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## European Social Catalyst Fund

### Duo for a Job's scale-up plan in France and the Netherlands

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 870757.



## **Introduction**

DUO for a JOB matches young jobseekers with a migrant background with people over 50 years old who boast professional experience in related fields and who can accompany and support them in their job search. Through this intergenerational and intercultural mentoring programme, the association aims to meet three key goals:

1. Reduce inequalities in access to the labour market by pairing these youngsters up with a mentor, whose experience can help them tackle any difficulties they may face;
2. Put the skills and experience of over-50s to good use and allow them to have a rewarding, enriching human experience, develop new skills and join an active local network of mentors;
3. Promote a 'living together' society by offering a unique platform for different generations and cultures to meet and to deconstruct prejudices and stereotypical ideas.

## **Lead Organisation**

DUO for a JOB, Belgium

## **Primary social challenges that the innovation seeks to address**

Poverty and marginalisation, Employment and job creation, Inter-generational Solidarity

## **Relevance of the Social Innovation**

In 2019, there were 5,1m people aged 20-29 in the EU27 born in a third country. 69% lived in Germany (24%), Spain (16%), France (15%) and Italy (14%). In 16 member states, their proportion in the total youth population was on or above the EU average of 10,1%.

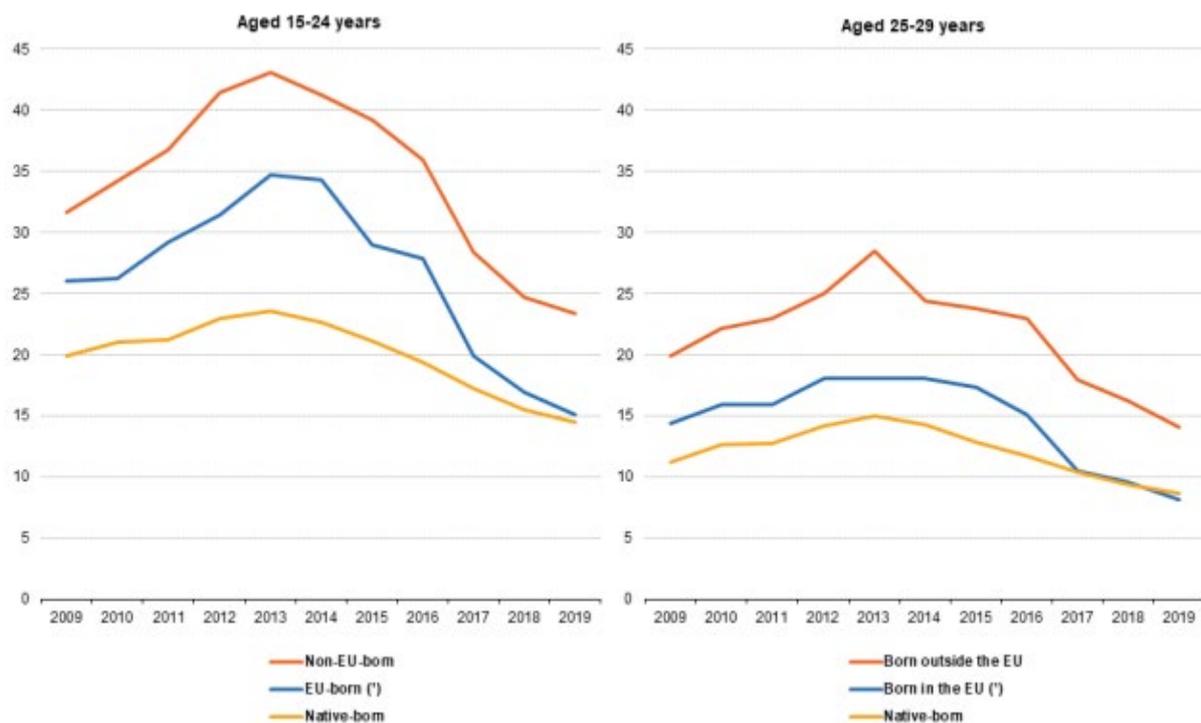
Table 2.1: Geographic distribution of the population aged 20-29 by origin (2019)

	Total Population	non-EU Born	% non-EU Born in Total Population	% non-EU Born in the country in total non-EU Born in the EU
<b>EU 27</b>	50.992.606	5.125.138	10%	100%
Belgium	1.416.867	161.193	11%	3%
Bulgaria	727.368	14.705	2%	0%
Czechia	1.166.994	63.187	5%	1%
Denmark	783.879	83.638	11%	2%
Germany	9.800.607	1.237.126	13%	24%
Estonia	152.825	7.145	5%	0%
Ireland	585.903	42.420	7%	1%
Greece	1.121.294	136.016	12%	3%
Spain	4.813.442	831.945	17%	16%
France	7.526.449	743.933	10%	15%
Croatia	479.988	33.404	7%	1%
Italy	6.201.270	737.621	12%	14%
Cyprus	137.873	19.751	14%	0%
Latvia	210.869	5.359	3%	0%
Lithuania	345.322	4.814	1%	0%
Luxembourg	84.163	12.866	15%	0%
Hungary	1.191.157	49.461	4%	1%
Malta	75.568	13.796	18%	0%
Netherlands	2.201.788	219.652	10%	4%
Austria	1.134.471	151.408	13%	3%
Poland	4.691.826	57.141	1%	1%
Portugal	1.086.035	108.257	10%	2%
Romania	2.143.243	83.665	4%	2%
Slovenia	216.620	23.131	11%	0%
Slovakia	682.622	3.500	1%	0%
Finland	675.248	49.120	7%	1%
Sweden	1.338.915	230.884	17%	5%

Source: Eurostat, 2019 (online data code:migr\_pop1ctz)

Their unemployment was high and consistently above native-borns in 2009-2019. In 2019, it stood at 22,1% for the 20-24 (vs 14% overall) and 14,1% for the 25-29 (vs 9,1% overall). The gap increased in the economic downturn (2009-2013) and narrowed in the recovery (2014-2019). As the current crisis unfolds, a steep reversal in the coming years is almost certain.

Figure 2.1: Development of youth unemployment, by origin and by age, EU27 (2009-2019)



Source: Eurostat (online data code: *yth\_empl\_100*)

Unemployment data on young migrants are available in 17 member states. In 2019, all of them showed higher unemployment for young migrants. In 11 member states, the rate was at least 40% higher, including 6 where it was more than twice higher. In 6 additional countries, unemployment data by origin were available for the whole active population (20-64). In 4 of these 6, the unemployment rate for non-EU born workers was 40% higher or more.

Table 2.2 below summarises the results of our research which clearly support the acuity of the social challenge we address across a large number of member states, both based on the presence of non-EU born migrants among youth and their unequal access to the labour market.

