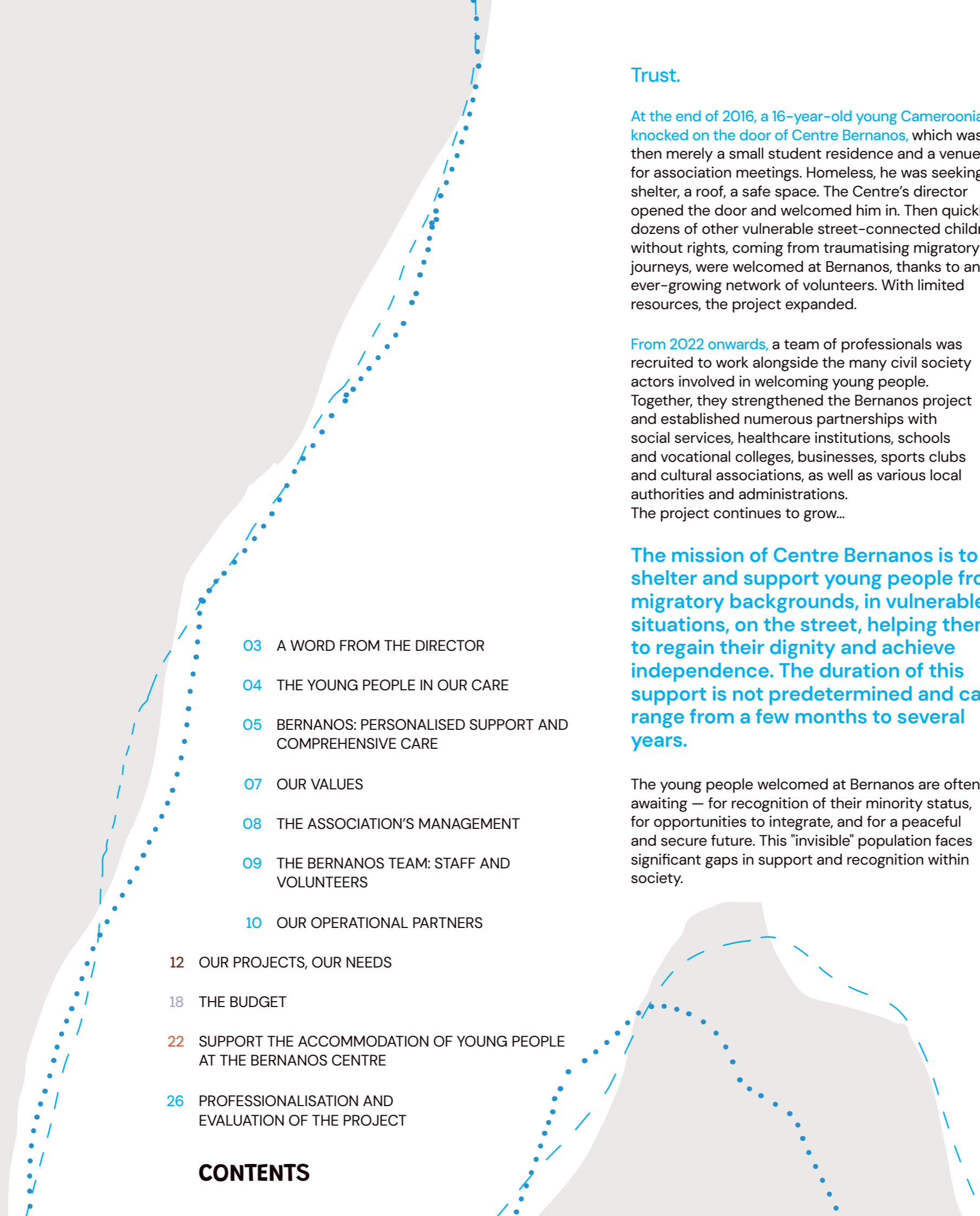


# ASSOCIATIVE PROJECT



STRATEGIC  
PLAN  
2024-2028



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## Trust.

