, the relationships with those two institutions have been traditionally very good.

In the summer of 2006 JA Bulgaria won a small public procurement tender of the Ministry of Economy and Energy to establish a pilot Center for Entrepreneurship at the Sofia High School for Construction, Architecture and Geodesy, as a driving force and coordination body for the entrepreneurship education and practical professional skills among the students. The project has proven so far to be very successful, and JA Bulgaria has a good track record to prove that it can be the leader in the implementation of the Ministry's policy in this field for the upcoming two years.



Participants in the 2006 exhibition for Best student Company in Bulgaria.

Relationship with other Ministries:

In 2006, the competition for Best Student Company in Bulgaria was under the patronage of the Minister of State Administration and Administrative Reform – Mr. Nikolay Vassilev. Special guests of the event were representatives of the EU commission, the governmental and business community. They were all amazed by the efforts of JA students and the effectiveness achieved in the educational process during the academic year. The first prize went to “Better Junior” – a JA Bulgaria Student Company from Pleven that produces innovative and environmentally friendly

knitwear from used polythene bags. They won the gold medal and the opportunity to represent Bulgaria at the JA-YE European Company of the Year Competition 2006.

2. Increase of Local Support – Business and Trainers

Another priority was to promote the formation of local JA advisory business councils. JA Bulgaria had already laid the grounds for such informal groups in 24 municipalities throughout Bulgaria: Berkovitsa, Botevgrad, Byala Slatina, Chepelare, Dobrich, Gorna Malina, Karlovo, Kosloduy, Kostenets, Mezdra, Montana, Omurtag, Pazardzik, Pleven, Pravets, Sevlievo, Shumen, Silistra, Sliven, Svishtov, Veliko Turnovo, Velingrad, Vurshets, Yambol. These initial steps were strengthened in cooperation with FLGR (Foundation for Local Government Reform) municipality business councils and Peace Corps network of economic development volunteers and MBA volunteers. These efforts, matched with expansion of the existing JA Bulgaria Ambassadors network further involved the business community in the

teaching and mentoring of JA programs, generating funding and growth locally. JA Bulgaria enjoyed the support of 39 sponsors, contributors and partners during the 2005/2006 school year.

To increase the interest and involvement of local business, JA Bulgaria organized 4 local awareness events in cooperation with local entrepreneurs, Chambers of Commerce and the network of JA Ambassadors. Over the two year-period of program implementation, JA Bulgaria brought nearly 100 new business mentors to the 500 classroom consultants where its programs were being implemented. In addition, JA Bulgaria developed the "Adopt a school" project to enable local businesses to sponsor JA courses in a specific school by providing funding and committing employee time.

On June 7th, 2006, JA Bulgaria's logo was unveiled on one of Bulgaria Air's airplanes as part of the company's support and promotion of entrepreneurship and innovation among the youth in Bulgaria. The event also marked the start of JA Bulgaria's month on board of Bulgaria Air, as well as an internship program for JA students with pilots and crew sharing their work experience.

3. Organizational Capacity Development

JA Bulgaria makes an effort to constantly update its capacity in order to sustain and improve the quality and standards of its program delivery. JA Bulgaria established a Methodological Expert Council consisting of headmasters, JA teachers, trainers and JA Bulgaria staff with oversight functions on curricula development. In 2004, JA Bulgaria conducted two evaluations and participated in 4 surveys. However, to make its outreach more effective, we placed a focus on collecting reliable program implementation data from participating schools and regularly performed school visits for the purpose of program monitoring and evaluation. In order to do so, JA Bulgaria hired more staff and dedicated more resources for staff training, training of teacher trainers, work with governmental and educational institutions, and local businesses.

