

# One Network, Many Journeys, A Common Horizon

The 2024 SINGA Global  
Impact Report

2024 GLOBAL IMPACT REPORT

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**GLOBAL IMPACT REPORT 2024**  
**SINGA GLOBAL**

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## INTRODUCTION

# Reframing ourselves to reimagine inclusion

This report marks a key milestone for SINGA Global: our first comprehensive effort to bring together the activities, programs, and learnings of all our chapters into a single story of collective impact.

It is not merely a compilation of figures or outputs — it is part of a broader process of growth. This process has allowed us to reframe our practices, consolidate our learning, and engage in more realistic and constructive conversations with ourselves and our partners.

By looking at ourselves with both humility and ambition, we are learning not only to measure what we *do*, but what it *changes*—for newcomers, for local communities, and for societies navigating diversity.

This is crucial, because the social and economic inclusion of newcomers touches the very fabric of our heterogeneous societies. It is complex, often organic, and demands both grassroots energy and structured capacity-building to ensure long-term sustainability and credible impact measurement.



# 1. The Challenge of Measuring Our Impact as a Network

What began in 2012 as a grassroots movement has evolved into a dynamic international network shaping the future of inclusion. To accompany this growth, SINGA Global was created in 2020 as the umbrella entity responsible for aligning our vision, consolidating practices, and supporting local chapters in achieving systemic impact.

But with growth comes complexity. Measuring the impact of a decentralized and organic movement like SINGA presents unique challenges:

## Diversity of contexts

Each chapter adapts its activities to local cultures, demographics, and realities—making standardized measurement difficult.

## Invisible impact

The most transformative outcomes—belonging, confidence, shifts in perception—are also the hardest to quantify.

## Capacity gaps

Many chapters lack sufficient resources or tools for systematic data collection and analysis.

## Fragmentation

Until now, impact tracking was mainly limited to individual chapters, preventing a holistic view of collective influence.

## Legal constraints

Data collection is subject to differing national laws, limiting what can be requested, stored, or shared.

Our challenge was never growth for its own sake. It has been about **consolidating a decentralized movement while staying true to our mission.**

Across the network, meaningful changes—belonging, confidence, innovation, social and economic participation—were taking place, yet they remained invisible without shared frameworks.

Today, SINGA Global plays a central role in building those foundations—shared knowledge, tools, and metrics that enable the movement to grow sustainably while remaining locally grounded.

## 2. Co-Creating Our Theory of Change

To anchor this mission, we launched a year-long, network-wide process to **co-design our Theory of Change (ToC)**. This was a deliberate act of accountability: if we aim to redefine how newcomers are included, we must start by transforming ourselves.

Our ToC is not a technical document—it is a **collective compass**. Co-created with local teams, it translates everyday actions into long-term outcomes, connects community realities with our global vision, and holds us accountable to the transformation we seek: reimagining how newcomers and locals build the future together.

For our partners, this framework offers a clearer understanding of the complexity of our mission:



### A systemic challenge

embedding newcomers' inclusion within diverse societies.

### A structural need

investing in capacity-building and evaluation systems that make impact visible and sustainable.

### An organic reality

grassroots movements grow from lived experiences, not blueprints.

### A human truth

inclusion requires effort, and that effort requires support and funding



# 3. The Role of Collective Imagination

We began this process not by listing problems, but by asking a radical question:

**WHAT KIND OF WORLD DO WE WANT TO CREATE TOGETHER?**

This shift in perspective matters. By focusing on possibilities rather than deficiencies, we empowered our network to imagine a shared horizon grounded in agency, hope, and ownership.

At our 2024 General Assembly, this took shape around a unifying question:

**WHAT WOULD A TRULY INCLUSIVE WORLD LOOK LIKE?**



The responses outlined a profoundly visionary world where:

- Newcomer mobility is recognized as an opportunity by all leaders across the political spectrum.
- A person once in exile can rise to the highest office, embodying full trust and dignity.
- Newcomers are valued for what they bring—their creativity, skills, and perspectives.
- Locals expand their horizons through curiosity, solidarity, and mutual respect.
- Funders and grassroots actors join forces to build systems that sustain inclusion for generations.

