THE JCI ACTION FRAMEWORK GUIDE

Table of Contents

The JCI Action Framework: Introduction and Overview

Introduction

As an organization that develops leaders for a changing world, JCI provides members with a wide range of opportunities to develop themselves, their local and international communities and their entrepreneurial endeavors through hands-on experience. The JCI Action Framework is the methodology that guides JCI members through this hands-on experience.

Whether members want to make a real economic impact through local job creation or professional education, create a strong business plan that can yield new jobs to the economy, organize an international event, or develop their personal skills, the JCI Action Framework provides a roadmap for JCI members to tackle these challenges and turn them into extraordinary opportunities.

EXPANDING THE FRAMEWORK TO COVER ALL JCI ACTIONS

→ Flexible and unique problem-solving tool

→ Expands an effective method to encompass the Four Areas of Opportunity

→ Helps global strategic goals and can be used to promote and innovate JCI RISE projects, Trainings, Events, and Programs

The JCI Action Framework is designed to help create strong JCI actions that are centered around the 4 Areas of Opportunity. JCI members develop their skills and become true JCI leaders by fostering:

- **International Cooperation** through exciting and innovative events,
- **Individual Development** through leadership and personal development trainings,
- **Business and Entrepreneurship** through flagship programs like Creative Young Entrepreneur, and
- **Community Impact** through projects anchored in economic reality through the JCI RISE initiative to help sustain and rebuild economies in the face of the COVID-19 pandemic, motivate the workforce through youth entrepreneurship, and promote mental health awareness.

Another aim of the JCI Action Framework is to add value to JCI at a local, national and global level and therefore add value to its members, each action must be developed with a return on investment in mind, yielding:

- Brand awareness and visibility for JCI and its members
- Membership growth
- Financial sustainability through corporate, government or civil society partnerships
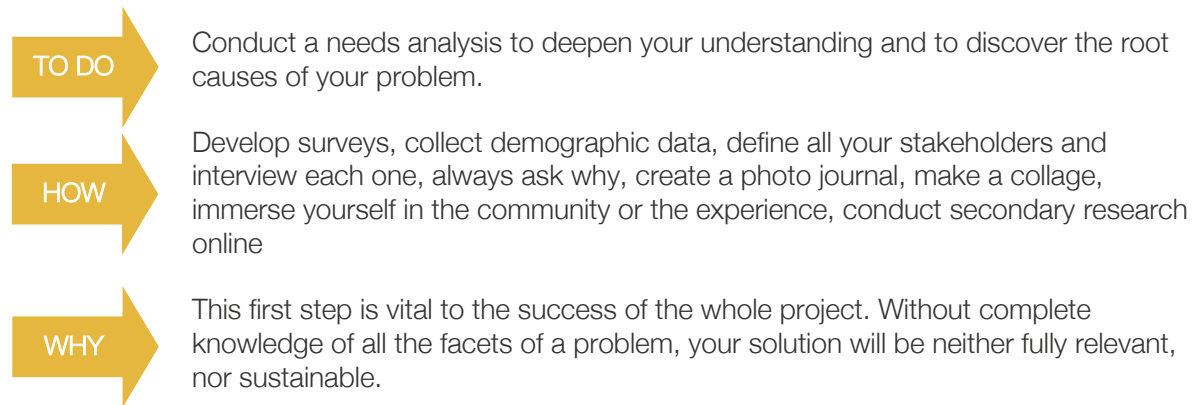
The JCI Action Framework is a tool to develop enterprising young JCI leaders - Global Networkers, Global Communicators, Global Entrepreneurs and Global Changemakers. With these four key competencies, JCI leaders have the ability to navigate an increasingly complex and globalized world and to create positive changes to the society around them.

The Framework: An Overview

The JCI Action Framework is a cyclical and iterative process to ensure that the solutions provide lasting impact. Remember: Engage partners during each step of the process and continuously monitor and evaluate results.

Analyze: Examine Needs

The goal of this first step is to deepen your understanding of a challenge by discovering the root causes of the problem.

TO DO Conduct a needs analysis to deepen your understanding and to discover the root causes of your problem.