At the end of 2016, a 16-year-old young Cameroonian knocked on the door of Centre Bernanos, which was then merely a small student residence and a venue for association meetings. Homeless, he was seeking shelter, a roof, a safe space. The Centre's director opened the door and welcomed him in. Then quickly, dozens of other vulnerable street-connected children, without rights, coming from traumatising migratory journeys, were welcomed at Bernanos, thanks to an ever-growing network of volunteers. With limited resources, the project expanded.

From 2022 onwards, a team of professionals was recruited to work alongside the many civil society actors involved in welcoming young people. Together, they strengthened the Bernanos project and established numerous partnerships with social services, healthcare institutions, schools and vocational colleges, businesses, sports clubs and cultural associations, as well as various local authorities and administrations. The project continues to grow...

**The mission of Centre Bernanos is to shelter and support young people from migratory backgrounds, in vulnerable situations, on the street, helping them to regain their dignity and achieve independence. The duration of this support is not predetermined and can range from a few months to several years.**

The young people welcomed at Bernanos are often awaiting — for recognition of their minority status, for opportunities to integrate, and for a peaceful and secure future. This "invisible" population faces significant gaps in support and recognition within society.

Over 7 years, Bernanos has welcomed approximately 200 young people and has worked to gradually restore the dignity they had lost, to the point where they now actively contribute, through the richness of their resilience and work, to strengthening a culture of welcome and encounter that enriches our society.

The welcome implemented at Bernanos seeks to address all dimensions of a person's dignity and integration in France: shelter, nutrition, access to healthcare, medical follow-up, schooling, vocational training, cultural and leisure activities, legal and administrative support, guidance toward independence, assistance in finding a first job, and access to autonomous housing. This comprehensive approach restores dignity, fosters personal growth, and opens new paths for the future.

Together, through commitment and creativity, volunteers, professionals and partners have demonstrated Bernanos's ability to respond positively to the challenges of migration, providing a welcoming place and supportive environment for young people fleeing poverty, war, or regions rendered inhabitable by climate disruption.

**On behalf of the young women and men we welcome: a heartfelt THANK YOU to all!**

With trust...  
Thomas WENDER  
Director

## A WORD FROM THE DIRECTOR

## THE YOUNG PEOPLE WELCOMED

The first young person welcomed at Centre Bernanos, in February 2016, came from Cameroon. Having left his country in January 2014, and after two years of hardship, he had just arrived in France, in Strasbourg; with neither family nor friends, looking for a place to sleep, he knocked on the door of Centre Bernanos. Born in June 2001, he was not yet 15. The university chaplain agreed to welcome him, house him, and support him alongside the Caritas association. Ten months later, in November 2016, Abdoulay was recognised as an "unaccompanied minor" and taken into care by the Child Welfare Services (ASE) of the Collectivité Européenne d'Alsace (CeA). Eight years later, he has a profession, manages his own housing, and regularly visits Bernanos, his "home". Then, soon after, dozens of other teenagers knocked on Bernanos's door.

The 300 young people welcomed since 2016 come from all corners of the world, primarily from two geographical areas: **West Africa (Guinea, Côte d'Ivoire, Cameroon, Sierra Leone)** and **South-West Asia (Pakistan, Afghanistan, Bangladesh)**. The vast majority are young boys, though currently eight young girls are also part of the group. They are predominantly French speaking.

The reasons for which they left their country are multiple. Most often, they fled from serious threat to their physical or moral integrity, depending on the geopolitical and cultural context of their country. The young people welcomed at Bernanos reflect a **multiplicity of journeys**, each having arrived on French soil for personal reasons. However, **all have taken dangerous migratory routes at the risk of their lives**. Upon arrival in France, these young people have no status. As neither "unaccompanied minor" nor refugee, they cannot be referred to any reception facility — except the already overstretched 115 emergency line. They are alone, on the street, at risk of all dangers and all forms of marginalisation.

Aged broadly between 15 and 19, they arrive at the Centre referred by Social Services at the train station, the Themis association, their lawyers, the ASE of the CeA solidarity associations, or word of mouth...

Some ask to stay just a few nights but for the majority, the goal is to obtain "unaccompanied minor" status; they ask for support in having their rights recognised, being taken into care by the ASE, obtaining refugee status, or a residence permit. Most therefore stay for several months, and often several years.

