

GOYN BOGOTÁ

HIGH SCHOOL EDUCATION AS PREVENTION AND
OPPORTUNITY FOR OPPORTUNITY YOUTH
RECONNECTION CENTERS TO RECONNECT NEEDS TO HIGH SCHOOL

Final Accenture Proposal
20 abril 2020

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WHY HIGH SCHOOL?

A SIGNIFICANT CHALLENGE FOR BOGOTÁ

50%

Of the 381.141 NEETs in Bogotá,
only 50% have completed high school

40k

Of the 80,000 that graduate
annually from high school in Bogotá,
only 40,000 transition to
post-secondary education

Source: DANE GIEIH, 2020



WHAT ARE WE UP AGAINST?

We are facing challenges like school dropouts and disconnection, lack of information, unmet expectations, and the relevance and quality of current educational systems

DROPOUTS AND DISCONNECT



10% of the youth between 14 and 24 years old with complete or incomplete high school have dropped out of formal education (at the national level)¹



Youth's **lack of interest in studying and low value/ROI** in completing school are the main causes of lack of attendance¹

INFORMATION AND EXPECTATIONS



61% of students expect to be able to enter a university program once they graduate from high school¹.



Although 98% of the teachers consider that they have the responsibility of guiding their students, **only 50.9%** believe they have abundant information on the educational offerings and options²

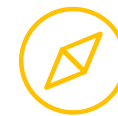
RELEVANCE AND QUALITY



Technical high schools do not have a clear organization in the specialty areas offered



Adequate quality guidelines cannot be established due to the **lack of organization**²



Little regulation and legislation: the areas of specialty of technical high schools were outlined in 1994 by the General Law of Education²

“YOUTH ARE LEAVING HIGH SCHOOL BECAUSE OF THEIR NEED TO GENERATE INCOME, DIFFICULT FAMILY SITUATIONS OR ENVIRONMENTS, REPEATING LEVELS, LACK OF RELEVANCE OF STUDY, LOW PERFORMANCE OR ACADEMIC SUCCESS, ABSENCE OF FRIENDLY SUPPORT SYSTEMS OR LACK OF POSITIVE FEEDBACK.”

Learnings from interviews by GOYN Bogotá with more than 30 *opportunity youth*, 2019

YOUTH PERSPECTIVES



Youth do not have clarity about their life plans nor ways to reach them.

Currently the environment (e.g. family) plays an important role in the development of the youth's life plan. Youth should learn to know themselves to make more informed decisions about life paths and jobs.



Youth lose interest in studying because of lack of positive feedback and messages that they can improve.



Youth report that they lack (soft) skills to tolerate frustration, build self awareness, resilience and proactivity, understand error as learning, and receive feedback.



Youth lack sufficient options to study and work simultaneously, and lack information on other educational program options to fit their needs, plans, and budget.

WHAT IS CURRENTLY BEING DONE?

These are some of the available programs that positively impact *opportunity youth*.

TVET IN HIGH SCHOOL

Integration of SENA (public TVET system) and high schools to strengthen the basic and citizen skills of youth, in addition to developing their technical skills to continue studying

Scope: National

TECHNICAL HIGH SCHOOLS

IBM'S P-TECH

Partnership between high schools and the work environment in IT. Academic, technical, and employment-readiness training.

Scope: National

TECHNICAL HIGH SCHOOLS



FUNDACIÓN CORONA'S "OSO"

Training program for students, tutors, and institutions that facilitate support for young people who are in the process of transition between basic education and adult life.

Scope: District

ORIENTACION SOCIO OCUPACIONAL

"YO PUEDO SER"

Information and tools that allow students to make informed decisions for the transition to post-secondary life.

Scope: District

ORIENTACION SOCIO OCUPACIONAL

JFF'S BACK-ON-TRACK

Information and support program that aims to show youth the different options for their post-secondary life.

Scope: USA

RECONNECTION AND SUPPORT

VISION



KEY PERFORMANCE INDICATORS

These are the objectives we aim to achieve:



RECONNECT

Increase # of NEETs reconnected to high school



COMPLETE

Increase # of students that complete high school



TRANSITION

Increase # of high school graduates that transition to post-secondary education or enter the workforce



END-TO-END OVERVIEW OF ACTIONABLE AREAS



		ACCESS	QUALITY	RELEVANCE
C1 (Hard skills)		6 7	3	5 6 7
C2 (Soft skills)			2 3 4	
C3 (Orientation)	8		2	



- 1

Reconnect youth to high school
- 2

Evaluate the impact of the current vocational orientation programs, identify opportunities for improvement and then scale.
- 3

Measurement of innovative educational pedagogy programs and teacher training.
- 4

Expand Socio-Emotional Skills programs in Educational Institutions.
- 5

Provide guidance on vocational pathways aligned to growing sectors in the city, and recommendations on implementation.
- 6

Map and articulate existing vocational training in high schools (e.g. ECOs, Teach for All, among others), including mapping of vocational orientation programs.
- 7

Understand level of alignment between 5 and 6.

Offer recommendations and opportunities for improvement in relevance and quality of current programs.

Perform deeper analysis of SENA in High School programs.
- 8

Wrap-around services and support. Identification of additional youth needs and services to meet them.
- 9

Monitoring platform to provide ongoing information and analytics on youth reconnection, completion and transition.

