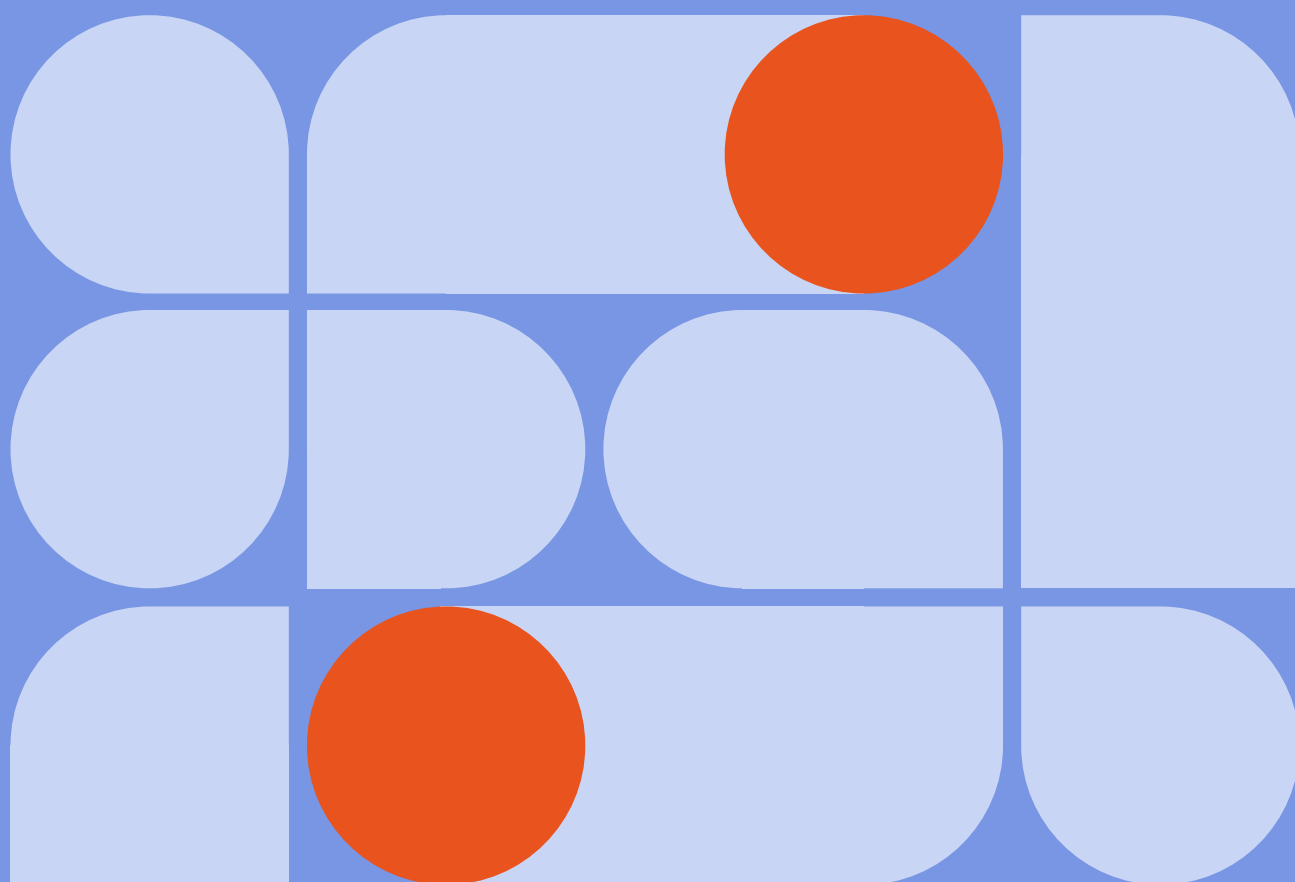


# Activity Report 2022

# New



# turning points

SINGA

## PREFACE

# Our Priorities for the Coming Year

By Rooh Savar,  
SINGA president



Many of us have already encountered newcomer doctors, engineers, journalists, farmers, or artists who are now working as taxi drivers or cashiers. Contrary to prevailing stereotypes, they put in considerable effort, sometimes even excessively. Data reveals that their educational qualifications surpass those of locals (once again, defying stereotypes), yet their remuneration is lower. This disparity is amplified in the context of newcomer or exiled individuals, leading to a notable experience of downward social mobility.

## A Wasted Life

The reality is that newcomers dedicate their lives to their children. Time magazine published an article in June 2022 showing that the most significant contribution of new arrivals to their host country is... their children. New arrivals sacrifice themselves to provide their children with a better life, so they won't suffer the same discrimination and downward mobility. Yet, this sacrifice is not fully appreciated by the host society, despite its proven benefits as highlighted by the article. According to the same study, the children of immigrants are the ones who make the most progress in life in the United States. However, this is not the case in Europe, where newcomers are less often seen as an asset.

## Olivier Nataf shares his father's story on his LinkedIn :

«He arrived in France from Tunisia at the age of 10. He lived with his family and cousins, a total of seven people, in a two-room apartment in Belleville, without running water. [...] He achieved it all on his own, initially by selling a few rugs he carried in his car, until he transformed into one of the indispensable wholesalers in France within a span of ten years.»

As for Olivier, thanks to his parents, he grew up in an apartment in the 18th arrondissement of Paris, with his own room, a Super Nintendo, and a computer at the age of 13. He attended HEC, joined a prestigious consulting firm, and started his first company at the age of 26. Today, he is a successful entrepreneur that France can be proud of.

With humility, he puts his success into perspective:

«I'M OFTEN TOLD THAT I STARTED YOUNG AND THAT I WAS VERY BRAVE. WHEN I SEE WHAT MY FATHER DID, I THINK THAT MY COURAGE AND YOUTH WERE QUITE RELATIVE.»

How can we ensure that newcomers in our country don't need to make such significant sacrifices, enabling them to flourish and contribute to our society's well-being? Tackling this challenge constitutes a fundamental aspect of SINGA's mission. In order to achieve a comprehensive influence on this issue, it's crucial for the central figure in question — the newcomer — to take the lead. To ignite this potential, SINGA has established three priorities for the forthcoming year:

— **Strengthening our entrepreneurial programs**

— **Improving and harmonizing our methods** and practices of citizen engagement

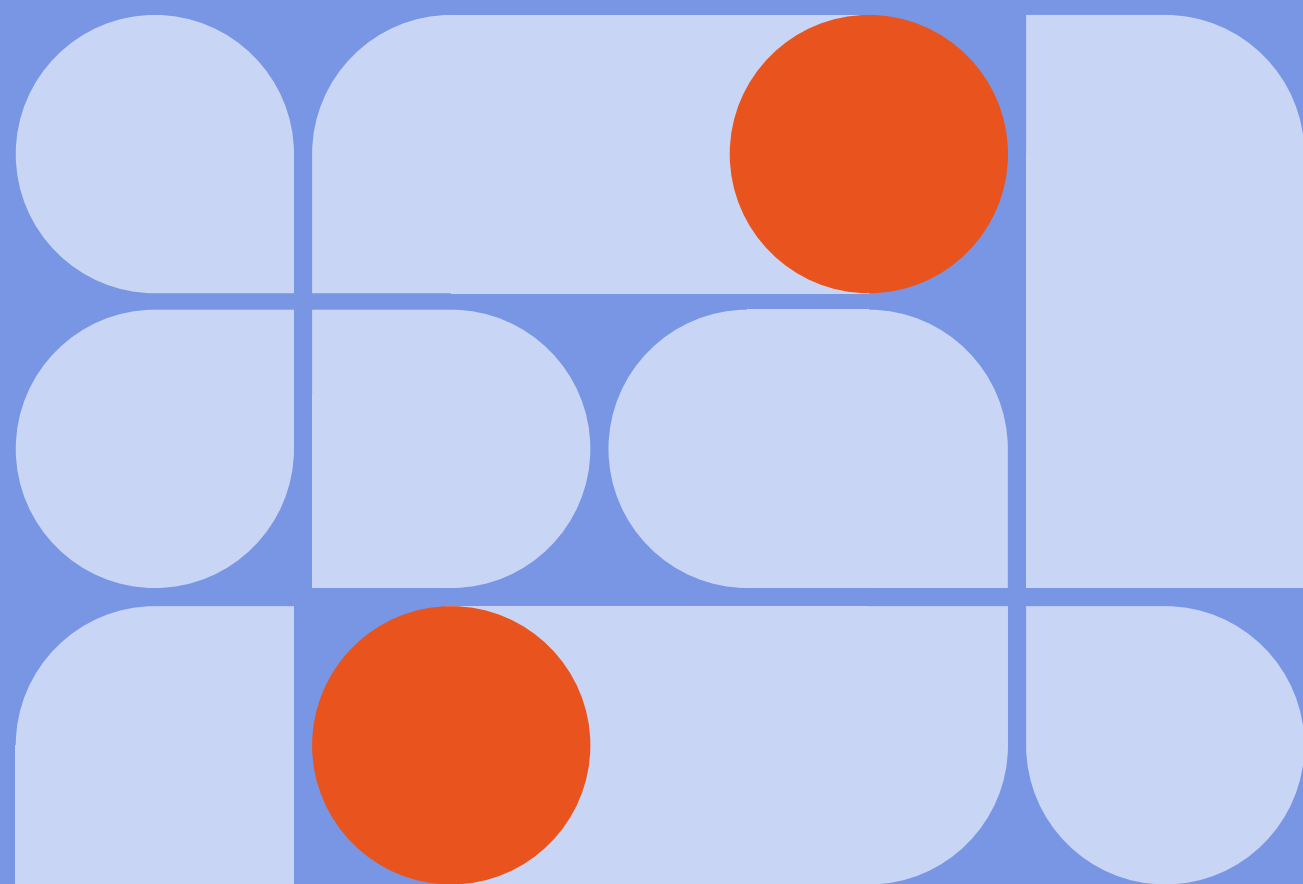
— **Cultivating emerging leaders among new arrivals** from our communities at the local, national, and global levels

In doing so, we can hope for a greater systemic and long-term impact on the inclusion and dignity of new arrivals — individuals who are socially unseen, politically instrumentalized, and at times, economically exploited.



# 2022

## A New Turning Point in the Recent History of Migration



### SUMMARY

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# Changing in Scale, the Issues and Challenges of Migration

## Changing in scale, the issues and challenges of Migration

**Migration issues (asylum, reception, inclusion...) were a major topic throughout 2022, a year marked by the war in Ukraine, worsening climate crises, and the rise of far-right parties in Europe.**

At the end of February 2022, while public mobilization to help Afghans exiled since August had barely subsided, war broke out in the European continent. Nearly 5 million Ukrainians migrated to other European countries, including around 100,000 to France. Simultaneously, climate change worsened, igniting increased awareness around "climate refugees". By 2050, the World Bank predicts that the number of people forced to migrate due to climate disruptions will reach at least 216 million.

Meanwhile, far-right, anti-immigration parties are gaining momentum. During the French presidential and legislative elections, the three far-right candidates won nearly 35% of the vote. This trend was also reflected in Italy with the election of Giorgia Meloni and the growing influence of nationalist and xenophobic regimes in Hungary and Poland. In addition, hostile migration policies were adopted in Denmark and Sweden. This context has put migration issues at the heart of public and political discussions across the continent.



↑ Protest for Ukraine, 2022

✓ Fires above Athens, 2021

## Migrations, a Structuring and Enduring Phenomenon

It is urgent to consider migration as what it is: a structural, sustainable and opportunity-bearing phenomenon rather than a series of isolated crises. In the last 30 years, international migration has increased by 60%, while countries' efforts to block migration have resulted in the construction of 40,000 kilometres of walled borders in the same timeframe. This parallel illustrates how absurd, ineffective and costly border closure policies are, both economically and socially.

In February 2023, the Russian invasion of Ukraine resulted in the displacement of millions of people towards Europe. In just one month, 3 million people fled their country, and within three months, this number reached 5 million Ukrainians seeking refuge beyond their borders. These figures are comparable to the Syrian and Iraqi refugee crisis in 2015 when Europe welcomed 1 million refugees in a year. These examples allow us to apprehend the scale of the challenges we face. The «merit» of this Ukrainian crisis has been to demonstrate

that Europe is perfectly capable of swiftly accommodating over 5 million people and coordinating action among states, municipalities, businesses, and NGOs to offer inclusive pathways in terms of housing, education, training, and access to employment.

## Measuring the Tragedy

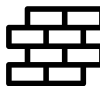
Indeed, the European Union grasped the magnitude of the tragedy unfolding before its eyes and recognized its historical responsibility. The directive's activation, granting temporary protection to all Ukrainian refugees, demonstrated Europe's commitment to providing decent reception conditions for those displaced by the war. A crucial factor in the rapid inclusion of Ukrainian refugees in Europe was the opportunity to work via the granting of a residence permit. Given its proven effectiveness, we advocate for the future activation of this directive to address other humanitarian tragedies, even if they occur on different continents.