## BERNANOS: PERSONALISED WELCOME AND INTEGRAL SUPPORT

Our project, unique in the area, offers support **integrating all dimensions of the person**. The main areas of our action are the following:

### Administrative procedures

Procedures with the CeA, applications for residence permits, asylum applications... Young people often need explanations to understand the roles of judges and lawyers, and the possibilities open to them.

### Physical and mental health

Young people arriving at Bernanos after a long, dangerous, physically and psychologically exhausting migratory journey require prompt care. Many suffer from health issues related to their journey — such as knee injuries, dental problems, and wounds or scars that bear witness to maltreatment. Many also, burdened by a traumatic history and exile, need psychological support.

### Schooling

Schooling is one of the central pillars of the reception project. For the association, a young person's stay should not merely be a waiting period for potential regularisation. Attending school or vocational training is a necessary step in their integration. School provides a structured environment that quickly allows them to become independent, to build relationships with peers and teachers, all thanks to strong support from the teaching staff of our partner establishments.

Being in school aligns with each young person's own wishes. It allows them to shift focus from the stress of administrative procedures and provides a vital "escape" where they can engage in activities crucial for their future. For many, schooling in France — often following only brief education in their country of origin — rekindles their desire to learn and to pursue vocational training.

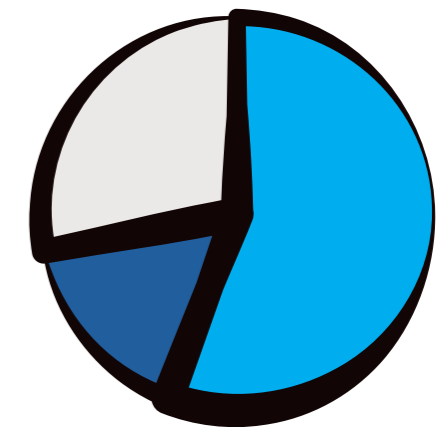
Around these three areas, Bernanos provides attentive listening, a warm welcome and a personalised plan for each young person, taking into account their personal history, plans and expectations.

A **Social Life Council**, held three times a year, brings together the team and all young people, who are active contributors to the project. It provides a space for planning and discussing new arrangements for daily life.

Daily life at Centre Bernanos also provides an important space for personal growth and self-development, in close contact with other young people, within a safe and meaningful environment. Some young people supported by Bernanos are housed with families, with friends, or later in Youth Worker Hostels (Foyers Jeunes Travailleurs).

To carry out this project, Centre Bernanos offers customized support for young people from migration backgrounds as they navigate their journey in France. The association develops and works with a network of schools, institutions, local authorities, housing providers, employers and volunteers to meet young people's needs, help them regain their dignity and support their integration.

SCHOOLING AND VOCATIONAL TRAINING OF YOUNG PEOPLE IN CARE IN 2023



- 56% Young people in school or vocational training (28)
- 16% Young people who obtained a qualification (8)
- 28% Young people awaiting schooling or training (14)



## TESTIMONY

Access to education and vocational training is a priority for every young person welcomed at Centre Bernanos. It meets a strong demand from those whose schooling was interrupted by time spent on migratory routes. The desire to obtain a qualification, pursue a first job and achieve independence is deeply felt by all, often expressed through a strong motivation and thirst for learning – qualities highly valued by training institutions.

The great majority of young people enrol in vocational programmes in technical lycées, including bakery and pastry, cooking and service, construction trades, and hairdressing.

Gaining experience in companies, through internships, apprenticeships or job placements, is crucial for securing a first job. Collaboration with businesses is therefore a key component of the integration programme.

The importance of education and vocational training is illustrated by Hassan’s story. Upon his arrival at Centre Bernanos, Hassan spoke neither French nor English. He first joined a UPE2A class and then began training in catering, but quickly realized it was not right for him. He subsequently shifted to a CAP in hairdressing. Thanks to several salons that welcomed him for internships, Hassan was able to complete his CAP and gain professional experience in hairdressing. He is now in his final year and has won two first prizes at regional competitions.