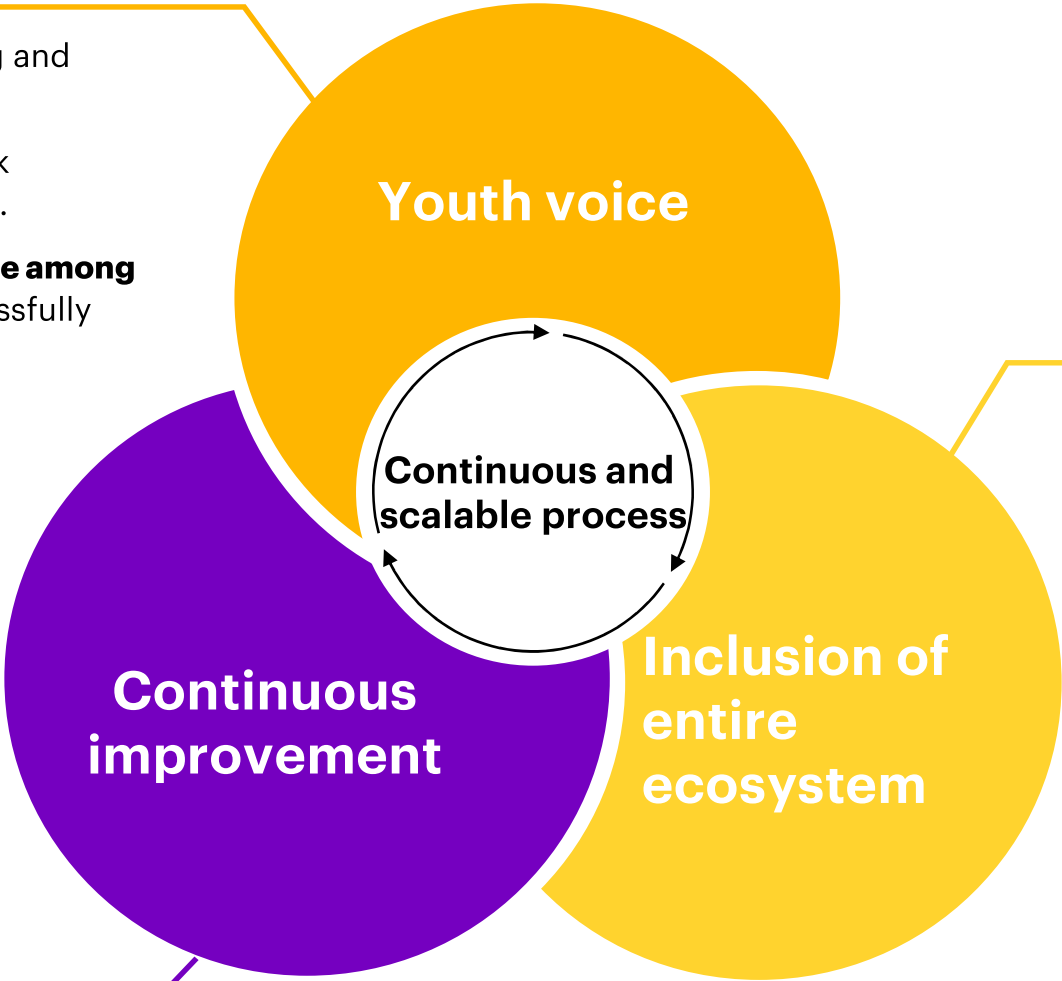
GENERATING SUSTAINED AND SYSTEMIC CHANGE

Full support of young people from planning and design to execution and implementation.

Leverage **“peer-to-peer”** networks and seek feedback from successfully impacted youth.

Promote a culture and **aspirational narrative among youth** of completing high school and successfully transitioning.

Updated information on the process and **continuous assessment of the impact** with a view to always work on what works, ensuring **the optimization of resources and the systemic impact**.



Change of perception and narrative in the ecosystem: **youth, families, educational network, government and companies**.

Articulation of installed capacity in high schools.

Better integration between the vocational training in high schools with the labor market in order to increase the productivity of the city.

FUFILLING THE STRATEGIC PILLARS OF GOYN

Place-based collaboration

Focus on Bogotá, seeking to leverage installed capacity in the community and working hand in hand with the local ecosystem

Learning agenda

The key to the initiative is the constant evaluation of the impact generated, working on what works and improving what does not

Global call to action

Creation of a cultural narrative that emphasizes the importance of secondary education throughout society

Youth voice

Young people are the engine and provide both guidance and feedback for the process, they are present from planning to execution, while accompanying newly reconnected youth



GLOBAL OPPORTUNITY YOUTH NETWORK: BOGOTÁ

EL FUTURO ES JOVEN

Resource mobilization

By mitigating a problem with numerous actors involved, resources are raised from difference sources and can follow new financing models such as social impact bonds, etc.

Digital & data platforms

A transversal monitoring platform will be created to have reliable data on trajectories, interventions, etc.

Reconnect NEETs to high school

FOCUS OF THE PILOT PROGRAM



1 Reconnect youth to high school

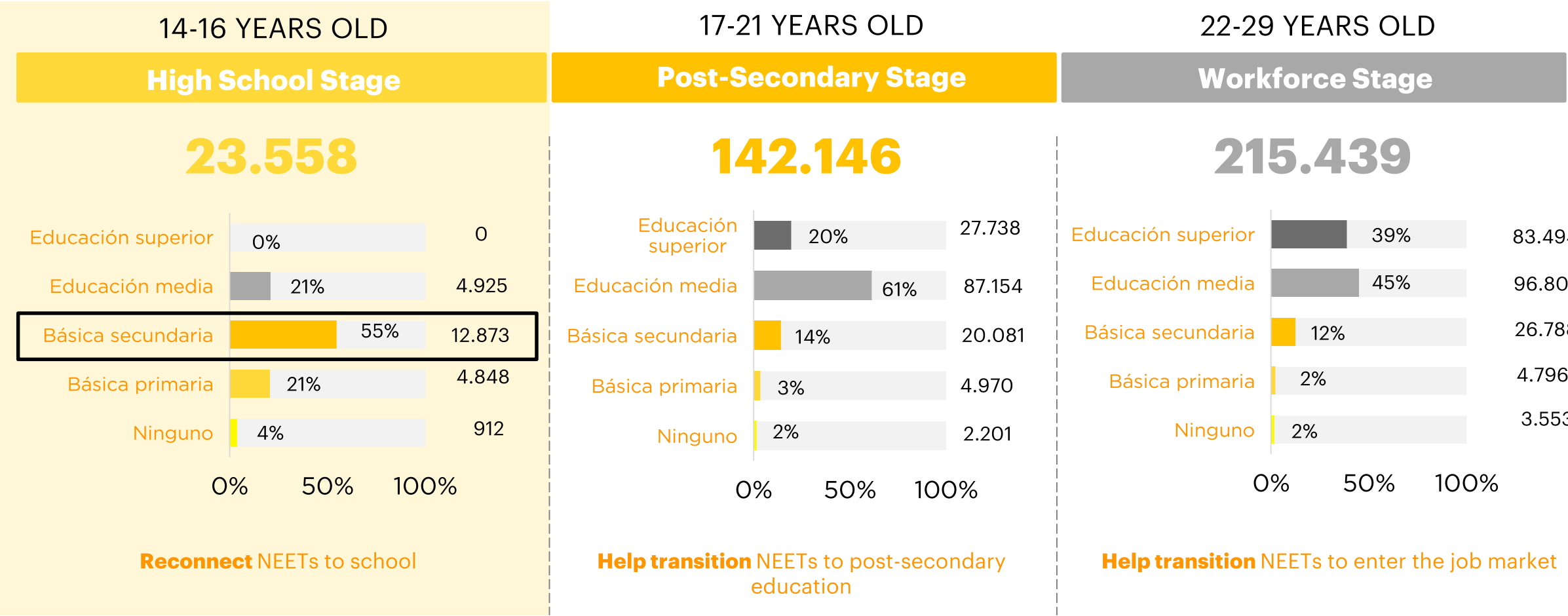
- 2 Evaluate the impact of the current vocational orientation programs, identify opportunities for improvement and then scale.
- 3 Measurement of innovative educational pedagogy programs and teacher training.
- 4 Expand Socio-Emotional Skills programs in Educational Institutions.

