

# FACTBOOK 2022



JA  
Worldwide

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# JA Worldwide Board of Governors

Representing the top worldwide corporations and the brightest minds of their generation, the JA Worldwide Board of Governors shapes our global footprint, steers our strategic direction, and mentors our staff.

## Jonas Prising

Chairman & CEO,  
ManpowerGroup  
*Board Chair*

## Shiv Khemka

Vice Chairman, SUN Group  
Chairman, The Global  
Education & Leadership  
Foundation  
*Board Co-Vice Chair*

## Karen Reddington

President, FedEx Express  
Europe and CEO, TNT  
*Board Co-Vice Chair*

## Asheesh Advani

President & CEO, JA  
Worldwide

## Ainar D. Aijala, Jr.

*Emeritus Governor*

## Alan S. Armstrong

President & CEO, The  
Williams Company,  
*Board Chair, JA USA*

## Mayu Avila

Corporate Sustainability  
Regional Head (retired),  
HSBC Latin America  
*People Development  
Committee Chair*

## Maliz Beams

*Emeritus Governor*

## Partha Bose

Global CXO Advisor  
*Marketing Committee Chair*

## Michael Bray

*Emeritus Governor*

## Jim Carroll

Senior Vice President,  
Global Government  
Relations, Honeywell  
International

## Doug Charles

President of the Americas,  
Korn Ferry

## David L. Cunningham, Jr.

President & Chief Executive  
Officer (retired), FedEx  
Express

## Francesco Vanni d'Archirafi

Chair, Euroclear

## Ralph de la Vega

President & CEO  
(retired), AT&T Mobile and  
Business Solutions

## Michel De Wolf

CPA, DGST & UCLouvain

## Phil Evans

Managing Director,  
Global Provider Strategy,  
BlackRock  
*Development Committee  
Chair*

## Karen Hopkins

Global CMO, Partner, EY

## Brad S. Karp

Chairman, Paul, Weiss,  
Rifkind, Wharton &  
Garrison, LLP

## Vivian Lau

Vice Chair and Group CEO,  
Pacific Air Holdings Limited

## Luciano Macagno

Managing Director, Latin  
America, Caribbean &  
South Florida, Delta Air  
Lines  
*Board Chair, JA Americas*

## Fiona Macaulay

Founder-CEO WILD;  
Professor at Georgetown  
University McDonough  
School of Business; Inc.com  
Columnist

## Pamela Maynard

CEO, Avanade

## Carlos Motta

Director, Inversiones Bahia  
*Board Treasurer, Finance  
Committee Chair*

## Charles Olumuyiwa Moyela

Strategic Communications  
Advisor  
*Board Chair, JA Africa*

## David Oskandy

Deputy General Counsel  
International, M&A, and  
Strategic Initiatives, CDW

## Peter Njonjo

Co-Founder and CEO,  
Twiga Foods

## Stephen O'Hearn

Former Partner,  
PricewaterhouseCoopers  
GmbH WPG  
*Audit Committee Chair*

## P G Raghuraman

Managing Director, Chief  
Risk Officer for Growth  
Markets, Accenture  
*Board Chair, JA Asia Pacific*

## Gus Schmedlen

President & Chief Revenue  
Officer, Xio Research, Inc.  
*Learning Experience  
Committee Co-Chair*

## Shannon Schuyler

Principal, Chief Purpose &  
Inclusion Officer, PwC

## Steve Sear

Executive Vice President,  
Global Sales, for Delta Air  
Lines

## Claudia Slacik

Chair of the Board, SIPC  
(Securities Investor  
Protection Agency)  
*Board Secretary*

## Sheikha Hanadi Bint Nasser Bin Khaled Al Thani

Vice Chairman, NBK  
Holdings  
*Board Chair, INJAZ Al-Arab*

## Elena Tosheva

EU Brand & Reputation  
Manager, Google  
*JA Alumni Honoris and  
former JA Alumni Europe  
President*

## Bhakti Vithalani

Founder & CEO, BigSpring  
*Learning Experience  
Committee Co-Chair*

## Adam Warby

CEO Emeritus, Avanade  
*Board Chair, JA Europe*

## Rebecca Winthrop

Senior Fellow and  
Co-Director, Center for  
Universal Education, The  
Brookings Institute

# What We Do

## Our students tackle the toughest challenges in their communities.

As one of the world's largest and most-impactful youth-serving NGOs, JA delivers hands on, immersive learning in work readiness, financial health, entrepreneurship, sustainability, STEM, economics, and more. Reaching more than 10 million young people each year, JA Worldwide is one of few organizations with the scale, experience, and passion to build a brighter future for the next generation of innovators, entrepreneurs, and leaders.

But the impact of our real-world training goes beyond individual students. For over 100 years, JA has operated all over the world, including areas of political instability, violence, and war, and the unemployment, poverty, and hopelessness that stem from such conditions. By helping youth develop the employment and entrepreneurial tools to find meaningful work and start sustainable companies, JA serves as conduit for peace and prosperity. Through JA, young people are equipped with the mindset and skillset to build thriving communities.

