

SINGA



# TO INFINITY AND BEYOND?

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Rethinking Our  
Relationship with  
Space and Others



SINGA GLOBAL  
ACTIVITY REPORT 2023

# HOW CAN WE DREAM OF INFINITE UNIVERSES



# WHILE ERECTING BARRIERS AMONG OURSELVES?

By **Rooh Savar**,  
President of SINGA

In 2023, humanity renewed its passionate conquest of space, symbolizing an insatiable quest for knowledge and pushing the boundaries of exploration. Feats such as international lunar missions, the exploration of Jupiter's moons by the ESA's JUICE mission, and the return of samples from asteroid Bennu by NASA's OSIRIS-REx, along with the tests of the Starship launcher audaciously and innovatively foreshadowing the establishment of lunar and Martian bases.

This thrust into the unknown of outer space contrasts starkly with a terrestrial reality with thickening borders, and shrinking spaces of freedom. The world has never been larger, and the internet offers us the possibility to connect instantly with whomever we want, whenever we want, yet the freedom of movement is diminishing. Migration is criminalized, and even daily mobility is limited by our anxieties.

As we aspire to decipher the mysteries of the universe, our planet demonstrates a growing will to erect physical and ideological walls. The news is laden with legislative and administrative novelties making life harder for newcomers. We lament that human, intellectual, and financial resources are often used to prevent inclusion, where they would be invaluable in creating connections, enhancing business performance, and strengthening social cohesion. The world has never been so connected; ideas, fashions, and objects circulate without restriction. But when it comes to people, their hopes, their dramas, and sometimes their survival... doors are more likely to close than they are to open.

The question then is straightforward: How can we explain our appetite for exploring new worlds while we isolate ourselves from each other in the world we inhabit? At SINGA, we believe this contradiction raises an urgent need to rethink our concept of space and inclusion. It's not just about crossing the physical frontiers of our galaxy but also about dismantling the invisible barriers that separate human beings on Earth.

2023 has confronted us with significant challenges. Nevertheless, it has also offered us the opportunity to rethink our approach to space and inclusion. In this report, you will discover how SINGA has worked to build bridges where others erect walls in facing these issues. Join us in this cosmic mission: to redefine space not as a barrier but as a place of endless exploration and possibilities of inclusion.

<sup>1</sup> Skenazy, L. (2021, 23 avril). Today's Children Don't Get to Play Outside

«THIS THRUST INTO THE UNKNOWN OF OUTER SPACE CONTRASTS STARKLY WITH A TERRESTRIAL REALITY WITH THICKENING BORDERS, AND SHRINKING SPACES OF FREEDOM.»





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# NAVIGATING THE LABYRINTH OF MIGRATION POLICIES

TERRESTRIAL WALLS: THE RISE OF ANTI-MIGRATION POLICIES P.9  
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## Terrestrial Walls: The Rise of Anti-Migration Policies

**2023 witnessed a generalized hardening of migration policies worldwide and an escalation in hostility against migration.**



In this activity report, we would have liked to be the bearers of good news and tell you about countries that have opted for the path of inclusion. Unfortunately, as we write these lines:

- Europe has adopted a new «Migration and Asylum» pact that marks a new step in challenging the international law of the sea and the Geneva Convention, the foundation of protection for asylum seekers.
- Great Britain, a former colonial empire, has decided to deport all asylum seekers arriving on its soil to Rwanda.
- France has passed its new immigration legislation with the support of far-right Members of parliament.
- The United States has approved the installation of floating barriers equipped with circular blades on the Rio Grande to prevent newcomers from Mexico.
- In Tunisia, deportations of migrants into the desert have been reported, highlighting the deadly risks faced by those attempting to cross borders in search of safety or a better life.

These choices reflect the fearful reflex of societies that have lost faith in the virtues of the values they claim to uphold: human rights, freedom, equality, and democracy.

This rejection of migration relies on defending French and Western culture from the perceived threat of mixing and intermingling with newcomers. In France, it rekindles colonial-era fantasies that demanded the integration of subjugated populations through the prior erasure of their original cultural affiliations. These remnants of the past resurface in the ideology of those who, in Europe, describe Western civilization as a besieged citadel.

Yet, there are still reasons for hope, coming from citizens and businesses that refuse to differentiate people based on their origin and see in every newcomer valuable potential rather than a threat. These unprecedented coalitions for inclusion bring together organizations, citizens, businesses, and municipalities advocating for hospitality, the irreplaceable value of each human being, and the benefits of migration.

According to Antonio Gramsci, one must have the pessimism of reason and the optimism of will. This is the mindset of SINGA. We are clear-eyed, pragmatic, and never resigned.

2023 reminds us that openness, solidarity, and cooperation are not just moral values but practical imperatives to meet the challenges of our time.





# SINGA Against Migration Barriers in 2023

In this context, SINGA intensified its advocacy efforts to promote a more inclusive and supportive society. The organization worked to establish strategic partnerships and actions to spread its message and influence policies.

FOCUS ON...

## SINGA's actions against the Immigration Law in France in 2023

In 2023, SINGA firmly opposed the new immigration bill in France, joining hundreds of organizations and citizens in this fight.

This is a first and a turning point for SINGA. Until now, our organization had stayed out of citizen mobilizations for or against political initiatives on migration. However, the openly repressive turn taken by the government's bill, the complete disregard for inclusion issues, and the dehumanizing language borrowed from the far right have convinced our movement to take action.

Throughout the debates, SINGA raised awareness among parliamentarians from both the majority and the opposition. The goal was not only to explain why this law was dangerous and ineffective in our view but also to enrich the debate with a solid and unifying advocacy for the inclusion of newcomers.

SINGA also actively participated in raising awareness, both online and on the streets, to express its disagreement with the most repressive aspects of this bill. This took several forms, including a digital campaign that allowed citizens to directly contact their MPs to advocate for an inclusive vision of society.

In addition to this online action, we worked to ensure that the affected individuals were at the center of the debates by organizing press conferences and highlighting figures such as Camila Rios Armas in the media. Twenty articles featuring newly arrived individuals appeared in the press in 2023. During the parliamentary debate in the Senate, initiated by SINGA and Vox Public, dozens of newly arrived individuals were present in the chamber to closely follow the discussions. The goal was to rehumanize the debate on migration, which too often reduces the main stakeholders to numbers and associates them with disasters (flooding) or wars (migration offen-

sive). Mays Kabouch, co-director of SINGA Paris, testified: «Attending the parliamentary debate was a great opportunity to participate in political life and see how democracy, which does not exist in my country, Syria, operates here. But it was also tough and violent to see how we are perceived. What shocked me the most is how much we are associated with terrorists, even though most of us have given up everything to flee terrorism.»

