

# 2021

ANNUAL REPORT

BELGIUM



**DUO FOR A JOB**  
intergenerational coaching

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Responsible Publisher : Matthieu Le Grelle  
Pictures : Amin Bendriss - Johanna de Tessières  
Design : Aupluriel - [www.aupluriel.be](http://www.aupluriel.be)

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# 01 DUO IN BRIEF...



## What is DUO for a JOB?

At DUO for a JOB, a strong conviction drives us: intergenerational mentoring is a response to the problems of socio-professional integration of young people from immigrant backgrounds, a way to enhance the skills and experience of our elders, and a chance to promote “living together” by fighting against prejudices and received ideas.

Our mission is to offer a platform to make these meetings exist, and to implement a professional and warm framework to accompany our duos.

2012  
2013



## THE FIRST STEPS

Frédéric Simonart and Matthieu Le Grelle imagine the outlines of an intergenerational and intercultural mentoring program to participate in a fairer, more united society, rich in its differences. They travel, test their ideas and refine the methodology. Quickly driven by the enthusiasm of the sector, experts and volunteers, the project sees the light of day and the first mentors and the first young people embark on the adventure.

2014  
2015



## SUPPORT AND RECOGNITION

In 2014, we benefited from the first Social Impact Bond (SIB) in Belgium and received financial support from sponsors and foundations convinced by the project. This funding is a real springboard! The association grows from 2 volunteers to 4 full-time employees ... and more than 100 mentors.

We move to new premises. At the same time, the operational team now relies on a new tailor-made operational monitoring tool (CRM): automation of administrative tasks, data analysis and reporting. 200 duos have already been formed!

2016  
2017



## STRUCTURING, IMPACT AND NATIONAL DEVELOPMENT

The impact on employment of our mentoring program is scientifically measured and validated within the framework of the Social Impact Contract: it's a success! Operationally, the team is growing and developing new workshops to complete and enrich the experience of mentors and mentees: CV workshops, job interview simulation, etc.

In 2017, a branch in Antwerp and another in Liège were created. An exercise in replication and change of scale that allows the association to create 500 duos in the space of 12 months.

2018  
2019



## SYSTEMIC IMPACT AND INTERNATIONAL DEVELOPMENT

We develop our advocacy strategy, consolidate our experience and develop our expertise to help create relevant policies and practices in terms of professional integration and social cohesion. The support functions have been reinforced (HR, communication, logistics, fundraising) and we continue our development in Flanders with the opening of a fourth branch in Ghent.

2020



### COVID CRISIS AND MENTORING 2.0

Given the measures imposed by the health situation, from the first lockdown we develop a plan to relaunch our activities by applying our methodology digitally. We support mentors and mentees on the path to digitalization through an equipment loan system (more than 200 computers distributed) and basic IT training led by our volunteers. And from May, we offer them a face-to-face alternative by reopening our meeting spaces and organizing meetings outside, to ensure that this type of support remains accessible to everyone and especially to the most vulnerable.

2021



### A NEW BREATH

This year marks a new turning point in the geographical development of the association with the almost simultaneous opening of 3 new branches in France and the Netherlands (Lille, Marseille, Rotterdam) and the deployment of our activities in medium-sized cities in Belgium (Aalst, Sint-Niklaas).

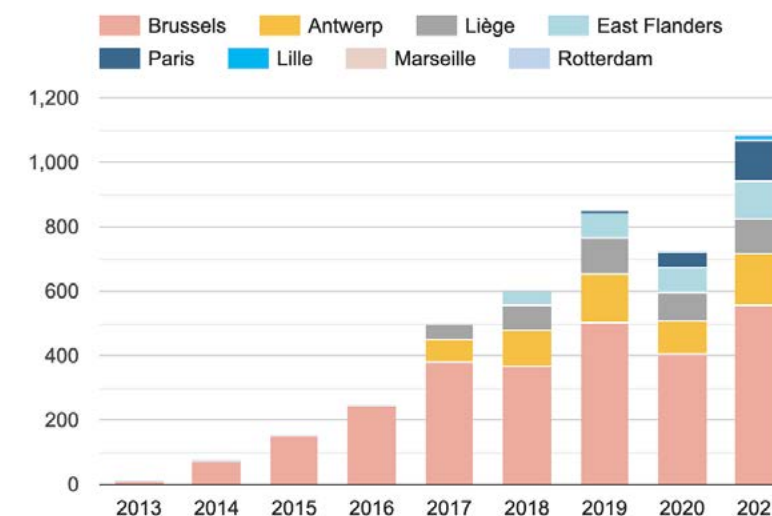
For the first time since its creation, DUO passes the significant milestone of 1000 duos created in one year, and for the second time, we receive confirmation that DUO for a JOB will benefit from a Social Impact Contract... in France this time !

62 mentor training courses, 380 mentee information sessions, 200 mentor information sessions, 10,000 hours of duo follow-up, 2,600 hours of mentored individual interviews 700 hours of intervision... and hours of discussion, questioning, and laughter!

## OUR IMPACT

**MORE THAN 7  
OUT OF 10**

YOUNG PEOPLE FIND  
A POSITIVE SOLUTION  
(JOB, INTERNSHIP OR  
QUALIFYING TRAINING)



**4034**  
DUOS  
FORMED  
SINCE 2013

**9 OUT OF 10 MENTORS**

START A NEW  
ACCOMPANIMENT

**1569**

ACTIVE  
MENTORS



## OUR TEAM

### 68 EMPLOYEES IN 10 BRANCHES

Whether it is a question of languages, training, origins, culinary tastes, ambitions or dreams, the DUO for a JOB team reflects its values: rich in its differences.



**150**  
VOLUNTEERS

Alongside our mentors and our employees, coming from all walks of life, they give the association valuable support in different areas: administrative, accounting, legal or IT, in translations and proofreading, or even in terms of strategy and fundraising.

“

I regained my confidence. My mentor encouraged me when necessary and he was always listening. I felt understood and supported in my job search. I learned how to better write a cover letter, better understand what a recruiter is looking for and decipher job offers. Above all, I learned not to doubt myself and to identify my talents.

*Adeline, mentee*

## 02 2021 HIGHLIGHTS

DUO has worked throughout the year to make its project better known, promote the voice of young people and mentors, find funds, share its expertise and move forward. A look back at the highlights that marked 2021!



## SURVEY ON THE IMPACT OF COVID

To assess the impact of the COVID crisis on young people, DUO for a JOB conducted a survey of over 300 mentees and mentors.

The Covid-19 health crisis has reinforced existing barriers and added new obstacles: increased social and financial difficulties, difficulties in accessing public services, particularly linked to digitalization.

**FIND OUR TRACKS FOR AN INCLUSIVE FUTURE:**

[www.duoforajob.be/fr/etude-digital-divide/](http://www.duoforajob.be/fr/etude-digital-divide/)



## MENTORSHIP FOR ALL WHO NEED IT

In March, DUO for a JOB joined the Collectif Mentorat in France, a coalition of associations committed to promoting the development of mentoring in France. The collective pilots and leads in particular the "1 young person, 1 mentor" project which aims to offer a mentor to 100,000 young people between 2021 and 200,000 young people in 2022.



## CAMPAIGN AGAINST PREJUDICE



Since prejudice harms both individuals and the community, why not create the conditions so that each person, whatever their age, origin or gender, can, in complete complementarity, deploy and share their talents and experience with us? This is the question we wanted to ask through a campaign conducted at the beginning of the summer. Its title? The meeting: a tool for civic recovery.

### READ OPINION

[www.duoforajob.be/fr/la-rencontre-outil-de-reliance-citoyenne/](http://www.duoforajob.be/fr/la-rencontre-outil-de-reliance-citoyenne/)

## 4 NEW BRANCHES IN 3 COUNTRIES!

In order to be able to offer its services to as many people as possible, DUO for a JOB continues its establishment in Belgium, France and the Netherlands with the opening of 4 new branches in Aalst, Lille, Marseille and Rotterdam.



## NEW EXPERIENCE REPORT

This new edition of the experience report is based on more than 4,000 interviews and duos and unfortunately confirms structural inequalities: the difficulties of access to the job market for young people from immigrant backgrounds persist, despite diplomas. However, the federal and regional governments of this country are aiming for an employment rate of 80% by 2030.

To achieve this ambitious objective, the inclusion of young people of foreign origin in Belgian society, and more particularly in the labor market, is a key lever. Discover the conclusions of our experience report and the 9 concrete courses of action that we propose to begin this transition.

### READ THE SUMMARY

<https://www.calameo.com/read/005093166b9effe1c88e2>

## THE PODCAST

"They are called Siham, Gebriil, Ibrahima, Gitana and Dieuleveut. They are young, full of skills, potential and experience, with the desire to use them to participate fully in Belgian social and economic life.

They have very different profiles, dreams and stories, but one thing in common: they have encountered obstacles in their job search because they are young and come from a background of immigration.»

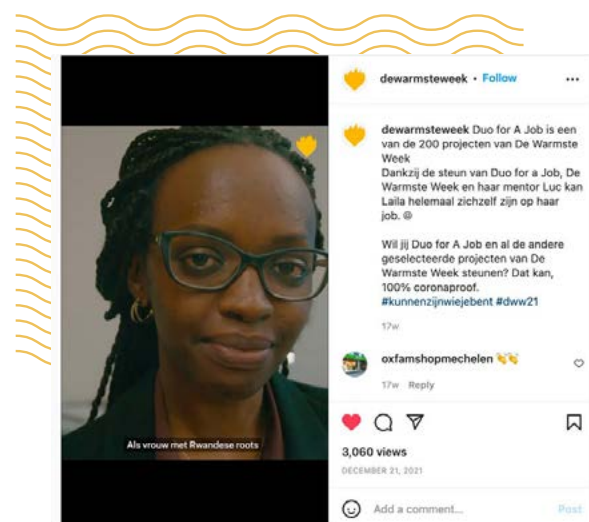
With this series of podcasts, we wanted to embody our findings by detaching ourselves from theoretical aspects to meet real people. We left all the space to young people and their story to give the opportunity to hear and understand what it is like to look for a job when you are a young person from an immigrant background. Listening to them is the first step towards change.