## Building the skills that employers seek and that entrepreneurs need.

The global pandemic created an opportunity for new digital learning experiences to emerge faster than ever. At the same time, automation, globalization, and working from home require new skills, just as the largest generation in history is entering the workforce.

JA's skill-building programs—for students as young as 5 and as old as 25—are more important than ever before in our century of innovation and achievement.

Under the mentorship of nearly 300,000 volunteers from all sectors of society, plus more than 250,000 teachers, JA students benefit from real-world work experience and know-how, transforming their knowledge, skills, attitudes, and aspirations as they build toward successful careers, prepare for the risks and rewards of entrepreneurship, and learn to thrive financially.

We equip young people from every corner of the world with the employment and entrepreneurship skills they need right now—and in the future. By building a wide range of skills and nurturing self-belief, JA prepares young people for the future of work, teaches them how to think entrepreneurially, and ensures they have the tools to be financially capable adults.

## Impact around the world.

In over 100 countries, our passionate staff has unparalleled access to schools, creating an ecosystem of hands-on programs driven by volunteers, teachers, policymakers, and the private sector. In addition to maintaining deep relationships with our funders, we're forging partnerships with high-tech start-ups, universities, and like-minded NGOs, giving even more students the opportunity to benefit from JA's learning experiences.

Our 150+ million living alumni are a testament to JA's lifelong impact, serving as a global force for good. Many start businesses that serve a social need, solve a local problem, or inspire others to reach their potential. Others donate time and money to their communities. Still others give back to the next generation of young people by volunteering and mentoring.

## A modern NGO with 100+ years of experience.

At JA, we're laying the groundwork to serve exponentially more students by supporting innovation throughout our network, making investments in technology and human capital, and executing partnerships with select organizations that benefit from our unparalleled access to schools and students. An investment in JA is an investment in the success of the next generation.



### **Entrepreneurship: Cultivating an entrepreneurial mindset**

Through JA's real-world entrepreneurship programs—the longest-running in the world—students work as a team to develop an innovative product or service, finance their startup business, creatively market their product, and launch their careers as entrepreneurs or intrapreneur.



### **Work Readiness: Preparing youth for the jobs of the future**

JA's volunteer-led work-readiness programs teach critical skills that prepare young people for college, trade school, or the workforce. By job shadowing skilled mentors, building skills through digital experiences, and developing solutions to business challenges, JA students are prepared for the future of work.



### **Financial Literacy: Developing financial independence**

JA's hands-on, role-playing financial-literacy programs expose young people to smart saving and investing, thoughtful spending and credit, the role of taxes, the value of employment and community involvement, and the opportunities of global trade. We prepare young people for lifelong financial health.

# Inspire–Prepare–Succeed

To expand our understanding of JA's impact in what is now a profoundly digital educational environment, our organization began tracking a wider range of JA student engagement with more segmentation of learning experiences.

Introduced last year, this methodology, known as “Inspire–Prepare–Succeed,” enables a more transparent view of the diversity of our student learning experiences and a greater focus on outcomes and impact.

## Inspire

These introductory learning experiences are designed to inspire youth, develop an interest, and spark the desire for further engagement. Inspire experiences are lighter, diverse, and highly digital; interactions are volunteer-led, educator-led, or self-service, with the learner identified through a system report or analytics.

## Prepare

“Prepare” experiences, a sample of which is shown in the tables to the right, are core learning experiences that build skills, attitudes, and competencies that can be validated through assessments.

## Succeed

“Succeed” learning experiences are built on other JA experiences, such as a learning badge, credential, internship or apprenticeship, and milestones in employment or entrepreneurship. These applied learning experiences demonstrate mastery of competencies in real-world situations.



**15,144,900+**  
student experiences



**288,100+**  
teachers & educators



**95,200+**  
schools



**182,649,600+**  
contact hours



**299,300+**  
volunteers



**3,200+**  
staff

## Top Ten “Prepare” Learning Experiences (Global)

PROGRAMS	AFRICA	AMERICAS	ASIA PACIFIC	EUROPE	MENA	USA	TOTAL
JA Job Shadow	n/a	8,157	1,032	419,843	3,699	12,647	445,378
JA Company Program	16,569	23,913	67,485	319,304	11,691	2,569	441,531
JA Our Community	n/a	6,990	2,210	131,928	n/a	181,921	323,049
JA Our City	n/a	1,761	58,249	79,753	n/a	162,771	302,534
JA Biztown	n/a	7,289	13,794	n/a	n/a	279,983	301,066
JA Economics	n/a	1,935	19,835	270,506	173	n/a	292,449
JA Economics for Success	4,700	64,769	3,136	115,329	9,680	67,734	265,348
Cha-Ching Program	5,526	n/a	252,810	n/a	n/a	n/a	258,336
JA Our Families	139	1,783	2,502	89,540	7,294	151,218	252,476
JA Our Nation	41,050	4,327	2,340	62,656	9,897	110,766	231,036

### Top Three in the Africa Region

PROGRAMS	TOTAL EXPERIENCES
JA Our Nation	41,050
JA It's My Business!	29,657
JA Company Program	16,569

