

# NEXT TEN

SINGA



**SINGA'S VISION AND AMBITIONS  
FOR THE NEXT TEN YEARS**





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## FOREWORD

With regard to mankind's long History, sedentariness is a new phenomenon. Nomadism and migration have always been part of humans' lives. Belonging to a territory, a community and a culture emancipates mankind while nationalism and communitarianism enchain and diminish them.

Those who present emigration as solely uprooting and immigration as exclusively an alteration of the host society deceive themselves and those around them. They must nonetheless be taken seriously as their sad vision of the world is spreading all over. Indeed, if "migrants" have not invaded Europe as they predicted, such discourse is taking over newsrooms and TV sets. They are everywhere. No one has anything else to speak about. They occupy the brain time of citizens astounded by their omnipresence. "Migrants", however, remain voiceless. Who are they? What do they want? Why do they move? Where do they come from? These questions are too often left unanswered as women and men who join exile's long queue disappear behind figures. Like their motivations and projects that vanish behind the disastrous consequences on our civilizations, which we delegate to their endless cohort. Are  even our peers, our brothers and sisters in humanity? We could doubt such things as the public debate can be encapsulated by the dehumanisation of migrant individuals. The dominant gaze on migration buries the singularity of each person set on the path of exile under an anonymous collective lid. The unique, "irreplaceable" people these demographic movements are made of, their stories, their desires, their passions, their remorse, their griefs, their fears — all these feelings which make this humanity we share, are erased.

Migrations are structural. Over the next few years, climate change will reinforce this constant and permanent characteristic. It thus becomes as absurd to be against migration as it is to be "against the Internet" or to claim that the Earth is flat.

### SINGA IS A YOUNG ORGANISATION CELEBRATING ITS TENTH ANNIVERSARY THIS YEAR

While working in Australia as a jurist for Amnesty International, SINGA founder Guillaume Capelle met asylum seekers his age in the Villawood detention centre. He befriended a number of them through card games and cricket, or even by being initiated to Sri Lankan cuisine. Through these contacts, he started to grasp the sheer absurdity of the current system. These youths locked in with their traumas, devoid of visibility towards their future, resulting in vanishing motivation, at the risk of never coming back. Upon his return to France, Guillaume heard that a close friend from the detention centre had committed suicide. This tragic death, emblematic



**SINGA would have never seen the light of day without the optimistic willingness of its founders, who believed that an organisation dedicated to the inclusion of exiled people could gather pieces otherwise scattered to the four winds.**

of the deep malfunctions within the refugee welcome process, acted as a trigger. Guillaume decided to launch, with Nathanaël Molle, an organisation committed to accompanying refugees in their entrepreneurial projects and creating connections with locals. Joined by Alice Barbe, they developed SINGA in France, prior to upscaling internationally.

SINGA's initial concept was born from its founders' **pessimistic yet relevant assessment**: the wealthiest economies and societies on the planet are the least inclusive, and most of them are actually going the opposite way. The potential of millions of women and men is ignored and wasted. For lack of being inclusive, our societies grow poorer culturally, socially and economically. They are less innovative, decline, and are more exposed to violence.



However, SINGA would have never seen the light of day without the **optimistic willingness** of its founders, who believed that an organisation dedicated to the inclusion of exiled people could gather pieces otherwise scattered to the four winds. Who believed in the virtue of connections that unite and enrich both those who arrive and those who are already here.

Eventually, SINGA would not have grown and thrived without the **collective genius** of its community members, whether newcomers, local volunteers, mentors, coaches and employee experts who are the best proof nowadays that inclusion and cooperation manufacture innovation and cohesion. What better reward than female entrepreneur Thanh Nghiem who sees in SINGA *"a concentrate of being, that is neither heroic nor egocentric and above all not patronising. An anonymous, joyful peer-to-peer altruism"*.

For the past 10 years, SINGA has been involved in the creation of connections between locals and newcomers. This involvement is strongly rooted in experience. Nowadays, SINGA is an international organisation active in 20 cities, a figure that increases year after year. Enriched by its experience and the input of the millions of connections it created, SINGA looks to the next decade. The opportunity to share what we believe in and introduce what we want for the future.

On the left, Nathanaël Molle, Alice Barbe, Guillaume Capelle, SINGA's co-founders

On the right, launching of SINGA, Germany 2015

\*According to the World Bank's Groundswell Report Part 2, 216 million people could be forced into exile due to global warming by 2050.

01.

# WHAT DO WE BELIEVE IN

## FROM "MIGRANT" TO NEWLY- ARRIVED PEOPLE

The UN estimates that migrants account for 3.5% of the world population, ie. around 266 million people

We must specify who we are talking about when we discuss migration. UNESCO defines a "migrant" as "any person who lives temporarily or permanently in a country where he or she was not born" and who "has acquired some significant social ties to this country". The International Organisation for Migration (IOM) defines a migrant as "a person who moves away from his or her place of usual residence, whether within a country or across an international border, temporarily or permanently, and for a variety of reasons". As for the United Nations, a "migrant" simply refers to someone living in a country in which they were not born. According to this definition, the UN estimates that migrants account for 3.5% of the world population, ie. around 266 million people.

At SINGA we talk about "newcomers" or "newly arrived" ("nouveaux arrivants" in French). We believe that such a lexicon fits both a social and a temporal reality. The newcomer is not made inferior to the citizens of the society they are joining. They are rich in their potential to enrich the community they integrate.