**IT IS URGENT TO CONSIDER MIGRATION AS WHAT IT IS: A STRUCTURAL, SUSTAINABLE AND OPPORTUNITY-BEARING PHENOMENON RATHER THAN A SERIES OF ISOLATED CRISES.**

These last 30  
years



**+60%**  
increasing of  
international migration



**40 000km**  
of walled borders have been  
constructed



**1 million**  
Syrian and Iraqi refugees  
welcomed in Europe during the  
crisis in 2015



**5 millions**  
Ukrainians seeking refuge  
beyond their borders within 3  
months in 2023

«**RATHER THAN SEEKING TO CONTAIN MIGRATORY FLOWS BY RESTRICTING IT, WE NEED TO ADOPT A MORE COMPREHENSIVE, INCLUSIVE AND FORWARD-LOOKING APPROACH, AND SEIZE THE OPPORTUNITIES THAT MIGRATION HAS TO OFFER!**

— Fatemeh Jailani

The task at hand, now, is to genuinely make Europe, its economy, and its societies more inclusive. Millions of Europeans demand it, and citizen organizations and some companies are ready and preparing for this change. However, a clear public signal is missing from European institutions and member states. The ramifications are significant: the absence of inclusivity within our organizations has far-reaching effects on both our economy and society. This leads to the departure of talented individuals seeking better opportunities elsewhere, and the squandering of innovative ideas and untapped potential. These resources might either thrive in more conducive environments or, at their worst, fade away permanently. This situation fuels feelings of frustration, discord, and intolerance.

«Rather than seeking to contain migratory flows by restricting it, we need to adopt a more comprehensive, inclusive and forward-looking approach, and seize the opportunities that migration has to offer! We must continue to raise awareness around the correlations between migration and climate change, and how newcomers can potentially play a role by sharing their knowledge and experience. Think about the creation of a wind garden in Madrid, inspired by Middle Eastern, Iranian wind towers ... Or my mother who emigrated from Afghanistan, and was already promoting, at home, the circular economy in the 80s before it was a “thing” because she lived through war and exile, thus abundance was not always an option for her... What would have happened if we would have allowed her to share her ideas and experience on a larger scale with the society that welcomed her, instead of limiting her potential as a result of prejudice?

Fatemeh Jailani, COO of SINGA  
Global and ambassador of the  
European Climate Pact.

«In general, the system in Germany and other European countries is too short-term oriented and not adequately prepared to welcome newcomers. There is a lack of genuine programs aimed at rapidly including newcomers. Many measures need to be taken, such as improving immigration laws and involving civil society in the decision-making process. It also appears necessary to raise greater awareness among populations about immigration.»

— Amer Alqadi – SINGA Berlin, Senior  
Recruiter and Entrepreneurship Coach

#### FOCUS ON...

The association IMECE France (founded in 2019 by Lucie Gamond Rius and supported by SINGA Nantes) won the «Gender and Climate» competition as part of COP 26 in Glasgow. IMECE is a non-profit organisation based in Izmir, Turkey, on the border with the Greek island of Chios. It supports displaced people in Turkey by providing access to schooling for children, training in solar engineering for migrant women, and ensuring access to electricity along migration routes.



## Perspective



**Flavia Catacora**  
Director of SINGA  
Barcelona

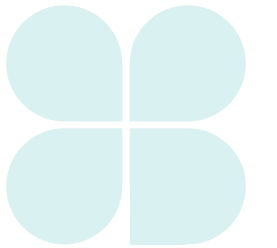
### MEETING WITH FLAVIA CATACTORA

**What are the major challenges for newcomers in Europe in this particularly intense European context regarding migration?**

**FLAVIA CATACTORA** Security. When I speak about security I am not just talking about being safe from an imminent death but also about having a future which means having options and the autonomy to build a life of your choosing.

Newcomers face a range of significant safety challenges right from the beginning of their journey when they depart from their home countries. The path to better opportunities in Europe is filled with hazardous conditions (dangerous waters, human smugglers, and traffickers) that place their lives at risk.

Upon finally arriving in Europe, the focus shifts to the critical task of acquiring proper documentation and legal status in their host country. The many administrative and legal barriers put undocumented newcomers at a disadvantage when it comes to enjoying basic rights.



Beyond these legal challenges, they also need to face the distressing consequence of the normalization of hate speech and dehumanizing attitudes towards their presence. A huge investment of hope and energy is necessary so they can feel accepted and safe in their new host country.

There is no easy path to Europe, and it is our responsibility to advocate for policies that uphold dignity and human rights throughout the migration process.

**What priority actions ought to be taken to address the need for inclusion (citizens, media, organizations, government, cities)?**

**FLAVIA CATACTORA** I think we're not the only ones who see migration as an opportunity. The main priority is that with all these other sister organizations, political authorities, and the media, we coordinate and advocate for policy reforms at a European level. Current ones are becoming increasingly hostile and only generate deaths at the borders. We are witnessing a reduction in protection standards, deterring arrivals, and forced detentions and returns.

Also, it is urgent to regularize undocumented newcomers, whatever their reason for migration, be it political or economic, as the essential prerequisite for accessing fundamental rights, such as housing and work. We definitely need to ensure better coordination between all actors to change the legal frameworks.

«**THERE IS NO EASY PATH TO EUROPE, AND IT IS OUR RESPONSIBILITY TO ADVOCATE FOR POLICIES THAT UPHOLD DIGNITY AND HUMAN RIGHTS THROUGHOUT THE MIGRATION PROCESS.**»



How does SINGA contribute, at its scale and in your city/country, to this inclusion through its practices and programs to ensure effective and sustainable inclusion?

FLAVIA CATACORA

Our mission is to showcase

that migration is not solely good for finding people for «difficult» jobs, but an opportunity to attract skilled minds and foster innovation for the benefit of whole hosting societies. We challenge stereotypes created by the media and hostile political ideologies with factual evidence.

We work to embolden migrants by recognizing their autonomy and rejecting victimization. While acknowledging the challenges they face, such as racism and professional downgrading, we aim to showcase their full potential and restore self-confidence. Through entrepreneurship programs, we encourage newcomers to aspire to higher goals beyond society's current limitations. We provide support in different areas, so projects led by newcomers have a better chance of succeeding and are capable of proving to host societies their capacity to do as much for the local context as locals themselves.

«WHILE ACKNOWLEDGING THE CHALLENGES MIGRANTS FACE, SUCH AS RACISM AND PROFESSIONAL DOWNGRADING, WE AIM TO SHOWCASE THEIR FULL POTENTIAL AND RESTORE SELF-CONFIDENCE.»



# 02 Scaling Our Impact Through Knowledge Sharing

## 2022, A New Pivotal Year for Asylum and Reception Professionals

IN 2022, NOT ONE RECENTLY ARRIVED PERSON FROM UKRAINE SLEPT ON THE STREETS IN FRANCE, AND ALL RECENTLY ARRIVED CHILDREN WERE ENROLLED IN SCHOOLS, THANKS TO SIGNIFICANT EFFORTS FROM VARIOUS INVOLVED PARTIES.

After 2015 and the Syrian crisis, our sector will likely remember 2022 as another pivotal year with the onset of the conflict in Ukraine. Following 2020 and the COVID-19 pandemic, and 2021 with the fall of Kabul and the Afghan regime to the Taliban, reception and asylum structures are increasingly convinced that these crises, now occurring annually and fuelled by climate change, are of a systemic and structural nature, while political discourse still often considers them as ad-hoc and temporary. Having established this, the nature of the work to be done remains unchanged, even though 2022 has altered the situation in several respects.

The war in Ukraine has prompted a remarkable mobilization of citizens in Europe, with the aim to coordinate and enhance the support for millions of women and children fleeing their country. While neighbouring countries, as is often the case in forced migrations, contributed significantly to emergency accommodation and medium-term reception, France and Western European countries also demonstrated the strength of their public policies. In 2022, not one recently arrived person from Ukraine slept on the streets in France, and all recently arrived children were enrolled in schools, thanks to significant efforts from various involved parties. For the first time, the number of homestays was massive. Both the Cour des Comptes and the French government validated the relevance and the amount related to most of the

expenditures linked to this type of hosting, with high-quality coordination on most issues. Of course, there is room to improve the collaboration between local authorities and prefectures, as well as between public authorities and associations. However, the war in Ukraine demonstrated France's ability to welcome, mobilize resources, and exhibit political will, resulting in more than satisfactory outcomes.

Despite the initial optimism that the reception of individuals fleeing Ukraine under the temporary protection could set a fresh benchmark for reception policies, it's now apparent that a «double standard» has emerged in public policy. Regrettably, recipients of international protection in other regions, notably Africa, the Middle East, or Afghanistan, have not witnessed any enhancements in their reception conditions.





«THE COLLABORATIVE ENDEAVOR BY CITIZENS, ENTAILING THE LODGING OF TENS OF THOUSANDS OF HOUSEHOLDS, IS POISED TO MARK A SUBSTANTIAL TURNING POINT IN FRANCE'S RECEPTION POLICY.»

#### KEY FIGURES FOR J'ACCUEILLE

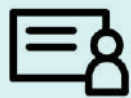


**15 employees**

from 12 NGOs trained



**3 countries**



**3 weeks**

(16 hours each)  
of training



**6 consultants**

internal and  
external



The collaborative endeavor by citizens, entailing the lodging of tens of thousands of households, is poised to mark a substantial turning point in France's reception policy. The government now recognizes that while citizen-based accommodations might not possess the immediate agility to swiftly «accommodate» a large influx of individuals under favorable circumstances, they do present an exceptional solution for effectively facilitating medium-term integration and reception. This approach offers several advantages: it's cost-effective, streamlines social support, mitigates isolation, and accelerates the acquisition of the French language. With this perspective in mind, since the onset of the conflict, organizations like J'accueille & SINGA have been actively advocating with public authorities to bolster citizen-led reception initiatives.

In tandem with the coordinated reception efforts within France, our teams extended their assistance to Hungary, Romania, and Moldova during the early stages of the conflict. Their aim was to share their expertise in citizen accommodation with local NGOs operating in the bordering regions. A total of twelve

«DESPITE THE INITIAL OPTIMISM THAT THE RECEPTION OF INDIVIDUALS FLEEING UKRAINE UNDER THE TEMPORARY PROTECTION COULD SET A FRESH BENCHMARK FOR RECEPTION POLICIES, IT'S NOW APPARENT THAT A «DOUBLE STANDARD» HAS EMERGED IN PUBLIC POLICY. REGRETTABLY, RECIPIENTS OF INTERNATIONAL PROTECTION IN OTHER REGIONS, NOTABLY AFRICA, THE MIDDLE EAST, OR AFGHANISTAN, HAVE NOT WITNESSED ANY ENHANCEMENTS IN THEIR RECEPTION CONDITIONS.»

NGOs from Hungary, Romania, and Moldova participated in a series of collaborative workshops held over the course of three weeks in Budapest, Bucharest, and Chisinau. This endeavor was made possible, in part, through the support of the Norwegian Refugee Council (NRC), a prominent international NGO collaborating closely with UNHCR in managing refugee camps and responding to significant migration flows resulting from conflicts.

All workshops were meticulously orchestrated by a team of four consultants, each bringing indispensable skills and experience to the table: adeptness in facilitation, individuals with first-hand experience as recipients and hosts, and experts well-versed in asylum law. Within these lines, SINGA and J'accueille extend heartfelt gratitude to the volunteer consultants who chose to remain anonymous. Their dedication and contribution of time and expertise in executing these critical emergency missions are sincerely appreciated.

The dissemination of methodologies has been well-received by all the trained NGOs, particularly in areas concerning intercultural communication, risk management, and crisis prevention. The feedback from participants who attended the training weeks has been exceedingly positive, fostering ongoing connections

with numerous attendees. However, the full replication of programs akin to J'accueille has not materialized to the extent initially anticipated.

This outcome is attributed, firstly, to political factors. For instance, the Hungarian partner, Mira, endeavored to establish a host program but faced limited success, largely due to the government's opposition based on its well-known anti-immigration stance. Moreover, in regard to positioning and funding priorities, Romanian authorities opted to channel more resources into emergency infrastructure rather than programs that align closely with integration strategies. This partial disappointment prompted us to rethink our transmission approaches with certain partners with whom we engaged at that time. The decision was made to concentrate efforts in regions where migration carries a more inherent structural presence.

This pivotal experience has prompted the J'accueille teams to reexamine the training business model. The goal is to enhance the value of the open-source approach that should accompany the transfer of public interest engineering. We're grateful for the support of various partners, including the Fondation Entreprendre, who is actively assisting us in this endeavor.

We extend our appreciation to L'Oréal and the Fondation Entreprendre for their financial backing of these initiatives in Eastern Europe, with a special thanks to Orange for their technical support and to the King Baudouin Foundation for their significant assistance in shaping and sharing our methodologies.

→ For more information about J'accueille and our methodology: [www.jaccueille.fr](http://www.jaccueille.fr)

← J'accueille in Montpellier celebrating and thanking the community for the work done in the metropolis in 2022

## Influencing the Media

Currently, Europe is grappling with pronounced polarizations across generations, political orientations, geographical origins, and social backgrounds. Democracy struggles to regulate disagreements, which impedes communication and debate among citizens, as beliefs often prevail over facts. Within this context, perceptions about immigration are largely disconnected from reality, as demonstrated by a survey conducted by the Ipsos Institute, revealing that citizens across all European countries overestimate the percentage of immigrants in their country's total population by a range of 10 to 20 points. To address this situation, it is crucial to combat misinformation and increase efforts aimed at fundamentally changing the discourse and representations surrounding migration.

The media coverage of migration plays a crucial role in shaping biases and prejudices. In 2022, the Convergence Migration Institute, affiliated with CNRS, confirmed in a report that the use of damaging rhetoric by the media tends to pull the entire population towards anti-immigration stances.

SINGA is ramping up its endeavors, in collaboration with editorial teams and journalism students, to reaffirm the credibility of facts and dismantle the veil of personal beliefs that numerous media platforms rely upon for their narratives concerning migrations.

