

# YOUTH & EMPOWERMENT: HOW TO SUPPORT YOUTH IN DANGER TO MAKE THEM ACTORS OF THEIR OWN INSERTION?



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YOUTH 4 CHANGE NETWORK FORUMS

22 MAY 2018 • 1PM - 6:30PM • BRUSSELS

25 MAY 2018 • 1PM - 6:30PM • SCIENCES PO PARIS

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# INTRODUCTION

In 2018, Youth 4 Change Network organized two forums to gather all actors of the excluded Youth inclusion ecosystem.

It was the first time that these actors were brought together in Brussels, and the 4th time in Paris.

This report recounts the exchanges that took place during those events and the key points to keep in mind for the future exchanges that are coming up.



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# YOUTH 4 CHANGE NETWORK

Youth 4 Change Network is a network of support and exchange between organizations working in favour of the inclusion of Youths who are victims of exclusion.

## OUR OBSERVATION

Today, there are 1,2 billion young people between 15 and 24 years old. 600 millions of them live below the poverty threshold of 1,90\$ a day, and are victims of lack of liberty, of violence, of abuse, of malnutrition. In 2025, they will be around 1 billion.

Given the extent of this issue, the organizations face major obstacles on the field. Often isolated and with limited resources, these organizations have to double their efforts to effectively help the Youth.

## OUR MISSION

We wish to:

- Connect the organizations so that they can exchange their best practices and challenges;
- Be a support for the member organizations (watch, counselling services, trainings);
- Act together by organizing events, publishing books or supporting members' projects.

## OUR VISION



By sharing our experiences, our practices, our knowledge, we can act together more effectively against the exclusion of young adults and help them find their place in society.

## THE NETWORK



Launched in September 2011, Youth 4 Change Network gathers today about 25 organizations of various sizes, in over 15 countries around the world and who have in commun:

### A mission

**The social and professional inclusion of Youth**

### An approach

**The desire to unite, work together and to help one another.**



# PRESENTATION OF THE TEAM



**Jeanne Allard**  
Y4CN Coordinator



**Aymeric Lejeune**  
Y4CN Assistant coordinator



**Laura Rahmeier**  
Forum coordinator



**Anna-Maria Judina**  
Forum coordinator



**Macarena Rivera Lam**  
Network coordinator



**Dilek Gürsel**  
Network coordinator



**Caroline Ullerup**  
Head of communications

Y4CN partners with Sciences Po's « Projets Collectifs », an introduction unit to project management in an operational structure, during which students can acquire an additional professional experience.

**SciencesPo**

# Y4CN FORUM

## BRUSSELS - MAY 22<sup>ND</sup> 2018

Following the success of Paris forums, Youth 4 Change Network has decided, this year, to extend its network of advocacy actions in Europe, starting in Brussels.

This first edition of the forum in Belgium was a success and allowed local actors from the Youth inclusion ecosystem to meet and exchange together.

The program?

- The testimony of a Youth, Wioleta
- A roundtable with guest speakers working in favour of the social and professional inclusion of Youth, from different structures
- Workshops where everyone can express themselves and contribute in order to find solutions



# YOUTH TESTIMONY



**Wioleta Chendoszka**  
Former Youth of the *Art2Work* program



After a happy childhood with her father in Poland, Wioleta goes to live with her mother in Brussels. Relations between her parents are strained and she isn't allowed to speak to her father and brother for months, while she has just arrived in a different cultural environment, with a language that she doesn't know yet.

Her educational pathway is complicated and she doesn't manage to pass her final exam, all the more since her relationship with her mother is getting complicated. She leaves home to avoid being kicked out and understands that she is going to have to look for an accommodation, find a job, make a living on her own. She contacts social services, without any answer. She then starts to work and enters a routine that doesn't allow her to go back to studying like she had initially planned.

After a few odd jobs, she manages to get an appointment with a social worker. She obtains a subvention and access to a training - Coach2start from Art2work - that allows her to evaluate her situation, to gain more self-confidence and to become aware of her potential, which she had already used through various volunteering actions during her years in Brussels.

From now on, Wioleta knows what she wants to do: she wishes to join a Public Relations school in order to open, one day, her own events company. And we are sure that she will succeed!



# ROUNDTABLE

## PRESENTATION OF THE GUEST SPEAKERS

The round table was facilitated by Amicie Campion.



**Amicie Campion**  
Educational consultant  
*APM - Association Progrès du Management*

**Bakhta Benzaza**  
Organizer  
*MAKS*



**Tine Dupre**  
Development manager  
*Talented Youth Network*



**Brechje Moermann**  
Responsible of Human Resources,  
Diversity and Inclusion  
*BNP Paribas Fortis Group*



**Jérôme Lemouchoux**  
Chief Executive Officer  
*Sodexo Benefits and Rewards Services Belgium*



## ROUNDTABLE INPUTS

### WORKING ON SELF-CONFIDENCE THANKS TO THEATER



**Amicie  
Campion**

Educational  
consultant  
APM - Association  
Progrès du  
Management

MAKS is an association that supports every year 2500 vulnerable persons on 5 types of programs. Bakhta, you are in charge of a program that is a little special: a theater program. Can you explain to us why you have chosen this art as a lever for empowerment? And possibly, what do you notice in the Youth that you accompany? What is the impact of this program on their private, professional, personal life, etc.?

“ How did I start this project? As you said, I was working to accompany people in their job search. I did that for 9 years.