This vision became the foundation of our ToC, anchoring our concrete actions in a long-term trajectory of transformation.

# 4. From Measuring Activity to Measuring Transformation

Our Theory of Change enables us to understand results, measure collective impact, and engage in strategic dialogue with partners. It demonstrates how **local initiatives reinforce each other when connected**, generating systemic change.



By linking grassroots practice to a shared vision, we prove that inclusion is not only possible—it is replicable across borders. Sharing what we learn, while amplifying the voices of those most affected, builds the literacy needed to inform policy and create sustainable models of inclusion.

The true value of this framework lies not in counting outputs, but in uncovering **transformations**. It invites us to ask:

**HOW DO PERCEPTIONS OF NEWCOMERS  
EVOLVE AMONG LOCALS?**

**WHAT ENABLES A NEWCOMER TO FIND THE  
COURAGE TO START A BUSINESS?**

**HOW DOES AGENCY FOSTER INNOVATION  
AND STRENGTHEN LOCAL ECONOMIES?**

**HOW DO SHARED ACTIVITIES COMBAT  
ISOLATION AND EXCLUSION?**



This marks a crucial shift — from reporting *what we do* to demonstrating *how we change realities*.

# 5. Programs Revisited Through a Common Lens

At SINGA, connection has always been at the heart of everything we do. What our ToC brings is a way to formalize that lived reality into a clear, evidence-based pathway of change.

## Community The Birthplace of Transformation

For the first time, our new impact framework allows us to fully capture the scale of our community-building efforts — often overlooked in traditional reporting yet central to SINGA's DNA. From buddy pairings to workshops and cultural events, these activities shift perceptions, reduce prejudice, and create belonging — for both newcomers and locals.

## Volunteering From Helping to Partnering

Volunteers are often the first face of inclusion. Through the ToC, we reframed their posture from helping to partnering. Training programs now equip volunteers to engage with humility, challenge biases, and create spaces of mutual respect — transforming volunteering into a reciprocal act of citizenship.

## Employability Building Dignity and Stability

Our employability initiatives combine individual aspirations with the needs of local labor markets, supporting access to work, recognition of skills, and the rebuilding of confidence. They represent inclusion as both a social and economic process.

## Entrepreneurship Reclaiming the Power to Act

Our entrepreneurship programs accompany newcomers from ideation to acceleration. What distinguishes SINGA's approach is its **shared spaces** — where locals and newcomers collaborate, combining resilience, creativity, and networks to generate innovation. Entrepreneurship becomes not only a path to employment but a platform for cohesion and inclusive growth.

Activities/programs	Outcomes/results	Impact
<b>INFORMAL ACTIVITIES FOR THE LOCALS AND NEWCOMERS</b> Se rencontrer (jeux, brise-glaces, etc.)	Friendships Locals change their perspectives Expanded social circle Newcomers feel empowered	→ Ensuring better social inclusion and linguistic practice → Newcomers are "empowered" to act and feel legit in the local society
<b>ORGANIZE SHARED SOCIO-CULTURAL ACTIVITIES</b> Partager une activité précise dans un cadre défini (ateliers de sport, d'écriture, de théâtre, visite de musées ou de villes...)	All the above, plus : Better well-being and mental health Knowledge-sharing on respective cultures Friendships	→ Encouraging more self-confidence and self-esteem for involved locals and newcomers alike → Increased awareness among locals about the lived experiences of newcomers and their added value
<b>IMPLEMENT A BUDDY SYSTEM</b> between one newcomer and one local community member	All the above, plus : Sharing social networks and circles Language learning	→ Unraveling the stereotypes and prejudice of locals → Building and strengthening the SINGA community online and in person
<b>PROFESSIONAL NETWORKING ACTIVITIES</b> Between locals and newcomer	Professional connections Newcomers are empowered	→ Finds a job
<b>PROFESSIONAL WORKSHOPS</b> Between locals and newcomer : on language, CV building, digital literacy, etc.	Better understanding of the professional codes and etiquette for newcomers Invited to job interviews	