During the time span of the two projects, JA Bulgaria expanded 2.5 times. The full-time staff increased from 3 to 8 people. As the organization has grown and expanded its activities, a full-time chief accountant/finance officer has been hired as of June 1, 2007. With USAID's assistance JA Bulgaria supported one current employee and appointed one new employee to focus on work with the Ministry of Education and Science, other governmental institutions, and for the purposes of local business development and recruitment. A key component to the success of the organization is the human factor. Thus, one of the main goals of the project was to build a well-working, dedicated and efficient team. In terms of program staff, JA Bulgaria has one of the best professionals in the field of economic, business and entrepreneurship education, Ms. Mita Georgieva, who also received the JA Worldwide Teacher of the Year Award for 2007. JA Bulgaria CEO Milena Stoycheva was elected Europe's CEOs Round Table chairperson for the period 2006-2008, which is a proof of the professionalism and quality of work of the organization in Bulgaria.

4. Business Ethics

The Global Business Ethics (GBE) Program was piloted in Bulgaria in the second semester of the 2004-2005 school year. It takes students from around the world through a 12-week case study-based program as they explore personal values, character development, and business ethics. The program links students via the Internet, giving them the opportunity to debate and

discuss ethical dilemmas. Students interact with other students in the region as well as from around the world, widening their perspectives on ethical issues and developing a cross-cultural understanding. The program is taught in the traditional Junior Achievement format using teachers and local business volunteers as classroom mentors to guide the learning process with a hands-on personal approach.

Three hundred and seven students from 12 schools study Global Business Ethics during the current 2007-2008 school year. This data covers the first semester only, and most probably the ultimate number of students will rise, as more classes and teachers join the program in the second semester and submit their data in the end of the school year. More than 80 teachers received training in Global Business Ethics during the 2007 fall seminar.

JA Bulgaria started a project called “Intellectual property as an element of the culture and values of the youth” with the Ministry of Culture in Bulgaria. The project aims to educate the students to respect and protect intellectual property and works of art and to make them understand it as a right of the author. The project includes a whole campaign combining traditional JA values training, lectures by famous Bulgarian artists and a students` conference. The final stage is an essay contest. The project is being implemented in the period January – July 2008 and involves different groups of students including GBE classes.

JA Bulgaria is planning a partnership based on the GBE program that will end up with an exchange of students between countries. The students will communicate via e-mails, sharing the different points of views in each country regarding BE dilemmas, cultural differences, corporate culture, etc. We are currently inviting partners who are interested in having such an experience with international partners.

	GBE pilot program 2004-2005	2005-2006	2006-2007	2007-2008 First Semester
Number of teachers	19	21	58	14
Number of students	351	394	454	307

The smaller number of participating teachers and students this year (although we conducted a larger training at the beginning of the year) is due to the lack of the web-based portal which has necessitated the use of a single “paper and pencil” version of the program. Having reviewed the pilot materials of the new version of GBE, the Bulgarian office believes that the updated and thoroughly improved version will attract more students and teachers.

Events and Success Stories

- In 2006, 1000 students, 130 Bulgarian companies, 21 towns, Ministry of Economy; Ministry of Finance, and Ministry of State Administration took part in the Manager for a Day initiative.

Recognizing the long and successful JA experience in Bulgaria and demonstrating the fruitful connection between JA Bulgaria and the national institutions, the Bulgarian Ministry of State Administration decided to celebrate its holiday (23 June) by organizing a Manager for a Day event. The initiative “Manager for a day in the state administration” gave Bulgarian students an opportunity to find out more about institutions and involved them in the process of finding

new and up-to-date adequate decisions for Bulgaria's development. At the same time, Manager for a Day provided the Ministry and its employees an opportunity to prove that in the XXI century social responsibility, understanding of young people's needs and innovative decisions are a must for its success. This special edition of Manager for a Day turned out to be a tremendous success with the involvement of 6 ministries, 44 municipalities and more than 20 district governors all over the country hosted more than 250 students.



Manager for a Day'2008 under the patronage of the Minister of Finance.