HOW Develop surveys, collect demographic data, define all your stakeholders and interview each one, always ask why, create a photo journal, make a collage, immerse yourself in the community or the experience, conduct secondary research online

WHY This first step is vital to the success of the whole project. Without complete knowledge of all the facets of a problem, your solution will be neither fully relevant, nor sustainable.

EXAMPLE: JCI SOUTH CITY*

There has been an increase of 73% in unemployment of young people aged 18 to 30 since the start of the Covid-19 pandemic in South City, notably due to the collapse of the tourism industry, which accounted for 53% of the local economic output in 2019. The tourism boom also led to an increase in prices and pollution due to crowding in the old city and the abundance of cruise ships. It is important for the members of JCI South City to act to make a difference and help to rebuild the industry in a more sustainable manner.

*This is a fictional Local Organization and not based on JCI South City from JCI Zimbabwe

Develop: Formulate Sustainable Solutions

The goal of this step is to design a solution and formulate a plan to tackle the root causes of your challenge.

TO DO Design your solution. Use the research you collected in the previous step to develop a project plan. Define your goals, desired outcomes, and actions.

HOW Consult your stakeholders, analyze and find themes in your research, define your Theory of Change, organize brainstorming sessions, create a business model canvas, draw a mind map, use the principles of Design Thinking

The members of JCI South City decided to focus on remotivating the workforce by promoting pillar 2 of the JCI RISE initiative and stimulating youth entrepreneurship, after consulting the local government and some of the existing partners and seniors in the organization, who also work in the tourism business. The government announced that they were willing to provide grants to young entrepreneurs who will either create new businesses that promote green tourism or pivot their existing businesses to that sector. JCI South City therefore decided to base itself on existing global and regional projects and to adapt this to create its own Creative Young Entrepreneur program in collaboration with 5 other local organizations from South Province (encatchment area of 6.5 million people) in similar situations, focusing on green tourism businesses.

Execute: Take Action

The goal of this step is to implement and test your solution.

TO DO Execute your project plan. Mobilize your resources, engage your partners, and take action!

HOW Communicate clearly, keep yourself and your teammates accountable for responsibilities, test your solution, be flexible and open to change, gather feedback and track your results as the implementation process unfolds

The South Province provided cash awards in the form of 100.000 USD startup or business transformation grants for the winner and top 2 runners up, they also gathered 50.000 USD in corporate sponsorship from various partners notably the South City Banking Corp and thanks to a partnership with the South City Chamber of Commerce (affiliated to ICC), they got strong media connections and visibility. Thanks to this, 156 young entrepreneurs applied and after a strong event in the presence of the Premier of South Province and the President of the Southern Federation, a winner and two runners up were chosen.

Review: Monitor and Evaluate Results

The goal of this final step is to determine if your plan is on track to reach your goals.

TO DO
After monitoring your results during the execution phase, evaluate whether your progress aligns with your expected outcomes. Use your findings to adjust your project plan, or even to change your solution altogether.

HOW
Compare your results to the indicators you created for your project plan, reflect on the successes of the actions you executed and identify possible improvements, collect more feedback from all stakeholders using surveys or interviews, conduct a SWOT analysis

WHY
You must evaluate your results to determine if your solution is working. You cannot make adjustments to your solution without first gathering data throughout your project. If you want to create long-term impact, you must be willing to revisit your indicators, modify your plan, iterate, iterate, and iterate some more!

Impact was defined as:
- 17 new businesses created, thanks to the visibility of the project - even though 14 of the projects didn't win the grant, the media coverage provided seed funding from interested investors.
- One year later, the impact was a 23% reduction in carbon emissions linked to the tourism business and an 47% increase in jobs for young people aged 18 to 30 compared to the low point in August 2020.
- 34 members were actively involved in the project which yielded 23 newspaper and web articles about the project itself and the JCI RISE global initiative, helped boost JCI South City membership growth by 23% and yielded the local organization a surplus of 5327$ by the end of the year that was used to pay the fees of members to the area conference the following year and support the winner and two runners up at the Area CYE contest.
- The project also won the award for the best JCI RISE project at the Area Conference the following year and was shortlisted for the global award at the World Congress.

Partnerships

As the organization that unites all sectors of society, JCI values partnerships on all levels. JCI members know that a well-rounded leader cannot make a difference without the support of others.

TO DO
Engage your partners during every step of the Framework.