SINGA is dedicated to highlighting tangible instances of inclusion, whether manifested through statistical data (such as the proportion of newcomer entrepreneurs in Europe or the effective collaboration between public and private entities in integrating Ukrainian newcomers) or conveyed through compelling narratives of entrepreneurial odysseys undertaken by newcomers whose projects have been incubated by SINGA. This initiative is further bolstered by the elevation of role models within the SINGA communities—individuals exemplifying prowess and ingenuity—who willingly step forward as ambassadors, championing the threefold impact of SINGA's programs:

- The creation of businesses, associations, and jobs by and for newcomers.
- The establishment of socially and ecologically meaningful activities inspired by the challenges faced by entrepreneurs during their migration journeys.
- The positive change in perceptions of migrations through the demonstration that inclusion is a solution.



**«THE MEDIA COVERAGE OF MIGRATION PLAYS A CRUCIAL ROLE IN SHAPING BIASES AND PREJUDICES. IN 2022, THE CONVERGENCE MIGRATION INSTITUTE, AFFILIATED WITH CNRS, CONFIRMED IN A REPORT THAT THE USE OF DAMAGING RHETORIC BY THE MEDIA TENDS TO PULL THE ENTIRE POPULATION TOWARDS ANTI-IMMIGRATION STANCES.»**

### FOCUS ON...

#### Intervening at Sciences Po Paris

Initiated in 2022 through our involvement with the School of Journalism at Sciences Po in Paris, our efforts to enhance awareness will extend and gain further traction in 2023.

Such sessions, in front of approximately fifty students, aim to raise awareness about various aspects related to migration:

- Definitions of «migrants,» «refugees,» and «asylum seekers.»
- Facts and figures on international migration as well as trends for the upcoming years.
- An interactive session on «prejudices»: the role of women among migrating individuals, major migration routes, countries that host the most migrants, and more.
- The difference between perceptions and realities.
- The benefits of migration for host societies.
- A case study on media coverage of the same event (Melilla): language, imagery, tone.

This awareness session at Sciences-Po's School of Journalism enabled us to reach an influential group of future journalists who, in turn, can impact how migration issues are tackled in the media.

Following a survey after this session, 75% of the attending students stated that this presentation will assist them in addressing migration more fairly.



# Advocacy - Building Coalitions, but for What Purpose?

## Towards a More Just and Calm Debate

**SINGA is non-partisan. However, non-partisan neutrality does not equate to strict political neutrality. We will always choose those who view migration as a structural and enduring reality in our societies and who commit to supporting and including newcomers, rather than those who prefer to stigmatize the latter.**

Across Europe, the topic of immigration is increasingly embroiled in fervent debates, spurred by the ascent of far-right movements in electoral arenas and the gradual diffusion and the normalization of their ideologies in public discourse. Previously peripheral, the «anti-migrant» rhetoric is now being streamlined by media outlets into the mainstream narrative. A disconcerting surge in racist discourse, the proliferation of prejudiced proposals, and even the challenging of asylum principles by states and political parties are all observable trends. At SINGA, the need to safeguard a reasoned discourse on migration and inclusion from the sway of media sensationalism and extremist political agendas has become paramount.

Changing the narrative on migration is both an essential prerequisite and the ultimate objective of our initiatives aimed at ensuring the integration of newcomers. Indeed, it has become more challenging for our Chapters to operate in an environment where migration is burdened with negative myths and stigmas that are far removed from facts. Our aim is to ground the discourse on migration in concrete facts and detach it from the fears and aggressive intentions of closed society advocates.

Aiming to cultivate a renewed perception on migration, we have united around twenty diverse organizations with a wide array of missions. Our collective purpose is to present a united front, lend our collective influence to public discussions, and fortify one another against the assaults of racist entities, individuals, and media outlets. Our shared objective is to convey a straightforward message: navigating a quality and nuanced discourse on a complex topic necessitates both time and intellectual rigor.

Hence, we committed several months to meticulously preparing targeted debates that engaged the foremost presidential candidates in France in discussions centered around migration. The triumph of these endeavors, evidenced by extensive media coverage, was largely attributable to the signi-

ficant headway achieved in the realm of advocacy. This platform showcased the capacity of political parties to engage in constructive dialogues regarding migration and to earnestly present substantial policy alternatives when confronted by insightful interlocutors. From our perspective, this serves as confirmation that altering the narrative on migration is an attainable objective.

Hosted by the Museum of Immigration History, the candidates were interviewed by a representative from one of the organizations in our coalition. Each candidate had 20 minutes to address questions concerning:

→ **International, European, or national laws safeguarding the rights of refugees and the state's commitment to upholding them**

→ **Current reception conditions for newcomers and the measures they intend to take to ensure their economic and social inclusion**

→ **A specific aspect of their migration policy that we wished to delve into**



«For the past 7 years, the Court of Justice of the European Union has condemned several countries, including France, for violating the Geneva Convention on refugees, for disregarding asylum rights and international treaties, and for the degrading and inhumane treatment suffered by those who seek refuge at our doorstep seeking freedom.

When will our political leaders uphold the law, and to what extent should sanctions be imposed to achieve this?

How can we demand that refugees speak perfect French to secure employment when we deprive asylum seekers of the right to study, work, and learn for months, sometimes years, causing a dramatic and irreversible decline that even granted protection might not entirely reverse?

How can we uphold ethics and child protection laws for unaccompanied minors? How can we break down barriers to opening bank accounts for certain nationalities unfairly targeted by U.S. sanctions?

How do you intend to, if elected, elevate the debate on migration to halt the caricatures and also ensure that the principles of the republic are upheld, including with non-French citizens who are protected by our laws, in places where the concept of Fraternity has been overlooked too often in our country?

David Robert, debate moderator

## THE INVITED CANDIDATES WERE:

### 1 Anne Hidalgo

Candidate of the Socialist Party — Represented by Sylvie Guillaume and interviewed by Imaad ALI (L'École des Cuistots Migrateurs)

### 2 Yannick Jadot

Candidate of the Europe Écologie Les Verts party — Interviewed by Flora VIDAL MARRON (Weavers)

### 3 Emmanuel Macron

Incumbent President — Represented by Marlène SCHIAPPA and interviewed by Rima HASSAN (Observatoire des Camps de Réfugiés)

### 4 Jean-Luc Mélenchon

Candidate of La France Insoumise party — Represented by Danièle OBONO and interviewed by Antoine DE CLERCK (Collectif Insertion Réfugiés)

### 5 Valérie Pécresse

Candidate of the Les Républicains party — Represented by Patrick STEFANINI and interviewed by Elsa GRANGIER (Ashoka)

### 5 Fabien Roussel

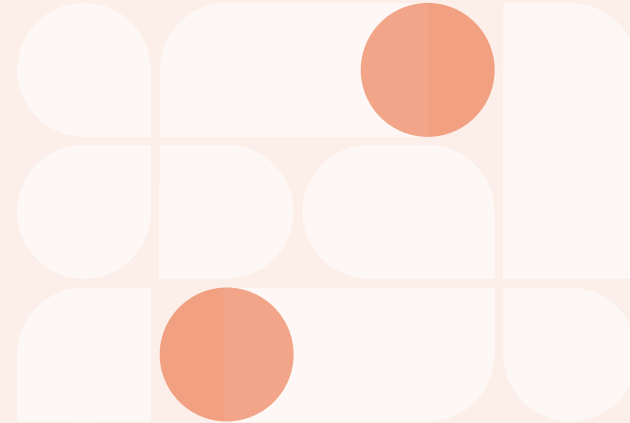
Candidate of the French Communist Party — Represented by Stéphane PEU and interviewed by Rania TITI (UniR)



# Toward European Advocacy



The European Union is the political entity that determines where the inclusion cursor will be placed. The adoption of the “Asylum and Immigration Pact” illustrates the prominent role of the Union in migration policies and, unfortunately, the bias towards exclusionary and precarious policies for newcomers. Europe is also a budgetary actor in migration policies through funds allocated to Frontex and those dedicated to the inclusion of refugees and newcomers. Thus, Brussels becomes a privileged venue for advocacy for a European organization like SINGA.



SINGA is heightening its engagement with European institutions through a dual approach:

→ **Mobilizing resources for targeted engagement.** We are harnessing our resources to effectively communicate with pertinent stakeholders within the Commission and the European Parliament.

→ **Establishing European alliances for inclusion.** Building on our successful precedent of 2022, exemplified by the formation of «Start-in Europe,» a collaborative effort that united organizations from Greece, the Netherlands, and the UK with SINGA's broader European network.

SINGA remains committed to furthering its endeavors, aligning our advocacy within Europe with the spectrum of our initiatives across seven European countries. Furthermore, we are attuned to the overarching continental and international dimensions of our key financial partners, such as Generali, L'Oréal, Accor, VISA, and more.

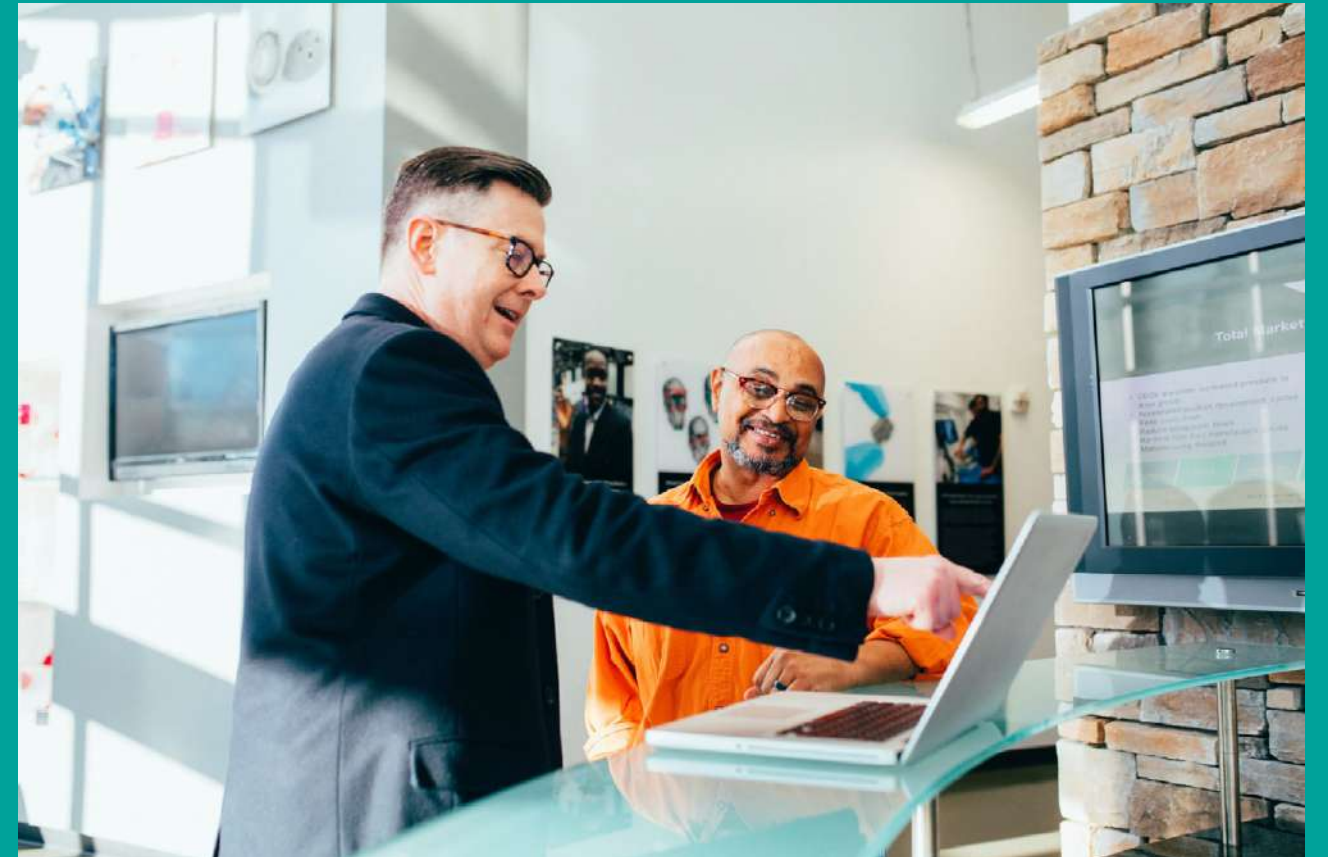




# Engaging Economic Stakeholders

We strongly believe that businesses can play an essential role as economic actors in the inclusion of refugees and displaced individuals. Our commitment is to raise awareness among businesses, encourage their active involvement, and provide support for their initiatives.

By highlighting the concrete benefits of inclusion, they can serve as examples and inspire other societal actors, including governments. We are convinced that businesses have the potential to become drivers of change, contributing alongside us to the construction of inclusive societies.



# A Charter for the Professional

JUNE 2021

We published a position paper with UTOPIES (a think tank and consultancy firm specialising in sustainable development strategies): «TALENTS SANS FRONTIÈRES», to explore issues related to the economy of migration and invite a change of perspective on this subject.

JUNE 20, 2022

TIME FOR ACTION !

Time for action! To mark World Refugee Day, with Utopies we created a charter to promote the inclusion of refugees and exiled people in the workplace. To date, more than 50 major groups, VSEs, SMEs and start-ups have signed up, including brands such as Chloé, BVA, Danone, EGIS, Generali, Accor, Adecco, Domofrance, Pierre & Vacances Center Parcs, groupe SOS, groupe UpLa Voix du Nord, L'Oréal; SMEs such as Le Slip Français, Big Mamma, Guermonprez, Cojean, ADS/Les Arcs, networks such as C3D, Comité 21, B Lab, ESS France, ENVIE, FACE, Héxopée, Réseau Alliances, and start-ups such as Les Petits Culotés, Les Cuistots Migrateurs, etc.