What did I notice? Young people have trouble expressing themselves. Although we were training them to help them in their job search, to help them for job interviews, they had trouble expressing themselves. Poor them, they were learning by heart their answers, what their qualities were, etc. **So there was an expression issue, a self-confidence issue.** On the other side, Dutch is more and more required in Brussels.

We told ourselves: « there we go, we are going to work on self-confidence and at the same time, teach them Dutch so they can have an additional skill. » That is where this idea of having a theater workshop with the Youth came from.

I've been organizing it since September. And now, I clearly see that the Youth are self-confident. **They express themselves, they dare, we simply teach them how to dare speaking.** Imagine: they can learn how to make faces all day during a workshop, so I can guarantee you that when they come out of there, they are not afraid of being ridiculous!

And they also improve in Dutch. They have an additional skill. And there is nothing better than that. **Learning something boosts self-confidence.**



### INVOLVING THE YOUTH IN SOCIETAL PROJECTS SO THAT THEY BECOME AWARE OF THEIR ROLE IN SOCIETY

TYN is an association that was founded in 2013 by a dream team of young active citizens with a solid experience and an important network of contacts in the community, cultural, political and economic fields. And this association dedicated itself to the development of Youth in their diversity through work based on self-confidence, and also through a social implication. Tine, can you tell us more about these projects?

“ Our goal is really to work on the Youth's self-confidence.

We identified a gap somewhere between the Youth and the rest of the society, the politics and the companies, a gap that means that the Youth don't necessarily want to integrate themselves, to find their place, and they don't find it anyway.

So what we do through our trainings and other activities, is firstly to make them think about a societal problem or concern, however small or big it may be.

And then we make them think about the following question: « what can I do - me, as a young person, us as Youth - to provide a solution? »

Then, we support them - with trainings and educational supervisors - to put into place a project that will allow them to respond to the need that they identified. **The idea is for them to get involved in society or simply in their neighborhood, with their own means, so that they understand that they belong there, like all of us.**

They really have something to offer in terms of reflection, in terms of action, and above all they have the capacities to do so. They see it in the trainings that we offer them, and that accompany them towards the implementation and the accomplishment of these projects. The idea is **to make them understand that it really is possible.**

Let's take Chaima's example. Her group thought about what we can do in terms of ecology. In the end, the Youth came up with the idea of a vegetable garden. They went to look for partners themselves. Eventually, the vegetable garden was built at the Pierron center. And they set it up totally by themselves!



**Tine Dupre**  
Development  
manager  
Talented Youth  
Network

## CONSIDERING YOUTH IN COMPANIES AND ACCOMPANYING THEM

**Brechje Moermann, you are Diversity Officer for BNP Paribas Fortis - a group of 14 000 employees here in Belgium - which is committing itself on several levels, in particular through employees' volunteering, through programs welcoming Youth from difficult neighborhoods into banks as summer jobs, and training programs for bank jobs offered to the most vulnerable persons. In a company structure, how do you include these Youths, how do you give them space? What are the different projects that you are tackling within BNP Paribas?**

“ Our Diversity and Inclusion team has been active for about 8 years and we are working on three projects.

One of our first actions has been obtaining a percentage from the direction - around twenty percent, or about sixty summer jobs - for Youth coming from different backgrounds, with a focus on Youth from vulnerable backgrounds.

**What we want to offer is a good salary, a work experience, and an overview of what a bank can be.** There is the banking business, but there are a lot of other jobs too that you don't necessarily know about when you are not in this business.

We give a half-day of coaching to the Youth at the beginning. Sometimes I feel that we could do more. For instance, last time, I was welcoming a group of Dutch-speakers. I had asked them: « what are you possibly afraid of? » They almost unanimously told me: « **I am afraid of not being well received, of not being appreciated, of having colleagues who won't include me.** » It struck me, I tell myself that maybe there are still more things to do. So that is the first action that is already well developed but that can still be improved.

A second action consists of following the work of a kind of laboratory where employees get together to find new products, or new ideas, and work them out in very dense days.

*How can we make these Youth stay motivated? And how can we make them feel like they really belong? I have a few ideas in mind, but there is a lot to learn.*



**Brechje Moermann**  
Responsible for Human Resources Diversity and Inclusion  
BNP Paribas Fortis Group

They wanted to take a step towards the Youth. They quickly identified what we call the NEET (Youth Not in Education, Employment or Training), Youth who need more education and training or who have trouble finding or keeping a job. They are elaborating a talent development path within the DMAB network (Diversity Managers Belgium), which also includes Sodexo, Engie, ING and others. **The goal is to develop a course, two years in total, six months at a time in a company, a little bit like a graduate program.** But the question of coaching, for example, arises. How can we make these Youth stay motivated? And how can we make them feel like they really belong? I have a few ideas in mind, but there is still a lot to learn.

Finally, a third action is that our corporate responsibility team has a whole catalog of activities that they offer to employees. It is called the « **our job too** » activities, which means that **social responsibility is also our job.** And within this catalog, they just added an activity: mentoring of Youth in fragile situation, precisely so they can have an idea of what they want to do, and then bring them a personalized support.



## WORKING WITH EXCLUDED YOUTH: A NECESSARY SUPPORT BUT A STRONG ENERGY

Jérôme, you are the CEO of Sodexo Benefits and Services, a group that commits itself to education and professional integration of Youth with a difficult access to the job market. You personally committed yourself to fight exclusion during your last expatriation in Manila. Not only have you opened Sodexo's doors to Youth coming from Manila's slums through company visits, through meetings with employees, even through recruitment, but you have also been one of the drivers of a company network - the Youth Inclusion Network - that was set up in Manila and that is developing today in other cities. It aims at gathering companies that wish to look for sustainable solutions on the matter of Youth inclusion. Can you tell us if all these initiatives fall under a CSR policy at Sodexo, or if it is the answer to a strategic choice of the company?



