



ACTIVITY REPORT

2021

SINGA

01



INTRODUCTION

10 years in our belt, dozens more to come

**By Rooh Savar,
President of SINGA**



SINGA has experienced a swift international development. Created in 2012, we were already active in five countries in 2015 and in nine countries a few months after.

In 2018, all the members of the SINGA network decided to harmonise our international actions by adopting a Charter of Values. We agreed on principles such as action and a common vision driven by SINGA's three objectives: Inform, Interact, Innovate.

Until 2019, SINGA Global was fostered by the international management of SINGA France, since the SINGA brand was created and owned by our French chapter. This year, we decided to share the governance of the organisation with all countries and cities that are members of SINGA.

With this in mind, we started the long process of creating SINGA Global, a structure belonging to all Chapters. We made the choice to use the word "global" instead of "international" as we want to go beyond the usual national frameworks based on difference between people and favouring exclusive privileges over inclusive values.

SINGA Global became effective in 2020. We shared the governance of our global movement among all local members. In a year marked by the severing of ties around the world due to an unprecedented pandemic, we created a very strong and lasting bond between all members of our extended family.

In 2021, we took a big step towards our future by including experienced leaders from different professional backgrounds who nonetheless share our values. In this way, we have remained true to our promise: to succeed, we must welcome the richness offered by people from various backgrounds.

At the beginning of 2022, we wrote the White Paper - our Next Ten Paper, a sensitive task if there is one. Based on ten years of experience, this rich document is the roadmap that will give us the keys to travel the long road of our next ten years. It is a collective work started by the Global team, reinforced by a co-founder, and reviewed and validated by the Board of Directors. We are now presenting this first draft to you and hope that you will read and comment on it over the next few months.

Once the feedback from the Chapters has been gathered, the Global team will present the final version of the Next Ten Paper to the Board of Directors who will present it at the Special General Meeting, to be held by the end of the year. During this meeting, we will adopt together this fundamental document but also our new governance, which will be even more democratic and horizontal than it currently is.

Thus, the great work of restructuring the SINGA network that we initiated four years ago in 2018 will be completed.

I would like to thank Guillaume Capelle who has been in charge of the international development of SINGA until 2020. I am also grateful to Alice Barbe, under whose management we created SINGA Global.

We all say a BIG BRAVO to the whole Global team who, next to their day-to-day responsibility, did an incredible job writing this Next Ten Paper chart but also prepared the future governance of the SINGA network. Thank you, Benoît, thank you, Camille, thank you, Emily, thank you Fatemeh, thank you, Myriam, and thank you, Sarah! Finally, and most importantly, we thank all the volunteers and employees of SINGA around the world. It is impossible to name all of you here. There are thousands of you. But please know that we are all grateful for your commitment.

“In 2021, we took a big step towards our future by including experienced leaders from different professional backgrounds who nonetheless share our values. In this way, we have remained true to our promise: to succeed, we must welcome the richness offered by people from various backgrounds.”



12 months with wide open hearts & eyes

**By Benoît Hamon, CEO of SINGA
& Fatemeh Jailani, COO of SINGA**

What an incredible year. While we faced an intense August heatwave reminding us that climate change was to start displacing millions of people, Kabul, in the meantime, fell to the Taliban within 15 days. It was in the midst of this tragedy, as countless Afghans risked their lives to flee, that we started our work with SINGA Global. By mobilising its community, SINGA contributed to the evacuation of hundreds of women, men, and children. In normal circumstances SINGA is not meant to manage humanitarian crises. However, we could not remain deaf to the calls for help coming from the families of our own members. We are a community that stands together in solidarity, and the crisis in Afghanistan is an example of that.

Our intense onboarding accelerated the acclimation period that systematically comes with taking on a new job. In just a few days, we witnessed first-hand the SINGA team's know-how, generosity, patience, capacity to adapt, crisis management skills, and talent to innovate and find solutions when others gave up. It was an important lesson in humility for us. This represented our first step into the fast-paced, intense, sometimes frustrating, serious, exciting, and emotional world of SINGA, where we all come as we are.

Since then, we have become much more acquainted with SINGA. We discovered the richness and diversity of its network, and the immense variety of talents that have flourished there. We quickly rolled up our sleeves and got down to work, advancing the projects with which SINGA Global's Board has entrusted us: the renewal of our vision, fundraising, structural evolutions, reinforcing our organisational capacity, defining spin-off strategies, optimising our processes, strengthening our advocacy, etc.



In the meantime, the current war in Ukraine has become an important reminder for many Europeans that peace on the continent is not only at stake, but that migration is indeed scaling, while our capacity to welcome remains weak. Six million Ukrainians were pushed down the road to exile. Once again, all our SINGA Chapters, at their respective level, mobilised their efforts in solidarity with this new wave of newcomers, while reminding our fellow citizens that all newcomers matter, or – as our public campaign so rightly defended – “All Refugees Matter.”

When crisis came knocking, SINGA proved to be reactive and innovative, notably by first considering, within our ecosystem, what resources we have at our disposal to best help. It is against this backdrop that we identified a need to scale our citizen hosting methodology via J'accueille by training 14 Hungarian, Moldovan, Polish and Romanian NGOs. These methodologies have been tested in France and Belgium since 2015. The objective of such scaling is to deepen the capacity of neighbouring countries to welcome the millions of Ukrainian newcomers in a short period of time.

Today, as we head into our second year, we are poised and ready. It will be a year as promising as this intense, yet worthwhile, first year. Necessary changes will be made to match the scaling of our migration reality. We will welcome new innovations, new partners and new faces within our teams. There will no doubt be surprises. And while we will have many more joyful moments together, we will most probably face some sorrows as well, given the gravity of the topics we address every day.

We want you to know that it is a source of pride and joy for us to be at your side, on the frontline of our shared commitment in defending the inclusion of newcomers and changing the perspective of locals.



“ It is a source of pride and joy for us to be at your side, on the frontline of our shared commitment in defending the inclusion of newcomers and changing the perspective of locals. ”

02



STRUCTURING OUR APPROACH AND ROLE

Our Approach to Migration and our Role

Inclusion is a choice that allows us to embrace our common humanity in order to realise a greater collective potential. Our methods and approaches at SINGA are meant to ensure the inclusion of newcomers on both a social and economic level, and also help build awareness amongst the local populations about their misconceived perceptions, so that together we can unlock the potential of newcomers and migration.

Since 2012, SINGA has become a global movement that brings locals and newcomers together to collaboratively engage in social, professional, and entrepreneurial projects. We are present in 7 countries, 19 cities and have a community encompassing 80,000 people.

Within the scope of this meta-community, we strive to realise our objective by organising events and creating tools and spaces to encourage both newcomers and locals to find synergies, learn from each other, share what they are passionate about, and design innovative solutions and businesses. We act with, not for, newcomers.

Three Weapons of Mass Cohesion



1/ COMMUNITY BUILDING

To ensure social and cultural inclusion...

Newcomers lose their social capital when they arrive in a new country. Feeling included in a society when you don't know anyone is difficult. It's even worse when you're stigmatised.

Our offer:

- Workshops: Organised by locals and newcomers around common passions and skills exchange.
- Events: Moments of awareness and inspiration related to migration and interculturalism.

2/ ENTREPRENEURSHIP

To ensure economic inclusion...

The challenges associated with being in exile develop qualities of innovation and resilience conducive to entrepreneurship. In addition, because newcomers are discriminated against in their job search, many found their own business to create their job and generate income. At SINGA, we encourage entrepreneurship in order to overcome resistance to inclusion.