## OUR VALUES

**TRUST**

**LISTENING**

**INNOVATION**

**CREATIVITY**

**SIMPLICITY**

**PERSEVERANCE**

**PROFESSIONALISM**

**UNCONDITIONAL AND PERSONALISED WELCOME**

## ASSOCIATION GOVERNANCE

Centre Bernanos is a non-profit association under local law, recognised as serving the public interest, and located at 30, rue du Maréchal Juin, Strasbourg.

**The Bureau** is elected by the Board of Directors for a renewable one-year term. It ensures that the association's objectives are met, oversees management, verifies accounts, and monitors the implementation of decisions made by the General Assembly.

The Bureau comprises the president, the Centre's director (ex officio), a treasurer, a secretary, and other members committed to the project. Its members bring expertise in areas such as child protection, management, facilities and budgeting. One Bureau member currently works alongside the educational team, and another will soon take responsibility for volunteer follow-up.

The Bureau is attentive to the quality of support provided to young people, as well as the professional development of the educational team, the structuring of the association, the local anchoring of the project and the issues related to funding. The Bureau meets at least five times per year.

**The Board of Directors** is elected by the General Assembly for a renewable one-year term and consists of 8 to 11 members. Board members participate in thematic working groups linked to the association's activities and report on the progress of their work to the Bureau. The Board meets at least twice a year.

**The General Assembly** provides a forum to present project developments and review the budget. It facilitates broad and open discussions on the key themes of the project and the strategic directions to be taken. The General Assembly is convened at least once a year.

### Stability and renewal

Since 2016, the Board of Directors and the Bureau have each year included new members, creating **a dynamic that balances stability with the introduction of new "perspectives" and skills**. This regular renewal within a stable core team guarantees the **continuity and evolution** of the project. **Creativity, flexibility and adaptation** are the guiding principles at Bernanos, reflecting the intuition and originality that have shaped the project since its founding.

## THE CENTRE BERNANOS TEAM

### The Director

The Centre's director, Father Thomas Wender, parish priest of the University Parish in Strasbourg, is the founder of the project for welcoming young migrants. In 2016, he was the one to welcome the first young person and has since worked tirelessly to develop the project to meet the evolving needs of those received. As director, he oversees the entire project: managing the team of professionals and volunteers, seeking new funders, liaising with partners, monitoring the budget, and initiating new directions... He remains the guardian of the project's vision and its ongoing development.

### The Staff Team

Three educators are responsible for the overall educational support and follow-up of young people welcomed at Centre Bernanos: a specialist educator, an educator in the process of VAE (validation of prior learning) as a specialist educator, and a specialist educator in apprenticeship. They share a range of support tasks, including monitoring schooling, coordinating volunteers, organising leisure activities and educational activities (particularly during the summer), and providing medical, administrative and legal follow-up, as well as supporting hosting families.

Interns regularly join the team and participate in these tasks. The newly qualified specialist educator coordinates team organisation and service continuity under the authority of the Centre's director. Additionally, a professional manages fundraising and communication, a cook prepares meals (evenings & weekends), and an educational assistant oversees security of the premises at night.

**The increasing number of young people, along with the development of multiple projects, requires expanding the team** and bringing in new professionals to support education, communication and fundraising.

### The Volunteers

Since the beginning of the reception project, around a hundred volunteers have contributed to a wide range of activities. They are involved in many aspects of young people's lives: teaching French, providing school support and tutoring, accompanying them to medical appointments, preparing meals, offering leisure time, hosting for short stays, and offering artistic, creative, recreational and sporting activities. We extend our heartfelt thanks to all of them.

## OUR OPERATIONAL PARTNERS

### Health partners

- [La Boussole](#) – Centre for permanent access to healthcare
- [CAMPA](#) – Centre d'Accueil Médico Psychologique pour Adolescents (Medical-Psychological Reception Centre for Adolescents)
- [La Maison des Ados](#) – A space for listening, advice, and support
- Other healthcare professionals – Doctors, psychologists, physiotherapists, dentists, and any other specialists needed by young people.