## DE WARMSTE WEEK: A WAVE OF GENEROSITY IN FLANDERS

For the 5<sup>th</sup> consecutive year, DUO for a JOB seizes the opportunity to participate in De Warmste Week organized this year around the central theme: «Being who you are». Flanders mobilized en masse and the operation was thus able to make known to the general public 200 solidarity projects (including DUO for a JOB!) and collect in parallel more than 3 million euros. With this sum, the selected organizations will be able to carry out their projects around the central theme: «Be who you are».



“

I am finishing my 8th duo and I am more than ever convinced of the great usefulness of the program. Beyond its primary objective, which is to help young people find a fulfilling job, DUO actively participates in improving our society by promoting intergenerational and intercultural exchange and solidarity. Participating in the program is a guarantee of personal enrichment, both for the mentor and the mentee!

*Bernard, mentor*



## 03 OUR PROGRAM

In 2020, the COVID crisis forced us to rethink our program to guarantee its accessibility to all, despite the sanitary measures. We have digitized the 8 main steps of our methodology, while ensuring that its quality and user-friendliness are maintained. In 2021, we continued to work in a hybrid format (face-to-face or digital, as desired).



## METHODOLOGY AND LIFE CYCLE

01

### INFORMATION SESSIONS

Organized several times a month by each branch, collective information sessions are an opportunity to present the project, clarify everyone's roles and answer questions from future mentees and mentors.







## 02 THE INDIVIDUAL MEETING

If their interest in the project is confirmed, we invite future mentees and mentors to an individual meeting with a coordinator of the association in order to get to know them better and discover their experience and expectations.

## 03 INITIAL TRAINING (MENTORS)

New mentors undergo training to acquire the competences and tools of know-how and interpersonal skills of the perfect mentor. Following the Covid epidemic, the 4 days of face-to-face training had to be redesigned. The switch to distance learning has revolutionized our approach both technically and pedagogically. The training was transformed into 8 e-learning modules spread over several weeks, with online activities in real time, in groups, and activities to be discovered at home, at your own pace. Asynchronous activities will be maintained and group activities will be switched back to face-to-face as soon as possible to cultivate warmer human contact.



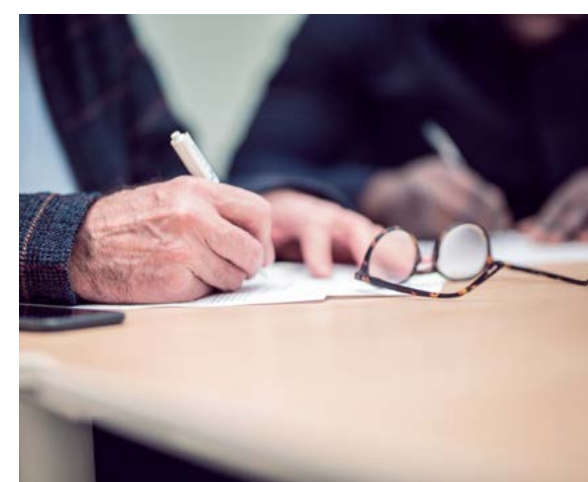
## 04 MATCHING SESSIONS

It's a match! Based on numerous criteria (sector of activity, languages spoken, personality, availability, etc.), and taking into account the respective needs and skills, the team creates new duos. No algorithm here, but a real collective process.



## 05 THE FIRST MEETING

This first meeting is an opportunity for everyone to get to know each other. Objective: validate (or not) the matching made by the team. The association gives everyone 24 hours to give them time to decide, with a clear head, if they want to continue the adventure together.



## 06 THE MENTORSHIP AGREEMENT

If the mentee and the mentor give the green light, a second meeting is organized by the association to sign the mentoring agreement. This moral commitment binds the mentor, his/her mentee and DUO for a JOB, clarifies the framework and the commitments of each, and «officially» marks the beginning of the support period.







## 07 THE ACCOMPANIMENT

The duo will meet face-to-face or digitally for 2 to 3 hours a week for six months. The mentor and the mentee will first take the time to get to know each other, then take stock of the mentee's situation. Secondly, the duo will work on a realistic action plan, describing the objectives as well as the means that will be mobilized to implement them. Over the course of the meetings, a unique and privileged bond is woven between the mentor and the mentee: the interpersonal aspect of the relationship makes it possible to offer tailor-made, exclusive support, which can be very different from one duo to another, depending on the pace and needs of each.



## 08 EVALUATION

At the end of the duo, the participants evaluate whether the program has met their expectations and whether the objectives they had set have been achieved. This information is a valuable impact measurement tool that allows our teams to improve the program.

“

Peter has always helped and supported me, without hesitation. DUO for a JOB is one of the greatest breaks I had here. Before, I felt like I was alone here, but now that I have met my mentor Peter, I no longer have that feeling. I was really waiting for someone like him. He is very neutral, does not judge me at all.

*Panthea, mentee*

## SUPPORT TOOLS

Many support tools and services are developed and offered to our mentors and mentees throughout the mentorship.



### JOB INTERVIEW PREPARATION WORKSHOPS

Collective and interactive workshop for mentees which aims to go through the key questions of an interview. The opportunity to share experiences, tips & tricks and questions. An important step before attending the job interview simulation!



### JOB INTERVIEW SIMULATIONS

Simulation of an interview filmed with an HR volunteer offered to mentees to practice and become aware of their strengths and development points during the interview.



### WORKSHOP “CV AND COVER LETTER”

Workshop that allows mentors to update their knowledge of essential job search tools. An HR volunteer emphasizes good practices for writing and structuring a CV and a cover letter.





### RESUMÉ PROOFREADING & COVER LETTER

These are the two essential tools for looking for a job. What could be better than the opinion and advice of a volunteer or the HR team of a partner company to optimize them?



### SPEECH THERAPY SESSIONS\*

Volunteer specialists provide individual support to mentees who wish to work on their pronunciation difficulties to improve their oral expression.



### LINKEDIN WORKSHOP

These workshops allow mentors to familiarize themselves with this professional social network and learn how to make the most of it, for them, but above all for their mentees.



### LISTENING DEPARTMENT

Mentors can address psychological difficulties that affect their mentee's well-being with volunteers who offer listening, advice and guidance.



### THE DUO GUIDES\*

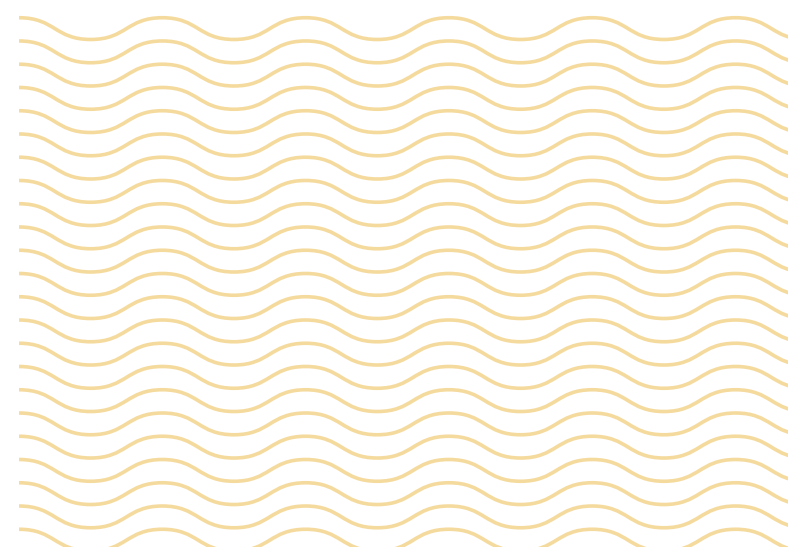
Written by mentors, these guides compile good practices and a list of partners (public and associative) in terms of finding accommodation, childcare or entrepreneurship.



### INTERVIEWS

Exchange sessions between mentors, led by a mediator. Each mentor must participate twice per accompaniment. The opportunity to share difficulties, successes and good practices among peers.

\* available in Brussels





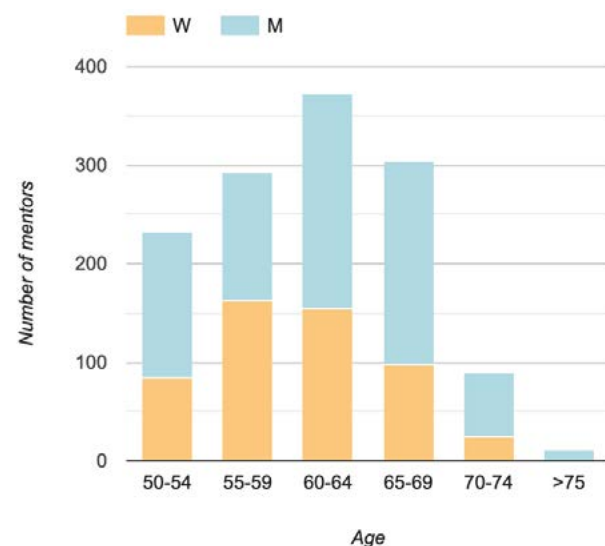
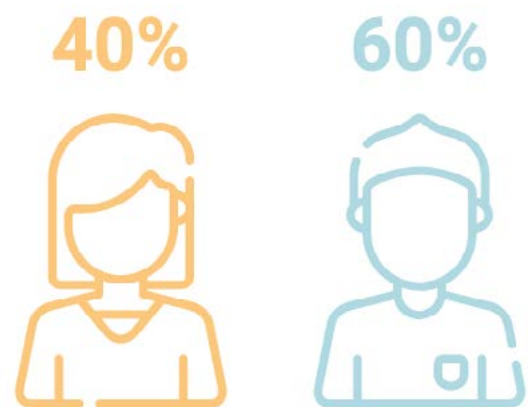
# 04 OUR RESULTS



## WHO ARE THEY?

In 2021, despite a still complicated health context, we were able to count on a community of 1,310 mentors who are more committed and united than ever, aware that inequalities affect young people even harder. Their presence alongside young people is therefore essential, they are the boost necessary to achieve their full potential!