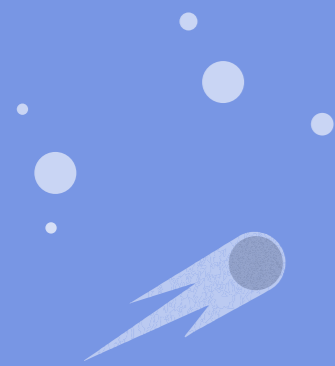
SINGA also took part in street protests, joining other voices to create a visible and influential movement. The march on January 21, 2024, was a key moment in this mobilization. Tens of thousands of people, supported by SINGA and many other organizations, marched peacefully in over 150 cities across France, including Paris, Marseille, Lyon, and Bordeaux. This mobilization illustrated the scale of opposition to the bill and highlighted the importance of solidarity and collective action in defending the rights and dignity of newly-arrived individuals in France.



Protests in Paris, January 2024







# EXPLORING AND DEVELOPING NEW SPACES

THE EXPANDING UNIVERSE OF SINGA P.13  
TWO NEW SINGA SPACES TO EXPLORE P.16

# The Expanding Universe of SINGA

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

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

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

And it works :



**62%**

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



**60%**

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



**66%**

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



## SOCIO-CULTURALS PROGRAMS

- SINGA Brussels
- SINGA Luxembourg
- SINGA Québec
- SINGA Toulouse
- SINGA Valence

## ENTREPRENEURSHIP PROGRAMS

- SINGA Barcelona
- SINGA Berlin
- SINGA Geneva
- SINGA Stuttgart
- SINGA Strasbourg
- SINGA Zurich

## ENTREPRENEURSHIP + SOCIO-CULTURALS PROGRAMS

- SINGA Bordeaux
- SINGA Lille
- SINGA Lyon
- SINGA Marseille
- SINGA Nantes
- SINGA Paris



# Global tour OF INTERCULTURAL ACTIVITES

Spotlight on the 10 SINGA chapters that connect new arrivals and locals through intercultural activities:



## SINGA BORDEAUX

In 2023, adds up to 801 participants, including 454 new arrivals and 347 locals (of whom 480 were women), joined the intercultural activities program. The program included 26 diverse activities, from Arabic calligraphy and traditional dances to outdoor activities, picnics, and musical naps. Cultural visits to iconic sites were also organized, enriching participants' cultural experience



## SINGA BRUSSELS

In 2023, SINGA Brussels launched multiple intercultural activities involving 3,018 participants across 536 varied events. Among them, 1,633 were new arrivals, 1,385 were locals, including 1,328 women. The program offered 25 diverse activities, from accordion and folk dances to plant discovery, capoeira for women and children, singing, sports coaching, and more. The impact of these initiatives was supported by 102 trained volunteers from SINGA Brussels who were essential in facilitating these encounters.



## SINGA LILLE



In 2023, SINGA Lille welcomed 628 participants to its activities. Throughout the year, 61 events were organized, mainly focused on sports, theater, audiovisual production, and cooking. Additionally, the Speak Up & Inspire projects were launched, involving 74 participants in various artistic workshops. Among them, 52 were newcomers and 22 were locals, including 35 women. The activities included writing, theater, and journalism sessions. The impact of these initiatives was supported by 27 volunteers. The project strengthened community bonds and improved participants' self-confidence, with 86% noting an increase in their self-confidence.



## SINGA LYON

In 2023, 5,085 participants joined the intercultural activities program, including 4,321 new arrivals and 764 locals. The MONINGA program connected 104 women, enriching their experience with festive evenings and cultural outings. 339 diverse activities were offered, from capoeira to sailing, yoga, singing, as well as pottery and painting workshops. The 66 information sessions reached 506 people, strengthening commitment to the program's objectives.



## SINGA LUXEMBOURG

In 2023, SINGA Luxembourg gathered 889 participants in its intercultural activities program, with 514 new arrivals and 375 local residents. The program included 56 diverse activities, ranging from museum visits to sporting events such as capoeira and football, as well as creative soap making and board game workshops. Initiatives such as the human library and meditative walks enriched the offerings, adding games for learning French and Ukrainian.





# Global tour OF INTERCULTURAL ACTIVITIES



SINGA MARSEILLE

In 2023, the intercultural activities program attracted 1,500 participants, including 1,125 new arrivals and 375 local residents, with 525 actively participating women. This program offered 150 varied activities, including French classes, yoga, theater, and knitting sessions for women, as well as occasional events like outings to the theater, cinema, and cooking workshops. Sporting activities such as kayaking, swimming, snorkeling, football, petanque, and even hikes in the Calanques, enriched the experience.



## SINGA NANTES

2023 was a rich year in Nantes, with 333 participants in the intercultural activities program, including 111 new arrivals and 222 locals. The 32 offered activities ranged from cultural outings to game nights and happy hours, creating relaxing moments where everyone felt included. The women, numbering 165, enriched each activity with their energy and perspective, strengthening social and cultural bonds.



## SINGA TOULOUSE



In 2023, the intercultural activities program counted 455 participants. A variety of 20 activities, from informal discussions to educational and recreational outings, was offered, including visits to the cinema and bicycle outings. Practical workshops met the specific needs of participants, complemented by outdoor activities and a day at Lake Saint-Ferréol.



SINGA QUÉBEC

2023 was dynamic for SINGA Québec with the intercultural activities program bringing together 513 participants, including 340 new arrivals and 173 locals with 349 women. 21 intercultural activities were organized, including creative workshops, guided walks, movie nights, and artist meetings. Four information sessions were also crucial, guiding participants towards active participation. Finally, the matching program, which is becoming increasingly popular, saw new duos form, including the first male duo.



SINGA VALENCE

In 2023, SINGA Valence's activities were primarily concentrated in Romans, thanks to a partnership with the Saint Nicolas community center. Despite challenges, particularly in volunteer recruitment and training, SINGA Valence continued to organize a variety of meetings and events (SINGA Blabla, cooking workshops, nature walks), supported by a loyal community of over 200 local residents and newcomers.





FOCUS ON...

# The BAZAARS in Brussels, a space for inclusion and encounter



In the heart of Brussels, the Bazaars organized by SINGA embody a spirit of solidarity and inclusion. They offer a dynamic space where local residents and newcomers meet, exchange, and create together around the playful atmosphere and activities. Twice a week, these meetings have become essential to facilitating the inclusion of these newcomers into Brussels' society.

