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TECHFUGEES

#TF4Women Impact Analysis Report



Preface

I would like to thank Techfugees' staff Ambre Cerny, Louise Brosset and in particular its CEO Josephine Goube for entrusting me with the responsibilities to monitor, evaluate and write this impact report of the #TF4Women Fellowship programme.

The views expressed in this report are those of the author as an independent impact analyst and do not necessarily represent the views of Techfugees. They are based on several interviews the author conducted with persons implicated in the programme.

This report would not have been possible had it not been for: Antoine Mestrallet, Aurélie Castro, Chérine Ali, Clémentine Uhawenimana, Dagmawit Ashenafi, David Hedoire, Dechen Manchgang, Dounia Hannach, Fatima Etemadi, Germaine Nibyumuremyi, Hélène Sancerres, Inès Arthur, Ines Massa Ngombe, Mariam Moutawee, May Atiah, Mojan Ghotbi, Nahla Nana, Nibal Abazli, Nicola Brouard, Ozlem Altintas, Pauline Garric, Ramez Hanna, Rana Marashi, Sophia Séguin, Stéphane Hérault and Valérie Sujobert.

Mas MAHMUD

Techfugees CEO's foreword

Since 2018, the #TF4Women fellowship program has grown and improved thanks to every participant's contributions. The programme's results shows us that a more inclusive workplace is possible, that it is not just an idealistic view of the mind and ambition. Through iterations of this fellowship, we have learnt that this six-months long programme composed of trainings, networking & mentoring makes a meaningful difference and accelerates decent access to sustainable employment opportunities for our fellows.

One might point at the fact that not all of the fellows have yet found a job despite solid proof of know-how, strong skillsets and determination. Yet, it is most likely just a matter of weeks or months, and not years, for them to find a position that matches their desires and competences from now on.

Most importantly, through this fellowship, Techfugees illustrated and affirmed its belief that displaced people are hindered in their inclusion by systemic obstacles & socially designed discriminations. Our work at Techfugees is to design a space free of them for the time of the programme and prepare them to combat these challenges with newly acquired tools once the programmes finishes.

Early successes with the fellowship comes with the risk to be too confident that its impact can be easily reproduced year on year. We need to stay vigilant and make sure we know the success factors as well as what we owe to serendipity and luck. This is why I am pleased about the publication of our first independent impact report. It allows us to take a fresh and lucid look at the program in order to continue to grow and improve.

Special thanks to our partners in 2019, which allowed the funds to get this done and use of its findings to redesign parts of the programme before launching the third edition. While the ideals of social justice and democracy will continue to be the driving force of our work at Techfugees, we are now able to concretely advance and measure our progress towards achieving them with data and independent assessment of our impact.

Thank you to the (small) Techfugees team, Louise and Ambre (and now Mas!). Also the volunteers, Charlotte, Emma, Marie-Aline, Juliette, Marie, Joanna, Lucie, Paul-Emmanuel, the trainers and the French language buddies.

Last but not least, thank you to the mentors, partners, and above all (we save the best for the end!) the fellows, for the trust they have placed in us. You kept energy levels and motivation high til the very end, with one unique shared goal, to accelerate the professional inclusion of competent and motivated women. Thank you and well done!

Joséphine Goube

Executive Summary

One of humanity's basic compulsions is to search for a better life, it cannot be truer for those who seek international protection. They go through many hurdles during and after their forceful displacement to re-establish their lives. Techfugees contribute to their effort in integration.

The organization's innovative #TF4Women Fellowship Programme assisted 14 displaced women in France last year in their efforts to acquire field specific knowledge and accompanied them in developing their career further. This report demonstrates to what extent the programme has made an impact and its limitations.

Through the programme, the fellows were able to further deepen their knowledge in digital marketing, web development and digital project management.

6 fellows have found employment upon completion of the programme while 5 are pursuing higher education. 3 fellows are still going through the refugee status determination process thus this limited their ability to find employment. However, 1 of them had received a concrete employment offer that is to be signed upon obtaining the refugee status.

The programme has boosted the fellows' confidence and in their abilities to find a job. They were also able to better understand practical modalities of working in France and learnt practical skills applicable to professional contexts.