HOW
Ask your partners to actively participate in your project, request and prioritize their feedback, seek corporate sponsorships, combine your resources and leverage each other's strengths to achieve better results, build a mutually beneficial partnership that yields concrete benefits for you and for JCI

WHY
Engaging your partners during all levels of the project ensures the sustainability of your project and allows you to reach your goals faster. Each stakeholder has their own perspective, and this diversity strengthens your knowledgebase and significantly amplifies your impact.

Partnerships must help yield concrete benefits for JCI: brand awareness and visibility, membership growth and financial sustainability:

- With businesses who can provide corporate sponsorship to the projects
- With governments who, like in the example above, can provide grants and awards
- With civil society partners who can help promote the project using their networks and gain external coverage therefore boost brand awareness and member attraction

Analyze: Examine Needs - Guide for Step 1 of the JCI Action Framework

To launch the JCI Action Framework process, identify a challenge related to individual growth, a potential business or innovation, your local economy or workforce, or international connection and collaboration. Then, conduct research to deepen your understanding and to discover the root causes of your challenge.

Purpose

To identify a problem and investigate its causes. This first step is vital to the success of the whole project. Without complete knowledge of all the facets of a problem, your solution will be neither fully relevant, nor long-lasting. Thoroughly researching will also ensure that you have the resources and the support you need to execute your solution when that time comes.

Goals

→ Identify and define your challenge
→ Deepen your understanding of the challenge through a needs analysis
→ Discover the root causes of the problem

How to Conduct a Needs Analysis

1. **Organize a needs analysis team among whom tasks can be distributed. This can eventually become your Project Team!**

2. **Identify an overarching challenge within the 4 Areas of Opportunity.**
   a. Not sure where to start? Begin by:
      i. Watching the local news or reading the local newspaper and identifying economic themes related to the JCI RISE initiative
      ii. Asking local members what trainings, events, or programs they are most interested in

   JCI South City Example Continued
   JCI South City members identified a challenge in their community. They observed massive unemployment of young people aged 18 to 30 since the start of the Covid-19 pandemic.

3. **Identify your target audience and all relevant stakeholders, as well as potential data sources.**
   a. Ask: who is affected by the challenge?
   b. Identify your stakeholders, and then ask them who is affected by the challenge, too. They may know more stakeholders of whom you were not aware.

   JCI South City initially identified local youth and their employers as stakeholders affected by this challenge.

4. **Gather existing data and information about the challenge identified and any resources that support creating sustainable solutions for it.**

a. Search for census or demographic data. Review surveys, reports, and literature about the challenge you identified and resources that exist to address it.

b. Search online for other relevant and credible information related to the identified challenge.

In their research, JCI South City discovered that the tourism industry accounted for 53% of the local economic output in 2019.

5. **Define questions you must answer in order to determine the root cause of the challenge. These will be the objectives of your needs analysis.**

Which industry employed predominantly young people in South City?
Who was affected by this industry's employment, practices, services, or products?

6. **Create a needs analysis plan for collecting data, answering your questions and achieving your needs analysis objectives by outlining the following:**
   a. Which stakeholders can best answer your questions?
   b. What is the best way to ask them (a survey, interview, forum, etc.)?
   c. What specific tasks must be completed to collect the data (create the survey, set up the interview, promote the forum)?
   d. Who will be responsible for those tasks and what are their corresponding deadlines?

JCI South City consulted their local government, their Local Organization's existing partners, and fellow JCI members.

7. **Once your plan is complete, execute it! Start collecting data until you have answered all your needs analysis questions.**

8. **After data collection is complete, analyze the information to determine the root cause by asking:**
   a. What are the specific needs related to the overarching challenge?
   b. How are these connected to one another?
   c. What is the priority need for the local, national, or international community?
   d. What are the root cause(s) of that need?

JCI South City discovered that the massive youth unemployment was caused by a decline in the tourism industry due to COVID-19 restrictions. There were virtually no more tourists visiting the area, so hotels and cruise ships laid off most of their employees and halved their workforce, completely eliminating thousands of jobs for the foreseeable future.

9. **After determining the root cause(s), outline a problem statement that will guide you in formulating a relevant and long-lasting solution.**

How might we address massive youth unemployment caused by a significant and ongoing reduction in the number of jobs available in the tourism industry in South City which was caused by the COVID-19 pandemic?