These joyful moments of encounter, full of joy and dynamism, encourage volunteer engagement. They invite everyone, locals and newcomers alike, to participate in the facilitation and animation of the Bazaars. Volunteers present at least twice a month play a key role in welcoming and assisting participants, animating games, and ensuring the inclusion of everyone!

In 2023, SINGA Brussels organized 96 Bazaars, gathering a total of 5,106 participants.

FOCUS ON...

# A project that mixes art and personal expression at SINGA Lille

In 2023, SINGA Lille led «Speak Up + Inspire», an ambitious project aimed at transforming perceptions of migration through art and personal expression. Throughout the year, this program brought together newcomers and locals to train in writing, theater, and journalistic techniques. The goal was to free up speech, strengthen self-confidence, and master various artistic skills to create theatrical and audiovisual works.

Under the direction of Sila Odhuno, community animator at SINGA Lille, participants and the audience explored inspiring encounters and captivating performances, enriched by the melodies of Afghan artists and poignant life stories of exile, often performed by novice actors.



Among the 74 participants, including 52 newcomers, 71% improved their oral and written expression, 81% felt significant well-being, and 76% wished to continue attending the workshop venues. Approximately 86% gained confidence, while 65% of locals developed intercultural skills, demonstrating the project's success in creating a mixed and committed community.



## KEY FIGURES

**52 out of 74**  
participants are newcomers

**71%**  
improved their oral and written expression, 81% felt significant well-being

**76%**  
wished to continue attending the workshop venues

**86%**  
Approximately gained confidence

**65%**  
of locals developed intercultural skills, demonstrating the project's success in creating a mixed and committed community



# Three New SINGA Spaces to Explore



Since January 1, 2023, SINGA has been a member of the alliance that leads the new project for La Gaîté Lyrique for the next five years, alongside Arty Farty, Arte, makesense, and Actes Sud with its project «the Factory of the Era.» Through this vibrant and creative space, SINGA explores new forms of awareness and mobilization to value encounters.



**Hanieh Hadizadeh,**  
Co-director of SINGA Paris

«In one year, beautiful things happen at all levels through incubators and artist residencies; we see many things emerging... In a time of tightening, we strive to bring diverse bubbles together and create connections.»

## Manufacturing the Era, at La Gaîté Lyrique

PARIS



This is a first for SINGA, to partner with and become co-manager of a prestigious cultural establishment of 9,000 m<sup>2</sup> in the heart of Paris. The City of Paris made a bold choice by entrusting an unprecedented consortium: a Franco-European public television, a cultural social enterprise, two NGOs, and a publishing house, the task of designing the programming of an artistic hub dedicated to music, dance, and many other forms of cultural creation. We have envisioned this place to be inclusive and aspire to become the first regenerative cultural establishment in France. We embarked on this collective adventure to test our principles, share our values, and convey our convictions.



2023 at La Gaîté Lyrique officially began in April, but success was immediate with «the factory of the era» project. SINGA took over the floors and organized the first events, workshops, and awareness actions to transform the discourse on migrations and highlight the benefits of inclusion. The place has opened up to talents from migration, and this is just the beginning. In 2024, the programming will include

the «Newcomers Comedy Club» and the launch of «Voices of Exile», an incubator for media and journalists in exile, carried by SINGA in partnership with the Canal France International (CFI), a public agency supporting the media !

**Gaîté Lyrique**



# Hospitality and Food Transition, at FAITOUT



LYON



On Tuesday, June 27, 2023, SINGA Lyon and the BelleBouffe association celebrated the inauguration of their new third space dedicated to hospitality and sustainable food sourcing. Named «Le FAITOUT», this project takes life in the former canteen of railway workers from the SNCF workshops of La Mulatière, in the heart of the priority district of La Saulaie. With an area of 850 m2, this space opened its doors in July 2023 for a temporary occupation of 5 years, offering a place for meetings and sharing!



“Le FAITOUT is a space that allows each and everyone to find their place.»

Birgit Vynckier,  
Co-director of SINGA  
Lyon



This third space aims primarily to promote greater social and food justice in the Lyon Metropolis by making healthy and sustainable food accessible to all, fighting food insecurity, and promoting the use of local and quality products. Simultaneously, Le FAITOUT is committed to the social and professional support of people in precarious situations, offering programs to enhance skills. It also encourages the active participation of residents, organizations, businesses, and institutions. «Le FAITOUT is a space to allow everyone to find their place.» — Birgit Vynckier, Co-director of SINGA Lyon.



**SINCE ITS OPENING, LE FAITOUT HAS GENERATED 90 SOLIDARITY MEAL TICKETS TO ALLOW PEOPLE IN PRECARIOUS SITUATIONS TO BENEFIT FROM MEALS AT A LOWER COST. MORE THAN 750 PEOPLE HAVE BECOME MEMBERS, PARTICIPATING IN 90 CULTURAL AND ARTISTIC EVENTS.**

Since its opening, Le FAITOUT has generated 90 solidarity meal tickets to allow people in precarious situations to benefit from meals at a lower cost. More than 750 people have become members, participating in 90 cultural and artistic events. The establishment's solidarity and stepping-stone canteen has notably welcomed unemployed people, including newcomers, to discover service and catering professions. Le FAITOUT also collaborates with 10 social and solidarity economy (SSE) structures working in the fields of inclusion, support, and ecological and solidarity transition!





# The Refugee House

## PARIS

A project initiated and funded by the City of Paris, La Maison des Réfugiés (The Refugee House) has developed since 2019 as a unique cultural and social space, combining welcoming, social innovation, and cultural programming. Located in the 14th arrondissement until 2023, it offered various spaces depending on the needs: a lounge, a shop, a café-laundromat, an exhibition house, and classrooms, accessible to all.

The activities were coordinated on-site by the Emmaüs Solidarités team, in close collaboration with SINGA Paris. The Refugee House continued to be an essential place for exchanges within the Parisian activist and associative ecosystem, welcoming both those using the coworking space occasionally and those attending events or permanent activities. Professionals from the sector gathered there to meet, exchange ideas, and develop joint projects.



**MAISON  
DES RÉFUGIÉS**

**In 2023, 25 associations were active there, accumulating more than 400 hours of weekly activities, divided into five areas:**

- Professional integration: living jobs, crafts, digital training, entrepreneurship;
- Culture and sport (38h/week): writing workshops, poetry, boxing, yoga...;
- Social and health support: access to healthcare;
- Language learning (91h/week), with a priority on French: courses offered by partner associations and volunteers;
- Women's hub: activities with a gender approach, such as French courses reserved for women.