Our offer:

Entrepreneurship support programs tailored to the needs of newcomers and focused on three key phases: ideation, incubation, acceleration.



3/ INNOVATION

To ensure structural inclusion...

States and businesses often struggle to provide effective solutions to migration and constructive environments for inclusion. At SINGA, we demonstrate what is possible by providing innovative solutions that help push the limits of our imagination. We create solutions to foster cohesive societies that inspire better policies around migration.

Our offer:

- Test new social impact solutions within our in-house innovation studio.
- Allomondo / Buddies: A digital platform that creates connections between newcomers and local citizens.
- J'accueille or CALM (Comme À La Maison): A flatshare or cohabitation platform to promote the inclusion of newcomers.

In the years to come, our aim is to expand these services to include more social innovations that push the limits of our imagination. We wish to prove that we have the capacity to welcome newcomers and transform migration into an opportunity for our societies.



We also believe that the corporate and financial fields have a significant role in changing the representation of newcomers in our society and ensuring their long-term economic inclusion. This will be a major criterion for what "S" in ESG (Environmental & Social Governance) stands for. During the COP26 last year, 450 financial institutions, representing 130 trillion in assets, vowed to invest in ESG. Meaning that investors are turning their attention more to companies that are not only profitable, but also sustainable and ensuring a just transition. Companies tomorrow must report on their impact if they want to stay ahead of the game and attract investors.

Social enterprises and entrepreneurs like SINGA have a wealth of insight to share as companies step up their game in demonstrating their ESG impact. Companies need this insight to measure their ESG compliance and the effectiveness of their impact on their employees, auditors, and investors. This will require a more nuanced understanding of the risk landscape: local communities, migration flows, recruitment practices, debt bondage, or the harassment of workers by authorities. Social enterprises dealing with these situations are the best skilled to develop context-specific solutions for the needs of vulnerable populations.

Corporations are experts in business, but may lack the contextual knowledge and connections to meet challenges sustainably and across different countries. Social enterprises are the critical friends that companies need to engage in a bigger discussion. Without them, companies will never succeed in truly streamlining their ESG and capture its evolutions. This is a key evolution that is fundamental to the development of SINGA, as companies become more accountable to the public interest.

Within this scope, we plan to further our partnerships with companies and develop our consulting activities to support any economic actor or organisation engaged in the recruitment and inclusion of newcomers. We provide grassroots advice in creating professional environments which allow newcomer profiles to thrive alongside their local colleagues and management.



Our International Development

Since its inception, SINGA has always been global in its DNA as migration is both a local, cross-border and cross-continental phenomenon. Internationalising from the beginning was a necessity, not an option. As the SINGA brand became increasingly meaningful in the hearts and minds of many inclusive leaders, developing our presence and community beyond seemed only natural: different Chapters were opened organically with our community of newcomers and volunteers.

This strategy rapidly expanded between 2015-2016: all of a sudden, a growing need was expressed across Europe to accompany and ensure the inclusion of newcomers from Syria and Iraq. In 2016, we started expanding our footprint in Europe, and even took a leap across the Atlantic to open a Chapter in Quebec.

In 2020, the eight historical SINGA Chapters: SINGA France, SINGA Stuttgart and Berlin, SINGA Zurich and Geneva, SINGA Milan, SINGA Barcelona, SINGA Quebec, and SINGA Belgium, came together to outline a new global governance. This led to the creation of SINGA Global on October 26, 2020, a non-profit organization whose founding members are the aforementioned SINGA Chapters. Newer SINGA Chapters can claim membership once they have proven their local impact.



*London, Milan, Montpellier and Grenoble were all shuttered due to challenges which exemplify obstacles in the newcomer entrepreneurship sector: administrative difficulties, lack of funding, complicated political context followed by the pandemic. These experiences have contributed to strengthening our scaling process, and opened new opportunities.

The overall purpose of SINGA Global is to provide stewardship, develop and coordinate the SINGA network, promote and defend the SINGA brand, and ensure that SINGA's values are respected across the board. The SINGA Global team has thus evolved around the 6 following missions:

Providing stewardship and vision for the overall network: migration is in constant movement, therefore anticipating key evolutions to ensure our strategies remain relevant is fundamental in ensuring our collective impact.

Ensuring a performing impact framework to better measure and understand our impact, so we can address gaps and make the adjustments needed across the network.

Stabilising our international fundraising strategies by developing new partnerships, and supporting, coordinating, and consolidating fundraising undertakings on a network level with the aim to ensure the financial security of the organisation as a whole.

Coordinating the SINGA network to ensure a smooth flow of information, best practices, and foster a level of cohesion and belonging to the greater SINGA family.

Prospecting and ensuring the integration of new Chapters by conducting the necessary due diligence to ensure that every Chapter opens on stable footing, adheres to our SINGA ethics and values, and is properly onboarded into our network.

Reinforce communication and advocacy by amplifying SINGA's mission and impact to the widest audiences, ensuring brand consistency throughout the network.



03



BUILDING CAPACITY AND LEADERSHIP

A Reinforced Global Team

Reinforcing Entrepreneurship and Communication in Early 2021

After SINGA Global's launch in 2020 with Alice Barbe as Director and Sarah Affani as Network Coordinator, SINGA sought to grow its global capacity by focusing on entrepreneurship and communication.

Camille Soulier, previously Head of Entrepreneurship for SINGA in France, joined the team as Entrepreneurship Coordinator to support SINGA's network of incubators, as well as consolidate and build global partnerships.

Myriam Nouicer, who worked in communication agencies for more than 10 years, was hired as a Communications Coordinator in March 2021 to define the communications strategy, increase SINGA's visibility and reputation around the world, and support the narrative change around migration.



Camille Soulier



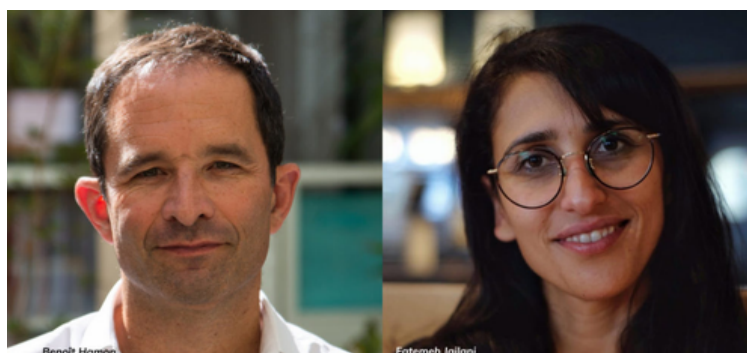
Myriam Nouicer

A New Leadership Team Joins in September 2021

In September 2021, SINGA appointed Benoît Hamon as Chief Executive Officer and Fatemeh Jailani as Director of Operations. The new management team's mission is to accelerate the international deployment of SINGA's programmes in a context where migration and social issues are intensifying.

Benoît Hamon, former Member of European Parliament and former Minister Delegate for Social and Solidarity Economy, leaves political life, making a fresh start with his commitment to SINGA. As a politician and a citizen, he has always been committed to social cohesion and equality. His commitment takes on a different form as he champions a major human, social and political issue: migration.

To carry out this mission, Fatemeh Jailani takes on the role of Director of Operations. The advocacy and public affairs specialist spent seven years at Mazars, where she developed and led the European Affairs department. In 2020, she founded and launched Accidental European (AE), a media platform that aims to make European policy issues accessible to a wider audience. Fatemeh has also accompanied many major listed companies in change management, public affairs, and communication strategies, particularly companies striving to become more ESG compliant.