### Top Three in the Americas Region

PROGRAMS	TOTAL EXPERIENCES
JA Economics for Success	64,769
JA Company Program	23,913
JA More Than Money	20,317

### Top Three in the Asia Pacific Region

PROGRAMS	TOTAL EXPERIENCES
Cha-Ching Curriculum	252,810
JA Company Program	67,485
JA Our City	58,249

### Top Three in the Europe Region

PROGRAMS	TOTAL EXPERIENCES
JA Job Shadow	419,843
JA Company Program	319,304
JA Economics	270,506

### Top Three in the MENA Region

PROGRAMS	TOTAL EXPERIENCES
JA Innovation Camp	28,476
JA Steer Your Career	28,239
JA Friends of the Earth	22,399

### Top Three in the USA Region

PROGRAMS	TOTAL EXPERIENCES
JA Biztown	279,983
JA Finance Park	224,009
JA Our Community	181,921

# JA Worldwide Student Data

## By Region

ALPHABETICALLY LISTED	STUDENT EXPERIENCES			CONTACT HOURS	STAFF	VOLUNTEERS	TEACHERS	SCHOOLS
	INSPIRE	PREPARE	SUCCEED					
Africa	153,172	137,156	24,004	5,682,205	129	4,285	1,209	915
Americas	836,624	611,964	39,996	10,526,216	376	18,850	8,822	13,388
Asia Pacific	804,322	2,155,111	47,919	32,421,197	203	14,963	54,332	11,833
Europe	2,265,502	3,764,131	196,715	103,475,695	899	84,055	128,679	55,268
MENA	342,512	373,720	47,086	5,803,617	136	7,483	3,512	2,428
USA	847,038	2,399,077	98,862	24,740,695	1,528	158,455	102,789	11,424

## By Location

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Albania	449,077	5,336,366	194	13,111	2,826
Algeria	15,656	74,764	157	n/a	69
Argentina	78,635	884,870	1,796	1,777	993
Armenia	240,580	8,841,760	38	66	2,587
Austria	7,713	242,848	507	540	157
Azerbaijan	9,019	65,437	36	198	101
Bahamas	6,802	100,708	226	84	61
Bahrain	121,043	303,081	1,882	n/a	234
Belgium Flemish	74,700	1,833,686	1,883	3,395	1,875
Belgium French	15,550	659,066	662	647	666
Brazil	156,304	1,089,819	5,807	n/a	598
Bulgaria	40,902	134,987	187	318	1,100
Canada	283,263	1,390,146	4,645	3,184	4,575
Chile	8,323	50,515	217	201	36
China	187,022	1,412,887	3,250	3,860	397
Colombia	12,181	164,666	622	7	57
Costa Rica	177,378	646,671	538	318	1,209
Cyprus	14,727	99,749	177	437	517
Czech Republic	35,590	577,791	275	825	329
Denmark	32,508	754,536	335	1,339	2,407
Dominica	617	6,255	n/a	n/a	13
Dominican Republic	10,060	49,986	72	40	29
Ecuador	29,329	106,523	400	69	103
Egypt	17,101	67,902	114	103	44
El Salvador	6,697	44,379	93	122	58
Estonia	22,975	741,196	1,287	882	983
Eswatini	58,129	3,358,919	27	230	95



ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Finland	87,824	1,273,809	600	3,892	923
France	36,799	1,454,801	1,967	3,804	1,346
Gabon	1,755	n/a	n/a	n/a	6
Georgia	134,237	992,243	100	832	232
Germany	316,555	787,680	551	2,360	1,222
Ghana	6,446	29,835	63	160	103
Greece	20,867	2,361,755	623	2,162	613
Guam	1,194	25,782	122	26	67
Guatemala	39,310	251,755	254	64	393
Honduras	6,243	28,301	94	70	102
Hong Kong	38,161	199,565	2,134	652	302
Hungary	42,103	245,323	191	256	1,311
Iceland	1,286	38,832	44	40	15
India	1,473,118	23,243,701	1,915	4,751	1,363
Indonesia	400,727	373,307	1,102	1,435	774
Ireland	30,870	132,604	1,899	1,354	408
Isle of Man	4,163	20,904	324	174	39
Israel	13,012	337,182	2,844	239	141
Italy	215,590	2,125,866	1,039	2,180	886
Ivory Coast	2,280	31,747	91	68	45
Jamaica	19,573	432,441	101	222	174
Japan	29,504	328,432	1,807	619	330
Kenya	11,956	98,645	139	180	117
Kuwait	8,830	19,661	128	38	17
Latvia	169,520	4,163,263	385	6,103	326
Lebanon	18,774	65,069	208	383	35
Lithuania	158,627	1,182,986	834	1,662	392
Luxembourg	18,399	356,237	523	478	291
Macedonia	7,082	55,209	101	223	29
Malaysia	63,133	311,071	411	235	393
Malta	7,965	22,820	275	165	40
Mauritius	2,858	23,557	9	53	70
Mexico	70,340	919,712	1,704	1,284	1,494
Moldova	32,681	1,152,869	552	1,030	749
Montenegro	5,878	86,640	12	38	30
Morocco	122,331	4,022,451	965	374	553
Netherlands	149,492	1,754,682	98	4,856	1,445
Nigeria	81,065	299,763	3,681	264	31
Norway	215,708	4,186,378	10,226	6,273	1,340
Oman	47,704	147,700	297	209	87
Pakistan	5,641	9,644	27	158	48
Palestine	52,969	254,301	1,200	691	306