10. **Share the results of your needs analysis with your members and other stakeholders before you begin designing a solution.**

Tools and External Resources

- **Surveys:** a questionnaire sent to your target audience related to the challenge you and your members identified.
  - How to Build Effective Market Research Surveys, from Qualtrics
  - Free survey platforms: SurveyMonkey, Google Forms
- **Interviews with your stakeholders:** Identify which stakeholders are involved with the identified challenge and interview them for more information, do proper research first to ensure the interviews add value.
  - IDEO.org's Interview Guide, Group Interview Guide, and Expert Interview Guide
- **Focus groups:** small and targeted discussion groups with influential leaders.
  - More about research focus groups, from The Balance Small Business
- **Economic data:** numbers speak louder than words, use official government sources.
  - The World Bank
    - Economic Monitoring and Analysis periodicals
    - Open Knowledge Repository, (free publications, PDFs)
    - World Bank Open Data (datasets)
    - Database of Enterprise Surveys by country
  - International Monetary Fund's Databases

Trigger Questions

These questions are suggestions to help spark some ideas and to help you identify a challenge, which will also help boost JCI in your society.

Individual Development	→ Which trainings are my fellow JCI members requesting to develop their professional skill set?
	→ What types of training would I be wanting to take to become a better leader?
Business & Entrepreneurship	→ Which types of programs do I wish my Local Organization has to support the local ecosystem?
	→ How can my Local Organization encourage youth entrepreneurship?
Community Action	→ How can my Organization help rebuild or sustain our local economy, especially industry sectors that have suffered the most recently?
International Collaboration	→ How can my Local Organization help foster international collaboration and boost economic growth by opening minds within the community?

Develop: Formulate Sustainable Solutions - Guide for Step 2 of the JCI Action Framework

Purpose

The purpose of this step is to design a solution to your challenge using the research you gathered in the previous step, Analyze.

Goals

→ Brainstorm and design a solution that addresses the **root causes** of your challenge
→ Create your project plan: define your goals, desired outcomes, timeline, actions, resources needed, and your project team.

How to Design a Solution

1. **Assemble your team. You can use the same team who conducted your needs analysis or add new members to the group. Don't forget to invite all relevant stakeholders, too.**

   JCI South City Example Continued
   Initially, JCI South City consulted their Organization's existing members and partners such as the South City Chamber of Commerce, their local government, and 5 other like-minded organizations in their city. They also consulted residents of the old city, and members of the tourism industry.

2. **Use the problem statement you developed in the previous step, Analyze, to define a purpose for the project or program.**

   JCI South City realized they needed to find an alternative way of creating jobs in their city.

3. **Organize multiple collective brainstorming sessions with your team and your stakeholders.**
   a. Before you begin, create your brainstorming rules and share them with your team. Use the principles of Design Thinking to foster creativity: discourage judgement, encourage ideas that initially may seem unreasonable, and focus on quantity over quality.

   b. Conduct a **brainstorming warm-up exercise** such as the Alternative Uses activity. The warm-up will help your team enter a creative thinking mindset.

   c. Start brainstorming! Use the project's purpose that you defined in the previous step to guide your brainstorming sessions.

      i. **Suggested methods**: Post-It Method, Mind Mapping, Solutions Tree Analysis, Mash-Ups
      i. **Important**: For all of these methods, begin with 3-5 minutes of individual thinking before you come together as a group.
      ii. Don't forget to assign a notetaker to capture all your ideas.

d. You may have to organize multiple brainstorming sessions until you can narrow down your ideas to create a 1-3 possible solutions.

After a few brainstorming sessions, JCI South City decided to create their own Creative Young Entrepreneur Program to achieve their project purpose.

4. **Now that you have at least one idea for potential solutions, develop your Theory of Change. To do this, organize another session with your team.**

a. A **Theory of Change** is a methodology for backwards planning or mapping. Begin with your desired purpose and then write what preconditions or requirements are necessary to achieve that purpose. Then, identify what steps are necessary to achieve those requirements, and so forth.

b. A Theory of Change is crucial because it allows you to:

i. Consider how each part of your solution leads you toward your desired outcome,
ii. Question your assumptions about how and why your solution will successfully address your challenge,
iii. Help you make decisions about which solution to choose to move forward,
iv. Help you develop Key Performance Indicators (KPIs) that measure your progress.

