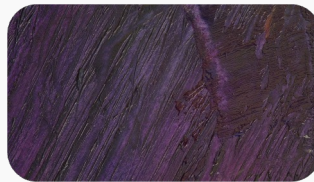
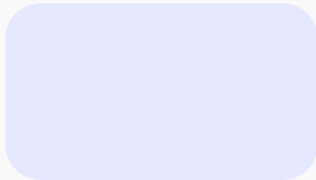


Empowering Youth with Migration Background

Bridging opportunities through mentoring

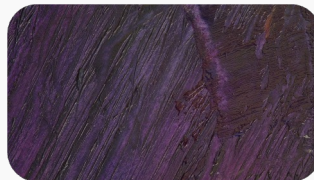
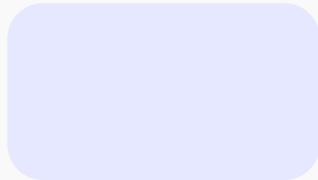


Before getting started...

To ensure this presentation runs smoothly, we would like to inform you that :

🔇 microphones are muted - 😊 cameras are on - 🎥 the session is being recorded

✅ The chat is open! **Please write and ask any questions you may have throughout the session; we will answer them during the last 20 minutes**



Welcome and introduction

Welcome remarks; the E.Y.M.B. project and its place within ESF+

Julie Bodson · General Director, DUO for a JOB & Board Member Mentoring Europe



Co-funded by
the European Union

Social
Innovation 
Initiative

Programme

10:00 – 10:10

Welcome and introduction

Welcome remarks; the E.Y.M.B. project and its place within ESF+

10:10 – 10:25

Context: mentoring as a tool for the social inclusion of youth with migrant backgrounds

NEETs of immigrant origin dropping out of education, and the role of mentoring

10:25 – 10:45

Scaling up a mentoring project: 3 key dimensions

Recruiting, training and retaining mentors at scale · Reaching the young people furthest from mentoring · Digital technology for inclusion

10:45 – 11:00

Scaling up a mentoring model to new cities and countries

Success factors, adapting the model to new contexts, local partnerships

11:00 – 11:15

Structuring the sector: national coalition and quality standards

The Belgian mentoring coalition, knowledge transfer with Collectif Mentorat, shared quality standards

11:15 – 11:35

Questions & answers

Your questions from the chat

11:35 – 11:50

Closing remarks



Co-funded by
the European Union



WELCOME & INTRODUCTION

Welcome — who is behind today's session

1 DUO for a JOB

Intergenerational mentoring that pairs young jobseekers with a migration background (18–33) with volunteer mentors aged 50+, across Belgium, France and the Netherlands.

2 Collectif Mentorat

The French coalition of mentoring organisations, which built the sector's quality label in France and has been Mentoring Belgium's partner in knowledge exchange.

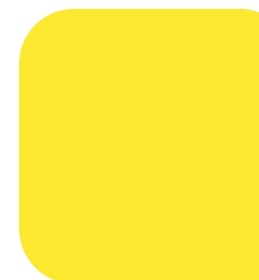
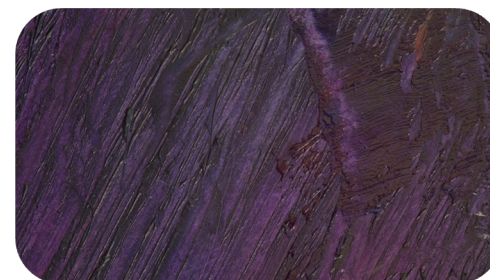
3 Mentoring Europe

The European network of mentoring organisations, connecting practitioners and researchers and policy makers to foster exchanges, support quality mentoring and carry the voice of mentoring into EU policy.

TODAY



Two years of E.Y.M.B., shared openly: what worked, what proved harder, and what we learned along the way.



THE E.Y.M.B. PROJECT

Empowering Youth with Migration Background

1 The challenge

Young people with a migration background are more likely to be NEET. Mentoring has proven effective in closing that gap and open a path into the job market. Yet those furthest from support rarely find their way to mentoring on their own.

2 Our answer

We have to go to them > Scaling up intergenerational mentoring on 3 fronts: replicating the model in new cities, expanding outreach to young people alongside mentor capacity, and structuring the sector.

3 Within ESF+

Co-funded by the European Union through the ESF+ Social Innovation+ initiative, which supports the transfer and scaling of proven social innovations across Europe.