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Panama	15,375	48,130	826	756	34
Paraguay	44,888	3,332,345	5	326	264
Peru	510,805	851,917	537	140	3,120
Philippines	467,513	3,178,218	742	8,646	4,906
Poland	273,345	8,656,244	7,613	4,905	7,560
Portugal	34,253	398,772	1,234	443	424
Qatar	40,918	192,220	166	115	120
Republic of Korea	90,740	369	666	1	801
Romania	825,674	6,985,296	883	11,269	2,713
Russia	1,229,705	26,347,920	23,373	30,488	6,644
Saudi Arabia	63,489	360,852	288	855	641
Serbia	44,280	862,898	502	569	453
Singapore	20,883	93,747	2,109	n/a	93
Slovakia	41,121	1,806,754	454	1,675	1,039
Slovenia	1,477	25,143	46	95	22
South Africa	6,006	152,851	105	147	44
Spain	59,365	372,268	2,290	1,512	744
St. Kitts and Nevis	1,283	3,638	16	0	39
Sweden	275,057	8,041,292	14,000	2,857	5,759
Switzerland	42,132	262,306	828	698	343
Thailand	36,175	154,706	13	28,242	508
Tunisia	109,495	210,232	1,428	741	249
Turkey	48,750	3,718,768	2,152	1,408	906
Turkmenistan	81,887	2,319,807	441	1,136	1,245
Turks & Caicos	78	2,496	25	14	7
Uganda	2,602	986,807	44	95	17
Ukraine	2,364	1,673	5	20	14
United Arab Emirates	35,796	52,326	524	2	66
United Kingdom	745,848	4,042,293	1,942	13,059	3,422
Uruguay	8,621	61,297	406	108	n/a
US Virgin Islands	402	3,356	26	27	8
USA	3,258,057	24,740,695	158,455	102,789	11,424
Venezuela	2,077	56,290	440	9	21
Vietnam	102,506	702,961	178	4,373	505
Yemen	7,910	22,096	69	1	7
Zambia	5,153	141,348	15	10	57
Zimbabwe	102,301	558,413	111	2	330
Regional initiatives across all countries	222,129	12,847	67	n/a	n/a
<b>Total</b>	<b>15,144,910</b>	<b>182,649,625</b>	<b>288,091</b>	<b>299,343</b>	<b>95,256</b>



# JA Africa

## Regional Facts and Figures

### MEMBER COUNTRIES/AREAS

Côte D'Ivoire  
Eswatini  
Gabon

Ghana  
Kenya  
Mauritius

Nigeria  
South Africa  
Uganda

Zambia  
Zimbabwe

### DATA AT A GLANCE

Student Experiences: 314,332  
Contact Hours: 5,682,205

Number of Staff: 129  
Volunteers: 4,285

Teachers: 1,209  
Schools: 915

### JA Africa Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Côte D'Ivoire	2,280	31,747	91	68	45
Eswatini	58,129	3,358,919	27	230	95
Gabon*	1,755	n/a	n/a	n/a	6
Ghana	6,446	29,835	63	160	103
Kenya	11,956	98,645	139	180	117
Mauritius	2,858	23,557	9	53	70
Nigeria	81,065	299,763	3,681	264	31
South Africa	6,006	152,851	105	147	44
Uganda	2,602	986,807	44	95	17
Zambia	5,153	141,348	15	10	57
Zimbabwe	102,301	558,413	111	2	330
Regional initiatives across all countries	33,781	320	n/a	n/a	n/a
<b>Total</b>	<b>314,332</b>	<b>5,682,205</b>	<b>4,285</b>	<b>1,209</b>	<b>915</b>

\*Member country/location is inactive

# JA Americas

## Regional Facts and Figures

### MEMBER COUNTRIES/AREAS

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

### DATA AT A GLANCE

Student Experiences: 1,488,584  
Contact Hours: 10,526,216

Number of Staff: 376  
Volunteers: 18,850

Teachers: 8,882  
Schools: 13,388

### JA Americas Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Argentina	78,635	884,870	1,796	1,777	993
Bahamas	6,802	100,708	226	84	61
Brazil	156,304	1,089,819	5,807	n/a	598
Canada	283,263	1,390,146	4,645	3,184	4,575
Chile	8,323	50,515	217	201	36
Colombia	12,181	164,666	622	7	57
Costa Rica	177,378	646,671	538	318	1,209
Dominica	617	6,255	n/a	n/a	13
Dominican Republic	10,060	49,986	72	40	29
Ecuador	29,329	106,523	400	69	103
El Salvador	6,697	44,379	93	122	58
Guatemala	39,310	251,755	254	64	393
Honduras	6,243	28,301	94	70	102
Jamaica	19,573	432,441	101	222	174
Mexico	70,340	919,712	1,704	1,284	1,494
Panama	15,375	48,130	826	756	34
Paraguay	44,888	3,332,345	5	326	264
Peru	510,805	851,917	537	140	3,120
St. Kitts and Nevis	1,283	3,638	16	n/a	39
Turks & Caicos	78	2,496	25	14	7
Uruguay	8,621	61,297	406	108	n/a
US Virgin Islands	402	3,356	26	27	8
Venezuela	2,077	56,290	440	9	21
<b>Total</b>	<b>1,488,584</b>	<b>10,526,216</b>	<b>18,850</b>	<b>8,822</b>	<b>13,388</b>