### Target Population

\*NA = Nouveaux & nouvelles arrivant·e·s  
PL = Personne locale

50%  
locals

50%  
newcomers

# Theory of Change

COMMUNITY

### Systemic Impact | Long term

1 Newcomers fully contributing to the economic and cultural growth of their new home, developing their cultural, social, and professional capital

2 Overall comfort and self-fulfillment for newcomers in their host society/community

3 Encourages more inclusive societies and democracies

4 Less xenophobic sentiments amongst locals

Target Population	Activités programmées	Outcomes/results	Impact
Recently arrived newcomers	<b>SENSIBILISATION</b> Workshops or events for newcomers on entrepreneurship and available support.	<b>Learning</b> on the local entrepreneurial ecosystem and the available options <b>Initial diagnosis</b> of the project, if it exists  Deconstruction of preconceived notions about entrepreneurship <b>Awareness</b> of being accompanied and the existing structures in the territory	→ Awareness that entrepreneurship may one day become a viable professional and economic option ; has discovered SINGA and you can join the SINGA community
Newcomers who want to explore entrepreneurship	<b>DIAGNOSTIC</b> Allows newcomers to explore entrepreneurship with a specialist, assess their desire to start a business or association, or provide support for an ongoing project.	→ Find specific and ad hoc <b>entrepreneurial support</b>	→ Better prepared to make an informed decision about entrepreneurship as an option ; has discovered SINGA and you can join the SINGA community
70 - 80% Newcomers who want to <b>create a business</b> or association	<b>PRÉ-INCUBATION</b> Individual personalized follow-up, including workshops, coaching, and networking, to support newcomers and locals in validating their entrepreneurial project.  <b>INCUBATION</b> Entrepreneurial support through workshops, mentoring, coaching, ad-hoc connections and networking to create and sustain a business or association.	→ Entrepreneurial roadmap or business plan → Ability to make a clear decision to continue or abandon entrepreneurship → Be aware of the skills required for entrepreneurship  <b>Legal entity</b> of structure created during/after 3 months <b>MPV created</b> or first commercial test  <b>Incomes</b> Generating first-time revenue or secured a first funding (loan, crowdfunding, lovemoney...)  <b>Network</b> Increased	→ Increase aptitude in the local social codes needed for entrepreneurship, gain confidence in taking economic initiative in the local country, feels more employable for local job markets  → A larger social capital and professional network, better command of the local language, as well as improved legal and financial literacy in the local context
20 - 30% Locals who wish to create a business or association that offers specific services or solutions for Newcomers.	<b>POST-CREATION</b> Continuous support activities and visibility opportunities to help the entrepreneur develop their offering, find clients, secure funding, and integrate into the local entrepreneurial ecosystem.  <b>ACCELERATION</b> A series of coordinated activities to help project-creating entrepreneurs develop their projects faster and on a larger scale.	→ Secured a new client/new funding for the organization → Identified new development opportunities  → Can pay oneself a salary → Can <b>raise additional funds</b> or increase sales  → Increased visibility → Is part of a supportive alumni community  → Can hire additional staff → Can sustain their business <b>beyond 3 years</b>	→ Entrepreneurs can pay themselves a salary, raise additional funds, no longer be isolated thanks to a supportive alumni community, increase their income or customer base, and improve their financial literacy  → Scale their structure to achieve economic stability and create job opportunities, thereby promoting local economic development and the integration of migrant communities

# Theory of Change

## ENTREPRENEURSHIP

### Impact Systemic (long-term)

- 1 Accélérer l'inclusion économique des nouveaux arrivants et renforcer les migrants en tant que contributeurs économiques
- 2 Contribuer à une croissance économique durable, au développement et à la prospérité à travers l'Europe et au-delà
- 3 Démontrer que les entreprises dirigées par des migrants sont des **membres valorisés de l'économie locale**, ce qui contribue à une tolérance accrue et à la cohésion sociale
- 4 Augmenter le transfert de connaissances et l'innovation
- 5 Contribuer à des **politiques** qui favorisent l'inclusion et la cohésion
- 6 Remettre en question les stéréotypes et autonomiser les communautés marginalisées, ce qui peut favoriser une plus grande cohésion sociale et des démocraties plus saines

# 6. Key Insights from 2024

In 2024, SINGA reached over 33,000 **participations** across Europe and Quebec through cultural encounters, employability initiatives, and entrepreneurship programs.