- 5 Provide guidance on vocational pathways aligned to growing sectors in the city, and recommendations on implementation.
- 6 Map and articulate existing vocational training in high schools (e.g. ECOs, Teach for All, among others), including mapping of vocational orientation programs.
- 7 Understand level of alignment between 5 and 6.
Offer recommendations and opportunities for improvement in relevance and quality of current programs.
Perform deeper analysis of SENA in High School programs.

- 8 Wrap-around services and support. Identification of additional youth needs and services to meet them.
- 9 Monitoring platform to provide ongoing information and analytics on youth reconnection, completion and transition.

NEETS AT DIFFERENT STAGES OF LIFE NEED DIFFERENT RECONNECTIONS

In this pilot **we will focus on high school aged NEETs who have completed middle school** to reconnect them to high school. Going forward, we will expand to other NEETs.



Source: DANE GEIH, 2019



**THE PILOT
PROGRAM WILL
FOCUS ON
CREATING
RECONNECTION
CENTERS**

**TO
RECONNECT
NEETS* TO
HIGH
SCHOOL**

*between 14 and 16 years old, who have completed middle school

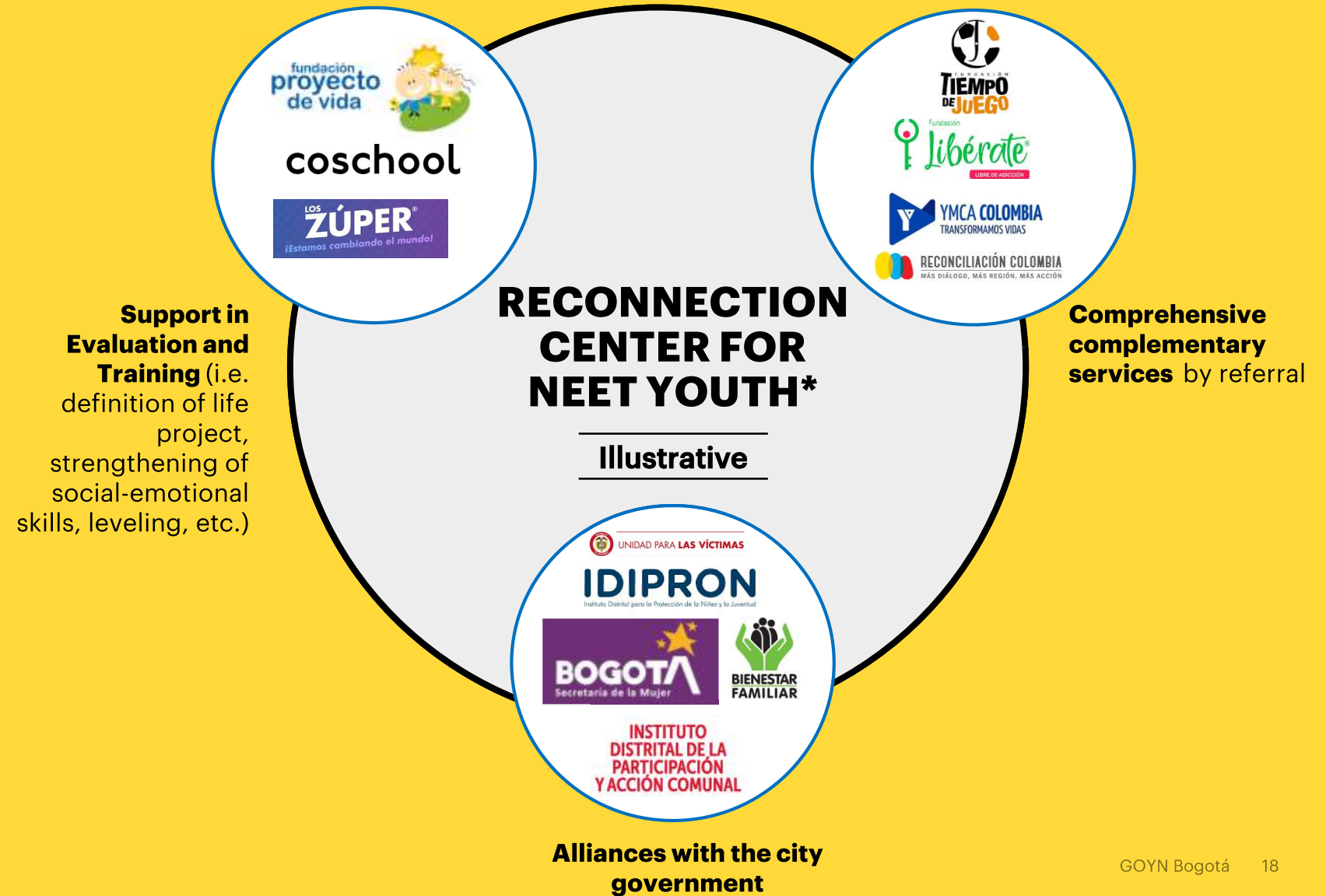
MODEL OF THE RECONNECTION CENTERS

	OUTREACH	EVALUATION AND TRAINING	TRANSITION	MONITORING
OBJECTIVE	FIND AND ATTRACT THE NEETS	UNDERSTAND THE YOUTH AND PREPARE THEM FOR RECONNECTION	UNDERSTAND THE POTENTIAL PATHWAYS FOR RECONNECTION	ACCOMPANY THE YOUTH DURING & AFTER RECONNECTION, HELP PREVENT THEM FROM DISCONNECTING AGAIN
ACTIVITIES OR FACTORS TO TAKE INTO ACCOUNT	Carry out BTL campaigns to reach young people who are disconnected	Design a tool to assess the youth upon entry and understand their contexts and starting points for reconnection	Find the best reconnection trajectory for the OY, also taking into account the availability of school slots / other restrictions	Follow up with the reconnected youth on their “Reconnection Plan”
	Design with youth voice: expectation campaigns that generate “awareness” and communicate the value of finishing high school	Apply the designed tools and understand the particular situation of each OY, identifying the reasons for their disconnection and their risk factors	Ensure and accompany a smooth transition from the Reconnection Center to high school / educational institution	Carry out social activities that maintain engagement levels with the reconnected youth and mitigate repeat disconnection