Although the programme mostly assisted fellows, their mentors have also gained valuable professional experience. They felt more engaged in advancing social justice.

The program however, had its limitations. One of them is the limited use of the online training platform Openclassroom. More training on the platform would have helped the fellows further develop their competences and ameliorate their CVs.

Furthermore, in comparison to courses delivered in person raises the question of the relevance of the content that was on offer. More focus and adapting the courses to the fellows' needs and concerns is needed to utilize and maximise use of the platform.

In light of the limitations of the programme, the report consists of practical recommendations for different stakeholders of the programme which could further improve the impact of the next editions of the programme.

Background and context:

The road to exile, in other words, forced displacement entails saving oneself from certain death or escape persecution, is always accompanied by a loss of capital: property, customs, cultures, home, friends, work, language, citizenship, etc.

The phenomenon of forced displacement is accompanied by a gradual process of social exclusion. Often they lose their belongings as they arrive in a new country where they might face many obstacles including language barrier, difficulties in access employment opportunities even though they are skilled, non-recognition of their education, and inability to access their rights among many others. This is a sad reality whether displaced persons and host society are ready to accept it or not.

Integration of displaced persons is of significant debate. As they are distinguished from other categories of vulnerable populations by the fact that they most often start from scratch. According to Asbjorn Eide,

*"they do not have the same opportunity as others to achieve an adequate standard of living on the basis of their own efforts. They therefore require, to a larger extent than the ordinary public, direct provisions, until conditions are established in which they can obtain their own entitlements."**

Specific social interventions and measures are therefore necessary, not only to improve the capacity of these populations to be empowered, independent and socially inclusive, but also to enable their employability. Furthermore, integration measures improve the employability of displaced persons thus the French society can benefit from positive economic impact. It also enhances the acceptance and social inclusion of displaced persons in the local community.

Ensuring this integration into a new cultural setting for displaced persons requires understanding of integration needs and cooperation among all actors, beyond that of measures and interventions by state actors. Integration also requires coordination with all stakeholders on the ground. Specifically, the successful labour market integration of displaced persons can only be achieved through joint efforts of all relevant actors.

Indeed, non-profit organizations are often the first to identify the needs and solutions relevant to displaced people. They can identify solutions with displaced persons, facilitate, support job matching and training of displaced persons. However, they need participation of civil society, through volunteering as they can offer accommodation in the short and medium term. Private sector companies employers can provide opportunities to displaced persons through internships, work placements, on-the-job training and ultimately employment. This type of solidarity and coordination effort can result in sustainable integration. Many such initiatives exist in France that support displaced persons in their professional inclusion.

* Eide A. (2001) "The Right to an Adequate Standard of Living Including the Right to Food", p.145, in Eide, A., Krause, C. and Rosas, A. ed. *Economic, Social and Cultural Rights: A Textbook*. 2nd ed, Dordrecht: Martinus Nijhoff Publishers.

Nevertheless, Techfugees, an impact driven organization, understands this and thus identified technology as a significant tool that could boost the empowerment of displaced persons. Especially by building a sustainable tech for displaced persons ecosystem and supporting inclusion of displaced persons in the tech industry.

A trademark programme of the organization in France is #TF4Women that is aimed at accelerating professional inclusion of displaced women within the French tech industry. For this programme, Techfugees chose to only accelerate displaced women because they continue to confront gender-specific challenges and various forms of discrimination, which are amplified in the context of displacement. Moreover, the lack of women representation in the tech industry is a major cost for women, companies and the entire French tech sector. However, gender diverse teams are on average more creative, innovative, and, ultimately, are associated with greater profitability. As there is a greater demand for this gender diversity in the tech industry, at the end of the programme, Techfugees provide enterprises with skilled candidates who through the programme further developed their capacities, knowledge and skills to support themselves and respond to some of their own integration issues.



Techfugees, an international organization, was created in 2015 in London, with the aim of identifying new technologies with high potential social impact that can contribute to strengthening the capacities of displaced people to be empowered.

The organization believes that forced displacement is accompanied by a loss of capital of all kinds including goods, social and cultural norms, accommodation, friends, work, language, citizenship, etc. The organizations hold the view that technology could be a tool that can assist in bridging and filling these gaps.