Mentoring as a tool for social and professional inclusion

Challenges related to NEET's with migration background, and the role of mentoring in their inclusion

Elisabeth Verniers · Policy officer, DUO for a JOB



Co-funded by
the European Union

Social
Innovation 
Initiative

THE E.Y.M.B. PROJECT AT A GLANCE

E.Y.M.B. at a glance

PERIOD

Sep 2024 – Aug 2026

24 months

GEOGRAPHICAL COVERAGE

BE · FR · NL · ES

Existing branches + new in Lyon, 2nd Dutch city, Spain explo

FUNDING

ESF+

Co-funded by the EU · Social Innovation+

PROJECT OBJECTIVES

3

new DUO branches

A fourth city in France - Lyon, a second city in the Netherlands and a first branch in Spain

1,000

mentors aged 50+ trained

Initial 4-day training, then peer exchanges and thematic workshops

8,200

young people informed

Young people with a migration background, reached through field and digital outreach

2,500

new mentees enrolled

Young people with a migration background starting a duo

9

members in a Belgian coalition

A national mentoring coalition with shared quality standards

1

webinar

to disseminate the project's learnings



Co-funded by
the European Union



SETTING THE SCENE

Meet Mohamed, 28

Newcomer of Palestinian origin.

Master's degree in international law. Speaks Dutch at B2 level.

Looking for a job in Antwerp.

100

job applications since the end of 2024

1

job interview, and only after his mentor called the employer



Young people aged 15 to 29, not in employment, education or training



A diverse group

Vulnerable and less vulnerable young people. They are not building skills or experience, by choice or not.



Often invisible

Many are not registered with employment or social services.



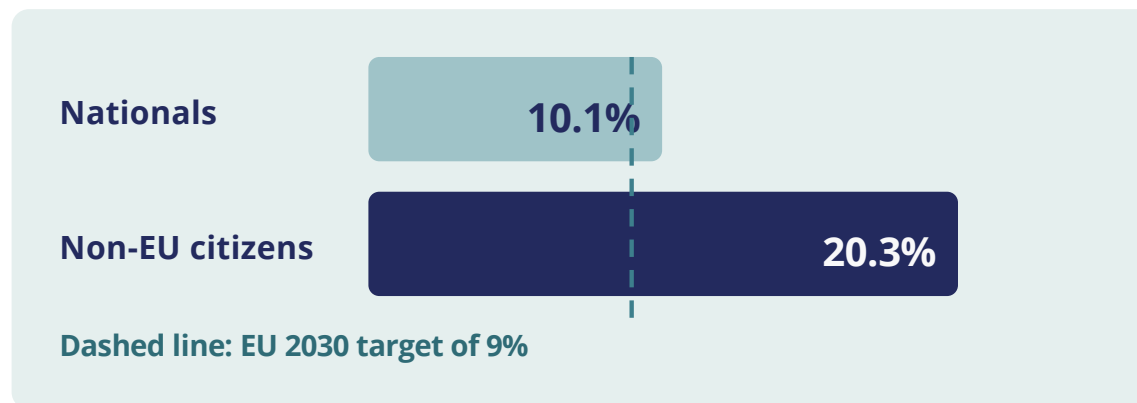
A question of trust

Low trust in government and services keeps many young people away.

Unemployment and inactivity weigh more heavily when you are young

- 1 Higher risk of **long term disengagement** from the labour market
- 2 Higher risk of **poverty and social exclusion**
- 3 Hit harder by **crises**, as COVID showed

Young people with a non-EU citizenship are about twice as likely to be NEET



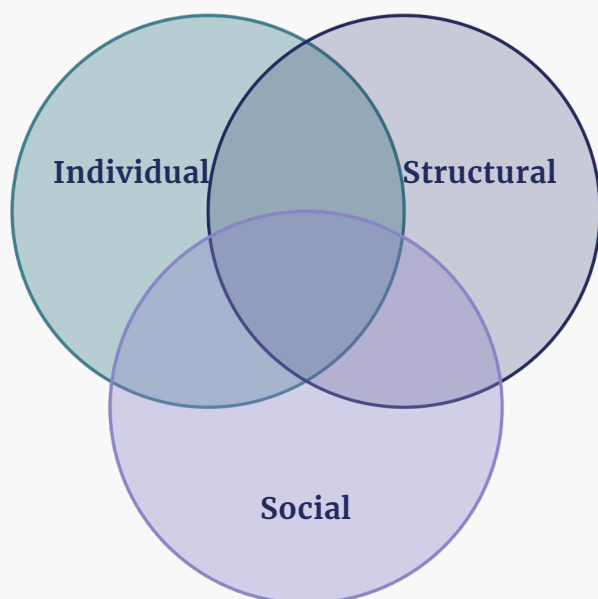
Key points

- Nationals are close to the 9% target
- Non-EU citizens are far from it
- The risk is even higher for young women

NEET rate, aged 15 to 29, EU, 2025. Source: [Eurostat, SDG 10](#)

WHY THE GAP?