Table 2.2: Presence and unemployment rates of non-EU born youth in EU27 (2019)

	Non-EU born in 20-29 pop. (%)	Unemployment rate 20-24 (%)			Unemployment rate 25-29 (%)			Unemployment rate 20-64 (%)		
		All	Non-EU born	(% Diff)	All	Non-EU Born	(% Diff)	All	Non-EU Born	(% Diff)
<b>EU 27</b>	10,1%	14,0	22,1	(57,9%)	9,1	14,1	-(35%)	6,6	12,3	(86%)
<b>Austria</b>	13,3%	7,6	15,7	(106,6%)	5,0	10,2	(104%)	4,3	10,2	(137%)
<b>Belgium</b>	11,4%	13,6	23,2	(70,6%)	6,9	17,6	(155%)	5,2	13,8	(165%)
<b>Bulgaria</b>	2,0%	7,5	non-available		5,9	non-available		4,2	non-available	
<b>Croatia</b>	7,0%	13,9	non-available		10,6	14,8	(40%)	6,4	6,4	(0%)
<b>Cyprus</b>	14,3%	15,0	15,7	(4,7%)	8,3	non-available		7	6,5	-(7%)
<b>Czechia</b>	5,4%	4,5	non-available		2,6	4,9	(88%)	2	2,5	(25%)
<b>Denmark</b>	10,7%	8,5	non-available		9,3	11,6	(25%)	4,7	8,6	(83%)
<b>Estonia</b>	4,7%	8,9	non-available		4,7	non-available		4,3	6,1	(42%)
<b>Finland</b>	7,3%	13,2	non-available		7,0	non-available		6,1	12,9	(111%)
<b>France</b>	9,9%	18,4	30,1	(63,6%)	11,4	15,0	(32%)	8,2	14,7	(79%)
<b>Germany</b>	12,6%	5,3	12,8	(141,5%)	4,1	8,3	(102%)	3,1	6,8	(119%)
<b>Greece</b>	12,1%	34,3	51,2	(49,3%)	25,8	29,9	(16%)	17,3	29	(68%)
<b>Hungary</b>	4,2%	9,8	non-available		4,6	non-available		3,3	non-available	
<b>Ireland</b>	7,2%	9,7	non-available		6,1	non-available		4,6	6,4	(39%)
<b>Italy</b>	11,9%	26,2	28,5	(8,8%)	17,6	19,4	(10%)	9,9	12,7	(28%)
<b>Latvia</b>	2,5%	10,8	non-available		7,4	non-available		6,4	6,9	(8%)
<b>Lithuania</b>	1,4%	11,1	non-available		6,2	non-available		6,4	5,2	-(19%)
<b>Luxembourg</b>	15,3%	14,5	non-available		7,1	10,3	(45%)	5,3	10,9	(106%)
<b>Malta</b>	18,3%	7,0	non-available		4,0	8,0	(100%)	3,3	5,2	(58%)
<b>Netherlands</b>	10,0%	5,7	12,1	(112,3%)	3,4	8,0	(135%)	3	6,5	(117%)
<b>Poland</b>	1,2%	9,0	non-available		4,4	non-available		3,2	5,5	(72%)
<b>Portugal</b>	10,0%	16,4	18,6	(13,4%)	8,3	non-available		6,4	8,6	(34%)
<b>Romania</b>	3,9%	14,0	non-available		5,7	non-available		3,7	non-available	
<b>Slovakia</b>	0,5%	13,0	non-available		6,1	non-available		5,6	non-available	
<b>Slovenia</b>	10,7%	6,8	non-available		7,0	9,7	(39%)	4,4	6,1	(39%)
<b>Spain</b>	17,3%	29,8	29,1	-(2,3%)	19,0	21,2	(12%)	13,8	19,9	(44%)
<b>Sweden</b>	17,2%	14,2	27,3	(92,3%)	7,4	18,2	(146%)	6	17,3	(188%)

Source: Eurostat (online code: *lfsa\_urgacob, migr\_pop3ctb*)

Looking more specifically at Central and Eastern Europe, the first specificity to take into account is the lack of data. None of the 11 member states in this region provides the unemployment rate of non-EU born people aged 20-24 and only 3 do it for those aged 25-29.

However, when such data exist or can be roughly estimated with the unemployment rate by origin in the population aged 20-64, it overwhelmingly shows a material gap, ranging from 8% to 88% in 6 out of 7 countries (and 39% to 88% for the 3 countries with data on young migrants).

Table 2.3: Immigration and unemployment data among the population aged 20-29 in central and eastern member states of the European Union (2019)

	non-EU Born aged 20-29		Evolution Population aged 20-29 (2014-2019)		Unemployment rate 25-29 (%)			Unemployment rate 20-64 (%)		
	Number	% Total	All	non-EU Born	Total	Non-EU Born	(% Diff)	Total	Non-EU Born	(% Diff)
Bulgaria	14.705	2,0%	-21%	15%	5,9	non-available		4,2	non-available	
Croatia	33.404	7,0%	-9%	-35%	10,6	14,8	(40%)	6,4	6,4	(0%)
Czechia	63.187	5,4%	-14%	27%	2,6	4,9	(88%)	2	2,5	(25%)
Estonia	7.145	4,7%	-17%	35%	4,7	non-available		4,3	6,1	(42%)
Hungary	49.461	4,2%	-4%	69%	4,6	non-available		3,3	non-available	
Latvia	5.359	2,5%	-25%	7%	7,4	non-available		6,4	6,9	(8%)
Lithuania	4.814	1,4%	-15%	32%	6,2	non-available		6,4	5,2	-(19%)
Poland	57.141	1,2%	-16%	137%	4,4	non-available		3,2	5,5	(72%)
Romania	83.665	3,9%	-17%	156%	5,7	non-available		3,7	non-available	
Slovakia	3.500	0,5%	-15%	-1%	6,1	non-available		5,6	non-available	
Slovenia	23.131	10,7%	-13%	21%	7,0	9,7	(39%)	4,4	6,1	(39%)
Average*		4,0%	-15%	42%		56%			24%	

\* non weighted

Source: Eurostat (online code: *lfsa\_urgacob, migr\_pop3ctb*)

The relative share of young migrants in the population aged 20-29 is generally lower than in the rest of the European Union. The situation is however extremely dynamic: in the last 5 years, the total population aged 20-29 decreased on average by 15% while its non-EU born component increased by 42%, mainly driven by the immigration of Moldovans, Ukrainians and Asians.