Techfugees aspires to build an ecosystem of sustainable technological solutions designed for and by displaced persons and support their professional inclusion in the technology sector.

Introduction

This report is a mean of measuring the effectiveness of organisational activities and judging the significance of changes brought about by the activities of #TF4Women. The aim of the report is to learn from the challenges faced in the implementation of the programme and highlight the impact it has.

Moreover, it also has the objective to draw observations on inclusion of refugee women in the French labor market in France.

This report was drafted and designed by an independent impact analyst.

The first part of the report goes over the details of the program, briefly presents the fellows.

In the second part, an analysis of the experiences of the different participants and the results obtained at the end of the program is demonstrated, then it goes on to offer a set of recommendations to improve the overall experience of future editions of the program.

Moreover, it serves as a basis for observation in order to evolve the design of the program before considering its deployment within the international network of Techfugees.

It was carried out between December and March 2020. This report is the result of 27 interviews carried out between January and February 2020 by the author with the “fellows” (participants), mentors, partners and staff of Techfugees involved in the program as well as a self-assessment by the fellows in December 2019.



Focus of the programme:

Techfugees positions itself as a principle that the sustainable inclusion of displaced persons in their host societies requires:

- coordination between different stakeholders;
 - support for progressive capacity building because these individuals have lost it all;
- and uses digital technologies as a means to accelerate and make the integration process durable.

Returning to work plays an essential role in this sense since it helps rebuild social and economic capital, regain financial independence and opens up the possibility for these populations to really exercise their rights such as opening a bank account, renting an apartment, taking out a loan etc.

Techfugees' #TF4Women Fellowship Programme, implemented since 2017 illustrates this principle. The programme aims to support and accelerate professional inclusion of refugee women in the French digital and technology sector. In fact, the tech sector continues to face gender-specific challenges, which are amplified in this context of forced displacement.

The benefit of the programme is multi-fold. The first objective is to train the fellows and ensure they obtain certificates, improve their level in French, the possibility to demonstrate their capacities and resilience, as well as proving their strength to future employers and colleagues. The ultimate objective is to ensure they have a job upon completion of the programme in their host society.



Louise Brosset

Coordinator of the programme

"#TF4Women fellowship programme is not just about numbers or the logistics put in place over several months to support 14 people, 14 women, in their access to employment. It is an example, a proof, on a small scale, that we can build a more inclusive society, in which the potential and the uniqueness of an individual are recognized as an opportunity and not as a risk. In a world where technology is crucial, it is time to put it to use for common good. I was honored to coordinate this programme. Thank you to volunteers of the Techfugees for their time and energy, to the partners for their support and above all to the participants for their confidence and determination. The relationships created go beyond the jobs found at the end of the programme. It is an accomplishment of which we can be proud as a community. And it only is the beginning!"



Why technology?

In France, the "tech" sector offers a multitude of professional perspectives and development, in which diplomas are less considered rather than experience and know-how as well as cultural and language differences less of a barrier. The industry is currently structurally providing jobs, positions that are often considered to be of sound choice and futuristic. Furthermore, the industry has the reputation to be more open to diversity and inclusivity. Thus, Techfugees has chosen to focus on a programme aimed at specifically promoting and supporting the integration into this sector in order to give participants the keys to sustainable inclusion in their host society.

Why women?

Refugee women have difficulties that are eight times* higher than their male counterparts in terms of professional inclusion. This is due to various factors such as that refugee women face specific challenges and risks that include psychosocial stress, family separation, health complications as well as risks of exploitation. Women also often are the main caretakers for children and elderly family members, which deepens their need for protection and support. They are frequently faced with a duality of cultures and must function with norms and expectations that often conflict.

Moreover, the lack of representation of women in the technology industry is a major cost for women, businesses and the entire French technology sector. It has been shown that mixed teams are on average more creative, more innovative and generate greater profitability. Secondly, the programme also contributes to closing the gender gap, especially in the tech industry. Companies with diverse teams that include more women tend to be more creative, innovative and ultimately more profitable.