Obstacles to employment



● Individual

Network · Labour market codes · Language and digital skills · Confidence

● Structural

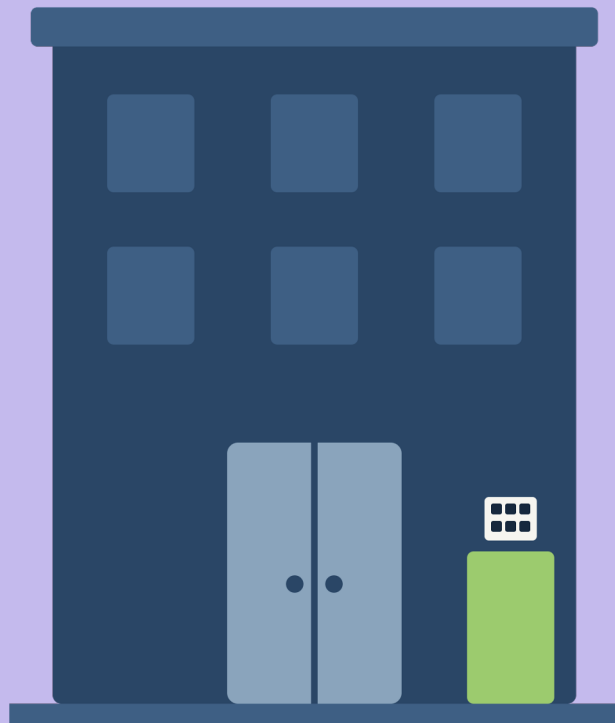
Labour market and migration policies · Discrimination · Diploma recognition · Access to rights and services · Accessibility of childcare and mobility

● Social

Housing · Debt · Health · Family care

Barriers reinforce each other

The labour market is like a building.



Some young people know the code to the side door. Their parents, teachers or friends gave it to them.

Others knock at the main entrance. Nobody opens.

THE POLICY RESPONSE

Strong focus, but a gap in reach

1

EU focus on NEETs

The **Reinforced Youth Guarantee**: a good offer of a job, education, an apprenticeship or a traineeship for every young person under 30.

2

The limit

It often fails to reach the young people who are furthest from institutions.

What is missing

A **personal connection**, based on **trust**.

Reinforcement of **social capital**.

THE ADDED VALUE OF MENTORING

What a mentor adds

1

Person centred

Trust and a listening ear. Tailor made support. Self confidence.

2

A method

Structure in daily life and the job search. Explains cultural codes.
Support focused on a clear job goal and sector. Better language skills.

3

Beyond the job

Addresses the social problems around employment that block access to work. A bridge to local services.

Keep in mind

Mentoring **complements** public services.

It does not replace them.

Source: report DUO for a JOB: [“The added value of mentoring”](#)

DOES IT REALLY WORK?

A 70% success rate at DUO for a JOB

70
%
success rate

50
%
find a job

20
%
start a qualifying
training or
internship

The same for everyone

Independently of the young person's
profile.

The same success rate in **every city.**

Source: DUO for a JOB, internal impact measurement

 COLLECTIF
MENTORAT

 DUO FOR A JOB



Co-funded by
the European Union

Social
Innovation  Initiative

DOES IT REALLY WORK?

External evaluations confirm the impact

**+28
%**

Social Impact Bond

Higher employment rate for young immigrants with a mentor, compared to a similar group without a mentor.

77%

Actiris, 2024

Success rate of mentoring programmes in Brussels, with **63%** finding a job.

Most striking

The **same success rate** for groups furthest from the labour market, such as NEETs and the long term unemployed.

Sources: Social Impact Bond, external evaluation 2016; Actiris, evaluation of mentoring programmes, 2024



Co-funded by
the European Union

Social
Innovation 
Initiative

NEXT SESSIONS

How do we bring mentoring to more young people?

That's what our next speakers will discuss.



Co-funded by
the European Union

Social
Innovation 
Initiative

Scaling up a mentoring project: 3 key dimensions

Recruiting, training and retaining mentors at scale

Reaching the young people furthest from mentoring

Digital technology for inclusion

Charlotte Baise · Operations Director & **Axelle Le Brettevillois** · Communication Director , DUO for a JOB



Co-funded by
the European Union

Social
Innovation 
Initiative

Scaling Up NEET Mentoring

Recruiting, training and retaining mentors at scale - while reaching the young people furthest from mentoring

8,200

young people with a migration background informed, 2024-2026

2,500

mentees supported in the programme over the same period

Two Engines Behind This Scale-Up :