**+ than 40%**  
of German tech  
companies were created  
by newly-arrived persons

**1 startup in 2**  
in the UK are founded by  
people of foreign origin, in  
the tech sector.

**44% of US  
Fortune 500  
companies**  
were built by immigrants  
or their children

## WE BELIEVE IN CONNECTIONS

Bringing people together, interacting, cooperating to give birth to a collective intelligence able to build a better future should go without saying. Yet, our societies sail against the flow of these principles: they chose to define mankind through its egoistic nature. Thus, neoclassical economic theory only sees in individuals people whose reason is entirely dedicated to the maximisation of their own interest. In politics too this thesis thrives through the defence of what Bergson calls "closed societies", where cooperation is limited to a reduced number of individuals linked to one another by a community of belonging and is always ready to attack or defend themselves against those who are different.

In societies based on individual competition, those who thrive the best are those who cooperate the least. But the winning rule changes when groups start competing against each other. This time, **the strongest, most successful groups are those with the best internal cooperation and the strongest connections between individuals.**

## WE BELIEVE IN COOPERATION

In its latest report published in the spring of 2021, the National Intelligence Council, considered as the CIA's prospective brain, expresses its outlook for 2040 and considers that in the face of climate change, ageing, migratory challenges and "technology disruptions", **"the most effective states are likely to be those that can build societal consensus and trust toward collective action on adaptation and harness the relative expertise, capabilities, and relationships of nonstate actors to complement state capacity"**. Inclusivity, innovation and cooperation can save us from catastrophe, argues the American intelligence agency, which in the past repeatedly wagered on conflict as a power and unilateral domination tool. Ecological challenges call for global and sustainable cooperation between nations, between Man and Nature, between public and private, between citizens, local authorities and businesses. Social issues also call for cooperation in order to rise to the challenge of granting education to all, eliminating poverty, including newcomers and improving workers' well-being.

For the past 10 years at SINGA, we have reinvented a risk culture that turns around the hostile approach to migration. Where migration is perceived as an alteration of national identities associated with insecurity or even a lethal risk for the host societies, we objectify the dangers of an inhospitable policy. Inhospitability wastes thousands of talents and shatters countless human potentials. A poor welcome makes our societies vulnerable to sanitary and social risks. But favouring exclusion over inclusion means missing the innovation boat and weakening our economies and societies precisely when we should be achieving landmark successes in the fight against climate change.

At SINGA we believe that in a globalised world, inclusive and cooperative societies and economies will be, in the long term, prosperous, connected and innovative at once.

## WE BELIEVE IN INCLUSION

Since the dawn of time, human migration has played a key role in the international circulation of technical and scientific knowledge.

The recent story of two German scientists of Turkish origin has spread around the world. Husband and wife Uğur Şahin and Özlem Türeci, both doctors from immigrant families, discovered the first vaccine against Covid. Does this amazing feat make up for the failure of thousands of migrant entrepreneurs or does it embody a trend confirming that migration boosts innovation? Both. Besides the Bio N Tech founders' Covid vaccine success story, most newcomers — regardless of diploma or social category — are bound for precariousness and poverty. We need only to remember the former Afghan Minister for telecommunications Sayed Sadaat who, expelled from Kabul by the Talibans, became a bike delivery man in Leipzig. Our societies are not really inclusive. However, they would gain numerous benefits, shall they welcome the creativity of migrant and refugee individuals who came to live in them.

In the field of economics, inclusivity and innovation are tightly connected.

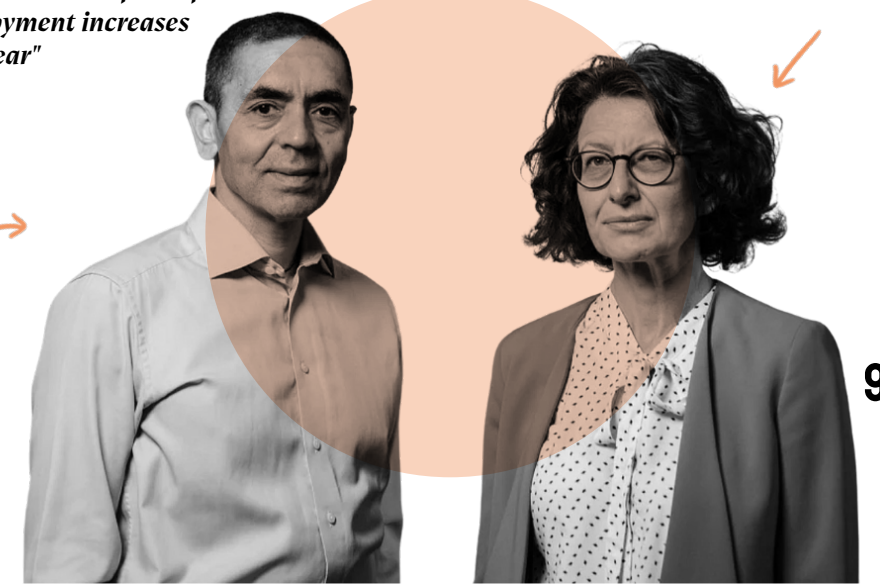
For the past few years, the International Monetary Fund objectified the impact of immigration on the creation of wealth in the newcomers' host countries. In a report published in 2020, the financial institution remarks that in developed countries **"immigrants in advanced economies increase output and productivity both in the short and medium term. Specifically, we show that a 1% increase in the inflow of immigrants relative to total employment increases output by almost 1% by the fifth year"**