Our Governance

Our Board of Directors



Alice Barbe

Administrator of SINGA Global

Former CEO of SINGA Global,
Founder of Académie des Futurs
Leaders



Mohammed Chikh
Member of the Board

SINGA Stuttgart Coordinator.



Jana Nevrika
Treasurer

Author and lecturer, co-
founding expert, expert for
SINGA Switzerland.



Roohollah Shahsavari
President of SINGA Global

President of SINGA France,
entrepreneur and journalist.



Luisa Seiler
Secretary-General

Co-founder of SINGA
Germany, Executive Director
of the Schwarzkopf
Foundation.

Our Executive Team



**SARAH
AFFANI**

**NETWORK
COORDINATOR**



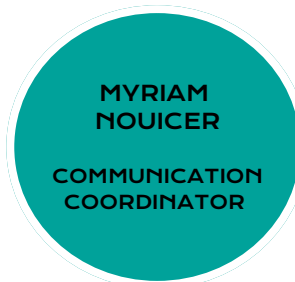
**BENOIT
HAMON**

CEO



**FATEMEH
JILANI**

COO



**MYRIAM
NOUICER**

**COMMUNICATION
COORDINATOR**



**CAMILLE
SOULIER**

**ENTREPRENEURSHIP
COORDINATOR**



“

The strengthening of SINGA Global in 2021 is a success: it has resulted in a more fluid international coordination, new management, communication tools, and decisive fundraising. It allows us to be ambitious for the future”

Guillaume Capelle, Co-founder of SINGA

04



BUILDING COMMUNITIES AND INCLUSIVE BUSINESSES

SINGA's DNA is peer-to-peer interactions, in which both parties give and receive equally to foster creativity and free up potential. SINGA provides the framework for everyone to thrive, deconstruct stereotypes, and have agency over their lives.

In 2021, the SINGA network once again rose to the occasion to counteract the challenges caused by prolonged lockdowns. SINGA's teams and communities found ways to multiply opportunities to connect, share, and learn from each other.

Together, we proved that newcomers' and locals' desire for human connections, willingness to develop innovative solutions and drive to succeed can be channeled to overcome barriers.

This is a lesson for our mission as a whole: systemic obstacles will be no match for our determination to reach a more inclusive world.

Barcelona



SINGA launched a pilot programme, Conexus, to support 10 entrepreneurs in Barcelona in 2020, in partnership with La Caixa. Focusing on ideation, the second round of Conexus supported a total of 17 entrepreneurs in 2021 (March 2022). In addition to online workshops, 12 mentors and experts provided business support. Conexus was built on Barcelona's existing community of locals and newcomers as a solution to overcome limits during the pandemic.

Over the course of 2021, SINGA Deutschland focused on international co-learning programmes: Shaping inclusive societies to develop inclusive mindsets with 6 organisations in Germany, Canada and Morocco, in partnership with the Robert Bosch Foundation, and fostering inclusive entrepreneurship by supporting 8 incubators in Morocco to develop programmes for newcomer entrepreneurs, in partnership with GIZ. SINGA Berlin's ability to empower more actors in different local contexts through their inclusive approach proved successful, and the GIZ-backed programme will be repeated in Senegal in 2022.

In Germany, SINGA Berlin offered direct support to 38 budding entrepreneurs, including to help the finalists prepare their business pitch for the Newcomer Startup Awards. They also worked with ISI to support women through an innovative entrepreneurship programme delivered entirely in Arabic and Persian.

Berlin & Germany



Brussels



Over the course of 2021, SINGA Brussels registered over 2,300 participants in their activities and events: bazaars, buddies, painting, music, yoga, fitness, dance, capoeira for women and children, urban agriculture and gardening, as well as CALM, the co-housing programme bringing together roommates from Brussels and refugees in need of housing. In 2021, SINGA Brussels was recognized as an Association d'Insertion par Le Logement (integration through housing). Close to 1,900 people benefited from direct support thanks to these programmes.

SINGA Switzerland remained resilient in the face of another pandemic year in 2021. Changes to the teams in Geneva and Zurich encouraged a new rhythm in the team dynamic and stepped up the collaborative, creative and critical thinking efforts to better support the participants. 80% of our participants in the 2021 incubator programme started generating income through their projects during the programme - a first in Switzerland! They also have organized over 30 events despite the challenging conditions and supported the founding of 26 businesses and/or associations since 2017.

Geneva & Zurich



Grenoble



Despite the lockdown and restrictions in 2021, SINGA Grenoble offered hikes, cross-country skiing, shared meals, and meetups. In early 2022, SINGA Grenoble decided to close its doors, but a new organization, Le Café International, will carry on with cultural activities and hikes. A big thanks to Mélanie, Isabelle, Estelle, and all of the SINGA Grenoble community for their dedication and commitment to building connections between locals and newcomers!

SINGA Lille kicked off 2021 with a double challenge: strengthening the community and outreach capacity as well as supporting budding entrepreneurs. Thanks to local partnerships and a country-wide online ideation programme, 39 entrepreneurs received tailored support and participated in training sessions with peers from Paris, Lyon and Nantes. Despite covid-related restrictions, SINGA Lille remained a space for building connections and skills (digital, language, dance, etc.).

Lille



Saint-Etienne



SINGA Saint-Étienne continued to offer weekly activities (sports, cultural visits and shared meals) to build connections and promote the use of French language in everyday life and social contexts. They developed their professional inclusion approach by providing tailored information through Decode: a job search and soft skills development programme, as well as digital tool training for women in partnership with Crefad and the Orange Foundation.

Entrepreneuriat 360°, the French-German social innovation programme based in Strasbourg and Karlsruhe, ran from March to November 2021 and was highly successful in building connections between locals and newcomers working on cross-border initiatives. Eight teams participated, among them five organisations – two of which were founded during the programme.

In 2021, SINGA Stuttgart also consolidated their online entrepreneurship programme: created to overcome the limitations imposed by the pandemic, participant turn out encouraged the team to pursue in this direction and provide newcomers with entrepreneurial support from the wider Stuttgart area, but also Karlsruhe and Bormun.

In 2021, out of 18 successful candidates (from a candidate pool of 40), 14 participants from 11 countries graduated from the business lab.

Stuttgart



Toulouse



SINGA Toulouse relaunched a variety of activities in 2021 after a challenging year. Community events and activities were at the heart of their strategy to build as many online and offline connections as possible, including new formats like Allomondo, French discussion groups and stress-management workshops. Their famous Blabla gathering which alternated between meetings online and in person every other week had about 20 participants for each meeting. The theme of 2021 for SINGA Toulouse was sports, with tons of organized activities like hiking or climbing. SINGA Toulouse developed a project with the goal of promoting integration through sports thanks to

their partnership with SPORTIS who made the programme possible. Toulouse held nearly 55 events, with more than 240 people meeting each week.

Luxembourg



Since its creation nearly two years ago, SINGA Luxembourg continues to offer a variety of activities and services: mentoring through the One Step Forward programme in partnership with the Université du Luxembourg and BNP Paribas, as well as cultural, artistic, and musical events. SINGA Luxembourg also brings people together around topics that matter: this year they focused on raising awareness on climate change and preserving biodiversity through activities such as building a dry stone wall or monitoring bees and insects. Overall, SINGA Luxembourg reached 300 participants, including 110 newcomers in 2021.

