

# sobriety against excess



# siNGA

2024 ACTIVITY REPORT



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SINGA GLOBAL

Coordination & Editorial Disgn  
Maëlle Mezaber

Texts  
Maëlle Mezaber & SINGA teams

Graphic Design  
Ariane Seibert



EDITORIAL

# SOBRIETY AS AN ACT OF RESISTANCE



By **Rooh Savar**  
President of SINGA Global

There was a time when the word “sobriety” was confined to ecological matters or budgetary policies. In 2024, it took on an entirely new meaning for me.

This year, more than any before, we’ve seen the world cross dangerous thresholds—of fear, violence, and indifference.

Russia continued its offensive in Ukraine, redrawing borders. Israel turned Gaza into rubble, obstructed humanitarian aid, and trampled international law. The Taliban regime tightened its grip of obscurantism on women. China reinforced its authoritarian rule while flooding global markets with cheap goods. The United States declared trade war on the world—and a war on immigration, education, and diversity within its own borders. In Europe, racism once again became just another “opinion.” In France, yet another immigration law institutionalized “national preference,” undermining equality and further marginalizing exiled persons. And meanwhile, over 2,400 people died in the Mediterranean, hundreds more in the North Sea. No images. No collective mourning. No political consequence. Forgotten in these numbers are women and men, children, stories, and dreams—obliterated.



In 2024, the idea of “building a society of equals” seems to have been replaced by “building communities of similars.” Invisible walls have gone up: we speak to each other through screens, and we grow suspicious of the stranger we pass in the street. A British study shows that the average freedom radius granted to children by their parents has dropped from 11 kilometers to just 300 meters over the last century. We celebrate openness, yet cultivate mistrust.

**The result** : encounters become rare, sometimes even viewed with suspicion or fear.

#### Excess is everywhere:

- **Political excess**, with radicalizing regimes, the erosion of international law, faltering democracies, and the rise of the far right.
- **Economic excess**, with relentless production and consumption, unbridled extraction of fossil resources, and exhaustion of our planet.
- **Technological excess**, with algorithms faster than our gaze and machines more agile than our hands.

In this din, SINGA takes another path—one that goes against the grain: the path of sobriety. Not moralizing or austere sobriety. But **clear-eyed, joyful, fertile, deeply human sobriety**. The sobriety of meaningful human connection.

As you’ll see in this report, in a world that sorts, polarizes, and excludes, SINGA reaffirms its founding choice: to create encounters that shatter prejudice and reveal talent.

*“In the midst of winter, I found within me an invincible summer”*, wrote Albert Camus. At SINGA, our invincible summer is, once again, found in the dozens of businesses launched by newcomers through our entrepreneurial programs. It’s in the thousands of intercultural encounters made possible through our shared activities. It’s in the hundreds of solidarity-based co-habitations enabled by our citizen hosting programs. It’s in innovations like the Newcomer Comedy Club, the journalism student training program supported by the French Development Agency, or the **“Voix en Exil”** incubator for exiled journalists. It’s in new public and private partners rallying with us to showcase the power of connection and inclusion.

This activity report tells the story of that year. Sober, but not silent. Lucid, but not resigned. And luminous—despite everything.



*“In the midst of winter, I found within me an invincible summer”*

ALBERT CAMUS



## INTRODUCTION

# When Impact Becomes Transformation: Pushing Boundaries, Connecting Worlds, By SINGA Global Team.

The year 2024 marked a pivotal stage in SINGA's evolution.



What began as a local grassroots movement has become a growing international network. As we entered this phase of expansion—and following the creation of SINGA Global in 2020—we undertook a process of consolidation, stepping back to lay solid foundations for more structured action.

This work was not done out of obligation, but out of necessity. It was essential to bring coherence to the wide range of initiatives being carried out across our network. Today, this shared framework enables us to carry a common vision of inclusion—across Europe and beyond.

### A Collective Compass: Our Theory of Change

This is how our Theory of Change emerged. More than just a technical tool, it has become our compass. Co-constructed with local teams, it helps us align our actions, think long-term, and shape a shared vision of the societal change we want to create.

### A Shared Imagination of Inclusion

The starting point of this process wasn't technical—it was philosophical. We began with a simple yet radical question posed to the entire network during our 2024 General Assembly: What would a truly inclusive world look like? What is our shared utopia?

The responses from SINGA chapters outlined an ambitious and profoundly political vision:

- A world where migration is universally seen as an opportunity—even by populist leaders.
- A world where a person in exile could become President.
- A world where funders and grassroots actors co-create change by connecting resources, trust, and long-term vision.

This collective vision shaped our Theory of Change, anchoring our actions within a deeper trajectory of social transformation.



### A Lever to Understand, Act, and Transform

Our Theory of Change has become a key reference point. It allows us to better understand the effects of our work, to track our collective impact, and to engage in more strategic dialogue with our partners—both public and private.

It shows how local initiatives, when connected across the network, reinforce one another and contribute to lasting transformation in our societies.

By combining local grounding with shared vision, SINGA proves that systemic change is possible—even across borders.

By sharing what we learn, uplifting grassroots narratives, and building a common strategy, we bring visibility to inclusion dynamics that are often overlooked—and contribute to reimagining how we welcome others.

### From Measuring Activity to Measuring Transformation

This framework isn't just about tracking what we do—it's about measuring what it changes.

We're shifting from a logic of quantity (number of workshops, number of participants) to a logic of transformation:

- How do perceptions of migration evolve?
- What gives a newcomer the courage to start a business?
- How do shared activities build confidence and spark initiative?

### Our Community: The Birthplace of Transformation

Our “shared activities” are a powerful illustration. They create meeting spaces between newcomers and locals—through workshops, buddy pairings, cultural events, or informal moments.

These interactions go far beyond socializing. They shift perspectives, reduce prejudice, and strengthen social cohesion. Most importantly, they allow people in exile to feel welcomed, legitimate, and empowered in their new lives.

Photo : AG 2024





### Employability: A Serious Path Forward

For a long time, employment support was a more discreet part of our work. It has now become a key area of growth across the SINGA network—addressing real, urgent needs:

- Access to employment,
- Recognition of skills,
- Regaining a sense of dignity and stability.

Our methods consider both the specific needs of people in exile and the realities of the local labor market. It's this dual grounding—human and territorial—that gives our approach its relevance and impact.

### Entrepreneurship: Reclaiming the Power to Act

Our entrepreneurship programs support newcomers at every stage of their journey. From awareness-raising to acceleration, including orientation, pre-incubation, incubation, and post-launch follow-up — we foster both the emergence of projects and their long-term sustainability. Our Theory of Change helped us better recognize the importance of early-stage steps— those invisible beginnings where everything starts.

For someone newly arrived who doesn't yet know the local codes or opportunities, those first steps are critical. They offer space to ask questions, explore options, and rebuild confidence.

That's where the power to act is born. And that's where our support truly matters.

### Structuring for the Long Run: A Systemic View of Our Impact

Our structuring efforts led to two major advances:

- Making visible the actions and effects previously underestimated,
- Adopting a more systemic reading of our impact —beyond immediate results.

To support this, SINGA invested in new monitoring and evaluation tools. This ambitious endeavor—made possible with support from the Fidelity Foundation—marks an essential step forward: strengthening our capacities to steer our work and amplify its long-term effects.

By the end of 2025, we'll go further with the launch of a common CRM for all chapters. This tool will help us:

- Track and analyze impact in all its complexity,
- Share learning across the network,
- Build a stronger case for inclusive public policies.

But beyond tools, SINGA pursues a more ambitious goal: rethinking what it means to “have impact.” We don't just want to prove our effectiveness. We want to show that inclusion happens through deep transformations—in perceptions, in life paths, and in social dynamics.





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# 01

## HOLDING THE LINE AMID THE TURMOIL AND UNITING

In 2024, a year marked by social fragmentation and the turmoil of war, we chose to double down on the strength of our connections—patiently built over time.

We amplified our campaigns, structured coalitions, and mobilized our international network. This year, more than ever, we focused on the essentials: our know-how, our expertise, our mission, and our advocacy.