Table 2.4: Origins of the population aged 20-29 in Central and Eastern Europe born outside the EU (2014- 2019; excluding Poland and Croatia)

Country of birth	2014	2019	% 2019 Total	Change 2014-2019
Moldova	28.562	63.354	25%	34.792
Asia	36.795	54.276	21%	17.481
Ukraine	25.245	48.414	19%	23.169
Russia	17.816	17.178	7%	- 638
Bosnia and Herzegovina	10.672	12.679	5%	2.007
Serbia	9.566	11.654	5%	2.088
America	6.525	10.923	4%	4.398
Africa	4.681	7.972	3%	3.291
Turkey	6.247	7.072	3%	825
North Macedonia	3.850	4.914	2%	1.064
Belarus	2.500	3.348	1%	848
Sub total	152.459	241.784	95%	89.325
Other	8.548	13.183	5%	4.635
Total	161.007	254.967	100%	183.285

\* Non available data

Source: Eurostat (online code: *migr\_pop3ctb*)

Our innovation is relevant:

- In Czechia, Estonia and Slovenia who have a high proportion (5% to 10%) and fast-growing number (+20% to +35% over 5 years) of young people born outside the EU with unemployment rates 40% to 88% higher and important in urban clusters (eg. Prague hosts 12% of the country's population and 37% of its foreigners).
- To serve as a modern tool in the inclusion and migration policies of the region which, when they are not heavily politicised, remain in their infancy and inadequately address the economic, social and geopolitical challenges at work in Central and Eastern Europe.

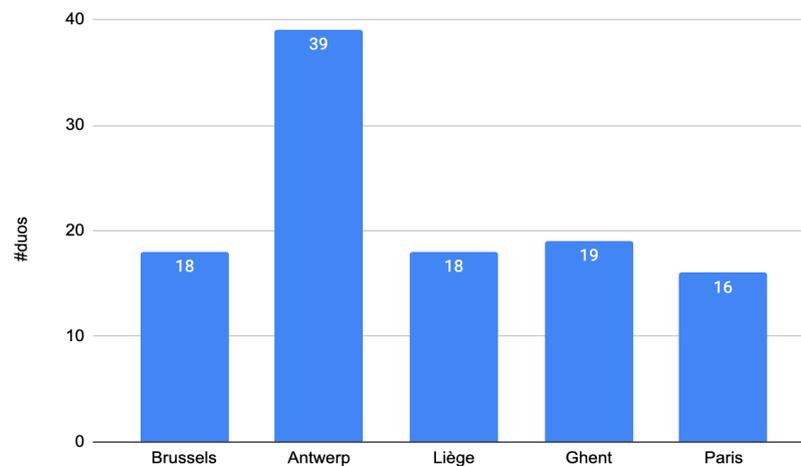
### The extent to which this innovation has already been implemented in countries in Europe

DUO for a JOB started its activities in Belgium in 2013. At that time, the initiative only existed in Brussels. After a few years of operational activities in Brussels, we were ready to carry out our first national scaling project. In 2017, two new branches were created in Antwerp and Liège. In 2018, an additional branch opened in Ghent. This national development in Belgium functioned as a 'laboratory' to start planning a larger scaling phase throughout Europe.

The decision was thus made to launch our international development with a first test-opening in Paris. This first start-up in another European country has followed the same replication process as the one we used in Belgium although several elements of our methodology had to be adapted to the local realities (socio-professional integration mechanism in the area, cultural differences, etc.).

Even though this start-up in Paris did not follow a strong and built-up 'international replication' process, the results of the new branch within the first 6 months of operational activities were in line with the results of the Belgian branches at similar development stage, which was very encouraging.

Figure 2.2: Number of duos per city after 6 months of branch opening

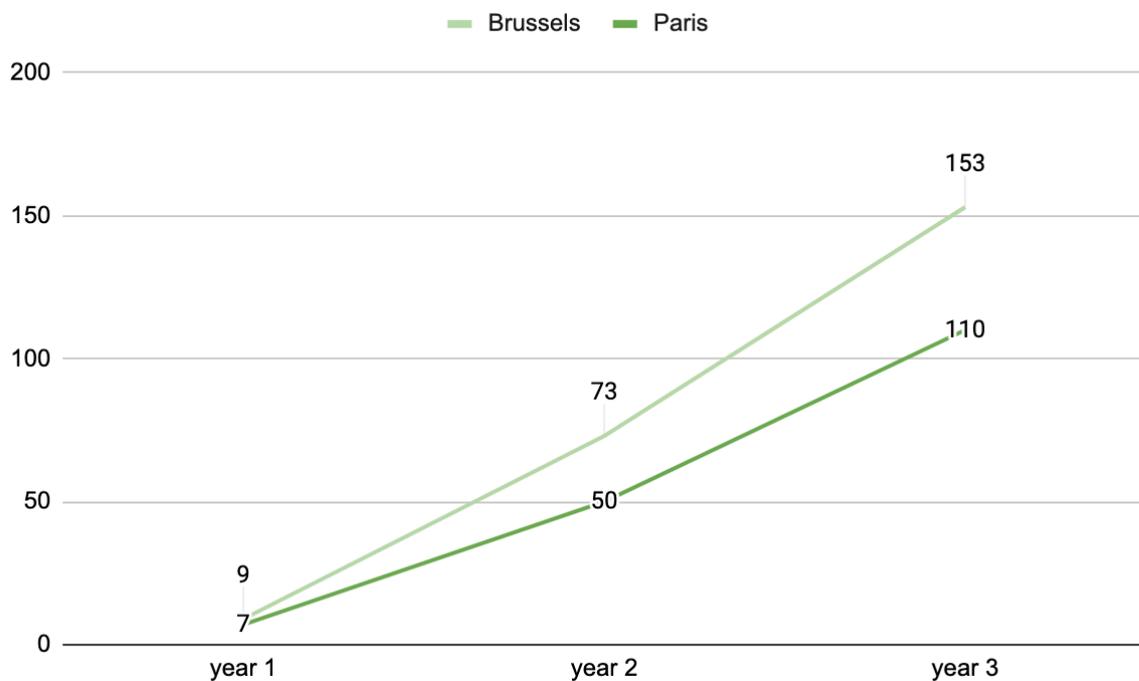


Source: DUO for a JOB

In addition to these operational results, DUO for a JOB's method has been successfully adapted and implemented in Paris despite the difficult circumstances of the years 2020 and 2021 with the Covid-19 crisis. The organisation has been able to gain access to office and training facilities, recruit a team (3 FTE in 2020 and 5 FTE in 2021), adapt and implement the mentor training programme to the Paris context, develop the first partnerships with local associations, foundations and companies, and mobilise the first mentors and mentees to participate in the mentoring programme.

Today, DUO for a JOB's project in Paris is well-deployed and still has an extraordinary growth potential (presence of many possible participants, large presence of possible partners, etc.). The branch's development is in line with that of Brussels during its first years of existence, which makes us confident about the growth path that Paris should take in the coming years.

Figure 2.3: Number of duos in Brussels and Paris after 3 years of existence



Source: DUO for a JOB

This potential can also be spotted in the other locations where DUO for a JOB has the ambition to develop i.e. Lille, Marseille, Rotterdam and Lyon. We expect this expansion to be beneficial for the organisation since it would enhance the scope of possible partnerships, enlarge the organisation as such and make it gain visibility at international level.