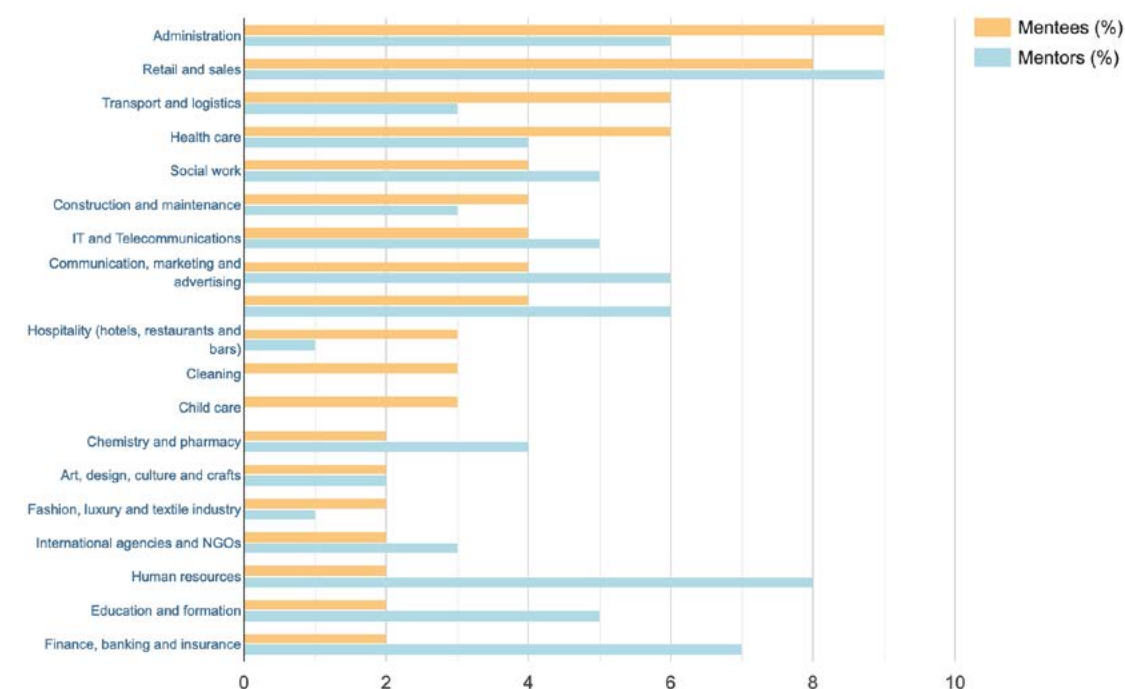
## AGE AND GENDER



## PROFESSIONAL STATUS



## ACTIVITY AREA



Our mentors being or having been active in more than 50 different sectors of activity, this diversity is an undeniable asset for the formation of duos.



## WHAT DO THEY TAKE AWAY FROM THIS EXPERIENCE?

On the one hand, mentors draw on all the knowledge and experience they have acquired throughout their career, as well as the training and advice they receive from DUO for a JOB, to help mentees overcome obstacles on their way. On the other hand, the mentees share with them their life experiences, their projects, their ambitions and their doubts. Through their eyes, they give them a unique insight into "their reality".

It's a real "win-win" situation that allows each mentor to:

- ★ Stay active, connected
- ★ Feel useful
- ★ Enhance skills, transmit
- ★ Challenge biases
- ★ Learn and develop new skills



## DUO STORY : ALI & MARNIC



Marnic was communications director in different organizations for 30 years, including P&V Insurance; whose philanthropic foundation he created and directed. At 65, he also sits on the board of a number of NGOs and joined DUO as a mentor at the end of 2020 with the desire to take his commitment from the global level to the individual level.

The current passes immediately with Ali, his first mentee, a young Afghan who fled the violence of Kabul with his mother and his sister. Arrived in Belgium in 2016, he spent almost 2 years in an asylum center before settling in Ghent. He speaks 6 languages (Dari, Pashto, Hindi, English, Dutch and French), is very determined and sees in everything an opportunity. "If you want to learn, you will learn. Do it with a smile or without a smile, that's your choice, your decision."

Ali has a pretty clear goal in mind. He wants to become a social worker, to help people. With Marnic, they explore different avenues, meet other mentors and work on Ali's job search tools. So much so that Ali ended up getting his "dream job": he is now a social guide in a Fedasil center. "The respect and mutual trust that I shared with Ali made our duo a very warm and enriching experience," testifies Marnic. A small part of the journey for two from which each came out with personal growth!



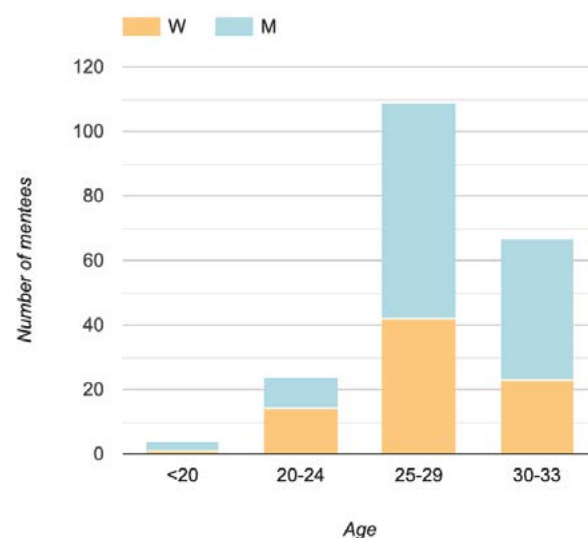
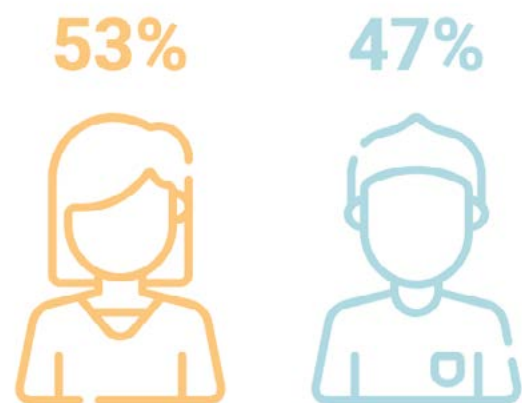


## THE MENTEES

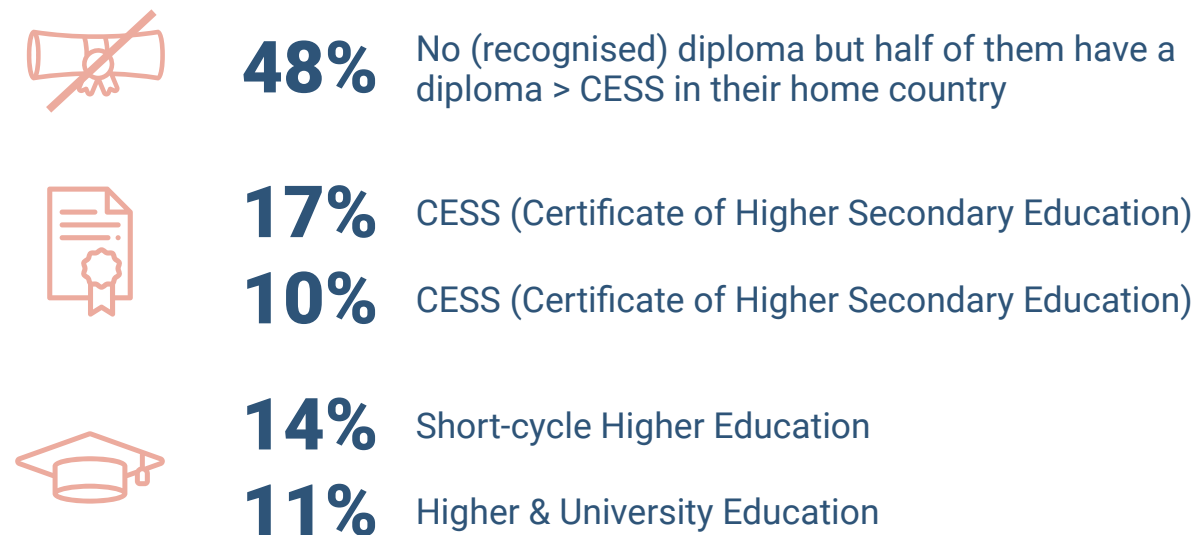
### WHO ARE THEY?

The 4,200 young people supported by DUO (including 940 in Belgium in 2021) have in common that they are aged 18 to 33 and of foreign origin (outside the European Union). They all have very unique profiles and backgrounds and each duo is unique, but it is interesting to observe certain major trends.