One thousand and four hundred students, more than 220 companies and government institutions took part in the Manager for a Day 2007 initiative. This year, more than 1000 students joined the 2008 edition. They were hosted by more than 190 leading Bulgarian and international companies and institutions. The official opening ceremony, apart from Sofia, was held in 7 other cities – Ruse, Plovdiv, Pleven, Varna, Burgas, Byala Slatina, and Velingrad. The initiative attracted 12,000 BGN in-kind funding in the form of publicity from Economedia, 8,600 BGN from Manager, 4,000 BGN from Programata, 3,000 BGN

from Darik Radio. bTV aired advertisements of the event in prime time for two weeks before the event which can be estimated at approximately USD 81,000.

- JA Bulgaria received the Best Practice Award from JA-YE Europe at the Annual Meeting of JA-YE Europe in May, 2007 in Brussels. Such awards are given for the first time in Europe, and it was a real honor for both the Board and the staff of the organization to have this recognition on part of the European network.
- In 2007, Mita Georgieva was awarded the JA Worldwide 2007 Teacher of the Year Award for her “excellence, innovation, and effectiveness in teaching economics” and for her ten years of dedicated involvement with Junior Achievement Bulgaria. Leveraging her reputation as a noted expert in the field of education, she was instrumental in helping build the relationship between JA Bulgaria and the Bulgarian Ministry of Education and Science.

Ms. Georgieva has also helped raise the profile of Junior Achievement Bulgaria in the local media promoting Junior Achievement's innovative entrepreneurship, work readiness, and financial literacy programs for young people. Since 1997, she taught JA Worldwide programs in her classes, reaching an estimated 1,000 students. She also works with JA Bulgaria to recruit volunteers by sharing her experiences. Ms. Georgieva helped adapt JA Worldwide programs for use in Bulgaria, and developed case studies and exercises which reinforce the program's lessons on entrepreneurship, financial literacy and work readiness.

- JA Bulgaria was also awarded the 25,000-dollar 2007 Entrepreneurial Award of JA Worldwide and the MetLife Foundation. MetLife, a long time JA partner, has a desire to be engaged in advancing the JA mission and recognizes the need to provide JA members with incentives to identify and implement innovative ideas.

- HP Responsible Business Ideas European Contest – in 2007 the contest was won by the Bulgarian student Viktoria Zogova from Velingrad for her idea to address the global potable water shortage locally through a mechanical household system for water purification called “Crystal Stream”.

- **Junior Achievement Bulgaria students set an example for social responsibility**

JAB students from the “Business ethics” program at the National High School in Finance and Business have found a way to put into practice the lessons learned in the JA classroom. The students have formed a special club, named “Radeteli”, aiming at organizing charity projects, thus implementing the values of ethical behavior and social responsibility.



The renovated Takev garden in Sofia.

December 21, 2006 was the date of the first event that the students organized all by themselves - a Christmas charity party at the high school grand hall. Among the performers in the show were the actor Robert Yanakiev, the vocal band “Jestim”, pantomime students from the National Academy for Theater and Film Art, as well as the JAB students themselves. Proceeds from the event amounting to 685.71 are donated to the Children’s oncohematology clinics at the “Tsaritsa Yoana” hospital.

On January 15, 2007, JAB and Bulgarian Charities Aid Foundation started a project “Giving is wonderful ... in school” with the Business Ethics students from the National High school in Finance and Business. They were given a certain amount of money and had two months to decide how to spend it. The results of this social experience depended strongly on the ethical decision of the GBE group. They chose to renovate the Takev city garden at the intersection of “Solunska” and “Angel Kanchev” streets in Sofia. The students collected 2,500 BGN for the renovation and the official opening of the renovated garden took place in June 2007. The project was done with the financial support of KAI Group, Bulgaria’s largest producer of wall, floor tile and granitogress ceramic tiles.



- **“Juniors in Action” National Competitions**

The town of Varshets hosted the first national competition “Juniors in action” for children from under school age to 6th grade on May 17-18, 2006. The competition was organized by JA Bulgaria and the Secondary school “Ivan Vazov” and took place under the patronage of the Mayor of Varshets Mr. Ivaylo Yordanov. About 60 children, coming from 4 different towns – Sofia,

Montana, Byala Slatina and Varshets – participated in the event.