# European Elections and the Dissolution of the French National Assembly: Mobilizing Against the Rise of the Far Right

In June 2024, a double shockwave swept across France and Europe. Far-right parties achieved record results in the European elections. In France, the Rassemblement National came out on top. Less than two weeks later, President Emmanuel Macron announced the dissolution of the National Assembly. The country was plunged back into a brutal election campaign, marked by identity tensions and deep divisions. Once again, foreigners and their children became the focus of a xenophobic bidding war—everywhere in the media, omnipresent in political discourse, yet absent from the very platforms that talked about them.

SINGA decided to make room for the voices of exiled individuals—the people most directly concerned by these debates on immigration. To us, the antidote to the dehumanization of migrants is language: stories and words that convey lived experiences and emotion. In fact, in a poll commissioned by SINGA, 61% of French respondents stated that, if placed in the same political or economic circumstances as those who choose exile, they would do the same. It's this capacity for empathy that SINGA seeks to activate by amplifying the voices of migrants.

## 61% of French respondents

stated that if placed in the same political or economic circumstances as those who choose exile, they would do the same.



Early in 2024, as France prepared to pass yet another immigration law—the 118th since 1945—SINGA organized the symbolic presence of newcomers in the public gallery of the Senate. This powerful moment made visible those whose lives are consistently erased from the debate. Even if they weren't invited to speak, senators were forced to look into the faces of workers, parents, and families whose lives they were about to precarize.

In June 2024, SINGA took a bold step: publicly committing itself as a civic actor opposing the far right and joining a broad civil society coalition to push back against xenophobic rhetoric.

We relied on the lived expertise of exiled individuals to share life stories. We launched the campaign “Voix d’Alerte” (Voices of Warning)—a series of powerful video testimonies from people in exile, expressing concern over the rise of the far right and increasingly restrictive migration policies. These moving stories were shared widely online to raise awareness among French citizens. Several hundred thousand people were reached through these messages.

“Just two days before the elections, we launched Voix d’Alerte, a 10-part video series produced with the agency Portemire. You hear from Gonca, Naytou, Carlos, Shakiba, Vitaly... from Turkey, Guinea, Colombia, Iran, Russia... They fled dictatorships and persecution. Now, in France, they’re warning us about the far right. Their voices are powerful, poignant, and incredibly lucid. So close to a crucial vote, amplifying them felt urgent.”

— **Maëlle Mezaber**, Director of Marketing, SINGA Global



This decision marked a turning point in SINGA's history. It was not taken lightly—many organizations chose to stay silent.

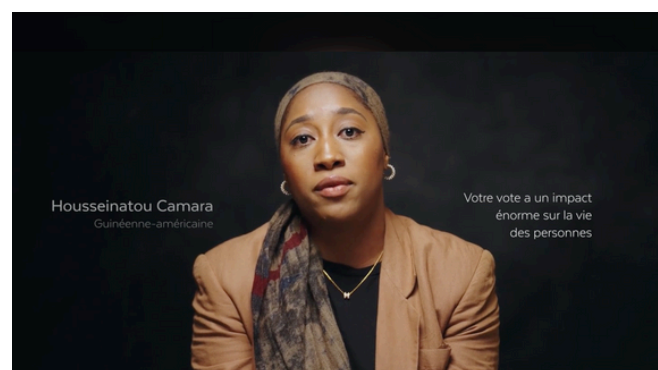
But SINGA has grown in responsibility and legitimacy. For over 12 years, we’ve gathered evidence that inclusion works. Every day, the thousands of exiled people in our communities bear witness to the brutality of regimes that make discrimination and inequality tools of governance. Together with thousands of companies and civil society organizations, SINGA chose not to remain on the sidelines while the prospect of far-right power threatened to bring chaos for millions of newcomers—people who fled violence, only to face it again in their supposed place of refuge.



« Attending a parliamentary debate was an incredible opportunity to witness democracy in action—something that doesn't exist in my home country, Syria. But it was also painful. What shocked me most was how we are seen as threats, as terrorists, when most of us fled terrorism. »

— **Mays Kabouch**, Co-Director of SINGA Paris.

Campaign “Voix d’Alerte” (Voices of Warning)



# Launch of the Starting New Coalition: Toward Inclusive Entrepreneurial Policy in Europe

In April 2024, SINGA co-founded the Starting New coalition alongside Forward·Inc, the Migration Policy Group, and StartUp Migrants. This pioneering initiative aims to advocate for inclusive entrepreneurship with European institutions and EU Member States.

The coalition is built on a powerful conviction, backed by over a decade of data from our network: Newcomer entrepreneurship is a structural driver of prosperity for Europe.

**Starting NEW**  
NEWCOMER  
ENTREPRENEURSHIP  
POLICY COALITION



"Through social inclusion and value creation, we're helping shape a new kind of economy. Exiled entrepreneurs build bridges between local and international markets, but more importantly, they bring a unique lens to the world. They come from the fault lines of our societies—places we often avoid looking at. They invent, repair, and transform. By supporting their journeys, we're not just meeting a need: we're reimagining a more resilient European economy, enriched by this clarity born of exile—by a diversity essential to the vitality of our democracies."

— Fatemeh Jailani, COO, SINGA Global

The launch of Starting New featured several key milestones:

- The publication of a Policy Paper: "The Invisible Heroes of European Prosperity" offered a rigorous analysis of the economic contributions of exiled entrepreneurs and presented 10 concrete policy recommendations for European, national, and local governments. It highlighted a little-known fact: over the past 10 years, the share of self-employed workers from non-EU countries has increased by 60% in Europe.
- Advocacy for more equitable and inclusive policies, focused on key issues such as access to funding, skills recognition, administrative support, and local market integration. Thanks to this advocacy, SINGA and the Starting New program were elected—through our COO Fatemeh Jailani—to the council of the European Migration Forum, a platform bringing together civil society actors to discuss migration policy challenges and opportunities.
- A coordinated European strategy, crafted ahead of the elections to influence political agendas. Through this coalition, we proposed an alternative vision: a migration system that is regulated, supported, and backed by proactive inclusion policies.

**+60%  
in 10 ans**

over the past 10 years, the share of self-employed workers from non-EU countries has increased by 60% in Europe.





# A Fundraising Campaign in a Politically and Economically Uncertain Climate

The end of 2024 unfolded in a tense context. Globally, the landscape was shifting. Donald Trump was re-elected as President of the United States. Soon after, his administration declared diversity and inclusion undesirable. Several European countries passed new anti-migration measures, often inspired by nationalist rhetoric. In France, government budget cuts to the nonprofit sector endangered many programs.

In this context, SINGA launched a donation campaign to sustain its activities in 2025, compensate for reduced public and private funding, and grow its community of supporters.

- **€53,330 was raised** thanks to our members and a wave of civic mobilization. This marked a 35% increase from the previous year, despite a less-than-favorable climate for generosity.
- The campaign centered on powerful testimonies from SINGA participants—reminding **the public of the tangible, life-changing impact of our work**. It inaugurates a cycle of SINGA communications that highlights the voices of those most directly concerned: **newcomers**.



This campaign went beyond fundraising. It gave voice, once again, to SINGA's advocacy—rooted in the words and experiences of those most directly affected by exile.



« At the start of my project, a man told me: 'Madam, you'll never be able to start your own business. You're a woman, you're a foreigner, and you have three kids.' But SINGA believed in me. Today, I'm a winner of the French Tech Tremplin program. »

— **Dounia Hannach,**  
founder of Abajad.

# A Europe— Wide Awareness Campaign: Women & Migration

For International Women's Rights Day, on March 8, 2024, SINGA launched an unprecedented campaign across Europe. The aim: to amplify the voices of exiled women—too often rendered invisible in public discourse, despite their central role in inclusion and social transformation.

Today, more than one in two migrants in Europe is a woman. Yet migration is still overwhelmingly portrayed as a male experience in both media and public policy. Women's stories of exile are underrepresented, and their specific needs rarely addressed.

SINGA's "Women and Migration" campaign aimed to break this pattern of erasure. The experiences of exiled women are too often reduced to that of victims. We chose instead to highlight their strength, talents, and unique journeys—far beyond their status as "refugees."





"This campaign was designed to shed light on and break the stereotypes that too often reduce exiled women to mere victims. It highlights the strength, uniqueness, and resilience of these women—entrepreneurs, teachers, activists, and journalists from Damascus, Kabul, Abidjan, or Kyiv. Through their stories, we reveal what unites all women and show that behind each of them lies much more than just a story of migration."