Cultural, sports, and culinary offline events finally made a comeback in Lyon in 2021, reuniting close to 2,300 participants. Locals and newcomers alike were trained to organize their own community events and workshops. In terms of entrepreneurship support, Lyon remains steadfast in a stream of positive results, with 22 projects in the incubation programme and a 75% business registration rate. Over half of the entrepreneurs were women, and two-thirds were newcomers. A strong incubation programme and great visibility thanks to a very active community meant that Lyon was facing a growing demand from newcomers looking to open their business. Thanks in part to the THSN Scaling Grant, the team was able to grow and welcome a 70% participant increase in the ideation phase.

Lyon



Marseille



SINGA Marseille faced the pandemic head-on by setting up weekly online office hours to keep in touch with their 80 person-strong community, and managed to organise 12 offline events. Thanks to an increasing number of partnerships, the community continues to grow, in keeping with SINGA's commitment to working with and not for newcomers. In 2021, SINGA Marseille also launched the premises of an entrepreneurial support programme: a Dream Day focused on building a professional network, in partnership with Kedge BS.

In 2021, SINGA Quebec proved its adaptability and turned cultural and creative activities into online sessions. They continued to offer simple yet effective ways for people to meet each other with visits to the park or walks. Between the Jumelage (buddy) programme and their exhibition "Déconfinons l'espoir - Une Balade Dans Nos Vies", SINGA Quebec maintained their dedication to connecting around 300 locals and newcomers and changing the narrative around migration in Canada.

Montréal



Nantes



With the support of the THSN Scaling Grant and close to 70 new local partnerships, SINGA Nantes increased its sourcing capacities and conducted one-on-one project identification sessions with 63 people. SINGA Nantes also launched the first incubation cohort in March 2021, providing entrepreneurship support to 25 entrepreneurs, 19 of which were newcomers. Following a 6-month incubation period that was enriched by gamified workshops and activities, 18 businesses were registered.

SINGA in the Île-de-France region kicked off a new format of institutional partnerships with the French Office for Immigration and Integration to raise awareness about entrepreneurship as a valuable career path in host societies. This outreach partnership was scaled to other cities in France, increasing sourcing capacities for SINGA overall. Close to 100 people participated in the Parisian entrepreneurial journey, of which 28 (with 18 newcomer-led initiatives) were supported in the incubation phase. 13 businesses were registered, leading to the creation of 12 job opportunities.

Paris



Overall, close to 1,000 people participated in activities based in Paris, including through Allomondo, a telephone and digital platform created to fight isolation caused by the pandemic.

Valence



Beyond SINGA Valence's usual meetups and events, two new activities were launched in 2021: Croisons Nos Routes, which stemmed from a joint partnership between SINGA, ADOS, Ayana, Les Murmures de l'Onde, Café Associatif, Le Cause Toujours, and Atelier les Mirettes, promoting interactive and biographical storytelling, street photography, sound recording, and La Sortie de SINGA (city tours organized by community members).

05

80 000

community
members

434

entrepreneurs
supported

127

collaborators

1513

people
trained

+100

cohabitations

+7000

participants
to our events

2021 KEY FIGURES

06



HIGHLIGHTS

An Inspiring & Festive Moment, The General Assembly July 2021



After 16 months of COVID, SINGA teams from all around the world gathered on July 2021 to reflect, create, plan, and celebrate our accomplishments and the future of our impact. This was also an opportunity to celebrate Alice Barbe and Fabian Thul's departure from SINGA after years of commitment and hard work. In addition, Alice stepping down from her CEO role allowed her to officially join the SINGA Global Board.



From Paris to Kabul, the SINGA Community in Action August 2021

Following the Taliban's seize of power in Afghanistan last summer, many Afghans tried to flee their country en masse. The terrible images of women, men, and children clinging desperately to the wings of an aircraft carrier taking off from Kabul have been burnt into the memory of many watching from abroad. Those directly threatened by the instant regime change started sending messages to their French contacts, including volunteers, entrepreneurs and employees within the SINGA community.



Volunteers and SINGA leaders quickly and naturally went into action to coordinate, with the French authorities, the evacuation of activists and their families as soon as August 16th. As the Kabul airport was stormed by civilians trying to flee, in a chaotic frenzy broadcasted by every TV station around the world, time was becoming of the essence. Foreign troops announced that they would leave the country by the end of the month. Within this context, SINGA's community quickly launched a WhatsApp group, putting in contact SINGA's volunteers and leaders with the Afghan families. With teamwork and accurate intelligence, instructions were passed on every hour to the people being evacuated in order to ensure their safe arrival at the airport. The Afghan volunteers unit translated information to the individuals being evacuated in Dari, Pashto and Urdu, as needed.

Over the span of 3 days, our Parisian community (half of whom were Afghan newcomers or former newcomers) managed to evacuate 120 people, out of the total of 2600 Afghans evacuated to France.



This episode confirms that SINGA's resilience and aptitude for innovation (moving out vulnerable populations from hostile environments with resourcefulness and creativity) derive from a supportive community, where empathy and trust constitutes the root of all our actions. This unprecedented movement, which was spontaneous and yet quickly structured, allowed us to reinvent existing models in order to propose concrete solutions in response to a human and geopolitical tragedy.

Though we remain proud of our actions, we also recognize that millions of Afghans were left behind, and must endure dire conditions under the Taliban regime. We implore the international community and national governments worldwide to answer their calls for help.

Crédit Photos - Maëlle Mezaber

Towards More Inclusive Finance: Launching an Investment Fund

Interview with Guillaume Capelle

The war in Ukraine marks a new chapter in the contemporary history of migration, in addition to the factors that have intensified migration flows for more than 30 years (accelerating global warming, political instability, intangibility of borders and growing economic inequalities). Do you think that we are now able to face them?

GUILLAUME CAPELLE

Yes, if we change our way of thinking! First, we need to redefine this “we:” migration is a way for humanity to “cope” with persecutions, conflicts, and the degradation of its environment; “we” have always moved, particularly in times of climatic and social upheaval.

In settlement societies, a “we” is also on the move to welcome, meet, transmit, learn and co-construct with newcomers. So a new “we” is forged in the encounter. It is a citizen “we”, that is interactive and turned towards the future.

It is not a conceptual “we,” a fixed national identity, standing at a distance from the “migratory flows” but a very real “we” that requires continuous work. The problem today is that these efforts are not financially valued. One does not buy a house by showing adaptation when arriving or hospitality when welcoming. In fact, the opposite is true.

By investing in the inclusion of migrants in Europe, I also want to contribute to a paradigm shift in wealth creation: our societies need to become rich by preserving the living and creating the commons.

In the United States, 16% of patents are filed by foreigners and 44% of Fortune 500 companies were founded by an immigrant or his/her children (including Apple, Google, eBay or Tesla). Why do we still perceive these profiles as “at-risk”?

G.C The American figures must be put into perspective. Social mobility is not as obvious as it seems. If all is well for a South African student, like Elon Musk, things remain more complicated for a Venezuelan refugee or an immigrant from outside the OECD, especially if he is a woman or an ethnic minority.

But Europe does have a job to do! If we observe that migrants have a strong propensity to undertake, even to innovate (they register a lot of patents in the Netherlands and in Germany), they still do not appear on the investment map.

The industry is reluctant to invest in projects led by foreigners because it puts migrant founders through the same risk matrix as others.

Yet, they are different in many ways: they face public and private administrations, they learn a new language and cultural codes, they build their local network from scratch, their legitimacy (their degrees are not recognised for instance) is constantly challenged, while they also lack initial financial capital.