The year 2023 marked a significant step for the Refugee House, with the preparation for its relocation. After four years of activity in the 14th arrondissement, it was decided to relocate this emblematic place to better meet the needs of the people it serves and to adapt to a new neighborhood dynamic. This transition was the result of a collective effort with various stakeholders, including the James Baldwin media library, local elected officials, residents, beneficiaries, and partner associations. Together, they reflected on the organization and future uses of the new space, which will open its doors in June 2024 in Place des Fêtes, in the 19th arrondissement of Paris. This new site will allow the Refugee House to continue and amplify its missions while integrating into a neighborhood undergoing significant change.





# CONQUERING NEW POSSIBILITIES

THE FIRST FUND IN EUROPE FOR REFUGEE ENTREPRENEURSHIP **P.27**  
ENTREPRENEURSHIP AS A SOLUTION TO DOWNWARD MOBILITY **P.28**



In 2023, Guillaume Capelle, co-founder of SINGA, embarked on a new professional chapter by leaving SINGA to launch an impact investment fund. This fund is dedicated to supporting innovations developed for or by newcomers in France and Germany. This pivotal initiative represents a natural continuation of ten years of commitment at SINGA and also responds to a notable gap in the access of refugee entrepreneurs to essential investments for developing their projects.

In this context, SINGA has become a partner of Impact Partners, an asset management company that leads several impact funds in Paris. This innovative partnership, which unites a recognized actor in impact investment and an NGO, is a logical new step for SINGA, now the leading European network dedicated to newcomer entrepreneurship.

The fund aims to support companies that generate positive financial returns while having a significant social and environmental impact. SINGA's role will not be limited to Guillaume Capelle's influence in selecting and supporting entrepreneurial projects. In collaboration with Impact Partners, the SINGA teams will perform an inclusion diagnostic for each company targeted by the fund and propose tailored progress paths. This fund intends to create impact, not only through the nature of the selected projects but also through the exemplary management of these companies.

The fund also aspires to use finance as a tool to build a more equitable society, measuring success not only in economic terms, but also through improved human well-being and environmental sustainability. «By investing in the inclusion of newcomers in Europe, I also hope to contribute to a paradigm shift on wealth creation: our societies need to become rich while preserving life and creating common good.» — Guillaume Capelle, co-founder of SINGA and Associate Director at IMPACT Partners.

Stay tuned!



**Guillaume Capelle,**  
co-founderr of SINGA  
and Associate Director  
at Impact Partners



## The First Fund in Europe for Refugee Entrepreneurship



Today, despite their skills and qualifications, many refugees face an uphill battle in accessing jobs that match their level of training and experience. This downward mobility is the result of various barriers: non-recognition of diplomas, language barriers, lack of network, racism, discrimination...

As a result, newcomers typically take about 10 years to regain their initial socio-professional situation. This professional downgrade has direct consequences on their social and economic inclusion, as well as on society, which does not benefit from their talents and potential.

By embarking on entrepreneurship, newcomers can not only achieve financial independence but also bring much to the local economy. They often innovate out of necessity and resilience, bringing unique perspectives and a remarkable determination to overcome challenges. Their diverse life experiences, combined with adaptive skills developed through survival situations, equip them to introduce new ideas and approaches in the world of entrepreneurship and beyond!

# Entrepreneurship as a Solution to Downward Mobility

## DID YOU KNOW ?

**50%**

nearly half of the refugees in Europe hold a higher education degree (Eurostat, 2020)

**Nearly 40%**

In France, nearly 40% of refugees have a level of education higher than required for their job (France Terre d'Asile, 2020)

**Twice as high**

Refugees have an unemployment rate on average twice as high as that of local populations (ILO, 2020)

## DID YOU KNOW ?

**More than 40%**

of technology companies in Germany were founded by a newcomer.

**1 in 2 startups**

in the UK is founded by people of foreign origin in the tech sector.

**44% of Fortune 500 companies**

in the USA were built by immigrants or their children

**15% of the companies created each year**

in France are founded by foreign entrepreneurs.





FOCUS ON...

# SINGA's Entrepreneurial Support in 2023

Our entrepreneurial programs harness the power of cultural diversity and encounters to drive creativity and innovation. In 2023, across Barcelona, Berlin, Bordeaux, Geneva, Lille, Lyon, Nantes, Strasbourg, Stuttgart, Zurich, and Paris, we supported over 681 individuals, both newcomers and locals, in creating and developing innovative and successful organizations.

Our programs are tailored to the needs of participants. They receive free collective and individual support, as well as access to a thriving ecosystem of thousands of entrepreneurs, private and public partners, mentors, artists, and activists from around the world

### Three main programs :

→ **Pre-incubation**  
Facilitates the ideation and structuring of projects.

→ **Incubation**  
Boosts projects and expands professional networks.

→ **Acceleration**  
Enables scaling and strengthens leadership.

## 1 PRE- INCUBATION

In 2023, over 392 people in 11 cities (Barcelona, Zurich, Geneva, Stuttgart, Bordeaux, Lille, Lyon, Marseille, Nantes, Paris, Strasbourg) participated in SINGA's pre-incubation programs to imagine, structure, and refine their projects, including 205 women and 342 newcomers.

## 2 INCUBATION

SINGA's incubation program, lasting 3 to 9 months depending on the city, was present in 9 cities in 2023 (Zurich, Geneva, Stuttgart, Bordeaux, Lille, Lyon, Nantes, Paris, Strasbourg) and supported 55 projects. This stage facilitates and secures the launch of entrepreneurial projects: legal status, product or service testing, prospecting, development.

**In total, 165 people (including 95 women), 130 newcomers, and 35 locals were supported, leading to the creation of 55 businesses or associations!**

## 3 ACCELERATION

SINGA's acceleration program offers collective and individual support for 3 to 8 months depending on the city. It helps entrepreneurs who have been in business for at least 2 years to raise funds, scale up, and strengthen their leadership.

**In 2023, SINGA Paris, SINGA Geneva, and SINGA Zurich supported 22 projects, including 13 led by women.**

FOCUS ON...