# JA Asia Pacific

## Regional Facts and Figures

### MEMBER COUNTRIES/AREAS

Brunei	India	Pakistan	Thailand
China	Indonesia	Philippines	Vietnam
Guam	Japan	Republic of Korea	
Hong Kong SAR–China	Malaysia	Singapore	

### DATA AT A GLANCE

Student Experiences: 3,007,352	Number of Staff: 203	Teachers: 54,332
Contact Hours: 32,421,197	Volunteers: 14,963	Schools: 11,833

### JA Asia Pacific Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Azerbaijan*	9,019	65,437	36	198	101
China	187,022	1,412,887	3,250	3,860	397
Guam	1,194	25,782	122	26	67
Hong Kong SAR–China	38,161	199,565	2,134	652	302
India	1,473,118	23,243,701	1,915	4,751	1,363
Indonesia	400,727	373,307	1,102	1,435	774
Japan	29,504	328,432	1,807	619	330
Malaysia	63,133	311,071	411	235	393
Pakistan	5,641	9,644	27	158	48
Philippines	467,513	3,178,218	742	8,646	4,906
Republic of Korea	90,740	369	666	1	801
Singapore	20,883	93,747	2,109	n/a	93
Thailand	36,175	154,706	13	28,242	508
Turkmenistan*	81,887	2,319,807	441	1,136	1,245
Vietnam	102,506	702,961	178	4,373	505
Regional initiatives across all countries	128	1,564	10	n/a	n/a
<b>Total</b>	<b>3,007,352</b>	<b>32,421,197</b>	<b>14,963</b>	<b>54,332</b>	<b>11,833</b>

\*Member country/location is inactive

# JA Europe

## Regional Facts and Figures

### MEMBER COUNTRIES/AREAS

Albania	Czech Republic	Greece	Latvia	Norway	Slovenia
Armenia	Denmark	Hungary	Lithuania	Poland	Spain
Austria	Estonia	Iceland	Luxembourg	Portugal	Sweden
Belgium (Flemish)	Finland	Ireland	Macedonia	Romania	Switzerland
Belgium (French)	France	Isle of Man	Malta	Russia	Turkey
Bulgaria	Georgia	Israel	Moldova	Serbia	Ukraine
Cyprus	Germany	Italy	Netherlands	Slovakia	United Kingdom

### DATA AT A GLANCE

Student Experiences: 6,226,348  
Contact Hours: 103,475,695

Number of Staff: 899  
Volunteers: 84,055

Teachers: 128,679  
Schools: 55,268

### JA Europe Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Albania	449,077	5,336,366	194	13,111	2,826
Armenia	240,580	8,841,760	38	66	2,587
Austria	7,713	242,848	507	540	157
Belgium (Flemish)	74,700	1,833,686	1883	3,395	1,875
Belgium (French)	15,550	659,066	662	647	666
Bulgaria	40,902	134,987	187	318	1,100
Cyprus	14,727	99,749	177	437	517
Czech Republic	35,590	577,791	275	825	329
Denmark	32,508	754,536	335	1,339	2,407
Estonia	22,975	741,196	1287	882	983
Finland	87,824	1,273,809	600	3,892	923
France	36,799	1,454,801	1967	3,804	1,346
Georgia	134,237	992,243	100	832	232
Germany	316,555	787,680	551	2,360	1,222
Greece	20,867	2,361,755	623	2,162	613
Hungary	42,103	245,323	191	256	1,311
Iceland	1,286	38,832	44	40	15
Ireland	30,870	132,604	1899	1,354	408
Isle of Man	4,163	20,904	324	174	39
Israel	13,012	337,182	2844	239	141
Italy	215,590	2,125,866	1039	2,180	886
Latvia	169,520	4,163,263	385	6,103	326