	Leverage youth to reach out to the disconnected youth	Carry out a “Reconnection Plan” for each OY, with activities, responsibilities, deadlines and commitments	Offer alternatives to high school, especially for NEETs that are over the age of a typical HS student	Monitor each reconnected youth (depending on the capacity / bandwidth of the center and of each youth)
	Use existing citizen and youth participation mechanisms	Carry out complementary training activities (soft skills training), and empower them through service-based learning projects		Conduct tutoring or monitoring of specific topics for young people (reconnected and at risk), taught by outstanding peers
	Hold and promote activities led by “successful youth”, showcasing the value of finishing high school	Strengthen relationships of trust between youth and mentors, enabling the Center to keep the youth engaged and monitored		Conduct awareness and training within companies where reconnected youth are placed
		Carry out this step in three sub-steps: Diagnosis, Training and Transition		
Mentoring: mentoring and support must be carried out by experts and professionals. It is recommended to have ‘case managers’ that follow each case in a personalized way. Each ‘case manager’ can attend approximately 40 cases simultaneously. They should be social workers, psychologists, or social professionals. Depending on the conditions of the Reconnection Center and its capabilities, one-on-one, group-based mentoring or virtual mentoring can be done.				

SERVICES OF THE RECONNECTION CENTERS

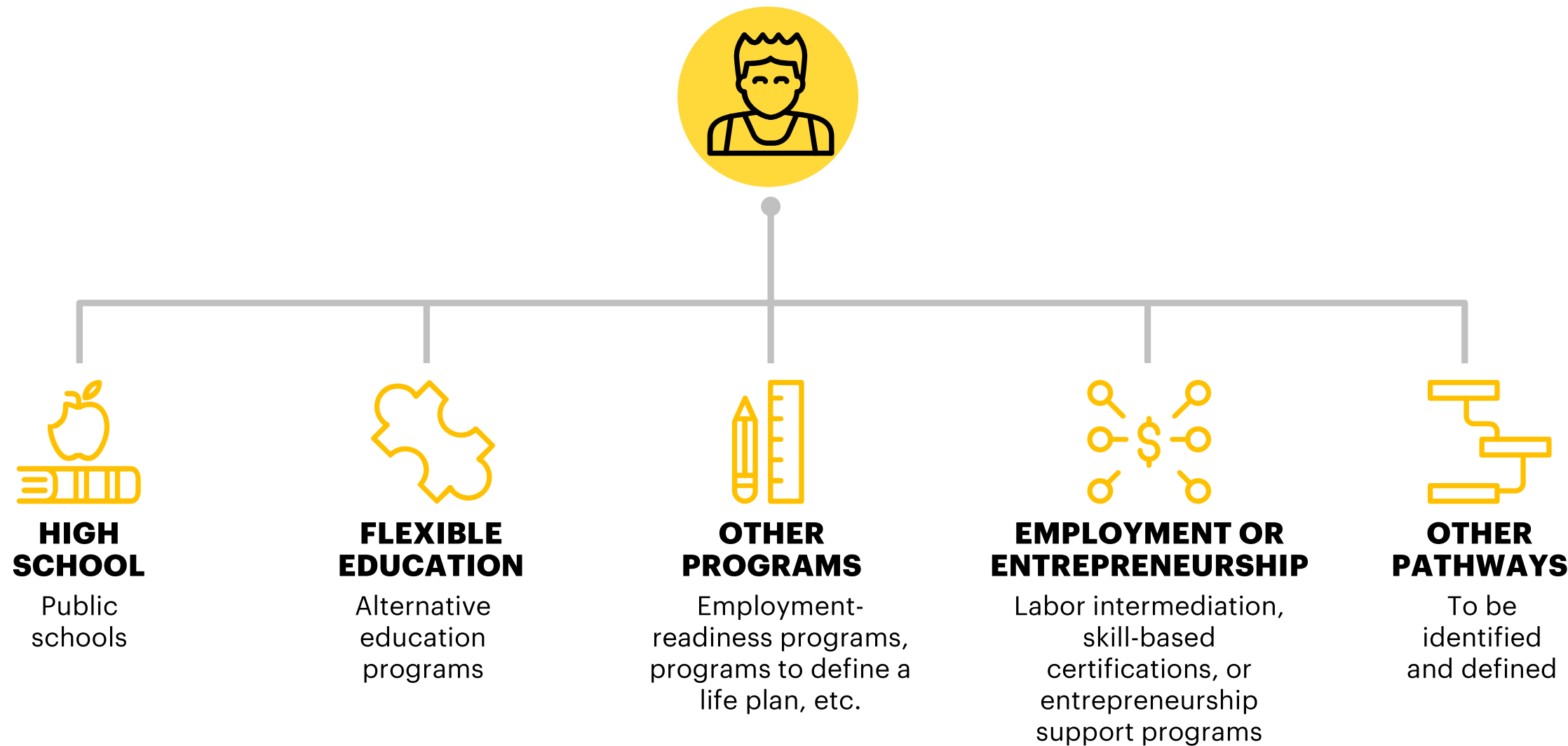
The Reconnection Center will leverage partnerships in order to create its services and offer complementary services:

- Support Organizations during the Evaluation and Training phase
- **Approach youth in a holistic manner**, referring them to complementary support services as needed (i.e. recreation, mental health, drug addiction, gender, etc.)
- **Strong partnerships with the city government** that already provides many related services