### La post création

In 7 cities (Strasbourg, Paris, Nantes, Lyon, Bordeaux, Geneva, Zurich), SINGA also offered post-creation support. SINGA teams continue to support program alumni through occasional individual follow-ups, networking, mentoring, thematic workshops, networking events, and creating business opportunities. **A total of 102 people were supported (78 newcomers and 24 locals), including 74 women, resulting in the creation of 16 businesses or associations (including 10 led by women).**

Overall,  
**78%**  
of participants in all our programs reported being satisfied!



«Our pre-incubation program offers a safe and supportive space for budding entrepreneurs, allowing them to develop and refine their business concepts and professional aspirations. It also prepares participants for the incubation program.»

— **Mays Kabouch,**  
Co-director of SINGA Paris

### Pre-incubation Program at SINGA Paris

The pre-incubation program at SINGA Paris includes individual and collective support to structure participants' entrepreneurial ideas. This exploratory phase aims to introduce entrepreneurship and provide the necessary elements to start a project well.

SINGA Paris has enriched this program with collective workshops on personal development topics, such as imposter syndrome, network building, leadership, and stress and

emotion management. Each entrepreneur also benefits from an individual meeting every two weeks, allowing personalized tracking of their progress.

To foster a sense of community and collaboration among peers, SINGA Paris connects those in pre-incubation with participants from other SINGA Paris programs. Networking events are organized, including convivial moments and co-development sessions.





Singa Lyon  
(Photos Julie Lambert)



Singa  
Luxembourg

## ZOOM SUR...

# SINGA's employability program: a springboard to the job market

SINGA's employability program is a key initiative that supports newcomers in their transition to the job market. This program consists of both collective and individual workshops aimed at enhancing participants' skills and experiences while providing them with the necessary tools to integrate effectively into the local professional ecosystem. The actions include CV writing, interview preparation, and awareness-raising activities with companies to promote inclusion.

## Impact in 2023: SINGA Lyon and SINGA Luxembourg

### SINGA LYON

Since its creation in 2016, SINGA Lyon has developed a solid employability program, with professional project workshops held twice a month on Wednesdays.

Thanks to the dedication of Romain, Louisa, and their team, these workshops help people looking for jobs, training, or returning to education.

In 2023, the figures reflect the significant impact of these actions:

- 47 newly arrived individuals supported, of which 17% were women;
- 43% positive outcomes;
- Launch of the «Mardis d'Avenir» program with 8 collective workshops and a successful pilot session in October and November.

### SINGA LUXEMBOURG

In addition to these actions, SINGA Lyon is committed to tackling professional downgrading. Recognizing that more than half of the individuals supported held high qualifications (Bac+2 or more), the team structured a program to enhance these skills, in collaboration with local companies such as GreenStyle and Humando. This program includes 8 thematic workshops, ranging from diploma equivalence to job interview preparation.

In Luxembourg, SINGA's employability efforts also intensified in 2023. The team organized 11 professional inclusion workshops, which supported more than 173 participants. These workshops offer individualized support for CV and cover letter writing, while also providing valuable information about the Luxembourg job market. Dedicated volunteers help participants better understand local expectations, facilitating their professional integration.

*The actions undertaken in Lyon and Luxembourg in 2023 demonstrate SINGA's commitment to providing tailored and concrete opportunities for newcomers, promoting their social and professional inclusion.*



## FOCUS ON...

## The opening of a SINGA incubator in Marseille



PROJECTS QUICKLY FLOURISHED, VOCATIONS WERE AFFIRMED, COOPERATIONS WERE FORGED, AND THE FIRST COMPANIES INCUBATED BY SINGA MARSEILLE WERE ESTABLISHED.



**Laetitia Chabannes,**  
Co-founder and Board Member of  
SINGA Marseille.

«We are at the heart of a Marseille ecosystem that acts in favor of the social and solidarity economy. Numerous links have already been formed with local social and entrepreneurial support actors, and SINGA Marseille intends to strengthen them. The structure's goal is to mobilize a wide variety of skills and expertise, beyond the SINGA network, to best support its entrepreneurs.»



Founded in 2019, SINGA Marseille had previously offered a variety of activities to create links between local people and newcomers, including cultural shows and discoveries, language workshops, cooking, and sports outings. In 2023, thanks to financial support from the BNP Paribas Foundation, the Marseille teams initiated a free entrepreneurial support program to foster and valorize projects led by and for people from migrant backgrounds. With its dense network of committed social and solidarity economy actors, the city of Marseille offers an ecosystem conducive to inclusive entrepreneurship and social innovation.

The creation of this entrepreneurial program was based on the existence of a rich and dynamic community at SINGA, as well as on a network of local partners whose expertise and financial support have consolidated our project. Vinci, BPI, and the City of Marseille have joined the initiative of a SINGA incubator in Marseille. Projects quickly flourished, vocations were affirmed, cooperations were forged, and the first companies incubated by SINGA Marseille were established.

## FOCUS ON...

## An immersive exhibition like no other at SINGA Stuttgart



On Saturday, April 1st, 2023, SINGA Stuttgart hosted a free and innovative exhibition «Newcomer Founders — shaping inclusive society» in Stuttgart. This event, designed in partnership with The Migrant Accelerator and Brycke, aimed to highlight entrepreneurs from immigrant backgrounds in the Stuttgart region by fostering the exchange of experiences, inspiration, and the discovery of the economic contributions of new arrivals.

The event unfolded in four parts: a pop-up store where SINGA Stuttgart alumni could present and sell their products, a photo exhibition to unveil the inspiring projects and stories of the participants, a roundtable discussion on the challenges and opportunities for migrant founders in Baden-Württemberg, and a networking event concluded with a buffet for iftar.

The initiative was a great success, gathering over 100 people throughout the day, which helped to create social bonds, showcase the potential of the participants, and raise public awareness about migration-related issues!



«We need more spaces where people from different backgrounds can meet and interact. Personal exchanges through roundtable discussions and exhibitions eliminate the fear of meeting people from other groups and help create new connections between these groups.»

— **Peter Schumacher,**  
Co-director of SINGA Stuttgart



# RAISING AWARENESS, TRAINING, AND CELEBRATING SHARED SPACES

RAISING AWARENESS P.35  
CELEBRATING P.35

## Raising Awareness

Interview with **Myriam Nouicer**  
& **Maëlle Mezaber**, SINGA Global



† Awareness campaign created with Strike and Sup de Pub

On World Refugee Day in 2023, SINGA launched a major communication campaign to raise awareness and combat refugees' social and professional downgrading in their host societies. Broadcasted through billboards across France and digitally in Europe, the campaign shed light on the shattered dreams and wasted potentials of thousands of women and men, through the unique stories of Laila and Joseph. Two 30-second videos were also turned into posters!