— Myriam Nouicer,  
Communications Director,  
SINGA Global



Schwester von drei  
Brüdern, aus Homs, Vater  
Syrer, Mutter Algerierin.  
Fremdsprachenlehrerin  
für Französisch, Gründerin  
des Vereins AREA. Mutter  
zweier Kinder,  
Unternehmerin, mutig,  
liebt es, von Familie und  
Freunden umgeben zu  
sein. Ich liebe das Kochen,  
orientalischen Tanz,  
Jazz-Musik. Überzeugt,  
dass Politik vor allem  
bedeutet, sich um andere  
zu kümmern.

Ich bin Nadia Al Soleman.  
**THIS IS ME.**



**SPENDEN SIE WEITER**  
**SINGAFRANCE.COM** **SINGA**



**HACER UNA DONACIÓN**  
**SINGAFRANCE.COM** **SINGA**



## A LANDMARK EVENT IN PARIS: "ET ELLES ?" ("AND WHAT ABOUT THEM?")

On March 20, the Gaîté Lyrique hosted a remarkable evening led by Afghan journalist Halima Karimi and Guiti News editor-in-chief Julia Montfort. The event featured life stories, panel discussions, and artistic performances. Five remarkable women took the stage:

- **Maïsa Salih**, Syrian nurse and journalist, founder of the SAMAR platform
- **Bonney Magambo**, medical entrepreneur, founder of HEMOFAB
- **Sadia Hessabi**, founder of Kaboulyon, who fled Afghanistan at age 14
- **Nadia Al Soleman**, founder of Area, working for school inclusion of non-French-speaking families
- **Marie Doue**, social entrepreneur and founder of Metishima

Each woman brought her own lens to the female migrant experience: courage, self-doubt, rebuilding, but also gendered obstacles, humiliation, and silenced violence.



« The challenges we face as refugee women are interconnected, complex, and numerous. Starting from scratch is terrifying. It means walking into the unknown with no safety net.»

— Maïsa Salih



## A PUBLIC CAMPAIGN IN FRANCE AND A MULTILINGUAL DIGITAL CAMPAIGN ACROSS EUROPE

The event was accompanied by a digital campaign across Europe with social media formats, press features, and newsletters. Portraits, video clips, and infographics were shared in Berlin, Lyon, Brussels, Barcelona, Montreal... with the goal of amplifying these narratives, challenging stereotypes, and raising awareness of the gendered dimensions of migration policy.

In France, thanks to an exceptional partnership with JCDecaux, the campaign was displayed publicly for over 10 days in major cities including Paris, Lyon, Bordeaux, Marseille, and Strasbourg. Each poster bore a face, a story, a voice—a call to slow down, to look, to listen.

This public and digital presence reached tens of thousands of people—well beyond SINGA's usual audience.



JCDecaux

## DEEPENING OUR WORK WITH WOMEN IN SINGA PROGRAMS

This campaign also gave visibility to the ongoing concrete work SINGA is doing to support newcomer women:



### BORDEAUX

- Childcare options were made available during entrepreneurship training sessions to reduce barriers to participation.

### LYON

- The MONINGA program continued its work in a safe, multilingual, and confidential space focused on listening, mediation, and mental health.



### BERLIN

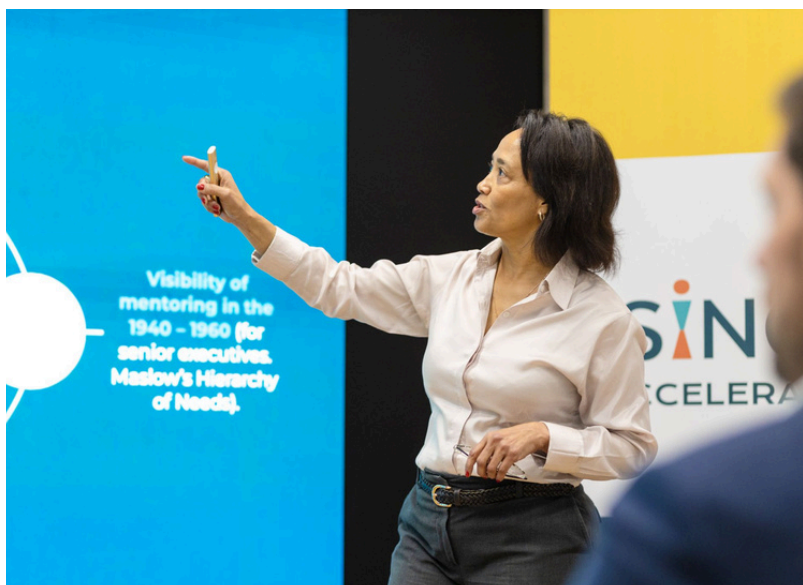
### STUTT GART

### LILLE

### MONTREAL

- Self-confidence and leadership workshops were offered, helping women assert themselves in public and professional spaces.

This is part of a broader strategy: over 1,000 women were supported by SINGA in 2024, and 74% reported improvements in their professional and social situations. Thanks to these encounters, 66% of local participants said they had changed their perception of migrant women.





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# 02

# CREATING ENCOUNTERS, EXPANDING IMAGINATIONS

In 2024, SINGA continued its mission with conviction: **to build a society where people truly meet, forge lasting connections, and open their collective imagination to new possibilities.** In a world fractured by conflict and division, SINGA's cultural initiatives, participatory formats, and local engagement created tangible spaces for dialogue, connection, and healing. By putting people at the center of every project, SINGA continues to make inclusion a lived experience—demanding and joyful—that transforms both those who arrive and those who welcome them.





# GLOBAL TOUR OF COMMUNITIES:

SINGA's philosophy is rooted in a "peer-to-peer" model of exchange—one where every entity both gives and receives. We believe that by creating a network of individuals interacting as equals, we can unlock energy and potential. Our role is to provide the framework that allows everyone to flourish—and, in the process, to dismantle their own biases.

Every day, SINGA brings together thousands of locals and newcomers across Europe and Canada to meet, share, and grow together. And it works:

## 62% of newcomers

who joined SINGA found a job or training opportunity through the community.

## 60% of newcomers

say they regained confidence thanks to SINGA programs; and 73% feel more useful to society.

## 66% of locals

say their perception of newcomers changed thanks to SINGA.



**i** These figures come from SINGA Brussels' impact report, part of our regular evaluation cycle. Every 3–5 years, SINGA conducts an external impact study to rigorously assess our systemic influence on society.



# INTERCULTURAL ACTIVITIES ACROSS SINGA CHAPTERS

## SINGA PARIS



In partnership with the City of Paris, SINGA transforms iconic venues like La Gaîté Lyrique and the Maison des Réfugiés into spaces for creativity, exchange, and inclusion. In 2024:

### 21 Bazar-Blablas

events gathered nearly 200 participants (80% newcomers).

### 10 shared workshops

(singing, Afro dance, crochet, yoga-poetry, etc.) engaged 196 people, with strong female participation.

### 21 major events

co-organized with partners like UNHCR or Diversidays, brought together almost 4,000 attendees.

### 5 long-format

“SINGA Sur Scène” cycles helped 50 participants express themselves through art and performance.

### 9 Migration Fresco workshops

engaged 80 people in learning about migration realities.

### SINGA's Olympic Games

La Maison des Réfugiés partnered with UNHCR to host, from July 26 to August 9, a series of sports, cultural, and artistic activities around the Olympic Games — including meetings with members of the Refugee Olympic Team, a powerful symbol of resilience and solidarity for displaced people.

The program included the opening ceremony, sports initiations, film screenings, performances, workshops, meetings with UNHCR representatives, and live broadcasts of the competitions.



## SINGA BORDEAUX



In 2024, SINGA Bordeaux strengthened its commitment to the inclusion of newly arrived individuals, making diversity a lever for innovation and for local and European cooperation.

## 98 activities

were offered in public and cultural spaces, bringing together **1,300 participants**. These included artistic and cultural expression workshops, film screenings and debates—particularly around the film *Nouveau Monde*—intercultural training sessions in partnership with Emmaüs International, as well as forums and festive events in collaboration with the Département de la Gironde.

In a city as diverse as Brussels, SINGA offers simple yet powerful formats to foster trust and connection. In 2024:

## 82 Bazar-Blablas

gathered 4,137 people (2,697 newcomers, 1,440 locals).