On the flip side, many migrant entrepreneurs are resilient. They are not afraid to take risks. They bridge multiple cultures. They address a larger market. They know how to navigate complexity. They learn humility and know how to manage with tight budgets.



“ **By investing in the inclusion of migrants in Europe, I also want to contribute to a paradigm shift in wealth creation: our societies need to become rich by preserving the living and creating the commons.** ”

SINGA is celebrating its 10th anniversary in 2022 and is developing, learning from experience, a new project. Can you tell us about the investment fund you are creating and why you think it is essential to meet the challenges of tomorrow?

G.C I want to create the first European fund dedicated to migrant entrepreneurs. Why do I want to do this? Because finance must be at the service of the greatest challenges of this century. According to the Refugee Investment Network, investing in an inclusive way means meeting 13 of the 17 sustainable development goals. Studies by the Boston Consulting Group and the OECD show that it is also a source of innovation and strong job creation.

Finally, I believe that to ensure a just transition, we need more diversity among entrepreneurs who have access to investment. This will strengthen the voice of underrepresented communities, revealing new role models that will inspire their generation.

We're going to need all the talent available to innovate in what promises to be a historic decade. I believe I can help Europe build the capacity to identify and invest in new talent. To do this, we need a fund to take the lead on investments that no one else would attempt.



What are the next steps in launching this project?

G.C It's still a little early to reveal everything. We'll have to wait until the fall for the big announcements, but we are very excited about the latest developments: great meetings with LPs, and key partnerships being formed. We are also in the process of building investment and "technical support" teams that will give our entrepreneurs an "unfair advantage". In addition to the investment, the latter will receive support to solve their legal issues, develop their teams, advance their products, measure their impact, and find their place in the markets.

The selection of the project at ChangeNOW, along with 15 other great Impact Funds, is the other good news of May. A great reward for the work done by the whole team and our "advisors" who work behind the scenes but whom I will soon have the pleasure to introduce to you!

Interview by Maëlle Mezaber

07



SCALING IMPACT

Scaling our Impact

Sometimes having an impact is not so much about the breadth of ground an organization covers, but about the number of people you empower to spread your visions, message and methods.

In comparison to other organisations, SINGA has swiftly scaled on a geographical level since our inception. However, our aim for tomorrow is to consolidate the methodologies we have put to the test for the past 10 years and scale their impact, while developing new ones simultaneously. These methodologies cover a breadth of activities that foster an environment conducive to the inclusion of newcomers.

Consider the following examples:

- The development of a level playing field between locals and newcomers to ensure both connections and social interactions that foster long-term friendships.
- Citizen hosting platforms (J'accueille in France or CALM in Belgium), for which we provide a solid matching and monitoring framework to ensure a higher success rate in hosting, that will inspire public institutions to think outside the box in terms of welcoming newcomers.
- Awareness-building campaigns that are built into our entrepreneurial programs, ensuring all newcomers find a safe place to express themselves and their entrepreneurial ideas with other local entrepreneurs. This means creating inclusive spaces where newcomers and locals can inspire each other, and build with the support of a team who can help them achieve their objectives.

Pollinating our methodologies where needed constitutes an important next step for us. However, this will be done by considering the local cultures and contexts to make sure that such methodologies are adapted and applied ethically and responsibly, avoiding a one-size-fits-all approach. These methodologies are shared with existing companies, institutions, and NGOs that would like to venture into the topics for which we have established an expertise over the past 10 years.

Within the same vein, in order to amplify our message we will continue to share our observations and experiences with partners, governments, and key institutions to ensure that we feed the discussions needed to design better policies that can create a favorable environment for newcomers.



Sharing Our Expertise

Changing the world is not only about doing it with our little arms, but also sharing our tools and know-how with others. Over the past year, we have been fortunate to work with NGOs and companies who want to benefit from the expertise we have developed over the years, and thus increase the social impact of their actions.



The Hermès Foundation approached SINGA to help the Hermès Women teams recruit a wider range of profiles, including new employees with different languages, skills and soft skills than those traditionally hired by luxury brands.

SINGA France brought together, around this project, a dozen associations that specialize in helping newcomers find employment, including Emmaüs Compétence, Entourage, Kodiko, Konexio, Les Entreprises pour la Cité, and Groupe SOS. As a group, they produced a list of implementable recommendations for the Hermès teams to ensure the success of their recruitment objectives.

As a result, the Hermès teams identified five key positions for newcomers, for which interviews are currently underway.

Recruitment is only the beginning of a long journey that will encourage or train managers on how best to integrate newcomers into their teams, and manage multicultural working environments.

These collaborations give us positive signals about the impact we could have by investing greater resources in this emerging demand, coming from companies that have the courage to be pioneers in this domain.



The Red Cross called upon SINGA's skills to facilitate ideation workshops to maximise the impact of its Red Touch and Pai'R programmes. These two programmes were set up by the Red Cross to finance and accompany citizen-initiated social impact projects. However, the amazing support and experimentation capacities of the Red Cross were not yet fully leveraged by the local volunteer communities. SINGA joined the Red Cross to consider the impact our project ideation methodologies could have on their volunteers and projects if developed systematically.

To date, we have conducted four ideation workshops for the Red Cross with fifty volunteers and civic services to help formulate ideas around impactful projects. The Red Cross has also invited permanent employees to each workshop so that they can be inspired by our methodologies to accompany their beneficiaries across France.

Since then, we have felt confident to move on to the next level by directly training the Red Touch and Pai'R teams to run these workshops autonomously, and scale (via our pedagogical methods and engineering) the impact of their programmes.

Showcasing our Know-how

SINGA has joined forces with UTOPIES, a consulting firm specializing in sustainable development strategies for companies. Our aim, for this publication, was to dive deeper into the issues related to the economy of migration and promote a change in perspective to transform the welcoming of newcomers into an opportunity for companies and the economy. Issued in July 2021, the publication strives to replace prejudices with facts, figures, and testimonies from committed companies, which open the way to a more inclusive society, inviting economic actors to take up the challenge of migration on the same footing as the climate crisis.

Via an analysis grid and a checklist, companies can self-assess their current practices, and identify their margins for progress in regard to newcomers.



Through this position paper, we sought to advance corporate practices beyond philanthropy, because integrating newcomers is not a "handout:" their qualities and skills go far beyond their transitory status as exiles.

In this era of mission-driven companies, the growing demands from stakeholders (investors, consumers, and employees) for more ESG accountability is an opportunity to create a paradigm shift and align corporate commitment with newcomers' inclusion.

Optimising How We Evaluate Impact

SINGA's endgame is to create an inclusive society, where newcomers and locals meet under the right conditions to unlock their potential and change the existing narrative toward migration.

However, like many organisations, we also asked ourselves what needs to be done in order to ensure our accountability as we move forward to fulfil this aspiration.

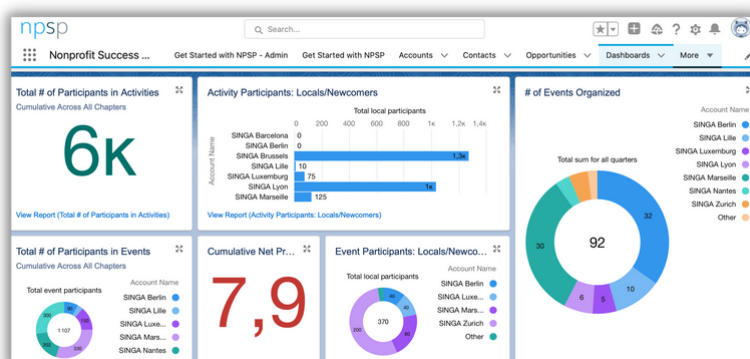
Since February 2021, SINGA Global has been working with Impact46 (a certified B Corporation dedicated to social impact) to develop an Impact Framework and create an easy-to-use dashboard to collect data from all SINGA Chapters.