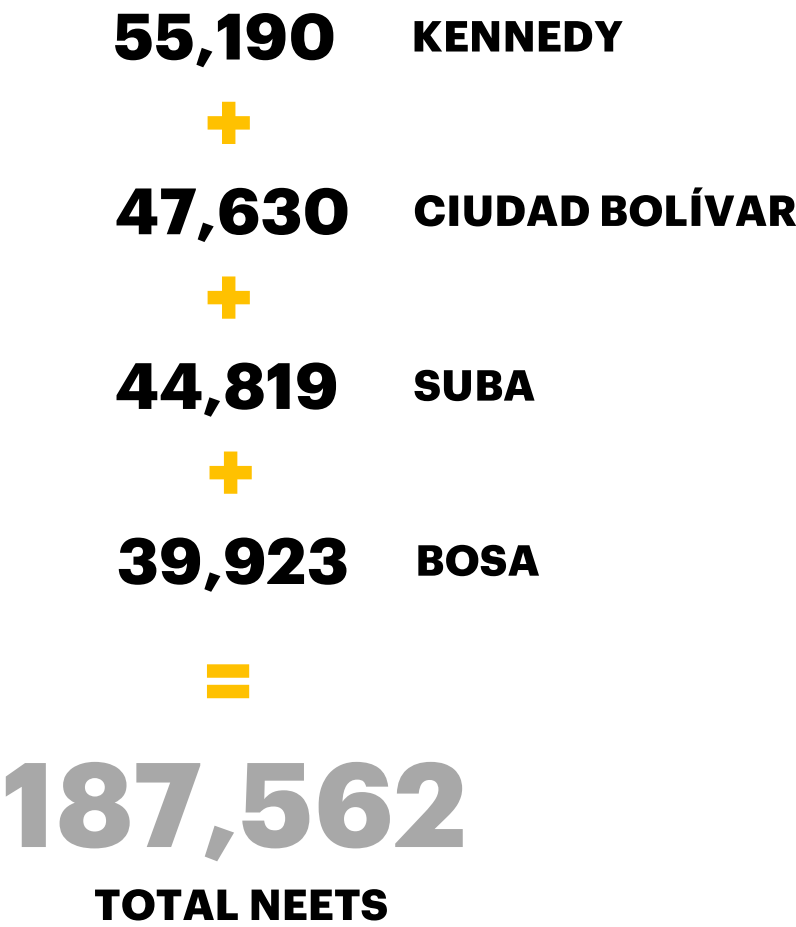
POTENTIAL RECONNECTION PATHWAYS

In the **Transition** stage, the Center will identify the different possible pathways for each OY



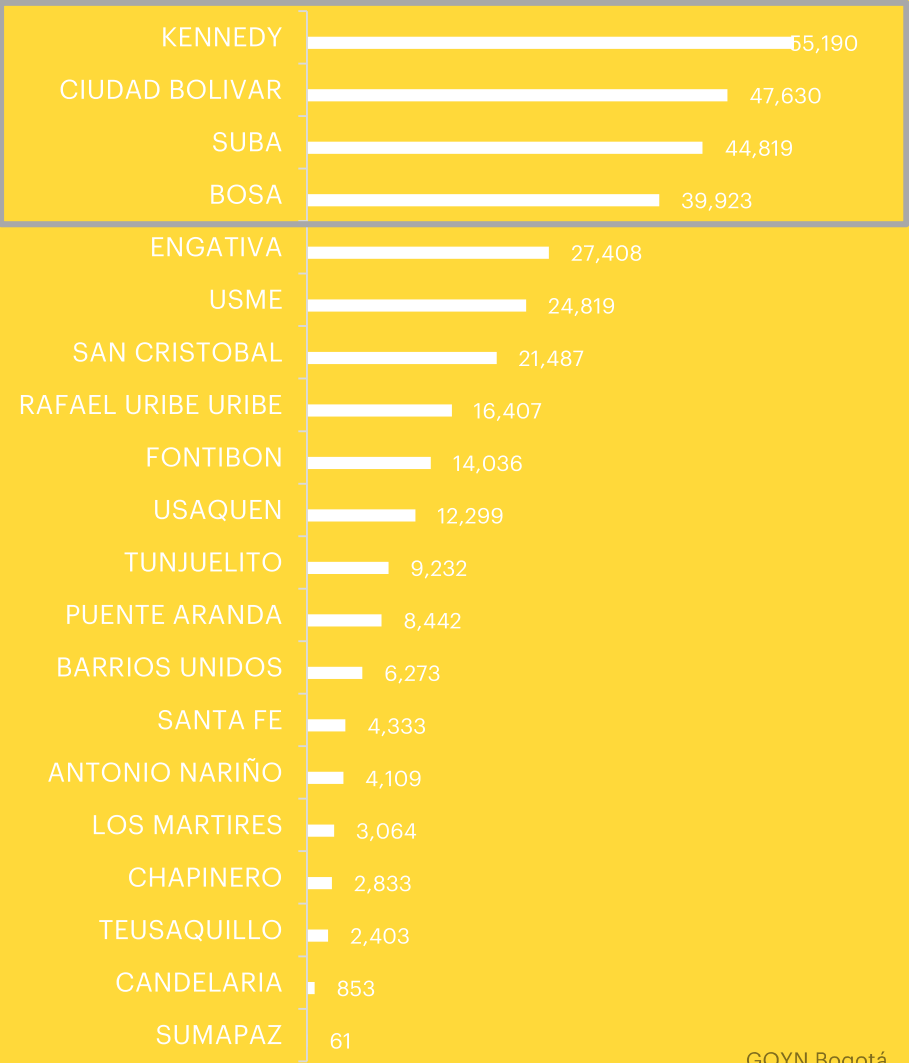
WE PRIORITIZE THE NEIGHBORHOODS WITH THE HIGHEST VOLUMES AND RATES OF NEETS

54% OF THE NEETS IN THE CITY LIVE IN JUST 4 NEIGHBORHOODS OF BOGOTA



Source: GOYN Bogotá y Accenture, Mapeo del ecosistema, 2019

Number of NEETs per location



ACHIEVABLE ESTIMATED IMPACT

We want to create a system of Reconnection Centers that **will help reconnect a total of nearly 3,000 NEETs** aged 14-16 who have completed middle school