## JA Europe Regional Student Data, continued

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Lithuania	158,627	1,182,986	834	1,662	392
Luxembourg	18,399	356,237	523	478	291
Macedonia	7,082	55,209	101	223	29
Malta	7,965	22,820	275	165	40
Moldova	32,681	1,152,869	552	1,030	749
Montenegro	5,878	86,640	12	38	30
Netherlands	149,492	1,754,682	98	4,856	1,445
Norway	215,708	4,186,378	10226	6,273	1,340
Poland	273,345	8,656,244	7613	4,905	7,560
Portugal	34,253	398,772	1234	443	424
Romania	825,674	6,985,296	883	11,269	2,713
Russia	1,229,705	26,347,920	23373	30,488	6,644
Serbia	44,280	862,898	502	569	453
Slovakia	41,121	1,806,754	454	1,675	1,039
Slovenia	1,477	25,143	46	95	22
Spain	59,365	372,268	2290	1,512	744
Sweden	275,057	8,041,292	14000	2,857	5,759
Switzerland	42,132	262,306	828	698	343
Turkey	48,750	3,718,768	2152	1,408	906
Ukraine	2,364	1,673	5	20	14
United Kingdom	745,848	4,042,293	1942	13,059	3,422
<b>Total</b>	<b>6,226,348</b>	<b>103,475,695</b>	<b>84055</b>	<b>128,679</b>	<b>55,268</b>



# INJAZ Al-Arab JA MENA

## Regional Facts and Figures

### MEMBER COUNTRIES/AREAS

Algeria	Lebanon	Palestine	Tunisia
Bahrain	Morocco	Qatar	United Arab Emirates
Egypt	Oman	Saudi Arabia	Yemen
Kuwait			

### DATA AT A GLANCE

Student Experiences: 763,318	Number of Staff: 136	Teachers: 3,512
Contact Hours: 5,803,617	Volunteers: 7,483	Schools: 2,428

### INJAZ Al-Arab JA MENA Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	TEACHERS	SCHOOLS
Algeria	15,656	74,764	157	n/a	69
Bahrain	121,043	303,081	1,882	n/a	234
Egypt	17,101	67,902	114	103	44
Kuwait	8,830	19,661	128	38	17
Lebanon	18,774	65,069	208	383	35
Morocco	122,331	4,022,451	965	374	553
Oman	47,704	147,700	297	209	87
Palestine	52,969	254,301	1,200	691	306
Qatar	40,918	192,220	166	115	120
Saudi Arabia	63,489	360,852	288	855	641
Tunisia	109,495	210,232	1,428	741	249
United Arab Emirates	35,796	52,326	524	2	66
Yemen	7,910	22,096	69	1	7
Regional initiatives across all countries	101,300	10,963	57	n/a	n/a
<b>Total</b>	<b>763,318</b>	<b>5,803,617</b>	<b>7,483</b>	<b>3,512</b>	<b>2,428</b>

# Junior Achievement USA

## Regional Facts and Figures

### LOCAL AREAS

Akron/Canton, OH	Columbus, OH	Kansas	New Orleans, LA	San Antonio, TX
Alaska	Dallas, TX	Kansas City, MO	New York, NY	San Diego, CA
Albany, NY	Delaware	Kingsport, TN	Norfolk-Newport News, VA	Scranton, PA
Arizona	Denver, CO	Knoxville, TN	Northern California	Seattle, WA
Arkansas	Des Moines, IA	Las Vegas, NV	Oklahoma	Shreveport, LA
Baltimore, MD	Detroit, MI	Lexington, KY	Omaha, NE	South Dakota
Baton Rouge, LA	Eastern Iowa	Lincoln, NE	Orlando, FL	Springfield, MA
Birmingham, AL	El Paso, TX	Longview, TX	Owensboro, KY	Springfield, OH
Boston, MA	Evansville, IN	Los Angeles, CA	Pensacola, FL	St. Louis, MO
Bowling Green, KY	Fort Lauderdale, FL	Louisville, KY	Peoria, IL	Tampa Bay, FL
Brazoria County, TX	Fort Wayne, IN	Maine	Philadelphia, PA	Toledo, OH
Bridgeport, CT	Fort Worth, TX	Memphis, TN	Pittsburgh, PA	Utah
Buffalo, NY	Georgia	Miami, FL	Portland, OR	Warren/Youngstown, OH
Charlotte, NC	Grand Rapids, MI	Middletown, OH	Raleigh, NC	Washington, DC
Chattanooga, TN	Greensboro, NC	Midland, MI	Reno, NV	West Palm Beach, FL
Chicago, IL	Hartford, CT	Minnesota	Rhode Island	Wisconsin
Cincinnati/Dayton, OH	Hawaii	Naples, FL	Richmond, VA	York, PA
Cleveland, OH	Heartland	Nashville, TN	Roanoke, VA	
Cleveland, TN	Houston, TX	New Bedford/Fall River, MA	Rochester, NY	
Cocoa Beach, FL	Indianapolis, IN	New Jersey	Sacramento, CA	
Colorado Springs, CO	Jackson, MI	New Mexico	Salisbury, MD	
Columbia, SC	Jacksonville, FL			

### DATA AT A GLANCE

Student Experiences: 3,258,057  
Contact Hours: 24,740,737

Number of Staff: 1,528  
Volunteers: 102,258

Teachers: 102,789  
Schools: 14,097

### Junior Achievement USA Regional Student Data

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	SCHOOLS
Akron/Canton, OH	21,870	85,679	391	143
Alaska	8,669	48,505	94	46
Albany, NY	14,613	74,746	413	92
Arizona	108,295	589,632	3,865	304
Arkansas	15,050	63,837	279	62
Baltimore, MD	26,452	297,036	97	85
Baton Rouge, LA	32,293	134,605	689	106
Birmingham, AL	32,755	135,840	1,054	151
Boston, MA	6,199	75,453	330	40
Bowling Green, KY	8,447	37,922	169	57
Brazoria County, TX	4,222	14,210	84	20