**Jérôme  
Lemouchoux**

Chief Executive Officer  
Sodexo Benefits and  
Rewards  
Services Belgium

“ That is a good question. I think I would ask if it comes under a CSR approach (Corporate Social Responsibility) or a HR approach (Human Resources)?

It is a question that we have often asked ourselves, in particular within the network that we have created, namely: « where were the good contacts to start this initiative? »

Within Sodexo, we answered this question by saying that it was really a Human Resources approach, because we talk a lot about diversity. I think that it is a subject that is present in all the big companies today. We talk a lot about the men/women balance, about sexual orientation, persons with disabilities, but in our company at least we haven't figured out yet the excluded Youth that we should integrate. Now I think that it perfectly fits in this kind of criteria, it is a form of positive job discrimination that we want to introduce within this framework.

And that is what will make it sustainable for the company. So it is not something that will improve our image through a CSR campaign, but **it is really something that will be of benefit to the company and the Youth.**

What we saw in the Philippines is that when we hired Youth coming from slums, who were prepared by associations like yours to enter the business world, it had a huge impact on the Youth as it is. I remember the testimony of a Youth that we hired, who was telling me: « The day that I was hired, I

*There is exclusion upstream, but once in the company, there is a form of auto-exclusion that needs to be dealt with and that is not simple at all.*

closed the door of a bad story and I started a new life. » And I told her that it was extremely powerful. She replied to me: « It doesn't have an impact only on me, but it has an impact on my family, on my kids that I will be able to enroll in school, etc. » I am telling you about this in the Filipino context which is pretty specific, of strong exclusion.

And I think that it has an impact on the Youth, but it also has a huge impact on the company. We have seen these Youth come in the company with a huge amount of energy! We heard a very powerful testimony earlier, but **we feel this energy in Youth that have been through difficult phases** like that. And clearly, the company benefits from this, the company looks for people involved in what they do.

I also think that **it has an impact on the rest of the team members.** I have quite a lot of colleagues who came to me saying: « We are proud of what Sodexo does, we are proud of the values that you hold. » So it also has an indirect impact on the rest of the people.

But we have also been confronted to something that we didn't expect. We told ourselves: « that's it, we have made the Youth visit the company, we have showed them what the company is, they have found a position, we have hired them... That's it, it is over, they are team members now, we are getting there. »

And after two months, we have some, I have one in mind in particular, who had arrived and who told me: « I am going to leave. » And I tell him: « Really, but why do you want to leave? » and he answers: « because I can clearly see that it is not my world, I don't feel included. » So I tell him: « But do others reject you? » He says: « Oh no, the others are really nice, but I don't feel home, I don't feel in my universe. » So we had to set up mentoring programs so that this person could constantly be supported, reassured, so that he could sustainably find his place and stabilize himself. So **there is exclusion upstream, but once in the company, there is a form of auto-exclusion too that needs to be dealt with** and that is not simple at all. So there really is support all along.

So to answer the initial question, no, **to me it doesn't seem to be a question of CSR, but it seems to be a HR approach.**



# CONCLUSION OF THE DAY



**Amicie  
Campion**

Educational  
consultant

APM - Association  
Progrès du  
Management

“ During this afternoon, we have received a lot:

- We were lucky to hear the testimony of Wioleta, who accepted to share her story;
- We were lucky to hear actors from the Youth inclusion system express themselves and share their vision of empowerment with Jérôme, Brechje, Tine accompanied by Chairma, and with Bakhta;
- And finally, we also had the chance to share our experiences, our expertise, our points of view, and our convictions, in the form of workshops. I really want to thank each of you for the richness of these exchanges and restitutions.

During this rich afternoon, I think we can say that we understood some things.

First of all, we understood that the Youth need to become aware of their capacities and their skills in order to find a meaning to the actions that they undertake.

We understood that Youth empowerment is above all a question of space. As an accompanying person, all the space that we take is space that we do not give. So we have to accompany the Youth while leaving them all the space needed to develop their skills, to assert themselves and to take initiatives.

We understood that Youth empowerment not only comes from initiatives encouraging skills development, but also from investments in society, in order to become citizens conscious that their actions count and that they have the power to contribute to a more inclusive society and a better world.

We understood that diversity is a richness for society as well as companies, and that companies can find a pool of skills and motivation in the Youth with whom they work, that it is not only charity but rather strategic investment.

We understood that Youth empowerment is more than a duty to society, more than a publicity investment for companies, it is a wonderful lever for change and growth, and that we need to learn to consider it as such!

We understood that empowerment is simply valuing a Youth who doesn't believe in his/her capacities. And I don't want to embark on a naive tirade, but valuing someone can simply go through a smile, a little bit of attention. And there is no need to be an inclusion expert to be able to smile to somebody.

Finally, we understood that it is all together that we can work on including Youth in our societies, with our companies, with our associations, with our institutions, and of course with the Youth!

As a great leader of the XX<sup>th</sup> century was telling the Youth: « Become what you are and you will set the world on fire ».

So a big thank you to all for these beautiful lessons, all these solutions, and see you next year for the second edition of Y4CN forum in Brussels, for which you will be the ambassadors!



# Y4CN FORUM

## PARIS - MAY 25<sup>TH</sup> 2018

Following the success of its three past forums in Paris, Youth 4 Change Network organized a 4th edition in Paris.