Operating across **17 chapters**, SINGA's peer-to-peer model helps people move:  
 • from **isolation to connection**,  
 • from **connection to agency**,  
 • and from **agency to innovation**.

## HIGHLIGHTS

### Social inclusion & belonging



### Employability



### Volunteering



An external evaluation in Brussels (2022) revealed concrete results:



## ENTREPRENEURSHIP

In 2024, entrepreneurship programs recorded over **6,000 participations**, from sensitization to acceleration. Evaluations across France, Germany, and Switzerland confirm:

**71%**

regained professional confidence



**77%**

expanded their networks



**68%**

of those continuing their projects credited SINGA as key to their development.



**79%**

found alignment between their activity and skills



**61%**

reported reduced isolation



**94%**

of those who regained a stronger position in society attributed that shift to SINGA



Entrepreneurship with SINGA is not only about business creation — it is about dignity, connection, and agency.

These results show what becomes possible when we move beyond counting activities to measuring outcomes. They also illustrate how peer-to-peer models can generate innovation, trust, and cohesion that transcend local borders.



# 7. Zoom In: SINGA's Key Impact Numbers Since Our Creation

**+ 80,000**



local and displaced people brought together

by SINGA over the past 10 years, creating connections and collaboration across communities.

**≈ 20,000**



newcomers

supported in developing their professional or entrepreneurial projects.

**+ 1400**



businesses and organizations created,

half of which create jobs within six months.

Through SINGA's sociocultural activities, tens of thousands of people connect every year to foster understanding and inclusion.

**67%**



of displaced participants

regain confidence through SINGA.

**66%**



of local participants

say their perception of migration has positively changed.

**11**



**incubators**

are active today across Europe

**+ 18,000**



people have been reached and supported

in their professional or entrepreneurial journey.

**50%**



of participants are women.

**54%**



of supported businesses create jobs within six months

**74%**



of entrepreneurs

report that their professional and social situation has improved thanks to SINGA.

Together, these numbers tell one simple truth: inclusion works — for people, for communities, and for society as a whole.



Lyon, photos Juliette Valero



Bruxelles

# 8. Structuring for the Long Run

Following the ToC's development, we designed a comprehensive **Monitoring and Evaluation (M&E)** framework for 2025.

For many chapters, this new system initially felt demanding, requiring more data and structure. But our goal is not perfection—it is progress: identifying gaps, strengthening capacity, and

mobilizing partners to help us build the infrastructure for sustained impact. Thanks to the **Fidelity Foundation**, we were able to dedicate resources to redefine our impact framework and invest in shared tools—like a common CRM—that strengthen chapters' ability to collect, analyze, and report data consistently.

By 2026, every SINGA chapter will be connected to this shared system, for the first time producing a unified, network-wide dataset.



# 9. Why Our Partners' Support Matters

SINGA's long-term impact depends on consistent investment in infrastructure—digital tools, staff capacity, and evaluation systems.

Social impact is the hardest to quantify: trust, dignity, and belonging don't appear in financial statements, yet they define the resilience of societies. Capturing and proving these outcomes requires time, resources, and commitment.

Building a network-wide impact system requires an estimated annual investment of **€395,000–580,000**—roughly the cost of a mid-size program. But this is not overhead: it is the backbone that allows us to understand, demonstrate, and amplify collective impact.



By supporting these foundations, partners are not funding tools—they are **strengthening a global movement** proving that newcomers and locals together build stronger, more cohesive societies.

# 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





# SingA

Sharing cultures. Shaping futures.

SINGA Global

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