One out of four German start-ups is founded by an immigrant or their descendants. More than 40% of German technology firms were created by a newcomer. Similarly, in the United Kingdom, entrepreneurs of immigrant origin are overrepresented in the tech sector: one start-up out of two is founded by individuals with a foreign background. And their success is outstanding: 9 out of the 14 British "unicorns" (promising enterprises that are valued today at more than 1 bn US \$) were created by men or women of immigrant heritage. In 2019 in the United States, 44% of Fortune 500 firms were built by first or second generation immigrants. The faces of innovation in the West often carry the features of diversity.

Businesses need diverse and multidisciplinary teams that combine the collective capacities of women and men, of employees from different cultural backgrounds and generations. Inclusion is not only good for the teams' wellbeing in the workplace; it directly improves companies' performances. Consulting firm Deloitte highlighted the added value brought to companies by inclusion, whether through team performance, creativity, outcome quality or decision efficiency. Better: when a firm is perceived by its employees as inclusive, its wellbeing score becomes superior to that of companies that ignore or neglect the benefits of inclusivity and intercultural management. The International Labour Organisation agrees wholeheartedly with these conclusions and claims that businesses have a 60% better chance to increase their results and engage their talents on the long term when they are inclusive.

**Özlem Türeci**  
Medical researcher  
& entrepreneur  
Founder of BioNTech

**Uğur Şahin**  
Doctor and  
entrepreneur  
Founder of BioNTech



«I kind of think about innovation in general as intellectual immigration. I invite people to think about migrants' state of mind when they realise this type of innovation, especially high-tech innovation, and to acknowledge that this kind of resilience, adaptability, all these things that we believe to be rare skills in an entrepreneur, that are a strength, are what a migrant has to face»

Noubar Afeyan  
Founder of Moderna Laboratories



# WE BELIEVE THAT MIGRATION FOSTERS UNPRECEDENTED SKILLS FOR ENTREPRENEURSHIP

Noubar Afeyan was born in Lebanon from Armenian parents and moved to Canada where he founded pharmaceutical company Moderna. He draws an inspiring lesson from his migratory trajectory: *"I kind of think about innovation in general as intellectual immigration. I invite people to think about migrants' state of mind when they realise this type of innovation, especially high-tech innovation, and to acknowledge that this kind of resilience, adaptability, all these things that we believe to be rare skills in an entrepreneur, that are a strength, are what a migrant has to face".*

At SINGA, we have proven this right for the past 10 years. Exile triggers or stimulate precious skills and talents for businesses:

- Resilience and patience gained through repeated physical, psychological or administrative ordeals.
- An unprecedented exposure to risk and uncertainty that generates an exceptional capacity for adaptation.
- Creativity and innovation. An intercultural wealth that enables us to see challenges from a different angle and offer innovative solutions.

We deeply believe that migration trajectories put individuals in special circumstances that lead them to take a **side step** enabling them to view, think and act differently. And therefore to find the solution to problems that cannot be solved alone. According to Thanh Nghiem, this "**side step**" is what drives innovation. Migrant and exiled individuals make a lot of these side steps. To jump above the wall, to bypass it, to pace up and down in waiting rooms everywhere, starting with administration offices. They are masters at them!

**We believe in this opportunity created by the inclusion of newcomers for our economies and our societies:** a precious opportunity, maybe a luxury, right when we are facing an ecological crisis that threatens humanity in the short term. It seems obvious that one of the key components of the fight against climate change relies on innovation. Climate imbalance is a huge challenge to humanity's collective genius.