### Housing access partners

- [Association Caracol](#) – Mixed and solidarity shared housing
- [SIAO](#) – Integrated Reception and Orientation Service
- [FJT](#) – Foyer de Jeunes Travailleurs (Youth Worker Hostel)

### Legal rights access partners

- [Association Thémis](#) – Access to rights for children and young people
- Young people's lawyers

### Partner für Freizeitangebote

- [Association Kabubu](#) – Social and professional inclusion of exiled persons through sport
- Mainstream sports or cultural associations, [Association l'Arche](#) in Strasbourg
- [FEC and Stift](#) – university restaurants
- [Emmaüs Connect](#) – Communication services (mobile SIM cards, computers)
- [University of Strasbourg, Migreval Laboratory](#)

2024  
↓ 25  
26  
↓ 27  
2028

## OUR STRENGTH

Centre Bernanos brings together a wide range of public, private, and civil society partners to help restore the dignity to young unaccompanied migrants living on the streets. Partners support them across education, employment, justice, administration, culture, sport, housing, health, nutrition, environmental protection, and more.

## OUR PROJECTS, OUR NEEDS



### INCREASING RECEPTION CAPACITY AND IMPROVING LIVING CONDITIONS

To provide a living space better suited to group life while respecting individual privacy, the Centre Bernanos team is working to improve reception conditions. This need is increasingly urgent as the number of young people seeking support grows, requiring an expansion of our capacity.

Improving living conditions for young migrants aims to promote both physical and mental well-being, with a positive impact on their academic success and integration.

**To meet these needs, we plan to offer a redesigned night space:** replacing the shared dormitory with small individual bedrooms, a larger bathroom, a study and relaxation room, and a professional kitchen. Additionally, a bicycle storage area will become essential.



## DEVELOPING RECEPTION FOR YOUNG GIRLS

In the early years, Centre Bernanos could only offer a large room converted into a dormitory, and consequently welcomed only boys. Since 2021, however, the portion of young migrant girls on the street has been increasing, many of whom are at risk of being drawn into prostitution networks. Although they represent only 6.8%\* of the total number of young migrants on the street, they require special attention. In 2023, six young girls were welcomed thanks to the availability of rooms in Centre Bernanos' small student hostel.

**To better protect and support young girls, we plan to expand reception capacity by providing additional rooms in the hostel.**

*\*Ministère de la Justice. (19 September 2023). Unaccompanied foreign minors: an increase in arrivals in France in 2022. URL: <https://www.viepublique.fr/enbref/290953mineursetrangersnonaccompagneslebilandelasituationen2022>*



## CORPORATE SPONSORSHIP: EXPANDING OUR NETWORK OF HOST COMPANIES

**Professional integration is a major challenge** for the young people we welcome. The association collaborates with various businesses that host these young people for internships, site visits, apprenticeships and first jobs. Beyond gaining professional experience, they acquire workplace skills, learn the dynamics of job seeking and gradually develop their own career plans.

The vast majority of young people enrol in vocational training programmes, such as CAP or Baccalauréat Professionnel. Some train in cooking, baking, catering and hospitality; others in construction trades including electrical work, plumbing and painting; while some pursue hairdressing.

**To better meet the needs of young people, we aim to expand our network of host companies.**

*"I am currently studying for a CAP, in the first year of pastry chef training, and I currently live in a shared apartment. My situation is no longer like it was at the beginning; I have been regularised and things are going better."*

— Ousman



## SCHOOLING AND VOCATIONAL TRAINING: EXPANDING OUR NETWORK OF ESTABLISHMENTS

Schooling and vocational training are central pillars of the Centre Bernanos project. Young people arrive with highly varied academic backgrounds: some have had uninterrupted schooling, while others were only able to attend school for a few years; some speak French, while others do not.

In this context, and in coordination with the Centre d'Information et d'Orientation (CIO), we seek schooling and vocational training opportunities that align with each young person's aspirations and the options available to them.

Once schooling begins, the Centre Bernanos team maintains close contact with educational establishments and supports young people in finding internships and making informed choices about their career paths.

To better meet the needs of young people, we aim to expand the number of establishments offering vocational training tailored to their career goals.

*"Centre Bernanos helped me find a school; aside from that, I also got involved in various associations. I felt safe during the 4 months I spent at Bernanos."*

— Jeancy



## EXPANDING THE NUMBER OF SOLIDARITY HOSTS

Flatshares, families and former young migrants who have become independent all contribute to the community hosting model, which is a key strength of the Bernanos project. This approach gives young people another way to grow and integrate into society.