Consequently, there is a growing demand for this gender diversity in the sector. In this aspect, Techfugees combats unemployment and exclusion of refugee women from the job market. The programme is a platform that provides french tech companies with readily available candidates that reduce the effort of searching skilled workers that responds to the shortage of women in the tech sector. Through the program, the fellows are able to improve, further develop their capacities, knowledge and skills. That respond more relevantly to the needs of the sector but also, and above all, to provide for their own needs and to cope with exclusion.

Considering this,

- that women often seem distant from existing training and support offers on the labor market, in the public and private sectors;
- and the lack of female talent regularly in the digital industries sector;

Techfugees has chosen to reserve this program exclusively for women and to take into account their specific needs.

* Les réfugiés en France : des travailleurs étrangers (presque) comme les autres?, Ministère du Travail, 2018

Profil des fellows



Cherine was a civil engineer in Syria. There she worked as a humanitarian, on missions including women empowerment, media relations and impact evaluation as a project manager. In France, before joining the #TF4Women, she worked as assistant site manager at a construction site. She perceived the programme as an opportunity that would allow her to establish a career in the tech industry as she did have any previous experience in this domain. Thus, she wanted to learn as much as possible to become a data analyst.



Clementine studied medicine and public health in Rwanda. She participated in the programme in order to immerse herself professionally in France. She also wanted to benefit from the experience of a personalised mentor who could guide her in this process. Most importantly, she wanted to find an internship through the health sector as a developer.



Dagmawit obtained an undergraduate in civil engineering in Ethiopia. In France, she learned coding languages at École 42 of Xavier Niel. In addition to the #TF4Women Fellowship Programme, she is currently pursuing a second undergraduate degree in computer science at the University of Créteil.



Dechen, of Tibetan origin, has always been very curious about the role of technology in the society as a whole. Curiosity became a passion and she wanted to become a full stack developer. She expected the program to allow her to develop practical skills to make her passion a reality. And Learn from a mentor's experience, develop her coding knowledge and find a job. In the future, she wants to set up her own technological start-up.



Fatima worked as a midwife in Afghanistan. In France, she graduated with a master in public health, specializing in epidemiology and biostatistics from the École des Hautes Études en Santé Publique (EHESP). She wanted to build her professional network as well as improve her knowledge in data analysis. At the same time, in September 2019, she started a third master in clinical research at Paris Descartes University.



Germaine obtained a 2 diploma equivalent to in Rwanda in electronics and telecommunications. Following her exile in France, she wanted to understand what the field of technology can bring to her for her professional development. She hoped it would boost her confidence and her knowledge of community management through social media. In addition, she saw the program as an entry point that would allow her to start a new career in France.



Inès, of Congolese origin, holds a master's degree in finance, banking and insurance. She has worked in customer relations in her country. She also worked at the International Bank for Africa for two years. Once exiled in France, she participated in the programme in order to learn from professionals who work as developers. The possibility of having a job as a full stack developer motivated her to participate in the programme as well as to build a professional network.

Profil des fellows



An accountant in Syria, Mariam wanted to improve her French, understand the practical modalities to find a job in France. While learning from a mentor on improving her transferable skills in her new professional environment. Most importantly, she believed that the programme would allow her to continue learning about accounting and web development.



May was an art director. Before leaving Syria, she worked in collaboration with world famous companies such as Lipton, Saudi Airline, Tropicana. Through the program, her goal was to strengthen her skills in UX-UI and digital design.



Mojan holds a bachelor's degree in chemistry obtained in Iran. She worked as a quality control manager in the automotive sector in Iran. In France, she had worked at L'Oréal as a quality technician. She wanted to deepen her knowledge of digital project management through the programme. Ultimately, what she wanted from the programme was to gain practical experience and deepen her level of French while learning from the experience of a mentor.



Nahla worked for many international companies in different countries before being forcibly displaced from Syria. She has held positions of manager in digital marketing, communication strategies and project management in several fields. She participated in the programme because she wanted to understand the French business and work culture, learn French and find a job in the French technological industry, in particular at a strategic level.



Nibal holds an undergraduate degree in economics from the University of Damascus and a master's in linguistics from the Lebanese University. She worked as an accountant in Syria and as a program coordinator education in Lebanon. Her goals in the programme were to become a web developer, as well as to build a professional network and learn about the best ways to get into the job market in France.