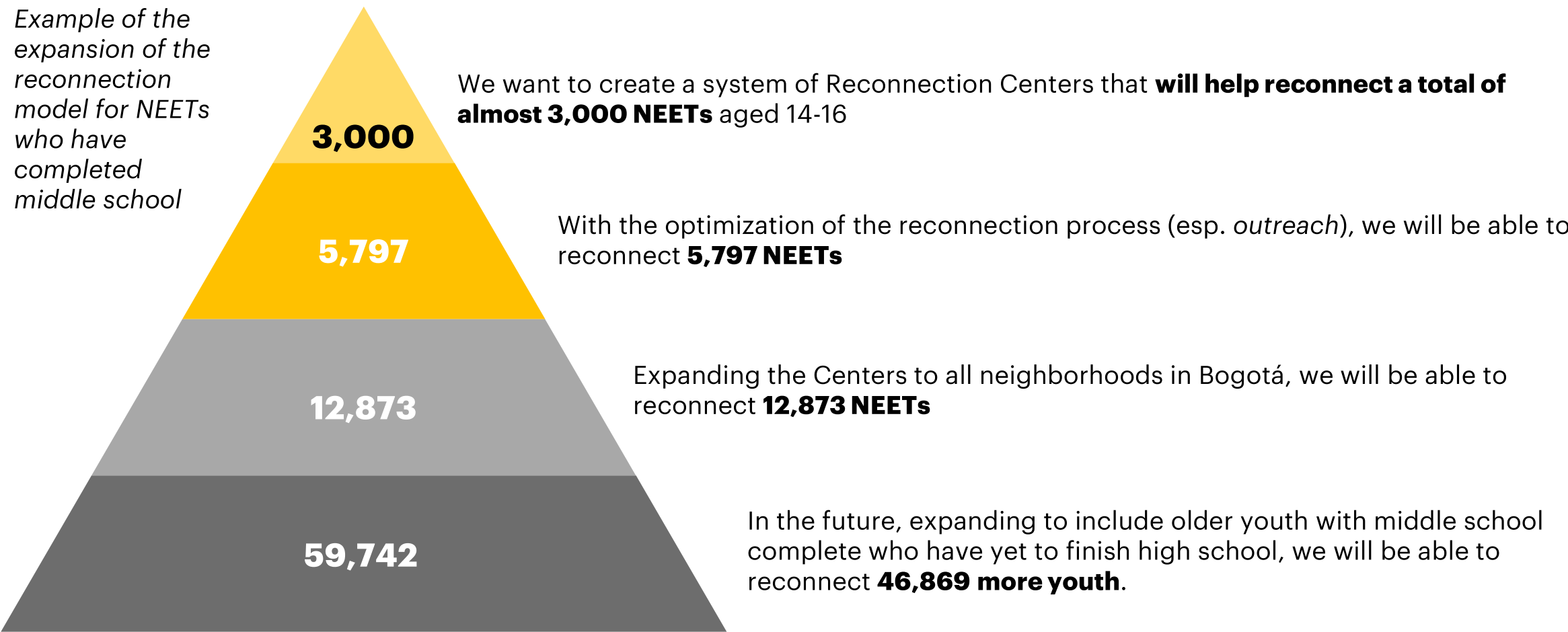
Location	Total NEETs	NEETs aged 14-16*	NEETs aged 14-16 with middle school completed**	Reachable NEETs***	Availability in high schools as of March 2020
BOSA	39,923	2,467.60	1,233.80	616.90	847
SUBA	44,819	2,770.21	1,385.11	692.55	845
CIUDAD BOLIVAR	47,630	2,943.99	1,472.00	736.00	1541
KENNEDY	55,190	3,411.27	1,705.63	852.82	2203
TOTAL	187,562	11,593	5,797	2,898	5,436

*Aprox. 6.2% of NEETs are aged 14-16
**Aprox. 55% have completed middle school and could be reconnected to high school
***International reference points indicate that the percentage of the target population that can be reached is 50%

Availability in high schools: The student slots available in the public high schools according to the city’s official records for the 4 selected neighborhoods. As observed, the reachable number of NEETs does not exceed the number of available high school slots. In other words, all NEETs in our target population could be reconnected to the public high schools.

FUTURE POTENTIAL GROWTH & IMPACT

The system of Reconnection Centers **will establish a model of reconnection** that can be replicated in other locations or for other pathways or populations to reconnect



There are a total of **59,742 youth with middle school complete** who we can reconnect to high school or other pathways.

THERE ARE CENTERS AND PARTICIPATORY MECHANISMS THAT WE CAN LEVERAGE

YOUTH CENTERS OF THE SECRETARIAT FOR SOCIAL INTEGRATION

- José Saramago Youth Home, located in **Bosa**
- Ayalén Youth Home, located in **Ciudad Bolívar**
- Iwoka Youth Home, located in **Kennedy**
- Diego Felipe Becerra Youth Home, located in **Suba**

OTHER EXISTING YOUTH PARTICIPATORY MECHANISMS

- Youth Working Groups
- Youth Operational Committees
- Local Youth Councils
- Youth Platforms

COMMUNITY PARTICIPATORY MECHANISMS OR OTHER SPACES

- | | |
|---|------------------------------|
| • Community Action Boards | • Councilors |
| • Community Kitchens | • Victim Assistance Centers |
| • Justice Homes | • Migrant Assistance Centers |
| • Local Management Boards and representatives | • Women's Homes |



José Saramago Youth Home - Bosa



Diego Felipe Becerra Youth Home - Suba



Ayalen Youth Home – Ciudad Bolivar



Iwoka Youth Home – Kennedy

POSSIBLE PARTNERS AND STAKEHOLDERS

Technical advisory



Evaluation, training or support



Pathways



Government



HOW CAN WE ACHIEVE THIS?

**WE WILL
DESIGN THE
RECONNECTION
CENTER MODEL
AND OPERATE
THE 1ST CENTER
FOR ONE YEAR**

BEST PRACTICES AND IDEAS

The model for the Reconnection Centers will include some of these best practices and ideas, while many more will arise from the co-creation process with youth and experts



Include **peer-to-peer** as part of the outreach (“*peer connectors*”)



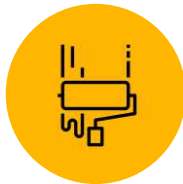
Encourage **young leaders** to be an inspiration for new reconnected youth



Promote **networking** and incorporate **leadership camps**



Use **art** and **sports** as a way to reconnect



Incorporate **experiential learning** in community and social projects



Promote volunteering with companies (as **mentors** for the youth)



Strengthen the youth networks by approaching **families and other support systems**, as well as training them



Take a **gender differential** approach (e.g. childcare, women empowerment)