So far, our model has been successfully implemented in locations with different languages, cultural backgrounds, political realities, etc. This tends to prove that we possess a strong, proven and highly adaptable model that can still be implemented in many new locations throughout Europe.

## Scope

### Where the innovation is planned to be implemented

The innovation is to be implemented in several cities in France and the Netherlands.

The scaling has already started in France with a testbed in Paris. It is now planned to implement the innovation in Lille, Marseille and Lyon. Other big cities in the country should follow in the coming years.

In the Netherlands, the city of Rotterdam has been identified and will be starting by the end of the year 2021. Other cities should follow in the coming years.

In both countries, we might also develop the innovation in smaller locations (e.g. middle sized cities) which would then be managed by larger branches such as the big cities mentioned above. This system of smaller branches has already been implemented in Belgium and should be applicable in France and the Netherlands as well. They have the double advantage of broadening the geographical scope of larger branches and being much more cost effective as less infrastructure and management positions will be needed.

### Reasons the geographical areas were chosen for implementation

When looking for new locations, we always take a look at big cities in the first instance since our initiative fits well in large urban environments. We first have a look at the necessary conditions that need to be present on site for the innovation to be implemented i.e. large representation of the target groups (mentees & mentors), possibilities to develop local partnerships (both operational and financial), what the situation of the labour market and unemployment looks like, etc. After this first look around, we carry out a comprehensive SWOT analysis for each of the preselected locations in order to validate or reject them.

All the cities mentioned above in France and the Netherlands have been evaluated and selected following this procedure.

### Level of implementation of the innovation anticipated

Level 1: Consistent Adoption by mainstream social services at national/federal level

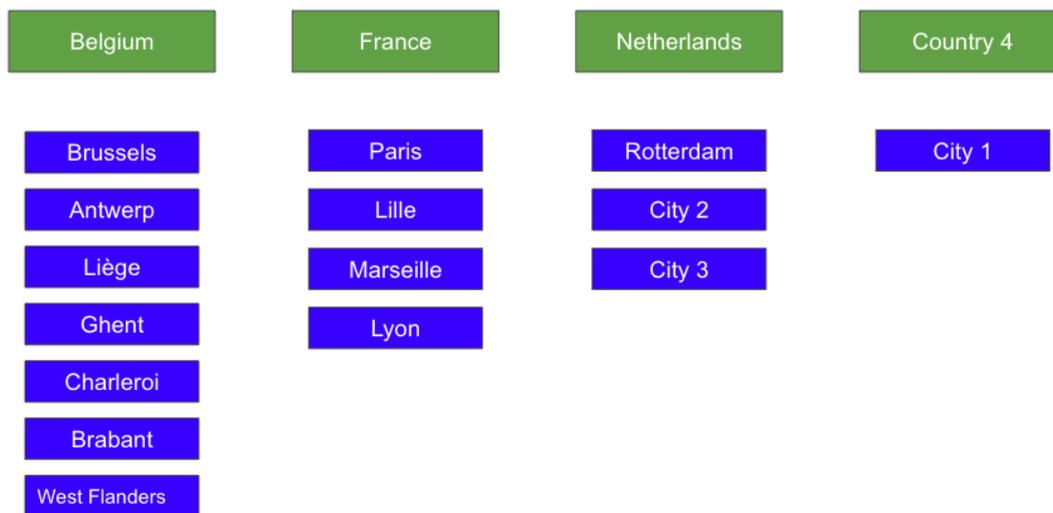
Level of Adoption	Description
1	<b>Consistent Adoption by mainstream social services at national/federal level</b>
2	Partial adoption by regional/municipal social services
3	Inter-connected demonstration projects
4	Pilots external to mainstream social services

## Anticipated measurable outcomes

### Within 2 years

By the end of 2023, we expect DUO for a JOB to be present in 4 different countries (Belgium, France, the Netherlands and another EU country still to be determined). By that time, DUO for a JOB will be present in 7 major cities in Belgium as well as in several smaller cities. In France, DUO for a JOB will be present in 4 major cities (Paris, Lille, Marseille and Lyon) and we will have 3 branches in the Netherlands (Rotterdam & 2 other cities still to be determined). There should also be a first branch in the 4th EU country that will have been identified.

Figure 2.4: DUO for a JOB's organisation by countries and branches

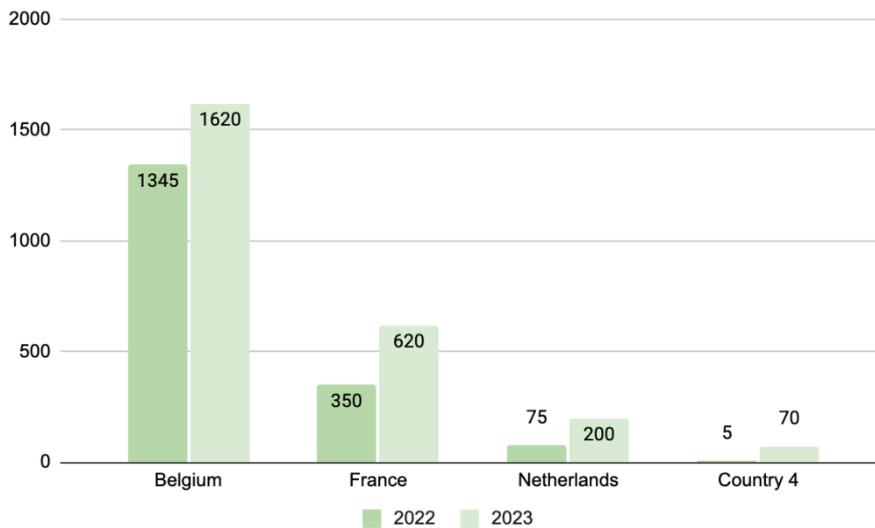


Source: *DUO for a JOB*

In order to cope with this fast-paced development of our structure, our international support team will have to be reinforced. This team supports all DUO for a JOB branches on specific tasks such as strategy & networking, communication, advocacy, fundraising, financial management, HR, IT and digital tool management. This team is centralised in Brussels at the moment, but new support functions will appear at national level in order to reinforce the team locally for these specific topics.

Within the coming 2 years, we expect to accompany about 4,300 mentees (end-beneficiaries) by creating 4,300 duos in the above-mentioned locations.

Figure 2.5: Number of end-beneficiaries (duos) accompanied in 2022-2023



Source: DUO for a JOB

## Beyond 2 years

By 2025, we expect DUO for a JOB to be in a consolidating phase of its scaling. The organisation currently does not intend to open up in a 5th EU country by then. However, a growth of all existing branches is expected. The objective for the period 2024-2025 is to create almost 8,000 duos in Europe (2024: 3405 duos - 2025: 4350 duos).

## Evidence

Level II: Evidence for this innovation is obtained from at least one well-designed Randomised Control Trial (RCT) (e.g. large multi-site RCT) (see Appendix 2).