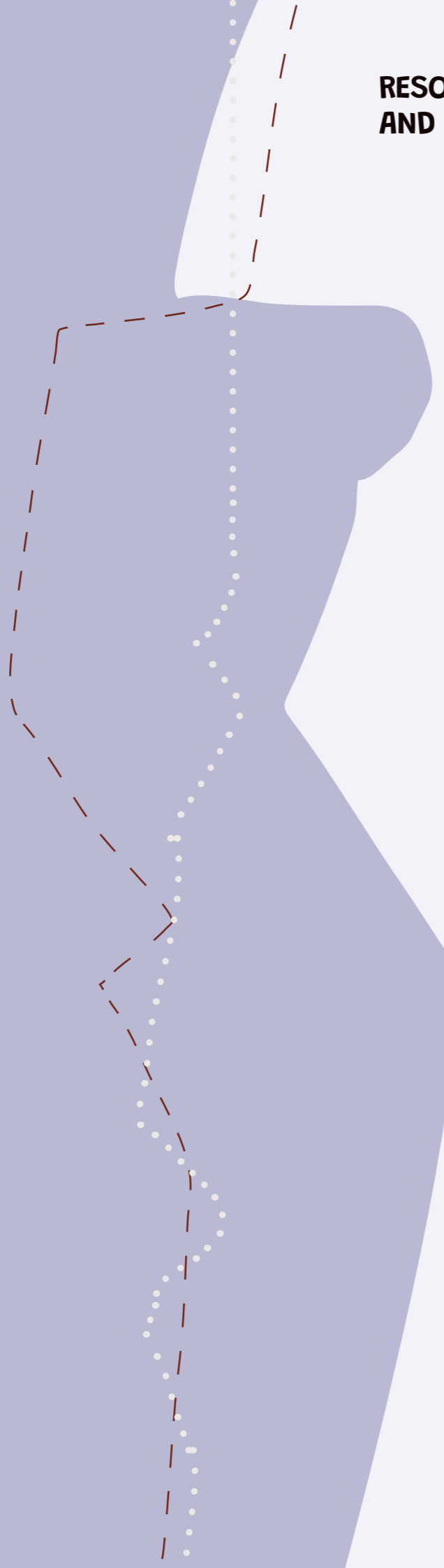
*"I spent 2 years doing cycling outreach in Strasbourg with the Vélos du Cœur. After moving to a village 25 km away, continuing the outreach became a bit more complicated. I was looking to get involved but in a different way. We had a spare bedroom and I knew that the number of people living on the streets was significant. I began talking to people around me about our desire to welcome someone in need. Some time later, someone forwarded me an email from Centre Bernanos — they were looking for solidarity hosts for a young Ivorian who had just arrived in Strasbourg. Everything happened very quickly. I replied that we could consider hosting the young man, and two calls later an educator came to our home with him. The following weekend, he was staying with us. It has now been 9 months that we have been hosting him on weekends and school holidays, and we are all delighted with this arrangement. Not for a single moment have we regretted our choice — quite the contrary. It takes some time to get to know each other, but today we can say that we have built a relationship of trust, and we are as attached to him as he is to us. We share a great deal of laughter, meals, activities, conversations. It has been a very enriching human experience. We can only encourage anyone considering solidarity hosting to take the plunge and not overthink it. There is far more to gain than to lose."*