## A CHARTER TO DEVELOP PRACTICES FAVOURING THE INCLUSION OF REFUGEES AND EXILES PEOPLE IN THE WORKPLACE

The signatories commit to taking concrete actions favouring the inclusion of refugees and exiles (meaning newcomers with the right to work) on all or some of the following different aspects:

→ **Evolving perceptions and fostering a positive intercultural culture (embedding the equal opportunity and intercultural approach within diversity/inclusion and CSR policies, training employees and raising awareness among external stakeholders, communicating engagement through results sharing, etc.).**

→ **Assisting refugees and exiled people towards enhanced employability (implementing specific support mechanisms internally and/or partnering with specialized players).**

→ **Ensuring the smooth integration of people recruited or already in the workforce (awareness-raising, training, supporting managers and employees).**

→ **Extending efforts beyond their companies whenever possible (through supply chain, investments, etc.).**

→ **Assessing their performance and conducting an annual review of indicators, success factors, and challenges with the General Management.**

SINGA

«What changes with this charter is the perspective companies have on 'employability'. Companies no longer view newcomers solely as individuals who need to be trained to integrate into their teams; they now understand that they need to change their organization, become more inclusive, and embrace inter-culturality. This is a key shift.»

Benoît Hamon,  
CEO of SINGA Global

«We are proud to have signed the Charter for the Inclusion of Refugees and Exiled People in the Workplace. At L'Oréal, we firmly believe that stronger companies and communities are created when individuals from all cultures, origins, identities, and situations are accepted and valued. By signing this Charter, we commit to taking concrete steps to evolve perceptions, foster a positive intercultural culture, support refugees and exiled people towards enhanced employability, and ensure the seamless integration of both newly recruited and existing members into our workforce»

Margaret Johnston-Clarke, Director of  
Diversity and Inclusion at L'Oréal

L'ORÉAL



BIG MAMMA

«We have signed this charter because, at Big Mamma, we are convinced that diversity and the inclusion of very different individuals create wealth not only in the company's culture but also in the values we promote.»

Tigrane Seydoux, co-founder  
of Big Mamma restaurants

# Inclusion of Newcomers



## An Investment Fund to Address the Challenges of Tomorrow

DISCUSSION WITH  
GUILLAUME CAPELLE,  
CO-FOUNDER OF  
SINGA

In 2022, the war in Ukraine marked a new Chapter in the recent history of migration, adding to the list of factors that have intensified migratory flows for more than 30 years (accelerating global warming and political instability, questioning the intangibility of borders, growing economic inequalities...). Do you think we are now capable of tackling them?

**GUILLAUME CAPELLE**

Yes, if we change our approach! First, we need to redefine this «we»: migration is a way for humanity to «deal» with persecution, conflicts, and the degradation of its environment; «we» have been moving throughout history, especially during periods of climate and social upheaval. In host societies, a «we» is also in motion to welcome, engage, transmit, learn, and co-build alongside newcomers. Thus, a new «we» is formed through these interactions. It's a citizen-driven, interactive, and forward-looking «we». It's not a conceptual «we», a fixed national identity distant from «migration flows», but a very real «we» that requires continuous effort. The problem today is that these efforts are not financially valued. You don't buy a house by demonstrating adaptation upon arrival or by showing hospitality when welcoming. It's often quite the opposite. By investing in the inclusion of migrants in Europe, I also aim to contribute to a paradigm shift in wealth creation: our societies need us to become rich by preserving life and creating common resources.

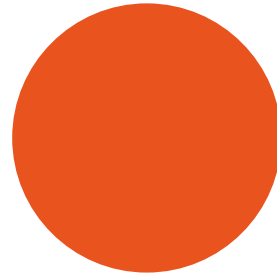
In the United States, 16% of patents are filed by foreigners, and 40% of major companies have been founded by immigrants or their children (including Apple, Google, eBay, and Tesla). Why do we still perceive these profiles as «risky»?

**G.C.** We need to put the American numbers into perspective. Social mobility is not as straightforward as it may seem. While things might be going well for a South African student like Elon Musk, it's more complex for a Venezuelan refugee or an immigrant from outside the OECD, especially if they are a woman or from an ethnic minority. However, Europe certainly has work to do! While we observe that migrants have a strong propensity for entrepreneurship and even innovation (they file a significant number of patents in countries like the Netherlands and Germany), they are not yet appearing on the investment map.

The industry struggles to invest in projects led by foreigners because it subjects migrant founders to the same risk matrix as others. Yet, they stand out in many ways:



they navigate through public and private administrations, learn new languages and cultural codes, build their local networks from scratch, face challenges to their legitimacy (often due to unrecognized diplomas), and lack initial financial capital. The flip side of the coin is that many migrant entrepreneurs are resilient. They're not afraid to take risks. They bridge multiple cultures. They tap into larger markets. They excel in navigating complexity. They learn humility and excel in managing tight budgets.



SINGA celebrated its 10th anniversary in 2022, and it appears to be drawing a new project from its learnings. Could you tell us about the investment fund you are currently creating and why it seems essential to you in addressing the challenges of the future?

**G.C.** I aim to create the first European social impact fund by and for newcomers. Why? Because finance must serve the greatest challenges of this century. According to the Refugee Investment Network, investing inclusively addresses 13 out of the 17 sustainable development goals. Studies from the Boston Consulting Group and the OECD also reveal that it is a source of innovation and substantial job creation.

Finally, I believe that to ensure a just transition, we need more diversity among entrepreneurs who have access to investment. This strengthens the voice of underrepresented communities and promotes the emergence of new role models who will inspire their generation. We will need all available talents to innovate in a decade that promises to be historic. I believe I can help Europe develop the capacity to identify and invest in new talents. To achieve this, a Fund needs to be established and take the lead on investments that no other would attempt.

**What are the next steps for launching this project?**

**G.C.** First, I joined IMPACT Partners, Europe's leading impact investment platform, as a partner. For 15 years, IMPACT has been investing to combat social inequalities, in health, education, mobility and employment. It is the perfect partner for SINGA to develop its knowledge and influence in the European investment sector. Within the management company, I have started to build a team, which includes Peter A. Nartey, who has been an investor in Germany for around ten years. The two of us have met hundreds of social entrepreneurs, refugees and migrants,

who are changing the world. At the same time, we are in the process of raising funds to be able to invest in around fifty companies in 2024. We aim to support start-ups, with average tickets of €100,000, and growth companies, with average tickets of €2.5 million. We're looking for innovative, inclusive companies that offer solutions in 3 areas: learning, work and daily life. We can help them to structure themselves, measure their social impact and expand internationally.

«BY INVESTING IN THE INCLUSION OF MIGRANTS IN EUROPE, I ALSO AIM TO CONTRIBUTE TO A PARADIGM SHIFT IN WEALTH CREATION: OUR SOCIETIES NEED US TO BECOME RICH BY PRESERVING LIFE AND CREATING COMMON RESOURCES..»

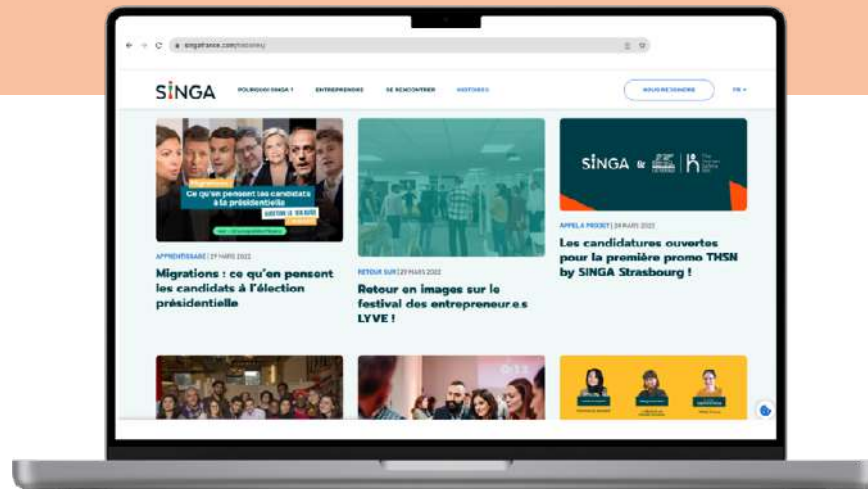


# SINGA in the media and social networks

## Newsletter

- 21,164 subscribers
- 12 newsletters in 2022, averaging 1 per month
- An average open rate of 27.3%

**27,3%**  
Average open rate



## Blog

- 75 articles in 2022 highlighting network updates
- Approximately 6 articles per month

**75 articles**  
for the blog in 2022

## Réseaux Sociaux

- Facebook Reach: 152,844 (+350.3% compared to 2021)
- Instagram Reach: 52,555 (+601.3% compared to 2021)
- LinkedIn Reach: 127,725 (+410.8% compared to 2021)
- Twitter Reach: 103,700 (+101.9% compared to 2021)

**+601,3%**  
Instagram reach in 2022 VS 2021



## Media coverage

Once again this year, SINGA's mission and activities have captured the interest of journalists. There have been numerous features in various media outlets (print, radio, TV...) at the international, national, and local levels. Here's a glimpse of the coverage...

### AT THE NATIONAL & INTERNATIONAL LEVEL



### AT THE LOCAL LEVEL





## FOCUS ON...

# A TV Show to Celebrate Our 10 Years



To commemorate SINGA's 10th anniversary, we organized an entirely online internal event, recreating the atmosphere of a live TV set from our Parisian offices.

The entire SINGA community, comprising employees, volunteers, and former members from across Europe and Canada, gathered virtually to participate. The event featured 1.5 hours of interviews with founders, surprise guest appearances, and a moving selection of the most beautiful anecdotes and stories to discover or reminisce about together!



## Content that Shifts Perceptions

In 2022, we launched several creative campaigns to shift perceptions about migration. Here are the five key strategies we employed to raise awareness and mobilize support:

### EMOTION

For International Migrants Day, we created a campaign that challenges the term «migrant» to emphasize the uniqueness of each individual and their aspirations.

### PERSONALIZATION

We conveyed the experiences and emotions of those impacted through videos broadcasted during crucial junctures in current events. Amid the conflict in Ukraine, we shared the narrative of Med, a member of the SINGA community who journeyed to neighboring nations to provide training to organizations in citizen hosting.



### ENGAGEMENT

Following the Ukraine conflict, we promptly supported displaced populations and actively advocated for temporary protection to be granted to all displaced individuals, without discrimination. To promote an equitable approach towards all refugees, we created a simple yet powerful visual with the message «All Refugees Matter.»



### HUMOUR

As part of our partnership with Komune, we employed humour in a special holiday video. The video portrays a dinner setting where a person advocating for inclusion faces off against family members expressing racist or anti-immigration opinions, providing talking points for delicate family discussions.



### INFORMATION

In collaboration with the media outlet Komune, we co-created a series of 5 videos aimed at dispelling immigration stereotypes amongst a young audience on Instagram, TikTok, and YouTube. These enlightening capsules covered various lesser-known aspects of migration.



## An Engaging Exhibition Combining Art and Technology

From September 12th to 22nd, 2022, SINGA and The Caring Gallery have invited 10 artists to cast their perspectives on the notion of identity in a brand-new exhibition, focusing on everything that we overlook and that makes every human a plural being in constant evolution.

Held in a former foundry in the heart of Le Marais, the exhibition curated by Anne-Sophie Bérard encouraged introspection through photography, drawing, digital art, embroidery, and sculpture. It shed light on themes such as the common thread that unites the cultures of our world, women's resilience, memory, overcoming challenges, and the value of all living beings.

During the event, about a hundred individuals gathered for an inspiring conversation between renowned Iranian photographer Reza and Maëlle Mezaber, Deputy Communications Director at SINGA. What role does art play in today's social issues? How can images positively shift perceptions about migrations? How does SINGA work daily to disseminate this narrative on a larger scale? What does it mean «being engaged» today?



As part of this exhibition, 10% of the sales (both physical and digital) were donated to SINGA!

## Presenting Unique Works in Non-Fungible Tokens (NFTs)

In addition to the physical works, two artists (among the ten or so exhibited) have decided to present unique versions of their works in NFTs alongside this exhibition:



↑ **Inès Alpha** An internationally renowned digital artist based in Paris, Inès Alpha began experimenting with new media while working in the beauty, fashion, and luxury sectors as an artistic director. Eager to expand her toolkit, she taught herself 3D skills.