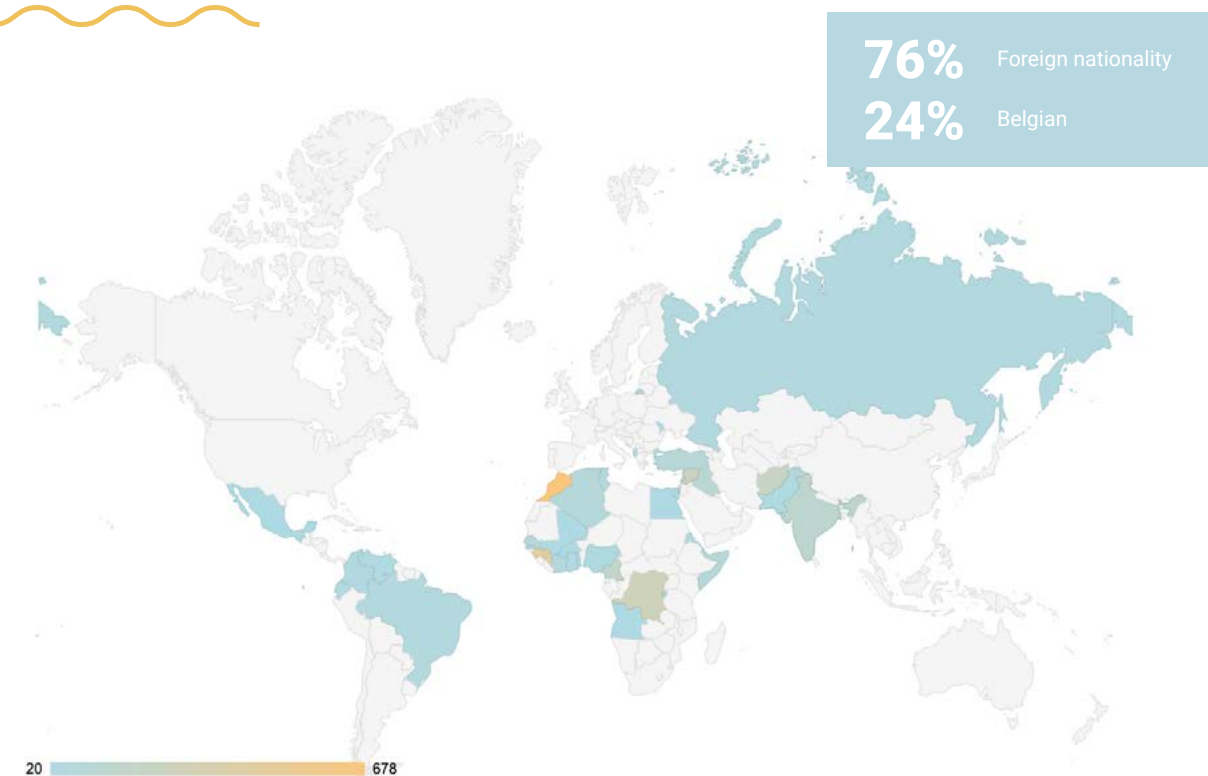
### AGE AND GENDER



### LEVEL OF EDUCATION



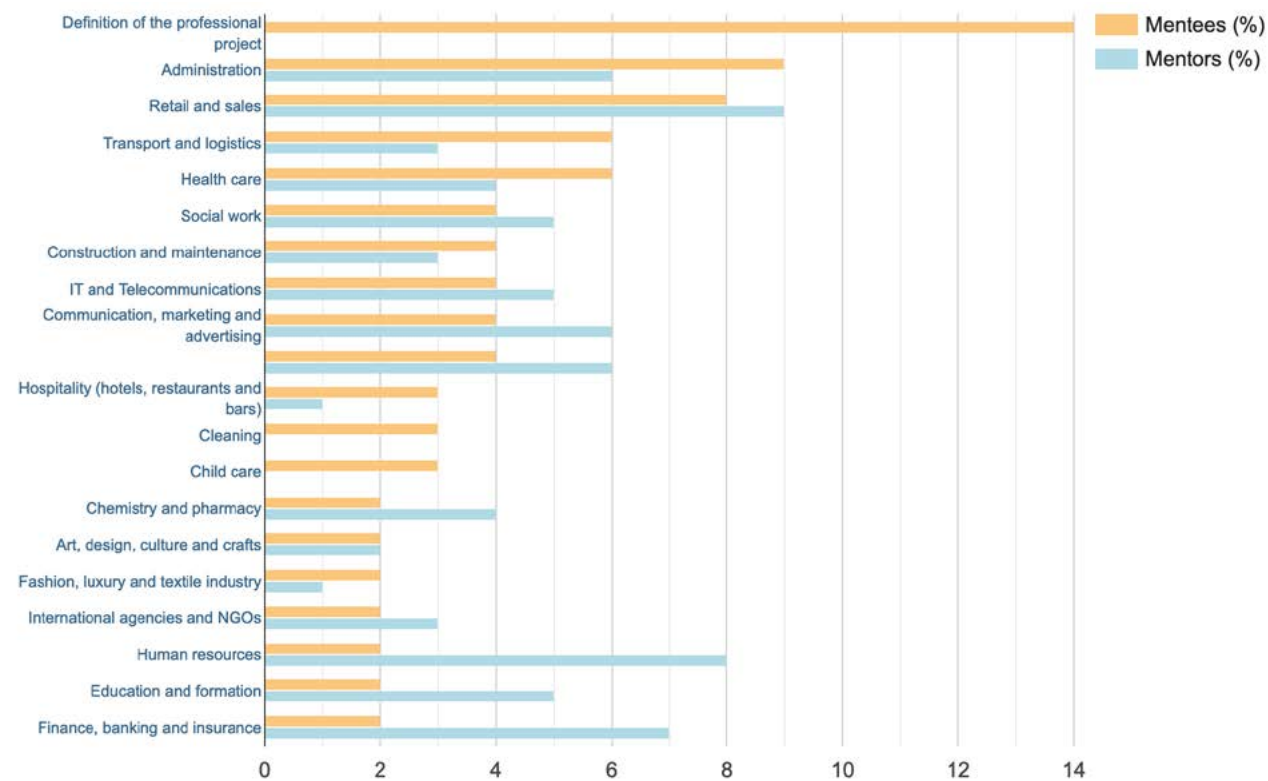
### NATIONALITY AND ORIGIN



#### Legal status and residence permits

Family reunification is the first entry point into Belgium for people born abroad. This is reflected in our mentees since 1 out of 2 young people of foreign nationality arrived for this reason. The other part (42%) of the mentees benefit from international protection, refugees or beneficiaries of subsidiary protection.

## ACTIVITY AREA

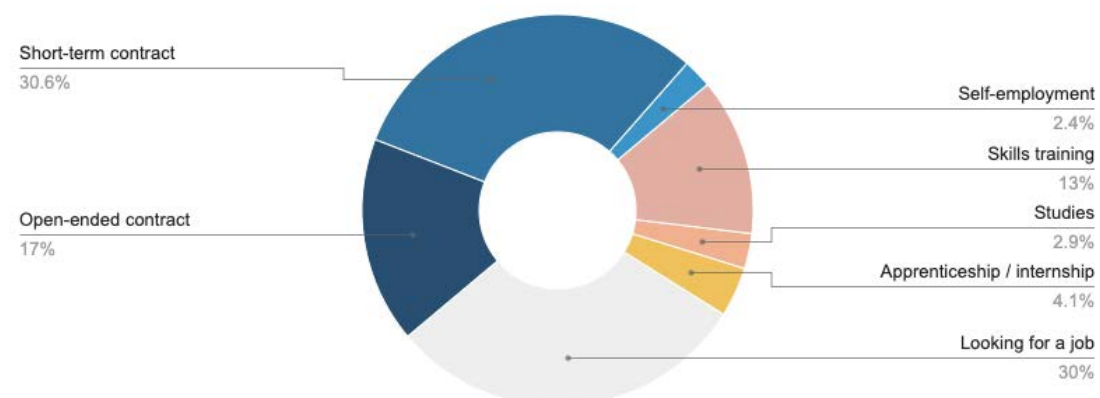


1 in 7 young people begin their support at DUO for a JOB without having a specific professional project, only the desire to find a job. A mentor with a fairly "generalist" profile can support them in defining their professional project and implementing a short/medium/long term action plan.

## WHAT DO THEY TAKE AWAY FROM THIS EXPERIENCE?

The overall results of the mentoring program for young people are convincing:

SOLUTIONS & EMPLOYMENT SOLUTIONS (ON A DECLARATIVE BASIS)



## MORE THAN 7 OUT OF 10 YOUNG PEOPLE

find a positive solution (job, internship, training) within 12 months of the duo support

## 1 out of 2 young people

GET A STABLE JOB  
(MINIMUM 3-MONTH CONTRACT)

Whatever the characteristics of gender, level of education or reason for the stay of young people, individualized support significantly increases their access to employment.



But beyond the convincing results in terms of employment, mentoring also allows these young people to develop many skills that improve their well-being and will serve them throughout their lives:

- ★ Gain autonomy and self-confidence
- ★ Develop a professional project
- ★ Master job search tools and channels
- ★ Develop a professional and social network
- ★ Discover a sector, a language, a culture

In the context of the Covid crisis, the project has also enabled them to overcome the increased difficulties they are facing by allowing them to:

- prevent isolation and psychological distress through regular exchanges with a caring mentor
- reconnect with public structures and socio-professional integration services while avoiding dropping out and precariousness
- become familiar with digital tools to counter the digital divide



DUO STORY : ASMAE & CÉCILE

Asmae grew up in Morocco. She then lived for a few years in Spain, before coming to join her mother and stepfather in Brussels via a family reunification procedure. At 20, she has already done some volunteering, but she has no diploma and has never yet worked. She dreams of becoming a childcare worker. For that she has to go back to school, but it seems too long, too complicated...

On the advice of a relative, she took part in an information session at DUO in July where she was matched with Cécile. Aged 75, Cécile has been a mentor since 2016 and she has already accompanied 5 young people! She describes herself as an outgoing, rigorous, empathetic, tolerant and attentive person.

Together, they discuss a lot, go to see training organizations... They take a step forward , two steps back... until Asmae finds the training course that really suits her! The course is already full, but Asmae registers and, as fate would have it, she is still invited to take the tests... which she passes with flying colors! "Asmae gave the best of herself" says Cécile. Because of that she was able to start her training in October. Her duo with Cécile ended a few weeks later, but a great bond unites them and they will continue to see each other outside DUO, that's for sure!



05 OUR BRANCHES



2013

YEAR OF CREATION

557

DUOS IN 2021

1,5M€

2021 BUDGET

2688

DUOS SINCE INCEPTION

678

ACTIVE MENTORS AS OF 12/31/2021



## SNAPSHOT

### Interview: Prabhu Rajagopal, Director

#### IF 2021 HAD BEEN A MOVIE?

Without a doubt, a pure action movie! A team navigating the turbulent waters of the pandemic, supportive colleagues who stick together to stabilize the ship. Their objective: to ensure that mentors and mentees can board safely and be able to spend precious time together, without suffering the backwash... "La Rivière Sauvage" perhaps (laughs)?

#### WHAT ARE YOU MOST PROUD OF?

Of a record! This year, we have supported 557 duos, the largest number of duos ever formed in one year since the creation of the branch. Despite a very uncertain context, we have stayed our course thanks to a dynamic and motivated team that has demonstrated great resilience and remained flexible in its work.

I am also very happy to see the always alert and curious attitude of the team, which has invested 200% in the various operational projects that we carried out in 2021. This has allowed us to keep a critical mind on our practice and to continually improve the quality of our program.