In 2014, DUO for a JOB was the first NGO in continental Europe to issue a Social Impact Bond (SIB). The SIB involved social investors who committed to carry the risk of financing our project at an early stage, and Actiris (Brussels employment office) who agreed to reimburse their investment with a return provided our programme met pre-agreed impact metrics which would materialise savings on public finances.

The monitoring of the SIB involved the conduct of an independent evaluation which was carried out by the Brussels Observatory for Employment and validated by the University of Liège. The evaluation covered a three-year period (2014-2016) and was based on a comparison of the placement rates of the beneficiaries of our programme with control groups presenting similar characteristics in terms of age, gender, origin and qualification.

DUO for a JOB's beneficiaries had materially higher rates of employment than the jobseekers included in control groups in each year of the evaluation period:

- In 2014, DUO's cohort obtained 42,9% against 33,7% for the control group
- In 2015, DUO's cohort obtained 43,6% against 30,5% for the control group
- In 2016, DUO's cohort obtained 38,7% against 33,4% for the control group

The benefits of our programme were particularly obvious in the most vulnerable segment, i.e. the beneficiaries with no or low qualifications:

- In 2014, DUO's cohort obtained 47,9% against 24,6% for the control group
- In 2015, DUO's cohort obtained 42,6% against 30,8% for the control group
- In 2016, DUO's cohort obtained 30,8% against 27,5% for the control group

This evaluation was conducted at an early stage of our development. We have since then refined our mentoring programme. Our employment rate has remained stable over the years (around 50%) despite the increasing number of participants (from 245 in 2016 to 842 in 2019). Overall, 70% of our beneficiaries reach a positive outcome at the end of their mentorship (be it a training, internship or job). We believe that the homogeneity of our results in the period of national scale-up we experienced shows the maturity of our organisation and mentoring methodology that we continuously seek to strengthen.

In 2019, DUO for a JOB published its first 'experience report' compiling 5 years of operational activities of the association in Belgium<sup>1</sup>. This study was an opportunity to evidence the qualitative and long-term benefits garnered by our mentees such as improved self-confidence, wider social and professional network, and better career planning.

In March 2021, we published a new report in order to measure the impact of the Covid-19 crisis and digitalisation on the young people we support as well as on their job search<sup>2</sup>. This report analyses the responses of an internal survey of more than 300 mentees and mentors who took part in the mentoring programme in 2020. It highlights the need to ensure the inclusiveness of all services and initiatives (including DUO for a JOB) in the digitalisation process and in particular the need for face-to-face alternatives so as not to lose the most vulnerable young people.

Eventually worth mentioning is the interest that our programme attracted from social scientists, experts and policy-makers in international organisations such as the UNHCR<sup>3</sup>, the IFRC<sup>4</sup>, the IOM<sup>5</sup>, the European commission<sup>6</sup> and the OECD (2020 High-Level Policy Forum)<sup>7</sup>. DUO for a JOB was also featured as a good practice in the prestigious Stanford Social Innovation Review<sup>8</sup>.

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<sup>1</sup> <https://www.duoforajob.be/news/experience-report/>

<sup>2</sup> <https://en.calameo.com/read/00509316670d36d3f25fb?authid=SY433zxISBjw&page=1>

<sup>3</sup> <https://www.unhcr.org/be/que-pouvez-vous-faire/emploi-des-refugies>

<sup>4</sup> <https://media.ifrc.org/global-review-on-migration/smart-practice/intergenerational-mentoring-for-immigrant-youth-belgium/>

<sup>5</sup> [https://eea.iom.int/sites/default/files/publication/document/LINK-IT\\_Best\\_Practice\\_Integration\\_Brief.pdf](https://eea.iom.int/sites/default/files/publication/document/LINK-IT_Best_Practice_Integration_Brief.pdf)

<sup>6</sup> <https://ec.europa.eu/migrant-integration/intpract/mentoring-project--duo-for-a-job>

<sup>7</sup> <https://www.oecd.org/migration/ministerial/migration-forum-programme-2020-EN.pdf>

<sup>8</sup> [https://ssir.org/articles/entry/social\\_impact\\_bonding](https://ssir.org/articles/entry/social_impact_bonding)

## Scaling Methods

The scaling method of DUO for a JOB relies on a combination of two traditional models, being “local entrepreneurship” and “full integration”. The combination of the features of both models allows the local branches (and local directors) to gain operational flexibility while ensuring the coherence of the organisation (strategy, procedures, “DNA”). This combined system also ensures launch-phase economies for the new branches since shared services are implemented for the whole organisation (digital tools, support team) and do not need to be replicated in all different locations.

Figure 2.6: DUO for a JOB's international scaling model

	 Strategy	 Funding	 <u>Communication</u>	 Marketing	Recruitment		 ICT	 Process	Training		Support functions (Finance, Legal)
					Mentor	Mentee			MPO	Mentor	
<b>Open Source</b>											
<b>Local Entrepreneurship</b>		 Financial support for local Dir during launch period only		 Content creation, events and presentations	 Access to HQ network	 Access to HQ network				 Training given with inspiration from HQ material	 National and international support functions
<b>Franchising</b>											
<b>Fully Integrated</b>	 The mission, vision and the values are defined by the HQ		 Website, flyer, Fb page, etc.				 Full support from the HQ with a local staff onsite	 Sharing of all the processes	 Training provided for all the new MPOs (onsite)		

-  Shared responsibility - Access to local / global channels of the headquarter
-  Full responsibility

## Key partners

Over the years, we have built an extensive, stable and broad network of partners. Some of these organisations are (or can be) active internationally and may support us in our scaling. In the challenging times we are going through, we are seeing a trend among the largest organisations to focus their support on the social organisations which show the greatest potential for development and impact. We thus believe that our international scaling plan will be well received and is somehow expected.

In France, we have developed relationships with several leading philanthropic organisations (foundations such as Fondation de France, Epic Foundation, Fondation Société Générale, Le Maillon, Think Human Foundation, Fondation Groupe Primonial, Alstom Foundation, Fondation Anber, Fondation Sycomore, Pierre Bellon Foundation, etc.). These organisations are already supporting us and have so far been very satisfied with our first achievements in Paris as well as with our progress towards opening the other branches. As explained above, in times where stakes are higher, the support we receive is often conditional upon our capacity to deliver on scale and impact. Much the same can be said about the first French companies (Dexia, Derichebourg, L'Oréal, Rothschild & Co) and patrons supporting us. Lately, we have also been able to secure our first public grants and we are currently working on building strong partnerships with the public authorities and the administration.

In line with a well-established partnership culture, we initiated in Paris promising relationships with dynamic and recognised associations/NGOs with which we see great potential for collaborations (such as Singa, Konexio, Réfugiés.info, Uni-R, Simplon, Each One, la CIMADE, le GISTI, etc.). The more we will develop, the more these relationships will be tight and synergetic, and we believe it is in our mutual interest and, ultimately, that of our beneficiaries, to develop together.