1. Reaching NEETs through a concrete **field-based outreach strategy**

+

2. Recruiting and **equipping mentors to support the mentees effectively**



Co-funded by
the European Union

Social
Innovation 
Initiative

Going out to find NEETs

1 Mapping of stakeholders & events

2 Meetings with partners

3 Partner gathering

4 Participation in events



Activating & amplifying reach

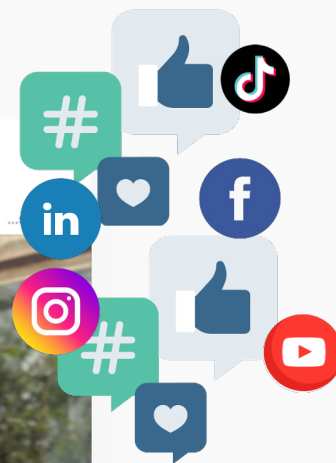
5 Mentee ambassador community

6 The “booster” approach

7 Social media campaigns

To get results, important to :

- **define** marketing personas
- think the youngsters' **journey** in and offline as a whole
- **adapt** operational objectives



KEY LESSON

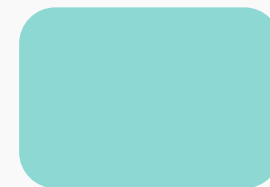


Whatever channel opens the door, young people furthest from mentoring only take the next step through **real human contact**.

ENGINE 2 : EQUIPPING MENTORS

Strengthening Mentor Support

- 1 Online platform available 24h/24
- 2 4-day (8 modules) training before starting
- 3 Peer exchanges sessions (intervisions)
- 4 Ongoing training / collective workshops



> 900

mentors trained across BE / FR / NL over the course of ESF+

> 360

peer exchange sessions held over the course of ESF+, in which > 1,800 mentors took part

> 180

collective workshops delivered over the course of ESF+, in which > 1,200 mentors took part

Collective exchange on effective outreach

1 BUILD

Share findings and obstacles encountered in the field, and co-build concrete tools with the other organisations: mapping of actors to mobilise, ambassador role description...

2 EVALUATE

Compare the practices tested against the obstacles that persist — lack of awareness of mentoring, language barriers, lack of trust between young people and adults — to collectively identify what works and what still needs adjusting.

3 SUSTAIN

Keep this dynamic alive over time: sustain this valuable space to build capacity and support one another with peers across the sector.

2024

1st workshop: mapping obstacles and solutions for reaching young people with a migration background.

2025

2nd workshop: mapping of field actors + mentoring ambassador role description.

2026

3rd workshop: sharing conclusions and reflecting collectively on the mentee ambassador community — a key challenge in scaling this lever.