#### AND FOR 2022?

One of our main objectives will be to launch 3 new "satellite" antennas in Flemish Brabant in Vilvoorde, Machelen and Grimbergen. They will be piloted by Brussels. A real operational and logistical challenge!

I also hope that we can quickly return to a model where the face-to-face will take over more space, where mentors and mentees will return in numbers to our meeting spaces. Technology has certainly allowed us to get through this crisis while continuing our activities, and has led us to rethink and improve certain processes, but nothing can replace human contact.



## TEAM



**Prabhu Rajagopal**  
Director



**Charlotte Baise**  
Deputy Director



**Justine Rolland**  
Deputy Director



**Manoelle Van Overstraeten**  
Mentoring Program Officer



**Christa Ndikumana**  
Mentoring Program Officer



**Guillaume Petre**  
Mentoring Program Officer



**Anais Rodriguez**  
Mentoring Program Officer



**Fanny Florémont**  
Mentoring Program Officer



**Nicolas Mercier**  
Mentoring Program Officer



**Nicolas Brecht**  
Mentoring Program Officer



**Sara Boughanem**  
Mentoring Program Officer  
Brussels



**Espérance Kaneza**  
Mentoring Program Officer



**Florine Rousseleau**  
Mentoring Program Officer



**Aurore Genicq**  
Senior Administrative  
Coordinator



**Yasaint Libabe**  
Administrative Assistant



**Marine Cellier**  
Mentoring Program Officer



**Patricia Marique**  
Mentoring Program Officer



**Aliye Yaman**  
Operations Assistant



**Fatiha Hajjaji**  
Office Cleaner





ANTWERP

2017

YEAR OF CREATION

159

DUOS IN 2021

660K€

BUDGET 2021

TEAM

597

DUOS SINCE CREATION

276

ACTIVE MENTORS AS  
OF 12/31/2021

## SNAPSHOT

Interview: Joris De Ceuster, director

### IF 2021 HAD BEEN A MOVIE?

"DUO Antwerp: the legacy continues"? a new chapter in the hit action movie franchise that started here in 2017. 5 new colleagues have been added to the cast: Ifasso, Joke, Anne-Catherine, Vera... and me :)

### WHAT ARE YOU MOST PROUD OF?

Despite the difficult context and the uncertainties linked to the Covid crisis, the many mentors in Antwerp have remained faithful to our cause, and our partners in the field have also continued to work alongside us and with us and send young people. This mark of confidence touched us a lot. Moreover, we organized a big party last September to thank them... It was great to see them again "in real life"!

We have also opened a second space a few steps from our branch on Eliaertstraat to be able to (re)welcome more face-to-face mentors and mentees, and we have also modernized our offices in Mechelen.

### AND IN 2022?

The scenario is ambitious! We have three main objectives:

- Form 250 duos,
- Launch a new "satellite" antenna in Turnhout this summer,
- Strengthen our links with our current Antwerp partners and increase our awareness with new partners by demonstrating the relevance of our program and its impact... We will, I hope, have the box office results to show it (laughs).



Joris De Ceuster  
Director



Charlotte Hermans  
Deputy Director



Zoë De Permentier  
Mentoring Program Officer



Anne-Catherine Deignan  
Mentoring Program Officer



Mieke Bervoets  
Mentoring Program Officer



Ifasso De Moor  
Mentoring Program Officer



Joke Van Den Borre  
Mentoring Program Officer



Véra Duboshina  
Administrative Assistant





LIÈGE

2017

YEAR OF CREATION

108

DUOS IN 2021

553K€

2020 BUDGET

440

DUOS SINCE CREATION

166

ACTIVE MENTORS AS  
OF 12/31/2021

## SNAPSHOT

### Interview: Magali Huynh, director

#### IF 2021 HAD BEEN A MOVIE?

For Liège, the year 2021 could have been a dramatic action film! Between Covid, the catastrophic floods of July, the new offices and the changes in the team, the team had to show a good dose of adaptation, energy and positivism. Despite these twists and turns, it was able to remain professional in all circumstances, and form and accompany no less than 108 duos.

#### WHAT ARE YOU MOST PROUD OF?

What a pleasure, on my return from maternity leave at the end of the year, to hear or read all the great feedback from mentors and mentees from Liège on the quality of the follow-up carried out by our team.

I am also very happy that we were able to start our face-to-face mentor training again, respecting health measures of course! Here in Liège, we really needed to find this warm human relationship that is the strength of our program.

#### AND IN 2022?

We would like to experience a “feel good” film this time (laughs)! The opening of a satellite antenna in Verviers will mobilize the whole team, but our main objective will really be to work twice as hard to increase our reputation with our public and associative partners in the field, and also directly with young people.

## TEAM



Magali Huynh  
Director



Giulia Dagonnier  
Mentoring Program Officer



Nathalie Poulet  
Mentoring Program Officer



Nathalie Delaude  
Mentoring Program Officer



Rashmi Payon  
Mentoring Program Officer



Coralie Sciorre  
Administrative Assistant





## EAST FLANDERS

**2018**

YEAR OF CREATION

**116**

DUOS IN 2021

**533K€**

2021 BUDGET

**309**

DUOS SINCE CREATION

**190**

ACTIVE MENTORS AS  
OF 12/31/2021

## SNAPSHOT

**Interview: Marion Cahen, director**

### IF 2021 HAD BEEN A MOVIE?

"Billy Elliot"? In any case, a film about coming of age: growing up in a warm family, gaining independence and your own personality, and learning to be resilient in the face of an ever-changing world. Passing the milestone of 300 duos formed, DUO for a JOB in East Flanders has continued to establish itself as a solid organization in the province, built around a professional and dedicated team.

### WHAT ARE YOU MOST PROUD OF?

Honestly, I am personally very happy to have crossed paths with 120 young job seekers, all different, all full of potential, and to have played a role in their lives. This year, these young people were able to come and meet DUO for a JOB in Ghent, but also in Aalst and in the Waasland and thus meet a mentor closer to home.

Our team has also succeeded in maintaining a high level of program quality while constantly adapting its processes, tools, and schedules to the rhythm of the consultation committees.

### AND IN 2022?

In the coming months, we will continue to develop the new satellite antennas in Aalst and Sint Niklaas, without losing the focus on Ghent or the rest of the province. We will have to work hand in hand with local organizations in the field to share our good practices and find the funds that will allow us to consolidate our activities throughout the province... Ask for the program!

## TEAM



**Marion Cahen**  
Director



**Sara Memmi**  
Deputy Director



**Lynn Verrydt**  
Mentoring Program Officer



**Thelma de bruyckere**  
Mentoring Program Officer



**Ester Nachtergaele**  
Mentoring Program Officer



**Loïc Van Laere**  
Mentoring Program Officer

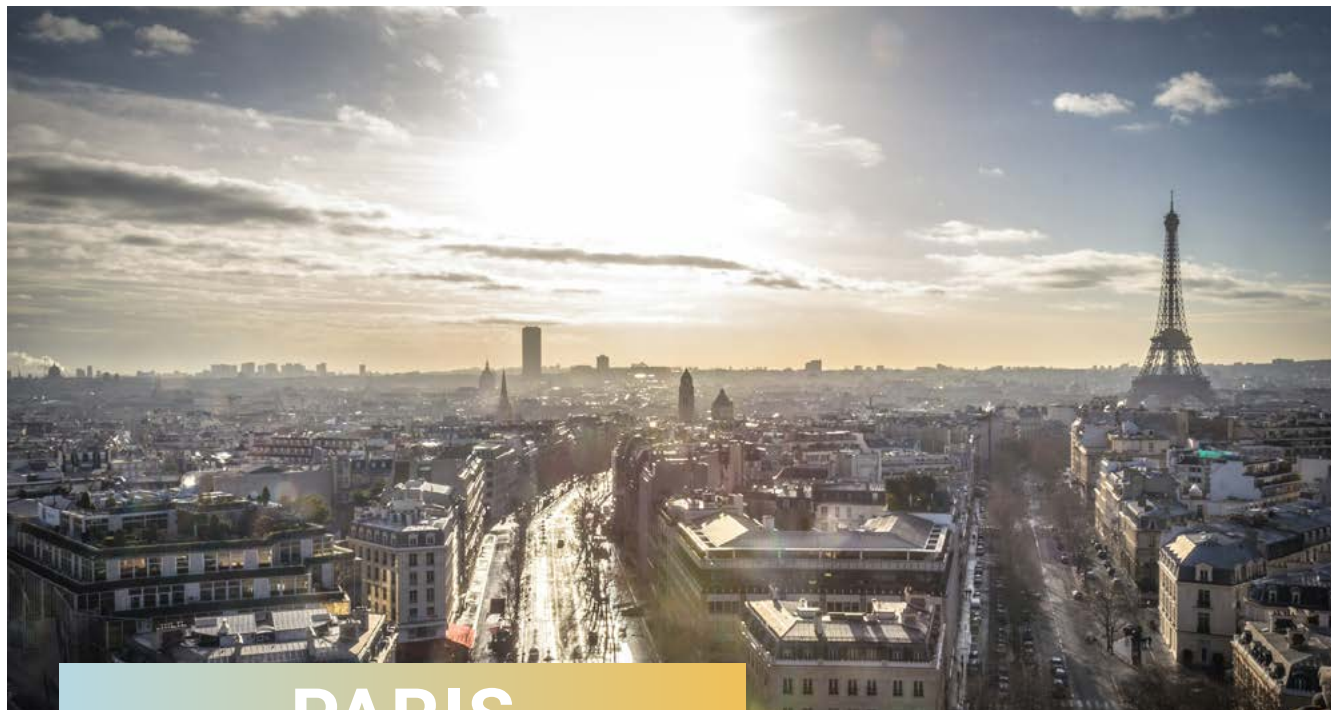


**Leen Heyvaert**  
Mentoring Program Officer



**Bimala Poudel**  
Administrative Assistant





## PARIS

**2019**

YEAR OF CREATION

**130**

DUOS IN 2021

**395K€**

2021 BUDGET

**187**

DUOS SINCE CREATION

**202**

ACTIVE MENTORS AS  
OF 12/31/2021

## SNAPSHOT

**Interview: Stefanie Biesmans, Director**

### IF 2021 HAD BEEN A MOVIE?

Undeniably a film with a host of superheroes: a dedicated and motivated team that welcomes and supports each participant in the program in a professional and warm manner. This "super team" has grown again this year with the arrival of several new collaborators.