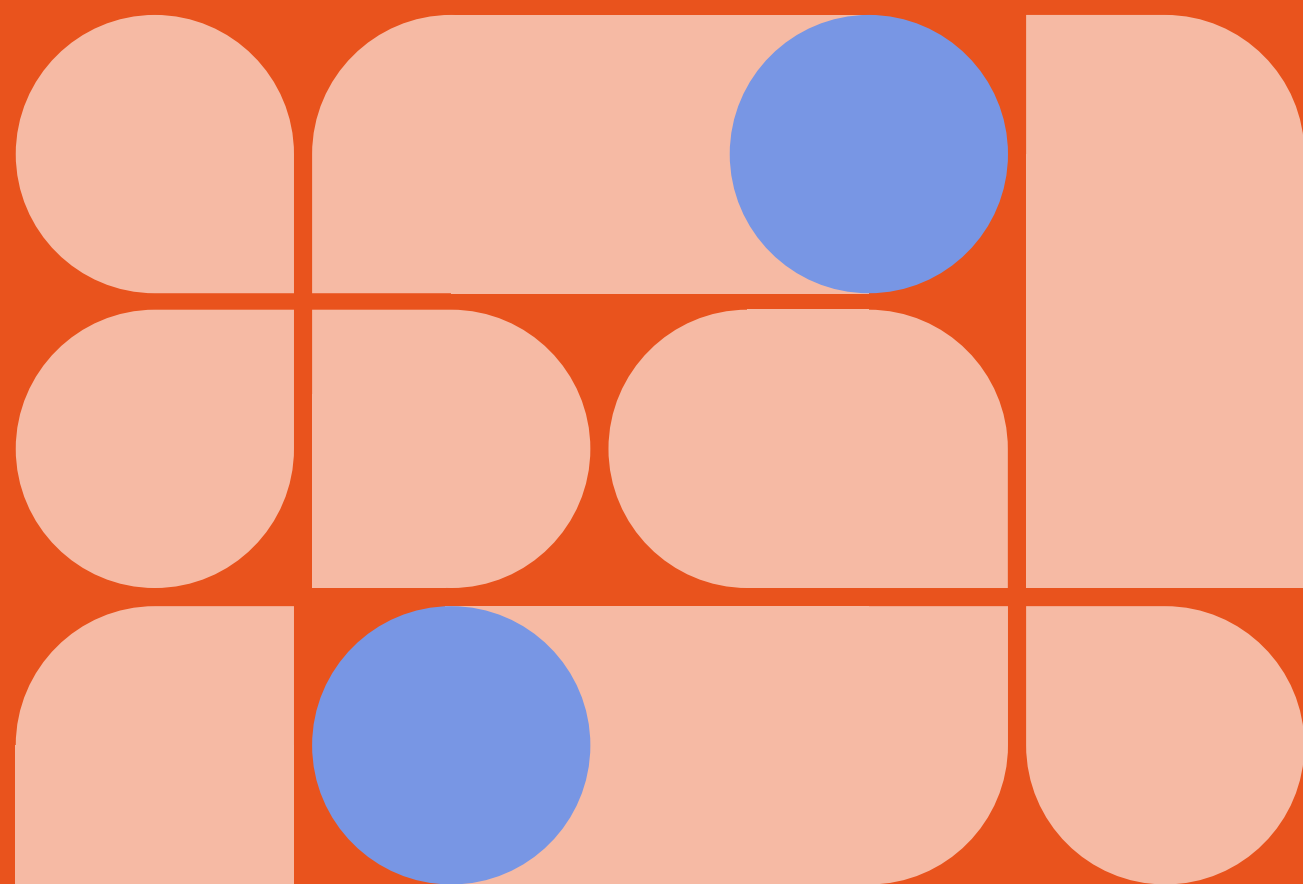
↓ **Fatimah Hossaini** An Afghan artist, photographer, exhibition curator, exhibitor, and founder of the Mastooraat Organization. After obtaining a degree in industrial engineering, she earned a bachelor's degree in photography from the University of Tehran. From 2018 to 2019, she taught at Kabul University's Faculty of Arts. Fatimah has worked and advocated for the rights of women and refugees on national and international platforms. Her work tells powerful stories about identity and femininity in Afghanistan.





# 2022

## A New Turning Point for SINGA, Celebrating its 10th Anniversary



### SOMMAIRE

**01 · Blowing 10  
Candles, Just  
Like That**  
**p.36**

**02 · The New  
SINGA Galaxy**  
**p.38**

**03 · A Closer  
Look at the New  
Organizational  
Structure**  
**p.40**

**04 · « J'accueille »  
Spreads its  
Wings**  
**p.42**

**05 ·  
Strengthening  
Programs Around  
the World**  
**p.44**

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**Conclusion**  
**p.62**

**Postface**  
**p.66**  
Le mot de la fin

**Remerciements  
& partenariats**  
**p.68**

# Blowing 10 Candles, Just Like That

## SINGA Celebrates its 10th Anniversary

In 2022, SINGA celebrated its 10th anniversary. During 10 years, SINGA has brought together a community of over 80,000 individuals, expanded to 7 countries across nearly 20 cities, supported over 1,000 entrepreneurs, and fostered the creation of more than 350 businesses.

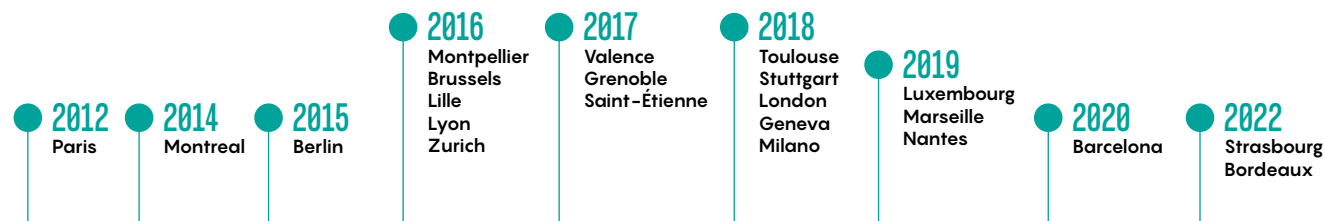
These achievements have forged countless connections, ranging from shared gatherings between newcomers and local citizens to the creation of thriving start-ups and social enterprises. SINGA has also been the birthplace of numerous innovations, emerging from the partnership between an inclusive organization and the aspirations of individuals in exile, eager to learn and embark on entrepreneurial journeys.

What better reward than the words of Thanh Nghiem, a female entrepreneur who sees in SINGA: «a concentration of being, which is neither heroic nor self-centred, and certainly not preachy. An anonymous, joyful altruism that is exercised peer to peer.»



«A CONCENTRATION OF BEING, WHICH IS NEITHER HEROIC NOR SELF-CENTRED, AND CERTAINLY NOT PREACHY. AN ANONYMOUS, JOYFUL ALTRUISM THAT IS EXERCISED PEER TO PEER.»

—  
Thanh Nghiem,  
entrepreneur



\*London, Milan, Montpellier, and Grenoble were all closed due to administrative challenges, lack of funding, and complicated political situations, compounded by the pandemic. These experiences have helped strengthen our growth process and have opened new opportunities!

SINGA Launching,  
Germany 2015 →



## Let's Rewind...



«WE'VE ALWAYS AIMED TO REACH THE TIPPING POINT IN SOCIETY. IT HAPPENS WHEN ENOUGH PEOPLE HAVE EXPERIENCED A DIFFERENT KIND OF INCLUSION AND HAVE RECOGNIZED THE ABSURDITY OF CURRENT RULES AND BEHAVIOURS. FOR SINGA EMPLOYEES, THERE'S A WORLD WHERE SEEKING ASYLUM ISN'T AN ADDED SUFFERING, WHERE SKILLS ARE RECOGNIZED, AND CULTURAL DIFFERENCES ARE EMBRACED AS LEARNING OPPORTUNITIES. WE KNOW THAT THIS WORLD REQUIRES ARCHITECTURE AND INFRASTRUCTURE. IN ESSENCE, IT'S UNDER CONSTRUCTION. WE'RE VERY PRAGMATIC AND PATIENT.»

—  
Guillaume Capelle,  
co-founder of SINGA

In 2012, SINGA was born out of the optimism and determination of its founders, who believed in the power of human connections and the potential of inclusion. Returning to France after an initial professional experiences abroad, Guillaume Capelle and Nathanael Molle founded SINGA, later joined by Alice Barbe and a group of idealists from around the world, including individuals like Foday Janneh, Carlos Arbelaez, and Abdulkader Haji, to name a few.

Originally, SINGA aimed to create a lending platform for displaced individuals, enabling them to start their businesses. The name «SINGA», meaning «loan» in Bambara, reflects this origin. However, the organization quickly evolved into a community fostering cultural dialogue between refugees and French citizens, facilitated through interactions on Facebook and with partners such as École 3A and La Ruche.

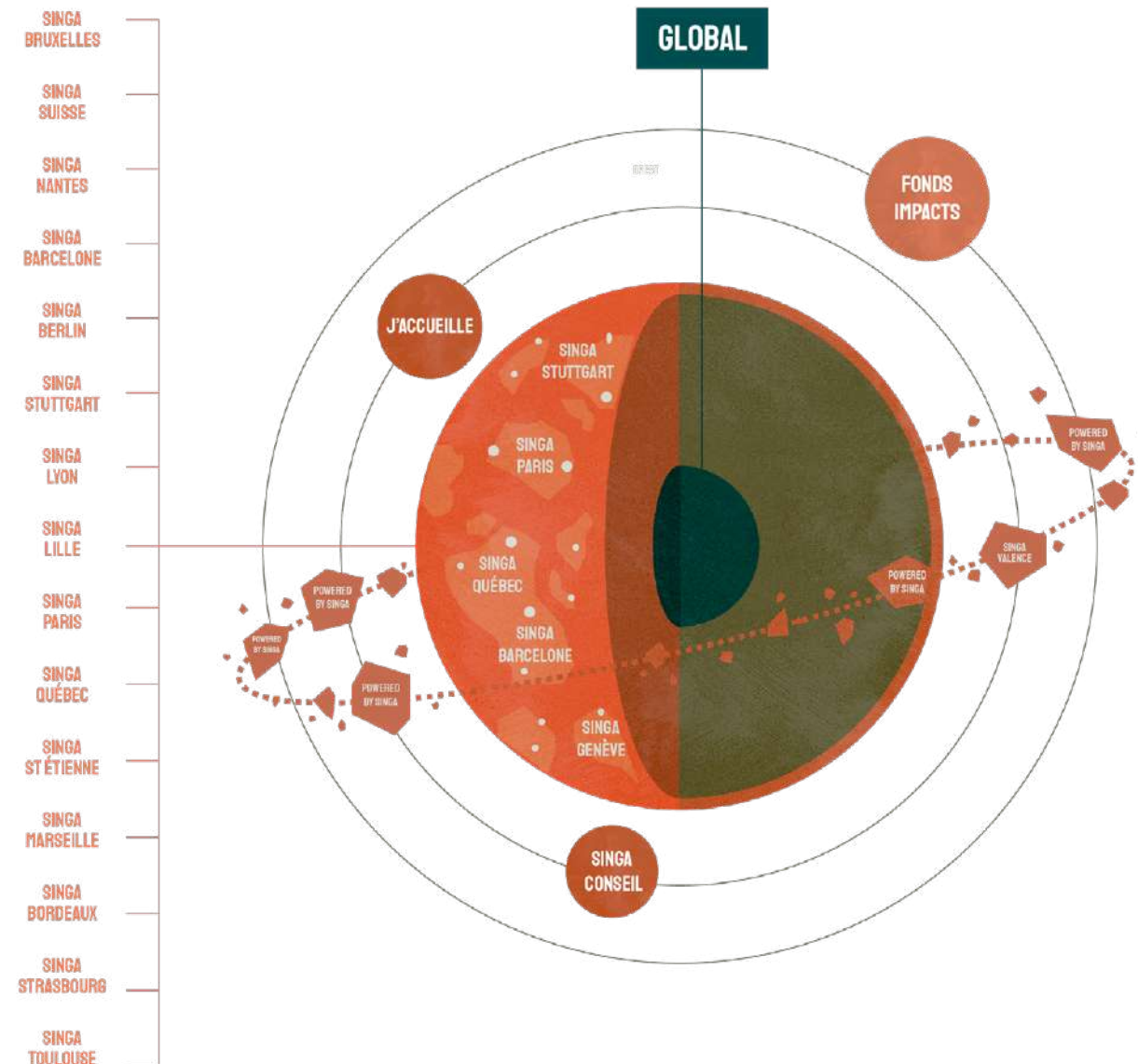
The young co-founders gained their experience by travelling and working within international organizations, including humanitarian ones, around the world. The problem they identified was that many of these organizations were not bringing about a systemic impact, and were limited to sporadic, peripheral actions for displaced individuals. This is how the SINGA method was born, which involves empowering those affected by migration with decision-making power, starting with newcomers. This led to the creation of peer-to-peer activities and forward-looking services.



# 02

## The New SINGA Galaxy

In 2022, SINGA transforms to meet the changing scale of migrations and elevate its efforts to respond to the needs and absorb the potentials we encounter. Over the next decade, we aspire to build a more influential, impactful, and independent organization.



## Towards a More Democratic and Participatory Organization

The significant legal development in 2022 was the adoption of a new agreement contract by all Chapters within the SINGA Global network.

This agreement contract encompasses a brand license, SINGA's ethical charter, and outlines the rights and responsibilities of the Chapters within the network. The principle established by the SINGA Global General Assembly is one of political and financial autonomy for the Chapters, enabling them to tailor their actions to local contexts, establish partnerships with public and private stakeholders, and ensure democratic governance within the SINGA Global network.

In line with this major transformation of the network, the possibility was introduced for third-party organizations to be labelled as «powered by SINGA.» This move aims to facilitate the broader sharing of our methodologies and drive a more widespread and accelerated impact towards the inclusion of newcomers.

## A Collective Ethical Commitment

SINGA has established an ethical charter that defines the values adhered to by SINGA Global, all its Chapters, and associated entities (structures powered by SINGA).

This charter encompasses a wide and rigorous range of principles that guide our actions in areas such as workplace well-being, interculturality, inclusion, combating discrimination, preventing conflicts of interest, and ensuring transparency in our partnerships. Based on these principles, SINGA, by the decision of the Board of Directors, took the unprecedented step of terminating an ongoing financial partnership due to ethical concerns raised about the partner's business practices. SINGA Global extends the recognition of this charter to any subsidiary it creates or any new structure it establishes in partnership with one or more third-party organizations.