Marie Skłodowska-Curie  
physicist and chemist





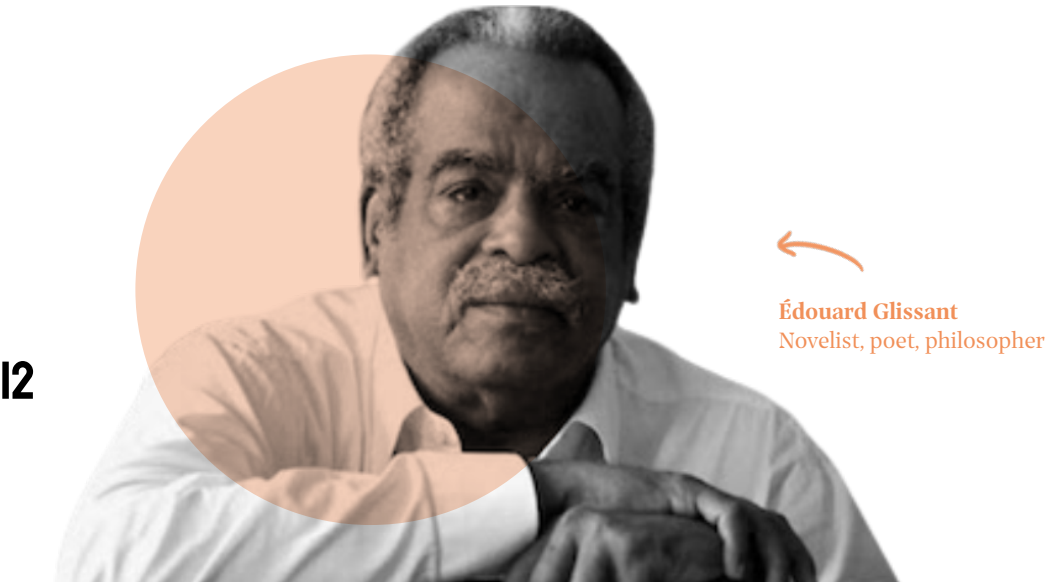
# WE BELIEVE IN RHIZOMATIC IDENTITIES\*

Each of us is made of layers brought on by our heritage, experiences and encounters. These plural identities are the wealth of open societies. They put our origins in perspective without erasing them. They underline the importance of connections that bind us to territories and to each other. Novelist Taiye Selesi often says "**don't ask where I'm from, ask where I'm a local**".

At SINGA, newcomers and local citizens' multiple identities mingle, mix and coalesce. National identities of course, but also cultural, religious, sexual, gender-related...We are committed to not despise any sense of belonging whatever they may be as we believe, like Edouard Glissant, that we hold rhizomatic identities. We are made of multiple influences brought by the origins, education, social class, culture and religion transmitted to us, but also by our encounters, our failures, our work environment, our sexual preferences. All these influences overlap and mix like sediments, making up our identities. All it takes sometimes is for one of these feelings of belonging to be threatened by someone to see this very part of us hold a disproportionate significance that can pervade our entire identity.

Our community programmes, our incubators, our innovations, the entrepreneurial projects we support, advocate for an open vision of societies and the circulation of people.

\*Edouard Glissant uses this metaphor of the rhizome (the multiple root of a plant) to qualify his conception of a plural identity as opposed to identity, which has a single root.



**Édouard Glissant**  
Novelist, poet, philosopher

# "Don't ask where I'm from, ask where I'm a local"

Taiye Selesi  
Novelist



# 02.

# WHAT DO WE WANT OUR "NEXT TEN"

"Beyond what we know, what we believe in,  
lies what we want."

— SITUATION, JEAN-PAUL SARTRE, 1947

Nothing that SINGA wants is out of reach of public policies, corporate strategies or citizen action. **We only want what we can.** The horizon we are pointing at belongs to concrete utopias. For the past 10 years, SINGA has built a 80 000 people-strong community in 7 countries and soon 20 cities. It has also created 15 entrepreneurial programmes that accompanied 1 000 entrepreneurs and led to the creation of more than 350 businesses. This represents millions of connections that have been forged, from the humble shared apéritif between newcomers and local citizens to the creation of incredibly successful start-ups. SINGA hosted countless innovations born to the fruitful combination of an inclusive organisation and the thirst of exiles for learning and entrepreneurship.

We currently stand at a crossroads. Our network is the first of its kind in Europe when it comes to the inclusion of migrant and refugee individuals through entrepreneurship. We belong to a European and international cooperative ecosystem of organisations dedicated to inclusion. A lot of our numerous partners are private actors, although some of them are state-owned.

For the past ten years, SINGA has made the most of the freedom given by the organisation of an international non-profit network based on commitment and trust. Today this organisation faces the challenge to, on one side, anticipate and adapt to the changing scalee and nature of migration, and, on the other, ensure its independence and improve its impact. In keeping with its *raison d'être*, SINGA will upgrade its ambition and demands to match migration's demographic, economic, cultural and political challenges. These will be the guidelines of the next decade.

Superman  
The first interstellar newcomer





# WHO DO WE CARE ABOUT? WHO DO WE WANT TO BE USEFUL TO?

All our programmes, strategic decisions, spin-off choices and partnerships are sustained by a desire, first and foremost, to be useful to newcomers. Every single encounter creates opportunities as much as friction; it opens and closes doors in equal measure. Encounter is an interaction. We do not believe that migration is inherently good. It simply exists. It is up to us to ensure that this reality contributes to the improvement of the world we live in, both for those who are already on this planet and for those who are yet to be born. The people we want to be useful to first do not necessarily join our programmes. However, they are those we worry about the most. They have been forcibly exiled and are in extremely vulnerable situations.

Bonney Magambo  
Co-Founder of Hemofab



Carlos Arbelaez  
Co-Founder of  
Populaire and  
Espero



SINGA's *raison d'être* is to radically change the perception as well as the inclusion and empowerment of newcomers banned to the margins of our societies by both economic misery and the misery of our own feelings. If we manage to have a positive impact on their lives, we will therefore have an impact on the whole migratory ecosystem.

Newcomers can be divided into three groups :

- The first group gathers the most fragile of them, those women and men who have been forcibly displaced and who, because of their undocumented, homeless and unconnected status, fall prey to all hazards.
- The second group are the newcomers who, despite a stabilised administrative status, remain vulnerable, poor and deprived of the necessary resources to fulfill their potential and ensure their well-being.
- The third group is made of the newcomers and their children born in the country of residence, who are no longer exposed to major social risks but remain victims of racism and discrimination in terms of education, employment or entrepreneurship, and are thus prevented from achieving their full potential.

However, our objective through all our actions remains the same: be useful to newcomers (with priority given to those who need it the most), change in depth the hosting and migratory ecosystem to make it more innovative and inclusive, and shatter negative representations of newcomers. Our programmes shed light on newcomers' projects whose talent and skills are revealed despite discrimination. They are tangible proof that inclusion works where exclusion does not. Each of our cohorts of incubated entrepreneurs supports our advocacy for changing the narrative on migration and for the inclusion of all newcomers.