During the competition participants were divided into 3 age groups. Six- to eight-year-olds were organized in teams and had the task to create miniature models of a town's important administrative and business buildings and their situation on the map, using JA Bulgaria's educational set "Our City". Nine- to ten-year-old students took part in an individual competition, in which they used aquarelle paint and pastels to present the most popular sightseeing places of their hometown. Eleven- to twelve-year-old students were divided in a separate category with the same task - this time using oil paint as working material.

Along with the cheerful mood and the fun they had, the children received certificates for completion of JA's "Our City" program and were awarded paint boxes, sweets and games that develop business skills.



In May 2007, the "Juniors in Action" national competition was held in Sofia under the motto "Our City" to encourage the ideas and achievements of the youngest entrepreneurs aged 6-12 participating in JA Bulgaria programs. The event was held under the patronage of Sofia Municipality and Sofia Mayor, Boyko Borisov. More than 150 students from all over the country demonstrated their knowledge in business and economy.

Mayor Borisov assigned tasks to the youngest group of students, who had to develop different plans and ideas to make our city a cleaner, safer and more beautiful place to live. Sasha Bezuhanova, Chairperson of Junior Achievement Bulgaria Board of Directors and General Manager for Hewlett-Packard Bulgaria, assigned the older students to act like real entrepreneurs who create and develop new businesses in the city area.

The students presented their projects and business plans to the jury and the public. All participants received certificates and a present from Junior Achievement Bulgaria – saplings to plant in their schoolyards. The young entrepreneurs made paintings illustrating their ideas for the improvement of the city and for starting their own businesses.

Program Results:

- ❖ Letter of support from the Ministry of Education and Science specifying recognizing JA Bulgaria's professionalism and role as a partner to the Ministry in providing quality entrepreneurship education for young people.
- ❖ Key government counterparts and local businesses acquainted with and supportive of JA Bulgaria programs.
- ❖ All regional and majority of local educational stakeholders trained in and aware of the benefits of JA programs.

- ❖ JAB programs were launched and sustained in 75-100 new schools (out of 3100 existing schools). Approximately 5,000 new students joined various JA programs per school year.
- ❖ The number of unpaid business volunteers reached 614 at the end of program.
- ❖ Enhanced organizational structure with effective program monitoring and evaluation systems in place and an expanded Board of Directors.
- ❖ Cash and contributions from private sector, public sources, fund-raising, and in-kind contributions of USD 200,000 for the 2006-2007 fiscal year and USD 243,000 for 2007-2008 (projection).
- ❖ Financial results 2006-2007:

1. Amount of revenue from private sector:	\$115,447
2. Amount of revenue from government and public sources:	\$76,966
3. Amount of revenue from all other sources:	\$8,275
- ❖ Financial results 2007-2008 (projected):

1. Amount of revenue from private sector:	\$139,500
2. Amount of revenue from government and public sources:	\$85,000
3. Amount of revenue from all other sources:	\$18,800

IV. Legacy, Sustainability and Remaining Challenges

JA Bulgaria established itself as the major provider of quality entrepreneurship education for school-age kids. JA Bulgaria business programs are very much valued for some of the unique opportunities they provide to the schools and students: hands-on education, opportunities for higher teacher qualifications, exposure to international competitions for best performing schools and competitive advantage for attracting more students to the schools participating in the programs. Through JA Bulgaria, USAID made an impact on the lives of young people in Bulgaria and left a legacy for the creation of entrepreneurial culture and environment in the country.

Financial Sustainability

In terms of mobilizing additional resources, JA Bulgaria has planned to increase the percentage of support from private donors, corporate sector versus public donors – gradually from 50% to 70 % over the next 3 years with public sector/donor contributions shifting from USAID-supported funding to EU and Bulgarian government funding. Additionally, a special focus to increase the local businesses support is being made by the development of national partnerships with big national companies that have coverage throughout the country and their mission and philosophy matches JA’s goals and objectives in the field of entrepreneurship education. (Such companies appear to be Globul, Mtel, Coca-Cola, GE, etc.)