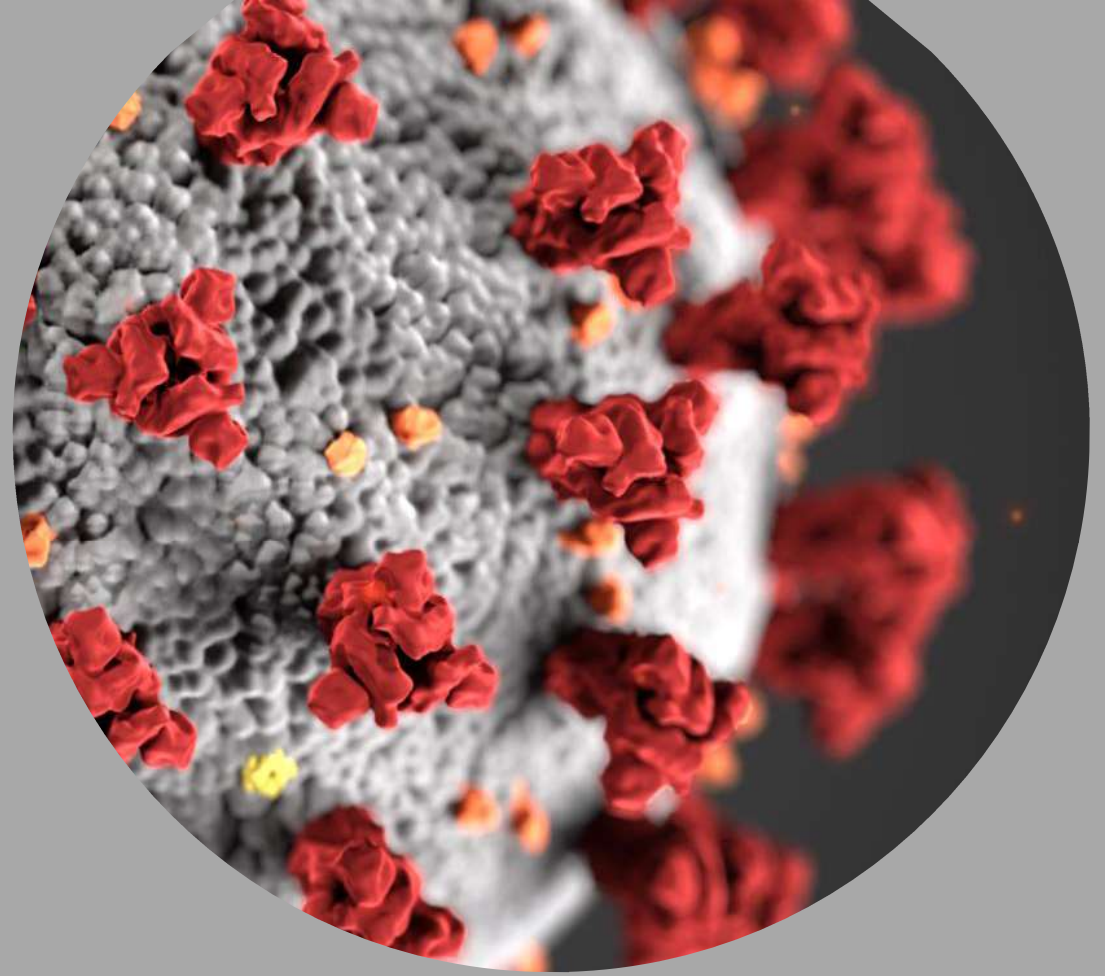
Provide **financial support** to youth (e.g. transportation, funding money, work and time to study)



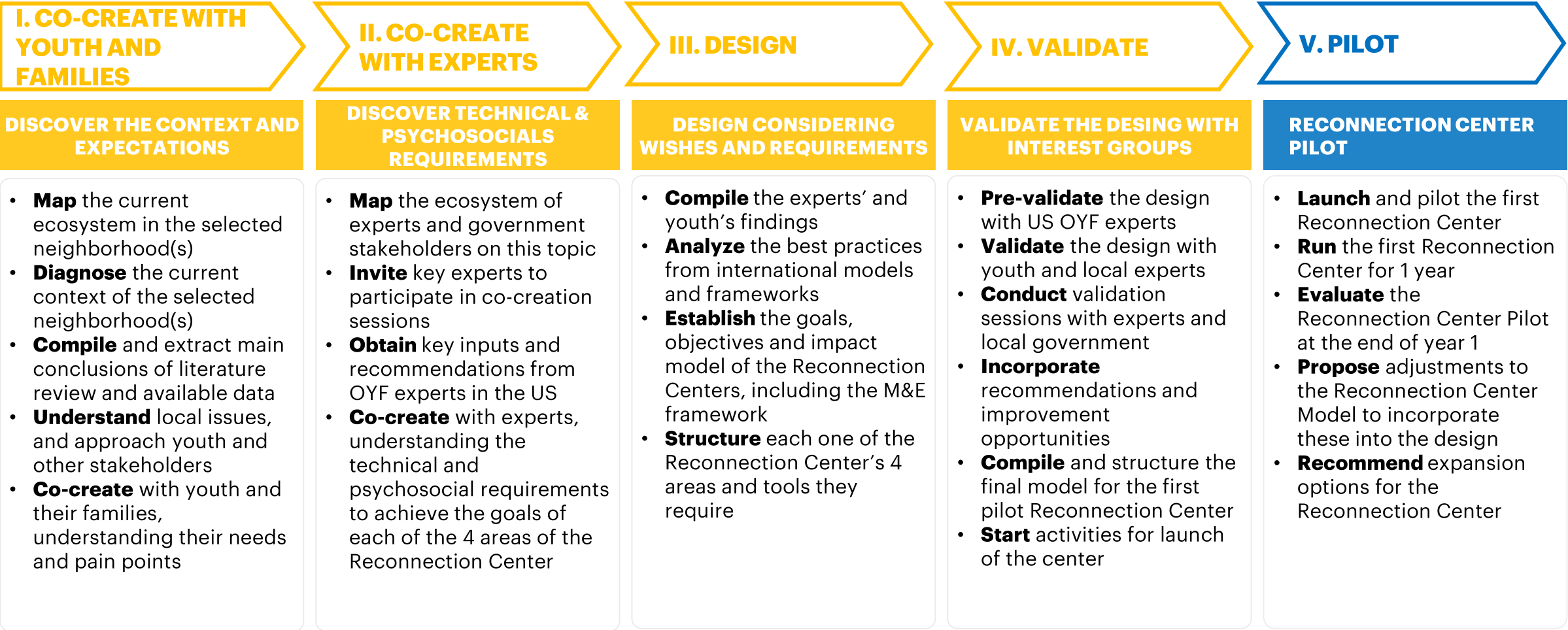
Incorporate **financial and digital education**

**RECONNECTION
CENTERS CAN BE IN-
PERSON, VIRTUAL, OR
MIXED**

**WE WILL DESIGN A
MODEL THAT CAN
EXIST IN A POST-
COVID WORLD AND
THAT WILL SCALE IN
THE FUTURE**



PROPOSED METHODOLOGY FOR THE DESIGN & OPERATION OF A PILOT RECONNECTION CENTER



TEAM AND BUDGET FOR DESIGN

We propose a team of **3 full time employees**, with part-time support from Advisors.
The design of the first Reconnection Center has a total cost of **USD \$63k**.