## FOCUS ON...

# A Closer Look at the New Organizational Structure

## A Renewed Board of Directors

The General Assembly has established a new Board of Directors elected for a two-year term, which in turn has elected a new executive team:

### PRÉSIDENT

**Rooh Savar,**  
Entrepreneur, Journalist (Paris)



### SECRÉTAIRE GÉNÉRALE

**Luisa Seiler,**  
Luisa Seiler, Co-Founder of SINGA Berlin, Social Entrepreneur (Berlin)



### TRÉSORIÈRE

**Marielle Demilie,**  
Independent Strategy Consultant for Non-Profit Organisations



### ADMINISTRATEURS

Amer Alqadi: Senior Recruiter and Entrepreneurship Coach (Berlin) / Alice Barbe: Co-Founder of SINGA, Social Entrepreneur (Paris) / Sylvain Marguerin : Foundation Specialist (Luxembourg) / Jana Nevrlka: Lawyer, Entrepreneur, Wilen bei Wollerau (Switzerland)



## A Strengthened Team

In 2022, the SINGA Global team was reinforced with the arrival of two new individuals:

**Jessica Mautref,**  
Methodology Engineer

**Léa Balage El Mariky,**  
Coordination Director for France



«Upon arriving at SINGA Global in September 2022, I discovered an entire universe that was new to me! As a Methodology Engineer I brought methods of structuring, workshop creation techniques, and learning modules. However, in the end, I was the one who learned the most throughout this year. Being in contact with people who are truly open, generous at heart, and eager to build a society where the word 'together' would truly make sense, I learned to look at the world from a different perspective, to define inclusion differently, and to believe even more in the power of connection. SINGA is an oasis, let's preserve it!»

**Jessica Mautref,**  
Methodology Engineer



«Since my arrival in November 2022, I virtually travel hundreds of kilometres each month, visiting the French Chapters via our coordination meetings. As the Coordination Director for France, I've been able to rely on the Chapters' leadership to ensure my speedy integration into the network, which allowed me to fully grasp SINGA's history, and, together, chart-out future prospects for programs in France. With changes in immigration laws, the launch of calls for nationally funded projects, and the assurance of stable relationships between the government and prefectures, the cooperative work among SINGA Chapters will help us face the numerous challenges and opportunities that lay ahead».

**Léa Balage El Mariky, Director**  
of France Coordination



# 'J'accueille' Spreads its Wings

## Empowering» J'accueille –by– SINGA» — Why and How?



The end of 2022 marked the final stage of SINGA network's restructuring, including the full autonomy of SINGA Lyon, the transformation of SINGA France into SINGA Global, and the transfer of the last network support teams to SINGA Global. Concurrently, the «J'accueille» program achieved autonomy while remaining a member of the SINGA network. So, why «J'accueille–by–SINGA»?

### 1 A Matter of Visibility and Public Understanding

SINGA is a powerful name, carrying with it an intercultural universe, work ethics, and a global outlook that has resonated with many for a decade. The citizen hosting program «J'accueille», formerly known as CALM (Comme A La Maison), had already changed its name to better connect with its primary audience: the recruitment of citizens willing to host. In line with this reasoning and given that all hosted individuals are referred by professionals who are partners of the SINGA network, «J'accueille» chose to have its own communication tools and become a distinct brand. Its improvements in online visibility are noteworthy (domain authority increased from 18 to 48 within a year) since achieving autonomy, and its recognition is growing, especially since the Ukrainian crisis.

### 2 A Matter of Positioning

Furthermore, for most of SINGA's partners, entrepreneurship support requires skills, know-how, and communication methods different from those needed for a citizen hosting program. Why would an incubator focus on housing? Why should housing experts support «for-profit» projects within a business incubator? «J'accueille» remains one of SINGA's most remarkable innovations, developed as an intrapreneurial initiative. However, to eliminate uncertainty about their respective core competencies, the initiation of this transition seemed like a natural next step.

### 3 Economic Model: Public and Local Partners

Since 2015, «J'accueille» has received support from the French government, notably through the «citizen hosting» experiment, now known as «cohabitations solidaires», which it inspired. Aligned with Interministerial Delegation for Housing and Access to Accommodation Interministerial Delegation for housing and access to housing Interministerial Delegation for Housing and Housing Access DIHAL,



which falls under the oversight of the Ministries of Housing and Interior (for integration), this experiment remains a form of housing provision with its own economic model specific to the sector: indicators like the number of overnight stays, individuals hosted, and the length of stays play a crucial role in the program's financing, a quantitative dimension that diverges from the logic of incubating a small number of projects each semester within locally-rooted incubators.

Furthermore, housing provisions often fall under government jurisdiction, whereas support for innovation and entrepreneurship more commonly involves local municipalities and institutions that shape local employment ecosystems.

To negotiate a significant scale-up in the coming years, including the possibility of a social impact contract, it has been essential to compartmentalize activities from an accounting, legal, and strategic perspective.

Lastly, while SINGA's development embodies a networked and horizontally inspired approach that greatly influences «J'accueille's» work methods, the program now has a distinct development strategy:

— Like SINGA, «J'accueille» prioritizes forming partner entities in specific regions where a local team

might not be essential, due to the extensive work required (low population density, presence of established actors recognized for their work quality, and connections with local communities).

— Conversely, home-based hosting, whether in Lille or Marseille, within France or abroad, presents an opportunity to implement relatively similar methods for a faster and more consistent scaling process. A centralized approach from an engineering perspective (such as creating a Customer Relationship Management system and covering extensive territories for certain mobile staff) offers more adaptable development prospects, considering the ultimate territorial coverage envisioned.

We hope these choices will yield results swiftly, allowing citizen hosting to become a true cultural norm in the decade ahead.

J'accueille in numbers  
2022:



**365 individuals**

hosted for part or all of  
the year



**Including 236**

individuals from Ukraine



**1221 households**

trained in hosting through 105  
informational sessions

Special thanks to the Roi Baudouin Foundation, Telos Impact, BNP Paribas Foundation, Adecco Foundation, Engie Foundation, Accenture Foundation, Entreprendre Foundation, Mirova Forward Endowment Fund, Monoprix Foundation, MACIF Foundation, Foundation of France, and Choose Love Foundation for their support in our activities' development in 2022.

# Strengthening Programs Around the World

## Connectivity Is Key

The SINGA philosophy draws inspiration from the peer-to-peer exchange model, where interactions occur on an equal footing, with each entity both contributing and receiving.

We believe that by creating a network of equals, we can unleash restricted potential. Thus, we provide the framework to enable everyone to flourish and, in the process, challenge preconceived notions.

On a daily basis, SINGA brings together thousands of local residents and newcomers around the world for them to meet, share, and mutually enrich one another. And it works:

→ 62% of newcomers who joined SINGA have found employment or training opportunities through the community

→ 67% of newcomers feel they've regained self-confidence through SINGA's programs, with 73% of them feeling more useful to society

→ 66% of locals believe their perception of newcomers has changed for the better thanks to SINGA

↳ SINGA Québec



SINGA Strasbourg →

## Where can we be found



### COMMUNITY PROGRAMS IN 2022

Brussels  
Lille  
Lyon  
Luxembourg  
Marseille  
Montreal  
Saint-Etienne  
Toulouse  
Valence

### ENTREPRENEURSHIP PROGRAMS IN 2022

Barcelona  
Berlin  
Bordeaux  
Lille  
Lyon  
Nantes  
Paris  
Saint-Etienne  
Strasbourg  
Stuttgart  
Geneva  
Zurich



# GLOBAL TOUR



**Serge, a local individual and SINGA Brussels member**

«My best SINGA memory... Every meeting, every new person to accompany is a discovery: a different personality, a different culture, a different way of approaching life. Both sides have everything to gain from it in terms of humanity.»

## BRUSSELS

In 2022, SINGA Brussels had a year full of encounters and discoveries. They organized nearly 600 sports, cultural, or artistic activities, with over 10,000 participations throughout the year. Their «buddy» program facilitated the connection of 157 new pairs, providing valuable inclusion for newcomers. The CALM program saw increased demand due to the war in Ukraine, forming 52 shared accommodations in 2022—almost as many as in the project's first three years. This year also marked a turning point for the association, with a relay of leadership from the co-founders of SINGA Brussels.

«We are preparing for this pivotal period by building a strong vision to strengthen the structure and teams, injecting new momentum for the years to come.» Cécile De Blic - Director of SINGA Brussels

## LILLE



In 2022, a new team of employees joined SINGA Lille, marking the start of a period of restructuring and adaptation. They rose to the challenge by offering 46 activities that brought together over 500 participants, twice as many as the previous year. Activities ranged from dance and ping-pong to cooking and language exchanges. The «Speak Up» project also continued, providing journalism, writing, theatre, and public speaking training to over 80 people. Partners such as Engagement Media Foundation, Théâtre du Nord, the City of Lille, Collectif La Friche, La Baraque, and Compagnie Atmosphère Théâtre were warmly thanked for their contributions to the success of these workshops!

**Maria, volunteer and SINGA Lille member**

«At SINGA, I love the interaction and exchanges with people, creating an atmosphere where everyone feels comfortable being themselves.»



## LUXEMBOURG

In 2022, SINGA Luxembourg offered a wide range of activities, welcoming nearly 224 participants, 87% of whom were newcomers. They organized a little over 20 activities, including museum visits, professional mentoring workshops, cultural events, and sports activities. The year was marked by a strong emphasis on environmental themes, featuring a series of eco-friendly workshops, discovering a solar-powered boat, and excursions to explore local wildlife in nature reserves!



## LYON

With twelve workshops, events, and professional meetings per week, along with 3 additional monthly workshops in Lyon, SINGA continues to fulfil its primary mission: creating social capital through connection. Music, cooking, dance, Capoeira, writing, theatre, outings, horseback riding, hikes, and concerts — everyone can find a way to get involved, share a passion, and learn something new. The community consists of 2500 members attending activities regularly, with 300 participants each week—50% newcomers and 50% locals, representing 78 different nationalities!



# OF OUR COMMUNITIES



# GLOBAL TOUR



MARSEILLE

In April, SINGA Marseille launched S.Cool, a friendly school dedicated to discussing and practising French at all levels. The workshops covered various topics such as daily life, history, culture, and citizenship, attracting over 70 participants, hosting around twenty workshops, and featuring 3 regular guest speakers. Their passion for cooking also inspired them to work on a book that brings together recipes, testimonials, and stories from their audience, showcasing the experience of exile, new life, and Marseille's associative fabric through gastronomy!



MONTREAL

In 2022, SINGA Québec faced financial challenges but managed to sustain its activities thanks to a dedicated team, volunteers, and committed partners. They organized 26 activities that brought together 521 locals and newcomers. Their mentoring program also attracted 66 additional registrations, and SINGA Québec presented their activities at various events, including language centres.



José, newcomer and SINGA Montreal member

«From the very first meeting, I felt welcomed and integrated into a family with shared values. Thank you so much, SINGA. You are my only new friends.»

Throughout the year, SINGA Saint-Étienne organized 320 interaction sessions, provided DECODE support to 10 individuals, and guided 19 people through a 388-hour French language training program. To promote oral expression and public speaking, the team also conducted 18 hours of cultural workshops. Their commitment to inclusion materialized through partnerships with 5 local organizations promoting diversity and solidarity, such as CREFAD, Atlas des Possibles, and Terre d'hommes.



SAINT ÉTIENNE



TOULOUSE

In 2022, SINGA Toulouse's community thrived with a dynamic group of volunteers organizing over 60 events that brought together more than 450 participants. Activities included monthly online «Blablas» and bi-weekly in-person sessions at a local café, cultural outings in collaboration with «Culture du cœur,» mountain excursions, and regional explorations. The team also showcased SINGA Toulouse at public events like the Village of Diversities organized by the City of Toulouse and World Refugee Day on June 20th. They partnered with Utopia de Tournefeuille to organize cinema sessions and welcomed two civil service volunteers to help bridge the digital divide from July to November!



VALENCE

2022 marked the 5th anniversary of SINGA Valence's existence! Throughout the year, they organized 54 actions, including SINGA Blabla sessions, cooking workshops, laughter yoga, and nature walks, bringing together over 240 participants. They also held a workshop on the «Asylum Seeker's Journey,» featuring Julia Briland, a legal expert experienced in supporting asylum seekers and a volunteer at SINGA Lyon. The workshop attracted 22 participants!

# OF OUR COMMUNITIES



## FOCUS ON...

### SINGA INVITES!

The concept? Every year in Lyon, an afternoon of cooking with chefs from around the world, whether they are part of the SINGA community or not, followed by an evening tasting the dishes prepared on the same day, with surprise guests at the table!

The objective is to bring together dishes, flavours, and people from around the world around the same table. In total, 16 hosts opened their kitchens for an evening throughout Lyon and its outskirts. Let's look back on this end of 2022 highlight...

### An Initiative to Foster Connections

What better way to blend conviviality and exchanges than a good meal? In each kitchen, different dishes, personalities, and atmospheres. A beautiful melting pot and unique exchanges among the nearly 184 participants from 31 different nationalities in this new edition. A growing success since the last edition in 2020, which had already brought together 173 people and allowed nearly fifteen apartments to open their doors.



Challenges presented to families: Speaking multiple languages, creating recipes with an ingredient from each country.... For one evening, hundreds of connections are formed throughout the city, with many expressing strong intentions to stay in touch!

### Participants Share their Experiences

«Thank you all for coming. It was a fantastic Franco-Syrian-Qatari-Egyptian-Dutch-Hong-kongese-Pakistani-German evening.» - David, host

«I arrived in France two months ago. For me, it's great to be able to celebrate Christmas with these very friendly people.» - Farhad, guest



## Migration, a Solution

To facilitate the inclusion of newcomers, they should be allowed to work and start businesses as early as possible, even during the asylum application period. Creating a business could become a pathway for immigration itself. The legal framework in this regard needs to be harmonized across Europe. Our vision of an inclusive society can only be realized by building a migration-led economy, where newcomers can create and innovate without unnecessary obstacles.