The goal was the same: it consisted in gathering the actors of the Youth inclusion ecosystem, from Paris or around, in order to find together new solutions to be implemented in order to empower excluded Youth.

The program included:

- The testimony of 7 Youth who accepted to share their stories
- A roundtable with guest speakers working in favour of the social and professional inclusion of Youth, from different structures
- Workshops where everyone was invited to share its view and contribute in order to find solutions



They were 7 Youths on May 25th to testify and share their stories. It was emotional and fulfilling to see these Youths from 3 different structures, give a speech in front of around 100 people, and embody Youth and its whole potential. Their path has not always been easy but **they have been able to make the most of it**. They are the proof that **young adults, whoever they are, can succeed and thrive**.



**Jérôme Guerin and Ibrahima Krubally Camara**

They introduced the testimonies by a quick quizz about key facts related to Youth.



**Samuel Désir**

This pragmatic and passionate musician understood quickly money was a key to make dreams come true. He is now working on his marketing skills within the TEAME program, in order to be able to re-use them for a personal purpose later. He is an example of a Youth who knows what he wants and works towards its goal.

**Christophe Hassanaly**

A « Service Civique » (the French National Volunteer Service) enabled him to gain confidence within a team of Youth with different profiles and close to benevolent supervisors. But he was also able to develop professional skills to launch his awareness-raising project about Dys-handicaps.



**Peggye Totozafy**

Her experience made her willing to give back to others, and from a student who had trouble making both ends meet, she became account manager at the EPIC foundation. And all this, after a « Service Civique » contract and thanks to l'Institut de l'Engagement.

**Bouna Camara**

He paid the high price of working in the streets, but Bouna was brave enough to ask himself the good questions and to leave it aside, in order to move on. He now wishes to pursue his own project, that is to say being an entrepreneur in the optical fiber domain.



**Pauline Mignola**

Her experience at the university pushes her to create an organization and she dares to do it. Then, she co-creates a structure to raise awareness about inclusive education related to gender and sexuality, and even writes her own book, which will be published by the end of 2018 (*Berthes à Baptiste*)!





# ROUNDTABLE

## PRESENTATION OF THE GUEST SPEAKERS

The roundtable was facilitated by Florence Patsouris.



**Florence Patsouris**  
"Entrepreneur in the city" program  
manager  
*Sport dans la ville*



**Alice Barbe**  
CEO  
*Singa France*



**Anyka Batista**  
International programs manager  
*Fondation Carrefour*



**Frédéric Bardeau**  
Co-founder and president  
*Simplon.co*



**Inna Omarovna**  
*Youth from Singa France*



**Moussa Camara**  
Founder and president  
*Les Déterminés*



**Ossama Hezhaz**  
*Youth from Les Déterminés*



**Louis Bazire**  
Volunteering department manager  
*BNP Paribas Group*



**Nassim Akif**  
*Youth from Simplon.co*



FRÉDÉRIC BARDEAU, PRESIDENT AND CO-FOUNDER OF SIMPLON.CO

## LEARNING BY DOING OR HOW TO FIGHT SELF-CENSORSHIP

**Florence: you are the president and co-founder of Simplon.co, which uses training on digital as an inclusion and empowerment lever. It was created in 2013, and today, there are 40 « fabrics » and more than 2000 people you have been working with. How is Simplon more than a simple school, and is a « fabric »?**

“ I had discovered that digital could be a very powerful lever, and for the last 20 years, I have kept using digital to do interesting things for people and for NGOs, etc.

Doing so, I met grant holders who had the idea to import the American boot camp model – training centers that trained developers in a few weeks, and I was passionate about it. In the end, I stopped everything I was working on and I dived into this adventure.

And so, why a fabric? Because a school, to those people who left the educational system, would remind them of a place they left. And so the other idea, why a fabric? Because the **digital world** is a place where there are numerous unstaffed jobs, and that **it is a real opportunity for professional insertion and inclusion.**

Several thousands of developer jobs per year are not filled in, so we said : « there are engineers, there are autodidacts who struggle alone behind their computers as geeks, doing MOOCs. Us, we need to be able to offer a free training program to create an intermediary level between the engineers and the autodidacts. »

Moreover, we really like the idea of digital craftsmanship, because code is also creative, it is not only technical. We talk about craftsmanship among developers. And so we said we were going to make digital craftsmen and that it was going to be a fabric. So there we are, the first Simplon school is in a fabric in Montreuil, and we carry on creating fabrics everywhere in the world, we produce developers and that is why we called that a « fabric ».

*In order to learn digital, we don't learn digitally, we need people to be with us. We believe in attendance, tables, chairs, teachers, exchanges and groups. So that's it, we have a very flat organization and pedagogy.*

**And could you tell us why and to what extent you use different levers than those used in a traditional school ?**

The first thing is that **we do not train people, we go and get them and convince them that they are capable.** Most people have a strong self-censorship ability, we can see it especially with people who have few diplomas. People don't feel legitimate, there is a strong impostor syndrome, and so, our educational, recruitment and sourcing methodologies are made to remove all these obstacles.

Once they arrive in the Simplon fabric, at that moment, we don't re-create a school environment, and we do believe that digital is about doing. **Doing is the key.** And when we do, we realize that we can do it, and we become even more passionate about it.

In order to learn digital, we don't learn digitally, **we need people to be with us.** We believe in attendance, tables, chairs, teachers, exchanges and groups. So that's it, we have a **very flat pedagogy**, we promote exchange of practices.