## 353 shared workshops

across 19 formats (yoga, theater, cooking, etc.) brought together 3,452 participants.

## 85% reported forming

strong social bonds.

## 259 volunteers mobilized

70 trained in SINGA's core values.

## SINGA BRUXELLES



## 112 Buddy duos

were created.

## A final festival

brought together 500 people around performances and culinary discoveries.



Anne-Claire & Soda : a life-changing encounter thanks to SINGA Brussels' Buddy Program



In Lille, SINGA fosters expression and social connection through an eclectic mix of culture, sport, and creativity. In 2024:

## 34 Bazars-Blablas

welcomed 393 people.

## 64 events

(excluding major ones) brought together 607 participants.

## 18 shared workshops

engaged 79 participants.

## 12 long-term workshops

(artistic, wellness) involved 135 people.



## 266 community members

76% of them newcomers.



## SINGA LYON



## 350 sociocultural activities

organized, 40% led by newcomers.

## 12 activities/week

on average.

A founding chapter, SINGA Lyon is known for its strong local roots and vibrant community. In 2024:



Photos Lyon :  
Juliette Valero



## 3 new formats

co-designed with participants.

### The MONINGA program (for women):

- 222 workshops, 316 attendances
- 162 women supported
- 12 women of 9 nationalities on a mountain retreat
- A theater production "Femmes en Scène" with 30 participants



### Buddy program revived

- 18 duos formed
- 36 cultural outings, 50% female

Born from strong civic mobilization and modest initial funding, SINGA Marseille shows the power of community and co-creation. In 2024:

## 228 shared workshops

engaged 2,793 participants, 2,049 of whom were newcomers.

Activities combine conviviality, knowledge-sharing, and local grounding.

## Community and entrepreneurship

The chapter continues its development today by articulating these two axes.

### SINGA MARSEILLE





## SINGA TOULOUSE



In Toulouse, SINGA fosters an inclusive, friendly atmosphere with activities shaped by local preferences. In 2024:

## 45 intercultural activities

(biking, outings, lake days, etc.)

## 350 participants

were involved

Formats designed from participants' needs to spark connection in relaxed settings

## SINGA NANTES



In Nantes, inclusion is a collective commitment, led by a deeply engaged community. In 2024:

## 37 gatherings brought together 749 participants

around a wide range of sociocultural, artistic, and other inclusive events. Aperitifs, board game nights, concert, exhibition, shared meal, visit to the media library



## 55 committed volunteers

This volunteer fabric ensures local anchoring and co-responsibility





## SINGA QUÉBEC



With its small dedicated team and committed partners, SINGA Québec has succeeded in maintaining a vibrant and engaged community, with formats adapted to the local context. In 2024:

**16 shared workshops**  
**510 participants**

Guided tours, museums, movie nights.

**25 long-term workshops**  
**33 participants**

Writing, singing, yoga, personal development.

**15 matching meetings**  
**40 new duos**

as part of the twinning program (buddy program).

**More than 200 people**  
**on the waiting list**

to join the twinning program (buddy program).





# Newcomer Comedy Club : when Humor Becomes a Common Language

Because voices from migration are still far too absent from the public space, SINGA launched a bold new format: the Newcomer Comedy Club. A comedy club unlike any other—where jokes cross borders and personal stories become tools for shifting perceptions and challenging stereotypes.

Two editions were held in 2024 at La Gaîté Lyrique in Paris, one in April and one in July, amid heightened political polarization and just before the decisive second round of the snap legislative elections. Both events sold out, bringing together over 400 attendees in total.

On stage: established and emerging comedians from all over the world. Lotfi Abdelli, Wary Nichen, Omar Dhobb, Djinda Kane, Arezki Chougar, Fiona, and Maoulé delivered sets full of sharp insight and disarming self-mockery. What do they have in common? They weren't born in France. They live here now. And they want to speak out—without pity, without clichés.



« I've been in France for ten years, and I've done everything to fit in," jokes Gerry, a Bulgarian national. "I watch Top Chef, I'm on welfare, and I complain all the time. I want French citizenship—before July 7th, if possible. »





« Honestly, there are Arabs who vote for the far-right [RN],” says Omar Dhobb, who grew up in Morocco. “It’s like when you’re losing at FIFA and you start scoring against yourself. If you’re already screwed...” »



This format is set to become a regular feature in Paris and to expand to other cities. The goal for 2025: disarm prejudice through laughter by bringing the show to areas with fewer cultural offerings and rising xenophobia.





# Lyon and Brussels : Two Festivals, One Inclusive Vision

In September 2024, SINGA brought its Lyon and Brussels communities together for two flagship events that left their mark with creativity, warmth, and symbolic power.

In Lyon, the Bazar Festival transformed HEAT—a former industrial hall—into a vibrant laboratory of cultural diversity. Over three days, more than 2,000 festival-goers explored a world of creators' markets, live concerts, participatory workshops, artistic performances, and culinary delights from across the globe. A dedicated SINGA van hosted intimate migration stories, projected in a sensory space filled with fragrances, colors, and voices.

Lyon, photos Juliette Valero



Brussels



In Brussels, at the Maison des Cultures in Molenbeek, the SINGA Festival brought together over 450 people for concerts, testimonials, and shared moments. A “suspended meal” initiative allowed participants to offer a meal to a stranger. Concerts by Touko Sari and Les Portes, followed by a DJ set by Paloma Luna, turned the courtyard into a joyful, inclusive celebration.

These festivals are more than parties. They are living manifestos for an open society—where art and conversation are powerful tools for connection and perspective-shifting.



"The Bazar is a reflection of the society we want to build: a place where differences are transcended and human connection takes center stage."

— Julie Lambert,  
Sociocultural Activities  
Coordinator, SINGA Lyon





Lyon, photos Juliette Valero



Brussels



# INSPIRE by SINGA: The Power of Testimony

In September 2024, INSPIRE by SINGA lit up the stage in Lille. This hybrid format blends testimonials, theater, and music. It offers a safe space for those who want to tell their stories—raw, unfiltered, yet crafted with emotional sensitivity and careful staging.

At the Théâtre de la Verrière, more than 120 people attended the event. Comedian Wary Nichen (from the Newcomer Comedy Club) opened the night with a razor-sharp take on French contradictions. Former SINGA incubatee Bagadi Alnour shared his journey through exile and entrepreneurship. Host Virginie Lopvet reflected passionately on intersecting identities. The evening ended with a moving collective theater piece directed by Cathy Guillemin.



INSPIRE is a love letter to forgotten stories. By presenting them with grace and simplicity, the format turns art into a vehicle for recognition—and an antidote to dehumanization. In 2024, it once again proved its power to move, to bring people together, and to change perspectives.



# INSPIRE

"INSPIRE is like walking into a house full of stories you'd never otherwise hear. And once you've stepped inside, you don't walk out quite the same."

— Anonymous audience member, Lille





# 03

## ENTREPRENEURSHIP WITH SINGA: SHIFTING THE LINES

Today, despite their skills and qualifications, many refugees face a long and difficult journey to find jobs that match their experience and education. This professional “downgrading” is the result of multiple barriers: unrecognized degrees, language hurdles, lack of networks, racism, and discrimination. And yet, the educational level of people arriving in Western countries keeps rising. In 2023, 52% of new arrivals over age 25 held a higher education degree, compared to 41% in 2006.

Still, for a newcomer to regain their original socio-professional status, the process takes on average 10 years. This delay has a direct impact on both personal inclusion and on the broader economy—which misses out on talents and skills it desperately needs.



## DID YOU KNOW ?

- 52% of immigrants arriving in France in 2023 held a university degree (INSEE, 2024)
- +25 points: The share of university graduates among immigrants from the Maghreb increased significantly between 2006 and 2023
- Educational levels are rising for all regions of origin—except Asia, which already had very high levels (INSEE, 2024)
- The diverse life experiences of newcomers, combined with their adaptive skills shaped by exile, make them well-equipped to bring fresh ideas and approaches into the business world—and beyond

## DID YOU KNOW ?

- Over 40% of tech startups in Germany were created by newcomers
- 1 in 2 startups in the UK is founded by people of foreign origin
- 44% of Fortune 500 companies in the US were founded by immigrants or their children
- In France, 15% of companies created each year are started by foreign entrepreneurs



# SINGA's Entrepreneurial Support in 2024

## RAISING AWARENESS & GETTING STARTED

In 2024, SINGA ran its entrepreneurship support programs in 11 cities across France, Germany, Switzerland, and Spain.