A physics teacher in Turkey, Ozlem had always been passionate about coding languages. She wanted to get involved in technological projects. The programme was for her a means to acquire enough knowledge on web development in order to immerse herself professionally as a junior web developer. She also wanted to use the programme as an opportunity to improve her French.



Rana was a computer engineer and lecturer in Syria. She already mastered different programming languages including C, C++, Java, SQL, PL-SQL, HTML. Her objectives in the programme were to understand the practical modalities that lead to a French employment contract, while further improving his technical skills. She also wanted to improve her French and use the programme as a platform to develop her professional and social network.

Selection method:

Two months before the start of the programme, Techfugees launched a call for applications. This call was relayed and shared via a network of actors from the public, private and non-profit sectors. Thanks to widespread sharing, Techfugees received a total of 47 applications for the 2019 fellowship programme.

Techfugees selected the candidates based on their level of French, their general motivation and the consistency of their past experiences in line with the objectives of the programme, as well as their desires to work in the technological industry. It is important to mention that Techfugees had opted to include asylum seekers who were waiting more than 6 months for their refugee status determination process at the OFPRA (French Office for the Protection of Refugees and Stateless Persons). As asylum seekers can be granted the authorization to work at the discretion of prefectures, if OFPRA takes more than 6 months to determine the outcome of refugee status.

In 2019, Techfugees chose to select only 14 fellows because only these profiles were in line with the objectives of the program. Techfugees felt that many candidates were simply curious about the technology sector rather than having real motivations to find a job in the sector.

Content of the programme:

Techfugees matches the fellows with a professional who works in the same field and in the same position to which the fellow aspires.

During the first two months, they discover general knowledge of working in tech and qualifying skills associated with the following three sub-fields:

- web development;
- digital project management;
- digital marketing;

Thanks to Techfugees official partners, they choose and follow certified online courses accompanied by physical group sessions ;

Techfugees organizes networking events that allow fellows to develop their professional network and improve their knowledge in their targeted field;

Techfugees organizes two general meeting events between recruiters from the tech sector during which the fellows publicly presented their professional project and carried out formal and / or informal interviews;

This is combined with French and public speaking sessions.

Calendar



#TF4Women: Numbers talk



4.4 / 5

the fellows have developed skills during the program which are in line with their professional project

4.3 / 5

the fellows feel confident in their ability to find a job in line with their professional development in the next 6 months



47

APPLICATION RECEIVED



22

CERTIFICATES OBTAINED



5

FELLOWS IN HIGHER EDUCATION



6

FELLOWS RECRUITED



€
22 200
EUROS

total value of the training provided by Techfugees' partners

€
11 200
EUROS

approximate value of the personalised mentoring

Limitations: Fellows did not become independent enough on OpenClassrooms as illustrated by only 22 certificates. Review by peers discouraged some fellows as peer reviews did not reflect the fellow's actual level of skills and their lack of self-confidence in reviewing others. The technical vocabulary, in French, also slowed down the pace of learning and a motivation issue. For others, the level of the courses offered was considered too basic for their own skills and experience.

Fellowship according to the fellows:

The main benefits of the program highlighted by the fellows during the interviews were:

FAMILIARISING WITH PROFESSIONAL WORLDS

Techfugees organized discovery days in different tech companies, which enabled fellows to obtain answers to their questions directly from professionals. It allowed them to understand concretely the daily tasks of the professions to which they aspire to work in as well as to imagine their future workday and professional activities in France;



DEVELOPING OF SOUGHT-AFTER AND FUTURE PROOF SKILLS



the fellows were able to develop specific skills with the help of two trainers who guided them throughout the programme. These were both transferable skills and technical skills in demand on the current job market and for which multiple promising career opportunities exist;

OBTAINING CERTIFICATES RECOGNIZED BY EMPLOYERS

the fellows have had the opportunity to take online and physical courses thanks to several partnerships which enabled obtaining certificates that are recognized by employers. It also made them discover and grasp online course softwares and experience self-discipline and autonomy in learning;



IMPROVING APPLICATION PACK



the program has enabled fellows to have their application file ready for use at any time. They were able to update and edit CVs, cover letters and update their LinkedIn profiles in an attractive manner. They were also able to conduct mock interviews with their mentors and presented themselves during networking sessions and professional meetings in front of recruiters which boosted their public speaking skills.