Another avenue is pursuing and encouraging business support locally through the involvement of teachers and JA alumni in recruiting volunteer consultants and funding. The school and town of Velingrad is a good example of such a model.

JA Bulgaria has also developed customized program and events packages to attract company sponsors and media partners for its activities. This proves to be a good resource generator in

terms of support for its main calendar activities (events like Manager for a Day, Best Student Company of the Year Competition, Juniors in Action have been established as title events for JA).

As part of the budget planning, we have provisioned for a decrease in the cost per student over the next several years which will be achieved through improved program efficiency. JA Bulgaria plans to increase the use of IT in the administration and delivery of its programs which has proven to be cost-effective. A special IT platform for the whole JA Worldwide organization is under development and is expected to be launched in 2008. JA Bulgaria plans to be one of the pilot countries to test the platform. It will allow for more and improved streamlined tracking, communication and support of students, teachers, volunteers, schools, programs and funding support.

With the support of USAID and the JA Worldwide organization, the work and efforts toward a more substantial strategic planning process helped JA Bulgaria position itself better in this area. JA Bulgaria believes that with a good strategy in hand, improved business environment and better corporate social responsibility culture in the country, established good reputation of the organization based on quality programs and delivery, and most of all successful young people proving the impact of the JA programs, it will be better positioned to increase the reliability of resource availability. The long-term support of some corporate partners such as HP, Citigroup, GE, Microsoft, bTV, Capital, Dnevnik, Darik radio, etc. and the public institutions such as Ministry of Education and Science, Ministry of Economy, Ministry of Finance, etc. indicate that we are on the right track. However, deliberate efforts need to be made to secure advance funding for 1 year ahead which will allow for higher quality, sustainability and stronger impact of the goals of the organization.

Remaining Challenges

JA Bulgaria's analysis has identified some future possible weaknesses and threats which uncover a need for more positioning (people who have not participated in JA Bulgaria programs may have no or wrong information) and for a stronger commitment on part of business consultants. Corporate social responsibility is a popular concept already and the large international corporations practice it, however the local Bulgarian business is not accustomed to such practices. JA Bulgaria's activity also highly depends on the perspectives and strategies of the Ministry of Education and Science. A new government after the parliamentary elections in 2009 may have a different educational policy. Furthermore, the number of business and economic programs and courses is constantly increasing which as a consequence could lead to customers not being able to differentiate clearly among them. Some players at the market try to imitate established JAB practices and programs and offer services that look similar but are of very low quality which may mislead young people and their parents about the quality of JA Bulgaria programs.

V. Annexes

JA Bulgaria 2004-2005 Academic Year Data:

1. Schools teaching programs delivered by JAB: **120**
2. Number of programs offered to schools: **7**
3. New programs prepared for piloting in 2004/2005: **7**
4. Student and teacher events, contests and competitions organized in 2004/2005: **7**
5. Corporations and government institutions participating in Manager For a Day 2004: **60**
6. Corporations supporting JAB annual activities through financial or in-kind contributions: **30**

JA Bulgaria 2005-2006 Academic Year Data:

1. Students who are taught JA programs: **11,388**
(8550 high school students, 1050 middle grades students, 1788 elementary school students)
2. Number of teachers: **396**
3. Number of trained teachers: **70**
4. Cities round Bulgaria, where JA programs have been implemented: **93**
5. Number of schools: **225**
(190 high schools, 27 middle grades schools, 8 elementary schools)
6. New schools which have selected JA profile "Entrepreneurship and business": **16**
7. Number of kindergartens: **2**
8. University students: **50**
9. Registered student companies: **68**
10. Programs offered to schools: **14**
11. Events (student, teacher), competitions and contests organized: **22**
12. Number of volunteers: **208**