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# OUR VISION OF THE WORLD,



We champion the idea of a world that favours harmony over power, cooperation over competition, and that chooses inclusion rather than exclusion.

**Our number One objective is to enable those who have been forcibly exiled to enjoy once again, among us, the choice of their destiny, freedom of movement, security, and the opportunity to fulfill themselves and be happy. We want to change individual destinies for the better on a wider scale, for both newcomers and host societies' citizens.**

Our project refuses to be shy. We want migration to be accepted as much as sedentary lifestyles and, to this end, that the right to mobility and migration has the same normative and social power as the right to private property.



# OUR IDEAL



**The ideal that we share does not erase borders or identities.** It blurs them. Goes beyond them. To better reveal the virtues of human encounters and connections.

We seek a new balance between humans, between mankind and all the other living beings, between women and men that is free from useless obstacles to freedom of movement as well as from identity labels.

Our cause is not without fighters. We need to unite them. Our cause is not without adversaries. We need to weaken them.





# OUR PATHS TOWARDS OUR VISION OF INCLUSION

Our approach to inclusion is based on the active contribution of newcomers to our programmes. We rely on devices imagined with the experience and perspective of those who have experienced the ordeal of migration

SINGA must look beyond the effect of its own programmes and reproduce its impacts by activating a diversity of actors of all sizes and influence: companies, administrations and social organisations wishing to become inclusive.

## TOWARDS AN ECONOMIC & FINANCIAL INCLUSIVITY

Newcomers sometimes become entrepreneurs out of necessity as the job market ignores them or offers them only under-qualified jobs. They often become entrepreneurs because the ordeal of migration develops highly sought-after resilience, innovation and adaptation skills..

The OECD reveals that migrants have a strong tendency to become entrepreneurs. First, it is a way to **secure employment** and make up for professional downgrading: in Europe, the number of self-employed migrants has (almost) doubled over the past decade: from 6% in 2010 to 11% in 2020. They sustain entire burgeoning or declining industries, by taking up highly needed jobs.

This is also a way to **create employment and value**. The studies undertaken by think tank OPEN or the Boston Consulting Group show the essential contribution of immigrants and refugees to public finances, employment and innovation. Indeed, newcomers apply for a lot of patents, are overrepresented in high tech industries and create start-ups.

Eventually, they contribute to a **more virtuous and inclusive economy**. The Refugee Investment Network reveals that investing in the field of refugee inclusion enables to directly address 13 out of the 17 Sustainable Development Goals. It also shows that newcomers create jobs for both natives and immigrants.

The inclusion of newcomers is facilitated if they are allowed to work and create business as soon as possible, that is to say as soon as they apply for refugee status. Asylum regulations must be harmonised in the whole of Europe. Our vision of an inclusive society can only come true by strengthening a migration-led economy in which newcomers no longer face obstacles to create and innovate. A society in which economy and finance reflect those who work in these fields: to be representative of the social and demographic reality, 50% of investments should be dedicated to women and at least 8% to migrants entrepreneurs or entrepreneurs born outside the European Union. By contributing to this diversity, we want to strengthen the voice of under-represented communities and scout new "role models" that will inspire their generation and the following ones.

Today, funds struggle to invest in projects led by foreigners as they cast the same risk-averse look on immigrant founders as they do on any other business founder. However, immigrant founders are different from the rest in many regards: they put up with an enormous amount of public and private administrative issues. They learn a new language and must familiarise themselves with new cultural codes. They build their social network from scratch. They are not afraid to take risks. They are patient. They address a bigger market. They know how to navigate complexity. They know how to deal with tight budgets.

As the IPCC gives the world "3 years to change", in a decade of successive financial, humanitarian and sanitary crises, we need entrepreneurs that are bridging cultures, show resilience and are able to take a sidestep and a fresh look on things. This sidestep is loaded with the possibility of countless innovations useful to the common good, should our economy and society welcome it.

Is it up to the Afghan doctor, the Venezuelan teacher, the Kurdish carpenter, the Iranian entrepreneur, the Sudanese IT engineer, the Syrian engineer to adapt and train to be potentially hired. What an incredible waste. In order to contribute to a systemic impact, training newcomers to new jobs or highlighting their skills — in a nutshell to make them "hireable" — must imperatively come along with the transformation of the host country's businesses and job market. We want to help businesses and public actors to change their recruiting policies, to be open to talents from abroad and to rely on them to gain intercultural wealth. Tomorrow, SINGA's objective will no longer be to go "high and fast" but to go "far and wise" as carbon footprint, social impact and inclusivity will be taken into account as much as financial performance currently is.



## TOWARDS A SOCIAL AND CULTURAL INCLUSION

We somewhat see SINGA's role as that of a **new social bank** as it provides newcomers with the locals' social capital

### MORE ENCOUNTERS, ON A WIDER SCALE

Meetings between locals and newcomers facilitate access to opportunities (employment, training or housing) for newcomers, but above all allow them to gain confidence. Newcomers are bearers of a precious gift when they join our societies. They all have the hope that life will be better in their country of destination compared to the one they left in their country of departure. This hope is an opportunity, especially in societies tormented by fear and resentment. But this hope is fragile when distrust dominates in the behaviour of certain administrations, companies or communities. This is the reason why SINGA develops a multitude of programmes (by practising the local language, meeting with locals, acquiring socio-cultural landmarks, making culture one's own, and identifying people's resources) intended to create these connections that allow you to find your place, to tame your environment, to feel that you belong to a social project, to feel that you are part of a group, to no longer feel alone, to regain self-confidence.