Thanks to a partnership with JCDecaux, France Télévisions, and extensive posting on social media, the campaign has already reached over 10 million people worldwide and has received 3 awards to date:

→ **Gold Award for the best Diversity & Inclusion campaign in France**, awarded during the Economic Inclusion Summit in 2023.

→ **Golden Case for Major Causes**, in the category of fighting inequalities in 2024.

→ **ACT Responsible Favorite Award**, for the best campaign on major French causes, with a bonus exhibition at the Cannes Lions 2024.

The key to this success? An innovative collaboration between SINGA Global, STRIKE (an advertising agency), and Sup de Pub (a communication school), enriched by the poignant testimonials of the people concerned. Meet Maëlle Mezaber and Myriam Nouicer, at the Marketing and Communication Department of SINGA Global:

**How was the collaboration between SINGA x STRIKE x Sup de Pub born?**

**Myriam Nouicer** — This collaboration is the fruit of a partnership between committed actors. It brings together SINGA, an organization dedicated to the inclusion of exiled people and its Communication and Marketing team, which changes the narrative on migrations daily, STRIKE—an advertising agency that invests in major environmental and social causes, as well as students from Sup de Pub who were particularly touched and inspired by this topic.

**Maëlle Mezaber** — We also relied on authentic testimonies from members of the SINGA community: an Afghan surgeon who became a taxi driver, a Syrian researcher who is now a babysitter, an Iranian engineer who became a delivery driver, an Iranian journalist relegated to dishwashing in a restaurant... The strength of this project lies in the collaboration between the people directly concerned, NGOs, the creative sector, and higher education. Thanks to the diversity of profiles and talents brought together, we were able to approach the problem of the professional downgrading of refugees in a singular and impactful way. Launched on World Refugee Day, our campaign has reached over 10 million people to date, mainly through social media and a national billboard campaign in partnership with JCDecaux.



**Myriam Nouicer**  
Communication Director  
SINGA Global



**Maëlle Mezaber**  
Marketing Director  
SINGA Global

#### What was the creative process and the issues you wanted to address ?

**Maëlle Mezaber** — We wanted to raise awareness on a topic that is not often discussed: the professional downgrading of refugees worldwide. Despite having a higher education degree, for nearly half of the refugees in Europe, they take about 10 years to regain their initial socio-professional situation. Result: shattered dreams, wasted potentials.

At SINGA, we work to support newcomers in their host societies in Europe and North America, so they can rebuild a network and find professional activities that match their skills, particularly through entrepreneurship. We are convinced that by allowing these thousands of women and men to rebuild themselves and pursue their dreams, we open the way to inclusive and prosperous societies for all.

**Myriam Nouicer** — We decided to do this through two 30-second videos that tell the stories of Joseph and Laila, and that deliberately play on the element of surprise, to make people aware of the waste it represents not to allow them to express their talents, and to invite them to take action by supporting or joining SINGA.

«DESPITE HAVING A HIGHER EDUCATION DEGREE, FOR NEARLY HALF OF THE REFUGEES IN EUROPE, THEY TAKE ABOUT 10 YEARS TO REGAIN THEIR INITIAL SOCIO-PROFESSIONAL SITUATION. RESULT: SHATTERED DREAMS, WASTED POTENTIALS.»

↓ Presentation of the Gold Award for the best Diversity & Inclusion campaign in France, awarded during the Economic Inclusion Summit in 2023



# Celebrating

## Celebrating Inclusive Entrepreneurship: The SINGA Awards in Switzerland and Berlin

Each year, SINGA Switzerland and SINGA Berlin organize the SINGA Awards, a unique opportunity for participants to present their projects on stage after six months of incubation in the Swiss and German incubators. These presentations are made in front of a diverse audience, including partners, mentors, members of the SINGA community, as well as their families and friends !



### SINGA AWARDS IN BERLIN

On November 23 in Berlin, the atmosphere was invigorating at the Spielfied Digital Hub, where the SINGA Berlin Awards highlighted innovative entrepreneurial projects. Six finalists competed, presenting innovative solutions that could transform the socio-economic fabric of the city. Three stood out

- **First Prize** (10 000 €) : Join OCTO Labs, founded by Omid Moradiannasab and Ceyda Güzelsevdi. Their tool revolutionizes SME recruitment with a personality-based approach, a dynamic conversational interface, and playful elements to eliminate selection biases.
- **Second Prize** (7 500 €) : DeepFile, created by Bayangmbe Mounmo, is a search engine for businesses that quickly finds precise answers by searching through corporate networks, thus increasing efficiency and productivity.
- **Third Prize** (5 000 €) : Relosync, by Niharika Rakhija, offers a personalized integration program for expatriates facing linguistic and bureaucratic challenges, facilitating their transition to new environments.

« WE REWARDED INITIATIVES THAT HUMANIZE COMPLEX AND CRUCIAL PROCESSES FOR BUSINESS DEVELOPMENT.»

— Ali Khan, membre du jury





## SINGA AWARDS IN GENEVA

On November 30, more than 150 people gathered in Geneva for the fifth edition of the SINGA Switzerland Awards, showcasing entrepreneurs committed to high social value projects. Speeches by Christina Kitsos, Vice-President of the Geneva City Council, and Tom Kaeser from the State Secretariat for Migration set the tone.

The laureates of this edition illustrate SINGA Switzerland's commitment to supporting projects that promote inclusion and innovation:

- **SINGA Prize** (5 000 CHF) : Noury by Rabaa Humam, plans to launch a 100% natural cosmetics line inspired by Yemenite beauty secrets.
- **François Périer Scholarship** (5 000 CHF) : Contes au Pluriel by Sofia Hallström, a media bookstore focused on children's literature and inclusion, valorizing diversity through reading.
- **SINGA Community Award** (5 000 CHF) : Home Aura by Megi Nakhutsrishvili, introduces a unique and healthy Georgian cuisine, rewarded for its community commitment

This Geneva edition of the SINGA Awards was also an opportunity to highlight significant collaborations, such as with the Tsadik Foundation, which has supported social and environmental impact projects since 2019, demonstrating the importance of solid partnerships for sustainable change.



## Celebrating Hospitality and Reception: SINGA Inspire in Lyon

On November 4, 2023, the Jean Cousty space in Lyon resonated with the rhythm of the INSPIRE by SINGA event. Each year, the INSPIRE events give the floor to members of the SINGA community, without filters and with only a stage and a microphone as their tools.