Results and Impact Analysis

Summary of the impact of the mentoring according to the fellows:

Reinforcement of the feeling of inclusion, combating exclusion	1 A PAIR OF EARS TO LISTEN:	the fellows have repeatedly mentioned that in mentors, they have found an ear to confide in, share their thoughts and their frustration, whether it be about their professional, personal or administrative situation. In addition, some have developed a very friendly relationship with their mentors;
Re-acquisition of cultural capital	2 JOB-SPECIFIC KNOWLEDGE:	the fellows were able to gain know-how of daily tasks and orientation towards obtaining a job in the chosen professional field thanks to individualized mentoring sessions;
Re-acquisition of socio-professional capital	3 EXPANSION OF PROFESSIONAL NETWORK:	the fellows said that thanks to their mentors, they were able to meet professionals in different companies who carry out the activities they wish to exercise and created relationships with some of them. Which allowed them to further develop their professional network;
Re-acquisition of human capital and strengthening of autonomy	4 STRENGTHEN SELF-CONFIDENCE:	the fellows reported feeling more focused, energetic and confident and said that participating in the mentoring program had helped them in their personal development;
Empowerment and independence	5 ABILITY TO PLAN FOR THE FUTURE:	the fellows have developed both a short-term plan as well as a medium and long-term plan with specific measures to be taken to take their career further in their chosen field;

Summary of the impact of the programme according to the mentors:

- **Sense of engagement:** the mentors noted that the programme allowed them to meaningfully contribute to social inclusion to do their part in promoting social cohesion, which they found to be very stimulating. They also felt that in part, they were able to put their professional experiences and expertise to advance others. Especially a few mentors felt they were also advancing the issue of gender equality at work through their participation;
- **Professional and personal development:** mentors noted that they were able to develop themselves from the experience of participating in the programme and learnt from meeting the fellows. In a sense that they were able to see different cultures from a different point of view which was eye opening to further develop their career;
- **Sense of satisfaction:** both workplace and personal satisfaction was a duly outcome for the mentors. As they felt valued by the fellows, Techfugees staff and their colleagues, it initiated a deep feeling of satisfaction among the mentors. Furthermore, they expressed being grateful and proud to work for a company that encouraged a concrete participation against social exclusion;
- **Perception change:** some mentors had preconceived and stereotypical ideas of migration and displaced persons, in particular because of the negative perception portrayed in the media. However, participating in the programme as mentors allowed them to understand the realities of forced displacement. In particular to better understand the extent of the resilience and capacity building of the fellows despite the hardships and ordeals they had to endure.



According to Inès Arthur, a mentor, #TF4Women is:

"TF4Women is a wonderful and of quality programme helping refugee women in their search for a job in the french tech and digital development sector.

The Fellowship Programme has 3 main aspects:

- Learning- with a training on 3 different job areas of tech and digital development;
- Mentoring- to listen, support, building confidence and accompany the women and throughout their engagement with the programme;
- Networking- to allow them to be more visible and enhanced among French Startups and key actors in tech and digital development.

But above all, it is a human adventure where all stakeholders involved learn from the experience of others."

Summary of the impact of the program according to partner companies:

- **Inter-departmental cohesion:** having several employees of the same company led to the reinforcement of inter-department dialogues. This also strengthened the corporate culture (for partners with more than two participating mentors);
- **Professionalization of volunteering:** the mentoring activity was valued by the company (either by the accreditation of their mentoring hours matched by donations to the organization or by the internal promotion of the more individual participation), this motivated the mentors to invest more time and promote the programme and contribution of the company among their colleagues;
- **Brand and corporate image recognition:** employees participating in the program felt that their companies were genuinely committed to advancing the issues facing the society and that their participation had improved the impact of their companies on society;
- **Observation of ecosystems:** as weekly sessions were organized in different tech enterprises in Paris, presentations of these host enterprises at the beginning of the sessions allowed the mentors to find out about innovative startups. Which allowed them to propose potential collaboration by having direct contact with the host companies.