Our community activities are made of immersive experiences and connections between local and newcomers that accelerate the language learning process. This is also the case of our programme "I welcome" that offers newcomers to be hosted during a year in the homes of volunteer citizens. We want to create several millions encounters every year. To this end, we will reinforce the activity of our communities and support the thousands of volunteers who create on a daily basis these precious connections that represent the base of SINGA's activity. We are proud to stand on such fertile and bustling grounds.

### TO CHANGE THE NARRATIVE ON MIGRATION WE MUST RAISE AWARENESS AND TRAIN DIFFERENTLY

In the next ten years, we want to pull out all the stops to raise local citizens' awareness about migration and inclusion. Schools, companies, associations, municipalities are all spaces that we want to invest in to reveal the weight of the myths that blur the perception of reality by our contemporaries and divert them from the ways and means of building a peaceful and inclusive society. The fabrication of these myths that bind us to a worried and defensive vision of otherness and migration takes place in schools, the media and spaces dedicated to political debate. SINGA deeply cares about informing and training opinion leaders in terms of representations of migration. We will launch awareness campaigns and training programmes for student journalists, business and management students, media editorial staff and elected officials so that they get rid of the dehumanising lexicon that structures public speech on migration and adopt a vocabulary likely to think about and objectify inclusion.

We want to raise awareness about migration and Europe's history as the adoptive land of several exiled populations. Put forward the hospitality of countries and regions. Show the link between population movement and the consequences of a globalised economy. It is paramount that the West takes into account other perspectives on migration and History in general.

### WE WILL REPLACE HURTFUL WORDS BY HUMANISING WORDS (THE SINGA LEXICON)

**SINGA has been changing the vocabulary around migration for the past 10 years. We want to go further and share our narrative with businesses committed to bettering inclusion in partnership with governments and local authorities. We want to influence often caricatural media in their treatment of migration. To do so, we want to equip media, political and economic ambassadors with our vision of inclusion through points, concepts and data that would enable them to deconstruct prejudice and replace it with a humane and positive narrative. We want to offer an inspiring opinion on migration by highlighting hundreds of positive trajectories that we collect and that have been made possible thanks to inclusion and fostering connections.**



**Connections are key.**  
We want to forge connections where symbolic barriers, borders and fortresses have been built that bring apart and isolate individuals or groups living within the same space and sometimes the same local communities.



**There is a lack of role models from abroad, whether entrepreneurs or accomplished citizens, who are useful to themselves through the success of their entrepreneurial or charity project, are useful economically through the income they generate, the jobs they create, the tax and customs they pay, are useful to the community thanks to the social or ecological impact of their activity and the model they represent.**

### DISMANTLING PREJUDICE AND DISINFORMATION

Prejudice of all sorts confine us as bars on prison windows would. In terms of migration, we reach levels of ignorance and malice.

More concretely, at a time when figures and statistics are often used as a compass for political debate purposes, it appears essential in our eyes to enhance the benefits of migration in the fields of economy, as well as society cohesion and innovation.

These figures are without appeal and have just been recalled by the OECD. Migrant populations bring more money to host societies within the OECD than they cost. Migrants' tax contribution is more important than the sums spent for their social protection, health and education: 2500 bn \$ US compared to 1900 bn \$ US in a sample of 25 countries studied by the OECD. These data both old and recurring remain mainly unknown while the media favour statistical shortcuts linking immigration with insecurity. We want to enhance, document and spread awareness about these facts as well as substitute them for the flood of distorted beliefs that make up the backbone of the discourse against the "great replacement".

### SINGA WANTS TO SHED LIGHT ON THE INVISIBLE AND BRING FORWARD NEWCOMERS' ACHIEVEMENTS

There is a lack of role models from abroad, whether entrepreneurs or accomplished citizens, who are useful to themselves through the success of their entrepreneurial or charity project, are useful economically through the income they generate, the jobs they create, the tax and customs they pay, are useful to the community thanks to the social or ecological impact of their activity and the model they represent. The faces of success are, with some exceptions, always the same. And the glitzy world of startups, supposed to represent the new face of entrepreneurship, is no exception to the rule.



**We want to be at the heart of citizen action, as a catalyst, a repository or a facilitator. The issue for us is to offer everyone who shares our indignations and values to shift from refusal to action.**

### SINGA MUST BECOME A CITIZEN ORGANISATION ABLE TO RALLY MASSES THROUGH ITS META COMMUNITY.

We want to be capable of structuring and creating a community that can come together in one click. Since its creation, SINGA has been a citizen organisation. The impact it strives to make is not exclusively achieved through its hosting or entrepreneurial programmes. We want to be at the heart of citizen action, as a catalyst, a repository or a facilitator. The issue for us is to offer everyone who shares our indignations and values to shift from refusal to action.