The goal is to give us the ability to better measure our impact and reach, optimise our communication, and provide insightful data to feed into our advocacy strategies.



We managed to successfully develop an impact framework template focusing on financial, impact, organisational and communication performance.

A master questionnaire covering all main indicators & data points, divided into annual, bi-annual, and quarterly webforms, and connected to a dedicated dashboard and data collection tool are now set up on Salesforce for SINGA Global and all Chapters to access and use.



“

SINGA Global has developed very professionally and is a great support in many areas. We appreciate how they create a closer exchange between the chapters, but are also always available when you need support, whether in fundraising, with partners or even sometimes on a more personal level.

By building a professional and approachable team, SINGA Global has gained even more momentum.

In my opinion, also thanks to SINGA Global, we are now on our way to the next level! I am very much looking forward to it!

”

Tina Erb, Director of SINGA Swizerland

08



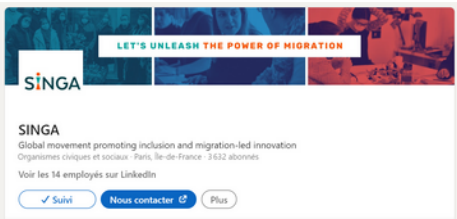
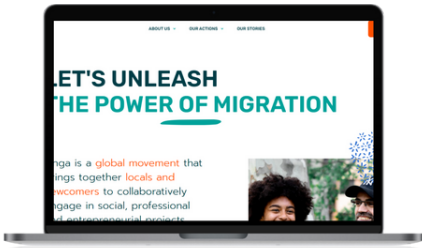
BRAND BUILDING & REPUTATION

The main objectives of our communication strategy in 2021?
To build SINGA Global's international presence, support the Chapters in their communication endeavour, and create greater consistency across our networks.

Showcase SINGA's Mission, Activities, and Network Through International Channels and Content

Our SINGA Global website was launched in April, the Twitter page and the SINGA Global newsletter were reactivated and the LinkedIn Page was created in June 2021. The audience grew from about one hundred people in March 2021 to +6,500 followers currently across the different social networks. This engagement steadily grows at a 5.5% engagement rate on LinkedIn (average is 2%) and 1.1% on Twitter.

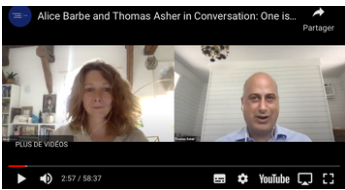
LinkedIn had an average reach of 13,000 views per post in the past year, and Twitter an average of 23,000 views per post.



Building SINGA's Reputation and Leadership Through Events, Conferences, and Position Notes



"How immigration inspires groundbreaking innovations" with SINGA, NaTakallam, BCG.



Alice Barbe's book launch at the Columbia University Global Center



Mays Kabouch and Mohammed Chikh Albasatneh at the 4th Global Refugee Summit



SINGA and Sciences Po's conference in Paris City Hall about economic inclusion.

Provide our Network Members with More Visibility around Key International Moments

SINGA Global leveraged international moments to promote members of the community, their stories and projects. Such content was used across the network to strengthen our impact and maximize consistency.

INSPIRING LEADERS

10 entrepreneurs who are changing the world

Rima Hassan

O-CR

Camila Rios Armas

UnIR

Joyce Dworak

FRISKYNESS

Aimée Monica Domingo

Maison Bai-Domingo

Ruba Khatib

La Petite Syrienne

Aminata Diouf

Griboulli

Bonney Magambo

FAV PROTECTOR

Jean Guo

Konexio

Pranita Chettri

Books for Change

Victoria Mondefield

Solnum

SINGA

#COP26WEEK

9 entrepreneurs creating a more sustainable world

Ghaees A. & Nicolas E.

KaouKab

Hélène Bourry-Mmadi

Vergers du Monde

Masegegeya Dugast

Mmopi

Lucie Gamond-Rius

IMECE France

Sadia Hessabi

KabouLygon

Carlos A. & Fabian C.

Populaire

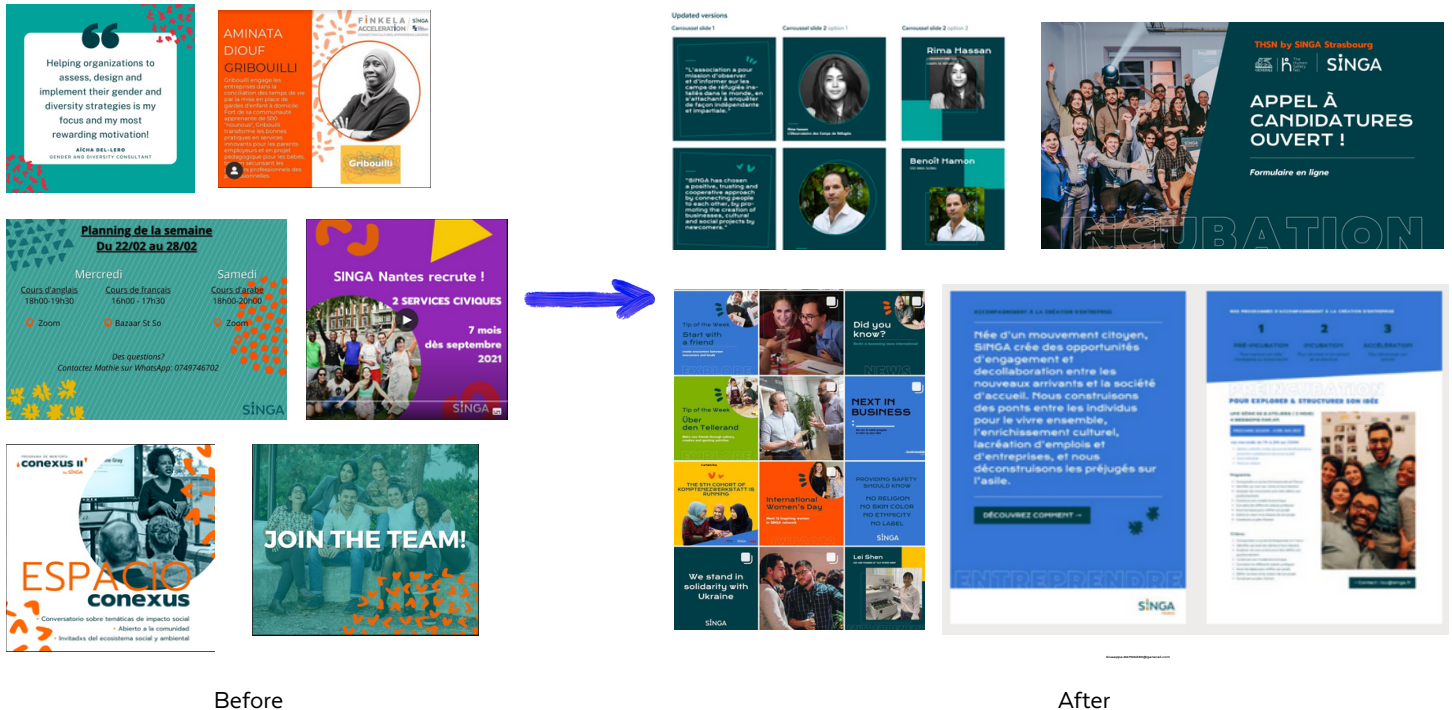
Pilar Anguita-Mackay

Le Jardin Vivant

SINGA

Building Brand Consistency by Supporting the Network with Ready-To-Use Templates

In December 2021, the Chapter were provided with a communication toolkit and ready-to-use content in order to build a more consistent brand and a flexible framework in their content creation. This creative agility allowed the brand to adopt a more consistent voice and design across the networks.