In an era where the Intergovernmental Panel on Climate Change (IPCC) tells us we have '3 years to change,' in a decade where financial, humanitarian, and health crises follow one another, we need entrepreneurs who bridge cultures, who are resilient and possess the ability to bring in new viewpoints and approach challenges from other angles. Within this fresh perspective, there lies the potential for countless innovations beneficial to the common good, as long as our economy and society are hospitable to it.

Noubar Afeyan, born in Lebanon to Armenian parents and later moving to Canada where he founded Moderna pharmaceutical labs, draws a stimulating lesson from his migratory journey:

'I see innovation as a form of intellectual immigration. I ask people to think about the immigrant mindset when they do this kind of innovation, especially advanced innovation, and recognize that it's a strength to have that kind of resilience, adaptability, all those things we think are rare skills in an entrepreneur, that's what every immigrant has to go through.'

### Over 40%

of German tech companies were founded by newcomers.

### 1 in 2 startups

in the UK is founded by individuals of foreign origin, particularly in the tech sector.

### 44% of companies

in the US Fortune 500 were built by immigrant individuals or their children.





# In 2022, 5 New Programs in Europe...



À Lille

## LILLE

### Changing Perception in the Hauts-de-France Region

The Lille incubator opened its doors in 2022. One of its missions is to contribute to changing the narrative around migration in the Hauts-de-France region, an area often negatively associated with images of newcomers in the Calais camps. This incubator provides tailored support that adapts to the needs and constraints of each individual.



## SWITZERLAND

### How About Accelerating?

The Accelerator is SINGA Switzerland's first online business acceleration program dedicated to individuals coming with asylum and migration backgrounds. It offers a unique opportunity to access an investor network. SINGA Accelerator services are specially designed for entrepreneurs who have already launched their businesses and are seeking additional support to advance and expand their ventures.



## BORDEAUX

### SINGA Opens its Doors in Bordeaux!

Launched in 2022, the Bordeaux branch is already supported by a community of around a hundred individuals from diverse backgrounds. It not only offers activities to foster connections between locals and newcomers, but also provides professional guidance through its incubation program.

Upcoming next steps? Establishing a third place with an intercultural and technological dimension.







## SAINT-ÉTIENNE

### Design, Art, and Culture:

A new incubator emerged in 2022 in Saint-Étienne. The «Lab'O» was conceived by SINGA Saint-Étienne and the École de l'Oralité to foster and promote artistic, design, or cultural projects by individuals from migration backgrounds or those aiming to highlight interculturality. This program assists creative entrepreneurs in developing their practices or activities. It was launched at the end of February 2022 with a cohort of 8 creatives from diverse fields.

## STRASBOURG

### The First Transborder European Incubator!

Discover the THSN by SINGA Strasbourg incubator, which opened its doors in 2022. Unique in Europe, this incubator is the starting point of a cooperation hub between France and Germany aimed at fostering innovation through migration. Located in the Strasbourg region, closely connected to SINGA programs deployed in Strasbourg, Karlsruhe, and Stuttgart.



## ... For an Even Greater Impact!

Our entrepreneurial programs harness the power of connection and cultural diversity to drive creation and innovation. In 2022, across Barcelona, Berlin, Bordeaux, Lille, Lyon, Nantes, Saint-Étienne, Strasbourg, Stuttgart, Switzerland, and Paris, we supported more than 630 newcomers and locals in launching and developing impactful, creative, and prosperous organizations!

Our programs are tailored to their needs, offering both collective and individual guidance for free. They gain access to a virtuous ecosystem comprising thousands of entrepreneurs, private and public partners, mentors, artists, and activists from around the world.

3 programs :  
**Pre-incubation**  
for ideation and project structuring.

**Incubation**  
to boost projects and expand professional networks

**Acceleration**  
to scale up and enhance leadership.

«A HUGE THANK YOU TO THE ENTIRE ACCELERATOR TEAM! YOUR GUIDANCE HAS BEEN INVALUABLE TO HELP ME MOVE FORWARD WITH MY PROJECT AND OVERCOME MOMENTS OF STAGNATION. I HOPE THAT YOUR INCUBATION AND ACCELERATION PROGRAMS CONTINUE SO THAT MANY MORE ENTREPRENEURS, COMING FROM DIVERSE BACKGROUNDS, CAN BENEFIT.

Ousmane BAH, Founder of Solodou (SINGA Paris)

### 1 Pré-incubation

In 2022, more than 390 individuals across 10 cities participated in SINGA's pre-incubation programs to conceptualize, structure, and refine their projects.

«Even though my project still needs a few more months to materialize, the program allowed me to learn a lot about how to build a project and what I really want.»

— Noubia, 2nd cohort of SINGA Express in Lyon

### 3 Acceleration

The acceleration program provides both collective and individual guidance to 6–8 entrepreneurs per cohort for 9 months (6 months of tailored acceleration and 3 months of post-acceleration follow-up). This program enables entrepreneurs who are already active to raise funds, scale up, and strengthen their leadership.

This year, SINGA Paris and SINGA Switzerland accelerated a total of 16 projects.

SINGA Lyon and SINGA Nantes also provided post-creation support for some projects.

In total, in Lyon, Nantes, and Switzerland, there are:

**20 entrepreneurs supported**

**76% newcomers and 24% locals**

**98 projects created (of which 69% are led by women)**

### 2 Incubation

The incubation program supports about a dozen entrepreneurs per cohort for 6 months. It assisted 139 projects in total. This phase facilitates and secures the launch of entrepreneurial projects: legal status, product or service testing, prospecting, and development.

**139 entrepreneurs supported**

**66% newcomers and 34% locals**

**92% participant satisfaction rate**

**116 projects supported (with 44.6% led by women)**

«THE SUPPORT FROM SINGA HAS GIVEN ME A METHOD TO STRUCTURE AND MATERIALIZE IMECE FRANCE'S PROJECT. THANKS TO THE INCUBATOR, I FEEL SUPPORTED, NOT ALONE, AND I HAVE HOPE FOR THE FUTURE SEEING ALL THE INCREDIBLE PROJECTS THAT HAVE ALREADY BEEN REALIZED AND THOSE IN THE MAKING.

Lucie Gamond-Rius, Founder of the IMECE project (SINGA Nantes)



## FOCUS ON...

# SINGA Awards

Every year, SINGA Switzerland organizes the SINGA Awards in Geneva and Zurich. An opportunity for participants to present their projects on stage after 6 months of support, in front of a diverse audience consisting of partners, mentors, SINGA community members, as well as their families and friends!

This year, SINGA Switzerland welcomed over 250 guests. Three awards are presented thanks to SINGA's sponsors in Switzerland: the SINGA Award, the Impact Award, and the Community Award



## SINGA AWARDS

The winners of the SINGA Awards receive a prize of 5,000 CHF. This financial reward allows them to bring their business ideas to life and receive initial support for launching their ventures. The winners of the «SINGA Award 2022» are:



**Founder of Georgia's Bread in Geneva :**

«Winning this award means everything to me! As a refugee, this is my first success thanks to the SINGA Awards in Switzerland. It recognizes all the efforts I've put into my project, despite the challenges I face. I now feel like I'm starting to build my future, and finally feel at home.»

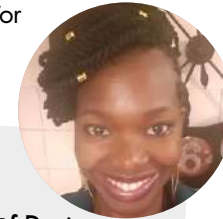


**Michael Yani, Founder of White Gold GmbH in Zurich:**

«Thanks to the SINGA Awards in Switzerland, I had a unique and successful experience. I gained valuable knowledge to develop my business idea and see it grow every day. Winning the SINGA Award validates my journey and motivates me greatly to continue my efforts.»

## IMPACT AWARDS

These awards are given to projects with the strongest social and/or environmental impact:



**Kandé Nimaga, Founder of Design ton Futur in Geneva:**

«This award, presented by SINGA and the Tsadik Foundation, is the result of hard work. After sharing my vision, it's a powerful recognition... Design Your Future bears this name because I want to have a positive impact on the lives of the children and parents participating in our program.»



**Metin Hanay, Founder of Supra Catering in Zurich:**

«Winning this award not only makes me extremely happy, but it has also boosted my confidence and further encourages me to succeed in my project and contribute to society as soon as possible.»



## COMMUNITY AWARD

A third award, the Community Award, is given to the most convincing pitch of the evening. This year, the awards went to Sandy Garavito Malagon for her project Xcusas in Geneva and to Davut Okcu for his project Altech Aluminium in Zurich. These awards, valued at 600 CHF each, were given by the audience present at the event!





FOCUS ON...

# Business Lab & LINK programs

SINGA Stuttgart supports newcomers in the extended regions of Stuttgart, Karlsruhe, and Bochum through the 'Business Lab,' providing 5 months of guidance for project formalization and creation. SINGA Stuttgart is also part of LiNK, a network of organizations along the Strasbourg-Karlsruhe axis, organizing events that bring entrepreneurs from both sides of the Rhine together to promote experience sharing and create an inclusive entrepreneurial ecosystem!



BUSINESS LAB

  
**16**  
entrepreneurs supported

  
**35** workshops

  
**220** hours of coaching

  
**4** companies created

LINK

  
**14** participants

  
**5** events



# Being a Woman, Race and Entrepreneurship

Even though more than 250 million women have embarked on entrepreneurial ventures worldwide, they still face cultural and structural barriers.

## 2,8% receiving funding

In the United States, women represent 2.8% of entrepreneurs receiving funding.

## 8% of European investment

8% of European investments are directed towards projects led by women.

## Less than 10% of women

are present in investment funds (both public and private)

At SINGA, we work every day for gender parity and diversity within our teams and incubators, and we are committed to supporting at least 50% of projects led by women. Let's meet three inspiring women from the SINGA network...



### NADIA AL SOLEMAN

Nadia Al Soleman is a French as a Foreign Language (FLE) instructor, the president of SINGA Nantes, and the founder of the AREA association for the academic success of allophone students, aiming to support allophone families (students and parents) in their education

In the past 20 to 30 years, entrepreneurship has evolved into an industry where individuals can inadvertently perpetuate a system, often without fully comprehending or intending to, that can be exclusionary. What are the systemic challenges and obstacles that women encounter when they aspire to become entrepreneurs?

### NADIA AL SOLEMAN

The entrepreneurial journey demands courage, determination, and risk-taking, be it for men or women.

When we talk about a female entrepreneur who is also a mother and a newcomer, the margin for risk-taking must be limited. That's why we do everything in our power to avoid failure, even if it means staying up late at night in front of the computer screen, and working during moments meant to be spent with your family and children.

Based on my experience and that of other women I meet at SINGA, the biggest obstacle is not being surrounded, encouraged, and supported by one's life partner. I've been fortunate to have had all the support, encouragement, assistance, and advice, but this wasn't the case for many women I've known who eventually succumbed to the overwhelming pressure and difficulties.

These women needed someone to believe in their ability to succeed and in their competence and skills.

Do you think the challenges are greater for women of colour?

### NADIA AL SOLEMAN

Absolutely, it's worse than one might believe in the case of women of colour because difficulties arise on multiple levels. There are challenges that pertain to beliefs, cultures, and societies of origin, where questions arise about the legitimacy of women to undertake entrepreneurial ventures, even when considering their autonomy and freedom to choose. We must not forget that the struggle of women in these societies highlights a significant gap between them and French society.

There are also challenges related to legitimacy in the host society. This requires a dual effort to be recognized both as a newcomer and as a woman. It's a challenge I've faced on multiple occasions, but it has only strengthened my motivation and determination to contribute to changing perceptions about migration, especially concerning migrant women.



### LORIANE THOMAS

Loriane Thomas comes from Gabon and arrived in France about fifteen years ago. She is a mother of two children, a freelance digital marketing consultant, and the creator of the «Oréma» podcast aimed at multicultural mother entrepreneurs.

Inappropriate remarks, a condescending tone... In the United States, women created the email address of a fake male colleague to demonstrate the difference in treatment between men and women. Once embarked on entrepreneurship, what stereotypes do women still have to confront?

### LORIANE THOMAS

I'm not surprised to read that, as I have also experienced similar situations during my time as an employee.

After starting my own business, I chose to primarily target female clients, including mothers, because I believe there is more understanding and respect between individuals who share common experiences. I

have noticed that women entrepreneurs are often infantilized by their clients or male counterparts, and sometimes even hyper-sexualized.

There's also the stereotype around age. As young women are showing an increasing interest in entrepreneurship at an early age, they are not always taken seriously enough due to their youth.

An experiment conducted in France revealed that a woman with a Senegalese-sounding name had an 8.4% chance of being called for a job interview, while a woman with a French-sounding name had a 22.6% chance. Are these racial discriminations also observed in the field of entrepreneurship?

### LORIANE THOMAS

That's a very good question, and I have no doubt that similar results would emerge when discussing entrepreneurship. I say this because racial biases are still deeply ingrained in our society.

However, in the digital realm, which is the field I operate in, I observe that racially diverse women or those who wear a veil find it easier to speak up and establish themselves. There's a greater freedom that allows them to become visible, enabling them to attract clients who share their background or who are completely comfortable with their identity.

The advantage is that an entrepreneur works with clients, not for them; there's no hierarchy like there would be with an employer.





## RABY HAMELIN

Raby Hamelin has established a training and professional integration program for women in the beauty and wellness industries. «La Beauté du Monde Inclusive» aims to make the cosmetics and beauty world more inclusive and responsible.