We actually perceive these issues as complementary and inseparable. This is the reason why SINGA is a member of the Companies Convention for Climate. This is also why SINGA gathered or joined several coalitions that want to improve the employment of migrant individuals, reinforce the entrepreneurial ecosystems in Europe (Start-In Europe), and coalesce big companies and professional networks in favour of the inclusion of newcomers (Inclusion Charter). The same willingness to strengthen our ability to act explains our participation in different solidarity and social economy or social entrepreneurship networks in Europe. Every single alliance is a space and factor for citizen mobilisation.

**As climate change or the Ukrainian crisis have shown, economic actors can no longer remain indifferent in a world that asks for increased responsibility and accountability from every one of us. Their involvement can have a significant role in changing the representation of newcomers within our societies, by offering them opportunities whose benefits will be shared by the community at large.**

## TOWARDS A LEGISLATIVE AND REGULATORY INCLUSION

Institutions such as governments, law-makers, law-enforcers and financial systems pull the strings of systemic change **by establishing the rules of our societies and cohesion ("vivre-ensemble")**. By establishing these "rules of the game", institutions play an important role not only in shaping our interactions and our shared collective culture but also in defining our ability to evolve, together, as a society.

Given that these key legislations are still far from meeting the needs of a truly welcoming Europe, we continue to fight to show that it is preferable to welcome and accept newcomers rather than dedicating billions of euros to reject them into the water. However, **economic actors (businesses, financial institutions, investors...)** must be part of our advocacy endeavours since, as climate change or the Ukrainian crisis have shown, they can no longer remain indifferent in a world that asks for more responsibility and accountability from every one of us. Their involvement can have a significant role in changing the representation of newcomers within our societies, by offering them opportunities whose benefits will be shared by the community at large.

We want to establish a "trilogue" between social entrepreneurs and/or companies, economic actors and institutions to break down barriers and promote proper thinking as well as ecosystemic awareness.



Social enterprises and entrepreneurs like SINGA have a wealth of information to share while companies intensify their actions to demonstrate their social and environmental impact. Interests are overlapping, and companies need social enterprises to measure their ESG conformity as well as the efficiency of their impact on their employees, auditors and investors. If corporate and social enterprises succeed in working together to conceive a better impact, this could create a virtuous circle to encourage governments to engage in more inclusive policies at every level. Social entrepreneurs push the "limits of imagination" and show at a humble level how innovation can rise up to societal and ecological challenges. If companies join the effort, the subsequent upscaling of these innovations could really speed up their impact, and if political decision makers join to reinforce this impact at the structural level, we will then achieve change at the systemic level.

SINGA wants to promote a "culture of trilogue" as this will contribute to the "global cohesion" we try to develop in our society. For SINGA this would mean:

- **To engage with public institutions** to share our ideas and best practices, to influence and obtain new regulations concerning migration, asylum, newcomers' integration and anti-minority discrimination policies, without forgetting corporations' social and ecological accountability.
- **To unite our peers and bring together a strong united voice** among the most powerful and influential actors by presenting our common observations, ideas and best practices. Besides, uniting against injustice by denouncing the political incoherences such as the non-use of the directive on temporary protection for refugees other than Ukrainians is also necessary to hold our institutions accountable.
- **To engage with businesses, make them aware and onboard them** into our efforts to create a welcoming and inclusive environment for newcomers while defending the idea of interculturalism and cohesive societies.
- **Make the most of our network of current financial partners and supporters** to help us in our advocacy endeavours.

By pursuing these strategies, our objective is to



# SINGA EVOLVES

entice all parts of society to engage in a constructive dialogue that would deepen our capacity to change the narrative on migration and unleash its potential. Given the current crisis in Ukraine and the ongoing legislative evolution, Europe can serve as potential experimentation grounds for the systemic change we wish to achieve.

To address these issues, SINGA evolves.

## SINGA'S INTERNATIONAL DEVELOPMENT AND LEGAL EVOLUTION

SINGA must act where its impact is made necessary by the scale of migratory movements or the intensity of resistance to migration. The observation of migratory realities show that international migration has increased and diversified.

Our development must continue to rely on people's willingness to be linked together and create creative and connected communities. However, aiming at systemic impact implies to act where our actions are made necessary by the existence of migratory conflicts or the presence of exiled populations whose needs are neither satisfied by government actors nor by the market.

There are a lot of different areas where SINGA could potentially develop. However, Central Europe, Northern Europe and the Mediterranean are territories of particular interest to develop our programmes and launch new chapters.

Until now, SINGA has been a non-profit organisation whose chapters choose freely their legal status. As a rule of thumb, the association status is privileged by the new chapters but some countries opted for other statuses such as corporate enterprises in Berlin or Stuttgart.

The creation of SINGA Global in 2021 heralds a new organisation whose principles are clear. **SINGA is destined to remain a non-profit and selfless organisation whose legal status must nonetheless adapt to the needs and necessities brought on by migration's upscaling.** SINGA wants its behaviour to be exemplary in terms of the diversity and inclusion it promotes among the businesses, organisations, administrations and local authorities it supports and guides.

## A MORE DEMOCRATIC AND PARTICIPATORY ORGANISATION

Running an international organisation whose chapters, of various sizes and purposes, are autonomous, requires to be both flexible and clear. The relation between the core of the organisation and its different poles will be based on a list of consented and mutual commitments, rights and duties. **It appears essential to reinforce the role of chapters in the definition of SINGA's global strategic positioning.** SINGA Global granting trademark licence to its chapters could provide a framework for this pact that will specify the economic, legal and democratic relations between each of SINGA's atoms.