According to Dechen, a fellow, "I know it's only a network and a programme but for me it's also a family and I feel less marginalized. I was an empty jar but now I feel full after participating in this programme.

For me, the programme was:

- an opportunity to network;
- an occasion to participate in social activities ;
- a lead to exciting new career prospects;
- a moment for inspiration and motivation."

Recommendations

Recommendations for Techfugees

- Expand the timeline of the programme to 8 months as well as increase training material- especially by introducing technical courses to start early;
- Provide a technical guide to the fellows, mentors and educators about the expectations of the programme;
- Explore the possibility of psychological support for the fellows to deal with the realities of settling in a new cultural settings that includes discrimination, victimisation and stigmatisation;
- Involve an social assistant who could assist the fellows with their administrative procedures;
- Introduce a follow up platform (such as Slack/Trello) for all the mentors and fellows to exchange ideas and keep track of their progress;
- Encourage fellows to create projects that demonstrates their abilities by doing extracurricular activities (such as creating a product/website);
- Support the involvement of mentors in the beginning of the programme to co create fellows' professional projects and ambitions;
- Organise more networking and job dating sessions during the programme as well as provide more support in preparing;
- Keep in communication with past all past participants and put them in touch with current participants if needed;
- Organize regular extra-curricular social activities with all participants.

Recommendations for mentors

- Encourage the use of French by being an ear to listen and provide the opportunity to practise and explain cultural differences in a friendly open minded way;
- Organize activities with the fellows outside of proposed sessions by Techfugees;
- Invite them to meet colleagues and introduce them to your professional network;
- Be a source of motivation and encourage self sufficiency of the fellows;
- Respect and arrive on time for the sessions as well as build a friendly relationship;
- Explain your function and scope very well to the fellows and ask them how you could assist them, especially with the job search;
- Assist and encourage the fellows to adopt the recommendations made for them in this report;
- Report any difficulties to Techfugees.

Recommendations for fellows

- Make a very precise short and long term professional plan to stay in line during the programme. Ask your mentors/Techfugees staff if help is needed;
- Attend all sessions organized by Techfugees and inform Techfugees if you cannot attend;
- Provide regular feedback and suggest ways to improve the programme whenever possible in a constructive manner.

Recommandations for partners

- Highlight your support for the programme by communicating on your commitments in the programme internally and externally;
- Seek Techfugees' advice on how to communicate and present the programme taking into account the dignity and respect of the participants;
- Encourage the formation of a dynamic group of employees who aspire to contribute to social justice and value their skills and their time by putting them at the service of others;
- Raise awareness about the programme in the company by inviting the fellows to spend a day in company premises with employees;
- Reflect of the positions that will soon be available in your company from the beginning of the programme to potentially recruit one or more fellows.

Conclusion

Ensuring that displaced persons are given the means to take part in and contribute to the host community is very crucial in determining the future of society as a whole. Therefore the question is to what extent programmes such as #TF4Women contributes to that process.

The most important impact the programme achieved is to boost and accelerate the fellows' professional and social inclusion in the French society. Six fellows are currently working upon leaving the program. Five others in a similar process which should turn into jobs in the coming months. The programme has succeeded in ensuring that the fellows reach a level of economic and social capital similar to what was before their displacement according to the theory of change of the organization.

While the programme was able to achieve its main goals, there remains room for improvements. To this end, the report has outlined particular recommendations for different actors. It also remains to be seen how the program has improved the lives of fellows, in the medium and long term as well as whether the programme can be scaled up elsewhere, at the discretion of strategic direction. For this, an additional assessment, complementary to this report, could be very useful in a year.

Development of this evidence based report should encourage Techfugees, especially its partners to employ fellows and other qualified displaced persons within their teams to lead by example for other actors of the society.

Acknowledgment

The programme was able to deliver these results thanks to the following people:

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The following companies have been extremely helpful to fellows in developing their network:



Partners

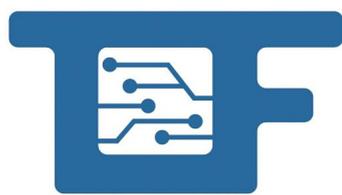
Techfugees is extremely grateful to the following companies for their crucial support:



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