For this edition, SINGA Lyon highlighted intercultural cohabitations through the stories of seven members of the J'accueille community powered by SINGA. Keren, Marie-Anne, Zak, Christophe, Montaser, Xavier, and Feten took the stage to share their welcoming experiences, both enriching and moving. Each testimony revealed personal and collective transformations arising from these intercultural encounters!

The event attracted 390 people, showing strong support from the Lyon community. The evening concluded on a culinary note, with a cocktail during which three chefs from Syria, Afghanistan, and the Levant presented dishes that blended their countries' culinary traditions with French cuisine, thus celebrating the richness of cultural diversity.



Keren, member of the SINGA Lyon-community

«In our collective great history, people have always been forced at times to leave everything, to flee, to rebuild, and to adapt. If it were to happen to us, we would need doors and hearts that open, hands that reach out to us. And yes, it should be that simple.»



## 2023 FINANCIAL OVERVIEW

To better understand the financial figures and its growing evolution, it is useful to highlight some major developments. In 2023, as part of the network's reorganization aimed at supporting the financial autonomy of our chapters, three significant changes occurred within SINGA Global:

1. The association absorbed all support functions of SINGA France.

2. It took over the lease management of Kiwanda, a coworking space in Paris that hosts several structures working on inclusion.

3. It took over the responsibility for developing activities in Strasbourg, and overseeing their development before becoming autonomous in 2024.

### Income statement

In euros TTC

	2020	2021	2022	2023
<b>PRODUITS D'EXPLOITATION</b>				
Ventes		1 750	0	218 174
Subventions	35 706	1 781 564	1 721 377	3 214 464
Don		7 073	45 000	74 600
Transfert de charges et autres		177	-311	3
<b>TOTAL I</b>	<b>35 706</b>	<b>1 790 564</b>	<b>1 766 066</b>	<b>3 507 240</b>
<b>CHARGES D'EXPLOITATION</b>				
Achats		376	441	184 250
Services extérieurs		23 998	48 000	203 278
Autres services extérieurs	11 100	95 028	214 630	146 459
Impôts et taxes	308	4 186	10 070	70 027
Charges de personnel	23 527	332 616	509 596	956 189
Reversements chapitres et partenaires		156 646	904 124	1 785 439
Reports Fonds dédiés		1 161 377	52 504	184 849
Autres charges	771	9 947	17 349	7 451
Dotations aux amortissements et provisions		741	1 817	13 958
<b>TOTAL II</b>	<b>35 706</b>	<b>1 784 914</b>	<b>1 758 532</b>	<b>3 551 899</b>
<b>RESULTAT D'EXPLOITATION</b>	<b>0</b>	<b>5 649</b>	<b>7 534</b>	<b>-44 659</b>
Résultat Financier				-137
Résultat Exceptionnel			-469	47 437
<b>RESULTAT DE L'EXERCICE</b>	<b>0</b>	<b>5 649</b>	<b>7 065</b>	<b>2 640</b>
TOTAL DES CHARGES	35 706	1 784 914	1 759 001	3 552 037
TOTAL DES PRODUITS	35 706	1 790 564	1 766 066	3 554 677

### Synthetic assessment

In euros

	2020	2021	2022	2023	2020	2021	2022	2023
<b>ACTIF</b>				<b>PASSIF</b>				
Actif immobilisé					Fonds associatifs		5 649	12 714
Immobilisations incorporelles			4 006		Fonds dédiés	0	1 161 377	52 504
Immobilisations corporelles	3 114	7 383	20 963		Résultat de l'exercice	0	5 649	7 065
Immobilisations financières	30 000	30 000	79 632		Subvention d'équipement			63 367
<b>TOTAL I</b>	<b>3 114</b>	<b>37 383</b>	<b>104 601</b>		Provision pour risques			
<b>ACTIF CIRCULANT</b>				<b>DÉTTES</b>				
Stocks				Emprunts et dettes financières	30 000	0		
Créances	391 862		919 491	Fournisseurs	8 370	29 945	30 819	107 238
Disponibilités	411 562	840 409	712 637	Dettes fiscales et sociales	9 897	43 443	90 668	118 093
Charges constatées d'avance	4 428	2 518	55 936	Autres dettes	0	400	833	995 667
<b>TOTAL II</b>	<b>411 562</b>	<b>1 236 790</b>	<b>715 185</b>	Produits constatés d'avance	363 294	0	565 000	80 000
<b>TOTAL BILAN ACTIF</b>	<b>411 562</b>	<b>1 239 814</b>	<b>752 536</b>	<b>TOTAL II</b>	<b>411 562</b>	<b>72 788</b>	<b>687 520</b>	<b>1 300 998</b>
				<b>TOTAL BILAN PASSIF</b>	<b>411 562</b>	<b>1 239 814</b>	<b>752 536</b>	<b>1 274 719</b>

### Evolution of ETP

	2020	2021	2022	2023
<b>Effectifs au 31 décembre</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>10</b>
dont Effectifs SINGA Strasbourg				3
dont Effectifs Kiwanda				1
ETP Total	0,2	3,6	5,71	14,49
ETP Salariés CDD/CDI	0,2	3,6	4,98	11,95
ETP Stagiaires / Services civiques	0	0	0,73	2,54
dont ETP Strasbourg				3

These three activities were previously managed by SINGA France, whose operations ceased on December 31, 2022 to better optimize our support functions for the development of our entire network.

Thanks to the renewed confidence of our funders, we can support the development of our network this year with €1.8 million (59% of SINGA Global's own resources, excluding Kiwanda and Strasbourg), including €0.6 million from our PIC IPR partners (19%). This represents an increase of €0.5 million (+70%) in funding for the development of SINGA activities in the various cities where we operate (Paris, Lyon, Nantes, Lille, Marseille, Bordeaux, Barcelona, Berlin, Stuttgart, Zurich, Geneva, etc.).

The remaining funds (€1.26 million) are allocated to cover the operational costs of SINGA Global (10 employees) and to support the structuring and impact actions of our network.

## THE SINGA GLOBAL TEAM EXPANDS

At the heart of our activities in 2023, the SINGA Global team welcomed various talented individuals. We are delighted to welcome the new members of the SINGA Global team, each bringing unique skills to strengthen our mission:



### A NEW PARTNER

On July 11, 2023, SINGA announced its partnership with Accor, a global leader in hospitality. This collaboration aims to enhance and value the entrepreneurship of newcomers, fostering economic empowerment through business creation. A three-year partnership will support 1500 exiled entrepreneurs. This support includes assistance with project conception as well as the creation and post-creation follow-up of businesses and associations.