Scaling up a mentoring model to new cities and countries

Success factors, adapting the model to new contexts, local partnerships

Frederic Simonart · General Director, DUO for a JOB

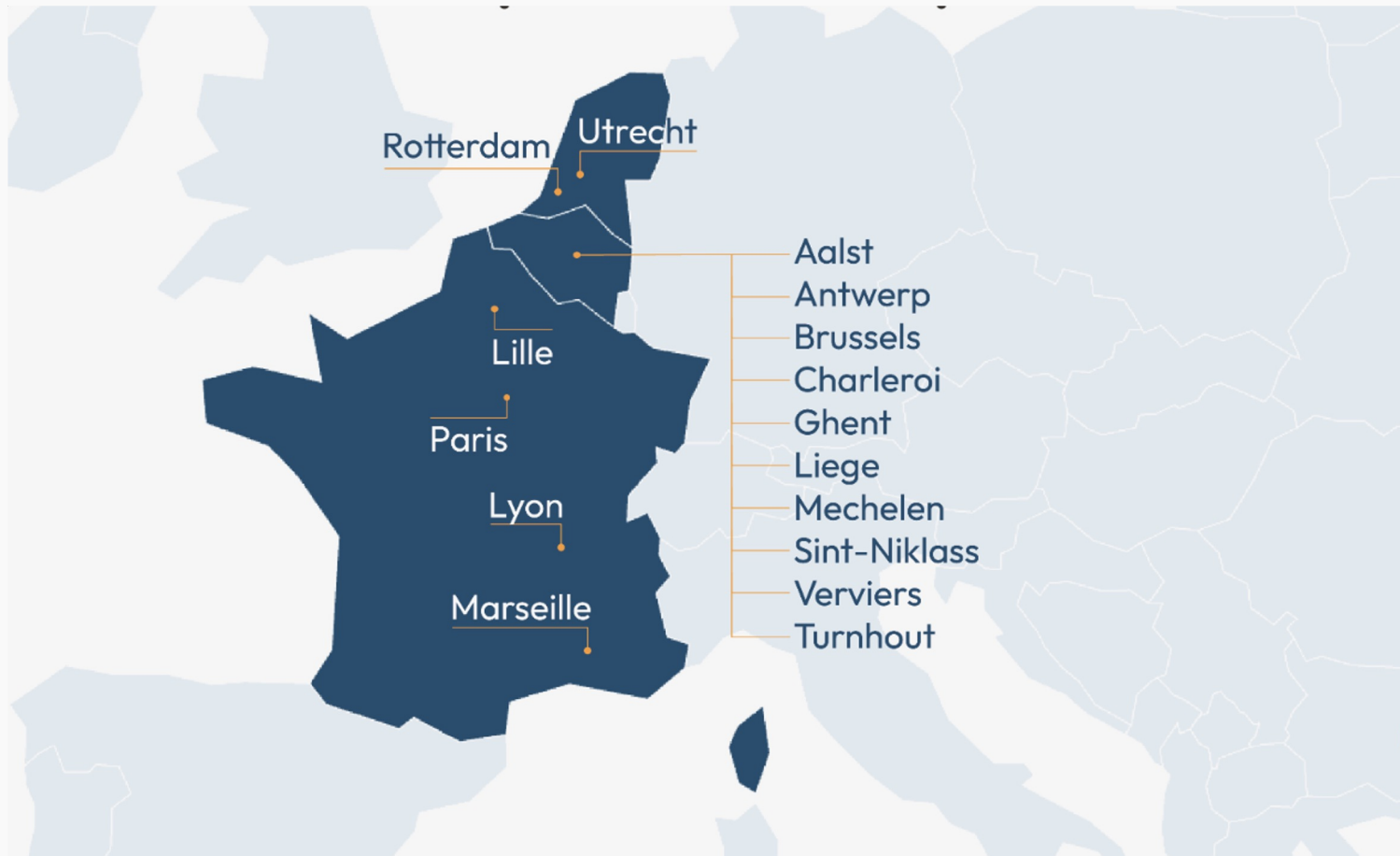


Co-funded by
the European Union



From one city to 15+

How DUO for a JOB replicated its intergenerational mentoring model across Belgium and abroad



Key finding: replication moves faster than local growth

GROWING LOCALLY: STEADY, NOT EXPONENTIAL

- Each city keeps growing, but step by step: the “warm professionalism” spirit needs human-sized teams
- Mentors, mentees and partners are local, so growth follows the pace of one local network
- Growing one office adds duos one by one; it doesn't multiply them



REPLICATING: MULTIPLYING OUR REACH

- Every new antenna opens a new pool of mentors and young people
- Our knowledge and processes are structured and transferable
- Several cities growing in parallel multiply our reach
- Our mission is high on the European agenda, and our start-up culture fits replication

Too many young people are still waiting for a mentor. Replication lets the movement grow much faster.

3 things we will never trade for growth

1

Our values

Inclusiveness, Warm professionalism, Equity, Social impact

2

Quality over magnitude

How well we grow matters more than how fast or how far.

3

“Warm professionalism”

Every new antenna must feel like DUO for mentors and mentees.

What makes DUO work

- Results-oriented culture
- Strong shared values
- Highly committed mentors and their networks
- Robust processes and methods
- Financial independence
- Quality of the staff



BENCHMARK OF REPLICATION MODELS

Four models compared, and where DUO stands

DUO chose local entrepreneurship: central for coherence and quality, local for operations and fundraising.

	CENTRAL: COHERENCE & QUALITY				LOCAL: OPERATIONAL DEPLOYMENT & FUNDRAISING			
	Strategy & values	Brand	Process	Tech	Sourcing	Training	Campaigns	Fund-raising
Open source Method and brand shared freely		●	●					
Local entrepreneurship Local founder runs it, HQ supports	●	●	●	●		○	○	
Franchising Licensed replication under HQ rules	●	●	●	●	○	●	●	○
Fully integrated HQ owns and runs every office	●	●	●	●	○	●	●	●

● Run by HQ

○ Local, with access to HQ channels

Empty: fully local

Benchmark source: Roland Berger



Co-funded by
the European Union

Social
Innovation Initiative

THE MODEL CHOSEN BY DUO

A strong central core, run from the field

CENTRAL — COHERENCE & QUALITY

- Mission, values and culture
- Brand and communication
- Tech platform and shared tools
- Processes and methodology
- Onboarding of every new Regional Manager

+

LOCAL — NEAR-TOTAL AUTONOMY

- Sourcing of mentors and young people
- Mentor training and recruitment campaigns
- Operational partners on the ground
- Fundraising, after HQ seed funding at launch
- Decisions taken as close to the field as possible

Central where coherence and quality are at stake. Everything else: run from the field.

Six questions while exploring new cities



Enough young job seekers?

A populous area with real need among the young people we serve.



Enough potential mentors?

Experienced professionals ready to give their time and network.



Partners to refer mentees?

Local organisations willing to work with us from day one.



Seed funding secured?

At least one year of the Regional Manager's salary, then local relay.



The right Local Entrepreneur?

Local network, entrepreneurial spirit, "friendly professional".



An opportunity to seize?

Local momentum, a funder or a partner ready to move.