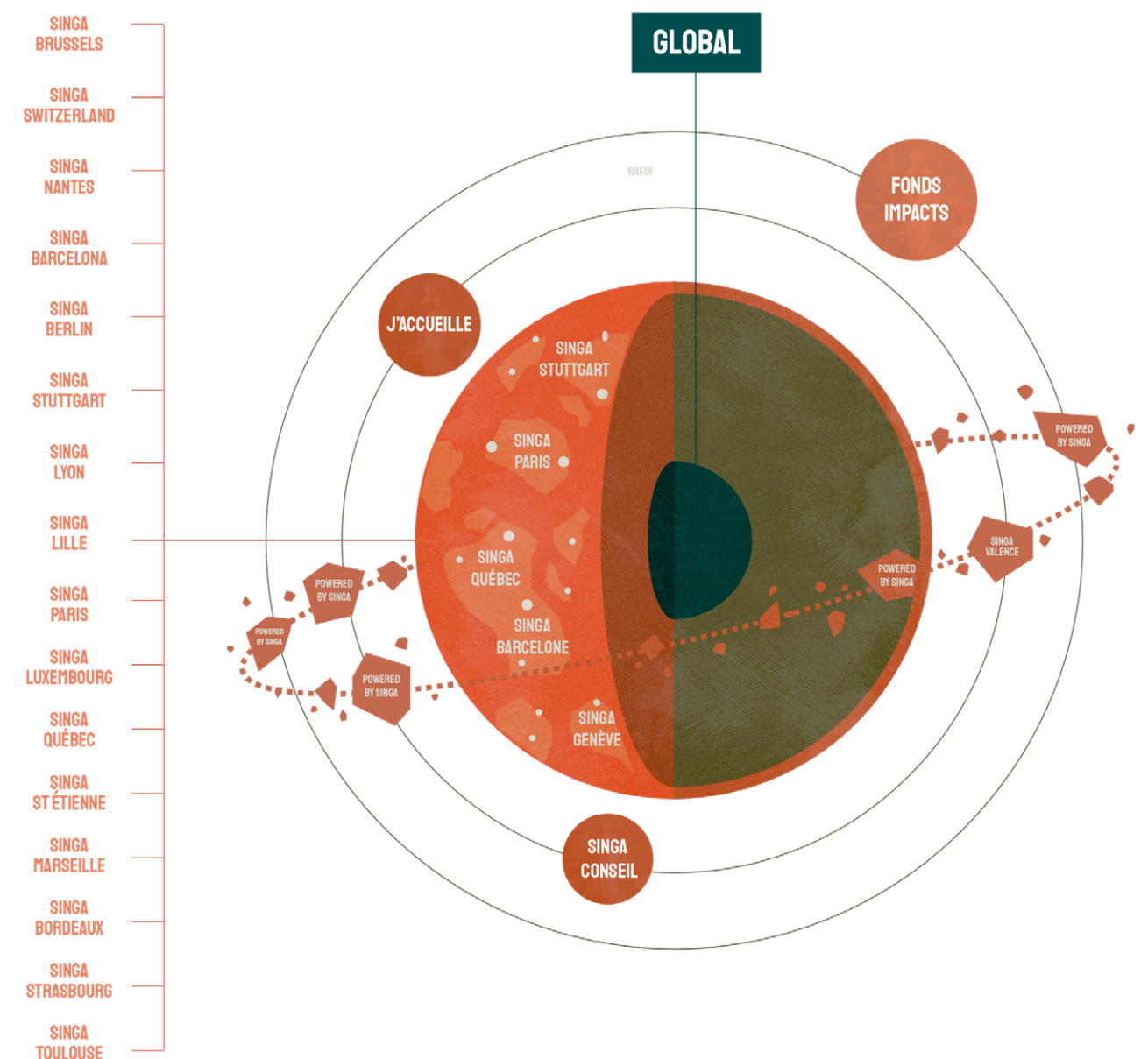
## SINGA'S INCOME DIVERSIFICATION

SINGA will diversify its sources of income in order to guarantee its independence. SINGA currently operates thanks to two strands of income: private funding, and, to a lesser extent, public funding. These partnerships are essential to the development of SINGA's inclusive programmes. Moreover, they contribute to building alliances between public and private actors that multiply our impact.

Strategic consultancy for large companies as well as investing into startups created by newcomers chart a new horizon enabling SINGA to reach a more systemic impact over the next 10 years.

The social taxonomy developed by the European Union as well as the obligations made upon companies to publish their extra-financial performances in terms of environment and inclusion give a new role to SINGA, that of offering a frame of references, a footprint and strategies to improve inclusivity within private and public organisations.

## THE NEW SINGA GALAXY





## CONCLUSION

In 2022, SINGA changes to accompany the upscaling of migration and be up to the needs and potentials that we encounter. Over the coming decade we want to build a more influential, impactful and independent organisation. **The next chapter after the release of this vision paper will consist of drafting a strategic action plan.** This will be the first step of the implementation of our renewed vision. **SINGA went through a promising and happy childhood. The upcoming decade will take us through to maturity. It will not be without doubts or self-questioning. But it will, nonetheless, be as full of hope as the first years of our existence have been.**

# NEXT TEN



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# NEXT TEN



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