**Source:**
http://www.nytimes.com/2015/05/03/opinion/sunday/david-l-kirp-another-chance-for-teens.html?_r=1

**NOTE:** Some content included in this Insights Byte may have been directly sourced from the article. If you plan to make reference to it, you must cite the original source.

**Insight & Learning Question (What do we want to learn about?):**
What role does beneficiary selection/motivation play in the success of a program, and how can it be optimized?
- How do you identify applicants who will most likely do well in the training program (who have the aptitude to develop the required skills and be successful in employment/entrepreneurship? How do you do this in a scalable way?)
- Is lack of beneficiary aspiration/motivation/sense of personal, family, or social responsibility something that can or should be addressed within the training?
  - What role do aspirations play in finding productive employment?
  - Are aspirations established in early life? If so, how can existing and potential beneficiaries who have given up on their ambitions be motivated to revive these, understand the reasons for their present situation, and realize their potential to succeed?

**Insight Byte:**
- Common wisdom states that we tend to overinvest in attempting to remediate the problems of disadvantaged adolescents and underinvest in the early years of disadvantaged children (when the potential gains are supposedly the largest). However, there is growing evidence that S2S programs targeted at adolescents can in fact be highly impactful.
- The moment in kids/adolescents’ lives when they are showing signs of disconnection from school and potentially starting to get in trouble with the law but haven’t dropped out yet seems to be the sweet spot for low-cost interventions
- Combination of academic & on-the-job training has shown strong results
- Examples of programs that have successfully used this model:
  - Youth Build: 260 programs in 46 states for about 10,000 16- to 24-year-olds. Nearly all of them high-school dropouts and poor; 31 percent have a criminal record, and 29 percent are parents.
    - Teachers and counselors make themselves available around the clock, and not just for schoolwork — they go to court with their students and help them get a driver’s license or draft a college application
    - Participants build or repair homes for poor or homeless people, earning a modest stipend
    - 77% of those who join earn a high school diploma, a G.E.D. or an industry-recognized credential, and 61% are placed in jobs and postsecondary education)
  - Chicago and New York have run summer jobs programs (also combination of work experience and intense mentoring) with similarly strong results
Taking Action: What can you do next with this knowledge?

- Share these insights with your S2S practitioner partners working in the youth space to see how they can leverage them. Do they focus on beneficiaries who have already dropped out of high school? Can they broaden their scope to include those on the verge of dropping out but who are still in school to see if they can maximize their program impact?
- If you or your S2S partners have related insights you’d like to share, please leave a comment in the section below for us to “harvest” and share with the network.
- Reach out to the project leads currently working on CC Insights & Learning projects related to youth unemployment to learn more about the insights we’re gaining in the domain.
  - Solutions for Youth Employment: Angela Jhanji (angela.jhanji@accenture.com)
  - Investigation of potential collaboration opportunities with Youth Build International: Caroline DeVinck (caroline.devinck@accenture.com)

Let us know what you thought of these points! What were your key take-aways? What other reports/case studies did it make you think of that could be relevant for the group?

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This Insight Byte has been brought to you by:
Anna Roumiantsva
anna.roumiantsva@accenture.com
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