*After working through the entire process, JCI South City's defined their Theory of Change: "**If** we find a new way of creating jobs such as launching the JCI South City Creative Young Entrepreneur Program, **then** we will help stimulate the economy, motivate the workforce, and fewer young people will be unemployed in South City during the COVID-19 pandemic."*

While creating their Theory of Change, JCI South City realized their Key Performance Indicators (KPIs), or quantitative measures of success, would measure the amount the economy was stimulated, the number of jobs available for young people, and how much more workforce motivation was fostered.

5. **Use your Theory of Change to create your Project Plan.**

a. **Note**: If your Theory of Change helped you realize that your solution is NOT feasible, you will have to test a different solution from your brainstorming sessions.

b. While you developed your Theory of Change, you should have outlined most of your project plan already!

c. Your Project Plan should include:
i. SMART Goals. SMART Goals are specific, measurable, attainable, relevant, and time-bound.
ii. Objectives for each SMART goal
iii. Actions steps for each objective
iv. The responsible person, deadline, and costs for each action step

One of JCI South City's SMART Goals: Launch the JCI South City Creative Young Entrepreneur Program by November 1, 2020 and receive at least 50 applications by December 1, 2020.

JCI South City expanded on the general KPIs they defined in their Theory of Change, and created more specific indicators to measure their progress, such as the number of new businesses and new jobs created, the percentage reduction of youth

unemployment in South City, and the number of new JCI members in their Local Organization.

6. **Using your project plan as a foundation, create a project budget that supports your goals.**

7. **Review the project plan and budget with your team to ensure everyone agrees to the responsibilities assigned to them and the goals defined for the project.**

Tools and External Resources

- Brainstorming rules: IDEO.org's Brainstorm Rules
- Brainstorming methods: SessionLab's Idea Generation and Innovation Activities
- Alternative Uses activity: Example using a paperclip from SessionLab
- Tools from remote brainstorming: Miro, MURAL, Google Jamboard, Popplet, MindMeister, Diagrams.net
- Theory of Change information: Center for Theory of Change
- Business Model Canvas: Templates available on MURAL and Miro

Applications

Individual Development	→ Use brainstorming methods to discover new ideas regarding personal and professional development for your Local Organization.
Business & Entrepreneurship	→ As a young entrepreneur, you can use brainstorming methods to develop possible actions and solutions related to the challenges you found during the Analysis stage.
	→ Use a Business Model Canvas to outline your project plan and start thinking about markets, financing and launch.
Community Action	→ A Theory of Change is especially important for JCI RISE projects because it will give you a detailed understanding of how change (towards greater workforce motivation or a stronger local economy) happens. It will also help attract new JCI members.
International Collaboration	→ Combine brainstorming and Theory of Change to tackle challenges you identified internationally, notably how two JCI local or national organizations can twin to address a common issue, whilst at the same time adding value to members and enhancing the JCI brand.

Execute: Take Action - Guide for Step 3 of the JCI Action Framework

Purpose

The purpose of this step is to implement the project plan you created in the previous step, Develop.

Goals

→ Implement your project plan and test your solution
→ Continuously monitor and document your results

Things to Remember as You Take Action

1. **As always, engage your partners during this step, combine your resources, and leverage each other's strengths. Empower your stakeholders to take joint responsibility for the project.**

   a. While you execute your project plan, you may find that there are project gaps in terms of resources. If this is the case, identify stakeholders to fill them. Engage the identified stakeholders with a partnership proposal.

   JCI South City Example Continued
   JCI South City realized they needed more funds to provide cash rewards or startup grants for the Creative Young Entrepreneur Program winners, so they approached their partners and secured multiple corporate sponsorships.

       i. Don't forget: All partnerships should be mutually beneficial and yield concrete benefits to your Local Organization, such as expanding JCI brand awareness and visibility, fostering membership growth, or strengthening financial sustainability.