ADVISORS



Part-time

Human-Centered Design

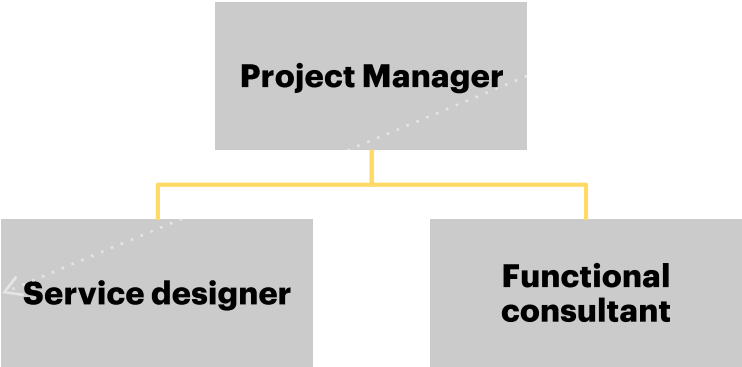
Psychology, Social Worker, Pedagogy

Management of Social Projects

CORE TEAM



Full-time



BUDGET

	USD	COP
Project Manager	\$ 15,000	\$ 57,405,000
Service designer	\$ 10,500	\$ 40,183,500
Technical Support	\$ 10,500	\$ 40,183,500
Consultants	\$ 9,000	\$ 34,443,000
Expenses	\$ 6,000	\$ 22,962,000
Reconnection Center Visits in other locations	\$ 12,000	\$ 45,924,000
Total	\$ 63,000	\$ 241,101,000

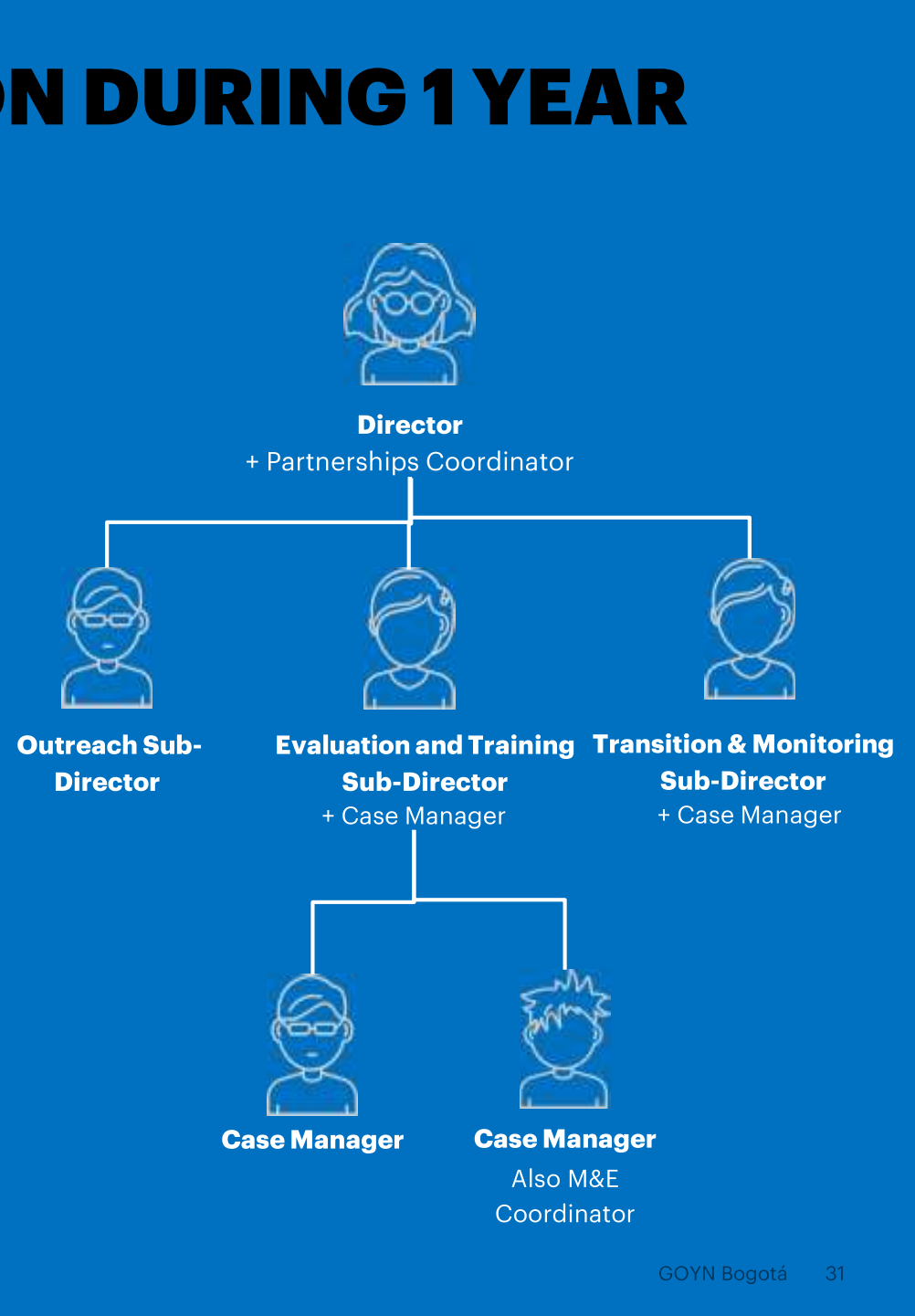
*Exchange Rate COP\$3,827 to USD\$1.
**Expenses: transportation, workshop materials, youth time, etc.

TEAM AND BUDGET FOR OPERATION DURING 1 YEAR

With the proposed team and a budget of **USD \$620k**, we estimate we can reconnect **240 youths** in the first year of operation. Nevertheless, the pilot design can create a more scalable model, for example, through the use of digital tools.

A manager will be required for each of the 4 stages of the reconnection process, in addition to case managers who will evaluate, track and monitor the youth. According to international standards, every case manager can work with 40 youths simultaneously.

Description	USD	COP
Payroll	\$ 156,000	\$ 597,012,000
Space rental	\$ 12,000	\$ 45,924,000
Outreach expenses	\$ 16,000	\$ 61,232,000
Digital tools	\$ 50,000	\$ 191,350,000
Financial support for youth	\$ 241,920	\$ 925,827,840
Additional expenses (events, safety, etc.)	\$ 21,000	\$ 80,367,000
Support community based organizations	\$ 55,000	\$ 210,485,000
Monitoring and evaluation	\$ 49,692	\$ 190,171,284
Contingency	\$ 15,040	\$ 57,559,228
Total	\$ 616,652	\$ 2,359,928,352



FINANCIAL PROPOSAL

Design and operation for 1 year of the first Reconnection Center has a total cost of \$680k.

	USD	COP
Pilot Design	\$63,000	\$241,101,000
Start-up and 1 year of operation	\$616,652	\$2,359,928,352
	\$679,652	\$2,601,029,352



THE ASPEN INSTITUTE

GLOBAL OPPORTUNITY YOUTH NETWORK: BOGOTÁ

EL FUTURO ES JOVEN