### WHAT ARE YOU MOST PROUD OF?

We formed 2.5 times more duos than last year and thus enter with this three-digit growth in the book of records of DUO for a JOB (laughs).

But... I believe that one of the most pleasant memories of 2021 will remain the festive moment that we organized last September to celebrate our 100th duo (and all the others). What a pleasure to succeed in bringing together more than 100 mentors and mentees around good food from all over the world and to listen to the concert of one of our talented mentees!

### AND IN 2022?

It may be time for us to find new premises where we can more easily welcome and meet our duos and program participants.

We will also have to maintain our current partnerships while creating new operational partnerships, in particular with certain public players, and extend our influence to other municipalities in Île-de-France.

## TEAM



**Stefanie Biesmans**  
Directrice Ile-de-France



**Charlotte Poulain**  
Directrice adjointe Ile-de-France



**Clément Tressel**  
Chargé de programme



**Pauline Pondeville**  
Chargée de programme



**Lucie Dubert**  
Chargée de programme



**Yamina Senhaji**  
Chargée de mission



**Isaure Buisson**  
Volontaire en service civique





LILLE

2021

YEAR OF CREATION

29

ACTIVE MENTORS AS  
OF 12/31/2021

12

DUOS IN 2021

131K€

2021 BUDGET

## SNAPSHOT

Interview: Constance Colliot, director

### IF 2021 HAD BEEN A MOVIE?

I think of a film from my adolescence: Speed. Because the mentoring bus in France had already picked up a lot of speed, and we still managed to get on board (laughs).

### WHAT ARE YOU MOST PROUD OF?

Every small step taken by the antenna was a big step for me! It was the year of all the first times: the organization of a first training course for mentors, the meeting of the first enthusiastic partners (including a foundation that works to change society's view of seniors, perfect match!), the reception of the first young mentees and the matching of 12 duos, and the recruitment of our first operational coordinator.

### AND IN 2022?

Our biggest challenge will be to convince 70 new volunteer mentors to join us. At DUO for a JOB, word of mouth is a very powerful mobilization lever, I hope it will be the same for us! Through various partnerships (and by showing creativity), we will also make sure to increase the reputation of the association in the Lille metropolitan area.

## TEAM



Constance Colliot  
Directrice Hauts-de-France



Chloé Boudelle  
Chargée de programme

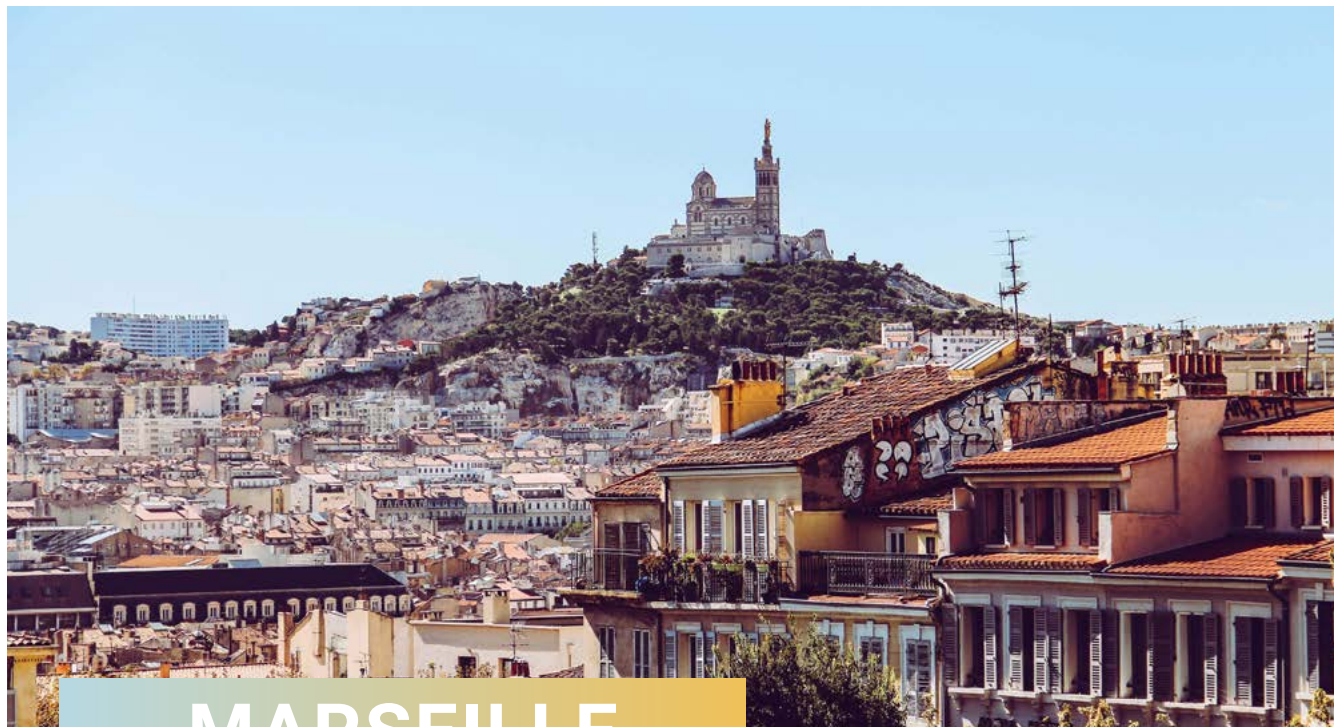


Eléa Zucchiatti  
Chargée de mission

“

Mentoring is transforming a difficulty into an opportunity, it's giving the mentee the opportunity to be an actor in our society and not a burden, it's giving a second life to our professional experience, it's questioning ourselves, it's getting in touch with other cultures, it's learning to put your own difficulties into perspective...

Mohammed, mentor



## MARSEILLE

**2021**

YEAR OF CREATION

**20**

ACTIVE MENTORS AS  
OF 12/31/2021

**3**

DUOS IN 2021

**38K€**

2021 BUDGET

## SNAPSHOT

### Interview: Fatoumata Baba, director

#### IF 2021 HAD BEEN A MOVIE?

It would certainly be a mushy film, a pretty love story. The opening of the antenna in Marseille last September has indeed generated a lot of enthusiasm and we had the chance to meet very caring people.

#### WHAT ARE YOU MOST PROUD OF?

I am very proud to carry the DUO project in this region. I grew up here. Marseille is a city of contrasts, multicultural, multi-ethnic, "multi-social". There are very significant gaps in terms of income, education, employment rate. A mentoring program like ours that promotes social cohesion and encounters between generations therefore has its place here! Before Christmas, we already trained 9 mentors, and the first duos were formed.

#### AND IN 2022?

I will no longer be alone (laughs)! A first coordinator (programme manager) will join me at the beginning of the year. Together, we will continue our local integration, forge strategic partnerships to make DUO known in the region, especially with future mentors and mentees. Our goal: to form around fifty duos by the end of 2022.

## TEAM



**Fatoumata Baba**  
Directrice Marseille



**Jade Grosjean**  
Chargée de programme

“

Always very happy to participate in the DUO project. It's an improbable and unique experience... a meeting between two people who are completely separated (age, experience, culture...) and which turns into a harmonious union where each has the opportunity to learn from the other, to share and grow through it.

*Roger, mentor*





## ROTTERDAM

**2021**

YEAR OF CREATION

**8**

ACTIVE MENTORS AS  
OF 12/31/2021

## SNAPSHOT

### Interview: Marije Pronk, director

#### IF 2021 HAD BEEN A MOVIE?

2021 has definitely been a romantic comedy for DUO Rotterdam. We arrived as lonely teenagers in a new city, but over the months we grew in maturity and confidence, made friends, received great feedback and we developed the hope of living a great story in the Netherlands.

#### WHAT ARE YOU MOST PROUD OF?

The Rotterdam branch was created at the same time as the Marseille branch and I am very proud of the solidarity that Fatoumata, the director of the French branch, and I have shown, despite the 1200 km that separated us! We talked a lot and it was very reassuring and motivating to move forward in parallel.

We found our first premises in a coworking space in the center of Rotterdam... where you can find excellent cappuccinos (laughs)! And above all, we succeeded in forming our first pilot group of six very enthusiastic mentors and started to build our network.

#### AND IN 2022?

A first collaborator will join me! Our goal is to form 50 duos by the end of the year. We will build our reputation and do our best to ensure that the quality of our program is recognized and that we are seen as a professional and inspiring organization with which it is pleasant to work. We will of course also focus on meeting our fundraising goals and finding our own office/meeting space.

## TEAM



**Marije Pronk**  
Director



**Lisa Huyge**  
Mentoring Program Officer

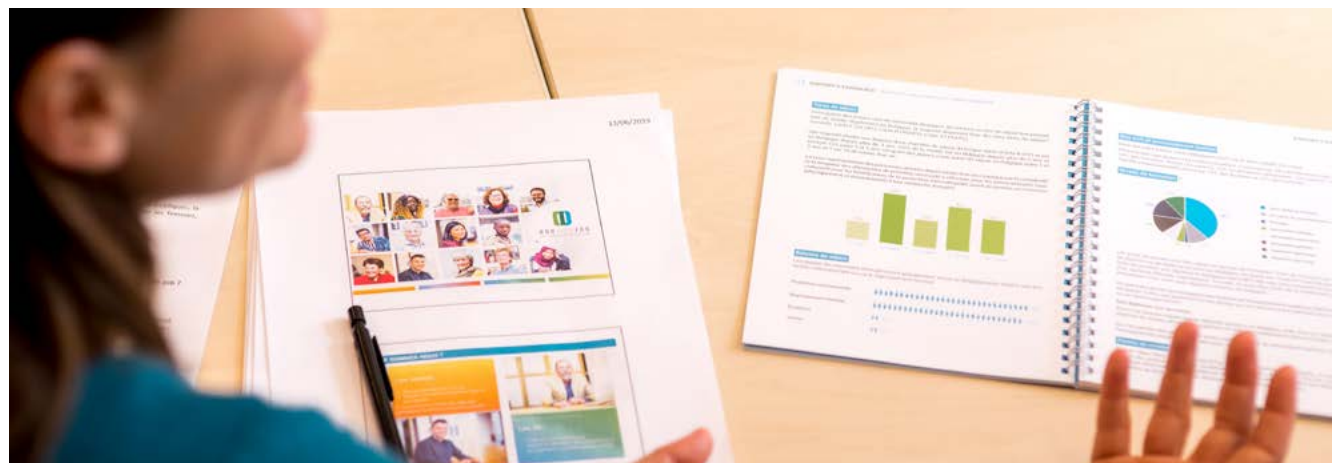
“

It was a very nice experience. I came with questions and thanks to Hervé, I understood what worked... and what didn't! It wasn't always easy to say or hear, but he said the right things, with great kindness and sincerity. Now I know my strengths and weaknesses, I have faith in the future.