       JCI South City's partnership with their local Chamber of Commerce helped them acquire strong media attention and visibility. Their partnership with the federal government gave them the opportunity to offer larger startup grants to the winners of the program.

   b. Ensure all partners understand and agree to their responsibilities by outlining them in a partnership agreement that will be signed by all parties involved.

   c. Maintain regular communication to keep project partners updated and informed.

2. **Prioritize clear and constant communication with your internal team and hold each other accountable for your assigned tasks and responsibilities, especially sticking to a fixed timeline and deadlines.**

   a. You can do this by organizing your tasks using a project management software like Trello, scheduling a weekly Zoom/in-person meeting to touch base, or simply by checking in with each other via WhatsApp or a phone call a few times a week.

3. **It is important to be flexible and open to change. When you first begin implementing your project plan, you are still in the "testing" or "prototyping" phase of your project.**

4. **It is absolutely crucial to monitor and reflect on your results as you go along.**

    a. To do this, document your progress and compare it to the indicators and targets that you established in your project plan. Are you reaching your short-term targets? Why or why not?

    b. For detailed information on Monitoring and Evaluation, see the guide for step 4 of the JCI Action Framework, Review.

    Because JCI South City continuously monitored the results of their project, they were able to recognize and address challenges early. For example, they anticipated receiving only about 50 applications and budgeted the program accordingly. However, as the program gained more media attention, they realized they were receiving many more applications. They were able to adjust their budget and find more corporate sponsors easily thanks to the traction, because they were monitoring the applications.

5. **During project implementation, you may encounter challenges that lead you to question your project plan or your solution altogether. These challenges are opportunities to improve your solution and ensure its success, relevancy, and sustainability.**

    a. Go back to steps 1 or 2 and expand your needs analysis or adjust your plan. Then, begin testing your revamped solution again.

    b. **Remember**: The JCI Action Framework is iterative and cyclical.

Applications

Individual Development
→ Launch the trainings after a strong marketing campaign and ensure that there is a proper feedback loop that is also provided to the trainers so they can adapt their offering according to market preferences.

Business & Entrepreneurship
→ This is the equivalent of a product launch: plan the go-to-market strategy meticulously and ensure that you stick to timing and ensure proper follow up to customers to understand their needs and reaction to your product.

Community Action
→ The JCI South City example illustrates how to implement a JCI RISE project.

→ Execute the JCI RISE project in collaboration with business, government, and civil society partners. Make sure your project targets one of the 3 JCI RISE pillars: Business Recovery, Workforce Empowerment, or Mental Health Awareness. Visit the JCI Library or the JCI Trello Board for more information about the JCI RISE initiative.

International Collaboration

→ Organize online or physical activities between twinning organizations during JCI events or in between them in order to highlight the common project, ensuring that members of local governments and corporate sponsors are involved as well so that they understand the power of the global JCI network.

Review: Monitor and Evaluate Results - Guide for Step 4 of the JCI Action Framework

As previously specified, the JCI Action Framework is a cyclical and iterative process. This step, Review, is the key component of the cyclical nature of the Framework. Although this is step 4 of the Framework, it should not be conducted only to conclude your project. Instead, monitoring and evaluation is used throughout the JCI Action Framework process.

Purpose

The purpose of this step is to determine if your plan is on track to reach your goals.

Goals

→ Create a plan to monitor your progress <u>during</u> implementation
→ Evaluate your real results compared to your expected results
→ Use the information from your evaluation to decide how to proceed with your project

How to Monitor Your Results

1. **Before you begin implementing your solution, establish your project's Key Performance Indicators (KPIs).**

    a. Develop your indicators when you create your Project Plan. Each SMART Goal has short-term objectives, and each objective should have indicators.

    b. **Ask:** When I achieve this objective, what does success look like? What is my target and when should I achieve it? Your answer should be quantitative, in numbers or percentages.

    c. **Note:** Don't forget to reference your Theory of Change. When you created it during step 2 of the JCI Action Framework, you should have already outlined your indicators. You've completed most of the work already!