Among the levers for women's entrepreneurship that are often cited is the promotion of role models. Do you think we need to open up imaginations and possibilities through new heroines?

**RABY HAMELIN** Certainly, it's always positive and useful to be able to reference and draw support from inspiring initiatives or journeys, especially those of women.

However, I don't believe that women necessarily require role models or prominent figures to embark on entrepreneurship. If they have a business project, if it resonates deeply within them, they will find the desire, energy, and strength to pursue it. More than role models, what they primarily need are opportunities, confidence, and spaces to advocate for and showcase their projects. The desire, courage, perseverance, and initiative all come from the project itself!

What advice would you offer today to all the women who aspire to start and succeed in entrepreneurship?

I'm not entirely sure if I can provide advice... I believe it's important to first trust yourself, your own experience, maintain your fighting spirit, and put aside your insecurities. Yet, it's also essential to surround yourself well, listen, including to divergent opinions, and to understand the importance of taking time (even when it's not always available...!) to make decisions.

Singa Lyon →





# Conclusion

By Benoît Hamon  
& Fatemeh Jailani



## BENOÎT HAMON

«SINGA has experienced a happy and promising youth. The coming decade will heighten our maturity. It will not be without self-questioning or doubts. But it will not be less hopeful than the first steps of our youthful years.»

These sentences, taken from our Vision Paper written in 2021 and adopted in 2022, summarize the pivotal moment that the SINGA network is undergoing. Over the past two years, the network has undergone a profound legal overhaul concerning its governance, adopting a new accreditation contract, new articles of association, and an ethical charter. It has engaged in diversifying its funding by consolidating existing partners and forging new partnerships (such as BNPP Foundation, ACCOR, L'Oréal fund for women, Engie, Mirova, Vyv, etc.), making us less reliant on a single actor. This strategy goes hand in hand with rethinking our approach to donation campaigns and the structuring of our consulting missions to generate new, sustainable sources of income over the next decade.

These resources will be supplemented by negotiating dividends and financial returns for SINGA's participation in the development of tools such as the Gaîté Lyrique in Paris or the investment fund currently being formed with Impact Partners. To diversify our funding without losing our eligibility for patronage and donations, we will empower the advisory activity in a dedicated commercial company dotted with a legal entity that will nonetheless comply with the democratic and social requirements of Social and Solidarity Economy (ESS)

companies. SINGA has undergone rapid scaling. We have decided to plateau in order to consolidate and improve the existing programs before embarking on the conquest of new areas of engagement.

SINGA is also an inclusion accelerator, thanks in particular to the countless activities and programs imagined by local volunteers or newcomers. These intercultural spaces foster innovation and serendipity, which have been characteristic of SINGA since its inception. Such valuable programs keep SINGA anchored as the citizen organization that it aims to fully become, to contribute to changing the representations of migrants in the public space. SINGA aims to develop this capacity to mobilize citizens in favour of open and inclusive societies, without which our advocacy, however well-articulated, would lack the power to tilt the balance in favour of inclusion, rather than exclusion and discrimination. In this sense, we will structure a network of voluntary ambassadors from the community, capable of speaking out in public spaces to give a voice to those whom the migration debate deliberately leaves in the shadows: the newcomers. We will support their advocacy with evidence of inclusion that we gather through our programs each year. New events focused on highlighting the benefits of migration and new venues (like Gaîté Lyrique) will give broad resonance to our advocacy, capable of engaging, mobilizing, and aggregating citizen goodwill. In the medium term, once the consolidation milestone is achieved, SINGA will look to the future by adjusting its programs to the growing demands for the inclusion of newcomers, and the need for organizations in host countries to become more open to interculturality. Geographical expansion in the countries around the Mediterranean, in Eastern Europe, Scandinavia, or North America will be possible next steps in the network's geographic extension through the creation of new Chapters or, more often, through the labelling of structures as «powered by SINGA.»

SINGA est aussi un accélérateur d'inclusion notamment grâce aux innombrables activités et programmes imaginés par des bénévoles locaux ou nouveaux arrivants. Ces espaces interculturels favorisent l'innovation et la sérendipité, si caractéristiques de SINGA depuis sa création.



## FATEMEH JAILANI

**Consolidating, Structuring & Sharing in the Hopes of Extending Our Oasis to Others**

I often say that SINGA is an oasis, a sanctuary where those who have felt the weight of injustice can find refuge. In our welcoming embrace, we empower people to read between the lines of adversity and envision new possibilities. It is within this sanctuary that their desires for change are nurtured and transformed into innovative ideas that pave the way for new Utopias — designing societies that celebrate diversity and stand firmly on the bedrock of fundamental human rights in an effort to counterbalance the current hate rhetoric. We stand unwavering in our belief that everyone, irrespective of their background, deserves the opportunity to pursue their dreams.

We remain committed to being an organization that breaks new ground, daring to venture where others hesitate. We blaze a trail that inspires confidence in others, emboldening them to embrace the challenge of building inclusive communities.

However, being a trailblazer also comes with challenges. Einstein, a newcomer himself once said "The intuitive mind is a sacred gift and the rational mind is a faithful servant." SINGA has always acted through intuition, even before assembling the words to define the rationale to justify our actions. According to our co-founder, Guillaume Capelle, "SINGA does by proving". For the past 10 years, SINGA has done just that. Now we need to use our rationale to render tangible our intuition and convince others that our Utopias are possible, replicable and impactful.

**SINGA AIMS TO DEVELOP THIS CAPACITY TO MOBILIZE CITIZENS IN FAVOUR OF OPEN AND INCLUSIVE SOCIETIES, WITHOUT WHICH OUR ADVOCACY, HOWEVER WELL-ARTICULATED, WOULD LACK THE POWER TO TILT THE BALANCE IN FAVOUR OF INCLUSION, RATHER THAN EXCLUSION AND DISCRIMINATION**



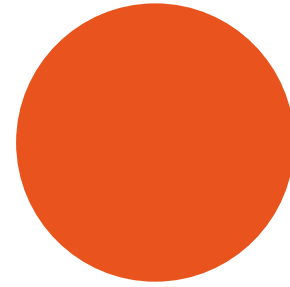


Our commitment to consolidating, structuring, capitalizing and sharing best practices is the focal point of our strategy in the years to come. We aim to thrive on the collective wisdom, experience, and knowledge exchanged across our network and with our allies. This will allow us to further harmonize our entrepreneurial paths and community activities by identifying the value we bring to newcomer entrepreneurs as a SINGA network, while at the same time leaving

room for innovation that takes into account the specificities of local realities.

We also recognize that impact measurement is more than just numbers today; it is not only the essence of accountability and growth but a means to, again, render tangible to others what we see in our oasis. By strengthening our impact measurement, we can distil the essence of our vision and achievements beyond our threshold, empowering us to strategize better, collaborate effectively with others, and channel our efforts where they matter most. It is this clarity that strengthens our resolve and inspires trust among our supporters and stakeholders.

The SINGA «brand» is not just a label; it is an embodiment of our values and aspirations. Our brand stands as a symbol of hope, resilience, and progress. We take great pride in being torchbearers of positive change and social innovation. It is a responsibility we embrace, knowing that our brand has the power to ignite hearts and minds, propelling us forward on this collective journey.



As we look to the future, I am filled with hope and determination. We stand at the gateway of boundless opportunities, where Utopias can become realities at different levels: within a city, a company or even in the intimacy of a home, via J'accueille. Our path is not without challenges, but our resolve is unwavering. Together, we can create a world that embraces compassion, inclusivity, and understanding.

In the tapestry of SINGA's story, each thread represents a life touched, a dream realized, and a community united. Together, let us continue weaving this vibrant narrative, inspiring generations to come.

For in this oasis of change, where dreams take flight and new Utopias emerge, we find the essence of our shared humanity.





# Final Words

by **Luisa Seiler**

Co-founder of SINGA  
Deutschland and social  
entrepreneur

## Climate Versus Society? Interconnected Change for More Resilient Societies



Among all crises that are currently challenging us and seriously threatening the idea of a brighter future for all of humanity, the climate crisis seems to be undeniably number one on the public mind. For many, a clear hierarchy of change needs to happen. Currently, the laser focus is on avoiding triggering climate tipping points. The argument is there is no planet B. If we do not save the planet, other issues will not matter anymore.



**Luisa Seiler**

Social entrepreneur, co-founder of SINGA Deutschland, board member of SINGA Global.

I agree. And just like many others, I am struck with disbelief at how many people, and the institutions they serve seem to think it is acceptable to continue with business as usual (and to use the current hype around everything climate-friendly as a marketing strategy). It is not. However, I also observe with great concern that the urgency accompanying the necessary transformations towards a more climate-friendly society leads to a deprioritization of transformations in the social sphere. This includes the distribution of available funding: with overall startup funding experiencing a sharp decline, climate startups reel in what's still available, leaving social startups somewhat empty-handed. Public funding similarly shifted its focus. For example, Berlin recently cut down on social spending while setting up a fund to invest in climate resilience. While I understand the logic behind this development, this is a very short-sighted conclusion that will eventually back-fire as it neglects the need for systemic solutions.

Climate change and social cohesion are strongly intertwined. More inclusive, more considerate, and plainly more interconnected societies are the more resilient societies. Firstly, an inclusive society fosters innovation and creativity. This is what we witness continuously within SINGA's entrepreneurship programs. By bringing together individuals from different backgrounds and cultures, the emergence of diverse ideas and solutions to address societal issues, including climate-related problems, increases. This includes alternative ways to tackle, e.g., flood mitigation, sustainable construction and agricultural techniques that have been perfected over millennia in dryer and hotter climates. People with unique perspectives may approach issues from unconventional angles, leading to breakthroughs in sustainable technologies and practices. Moreover, an inclusive society encourages collective action. Cli-

mate change is a global challenge that demands collaboration and cooperation across borders and sectors. When people from diverse backgrounds come together, they can build stronger networks, share knowledge, and pool resources to address climate-related threats more effectively.

Secondly, inclusivity ensures that the most vulnerable communities are not left behind in climate resilience efforts. Climate change affects societies and people within societies differently. Some countries are threatened at their core such as Kiribati and the Marshall Islands which will likely drown or Chad and Somalia which will become inhabitable. This will inevitably produce an increase in the number of people forced to leave their homes in search of more habitable places. Others will have to endure more extreme weather conditions whilst maintaining relatively stable moderate climates. Individuals marginalised by society, such as low-income populations, persons with migration biographies, and people with disabilities, are disproportionately affected by climate change impacts. An inclusive approach prioritises their needs, empowers them to participate in decision-making, and ensures that climate policies are equitable and considerate of their challenges. For over ten years, SINGA has been operating in the space of inclusion, innovation and interconnectedness; building inclusive communities, developing methodologies and implementing programs to create spaces for meaningful encounters, encouraging innovation and entrepreneurship inspired by diverse perspectives and migration experiences, and fostering connections that strengthen the social fabric and therefore make our societies more resilient in all matters — including climate change.

«CLIMATE CHANGE  
AND SOCIAL COHESION  
ARE STRONGLY  
INTERTWINED.  
MORE INCLUSIVE,  
MORE CONSIDERATE,  
AND PLAINLY MORE  
INTERCONNECTED  
SOCIETIES ARE THE  
MORE RESILIENT  
SOCIETIES. »



## Partners in the spotlight



«Hospitality, the sector in which we operate, is founded on welcoming — that is, caring for others and inclusion. Working with SINGA enables us to actively contribute to creating a more inclusive and open society, where everyone, regardless of where they come from, has the opportunity to contribute.»

— **Brune Poirson**, Chief Sustainability Officer, Accor



«Advocating for the inclusion of refugees is a source of pride and commitment for our teams. Collaborations with NGOs have allowed us to promote a different perspective and implement concrete actions. SINGA has brought its expertise and knowledge, enabling us to establish programs for our teams and beyond!»

— **Margaret Johnston-Clarke**, Global Chief Diversity, Equity & Inclusion Officer, L'Oréal Groupe



"SINGA is an international organization that creates opportunities for locals and newcomers to meet, exchange and build projects together. As one of the leaders in this space, SINGA's mission to build a diverse society is aligned with Visa Foundation's mission to support inclusive economies where everyone, everywhere can thrive. Visa Foundation is proud to support SINGA and its work to build an ecosystem designed to leverage the potential of underrepresented migrant and refugee populations, especially women entrepreneurs and businesses."

— **Chukwudi Onike**, Program Officer, Visa Foundation



"The Human Safety Net partnership with Singa, which began five years ago, remains dedicated to supporting newcomers in France, facilitating their economic inclusion, and fostering their integration into the wider community of their host country.

Throughout this incredible journey, we've witnessed the transformative power of migration and migrant entrepreneurship in Europe. The Scale Up Impact project which has been running from 2020 to 2023 illustrated the immense potential and talent that newcomers bring to their host countries, enriching communities and driving economic progress. However, we also observed the challenges that newcomers face in navigating unfamiliar territories, making networks, and accessing opportunities. This is precisely where actors like SINGA play a vital role. Their dedication to supporting and connecting newcomers with resources, mentoring, and entrepreneurship opportunities is invaluable in ensuring that these individuals can fully thrive and contribute to their adopted societies. We take great pride in being an integral part of this impactful and transformative journey."

— **Alan Barbieri** Head of Programmes - The Human Safety Net @ Generali

## 2022 SINGA Global Partners

Fonds l'ORÉAL pour les femmes

ENGIE

VISA Foundation

Fondation BNP PARIBAS

BPI Accélération

Fondation THSN

Fondation ENTREPRENDRE

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