**In their training, they learn at least one thing, it is that they are able to do millions of things and that the most valuable skill in this world is to learn how to learn,** and that's what we try to do.



MOUSSA CAMARA, FOUNDER AND PRESIDENT OF LES DÉTERMINÉS

## GOING OUT OF ONE'S COMFORT ZONE, MEETING OTHER PEOPLE TO LEARN AND GROW

You created the association Les Déterminés in 2015 in partnership with the MEDEF (Movement of the Enterprises of France) in order to be able to support the creation of companies by Youth who live in ghettos or from rural areas. Given that it can already be complicated for young adults who have graduated and have a good network, and even sometimes the « good » family, to develop their own companies, how do you create the suitable conditions for the Youth you support?

“ I would like to start from the beginning. I grew up in Cergy, one of the most difficult neighbourhoods in Val d'Oise (a French department). For me, the first key step was entrepreneurship. When I was 21 years old, as I was looking for a job after school, I met a technician who was setting up the internet. He directed me to an agency where I could meet the person in charge of telecommunications. I met him and he told me: « I do not look for staff, I only look for subcontractors. Do you have your own company? » Initially, I was looking for a job, and he was offering me a contract.

I thought about it twice, but I did not feel very legitimate because I could not see any entrepreneurs in my family, my surroundings, my neighbourhood and I had no company in mind. 2-3 friends of mine told me: « it is an opportunity, you have nothing to lose. »

I went to see the accountant in order to get the statutes, I went to the CCI (Chamber of Commerce and Industry) to follow a one-week training about directing a company, I followed administrative requests, and I got the right papers. Once I got the right papers, I went to the bank. The first one refused to support me. I told myself that I was going to give up, but finally, I succeeded in convincing my personal bank counsellor to open a professional bank account for me.

I went back to meet the man in charge of the agency some months later, and he gave me my first contract. In the beginning, I did not know the job, I learnt everything with the customers! But **it was very good because I faced so many challenges in the beginning that in the end, I was one of the best technicians** in Paris.

And then, they gave me big customers, VIP customers, and **it enabled me to meet new people**, to meet them in their intimacy, to go out of my comfort zone and of my neighbourhood; to **discover new people who did not have the same social background as I had, but came from other cultures and had other visions of life.**

*A lot of people would like to launch their own structures, but they self-censor, because they do not have the soft skills, because they are told that they would not fit in, and for us, that is not possible.*



When we talked about the suburbs, it enriched my vision a lot and it allowed me to go out, to meet different people.

Around the same period, we created a first association, AGir pour Réussir (Act to succeed) because we wanted to act right away for the inhabitants on social issues, etc. And then, we could really see that if we had an economic success, we could act directly and more concretely without waiting for any external actions for our inhabitants.

### And today, what does it mean in your association?

Four years ago, I thought to myself: « once you have done a good job socially, you need to tackle the economic question. » And in these neighbourhoods, we did not hear a lot about economic development, entrepreneurship. Yet, there are a lot of entrepreneurs, there are a lot of people who would like to launch their own structures, but they self-censor, because they do not have the soft skills, because they are told that they would not fit, and for us, that is not possible.

I told myself that we needed to create a transition platform, which would enable to connect Youth to a whole ecosystem that exists (commercial institutions, incubators, networks, etc.), but is not accessible or close to them. And people who want to jump into projects cannot access them. And that is how the project of Les Déterminés came up.

I had a key meeting, the one with Pierre Gattaz. We were at a common meeting and we discussed randomly: I told him my vision of the situation in France, in the ghettos, in the rural areas, for the Youth, what could be done. He was convinced right away. He opened me the doors of his economic network and I launched les Déterminés.

Les Déterminés, it is a simple principle: **we aim at supporting motivated Youth and giving them the tools, all the keys, entrepreneurship knowledge**, informing them about all the mistakes I committed myself when I began, etc. Whatever happens, after this program, the Youth get **a new mindset** that is completely **different, with a strong network, and new and strong skills**. And even if they go back to an already existing company, they have a better knowledge about what they would like to do and what their ambitions are.



## DELIVERING MEANING TO PARTNERS LOOKING FOR IT

You work for the BNP Paribas Group, you have launched several programs to facilitate the commitment of partners of the group. Today, there are 500 partners who are constantly on missions of sustainability, engaged on the field with partner associations around a key theme: « Education and professional insertion in the suburbs. » What is your view on combining the charitable aspect of this approach with the economic interests of a big group?

“ On one side, there is the charity. So we could say that we take on board all the Care Bears of BNP Paribas into dreamers' projects, but it is not exactly true, particularly because we work on volunteering and skills sponsorship. We provide our partners' skills to associations. So we work on concrete impact.

On the other side, people are going to say: « Alright, all this, it is social washing, are you going to advertise it? » In fact, we are pretty low-key. Among the 500 partners, there are a lot of volunteers, doing this on their free time. We would never dare to use the gift of time of our partners to advertise, it is a question of ethics. And so to sum up, **our objective with our employees' engagement is to answer a search for meaning within the company.** In diverse forms, volunteering, sponsorship, we try to answer very concretely the search for meaning of our employees and also of our retirees, and that is what drives our own commitment. It is to **deliver meaning to people who are looking for it, and who don't have much time.**

How does it work? In fact, we don't enlist, what we try to spread is a viral effect. We do presentations, we do « things », we do « a lot of stuff », but what really works are the testimonies. And that has an immediate spreading effect. In the end, **people go with these associations thinking that they will give, but most of them come back saying that they received a lot more than they gave.**



## ACQUIRING SKILLS AND SHARING THEM WITH THE COMMUNITY

The Carrefour Foundation works on projects of « fair food ». We believe that food is completely a way to fight exclusion, that it can be a strong vector of social inclusion. Gastromotiva has been working with us since 2012. We train about 300 persons a year.