JA Bulgaria 2006-2007 Academic Year Data :

1. Number of students: **16,269**
2. Number of Educational Institutions: **325**
3. Number of cities, towns and villages: **115**
4. Professional and vocational schools: **109**
5. General High Schools: **146**
6. 1-8th Grade schools: **10**
7. Kindergartens: **15**
8. General High Schools - JA Major "Entrepreneurship and Business": **33**
9. Other (including universities, etc.): **12**
10. Student Companies: **82**

JA Bulgaria 2007-2008 Academic Year Data:

1. Number of students: **22,600**
2. Number of educational institutions: **270** (the number of schools this year is significantly less than the number of schools last year due to a major update of JA Bulgaria schools database in the end of 2007, as a result of which only the most active schools that work with JA programs were left in the list, whereas schools that have only participated in a seminar once and haven't adopted JA programs subsequently and schools that haven't called for a long time were not included in the list)
3. Student Companies: **82**
4. Graduate program participating companies: **6**
5. Programs and initiatives for which certificates are issued: **28**

JA Bulgaria courses, programs and initiatives – 2007/2008 academic year

I. Elementary Programs

Ourselves

The Ourselves theme focuses on the individual and the roles individuals play in the economy as workers and consumers. The five-part series develops personal economic concepts through storybook characters presented in read-aloud and hands-on activities.

Our Families

The programs which consists of five activities identifies what a family is and how family members work together, what families need and want, where they can get their needs and wants met, and what types of jobs family members hold.

Our Community

This series leads students through a discovery of a community, businesses that operate within the community, how the government works to support services for the well-being of its citizens, and how citizens must take responsibility for the economic well-being of their community.

Our City

The Our City theme identifies businesses that can be found in a typical city and the types of workers they require, how workers apply their skills to their jobs, and how their jobs make a difference in the city.

Europe and Me

Europe and Me increases the understanding of how businesses operate in Europe and explores various economic issues that impact people and businesses and how countries are interdependent. The programme introduces the relationship between the natural, human, and capital resources found in different countries and explores European business that produce goods and services for consumers.

II. Middle Grades Programs

JA It's My Business!

The program emphasizes entrepreneurship while providing a strong focus on social studies, reading, and writing skills. Students are encouraged to use critical thinking to learn entrepreneurial skills that support positive attitudes as they explore and enhance their career aspirations.

JA Global Marketplace

Global Marketplace helps young consumers understand the concept of a global economy. Provides practical information about the key aspects of the global economy, what makes world trade work, and how trade affects students' daily live.

Personal Economics

Personal Economics is an eight to ten week class that helps students assess their personal skills and interests, explore career options, learn job-hunting skills, and discover the value of an education. They also learn about budgets, personal and family financial management, and the use and abuse of credit.

The Economics of Staying in School

Economics of Staying in School is a series of six activities designed for students at risk of dropping out. Business volunteers present the lessons which help students analyse the benefits of staying in school, prepare personal budgets, examine the effects of drug abuse, and explore career opportunities.

III. High School Programs

JA Business Ethics

Through hands-on classroom activities, JA Business Ethics fosters students' ethical decision-making as they prepare to enter the workforce and take part in the global marketplace. Students will recognize and analyze theory, terminology, and concepts; apply skills; and evaluate ethical decision-making.

Management & Economic Simulation Exercise (MESE)

MESE simulates a competitive manufacturing industry and is built around the concept of supply and demand. Students must shape and estimate their demand while making sure they have enough supply to satisfy their customers. At the same time, they analyze their competitors and discover how individual company decisions in a free market balance the industry supply and demand.

JA Company Program

The program helps young people appreciate and better understand the role of business in our society. With the support and guidance of volunteer consultants from the local business community, the JA Company Program provides basic economic education for high school students. By organizing and operating an actual business enterprise, students learn first-hand how businesses function.