In France, a key first step was implemented in 7 cities (Paris, Lyon, Marseille, Bordeaux, Nantes, Lille, and Strasbourg): introductory sessions focused on raising awareness about entrepreneurship and providing personalized diagnostics of project ideas.

This initial phase introduces newcomers to entrepreneurship, identifies their specific needs, and helps rebuild confidence to take action. It's especially critical for people who've just arrived and are exploring how to rebuild their professional futures.

Although this phase has existed for several years in SINGA programs, 2024 is the first time it is fully recognized in our activity report—a way to acknowledge its foundational role in the overall journey.

Often run in partnership with **the French Office for Immigration and Integration (OFII)**, these sessions show SINGA's ability to plug into existing public systems and create bridges between administrative inclusion, professional projects, and economic autonomy.

Across **7 French chapters** (Bordeaux, Paris, Lyon, Nantes, Marseille, Lille, Strasbourg), this first phase reached: more **than 5000 participants** :

In parallel, more than 1000 people joined structured programs in pre-incubation, incubation, post-launch support, or acceleration in 11 SINGA chapters: Barcelona, Berlin, Bordeaux, Geneva & Zurich (treated as one chapter), Lille, Lyon, Marseille, Nantes, Paris, Strasbourg, and Stuttgart. These results show that SINGA's gradual, personalized approach works. It adapts to each newcomer's needs and each region's realities. Every program is built in close collaboration with local stakeholders to ensure tailored support grounded in available opportunities and resources.

- **4,430 participants** in awareness-raising sessions.
- **759 individuals** received a personalized diagnostic session



## FROM SPARK TO STABILITY: PRE- INCUBATION & INCUBATION

### PRE-INCUBATION

#### Pre-Incubation: Revealing Often-Invisible Potential

Every business begins not with a company, but with a fragile idea, a hesitant spark—sometimes a dream not yet spoken aloud.

For many newcomers—facing rupture or career transition—the desire to start something is there, but it needs a supportive space and, above all, recognition.

This is exactly what SINGA's pre-incubation programs offer: a space to uncover what's possible, even if still undefined.

In 2024, pre-incubation was offered in 8 SINGA chapters: Bordeaux, Geneva, Zurich, Lille, Lyon, Marseille, Nantes, Paris, and Strasbourg. These programs act as activation gateways—where participants clarify ideas, discover the local ecosystem, learn to project themselves, and regain confidence.

**423 people were supported this year, with more than half being women.**

The pedagogy—based on trust, personalized coaching, and collective intelligence—turns this phase into both a launchpad and a long-term anchor.





## INCUBATION

### Structuring the Project and Launching

Where pre-incubation opens the horizon, incubation brings the idea to life.

Over **3 to 9 months**, participants structure their activity, secure their legal status, test their offer, and refine their positioning.

They move from possibility to reality, from desire to long-term viability.

In 2024, the incubation program ran in **11 SINGA chapters**: Barcelona, Berlin, Bordeaux, Geneva, Lille, Lyon, Marseille, Nantes, Paris, Strasbourg, Stuttgart, and Zurich.

- **225 people** were supported, including 169 women (64%)

This phase supports not just a business idea, but an entrepreneurial mindset: knowing how to build a network, make decisions, and own a vision.

A unique aspect of our programs: nearly 30% of participants are local individuals who want to launch projects connected to migration. By bringing together newcomers and locals in a shared entrepreneurial dynamic, SINGA creates spaces for mutual learning, healthy challenge, and social innovation.

Our programs become living laboratories, where diverse paths intersect—and powerful solutions for society emerge.

SINGA Lille : Closing chapter for Cohort 3



## POST-LAUNCH SUPPORT

### Making It Last

Starting a business is a major step—but keeping it alive is an even greater challenge, especially for newcomers. From administrative hurdles and market access to everyday management and professional isolation, the road is full of obstacles.

That's why several SINGA chapters provide post-launch support. In 2024, in six cities (Bordeaux, Nantes, Lille, Lyon, Geneva, Zurich), 140 former participants received follow-up support, over 50% were women.

Through mentoring, specialized workshops, and networking events, these entrepreneurs continue to grow, strengthen their skills, and stay connected to local ecosystems.



## ACCELERATION

### Reaching the Next Level Despite Systemic Barriers

Acceleration targets the most advanced projects—those led by entrepreneurs with long-term vision but who must first overcome persistent barriers: stable legal status, access to funding, professional networks... This is where **invisible ceilings** become very real—discrimination, lack of social capital, strategic isolation.

And yet, despite these high entry thresholds, the results speak volumes:

- In 2024, the **SINGA Paris and Geneva chapters supported 24 participants** through this intensive program
- This led to the growth of **20 enterprises, the creation of 25 jobs, and the raising of €940,000** in funding

These are modest numbers compared to earlier stages—but the structural impact is significant: here, entrepreneurship means **hiring, scaling up, and influencing the ecosystem.**





## CREATING SUSTAINABLE BRIDGES TO EMPLOYMENT : FOCUS ON SINGA LYON & SINGA LUXEMBOURG

### SINGA LYON

#### RECONNECTING WITH ONE'S SKILLS AND BUILDING A FUTURE

In Lyon, employability isn't just about getting a job. It's about **reconnecting with one's skills**, aspirations, and a new environment.

Since 2016, SINGA Lyon has developed **a dynamic professional support program**, centered around twice-monthly group workshops.

→ In 2024, **52 newcomers** took part in these sessions, designed to help them build **a realistic and locally relevant career plan**.

A turning point came in 2023 with the reinforcement of **individualized coaching**. This personalized approach allows for better adaptation to each person's needs and path.

→ In 2024, **83 people** received one-on-one guidance, with **44% achieved a positive outcome**: employment, training, or launching a business

This in-depth work acts as **a catalyst**. It allows participants to rewrite their professional stories, **highlight skills that may have been overlooked**, and gain the tools to **navigate the French job market**.

With a method that blends **listening, practical tools, and strong networks**, SINGA Lyon transforms the **job search into a sustainable opportunity for growth**—for individuals and for the territory that welcomes them.



## SINGA LUXEMBOURG

### EXPANDING ACCESS TO EMPLOYMENT AND BUILDING LASTING BRIDGES

In 2024, SINGA Luxembourg deepened its commitment to sustainable professional inclusion by structuring its work around two major pillars:

1. **professional networking events**
2. **employability workshops**

These two components aim to foster relationships between locals and newcomers, while helping newcomers understand the realities of the Luxembourg labor market.



### Supporting local employers

SINGA Luxembourg has focused its efforts on raising employers' awareness of the potential represented by new arrivals. We are convinced that their inclusion in the labor market represents both a human and an economic opportunity.

Aware of the challenges that employers can face when hiring these people, we have set up targeted support programs to remove the obstacles to professional integration.

**Result :** 35 beneficiaries joined a vocational or language training program adapted to their career plans, and 22 obtained a job.

### Workshops to Strengthen Professional Autonomy

Throughout the year, 72 workshops were held, involving 857 participants, including 787 newcomers (154 women). Themes included:

- CV writing,
- simulating job interviews,
- professional use of French,
- identifying suitable job opportunities,
- understanding cultural codes in the workplace,
- strengthening digital skills.

This local, practical approach is based on a simple truth: newcomers often lack the same benchmarks, codes, or networks as local job seekers. These workshops were designed as empowerment spaces, where participants could rebuild confidence and make informed professional choices.

**Result :** 76 % of participants said they better understood the professional norms of their host country after attending !



# Berlin Newcomer Startup Award 2024 :

On November 28, 2024, SINGA Berlin hosted the 6th edition of the Berlin Newcomer Startup Award, an annual event that has become a key fixture in the social innovation ecosystem. In front of a panel of expert judges, an engaged audience, and representatives from the Berlin Senate Department for Economics, six entrepreneurs with a migration background pitched their ventures.



## THE 2024 WINNERS



### TREESCATTER (TEA BANO)

An innovative solution that leverages AI and remote sensing to map forests quickly and sustainably. The goal: to improve natural resource management and foster environmental preservation.