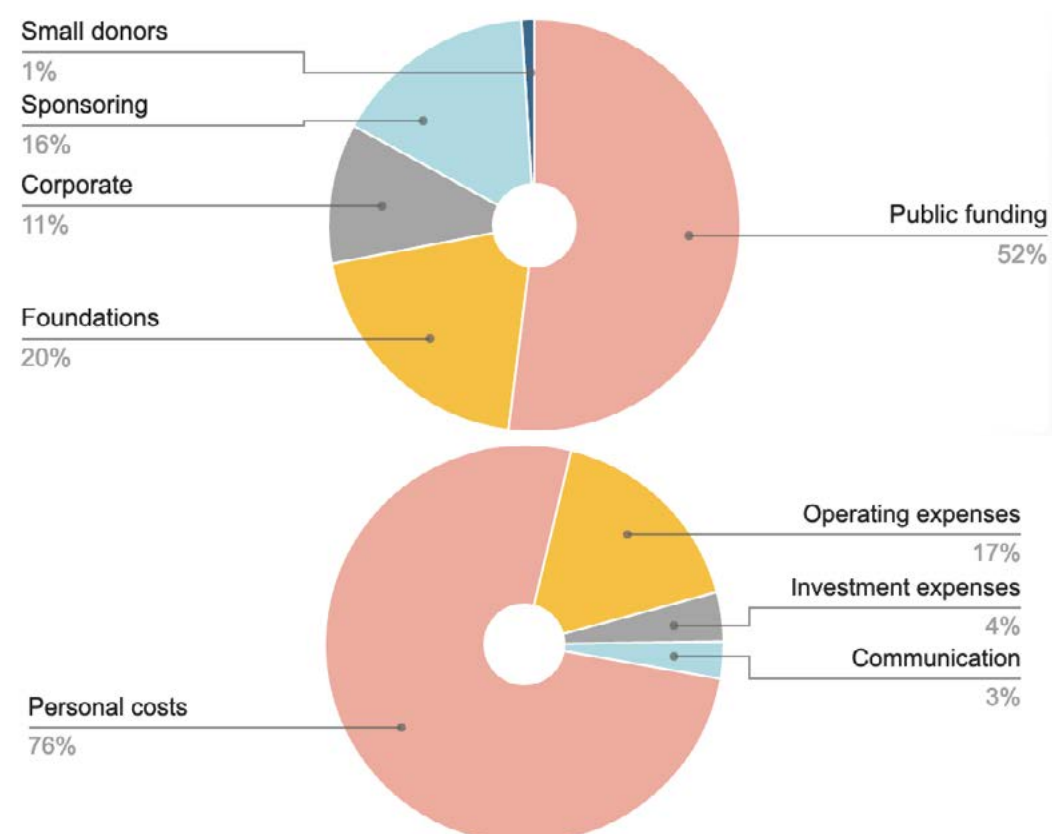
*Irène, mentee*



# 06 INCOME AND EXPENSES



In 2021, the diversification of our sources of income remained one of our priorities to give DUO for a JOB more autonomy, independence and sustainability.



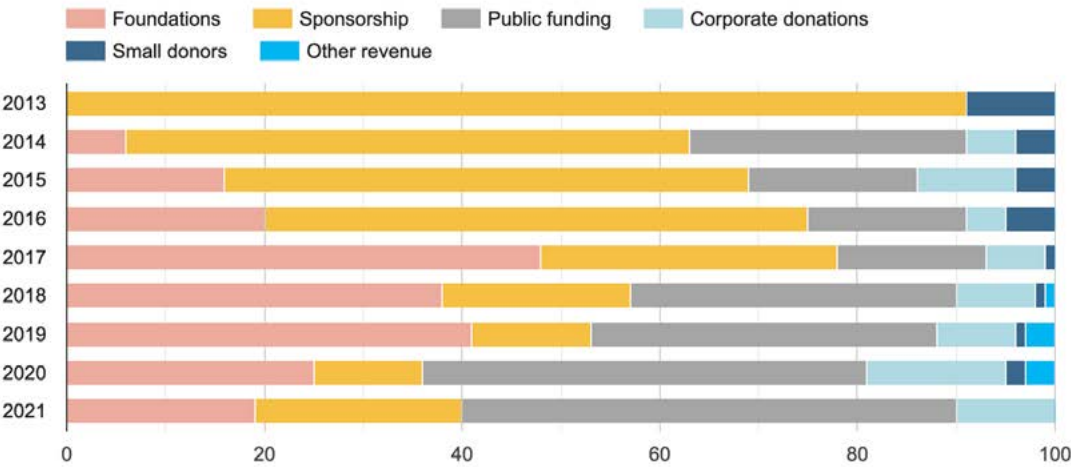
The heart of our activities is based on the creation, follow-up and supervision of duos. That's why our staff compensation costs constitute the major part of our annual expenses.

PROFIT AND LOSS ACCOUNT		
	2020	2021
<b>EXPENSES</b>		
Personnel costs	2,005,226	2,926,891
Operating expenses	450,173	654,726
Investment expenses (depreciation)	149,331	130,021
Communication	81,817	119,049
Events and activities	9,831	3,285
Miscellaneous financial expenses	2,111	3,109
Other expenses	7,759	254
<b>TOTAL</b>	<b>2,706,248</b>	<b>3,837,333</b>
<b>REVENUE</b>		
Individual donations	42,423	36,003
Corporate donations	389,700	428,141
Sponsorship	314,059	606,600
Transfers to capital subsidies	-1,000	0
Depreciation of capital subsidies	94,562	44,892
Public subsidies	1,220,361	1,939,023
Foundations	684,000	767,500
Other revenue	34,924	54,489
<b>TOTAL</b>	<b>2,779,029</b>	<b>3,876,648</b>
<b>RESULT BEFORE ALLOCATION</b>	<b>72,781</b>	<b>39,314</b>
Allocation to funds	0	0
Drawdown from funds	0	0
<b>RESULT AFTER ALLOCATION</b>	<b>72,781</b>	<b>39,314</b>

BALANCE SHEET 2021			
ASSETS		LIABILITIES	
<b>FIXED ASSETS</b>	<b>141,435</b>	<b>EQUITY</b>	<b>670,870</b>
Intangible fixed assets	5,499	Capital	3,826
Tangible fixed assets	127,510	Allocated funds	0
Furnishings and vehicles	93,272	Profit carried forward	641,347
Other tangible fixed assets	34,238	Investment grants	25,697
Financial fixed assets	8,425		
<b>CURRENT ASSETS</b>	<b>6,112,828</b>	<b>DEBTS</b>	<b>5,615,904</b>
Amounts receivable within one year	5,123,703	Debts payable within one year	606,600
Disposable assets	989,126	Financial debts	8,056
		Trade debts	125,742
		Taxes, wages and social security	297,347
		Other liabilities	175,455
Accruals	32,510	Accruals	5,009,304
		Deferred income	5,009,304
<b>TOTAL ASSETS</b>	<b>6,286,773</b>	<b>TOTAL LIABILITIES</b>	<b>6,286,773</b>



# EVOLUTION OF THE FUND STRUCTURE



# OUR MANAGEMENT PRINCIPLES

## Management rigor

In order for the DUO for a JOB project to continue to evolve and grow, we do everything we can to ensure that our finances are well managed. Although a large part of the accounting is now internalized, we continue to work directly with a fiduciary company, to benefit from their expertise. We have also put in place procedures to guarantee the proper maintenance of our accounts and the financial stability of the organization, in particular through the regular monitoring of our expenses, budget updates if necessary, and analytical accounting.

## Financial transparency

At DUO's request, the association's accounts are certified each year by an auditor. After a detailed review of the accounts and internal procedures, a report is produced through which we receive certification without reservations, a guarantee of our compliance with accounting standards.



# 07 OUR PARTNERS

A big THANK YOU to all our partners! Thanks to their invaluable support, our association can continue to offer an increasing number of young and less young people a quality program totally free of charge.

Their generosity and their involvement also constitute, for our teams, a continuous breath of motivation, the confirmation that many of us want to move in the same direction.