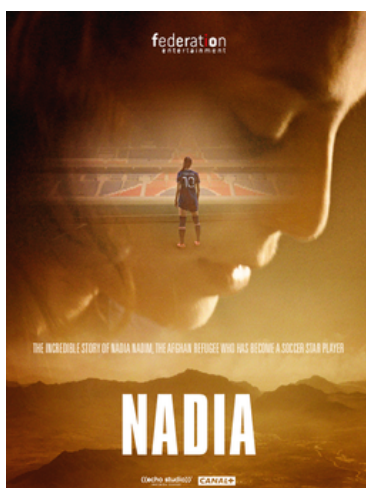
Before

After

Promoting Entertainment to Change the Narrative

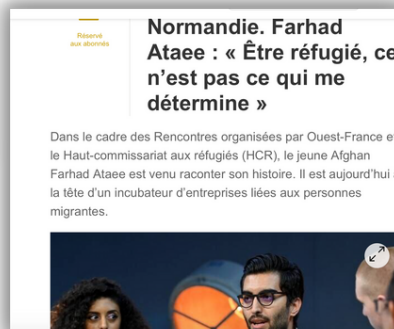
- In 2021, Alice Barbe launched her first book which tells her story on how she discovered migration issues in the humanitarian sector and the testimonies of newcomers who have shaped the SINGA movement by sharing their experiences, struggles, and dreams.
- Guillaume Capelle contributed to a book called "Nos Raisons d'Être" (Our Reasons to Be), featuring 35 testimonials of leaders committed to building a more sustainable society.
- SINGA also partnered with production company Echo Studio to launch "NADIA", a timely documentary feature about Nadia Nadim, the Afghan-born Danish soccer star. The production company launched an "impact campaign" to drive awareness around SINGA and our work during the film promotion.

In the years to come, SINGA will increasingly use entertainment to foster greater empathy around the stories of various newcomers. Storytelling is a powerful tool to change the narrative and overcome misconceptions.



They Talked about Us

In 2021, we managed to get a high covering of our vision and activities. There have been dozens of articles in the media at an international, national, and local level. There was a spike in visibility with the arrival of Benoît Hamon and Fatemeh Jailani in September 2021. This arrival was an opportunity to place the spotlight on SINGA (mainly in France), and present our activities, vision of migration and ambitions for the future.



09



SECURING FINANCING

Our Finances

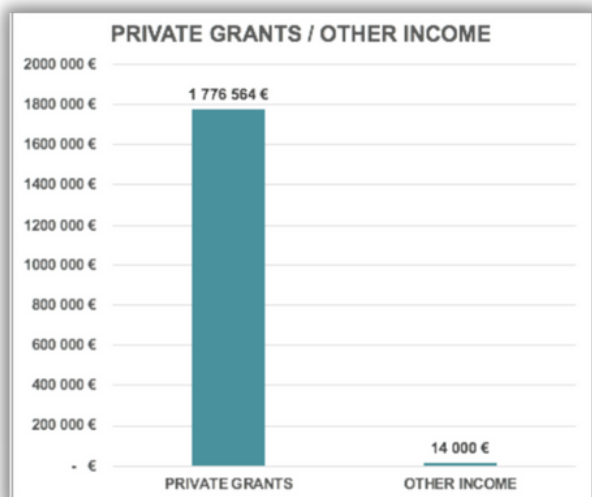
Overview and breakdown of our 2021 financial year.

Total income for SINGA Global:

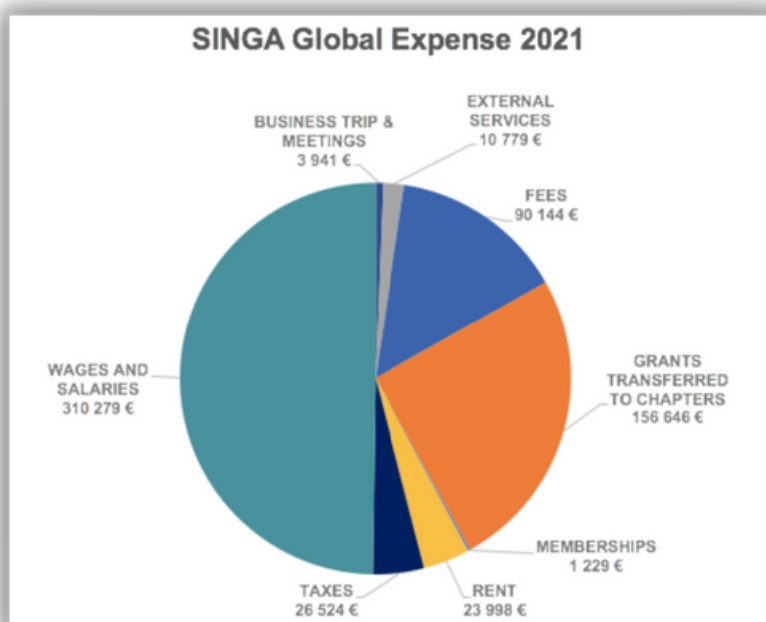
1 790 584 €

Total consolidated income from all our SINGA Chapters across 7 countries (excluding SINGA Global):

3 593 047 €



The two tables above summarise our main income sources in 2021, which derive from private grants, primarily via our key partners such as THSN (The Human Safety Net), Visa Foundation, and Sucres et Denrées. However, as we move forward in our development, we plan to develop other income avenues such as applying for more EU grants and developing our service offerings.



Since 2020, our expenses have evolved steadily, in tandem with our ambitions (as seen in the table on the left). We have raised more money, expanded our SINGA Global service offerings to our Chapters, and have financially supported our Chapters in their development.

In 2021, we had an increase in human resources as we welcomed three additional Full-Time Equivalents (FTEs). In addition, having a successful fundraising year allowed us to provide greater financial support to our Chapters, allowing us to reinforce our operations on the ground.

10



SHOWCASING
OUR PARTNERS

Interview with Emma Ursich

Executive Officer of The Human Safety Net (THSN)



Can you introduce THSN in a few words?

Emma Ursich The Human Safety Net is a movement of people helping people, present in 23 countries, with a community of 61 NGO partners and countless volunteers, refugees and families. We believe that whatever happens in life, no one should be held back from reaching their potential. Our mission is to unlock the potential of people living in vulnerable circumstances, so that they can, in turn, transform the lives of their families and their communities. Our two global programmes support vulnerable families with young children (aged between 0-6 years old) and the inclusion of refugees through work and entrepreneurship. For this latter group in particular, we start from the assumption that many refugees have the talent and resilience to build successful businesses, but face unique challenges. They are often confronted by systemic barriers, social marginalisation, complex regulations, and an unfamiliar business environment.

How would you describe our last 5 years of partnership, culminating in the first year of the Scaling Grant in 2021?