“ **Gastromotiva is a social business created by a chef, David Harz.** He was trained at the hotel management school of Lausanne, he was trained a little bit everywhere and with star chefs. During his career, he met Massimo Ventura, a three-time star Italian chef who has just opened a restaurant in Paris called *the Refettorio*. It is a restaurant that uses unsold food items to create gourmet meals for homeless people and refugees, every night, for free.

David created a similar program in Rio in 2016. He created his association in the favelas to go and meet underprivileged youth, Youth who had a lot of talent but who didn't have the opportunity to work in high potential jobs like the restaurant industry. And he told himself « I am going to create my program, but not only to teach the Youth about catering jobs, but also the real skills of gastronomy. »

**The objective is triple: fighting food waste, acquiring new skills and also giving all these people a real chance of getting hired afterwards.** And since this type of talent is really lacking in the restaurant industry in Brazil, the Youth of the program get a job even before the end of their internship.

**And can you also tell us how you train them to become actors of the community?**

To join the training, there is no big application to file, everything depends of the motivation of the Youth, of their talent. One of the entry conditions in particular is that they lead a project in their community, **we integrate the notion of « giving back. »** The objective is that what they received, in a way, has to be integrated a little in the community where they were implanted. It is the originality of this program. Gastromotiva asks all the laureates to go back to their community, it is really a part of the training course, they have to go back to their neighborhood to host a cooking workshop, train and share the culinary knowledge that they have received. And as a result, **each person has a multiplying effect on his/her neighborhood, family, community.**



*There is no big application to file, everything depends of the motivation of the Youth, of their talent. One of the entry conditions in particular is that they lead a project in their community, we integrate the notion of « giving back. »*

ALICE BARBE, CEO SINGA FRANCE

## CONSIDERING THE POTENTIAL OF EACH PERSON TO REACH EVERYBODY'S FULFILLMENT

Singa France is a movement created in 2012 that aims to create links between refugees and non-refugees, but above all to « create links. » As you state it, Alice, it is not necessarily « the » model, tomorrow's absolution, but it is more of an experimental space, a laboratory of a kind, where we can innovate, be creative and imagine how to live together. Can you tell us which other empowerment levers you use to bring out everyone's potentials?

“ First question: can you raise your hand if you have ever been refused for a job, an interview, an exam, a competition...? Ok, why do I ask this question. I imagine that if you received a refusal, it is because you didn't have the right profile, or you didn't have the right answers, the right way to express yourself, to dress, or whatever.

And in fact, I think that all this is a question of boxes, it is a question of fitting in boxes. **And what we wanted to do with Singa was to try to break these boxes.**

**The initial idea was to create a link between refugees and people from the welcoming society.** I think that refugees are very symbolic, not only because since



*I don't know if some of you know about Tinder? Well Tinder, it is an app... no, I am not going to explain what Tinder is, the goal is absolutely not the same, but the principle is simple: « match » people, « match » around what we have in common, despite being different.*

2015, it is a topic that we talk about, but because refugees really correspond to the most intense representation of alterity.

We have met many persons who are different from us, and what we noticed really quickly while starting Singa, is that **these encounters were becoming a form of enrichment for all.** The encounters provoked reactions that were « I'm going to give, I'm going to help and then finally, I will receive, and then finally I will give back and it creates a virtuous circle. »

When we talk about connecting people through alterity, at the beginning we started very simply. We put together in the same room refugees, people from welcoming societies, only because they had things in common. I don't know if some of you know about Tinder? Well Tinder, it is an app... no, I am not going to explain what Tinder is, the goal is absolutely not the same, but the principle is simple: « match » people, « match » around what we have in common, despite being different.

And it worked very well, because we put in the same room people coming from Sierra Leone, from Sri Lanka, with French people, people who didn't have the same age, not the same political opinions, the same religion, but who had something in common. We started making them meet, matching people together around passions, and from there, it is infinite. And it started to become a community.

Why do we create a community? So that people can live together, to get a hold back on the word fraternity. These are not just fine words and good will, but behind, we also wanted it to have an impact.

**That impact, it is not only insertion, but also, after all, happiness and fulfillment of the persons who arrive and also happiness of the persons who are there. And this potential of encounters, it allows to deconstruct stereotypes.**

And little by little, this deconstruction has a lever effect on society as a whole, because in the end, we will just enjoy together, we will just spend good moments together, learn to know each other, and from there, it can create many things, for example, from people hosted in private homes to people meeting their future friend or partner.





## WHICH IMPACTS ON THE YOUTH?

Among the speakers of the roundtable, 3 structures directly lead programs with Youths: Simplon.co, Les Déterminés and Singa. What are the impacts of their program on the Youth? Inna, Ossama and Nassim answered this question!