In the Netherlands, we will also seek to implement operational partnerships with the local public entities (Gemeente Rotterdam, UVW, Jongerenlokket, etc.) the local non-profit organisations (Vluchtelingenwerk Nederland, BusinezzClubs, UAF, etc.), the many local big companies and the foundations (Stichting Verre Bergen, Instituut Gak, Open Embassy, Stichting Dioraphte, etc.).

## Role(s) each partner will play

As mentioned above, DUO for a JOB has created many partnerships with companies, foundations and other philanthropic actors as well as with the public authorities and the associative network.

Companies support us financially on the one side and bring us new mentors on the other side. These mentors can then transfer their skills and knowledge of their sector and company to their mentees.

Foundations, patrons and other philanthropic actors help us financially and often give us access to their network and/or to some skill-based support.

DUO for a JOB also works with actors which are active in socio-professional integration. Those are either private or public actors. On the one hand, they invite young people to participate in our programme. On the other hand, we contribute, via mentors, to improve information, referencing and therefore young people's access to their services. Among

these, we try to develop close links with local/national employment offices both financially and operationally.

Finally, we collaborate with the associative network. These actors support us in terms of sourcing, or by intervening during our mentor training. We also refer to them, depending on their expertise, the mentees who have specific social needs.

These partnerships make us complementary to the existing initiatives and structures and have the advantage to form a real ecosystem around our beneficiaries.

### **Who will scale the innovation?**

We are a 59-staff organisation including 14 staff members in management and central support functions. As mentioned, the support team includes IT, communication, advocacy, fundraising, finance and HR. Its members have been involved in the national scaling of our organisation, in the start-up of our test-branch in Paris and in the design of our international scaling plan. They form the backbone of expertise of our organisation and will contribute to various levels in the implementation of the plan.

Our two general directors will spearhead the implementation of our scaling plan by taking care of the recruitment of new staff in the identified locations. They will be in charge of the overall development strategy and of the first networking inputs in the new locations. They will make sure that the mission, values and “DNA” of the organisation are well understood and observed in the new branches.

Our deputy general director will be responsible for international advocacy and key public partnerships (including at EU level) within the organisation.

Our Development team composed of 4 experienced staff members will take care of the first funding needs as well as financial management for the new branches.

Our Communication department will make sure to bring visibility to the new branches and take care of all communication aspects of the scaling, including mentors and mentees sourcing.

Finally, our IT team will manage the installation of all ICT material needed in the new locations as well as digital tools management.

### **Involving end beneficiaries/service users**

Our community evolves autonomously. Our approach is not to direct them, but to provide support, training, tools and guidance around the accomplishment of a shared goal. Our organisation has been designed to be as close as possible to their aspirations and suggestions including regarding our scaling.

First of all, we want to know our community. Each mentee and mentor is interviewed by a programme officer. These interviews enable us to explore and keep track of the background and aspirations of each participant. Before a duo can start, we propose a “match” to the mentee and the mentor. Both meet and confirm whether they want to work together. An informed and well-thought matching is in our view absolutely essential. Participants will be autonomous and proactive only if they feel comfortable, confident and appreciated.

These interviews are also the opportunity for us to know if our mentors are interested in a deeper involvement, beyond their mentoring work. As a matter of fact, a lot are. Different services are entirely managed by volunteers, notably in the field of HR (interview workshops, CV review, etc.) but also in translation, logistics or finance.

Our mentoring approach is also very much centred on autonomy. During the 4-day training of our mentors and in the ongoing exchanges our programme officers have with them, we insist on the notion of “empowerment”. The mentor is not meant to substitute the mentee in its job search. Mentoring is about informing, inspiring, guiding and securing. The mentee is supposed to acquire the tools and skills to navigate the job market autonomously and in the long term. Our mentors themselves develop in their role. In addition to the advice of our staff, they benefit from regular “intervision” meetings where mentors at different levels of experience meet to exchange and progress together.

On another hand, our organisation leaves a central role to the feedback of our community. Each duo systematically closes on an evaluation meeting where the mentee and the mentor share their experience and suggestions on possible improvements. This feedback is encoded in our information system, compiled and discussed.

Moreover, each duo is supervised by a member of our permanent staff during its life cycle. This means that our organisation is in permanent contact with its beneficiaries, which enables it to be responsive to any dysfunctional or desirable evolution of our methodology and processes arising from our community.

Our organisation ensures that these precious views translate into action through a management model inspired by the holacracy. Each staff member is assigned “roles” corresponding to specific tasks and processes. The staff members sharing the same roles collectively own the decisions affecting the tasks and processes in question (subject to validation by the top management). This lean and horizontal organisation stays “close to the ground” and enables us to make decisions which reflect the realities and aspirations of our mentors and mentees.

Eventually, we have formed a “steering committee” which gathers qualified personalities (including some mentors) with whom we exchange on strategic matters. This committee provides a wide array of backgrounds and expertise that inform our key decisions, including decisions with respect to scaling.

## **Funding and Financing arrangements**

### **Costs of scaling the innovation envisaged**

We have carried out a full budgetary exercise of our scaling in France and the Netherlands as well as for the 4th country yet to be determined. These budgets include development and support costs which are not attributable to specific branches.

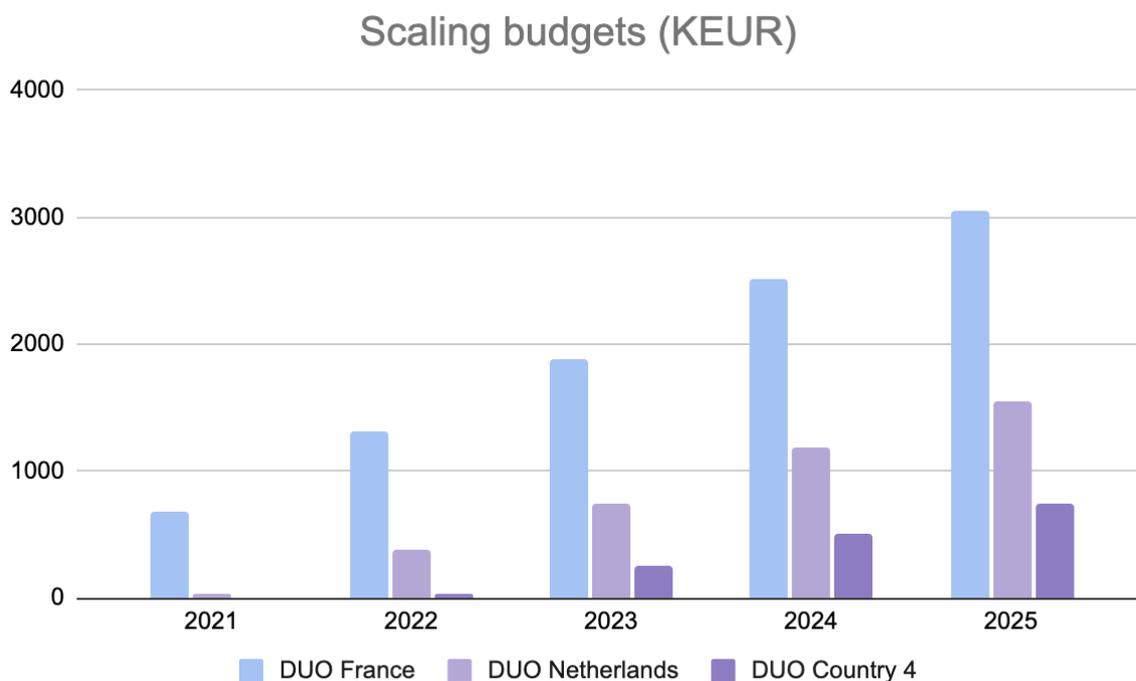
These budgets have been built using assumptions from budgetary realisations and trajectories of DUO Belgium and DUO Paris.