On this partnership, Brune Poirson, Chief Sustainability Officer of the Accor group, emphasizes:

«Social issues are at the heart of the challenges of sustainable development and ecological transition: in 2022, the new climate displaced amounted to nearly 33 million people globally, 40% more than in 2021. We often forget that the most affected and most vulnerable are women, representing more than 50% of exiled persons. Businesses must be more inclusive than ever, as this will enhance their capacity for innovation. That is the mission of Accor, where hospitality takes on its full meaning by developing the employability of these talents and unleashing their potential.»



**Emmanuelle Coquerel**  
Chief Financial Officer



**Maëlle Mezaber**  
Marketing Director



**Sarah Lombard**  
Events and Workspace  
Coordinator at Kiwanda

Each new member enhances our capacity to innovate and extend our impact across the globe!

# Appendix



# Retrospective

**Benoît Hamon,**  
General Director of SINGA  
Global



In 2023, our general assembly identified three main axes of development for the SINGA network: strengthening the impact of our entrepreneurial programs, revitalizing the community, and valuing ambassadors from migration backgrounds. We have incorporated these priorities into a comprehensive strategy focused on consolidating our economic model, diversifying our funding and revenues, harmonizing our methods, enhancing our impact, controlling our expansion, and intensifying our advocacy efforts.

SINGA remains the leading network for refugee entrepreneurship in Europe. 2023 was marked by the harmonization of our methodologies, definitions, and resources available to all those contributing to the success of the 15 entrepreneurial programs led by SINGA across Europe. In 2024, a much-anticipated CRM system will finally ease the work of the chapters and support teams. Ongoing innovation includes several chapters linking intercultural activities or entrepreneurial pathways with employability to accelerate the social and professional integration of newcomers.

«SINGA's footprint is evident in the role newcomers play in advocacy and network activities. The best ambassadors for the narrative change in migration that we advocate are the women and men who have experienced exile.»

The SINGA community is based on an incredibly diverse and renewed range of intercultural activities, the cradle of all our innovations. It is also the place where countless newcomers engage personally before re-engaging professionally through entrepreneurship or accessing the labor market. The community is also a space where people challenge their prejudices and radically transform their perceptions of migration. Weakened by COVID, we are pleased to see that community activities have resumed or strengthened in 2023. Brussels, Lyon, and Marseille remain strongholds of intercultural activities, but now, most chapters are devoting energy to this cause. The realization of two new partnerships with AFD and Crédit Mutuel will be decisive this year.

SINGA's footprint is evident in the role newcomers play in advocacy and network activities. The best ambassadors for the narrative change in migration that we advocate are the women and men who have experienced exile. We ensure that newcomers are not always on the same side of the barrier, participating only in entrepreneurial programs and intercultural activities but also acting as mentors, employees, or leaders of SINGA. We believe that for inclusion issues, decisions should not be made without the main stakeholders. Immigration is omnipresent in public debate in Europe, but it takes place without ever soliciting the views of newcomers, discussing them without giving them a voice. We do not accept this. That is why we have committed to a citizen's convention on migration in France

« Immigration is omnipresent in public debate in Europe, but it takes place without ever soliciting the views of newcomers, discussing them without giving them a voice. We do not accept this.»



and have organized opportunities for newcomers to speak out on all the laws in Europe that make their lives difficult. To go further, SINGA responded to a call for projects from the AFD, which we will know the outcome of this year, aiming to fund a program of ambassadors, volunteers from migration backgrounds who will be trained and supported to speak out in the public space and help change the negative representations of migration that persist in Western societies.

SINGA continues its transformation without losing sight of its history and project. The SINGA network has gained visibility, credibility, and impact. But each of us, whether employee or volunteer, knows that this unique ecosystem remains inherently fragile because our model is that of a non-profit international organization and our mission touches on some of the most divisive issues in all societies. We know that reason and judgment come

slowly while prejudices rush in, to quote philosopher Jean-Jacques Rousseau. Thus, from year to year, it is not only our determination to break down barriers to inclusion but also our joy in creating connections that grows. Long live SINGA.









# Outro

By **Fatemeh Jailani**,  
COO of SINGA Global

## What are Tomorrow's borders ?

As we look to the future, the question «What are tomorrow's borders?» resonates with renewed urgency. This activity report from SINGA Global for the year 2023 is not just a review of our actions, but a manifesto for a world reimagined, where traditional boundaries are questioned and redefined.



We live in an era of stark contradictions, where the expansion of cosmic horizons coexists with the shrinking of free spaces on our own planet. Each wall that is erected reminds us of the challenges to overcome, but also of the opportunities to innovate our "vivre-ensemble".

At SINGA, we envision a future where borders are no longer barriers but meeting points. A future where interaction is not a source of fear, but a wellspring of mutual enrichment. This dream may seem distant, but each initiative described in this report brings us closer to this reality.

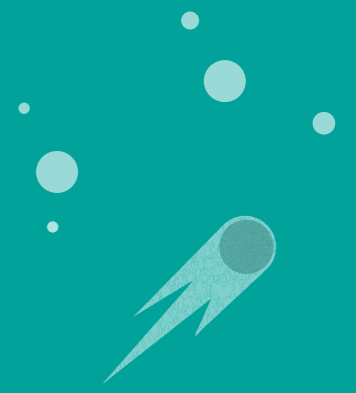
We champion a global space where identity is not defined by geographies but by shared stories and common aspirations. A space where differences are celebrated as strengths, where cultural exchange is the norm and not the exception.

In redefining spaces, we do not merely imagine new possibilities; we create a world where cooperation replaces confrontation, where inclusion addresses isolation.

This report is an invitation to join us in this bold quest. Together, let's explore these new territories of humanity with courage and compassion, building not only physical bridges but also bridges between our hearts and minds.

## 2023 SINGA Global Partners

Accor  
Fonds l'ORÉAL pour les femmes  
ENGIE  
VISA Foundation  
Fondation BNP PARIBAS  
BPI Accélération  
Fondation THSN  
Fondation ENTREPRENDRE  
Groupe VYV



**Activity report 2023 SINGA Global**

**Coordination & editorial direction**  
Maëlle Mezaber

**Texts**  
Rooh Savar  
Benoît Hamon  
Fatemeh Jailani  
Maëlle Mezaber  
Myriam Nouicer

**Graphic design & layout**  
Ariane Seibert

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