— A solidarity hosting couple

# RESOURCES AND BUDGET

# PARTNERINSTITUTIONEN UND -VERBÄNDE

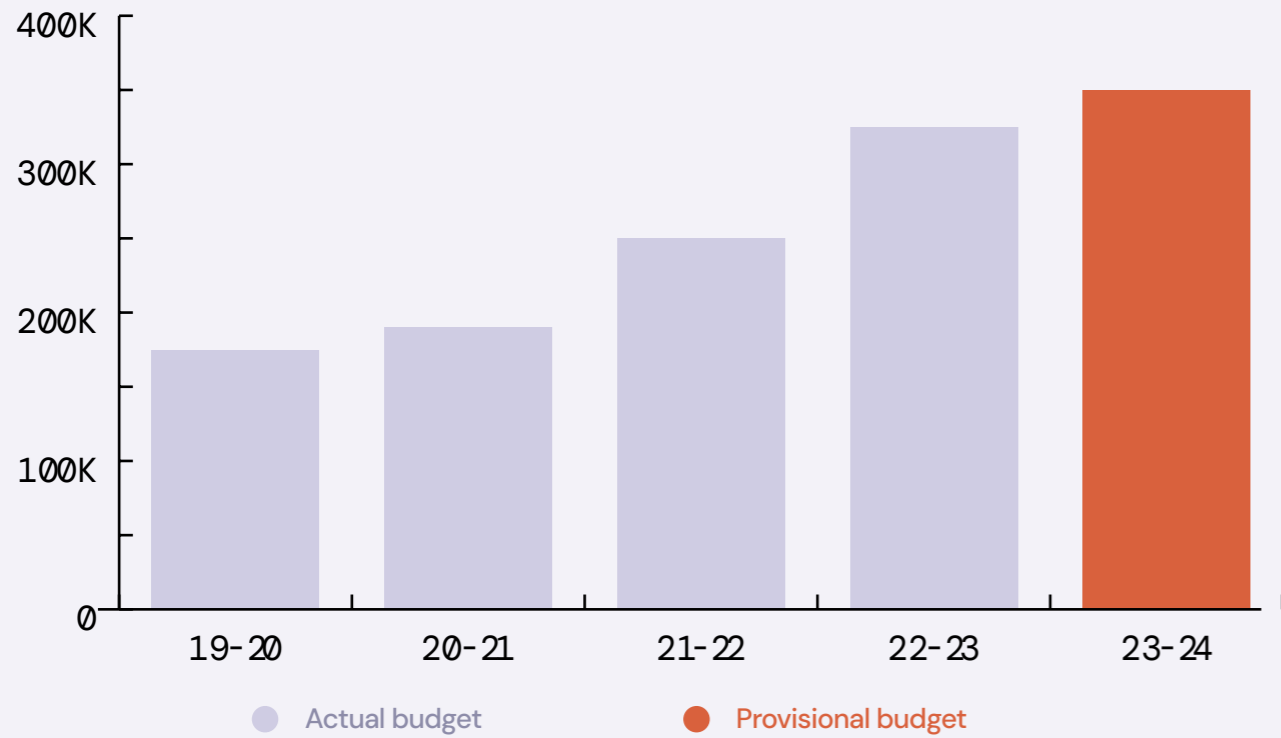
			
			
			
			
			
			
			



## 2023 BUDGET

Since 2023, the association has been supported by a consulting firm in overseeing and managing its financial operations.

In 2023, Centre Bernanos received 15 grants from local authorities, foundations and businesses, as well as generous contributions from 260 private donors, making it possible to raise a total of 278,000 €.



## EXPENDITURE PROJECTIONS 2024-2028

<sup>(1)</sup> Staff growth: gradual increase from 4.2 FTE to 6.2 FTE  
<sup>(2)</sup> Investment notes: 2024: dormitory renovation and kitchen creation; 2026: external bicycle storage; 2028: roof renovation

Assumptions	
Energy inflation	5%
Salary inflation	2%
Other inflation	2%

Reception Capacity	2024	2025	2026	2027	2028
Young people housed	18	24	24	24	24
Young people supported	40	50	50	50	50

Expenditure (€)	2025	2026	2027	2028
<b>Centre Bernanos</b>	57 800	60 700	63 700	66 900
Student Residence (utilities, maintenance, housekeeping, furniture)				
<b>Taxes and duties</b>	18 000	18 000	18 000	18 000
Property tax and local taxes				
<b>Student accommodation</b>	4 000	4 000	4 000	4 000
Furniture, minor repairs and activities				
<b>Young people</b>				
Food	76 500	78 000	79 600	81 200
Staff and social security contributions	157 900	192 000	195 800	199 700
Administrative support	33 800	33 800	33 800	33 800
Day-to-day living	51 300	51 300	51 300	51 300
Investments	0	100 000	0	50 000
Fittings and fixtures, minor repairs	26 000	26 000	26 000	26 000
<b>Depreciation</b>	22 000	22 000	22 000	22 000
<b>Total expenditure</b>	<b>447 300</b>	<b>585 800</b>	<b>494 200</b>	<b>552 900</b>