Table 2.5: Scaling budgets (KEUR)

Budgets (KEUR)	2021	2022	2023	2024	2025	TOTAL
<b>DUO France</b>	<b>688</b>	<b>1309</b>	<b>1881</b>	<b>2510</b>	<b>3045</b>	<b>9433</b>
DUO Paris	433	673	865	1105	1225	4301
DUO Dev & Support	88	233	422	507	617	1867
DUO Lille	129	219	263	330	442	1383
DUO Marseille	38	184	232	388	488	1330
DUO Lyon			99	180	273	552
<b>DUO Netherlands</b>	<b>40</b>	<b>375</b>	<b>750</b>	<b>1185</b>	<b>1550</b>	<b>3900</b>
DUO Rotterdam	40	260	350	450	600	1700
DUO Dev & Support		75	100	125	150	450
DUO City 2		40	260	350	450	1100
DUO City 3			40	260	350	650
<b>DUO Country 4</b>		<b>40</b>	<b>250</b>	<b>650</b>	<b>1050</b>	<b>1,990</b>
DUO City 1		40	260	350	450	1100
DUO City 2				150	300	450

Source: DUO for a JOB

Figure 2.7: Scaling budgets evolution



Source: DUO for a JOB

## Funders

The main funders of the scaling will be foundations, patrons, companies and public authorities detailed in the key funders section.

## Financial arrangements and instruments planned to scale the innovation

### Our funding strategy

The strategy that we have adopted in order to deal with the coming financial needs linked to scaling is a strong diversification of our funding sources (foundations, companies, private donors and public grants). As part of this diversification strategy, we are also developing partnerships for multiple year funding (3 to 5 years funding) with the different types of actors mentioned.

In addition to these basic principles, we are raising funds at different levels of our organisation so as to increase our chances to meet our financial needs. On the one hand, our Development team is in charge of a part of the fundraising at international level (foundations, public grants, big companies), taking care of the start-up funding for new branches. On the other hand, branch directors raise funds at local level in order to meet the financial needs of their own office once the first operational steps of their start-up have been completed (i.e. mentors and mentees sourcing; adapting and organising the first mentor training sessions; developing the first operational partnerships).

During the first stages of development, we always look for funding opportunities from private actors first. After one or two years, and depending on new opportunities that emerge, we try to secure our first public grants by using our track-record from our launch phase as evidence of the effectiveness of our action.

### **Current situation of our scaling in France (Paris)**

Following the strategy detailed above, we have started funding our test-branch in Paris thanks to some private funding opportunities. Funding acquired from several calls for proposals (Fondation de France, Fondation Société Générale, Le Maillon, Webhelp Shared Foundation (Think Human Foundation) and support from two of our main partners in scaling (Epic Foundation and Degroof Petercam Foundation) have enabled us to secure our start-up budget in 2019.

Moving on from this initial situation, we have been able to secure additional private funding in 2020-2021. Lately, we have received our first public grants from the French authorities (French Ministry of Labour and the French Ministry of the Interior). Additionally, we have submitted a proposal in the context of a new SIB and we intend to secure more public funding in the coming years in order to boost our scaling in France.

### **Cost implications of the model compared to alternative approaches to the social challenge(s)**

Our programme is not designed to serve as an alternative to existing social services. On the contrary, we aim at supplementing their activities and fill a targeted need that they may not be able to address efficiently due to scope of their activities, lack of specialist knowledge and insufficient resources to bring the same level of support as the one we provide.

In fact, the breadth of our concept enables us to structure financing partnerships with a variety of organisations who pursue different goals and altogether can commit to a higher level of resources than what would have been otherwise available to support young unemployed migrants.

The partnerships we have built with the three employment offices existing in Belgium is a point in case of this model. In the framework of the Social Impact Bond underwritten by the Employment office of the Brussels Region, an amount of € 347,000 was invested to support 322 beneficiaries. This was a fraction (roughly € 1,100 per duo) of our actual costs (€ 2,500 per duo). In return, the proven impact on the placement rate meant that the employment office generated €743,000 of savings for public finances (or 2,1 times the initial investment). The remaining fraction of our costs was covered by philanthropic organisations which generally pursued broader objectives than the employment office (intergenerational solidarity, ageing society, inclusion, tolerance, social cohesion, diversity, etc.). Ultimately, our beneficiaries benefited from a level of support none of these organisations alone could have provided while each organisation made a social investment in line and in proportion to its objectives. As further developed under “capacities”, our partnership with the employment office was made structural and extended to the other employment offices existing in Belgium.