STEPS TO OPEN A NEW ANTENNA

Ten steps to open a new antenna

STUDY & PLAN

- 1 Market study**
Needs, target audiences and fundraising opportunities
- 2 SWOT of prospect cities**
Compare the shortlisted cities side by side
- 3 Field visits**
About 50 meetings with operational, public and financial partners
- 4 5-year business plan**
Activity, team and funding trajectory



PREREQUISITES: NOTHING STARTS WITHOUT THEM

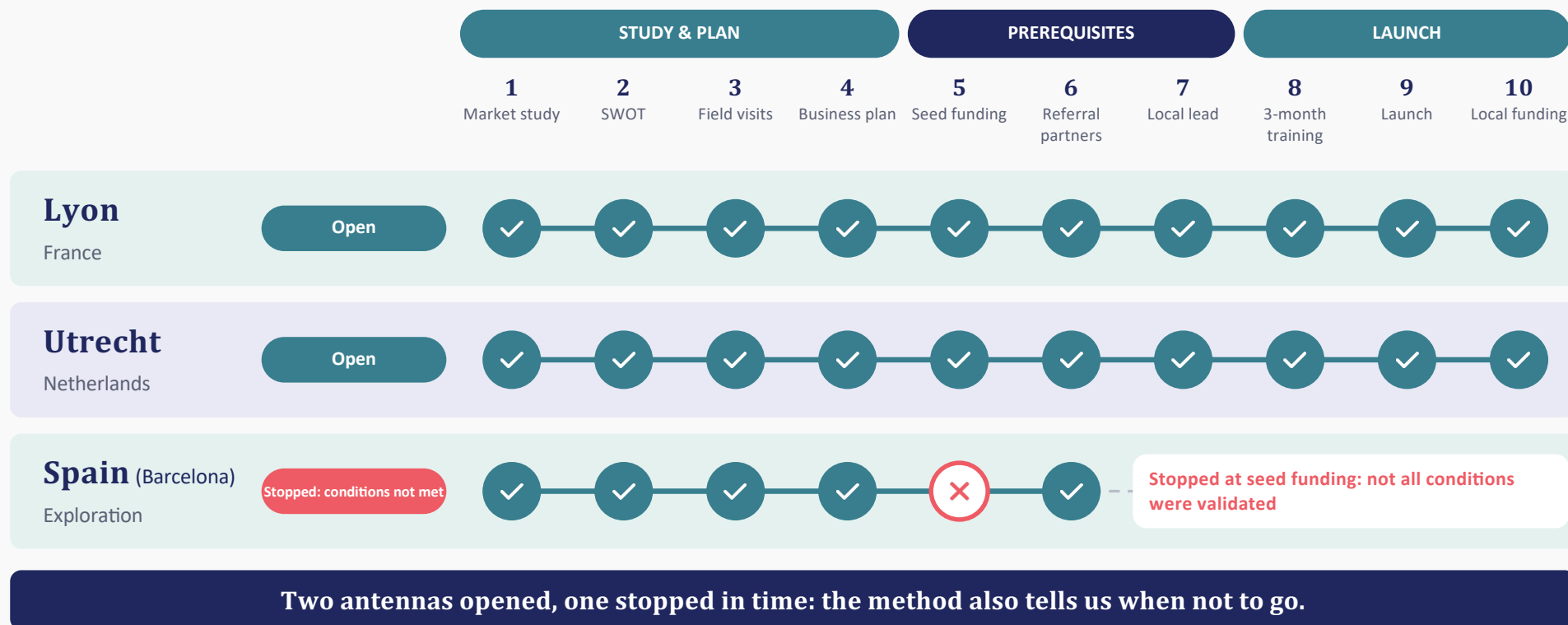
- 5 Secure seed funding**
One year of Regional Manager salary
- 6 Build referral partnerships**
A steady flow of mentees from day one
- 7 Recruit the Regional Manager**
Network, entrepreneurial, "friendly professional"



LAUNCH: HQ SUPPORTS, THEN STEPS BACK

- 8 Train for 3 months**
Immersion in an existing DUO office
- 9 Launch with the HQ toolkit**
Processes, brand, ICT, mentor-coach training
- 10 Hand over to local funding**
Grow the local network of mentors and partners

What we delivered under the ESF+ programme



KEY TAKEAWAYS



Three lessons for anyone replicating

1

Define your DNA first

Know what you won't sacrifice before you grow.

2

Choose the replication model that fits you

Not always the most flexible one. Keep control on consistency and quality.

3

Bet on people

The local lead makes or breaks a new antenna.

Quality over magnitude, always.

Structuring the sector: national coalition and quality standards

The Belgian mentoring coalition, knowledge transfer with Collectif Mentorat, shared quality standards

Nicolas Viennot · Director, Collectif Mentorat & **Pauline Anciaux** · Policy officer , DUO for a JOB



Co-funded by
the European Union

Social
Innovation 
Initiative

Two phases, one journey 🤝

Over two years and six exchanges, the partnership moved through two distinct phases.