**Inna Omarovna**  
Youth  
Singa France

« It has been 4 years since I arrived in France. When I arrived, I had big difficulties making French friends. As a sports lover, I decided to join sports trainings, and I had the idea to organize sports events to make a link between French citizens and refugees because I told myself « if I had difficulties making friends, other refugees must too. » I sent several emails to associations and only one answered, it was Singa. It was surprising. I remind you that on my residence permit, there is a line with « nationality », and it is written « refugee », and so anywhere I go, I am a refugee. Here, I came to Singa and I wasn't seen as a refugee coming to ask for something. Because this refugee

status puts me in a position of victim, and **I didn't want to be a victim, and at Singa, I wasn't a victim, I was an entrepreneur, I was somebody who had come to give something.**

And why did I choose sport? Because during trainings, we don't have time to speak about our social status, we don't have time to talk about a bank account, we are in the same outfit, with a ball and all in a sharing environment, and the result, it was incredible. »



**Ossama Hezhaz**  
Youth  
Les Déterminés

« My name is Ossama, I was trained by Les Déterminés. Since I was young, I had always had this entrepreneurial spirit, I have always wanted to undertake things, making T-shirts, holding a fruit juice stand, I've had many ideas, but I didn't have this trigger to take action.

I got my high school diploma to please my parents but I couldn't find a job, so I did summer jobs, factory jobs, etc. After a while, I went back to my studies and I heard about this training program, that I decided to join.

And at that exact moment, you have to understand that all the events that had previously happened in my life had made me lack confidence in myself. I didn't really know where I was going, but I really needed and wanted to be an entrepreneur. On top of that, I had had health problems, so it was really a crucial moment, and I was at my lowest.

And when I arrived in the training, I decided to totally let go. So I told myself: « either you pretend and you make everyone believe that everything is fine, either you take the decision to look vulnerable, but provided that you go over to the next level ». And that is what I did.

And what is very important to understand in this training, it is that les Déterminés, it is not only 6 intensive weeks where we bring exciting speakers to you, where we tell you: « your project is going to work », etc. No, **it challenges you**, it puts you in difficulty. **And it is essential to go through moments like that in order to understand that we can always bounce back.**

This training allowed me to gain self-confidence, it allowed me to personally develop myself, and it allowed me to have a clear vision. I will just finish with saying that in reality, there are two fundamental things that are important to understand and that we are not taught, it is that **if we want to move forward, be it in entrepreneurship or even for any project, it is on one side about the mindset, and on the other it is about moving into action.** »

« My name is Nassim and I am a learner at Simplon. Simplon, beyond being a network of factories, is above all a kind of second chance.

Before talking about Simplon, I will maybe talk a little about myself. I have always been passionate by the digital field. I wanted to make it my job, and Simplon gave me an opportunity for myself, because it is free and coming from a modest family, wanting to study computer science, it is true that it is, of course, not always easy to get into a school in this field.



**Nassim Akif**  
Youth  
Simplon.co

I share a lot of values with this school, it is also what pushed me to join it. **We don't feel judged**, we thrive, it is not really a school framework, I would define it more like an educational framework. And in this educational framework, **we leave all the space to autonomy**, self-fulfillment and those are determining factors in everyday well-being.

And what it changed in my life. **It gave me self-confidence back. We put the learner at the center of his/her training.** The fact that it is a short training, it also helps some profiles to project themselves into jobs in the digital field. Beyond providing professional and professionalizing qualities, it also brings a lot on the human side, we meet a lot of really interesting persons.

It has given me a lot of things and it continues to do so. »

# CONCLUSION OF THE DAY



**Marc Germanangue**  
Deputy Chief Executive Officer and Pedagogical director at Institut de l'Engagement

“ The first thing that I would like to say, when we talk about empowerment, when we talk about the taking up of power by the Youth and about the place of the Youth, very often, we tend to say: « tomorrow ». And **empowering happens immediately, it happens right now.**

The second thing is that **the empowerment, it is us.** It is not the Youth on one side, and the old and the less young on the other. The empowerment, it is really all together. It is people together, structures together, associations, NGOs, companies, foundations, local authorities, public or political authorities, schools, vocational institutes, that contribute to creating spaces, places, empowerment levers. And this «us», we have to repeat it constantly.

The third thing that I would like to emphasize is that **empowerment is commitment.** And that it goes through commitment. Commitment is putting oneself into action. We really see how it is often very difficult to put oneself into action. We really see that it is when we commit, when we move to **action that the turning point happens.**

The fourth thing is the **promotion of commitment.** We spent a very nice day here with you. With people who are convinced, who wish to allow people to take hold of their capacities, to seize opportunities. Promoting commitment, it is ensuring that those who don't know the value of that, discover it. It is ensuring that those who don't know the virtues, the joys and the pleasures of commitment, are able to understand what it is, everything that we get out of it in terms of capacities, in terms of skills, in terms of experience, in terms of power.



And this promotion, it goes through encounters, it goes through us, and it goes through what I would like to call crossed empowerment. **When putting ourselves in a position to give power to the Youth, we give ourselves, and the structures, be it associations, schools, companies, foundations, we give ourselves power.** And so the empowerment of fragile Youths, it is also the empowerment of people who try to give power to these fragile Youths.

I would like, of course, to thank again Y4CN, I would like to thank all those who have participated, the Youth who testified earlier, I would like to thank Singa, Simplon, the BNP Paribas Group, the Carrefour Foundation, les Déterminés, the Institut de l'Engagement and of course Sciences Po.

Thanks a lot, thanks a lot Y4CN.



*«The empowerment, it is us, it is all together. And this «us», we have to repeat it constantly.»*



## REPRODUCTION OF THE WORKSHOPS PRESENTATION

In Brussels, on May 22nd, as well as in Paris, on May 25th, all participants to the forums (associations, companies, administrations, and Youths) participated in workshops offered by Youth 4 Change Network.

### The 4 workshop topics were as follows:

- Succeeding in Youth empowerment: which factors specific to each person should be taken into account and worked on?
- How can organizations and their programs be built around Youth empowerment?
- What are the possible cooperation methods between companies and NGOs?
- How to measure / evaluate Youth empowerment?