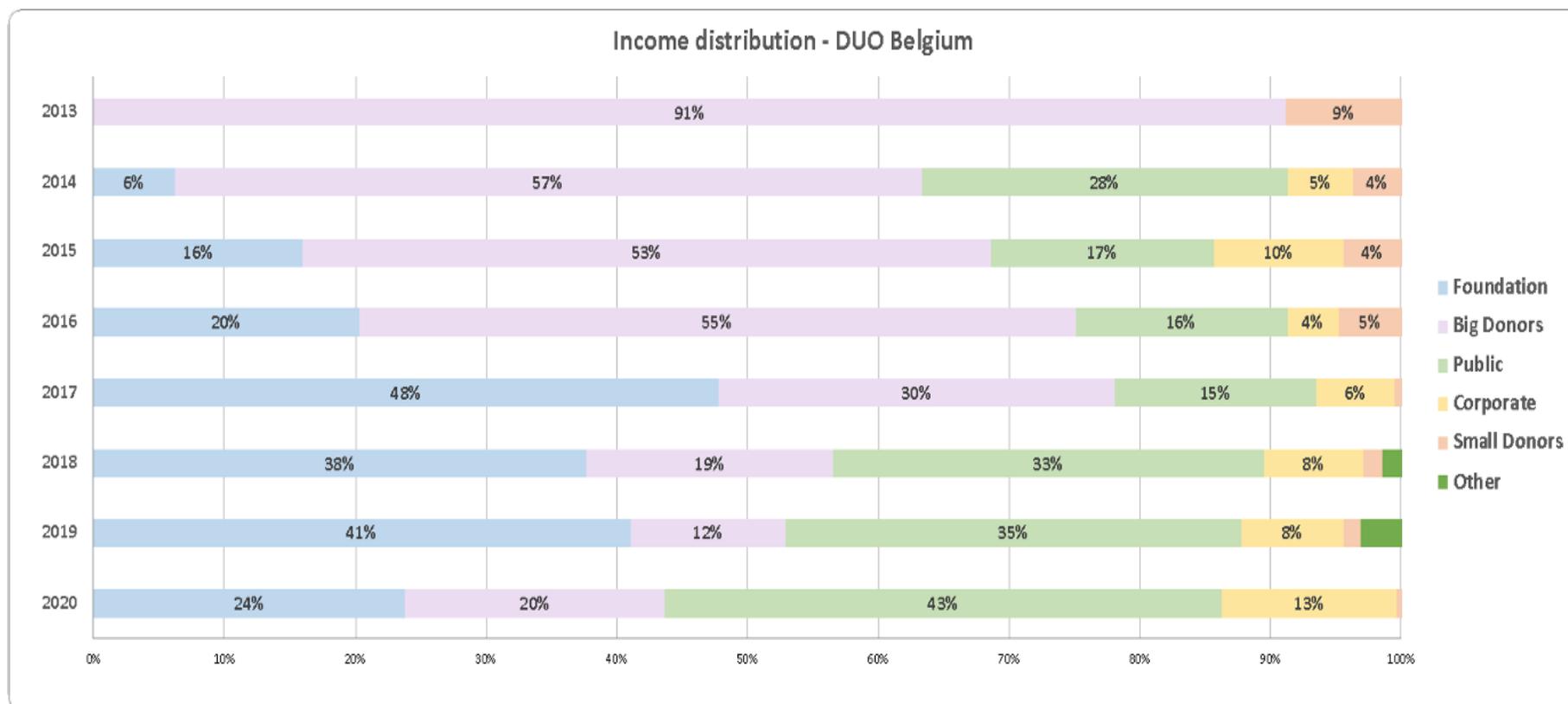
In the same vein of thinking, we also developed partnerships with private companies. Indeed, the corporate world can find in our programme an efficient response to many human resources challenges. These include the appreciation and motivation of senior employees, the preparation to pension, the promotion of diversity and of their business sector. To give a concrete example, the content of the 4-day training we provide to each mentor is very comparable to other training delivered within large businesses in the field of intercultural communication, diversity and interpersonal relations. It is therefore sensible for many companies to financially support our duos on their HR budgets in the pursuit of their own objectives.

While we closely monitor the evolution of our costs per duo, our primary focus is not to benchmark and compete with existing solutions but to supplement them and bring a measurable added value to their action. The breadth of our concept and the proven results of our programme enable us to mobilise a wide variety of partner organisations. Altogether, our partners contribute to a higher level of support than is otherwise available to young unemployed migrants while staying closely aligned to the pursuit of their own objectives in rational financial terms.

### **Sustaining and further scaling of the innovation**

We are confident that our funding strategy will enable us to sustain and further scale our innovation in the new areas selected for scaling. Our experience in Belgium has shown that a multiplier effect with respect to funding opportunities can arise from growing operational results. As our organisation becomes more mature, there is a shift from the initial private support to more structural public funding and a more balanced funding distribution.

Figure 2.8: DUO Belgium funding distribution



Source: DUO for a JOB

## Measuring the Impact of Scaling

In the first years of our operationalisation, we have developed a strong method that allows us to measure the impact of our mentoring programme. This method will also be applied in the new branches that will be created in the context of our scaling.

First of all, a series of mechanisms have been implemented to collect information about our target groups. The different stages during which evaluation data is collected are the following:

- Through the coordinator of their duo who is in permanent contact with them in order to follow their relationship, their needs and to offer solutions.
- During the intervision sessions in which the mentors participate at least twice during each duo and during which they have the opportunity to share their impressions on the quality of the support, the difficulties encountered in the relationship with their mentee and proposals for tools / ideas to put in place to overcome them.
- At the end of their duo, all mentors and mentees fill out a form in order to assess the quality of the programme as well as to identify the contributions gained from their relationship.

All this data is compiled and encoded in a tailor-made CRM software developed especially for our organisational needs. Once this data is processed, we are able to create a series of indicators out of it: quantitative indicators (number of mentors / mentees / duos, number of training sessions given, positive solutions for mentees, etc.) but also qualitative indicators (discoveries, learning, exchanges, etc.).

The indicators listed above, kept up to date since 2013, allow us to monitor the progress of our results, set future objectives, and assess the quality and impact of our programme at local, national and international level.

## Challenges and Risks

Challenges encountered during the planning of our scaling and that we are still encountering today as “structural” challenges for our organisation:

- Ensuring the funding of a growing international structure with growing financial needs as a result.
  - We developed a specific funding strategy in order to cope with this challenge
- Coping with the mutation process from a ‘start-up like’ organisation into a larger international structure (internal communication, shared services, coherence, culture/DNA).
  - Our management team took part in a series of workshops with an external expert to deal with these challenges. Currently, we are still working on adapting our structure to meet the needs we identified.
- Bringing more visibility to our organisation at international/EU level. Need to connect with strong advocacy networks.
  - We are a member of several networks and platforms and we participate in different events, conferences and actions, but we are still interested in strengthening our advocacy channels at international/EU level.

- Mobilisation of new mentors and mentees demands constant communication work and a dedicated strategy.
  - We are constantly working on improving our sourcing strategies. Amongst several projects, we are currently working on a digital tool for operational planification.
- The recruitment of key functions (like new branch directors and support functions) is a time-consuming and slow process.
  - We improved the situation by connecting with local networks in the locations identified for scaling

## **Risks**

1. Loss of coherence at different levels (operations; communication; advocacy; HR policy) due to geographical spreading and increase of the staff
2. Loss of efficiency and transparency from the decision-making organs (governance) in the context of a growing structure
3. Losing financial sustainability due to fast-growing financial needs
4. Losing time and energy on our scaling project due to recruitment challenges i.e. difficulties in finding the talents we are looking for to occupy key functions (support functions & branch directors)

## **Mitigation**

1. Centralise several services: HR, advocacy & communication, financial management
  - a. Develop common digital tools for operational purposes to ensure monitoring at organisation's level
2. Adapt decision making organs to fit in a growing international organisation
3. Reinforce the fundraising department in terms of workforce (employees and volunteers)
  - a. Keep up with the strategy of diversification of our funding sources & focus on structural public partnerships
4. Build up local networks to find the talents we are looking for more easily