### RELATABLE (TAPAS DWIVEDI)

A relationship mediation app that uses artificial intelligence to facilitate conflict resolution through guided conversations designed to ease tension.



### MYHEJO (RAYMOND MIRANDA)

A coaching and therapeutic storytelling program that helps individuals overcome fears and build resilience through embodied narratives and a community-based approach.



### MONARCH AI (BELLA DAVIS-RIEMER)

A tool for preventing online harassment that identifies harmful or predatory behavior and enables parents to take proactive action.

# Showcasing Talent, Changing Perceptions

« This is a powerful showcase of how people with a migration background bring fresh perspectives and innovative solutions to major societal challenges. »

— Sen Zhan & Ramona Hinkelmann, Co-Directors of SINGA Berlin



Through this platform, SINGA Berlin highlights the creative potential of newcomer entrepreneurs and their role in shaping the economy of tomorrow. In Berlin and beyond, SINGA continues to affirm that inclusion is a strategic driver of economic, social, and cultural impact across Europe.



# SINGA at the OpenAI Hackathon: Using Artificial Intelligence for Inclusion

On November 13–14, 2024, SINGA took part in the OpenAI Hackathon organized by the Simplon Foundation, in partnership with Big Bloom, OpenAI, and with the support of RAISE Sherpas. 150 participants from 22 companies and nonprofits came together to co-create concrete solutions for inclusion.

Alongside partners such as J'accueille powered by SINGA, EPNAK, Utopia 56, and Clubhouse France, we brought forth bold challenges: creating balanced narratives on migration, facilitating access to rights, and strengthening local initiatives.

## 7 tangible solutions emerged :

- Educational tools for young deaf people
- Support for self-determination in people experiencing psychological suffering
- Automation of nonprofit administrative tasks
- Fake news detection related to immigration
- Legal access for foreigners
- Optimizing fundraising for nonprofits
- Enhancing J'accueille by SINGA with AI



Two days of cooperation, creativity, and impact dedicated to building a future where technological innovation and social inclusion mutually enrich one another.



« With AI, there's always the risk of manufacturing artificial inclusion and overlooking intercultural intelligences. But seeing OpenAI co-organize this event with us, upon its arrival in France, gives me hope—the hope that we can create tools capable of shaping the open world we dream of. »

— **Guillaume Capelle**,  
co-founder of SINGA



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# 04

## OPENING NEW PATHS, INVESTING IN NEW FRONTIERS

Inclusion cannot be improvised—it takes time, and it must be embedded in both the most visible and the most unexpected places. In 2024, SINGA ventured into new territories to advance inclusion in bold, concrete ways.





# "Voix en Exil": A New Program to Support a Free and Diverse Press



« We're proud to launch Voix en Exil to continue supporting journalists and media in exile. Our main goal is to protect freedom of expression by combating disinformation—which requires ensuring the safety of those who fight for the truth. Exiled journalists face immense challenges. They need comprehensive support and diverse expertise.

— Thierry Vallat,  
CEO of CFI.



On September 20, 2024, at the Gaîté Lyrique in Paris, Canal France International (CFI), together with its partners SINGA, the Maison des Journalistes (MDJ), and Reporters Without Borders (RSF), officially launched Voix en Exil, an innovative program designed to support exiled journalists—with the support of the French Ministry for Europe and Foreign Affairs.

Hundreds of journalists today are forced into exile, fleeing war, dictatorship, or repression. From Ukraine to Afghanistan, Sudan to Syria, these voices—essential to democracy—are being silenced. This program was created for them, with three main goals:

- **Provide a holistic welcome and support system, including administrative, social, and cultural assistance**
- **Strengthen their skills so they can continue reporting independently**
- **Increase their visibility through a network of media, incubators, and events**



Each year, around 15 journalists are hosted in Paris, integrated into a media incubator at the Gaîté Lyrique, and supported as they rebuild their professional careers. Over three years, 72 media professionals will receive support.

The first 18 participants come from Afghanistan, Iran, Egypt, Syria, Guinea, Tunisia, Haiti, and Belarus. Among them:



**Abdoulaye Oumou Sow** (Guinea) : a defender of women's rights and the environment



**Asal Abasian** (Iran) : LGBTQIA+ activist, feminist, journalist exiled since 2021

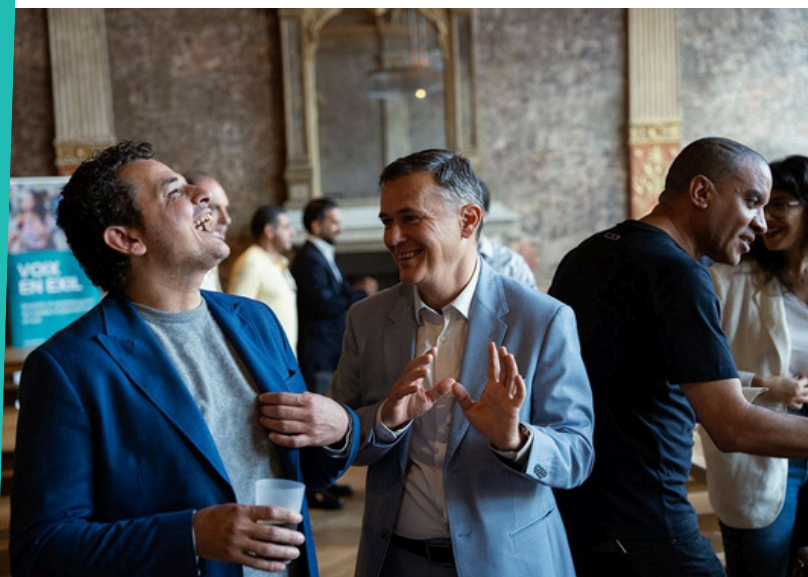


**Solafa Magdy** (Egypt) : former political prisoner, now a committed journalist in France



« This project carries a strong vision: defending those who embody free and diverse information. Thanks to this unique consortium, France is becoming a land of refuge for journalists in exile, allowing them to regain dignified working conditions. Because even far from home, they remain essential to the public life of their countries. Voix en Exil also aims to strengthen the French media landscape by bringing in a diversity of voices, contributing to a better understanding of the world. »

— **Aniss Ould Rabah**,  
coordinator of "Voix en Exil,"  
SINGA Paris







## A Jersey for inclusion: a unique partnership with Rugby Club Suresnes



For the first time in France, a professional rugby club has partnered with an organization dedicated to the inclusion of people in exile. The partnership between Rugby Club Suresnes (RCS) and SINGA, launched in the summer of 2024, carries a strong social ambition: to make sport a driver of social transformation.

As part of this collaboration, the SINGA logo now appears on all the club's jerseys for the entire season—a powerful symbol, visible at every match and on every field, standing for inclusion.

Rugby has long been perceived as a sport reserved for a white, male elite. But in recent decades, it has undergone a deep transformation. The sport's core values—mutual support, respect, and solidarity—have enabled the emergence of more inclusive practices: wheelchair rugby, flag rugby, accelerated progress toward gender equality (+22% licensed female players between 2019 and 2021), and zero-tolerance policies against discrimination.



« partnerships for inclusion aren't reserved for top-tier clubs or international institutions. Real change happens on every playing field. »

— Benoît Hamon,  
CEO of SINGA Global



With over 50 years of history, RCS is a recognized force in training young players and transmitting civic values. This partnership with SINGA marks a new chapter in their social engagement, with an unprecedented dimension: bringing visibility to people in exile within the French sports arena.

Beyond the matches, this partnership comes to life through awareness events, videos shared on social media, and meetups between the SINGA community and supporters. The goal: to turn stadium stands into spaces for civic engagement, where athletic achievement and human progress are celebrated equally.