PHASE 1 — LEARNING

Belgium draws on French expertise

Four topics: how the coalition came together, how it built quality standards, how it approached public funding, and how it opened its doors to new members.



PHASE 2 — PARTNERING

Ongoing collaboration & mutual support

Three topics: ethical charter, data & impact measurement, and an ongoing dialogue that now reaches European level.

Two phases, one same conviction: coalitions grow stronger by learning from each other, continuously.



Co-funded by
the European Union

Social
Innovation 
Initiative

Four founding lessons

1 Choose to align

A coalition starts when independent organisations decide they are stronger together than apart — and invest time in that shared ambition long before any funding is in sight.

2 Have a clear lead

One organisation steps forward — often at first as a volunteer — to carry the vision and give the coalition a face: AFEV in France, DUO for a JOB in Belgium.

3 Turn alignment into political weight

A deliberate advocacy strategy: identify the right allies inside institutions, then build public visibility that makes mentoring impossible to ignore.

4 Settle the hard questions early but stay flexible

Legal form, governance, shared definitions, membership rules: decide consciously what to fix now and what to let evolve as the coalition grows.



A label that means something

1 France proved it could be done

Collectif Mentorat built a real quality label — proof that mentoring is a genuine profession, checked and certified, not just goodwill.

2 Belgium picked up the baton

Drawing on France and other European examples, Mentoring Belgium published its own quality criteria for the sector.

3 A statement, not a checklist

Verified standards turn a coalition's claims about mentoring's value into evidence — credible to government, business and the public.



KEY LESSON



Quality standards work best as a shared **baseline**, built in from day one.

What to watch for at the negotiating table

1 Name it precisely

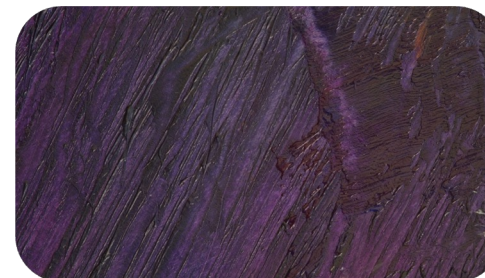
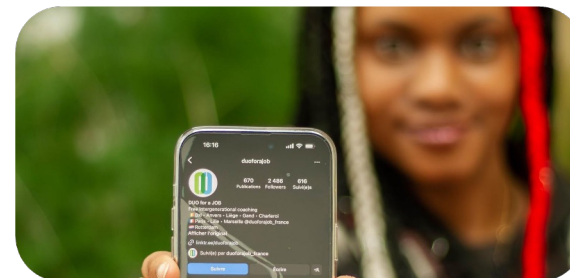
Public authorities don't always know what mentoring is. Explain it clearly — including the real professional expertise, methodology and coordination work behind every volunteer duo.

2 Fund for scale, not pilots

Funding needs to be large enough to grow mentoring at scale, protect quality as programmes expand, build in real evaluation — and, crucially, be multi-year and structural.

3 Speak with one voice

This lobbying work is far more effective carried out collectively, as a coalition, than negotiated association by association.



Opening the door, responsibly

1 Balance rigour and inclusiveness and keep it lean

Criteria clear enough to protect the coalition's identity — but never so narrow that smaller, newer, legitimate organisations get turned away. Manageable for applicants and reviewers alike — not a heavy administrative process on either side.

2 A toolkit worth borrowing

An application form, a review process, a membership agreement — refined by Collectif Mentorat over years of practice.

3 Belgium's turn

Mentoring Belgium drew directly on this experience to design and launch its own membership process.



What Mentoring Belgium built

1 Visibility

A dedicated website and press releases, capped by a launch event bringing together more than 100 stakeholders.

2 Quality

A position paper published, setting out quality standards for mentoring programmes in Belgium.

3 Advocacy

Structured advocacy work carried out with the relevant political authorities, on behalf of the sector as a whole.

4 Membership

A membership procedure now in place — already welcoming two new member organisations.



An ethical charter, shared both ways

1 Six commitments, set early

From its creation, Mentoring Belgium wrote its values down: social impact, diversity & inclusion, professionalism, cooperation, transparency, positive impact.

2 A concrete example to share

This gave Collectif Mentorat something tested and real to draw on — not a theory, a working charter.

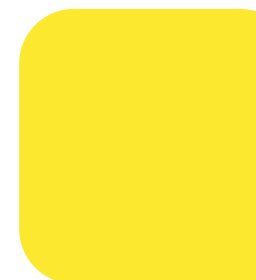
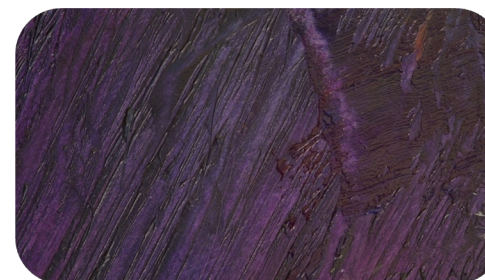
3 The right moment

Just as its own membership and board were growing, the French coalition felt the same need to formalise shared ethical commitments.