# Junior Achievement USA Regional Student Data, continued

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	SCHOOLS
Bridgeport, CT	13,706	46,876	442	57
Buffalo, NY	11,181	63,568	241	95
Charlotte, NC	22,484	147,703	831	82
Chattanooga, TN	4,958	16,995	140	20
Chicago, IL	229,599	422,156	2,371	660
Cincinnati/Dayton, OH	41,463	120,999	260	148
Cleveland, OH	8,221	35,428	292	53
Cleveland, TN	3,570	21,938	73	15
Cocoa Beach, FL	3,858	16,319	182	14
Colorado Springs, CO	11,925	67,717	393	83
Columbia, SC	34,618	95,731	281	153
Columbus, OH	16,560	156,341	1,237	137
Dallas, TX	118,840	425,163	1,488	153
Delaware	11,585	195,319	529	71
Denver, CO	71,803	432,134	1,828	441
Des Moines, IA	21,714	297,465	2,143	147
Detroit, MI	32,950	242,433	515	150
Eastern Iowa	36,324	160,064	915	149
El Paso, TX	11,889	52,996	527	57
Evansville, IN	19,025	89,077	372	105
Fort Lauderdale, FL	69,029	724,450	3,972	235
Fort Wayne, IN	152,928	1,207,608	5,424	468
Fort Worth, TX	22,061	215,224	490	97
Georgia	82,370	3,124,721	6,525	182
Grand Rapids, MI	22,719	74,917	357	191
Greensboro, NC	6,569	29,076	31	34
Hartford, CT	29,472	67,336	752	113
Hawaii	5,402	32,223	221	47
Heartland	36,757	246,994	2,042	199
Houston, TX	103,307	928,966	4,428	379
Indianapolis, IN	48,416	284,448	1,636	187
Jackson, MI	4,684	65,627	47	26
Jacksonville, FL	23,027	87,133	532	77
Kansas	20,294	101,509	570	91
Kansas City, MO	13,154	75,504	1,062	134
Kingsport, TN	11,312	44,061	31	54
Knoxville, TN	25,328	236,117	417	155
Las Vegas, NV	16,417	97,299	140	51
Lexington, KY	12,793	86,353	113	72
Lincoln, NE	26,428	140,421	676	126

## Junior Achievement USA Regional Student Data, continued

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	SCHOOLS
Longview, TX	7,762	26,018	172	31
Los Angeles, CA	28,289	123,086	849	104
Louisville, KY	33,255	404,045	1005	165
Maine	10,337	38,044	400	121
Memphis, TN	15,034	333,233	390	68
Miami, FL	37,580	432,043	284	172
Middletown, OH	888	4,915	20	4
Midland, MI	7,212	67,296	117	56
Minnesota	81,024	583,054	4586	502
Naples, FL	14,772	134,869	86	46
Nashville, TN	20,902	290,531	1629	134
New Bedford/Fall River, MA	6,256	36,359	230	33
New Jersey	74,967	296,704	1609	201
New Mexico	5,548	21,207	174	68
New Orleans, LA	21,666	98,462	156	58
New York, NY	40,622	228,374	2267	168
Norfolk-Newport News, VA	8,689	43,094	197	44
Northern California	48,449	209,115	929	244
Oklahoma	35,497	677,513	2905	220
Omaha, NE	4,999	26,461	166	22
Orlando, FL	35,066	765,865	196	69
Owensboro, KY	23,675	142,990	267	105
Pensacola, FL	36	132	2	2
Peoria, IL	13,891	64,304	201	93
Philadelphia, PA	20,300	98,729	482	55
Pittsburgh, PA	30,527	186,480	601	196
Portland, OR	22,121	193,731	1757	200
Raleigh, NC	15,287	31,866	224	92
Reno, NV	5,775	18,751	23	20
Rhode Island	5,620	53,361	327	26
Richmond, VA	20,927	135,305	229	68
Roanoke, VA	3,953	26,103	138	34
Rochester, NY	11,189	66,585	157	75
Sacramento, CA	4,670	12,642	21	16
Salisbury, MD	12,221	64,208	137	65
San Antonio, TX	51,341	235,222	1486	345
San Diego, CA	21,352	369,478	3347	210
Scranton, PA	3,043	12,757	41	37
Seattle, WA	26,220	218,469	1284	240