    JCI South City Example Continued
    JCI South City had established general categories for their indicators when they developed their Theory of Change, such as economic stimulation or increased workforce motivation. When they finalized their project plan, they narrowed these categories into specific KPIs, such as:
    1 – Receive at least 50 program applications
    2 – Increase the number of jobs available in South City by 40%
    3 – Help launch 5 new businesses
    4 – Gain 15 new JCI members
    5 - Yield a surplus of 3.000 USD for the organization that can be pumped into services for members next year

2. **Use your needs analysis data to determine the starting measurements for each indicator. This enables evaluation of project progress and impact achieved.**

3. **Along with your Key Performance Indicators, determine a strategy for how you will monitor your results.**

a. **Why:** To ensure you are monitoring your project as soon as it launches, and to ensure your team does not overlook this critical step.

b. Your strategy should include **who** will monitor your results, **when, and how often** they will do so. You may have already outlined this in your Project Plan when you assigned your team members their responsibilities.

c. It may be helpful to schedule bi-weekly, weekly, or monthly check-ins with your team.

4. **Now, you can begin your project implementation. Monitor the project and track whether short-term targets are achieved and understand why or why not.**

a. Regularly document your results and collect feedback from your team and your stakeholders.

How to Evaluate Your Results

1. **At each objective's deadline, compare your real results with your beginning measurements and your targets or expected outcomes.**

a. Were your short-term targets achieved? Why or why not?
b. What worked well? What didn't work well?
c. Meet with your team and your stakeholders to answer these questions and gather additional feedback.

JCI South City compared the percentage of unemployed young people between the ages of 18 and 30 at the beginning of the pandemic (April 2020) to the percentage of unemployed young people after their project launched (December 2020), and again a few months later.

2. **Do not wait until your project is "complete" to conduct an evaluation of your results.**

a. Remember, when you first start implementing your solution, you are only in the "testing" or "prototyping" phase. You must use your evaluation data to inform your implementation moving forward.

3. **If your results are significantly different than expected, you may have to reevaluate your needs analysis and gather more data, alter your project plan and implementation, or change your solution altogether.**

a. The more you test a solution, gather feedback, and adjust your plan accordingly, the more relevant and sustainable your solution will be.

For example, JCI South City received almost three times the number of program applications than they expected. Although fantastic, it was an unexpected result, so JCI South City had to alter their project plan and find more funding for their program.

4. **Keep testing, monitoring, evaluating, and adjusting your solution during every step of the implementation.**

5. **Once you have fully implemented your project plan, gather your team and all stakeholders and conduct a final evaluation. You may have already answered some of the following suggested questions during your short-term evaluations.**

a. Were the short-term objectives achieved? Why or why not?

b. Was your project purpose achieved? Why or why not?

JCI South City's project purpose was to find an alternative way of creating jobs in their city, and to help create those jobs for young people. They found an alternative method: encouraging entrepreneurship and starting new small businesses through their Creative Young Entrepreneur Program rather than relying on the tourism industry to recover. They also helped create those jobs by providing startup or business transformation grants and by motivating young people to start their own businesses.

c. If the targets and purpose were not achieved, how can you change the solution to achieve the outlined goals?

d. How can you improve the JCI Action Framework process in the future?

e. What did you learn from this process?

f. In which way did your partnerships yield concrete benefits for your Organization? Why or why not?

g. To what extent did your project yield brand awareness for JCI, membership growth for your Local Organization, or improved financial sustainability?

JCI South City's project increased brand awareness through media attention (23 newspaper and web articles) and attendance of the President of the Southern Federation. Their membership grew by 23% and the project yielded a surplus of 5.327 USD for the Local Organization, both metrics exceeding expectations.

h. Did your action add value to your JCI members directly?
   i. It may be useful to conduct an internal survey within your Local Organization to assess the concrete benefits your members gained from the solution, or from the JCI Action Framework process itself.

Twenty-three JCI members were actively involved in the project and had the opportunity to build their personal and leadership skills through this experience.

Applications

The following applications are examples of possible Key Performance Indicators for each Area of Opportunity.

Individual Development	→ Number of new trainings created, number of members impacted, number of new corporate sponsorships acquired, number of new JCI members gained
Business & Entrepreneurship	→ Total amount of business income, amount of profit gained, number of products sold, percentage increase in customer base
Community Action	→ Number of new startups or small businesses created, number of new jobs created, percentage decrease of unemployment, number of businesses that have pivoted their strategy or changed their products

International Collaboration

→ Number of new twinning or multi-twinning agreements, number of collaborative online or physical events between Organizations, number of First Timers at a JCI Event