Banks in Action

The program provides students with the challenge of operating a bank in a competitive environment that simulates the real banking world. The simulation illustrates how business decisions must be integrated in a successful banking operation. The students must thoroughly understand each element of banking – interest rate on savings, credit, deposit certificates, and term loans as well as expenditures for marketing and research and development. Success depends on coordinating decisions to develop a strategy for the bank that meets the challenges of a competitive market and sets it apart from its competitors.

JA Economics

Economics is an entire semester of study that immerses high school students in the principles and theories of economics. With the regular visits of a business consultant, students learn to apply theory to everyday simulations and other exercises to make the study of economics exciting and applicable to the day-to-day life of the students.

TTBiz – the Travel and Tourism Business Program

Travel and Tourism Business Programme is a web-based program, which consists of classroom and field activities that teach students how to start an actual tourism-related small business. There is time set aside for classroom activity and discussion, on-line computer work, and fieldwork, where student teams survey their communities.

Leadership

The Leadership program helps students to become active community leaders by studying about and working in the local community.

Success skills

JA Success Skills focuses on developing students' interpersonal effectiveness. Through an assessment, the students identify the strengths and unique potentials of their interpersonal skills. They examine how their interpersonal skills can be applied in the workplace, and practice their skills in a variety of activities, including mock job interviews. They begin work on a skill portfolio that they can carry with them into the work force when seeking employment.

Enterprise without Borders

Enterprise without Borders is a high school program that teaches the value of European trade and the practical skills necessary to function in an international market. Student-run, trade collaborations between two schools located in different countries are formed. Each Enterprise without Borders site forms a business entity and negotiates a trade agreement, or joint venture with one or more other European sites. Students capitalize a business by selling stocks. At the end of the project, students liquidate their company by preparing a profit and loss statement and balance sheets, paying a dividend to their stockholders, and publishing annual reports.

IV. Programs for Graduates

Youth Business

Youth Business is a joint initiative of JA Bulgaria, Balkan Children and Youth Foundation and Youth Business International which provides young entrepreneurs aged 18-29 with the resources they need to realize their business ideas through especially designed seed loans. Youth Business is open to all young people, including those with an already established business, that will develop in the future.

Graduate Student Company

The Graduate Programme gives post-secondary students the opportunity to experience the exhilaration of running their own company, giving them an insight into how their talents could be used to set up in business for themselves. Graduate Programme students gain real experience of the world of business: creating and researching a business plan, taking responsibility and being accountable to their shareholders for the running of the company.

V. Competitions and Initiatives

Juniors in Action

"Juniors in Action" is an annual initiative directed at the achievements and ideas of the youngest entrepreneurs receiving instruction under JA Bulgaria's programs. The competition is the final stage where the juniors in action can show what they have learned throughout the year. Through various case studies and games, JA's programs for the elementary grades (for kids between 5 and 12 years of age) give the youngest students the opportunity to form a culture of entrepreneurship and an attitude toward business from an earliest age.

Manager for a Day

Each year, Junior Achievement Worldwide organizes Manager for a Day in more than 100 countries, including Bulgaria. High-level state officials, as well as established managers from all spheres of business and social life take part in the initiative. The students send their CVs to JA Bulgaria's website, stating their interests and professional orientation. The host companies and state institutions have the opportunity to choose among the CVs and invite their managers

for a day. This simulative job fair gives students a chance to acquire and refine their skills to present themselves and evaluate their competitiveness. The hosts, in turn, make a mini-survey of young and perspective people, who they can later invite for summer internships.

Best Student Company

The competition is part of the international Junior Achievement-Young Enterprise Best Student Company of Europe competition. The winner of the national competition is admitted for participation in the Europe-wide competition. The teams are assessed by a jury consisting of representatives of business and the criteria include: annual financial reports, overall marketing strategy, product/service of the company, presentation skills of the team. Creating and operating their own real business enterprise students not only learn how business functions, but also what the benefits of free market economy are.