E. U. SINGA was one of the first partners we started collaborating with, back in 2018. In 2021, it was also one of the four partners that received the first Scale-Up Impact grant, with the idea to replicate and scale a model that has proven to be successful. We are happy to see how well the organization has grown in the past 5 years, and we are proud to have been there, supporting them from the beginning. I believe our partnership exemplifies the evolution from a more transactional-based to a value-driven collaboration. I am proud to say we moved away from the typical funder-to-grantee relationship, finding ways to leverage each other's strengths, to serve the wider sector. I think there are two concrete examples that can show this approach. First, in 2021, parallel to the Scale-Up-Impact grant, we provided support to SINGA via a team of young Generali colleagues, who participated in a 6-month project to support the development of a business model to create revenue-generating activities for SINGA. Second, the support from the Scale-Up Impact initiative allowed, among other things, to develop a standardised monitoring and evaluation methodology to be adopted across all locations, enabling each SINGA Chapter to assess its impact better and focus its activities to meet the needs of entrepreneurs and their communities. Being able to measure impact in the sector is of course crucial to both SINGA and us.

What is THSN's vision for the future?

E. U. The main international crisis and conflicts seem to confirm that the global flux of refugees will not decrease in the coming years. To us, this means we cannot turn away. Our presence in the sector is still needed and with 5 years of experience behind us, we are now building the right foundations and networks to amplify even further our social impact. The Human Safety Net will remain there to support the economic inclusion of refugees in their host countries, building on lessons learned and looking even wider in terms of collaborative approach. We firmly believe that only working together with others will allow us to reach the impact we aim for.

How does the partnership with SINGA fit into this vision?

E. U. SINGA'S work in supporting the economic inclusion of refugees perfectly fits The Human Safety Net's vision, in France and elsewhere. We look forward to deepening the collaboration with SINGA, seeing the first concrete results of their scaling efforts in France and Germany, and working hand in hand with them to enlarge even more the ecosystem of actors involved. We are happy to see that SINGA has now started collaborating with more stakeholders, and we are ready to keep on contributing, adding value to this growing ecosystem. One of the main objectives of The Human Safety Net is to keep on facilitating the exchange among the 61 partners that constitute our community. With their expertise and knowledge, SINGA is a key actor that can help strengthen and widen this community further, adding value to our work and that of all the other partners.

Interview With Chukwudi Onike

Head of Programmes of Visa Foundation



What are the goals of Visa Foundation, and why did you chose to work with SINGA?

Chukwudi Onike

Visa Foundation seeks to support inclusive economies where individuals, businesses, and communities can thrive. Through our Equitable Access Initiative, Visa Foundation prioritises the growth of gender-diverse and inclusive small and micro-businesses. We're proud to support SINGA as it is leading the way to both provide services to entrepreneurs and showcase their talents, while prioritising women's efforts.

How would you describe your partnership with SINGA so far?

C. O.

Our partnership with SINGA is off to a great start. We are thrilled with the launch of the StartIN Europe ecosystem and are excited to see how this programme advances women and newcomers' businesses as well as provides the needed support for their success.

What is Visa Foundation's vision for the future, and how does StartIN Europe reinforce this vision?

C. O.

Visa Foundation envisions a future where women's and newcomers' businesses can thrive, having fewer structural and social barriers impeding their ability to gain access to capital. The StartIN Europe ecosystem enables this vision, providing technical assistance and other wraparound services to enable businesses to scale, as well as strengthens the overall ecosystem.



Another strong partner for SINGA - SUCDEN

SUCDEN is a trading company for sugar, cocoa, and agricultural products. It has committed itself to supporting SINGA Global directly for a period of three years. It is now a strong partner of SINGA, and we have intervened at their side to share our vision of migration representation.



11



LOOKING
FORWARD



SINGA is 10 years old. With its wealth of experience, it looks forward to the next 10 years with both gravity and confidence. Gravity because of the change in scale of migration, the rise of xenophobia, and the multiplication of anti-migrant and oppressive policies. Confidence because for 10 years we have observed and demonstrated that inclusion creates shared benefits between newcomers and locals. We have also seen the growth of coalitions of public and private actors committed to welcoming refugees and newcomers. The issues have grown. But in the meantime, we are no longer alone and with our allies, we are much stronger.

A decade after its creation, SINGA faces questions that are, on paper, quite classic for an organisation. How to control its growth and stay true to its purpose? How to develop its impact? How not to leave employees on the side? How to stay innovative? How to improve its governance and make it more democratic? How to strengthen its ecosystem and legitimacy in regard to the public and private sectors? SINGA is also confronted with more specific questions linked to its nature and its missions: How to transform itself into a **NEW POWER ORGANIZATION** capable of changing the situation on migration and inclusion at a global scale? How can we remain relevant to newcomers, including those who do not benefit from our programmes? What strategy should be adopted to change the way migration is represented?



How to engage companies in a transformation of their organisation on a large scale to become inclusive and adopt the principles of interculturalism? The sum of these questions invited us to imagine a global reflection that articulates around a vision paper, the transformation of our organization, and the adoption of an operational strategic plan.

The vision paper will be the first stage of the rocket that will take us through the next ten years of SINGA. It will push us forward and give us the direction and the strength to project ourselves far. With the vision paper, we want to emphasize two crucial dimensions of our action in the long term: what we believe in and what we want. It's crucial to recall what are the values and convictions that unite us and that we want to share with as many people as possible, and then to say what we want to change and improve in order to get closer to our ideal.

What we believe in

In keeping with the history of SINGA, we want to reaffirm the philosophical and ontological importance of links. This part reminds us that there is no humanity without socialization, without connection, and without cooperation. We also believe in inclusion, a key word, and value in the lexicon and programmes of SINGA. We want to reveal the ignored or hidden merits of inclusion in economies and societies, and remind everybody that the glorious history of nations is also the history of the successful inclusion of many migratory movements. This is why we will continue to develop our various entrepreneurship programmes across Europe and demonstrate that migration creates entrepreneurial skills and represents an unlimited source of innovation.

We also believe in “rhizome” identities. SINGA's belief is that human identity is not only forged in blood and birth, but is the result of experiences and encounters. It affirms that communities bring people together: and such communities can overlap, combine and transform, while some would like them to remain closed off, locked in, and incompatible with other communities.

What we want

Who do we care about? SINGA's objective is not only to support entrepreneurs but to impact – for the better – the lives of newcomers, including those who do not go through our programs. We are obviously thinking of the most precarious, the most mistreated of newcomers, and we want them to stop being subjected to discrimination, harassment, and violence when they share the same soil as us. All of our programmes and innovations, in essence, our DNA, are oriented toward ensuring a 360-degree inclusion of newcomers. From an economic and financial point of view, we are of course defending the virtues of entrepreneurship, but also taking an original approach to employability. Socially and culturally, we believe that the inclusion of newcomers requires a change in narrative. We defend the importance of influencing and changing the vocabulary that is commonly used in the media, by economic and political leaders to characterize migration and often dehumanize newcomers. We also emphasize our desire to bring out role models among newcomers.

To be truly influential, SINGA must also think of its role as the hub of a meta-community, giving our organisation the skills and strength to transform itself into a new power. Finally, there is legislative and regulatory inclusion, i.e. our ability to build a case that is heard by national, European, and international authorities for new corporate social responsibility rules that integrate inclusion and interculturalism into ESG criteria, for example.

Our ambition to promote and implement a 360-degree inclusion implies changing our organization, thinking about a new spin-off strategy, improving our internal democracy, diversifying our income to remain independent, taking care of employees' working conditions, and improving the impact of all our programs. 2022 will be a challenging year for SINGA Global, but for the better. Our goal is to reinforce our social utility for the people who need us and multiply the links created between newcomers and locals.



SINGA



 @SINGAWorld