## INCOME PROJECTIONS 2024-2028 (€)

<sup>(1)</sup> ASE days invoiced

Revenue	2025	2026	2027	2028
<b>Public funding</b>	80 000	90 000	80 000	100 000
<b>Foundation</b>	140 000	250 000	170 000	200 000
<b>Association</b>	12 000	18 000	18 000	22 000
<b>Corporate sponsorship</b>	18 000	25 000	25 000	25 000
<b>Income from services</b>				
CEA <sup>(1)</sup>	94 900	94 900	94 900	94 900
Pastoral care	17 000	17 000	17 000	17 000
Student accommodation	37 800	37 800	37 800	37 800
Room hire	0	0	0	0
<b>Donations</b>				
Private individuals	45 000	50 000	50 000	55 000
Events	2 600	3 100	1 500	1 200
<b>Gesamteinnahmen</b>	<b>447 300</b>	<b>585 800</b>	<b>494 200</b>	<b>552 900</b>
<b>Bilanz</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## SUPPORTING THE RECEPTION OF YOUNG PEOPLE AT CENTRE BERNANOS

Centre Bernanos is an association of general interest.  
Donations are tax-deductible.

### For businesses

Donations are deductible from corporate income tax at 60% of the donation amount (within the limit of 5% of turnover). For example, a €5,000 donation results in a €3,000 tax reduction.

### For individuals

Donations to organisations supporting people in difficulty are tax-deductible at 75% of the donation amount, up to €1,000, and 66% for amounts above this, within the limits of taxable income.

# MERCI



Every action counts.



## Schulbildung und berufliche Ausbildung

**GESAMTBETRAG: 9.300 € / JAHR**

Die Kosten für Schulbildung und berufliche Ausbildung für einen Jugendlichen betragen **310 Euro pro Jahr** (Einschreibgebühren, Schulmaterial, Berufskleidung).

- Mit **15 € pro Monat** wird die Schulbildung eines Jugendlichen für ein Jahr finanziert.
- Mit **200 €** wird das Schulmaterial eines Jugendlichen für ein Jahr finanziert.

# CANVA

Betreuung



## Gesundheit und Hygiene

**GESAMTBETRAG: 32.000 €**

Die Ausgaben für Pflege und Hygiene für einen einzelnen Jugendlichen belaufen sich auf **330 Euro pro Jahr** (Medizinische Versorgung, Hygieneartikel, Kleidung, Reinigung, Haushalt).

- Mit **30 € pro Monat** werden die Gesundheits- und Hygienekosten eines Jugendlichen für einen Monat gedeckt.
- Mit **80 € pro Monat** werden die nicht von der Sozialversicherung erstatteten Gesundheitskosten aller vom Zentrum Bernanos begleiteten Jugendlichen für einen Monat gedeckt.



## Freizeitaktivitäten und Kommunikation

**GESAMTBETRAG: 10.000 € / JAHR**

Für einen Jugendlichen belaufen sich die Ausgaben für Freizeit und von der Vereinigung organisierte Ausflüge auf etwa **1.000 Euro pro Jahr** (Taschengeld, Telefon und Internet, Sportaktivitäten, Projekte und Freizeitangebote).

- Mit **80 € pro Monat** wird die Finanzierung von Freizeitaktivitäten und Kommunikationskosten für einen Monat unterstützt.
- Mit **60 €** wird einem Jugendlichen Taschengeld für einen Monat ermöglicht.

## PROFESSIONALISATION AND PROJECT EVALUATION

Over the past two years, the Bernanos team has been professionalising its operations through the recruitment of qualified staff, the implementation of support tools for young people (such as follow-up sheets, personalised projects and social life councils), along with improvements in financial management. As a result, the reception and support provided to young people at Bernanos have become more structured, consolidated and professional.

In 2024, Centre Bernanos received support to further structure and professionalise its work in welcoming underage migrants from the streets of Strasbourg from the Fondation Abbé Pierre. This represents a significant milestone in our journey, strengthening our mission for the young people we serve. It highlights the originality of our approach and enables us to plan for the upcoming years, consolidating the sustainability of our commitment to supporting young migrants on the street.



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