National Competition for Best Virtual Enterprise

The Management and Economic Simulation Exercise provides a “battling ground” for competing teams of enterprises that start their business under equal conditions. The participants make decisions based on the market situation and macroeconomic policy. The most important decisions they have to make are related to the price of the product, the quantity to be produced, funds to be invested into marketing and advertising and into R&D. The competition has national, regional and global level. Bulgarian teams have won the European title of numerous occasions and have once been fourth in the global competition in 1997.

“Creating entrepreneurship skills and education in entrepreneurship” – project with the Ministry of Economy and Energy

This project is part of the Package of measures that the Ministry of Economy and Energy adopted to increase the level of education in entrepreneurship in the vocational high schools in Bulgaria. Junior Achievement Bulgaria won a small public procurement of the Ministry and as a result the first Center for Entrepreneurship “Student Company” was opened in the Sofia High School in Construction, Architecture, and Geodesy. The Center’s goal is to develop entrepreneurship culture, knowledge and skills among the young people from the general high schools and make them economically literate and socially responsible personalities who can be successful in the professional sphere of their choice.

“Intellectual property – an element of the culture of the young people” – project with the Ministry of Culture

The main objective of the project is to be instrumental in forming a consciousness and culture of protecting intellectual property among young people between 5th and 12th grade. This joint initiative is the first step in a long-term program for a public-private partnership between the Ministry of Culture and JA Bulgaria.

Responsible Business – annual conference

The “Responsible Business” project is a result of a partnership between Hewlett Packard and Junior Achievement-Young Enterprise Europe. Each year, a European Company of the Year Competition is held. The award is given to student companies that integrate as best as possible strong financial performance, social responsibility, environmental excellence, and innovation into their business plan and operations. Another contest for responsible business ideas is also held which is open for all JA students between 15 and 18 years of age. The business idea should demonstrate strong market potential, social responsibility and environmental excellence and be innovative in order to receive the award.

**Letter of Support from the Ministry of Education and Science –
August 5, 2005**



РЕПУБЛИКА БЪЛГАРИЯ
МИНИСТЕРСТВО НА ОБРАЗОВАНИЕТО И НАУКАТА
МИНИСТЪР

№ 1105-79
05.08 2005 г.

ДО
Г-ЖА МИЛЕНА СТОЙЧЕВА
ИЗПЪЛНИТЕЛЕН ДИРЕКТОР
НА „ДЖУНИЪР АЧИЙВМЪНТ БЪЛГАРИЯ”

УВАЖАЕМА ГОСПОЖО СТОЙЧЕВА,

Министерството на образованието и науката подкрепя усилията „Джуниър Ачийвмънт – България” за насърчаване на инициативността и развитието на предприемаческата култура на младите хора и оценява високо приноса на организацията за разпространението и прилагането на икономически, бизнес и предприемачески образователни програми.

Една от основните задачи на приетата от Народното събрание Национална програма за развитие на училищното образование и предучилищното възпитание и подготовка (2006 - 2015 г.) е ориентирането на училищното образование към провокиране на мисленето и самостоятелността, към формиране на практически умения и към развитие на личността. Дейността „Джуниър Ачийвмънт – България” и нейните образователни програми могат да се впишат успешно в реализацията на тази задача. Със своя опит и професионализъм организацията може да бъде надежден партньор на Министерството на образованието и науката с оглед обучението и възпитанието на младите хора като активни, самостоятелни и

предприемчиви граждани, способни да отговорят на предизвикателствата на динамичния висококонкурентен пазар на Европейския съюз.

Министерството на образованието и науката има ползотворна съвместна дейност с „Джуниър Ачийвмънт – България“ и се надявам нашето сътрудничество да продължи и занапред.

Пожелавам успех на бъдещите ви инициативи.

ДАНИЕЛ ВЪЛЧЕВ
ЗАМЕСТНИК МИНИСТЪР-ПРЕДСЕДАТЕЛ И
МИНИСТЪР НА ОБРАЗОВАНИЕТО И НАУКАТА