## PUBLIC PARTNERS



## PRIVATE PARTNERS



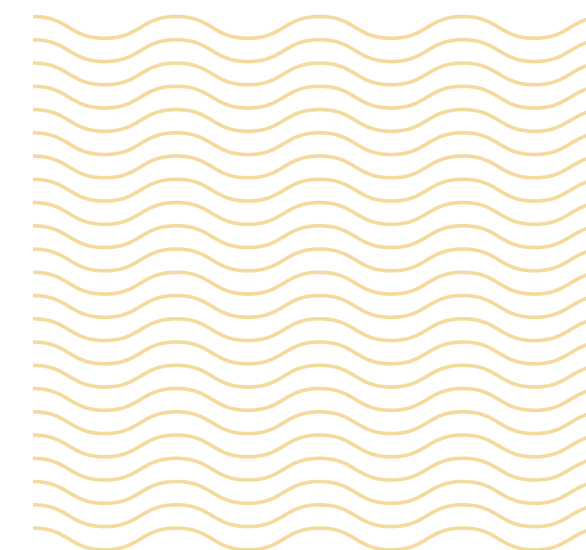




cendo, CVO Encora, CVO Gent, CVO Vitant, Dayez advocats associés, De Community, De Werkclub, Deg & Partners, Delaware, Dexia, DHL Group, Dow Belgium, Ecole 19, Ecole Franciso Ferrer, EFP, EMCC, ENAIP Liège, Enéo, Engie-Electrabel, EPFC, Ephec, Euroclear, Euronext Brussels, European Council on refugees and exiles, EVA, EXARIS, EXIL asbl, F41, FEB, FEDASIL, Federatie Onafhankelijke Senioren, Fédération des Services Sociaux, FGTB, Form@XL, Formaat - Baanbrekers, Formaat vzw, French Connect, GATAM, Gemeente Rotterdam, gemeente Schilde, GO! CVO Antwerpen, Google, Groep Intro, Groep Intro, GSIW, Hack Your Future, HEC Liège, HET Perspectief, Horeca Be Pro, Hubbie, IEPS Anderlecht, IEPSCF, In-Gent, Infor Jeunes, Internationaal Comité, Interra, IRFAM, Janssen Pharmaceutica Benelux, JES, Job Yourself, Jobat, JONG vzw, KAA Gent Foundation, Kerkfabriek, Kois Invest, Kologa, La Belle Diversité, LBC Volwassenonderwijs, LBC-NVK Mortsel, Le C-Paje, Le Foyer, Le Guide Social, Le Piment, LEJO vzw, Les 19 CPAS de la Région de Bruxelles-Capitale, Les Amis d'Accompagner, Les Maisons de l'emploi Forem du territoire de Liège, Les Missions locales de la Région de Bruxelles-Capitale, Les Relais de l'emploi du territoire de Liège, LEVL, Lions Club, Lire et Ecrire, Live in color, MentorYou, MicroStart, MYRIA, NEOS, NicetoNEETYou, OCMW Aartselaar, OCMW Antwerpen, OCMW Brasschaat, OCMW Edegem, OCMW Gent, OCMW Hove, OCMW Lier, Odisée, OIRD, OKRA, Open Embassy, Open School Antwerpen, ORBIT, P&V group, Phare asbl, Plateforme citoyenne de soutien aux réfugiés, Point d'Appui, Profile Group, PWC, RANA, Ras-el-Hanout, Refu Interim, Réseau Entreprendre, RiseSmart, Roland Berger, Rotary Club Gent-Noord, Rotary Gent Rotary Oost-Antwerpen, Rotary Oost-Antwerpen, Rothschild & Co, S-Plus, SADA CPAS de Liège, SAM ASBL, Samenlevingsopbouw Antwerpen, SBS Skillbuilders, Cobeff, Search Foundation, Sequoia Ways, SERV, Showpad, SINGA Belgium, Sociale Innovatie Fabriek, SOFFT, Spectrum School - Leren + Werken, SPRB, Stad Aalst, Stad Gent, Stad St-Niklaas, Steunpunt Tewerkstelling, STthree, Stibbe, Stichting Mano, Stichting Welcome app Nederland, Student.be, Surviving Brussels, Tabor vzw, TADA, TAJO vzw, Talent2connect, Talented Youth Network (TYN), Talentenfabriek, Talentenstroom, Talentenwerf, Talentree, TeachForBelgium, Team4Job, Telos Impact, Thinkpeaks.com, Tracé Brussel, TYN asbl, UCL, UCM, UDA, UGent, ULB, Ulysse, Umicore, UNamur, UNIA, Université du 3<sup>e</sup> âge (U3A), Universiteit Antwerpen, UWV, VermeylenFonds, VIA, Victoria Deluxe, VIEF, Ville de Liège, Vlaamse Actieve Senioren, Vlaamse Ouderenraad, Vlaanderen, Vluchtelingenwerk Vlaanderen, VOKA, VONAK, Vrijwilligerspunt Stad Gent, vzw Apart, vzw JONG, Welzijnsoverleg Gent, Werkplekarchitecten, WeShareTalent, YouthStart, YSE, Zinzis, Zorgzaam010

Without being able to name them individually, we certainly do not forget the very many donors, philanthropists and patrons who also allow us to make a difference, nor all the other operational partners with whom we collaborate on a daily basis:

ABVV, ACV Antwerpen, AD REM Gent, ADDE, ADDS, ADP Liège, Agentschap Integratie & Inburgering, AGII, Aide aux personnes déplacées, Aksent vzw, Amnesty international Belgium, Antigone Advocaten, Ardent Group, Armen Tekort, Art 2 Work, Artevelde Hogeschool, asbl Zéphyr, Ashoka, Atlas inburgering & integratie Antwerpen, AWSA - Be, BacktageBrussels, Balie Antwerpse advocatuur, BAO GROUP Elan Vital, BAPA bxl, Basse-Meuse Développement, Be.Face, BECI, BeCode, Belfius, Beweging.net, Bisdrom Antwerpen, BON, Brulocalis, Brusselleer, Bruxelles économie & emploi, Bruxelles Formation, Cap Migrants, Cargill, Caritas International, Carrefour Emploi Formation Orientation, CAW Antwerpen, CAW-Oost-Vlaanderen, CBAI, CBE Leerpunt, CEDEM- ULG, CEFORA, Centrale de l'emploi de la ville de Bruxelles, Centre d'étude de l'éthnicité et des migrations (ULG), Centrum Leren en Werken, CIRE, Cité des Métiers, City Pirates, Club d'entreprises des Hauts Sarts, CM Antwerpen, Cobeff, Commissie Studiebeurzenstichting provincie Antwerpen, Communes de la région de Bruxelles-Capitale, Compaan, Construcity, Convivial, Cortex Formation, CPAS de Liège, CPAS de Seraing, CRIPEL, CRVI, CSC, CVO - Lethas, CVO Brussel, CVO Cres





# 08 OUR TEAM

## GENERAL DIRECTION



**Matthieu Le Grelle**  
General Director



**Frédéric Simonart**  
General Director



**Julie Bodson**  
Deputy General Director

## DEVELOPPEMENT



**François Dauriat**  
Director of Development - France



**Céline Naveau**  
International Development Director



**Carlos Rovzar**  
Director of Development - Flanders & Netherlands



**Jérémy Goffin**  
Grants and Finance Manager

## COMM & ADVOCACY



**Axelle Le Brettevillois**  
International Communication & Marketing Director



**Elisabeth Verniers**  
Advocacy Manager - Belgique



**Alicia Eyongo**  
Communication Officer & Graphic Designer



**Nicolas Ginocchio**  
Communication Officer & Graphic Designer



**Jana El-Assaad**  
Communication & Marketing Manager - France



**Laura Levasseur**  
Multimedia Officer & Community Manager

## HR, FINANCE, IT & LOGISTICS



**Gilles Schoonejans**  
Product Manager



**Awaleh Ahmed Abdourahman**  
Administration, Finance and HR Officer



**Yaël Robyns**  
Human Resources Director

## BRUSSELS



**Prabhu Rajagopal**  
Director



**Charlotte Baise**  
Deputy Director



**Justine Rolland**  
Deputy Director



**Manoelle Van Overstraeten**  
Mentoring Program Officer



**Christa Ndikumana**  
Mentoring Program Officer



**Guillaume Petre**  
Mentoring Program Officer



**Anaïs Rodriguez**  
Mentoring Program Officer



**Fanny Florémont**  
Mentoring Program Officer



**Nicolas Mercier**  
Mentoring Program Officer



**Nicolas Brecht**  
Mentoring Program Officer



**Sara Boughanem**  
Mentoring Program Officer Brussels



**Espérance Kaneza**  
Mentoring Program Officer



**Florine Rousseleau**  
Mentoring Program Officer



**Aurore Genicq**  
Senior Administrative Coordinator



**Yasaint Libabe**  
Administrative Assistant





**Marine Cellier**  
Mentoring Program Officer



**Patricia Marique**  
Mentoring Program Officer



**Aliye Yaman**  
Operations Assistant



**Fatiha Hajjaji**  
Office Cleaner



**Coralie Sciorre**  
Administrative Assistant

## ANTWERP



**Joris De Ceuster**  
Director



**Charlotte Hermans**  
Deputy Director



**Zoë De Permentier**  
Mentoring Program Officer



**Anne-Catherine Deignan**  
Mentoring Program Officer



**Mieke Bervoets**  
Mentoring Program Officer



**Marion Cahen**  
Director



**Sara Memmi**  
Deputy Director



**Lynn Verrydt**  
Mentoring Program Officer



**Thelma de bruyckere**  
Mentoring Program Officer



**Ester Nachtergaele**  
Mentoring Program Officer



**Ifasso De Moor**  
Mentoring Program Officer



**Joke Van Den Borre**  
Mentoring Program Officer



**Véra Duboshina**  
Administrative Assistant



**Loïc Van Laere**  
Mentoring Program Officer



**Leen Heyvaert**  
Mentoring Program Officer



**Bimala Poudel**  
Administrative Assistant

## LIÈGE



**Magali Huynh**  
Director



**Giulia Dagonnier**  
Mentoring Program Officer



**Nathalie Poulet**  
Mentoring Program Officer



**Nathalie Delaude**  
Mentoring Program Officer



**Rashmi Payon**  
Mentoring Program Officer

## PARIS



**Stefanie Biesmans**  
Directrice Ile-de-France



**Charlotte Poulain**  
Directrice adjointe Ile-de-France



**Clément Tressel**  
Chargé de programme



**Pauline Pondeville**  
Chargée de programme



**Lucie Dubert**  
Chargée de programme



**Yamina Senhaji**  
Chargée de mission



**Isaure Buisnière**  
Volontaire en service civique

## LILLE



**Constance Colliot**  
Directrice Hauts-de-France



**Chloé Boudelle**  
Chargée de programme



**Eléa Zucchiatti**  
Chargée de mission

## MARSEILLE



**Fatoumata Baba**  
Directrice Marseille



**Jade Grosjean**  
Chargée de programme

## ROTTERDAM



**Marije Pronk**  
Director



**Lisa Huyge**  
Mentoring Program Officer





**DUO FOR A JOB**  
intergenerational coaching



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