KEY LESSON

The exchange that began as Belgium learning from France now flows **both ways**.



Turning shared data into shared evidence

1 Comparing tools and indicators

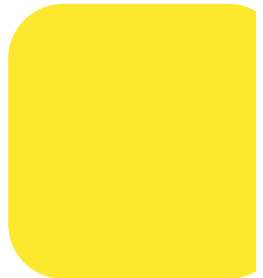
Each coalition presented the tools and indicators it uses today — a first, honest look at where things really stand.

2 Naming the gaps together

Neither coalition had this fully figured out. Comparing notes surfaced what's measured well, and where real gaps remain.

3 A shared direction

Both agreed on why it matters: solid data turns claims about mentoring's value into evidence — not just a management tool.



From one-way learning to a lasting partnership

1 Constant dialogue

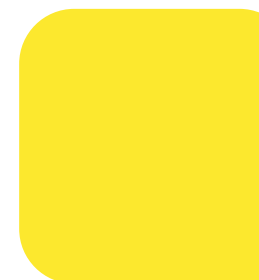
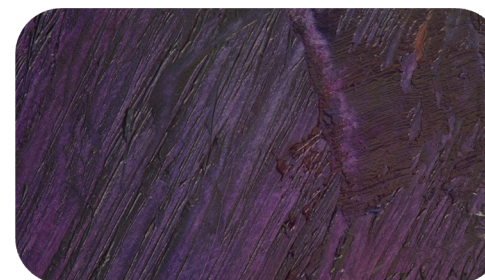
Mentoring Belgium and Collectif Mentorat now share good practices as questions and opportunities come up — well beyond the exchanges that started it all.

2 Mutual, public invitations

Collectif Mentorat was invited to speak at a Mentoring Belgium event, with Christophe Paris presenting the French national mentoring plan to an audience of public authorities, foundations, businesses, associations and universities.

3 A European dimension

Both coalitions are active within Mentoring Europe, coordinating together on advocacy for mentoring at European level.



KEY LESSON



What began as six structured exchanges has become a living, **self-sustaining partnership**.

Q&A

Now's your chance to ask questions !



Co-funded by
the European Union

Social
Innovation 
Initiative

Closing remarks

Next: How to support the deployment of qualitative mentoring in the European Union ?

Julie Bodson · General Director, DUO for a JOB & Board Member Mentoring Europe



Co-funded by
the European Union

Social
Innovation 
Initiative

CLOSING REMARKS

What we take away

1 Reach and capacity grow together : human is central

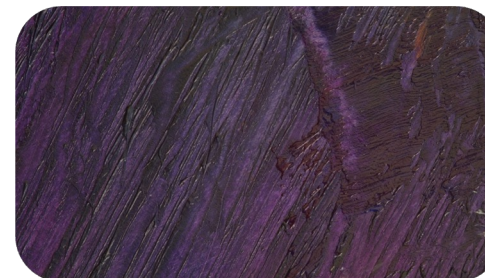
Finding the young people furthest from mentoring only pays off if mentor capacity grows with it and the decisive step always runs through human contact.

2 Grow wide, without trading quality

Replication multiplies reach, as long as values, quality and the “friendly professional” spirit remain non-negotiable in every new city.

3 Stronger together

Coalitions, shared quality standards and exchange across borders give mentoring the credibility to be funded at scale and structurally.



WHAT REMAINS



The question is no longer whether mentoring works but how we collectively makes it last.

From social innovation to mainstream policy

TESTED WITH ESF+

Scaling up, in every dimension

With the support of ESF+ Social Innovation+, we tested the replication of intergenerational mentoring at a larger scale

Other projects in France, Spain, Germany, Bulgaria and beyond have deployed mentoring widely across different fields: employment, education, social cohesion.

It worked.



PROVEN

Impact on core European priorities

Mentoring now operates successfully in several countries and contributes to:

Skills development

Access to employment

Lifelong learning

Intergenerational exchange

Inclusion of migrant-background youth



NEEDED NOW

A structural place in EU policy

Mentoring should no longer be treated as an innovation.

It needs to become a mainstream tool of European policy, backed by a structural and cross-sectoral funding framework — across employment, skills, education and inclusion.

THE OPPORTUNITY AND THE MOMENTUM

MFF 2028–2034

The next EU budget is being negotiated now.

The rules written in the coming months will decide what Europe can fund until 2034 — this is when mentoring must move into the mainstream.



“

Thank you 🙏