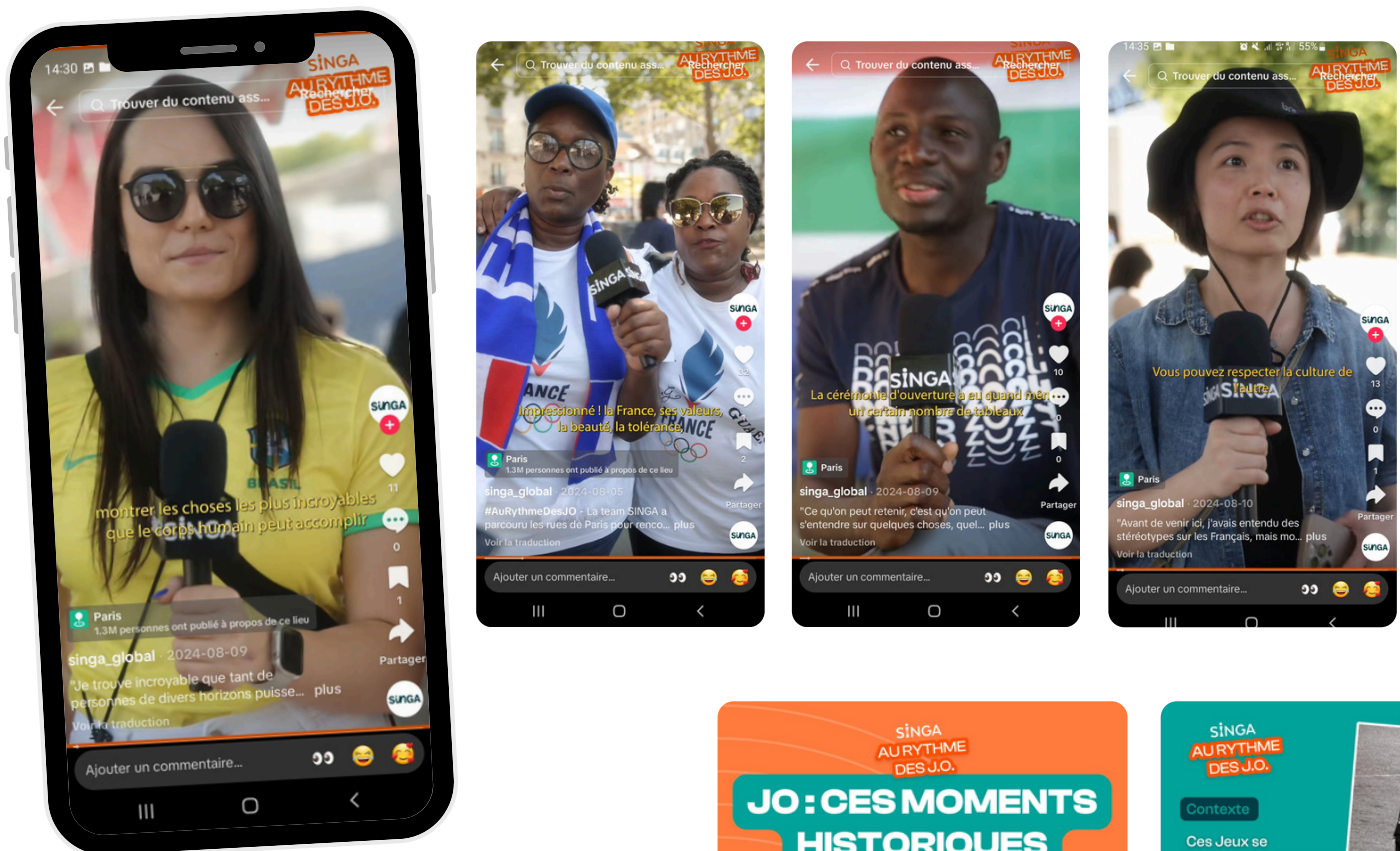




# Olympic Games 2024: When Inclusion Takes to the Streets

The year 2024 was marked by a unifying event with rare symbolic power: the Paris Olympic Games. The opening ceremony on the Seine, flags from around the world waving in the heart of the capital, and multicolored crowds celebrating athletic achievements—everything highlighted the richness of our diversity. For SINGA, this moment went far beyond sport. It was a full-scale demonstration of living together, of meaningful encounters, and collective transcendence.

On this occasion, we conducted a “man-on-the-street” video series across Paris, right in the heart of the festivities. The goal was to meet spectators from around the world and engage them in conversations about migration, identity, and inclusion. The exchanges—often spontaneous, always heartfelt—revealed how closely the Olympic values of respect, friendship, and excellence align with our mission. One especially powerful testimony came from Mohammad, a Syrian refugee and sports enthusiast: “Seeing all these nations gathered—it’s a victory for humanity. Inclusion isn’t just a word, it’s a movement.”



In this joyful and fraternal atmosphere, these encounters reinforced our belief that sport is a powerful tool for inclusion—capable of bringing people together across borders and beyond prejudice. The Olympics offered a vibrant image of a plural Paris, open to the world, filled with languages and faces from every corner of the globe. An inspiring glimpse of the kind of society we could build—one grounded in cooperation and the celebration of difference.





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# ANNEXE





# A Seminar to Structure the Network's Future

In a fast-growing network, where each chapter evolves within its own unique context, being precise, aligned, and strategic is essential for collective progress. This is what led to the creation of the Chapter Directors' Seminar: a dedicated space to strengthen local capacities, consolidate practices, and shape shared governance.

Born out of a collective need expressed during the 2023 General Assembly, this initiative enables SINGA Global to fully embrace its role as a facilitator—not by imposing a rigid framework, but by supporting strategic alignment, financial transparency, and knowledge sharing.

Each edition builds on the last in a spirit of continuous improvement. The 2023 edition marked a turning point: for the first time, chapter budgets and the SINGA Global budget were presented together. This shared perspective highlighted our narrative strengths but also revealed certain weaknesses—such as the need for stronger financial oversight, more transparency, and better impact tracking tools. Two key decisions followed: the development of a shared Monitoring & Evaluation (M&E) framework and the definition of common criteria for budget planning and fundraising

In 2024, the scope expanded further: governance, mental health, CRM optimization, and team dynamics became new levers to enhance the human and organizational sustainability of our network. Today, the seminar has become a pivotal strategic moment—a highly anticipated event where collective intelligence, peer learning, and the construction of a shared vision come together. It reflects SINGA's gradual transition toward more structured governance—without ever abandoning the agility and pioneering spirit that define our identity.



# Equipping teams, strengthening practices: methods & pedagogy



This charter, to discover or revisit, illustrates our will to connect practices to principles.

Beyond the externally visible projects, 2024 was a pivotal year to structure our support methods and strengthen the teams' capacity to act in an aligned, coherent, and sustainable way. A series of internal initiatives emerged to support professionalization, encourage cross-learning, and accompany collective dynamics.

Several formats contributed to this skills development: the seminar of entrepreneurial teams France in Lyon in February, the continuation of Good Morning Entrepreneurs — peer-sharing meetings — and the launch of Good Morning Community in March, dedicated to sharing community dynamics between chapters. These moments also allowed enriching our knowledge base and integrating a new "Community" section; they also favored transmission between chapters through cross workshops and ad hoc support for teams and certain Chapter Leaders by SINGA Global.

At the same time, foundational work was carried out to facilitate arrivals and departures within the network, with the implementation of onboarding pathways to guarantee a common foundation, and offboarding processes to avoid loss of skills.

In connection with the ambition to continuously improve our practices, an ideal incubation scenario was constructed, and a dedicated working group on crisis management allowed the creation of a SINGA events charter — a shared foundation for more inclusive, safe spaces aligned with our values



# Financial Overview & Partners 2024

SINGA's partner community continues to grow—meaning that long-standing partners remain loyal, while new allies join the movement, enabling our programs to expand across 15 different locations.

## Public Partners



## Private Partners



# Financial Overview & Partners 2024

As part of the ongoing reorganization of the network to support each city's journey toward financial autonomy, 2024 marked a key milestone: the autonomy of SINGA Strasbourg in June.

This transition led to the transfer of several FTEs to the local team, resulting in an 8% decrease in personnel expenses compared to 2023.

Thanks to the continued trust of our financial partners, SINGA Global was able to mobilize €1.5 million in 2024 — representing 50% of its own resources — to support the development of the network. This marks a slight decrease of €200k (-15%) compared to last year, mainly due to the reduction of certain funding sources and the current challenges in fundraising. These funds supported SINGA's activities across all cities in the network (Paris, Lyon, Nantes, Lille, Strasbourg, Marseille, Bordeaux, Barcelona, Berlin, Stuttgart, Zurich, Geneva, Quebec).