# Junior Achievement USA Regional Student Data, continued

ALPHABETICALLY LISTED	STUDENT EXPERIENCES	CONTACT HOURS	VOLUNTEERS	SCHOOLS
Shreveport, LA	5,171	29,736	160	31
South Dakota	54,129	199,819	1,719	202
Springfield, MA	4,418	26,985	91	23
Springfield, OH	8,512	24,089	110	37
St. Louis, MO	152,169	1,078,186	3,796	682
Tampa Bay, FL	47,900	1,065,961	3,350	337
Toledo, OH	4,885	18,621	72	43
Utah	98,312	542,010	6,033	339
Warren/Youngstown, OH	9,275	53,014	130	48
Washington, DC	51,920	1,151,047	652	167
West Palm Beach, FL	71,178	264,522	680	121
Wisconsin	95,199	489,581	2,953	560
York, PA	86,422	491,891	1,430	284
<b>Total</b>	<b>3,258,057</b>	<b>24,740,737</b>	<b>102,258</b>	<b>14,097</b>

# JA Worldwide Pass-Through Funding

JA raises funding at all levels of the network: globally, regionally, nationally, and locally. In aggregate, the JA network generated revenue of over \$2.5 billion over the 2016–2022 period, with \$370 million in 2022 alone. JA Worldwide manages relationships with donors—including global corporations, foundations, aid agencies, and individual donors—which provide funding for the headquarters organization and pass-through funding for the JA network. Over the 2016–2022 period, JA Worldwide provided pass-through funding of over \$85 million to the JA network, including \$16.6 million in 2022. The following countries received pass-through funding from JA Worldwide in 2022. These numbers do not include funding from relationships that are managed by JA Worldwide but are provided directly by funders to the regional, national, and local JA entities.

## Africa

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Côte d'Ivoire	31,614
Eswatini	40,346
Ghana	244,133
Kenya	272,974
Mauritius	8,321
Nigeria	222,590
Rwanda	3,467
Senegal*	13,205
South Africa	188,430
Tanzania	3,053
Uganda	75,078
Zambia	75,775
Zimbabwe	77,775
<b>Total</b>	<b>1,256,762</b>

## Asia Pacific

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
China	498,025
Hong Kong SAR–China	706,500
India	137,564
Indonesia	357,024
Japan	308,482
Korea	628,361
Malaysia	159,258
Pakistan	15,077
Philippines	342,226
Singapore	152,464
Thailand	75,100
Vietnam	139,751
<b>Total</b>	<b>3,519,832</b>

## Americas

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Argentina	335,831
Bahamas	41,255
Brazil	581,984
Canada	149,312
Chile	159,953
Colombia	172,736
Costa Rica	125,793
Curaçao	4,000
Dominica	4,000
Dominican Republic	119,249
Ecuador	24,201
El Salvador	64,337
Guatemala	61,540
Honduras	44,066
Jamaica	168,223
Ontario, Canada	63,000
Mexico	927,810
Nicaragua	1,100
Panama	233,419
Paraguay	57,300
Peru	186,235
São Paulo, Brazil	2,500
Turks & Caicos	15,857
Uruguay	48,824
Venezuela	439
<b>Total</b>	<b>3,592,965</b>

\*Member country/location is inactive

## Europe

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Regional Operating Center - Europe	3,365,085
Armenia	15,000
Czech Republic	11,500
Finland	2,500
France	51,714
Germany	327,000
Greece	20,500
Hungary	12,500
Ireland	38,000
Italy	197,401
Malta	30,000
Portugal	21,814
Romania	84,000
Russia	25,000
Slovakia	22,600
Spain	49,014
Switzerland	5,000
Turkey	32,500
United Kingdom	38,461
<b>Total</b>	<b>4,349,589</b>

## MENA

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Algeria	40,000
Bahrain	95,625
Egypt	761,187
Kuwait	27,751
Lebanon	84,689
Morocco	87,372
Oman	63,000
Palestine	54,009
Qatar	89,450
Saudi Arabia	1,361,000
Tunisia	116,050
UAE	299,075
Yemen	40,551
<b>Total</b>	<b>3,119,762</b>

## United States

JA MEMBER	AMOUNT PASSED THROUGH JA WORLDWIDE TO THE MEMBER
Regional Operating Center – USA	301,617
JA of New York, Inc.	87,000
JA of Northern New England, Inc.	23,456
JA North, Inc.	2,710
JA of Arizona, Inc.	5,000
JA of Central Carolinas, Inc.	2,500
JA of Central Maryland, Inc.	17,500
JA of Central Ohio, Inc.	5,000
JA of Chicago	34,500
JA of Dallas, Inc.	5,000
JA of Delaware, Inc.	10,000
JA of Eastern North Carolina, Inc.	5,000
JA of Georgia, Inc.	17,714
JA of Greater Miami, Inc.	12,725
JA of Greater St. Louis, Inc.	405
JA of Hawaii, Inc.	5,000
JA of Memphis and the Mid-South, Inc.	55,000
JA of New Jersey, Inc.	39,500
JA of Northern California, Inc.	61,714
JA of OKI Partners, Inc.	2,500
JA of San Diego County, Inc.	2,500
JA of South Florida, Inc.	15,150
JA of South Texas, Inc.	5,250
JA of Southeast Texas, Inc.	62,250
JA of Southeastern Pennsylvania, Inc.	10,000
JA of Southern California, Inc.	7,500
JA of Southern Nevada, Inc.	5,000
JA of Tampa Bay, Inc.	5,000
JA of Washington	27,500
<b>Total</b>	<b>833,991</b>





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