For each workshop, a problem to solve was submitted to participants. The objective was for participants to engage in discussions on the subject, exchange, debate, and finally find solutions in favor of the social and professional inclusion of the Youth.

Here are the elements discussed in each workshop.



### WORKSHOP N°1

## SUCCEEDING IN YOUTH EMPOWERMENT: WHICH FACTORS SPECIFIC TO EACH PERSON SHOULD BE TAKEN INTO ACCOUNT AND WORKED ON?

### Factors specific to each Youth to be taken into account are the following:

- His/her motivation, his/her willpower
- His/her identity: life circumstances, environment, personal history, past experiences
- His/her competencies and skills
- His/her relations: family, friends, influence circles
- The awareness that he/she has of his/her situation
- His/her needs (short and medium term)

### WORKSHOP N°2

## HOW CAN ORGANIZATIONS AND THEIR PROGRAMS BE BUILT AROUND YOUTH EMPOWERMENT?

### 1. Create a space where Youth feel respected, comfortable and listened to:

- Use active listening to understand the Youth's needs and who they are,
- Adapt to their means of expression (media, etc.),
- Accompany them towards problem solving by trying to clarify elements and suggesting solutions that would allow Youth to take their own decisions
- Looking at Youth with a fresh look, which will release them from the negative and allow them to express their part of positive

### 2. Take into account the importance of community for the Youth and create a benevolent group:

- That allows each Youth to feel surrounded by his/her peers, and thus creates a sense of belonging, sign of a first successful inclusion!
- That invites each Youth to learn with and from others (Youth in the program or former Youth coming to share their experience)
- That challenges the Youth in a constructive manner

### 3. Encourage taking action, experimenting by the Youth, which will allow them to:

- Gain responsibilities
- Develop new skills
- See that they are able to act, create, succeed (and highlight these successes so that they can become aware of their capacities, as part of a positive pedagogy)
- NB: pushing the Youth towards societal action allows them not only to realize their potential, but also their place in society, their power to act within the community

### 4. Put the Youth at the center of the program and the organization by:

- Asking them to co-manage / participate in management of the association / the program, in developing the activities so that they target well the needs of the Youth
- Facilitating dialogue between Youth and leaders (of the organization, of other structures such as companies, of administrations, etc.) to show them that they are listened to and can speak up

### 5. Follow the Youth along his/her journey with coaches / mentors, whether they are within the organization or in the process of inclusion in a company and in society.



## WORKSHOP N°3 WHAT ARE THE POSSIBLE COOPERATION METHODS BETWEEN COMPANIES AND NGOS? HOW TO CREATE WIN-WIN PARTNERSHIPS?

1. Establish a climate of trust between stakeholders by working in a transparent manner and by trying to know the other structure: what are its objectives? Its values? Its flexibility?
2. Organize regular meetings to promote the development of a healthy and long-term relationship.
3. Work upstream the insertion of Youth in companies:
  - Prepare Youth from NGOs for insertion in companies (learning soft skills, expressing oneself, etc.)
  - Prepare companies for Youth inclusion, in particular by setting up a mentoring system inside the company to accompany the Youth in his/her insertion
4. For the NGO:
  - Clarify key-elements for the companies, such as financial documents, budget, etc.
  - Evaluate the organization's impact
  - Get labels (INEAS, etc.)
5. For the company:
  - Make their employees' skills available to NGOs (skill-based sponsorship, help with connecting to NGOs, etc.)
  - Promote the actions of the partner NGO, to its partners and clients





## WORKSHOP N°4 HOW TO MEASURE / EVALUATE YOUTH EMPOWERMENT?

- 1. Integrate the measure of empowerment from the start of the project in partnership:**
  - With the contributors of the organization to this impact measure,
  - With the Youth of course, by accompanying them on their journey and inviting them to reflect on themselves, to notice the changes that happened in them, the skills they acquired, etc.
- 2. If possible for the organization: to call upon an external structure to measure the impact of a program / of the organization.**
- 3. The objectives of measuring impact?**
  - Fall within an approach of continuous improvement
  - Reassure partners
  - Communicate when it is time to start a fundraising campaign
- 4. Create a collaborative data bank of good practices to mutualize experiences.**

## CONCLUSIONS OF THE FORUMS

During these two forums, several solutions and elements were highlighted by the Youth in their testimonies, by the roundtable speakers, but also through the workshops.

Below is a brief overview of our discussions, with the key elements to take into account to work with Youth on their social and professional insertion:

- Create an environment of respect and listening for the Youth
- Include the Youth in a group within each structure
- Push, invite the Youth to take action, to experiment
- Offer opportunities to grow through discussions, meetings, activities, visits, etc. of persons different that the Youth
- Consider the potential that the Youth have to offer to the accompanying persons, to the structure, the community, society, the business world, etc. and to emphasize it, push them to cultivate it
- Integrate Youth in the construction and management of programs
- Work together - all the actors of the ecosystem - for a more complete and effective action!

Again, a big thank you for your participation and these solutions!



# PARTICIPANT ORGANIZATIONS



**THANK YOU ALL FOR YOUR PARTICIPATION**  
THE YOUTH 4 CHANGE NETWORK TEAM

[www.y4cn.org](http://www.y4cn.org)

[contact@y4cn.org](mailto:contact@y4cn.org)

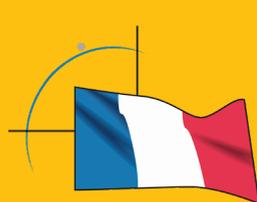
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