EVOLUTION DES ETP				
	2021	2022	2023	2024
Effectifs au 31 décembre	5	7	12	10
dont Effectifs SINGA Strasbourg			3	
dont Effectifs Kiwanda			1	1
ETP Total	3,6	5,71	14,49	12,03
ETP Salariés CDD/CDI	3,6	4,98	11,95	9,7
ETP Stagiaires / Services civiques	0	0,73	2,54	2,33
dont ETP Strasbourg			3	1,25

COMPTE DE RESULTAT SYNTHETIQUE				
en euros TTC				
	2021	2022	2023	2024
PRODUITS D'EXPLOITATION				
Ventes	1 750	0	218 174	217 310
Subventions	1 781 564	1 721 377	3 214 464	2 883 786
Don	7 073	45 000	74 600	34 489
Transfert de charges et autres	177	-311	3	2 266
<b>TOTAL I</b>	<b>1 790 564</b>	<b>1 766 066</b>	<b>3 507 240</b>	<b>3 137 851</b>
CHARGES D'EXPLOITATION				
Achats	376	441	184 250	149 965
Services extérieurs	23 998	48 000	203 278	236 024
Autres services extérieurs	95 028	214 630	146 459	204 014
Impôts et taxes	4 186	10 070	70 027	75 977
Charges de personnel	332 616	509 596	956 189	877 050
Reversements chapitres et partenaires	156 646	904 124	1 785 439	1 452 502
Reports Fonds dédiés	1 161 377	52 504	184 849	0
Autres charges	9 947	17 349	7 451	18 540
Dotation aux amortissements et provisions	741	1 817	13 958	10 652
<b>TOTAL II</b>	<b>1 784 914</b>	<b>1 758 532</b>	<b>3 551 899</b>	<b>3 024 723</b>
<b>RESULTAT D'EXPLOITATION</b>	<b>5 649</b>	<b>7 534</b>	<b>-44 659</b>	<b>113 128</b>
Résultat Financier			-137	0
Résultat Exceptionnel		-469	47 437	23 606
<b>RESULTAT DE L'EXERCICE</b>	<b>5 649</b>	<b>7 065</b>	<b>2 640</b>	<b>136 734</b>
<b>TOTAL DES CHARGES</b>	<b>1 784 914</b>	<b>1 759 001</b>	<b>3 552 037</b>	<b>3 025 023</b>
<b>TOTAL DES PRODUITS</b>	<b>1 790 564</b>	<b>1 766 066</b>	<b>3 554 677</b>	<b>3 161 757</b>

The remaining €1.5 million covers SINGA Global's operational costs (a team of 10 employees) as well as our cross-cutting initiatives to strengthen and amplify the impact of the entire network.

BILAN SYNTHETIQUE									
en euros									
	2021	2022	2023	2024		2021	2022	2023	2024
ACTIF					PASSIF				
Actif immobilisé	0	0	0	0	Fonds associatifs	0	5649	12 714	15 355
Immobilisations incorporelles			4 006	2 372	Fonds dédiés	1 161 377	52 504	95 000	0
Immobilisations corporelles	3 114	7 383	20 963	15 647	Résultat de l'exercice	5 649	7 065	2 640	136 734
Immobilisations financières		30 000	79 632	79 632	Subvention d'équipement	0	0	63 367	56 832
	0	0	0	0	Provision pour risques	0	0	0	0
TOTAL I	3 114	37 383	104 601	97 651	TOTAL I	1 167 026	65 218	173 721	208 921
ACTIF CIRCULANT					DETTES				
Stocks	0	0	0	0	Emprunts et dettes financières	0	0	0	1 080
Créances	391 862		919 491	2 276 738	Fournisseurs	28 945	30 819	107 238	76 568
Disponibilités	840 409	712 637	394 692	653 560	Dettes fiscales et sociales	43 443	90 668	118 093	116 913
Charges constatées d'avance	4 428	2 518	55 936	53 900	Autres dettes	400	833	995 667	326 641
	0	0	0	0	Produits constatés d'avance	0	565 000	80 000	2 351 727
TOTAL II	1 236 700	715 155	1 370 119	2 984 198	TOTAL II	72 788	687 320	1 300 998	2 872 929
TOTAL BILAN ACTIF	1 239 814	752 538	1 474 719	3 081 849	TOTAL BILAN PASSIF	1 239 814	752 538	1 474 719	3 081 850



# RETROSPECTIVE

## 2024

By **Benoît Hamon**  
CEO of SINGA Global

It would be tempting to remember 2024 only for the crude and harsh tone of the new American administration's offensive—along with its allies—against migration, diversity, equality, and inclusion. This political earthquake triggered a thousand aftershocks. Among them, regrettably, was the allegiance of tech magnates to the new White House doctrine—against reason, against education, and against intelligence. But these echo chambers of human greed and selfishness are not what interest us at SINGA. **Since the very beginning, everyone involved with SINGA—volunteers, staff, partners—knows that homo sapiens has too often also been homo terribilis, homo ferox, homo arrogans. Nothing new under the sun.**

We know from experience that everything coexists with its opposite. The great thinker and psychiatrist Frantz Fanon captured this duality of humankind perfectly when he wrote: ***"Man is a movement toward the world and toward others—a movement of aggression that results in subjugation or conquest, or a movement of love, self-giving, the final aim of what is often called ethical orientation. Every consciousness seems able to manifest these two impulses, either simultaneously or alternately."***<sup>1</sup> Nothing better illustrates this coexistence than our current relationship with migration.

But 2024 wasn't all bleak. In fact, it offered us beautiful examples of resistance against the prevailing winds. **"The spirit of the times is the fate of dead leaves"**, wrote Czech author Milan Kundera. Let's leave those dead leaves to cover the grey meeting rooms of Meta, Google, Amazon, Tesla—and closer to home, Vivendi and Otium Capital.

**Let's instead hold onto what filled us with hope and gratitude in 2024.** This year, far from standing idly by, we found new allies and launched three major innovations: the Newcomer Comedy Club, a training program on migration realities for journalism students at CFJ, the launch of the "Voix en Exil" media incubator, supporting 18 exiled journalists and **our network of partners both deepened and widened.**



We saw philanthropic companies take proactive steps to ensure the sustainability of our programs. We saw a rise in skilled volunteering offers—both locally and globally—bringing highly qualified contributions to support SINGA's growth.

We saw mentors, coaches, and volunteers pour their time and ideas into meeting the inclusion needs of newcomers. We built local, national, and European coalitions to strengthen our advocacy and tighten our ranks in the storm.

Personally, what I take away is this: while never looking away from the severity of our times or the growing challenges faced by newcomers, SINGA was able to count on its allies, its community, and countless citizens to become both more agile and more resilient. Thank you.

1. *Peau noire, masques blancs*, Frantz Fanon, éditions du Seuil, 1952

# "Building quietly, but with strength and humility"

## OUTRO



In 2024, in a world saturated by media noise, obsessed with fast growth and technological acceleration, it would have been easy to give in to the lure of spectacle. To produce more. To shout louder. To respond to chaos with more movement—without direction.

At SINGA, we made a different choice. We choose connections. We chose to focus on the people behind the numbers. On stories that are quiet but powerful. We chose to build slowly, to ground things deeply. Because what truly transforms our societies are the spaces of trust we create. The bridges we build. The perspectives we shift.

Our greatest challenge—and perhaps our greatest responsibility—is now to show the world what a genuinely united society can look like. A society where cohesion isn't just declared in speeches, but built by choosing to serve those who are most vulnerable first. When we take the time to unlearn our own biases—because we all have them—and expand our emotional capacity to welcome others. When we recognize the dignity of every human being, not just by making space for them, but by giving them back the power to act.

Because only by truly seeing the other—and empowering them—can we transform our societies. In 2024, every workshop, every entrepreneurial project, every moment of connection was a way to bring that vision to life: to welcome others as a strength, to co-create lasting solutions, to strengthen everyone's ability to become a builder of a shared future.

In 2025, we will continue with focus and determination. Not to do more, but to do better. To create real opportunities, support those who shift paradigms, and build spaces of transformation—where others build walls. Because it is through humble, repeated, and collective actions that we truly change the world. At SINGA, our motto has always been: **"Prove by doing."**



**Fatemeh  
Jailani**  
COO SINGA  
Global



# SINGA

Sharing cultures. Shaping futures.

**SINGA Global**

50 rue de Montreuil  
75011 - Paris, France

[WEARESINGA.ORG](https://WEARESINGA.ORG)

