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## 

## SINGA Entrepreneur Interview Transcripts

### Bonney Transcript (English)

El: What is your business idea?

Bonney: My business idea is an arm wrap. It’s a sort of protection for people who have kidney disease, who are doing dialysis. It’s a treatment for people who have kidney failure, I’m one of them. I discovered the idea when I was having troubles with my treatment point -- where I do my dialisis -- I have had a lot of surgeries and I was looking for a way to protect my arms so that I won’t have to have those surgeries. I looked everywhere and I couldn’t find anything so I tried to fabricate something for myself, so that I can protect my arm because it’s very important. If I don’t have that access I cannot have treatment and if I don’t have treatment I cannot live properly. So that’s how the idea came about. So that, it’s just an arm wrap and sort of accessory if you may call it. Just wear it around your arm and it protects from the sun from anything that can cause trauma over the arm, because it’s very sensitive.

El: Oh okay, and had you ever had a business before joining SINGA?

Bonney: Yes, little businesses. Just selling stuff. Clothes, jewelry, things like that.

El: How did you get involved with the program?

Bonney: I was contacted by Birgit and Annaelle when they were just starting. I was in SINGA as a member, because when I got my papers as a refugee here in France I found myself alone. I didn’t know any French person, I’d never sat with any of them apart from the social workers that were with me. Throughout the whole process of asking for exile -- asylum and stuff -- then they gave me my house and apartment and it was in another area from where I was living. So I didn’t know anyone. I didn’t know anything. I didn’t have anything to do, I was just get up, go to the hospital, come back home and sleep. That’s all I was doing. But then one of the social workers told me this assosiation called SINGA, they’re doing great things, they’re trying to make sure the real French people are meeting the immigrants, the people who are coming into the country, so you should go see them. So I went and met them, and they were so welcoming, so happy to see me. I felt like I was home. I’ve been there ever since. Then, when I was wearing my arm wrap, one day the coordinator asked me “What’s that?”, and I explained to her, and she was like “how many people who are sick”, she didn’t know. I explained to her and was it “that’s a lot of people do you can do that for other people”, and I was like “I didn’t know that”. And then she was like “Ah we’re going to start this program with these two great people, you should meet them and talk about it”. Then we talked about it, then when they started they called me to apply. So I was like okay, let’s do it! So I was amongst the first promotion.

El: So you were one of the first entrepreneurs to go through the program?

Bonney: Sure, I was, yes.

[Conversation not transcribed]

El: Did you work with a buddy, or do you work with one now?

Bonney: Now, no. But when I was in the promotion, because it ended around six months, I had one.

El: So you were in contact with them for six months, did you hear from the afterwards?

Bonney: And even afterwards, if he met people who are in the medical area, he will just send them to me and I will meet them. I think even now, if I write to him -- because my project is not yet finalized because I had to stop kind of working during my pregnancy so I had to stop for a year -- I could just write to him and he will just be welcoming. We’re still in contact.

El: What did he help you with when you were in the first six months of the program?

Bonney: He just basically got me all his network, all the people he knew in the medical area, because he works with the enterprise that deals with drugs, [company name, unintelligible]. And he meets a lot of people, and he did believe in my ideas. So he was like “I don’t know how to help you because I don’t know anybody in that area, but anyone that I’ll meet I’ll just make sure that you meet them and you’ll explain to them and that they’ll help you in the right way.

El: So did he help you learn French too?

Bonney: No, actually I was speaking French before I came to France, because my country was Francophone country. But now it’s bilingual, so we speak English and French.

El: Oh, okay, so how has SINGA contributed to your journey in France?

Bonney: It has been a great experience, and has been life-changing because I was… At some point I felt like why am I even here? Because I felt no one knew me, no one knew I existed. I came here to have a better life, start over, but no one sees me. Even in the streets. But, they welcomed me, and I felt like somebody. So I was so happy to meet them, and now I have friends within SINGA community. Now I have many things, like met with them, cooked with them, I have picnics with them, I’ve gone to their homes, I’ve eaten French food, they’ve come to my home, they’ve known my children. So it’s been great.

El: Do you think you’ll be involved with the program in the future? Do you think you would ever be a mentor or a buddy to someone?

Bonney: I would love to, yes. I would love to. Because I have sort of grown up with the assosiation. Now I’m a member of the administrator, so I want to stay part of SINGA, I want the vision of SINGA to stay the way it is, because it’s been so helpful to me. And I want other people like me to benifit from it. I don’t want them to change, I want them to stay the way they are.

El: We love SINGA. We’ve only been here a few weeks and we already love it here.

Bonney: Everybody’s great at SINGA.

El: So to you, what indicates that SINGA has succeeded with their mission? What would show you that they are successful?

Bonney: It’s through the testimonies of people that I’ve talked to, and the smiles I see with the people, at every activity I go into I hear people talking about SINGA and I hear how they grew from 300 people to 3000 people within two years. That’s massive. So, I think they’ve done their job well, and I wish they keep on growing. Nothing is perfect because when you have a small group of people it’s easy, but when people grow so fast they becoem so many, it’s not easy to keep the same vision in place.

El: What are some areas that you think SINGA could improve in?

Bonney: I think they just keep doing what they do best, and make sure they are represented well everywhere in every activity in every place where they go.

[Some conversation not transcribed]

El: So who is represented, SINGA?

Bonney: Yes, SINGA, because SINGA is a two way beneficiary thing, if I can say. If I say SINGA is both the whole community, it’s both everyone together. I don’t know how you can tell them apart. You can’t say there’s an administrator, there’s the participants, it’s everyone. Because even the immigrants can say “I’ll do this” and everyone will follow, and the French people say “I will do this”, and people will show up. So it’s a togetherness experience.

El: What is some data that show you SINGA has succeeded?

S: What could they measure? To make sure everyone knows they’re doing a successful job.

Bonney: How they -- If they do a survey from their participants from all the activities and ask them how they feel about SINGA. Testimonies for example.

El: In your opinion, is SINGA unique and different from similar organizations?

Bonney: Yes, it is.

El: Alright, why?

Bonney: Because I’ve been a volunteer in two other assosiations that deals with immigrants. Everything is different, the way they do things. For the other two assosiations, there’s a barrier between the member from there and the people coming, it’s like there’s one here and the other on the other side. Whereas with SINGA, we do it together. There’s no distinction. So that’s very important, because for everyone, if you feel like you’re worthy of something when you’ve part of something -- but when you feel like I’m helping you, you’re seeking help… I don’t know how to say it… It becomes different. Because, I can’t maximize my [unintelligable] when I feel like I can’t do anything. But if we do it together, and you ask me “what do you think?”, I’ll act. But if you tell me I’ll do this, I’ll do that, I’ll think “okay, okay, okay”. Yeah.

El: We kind of asked this before, but what does your future relationship with SINGA look like?

Bonney: I wanna stay with SINGA. But the vision of SINGA is that for example, in 10 years there’s no SINGA. Like the whole French people, the people coming to France will be together. So, it’s easy to communicate, it’s easy to do things together, it’s easy to go to the next person and tell them “Hi, how are you? Where are you from? Do you want to test my food, or come to my house?”. There’s no separation between the whole community, so there’s only one community.

S: So could you just talk a little more about [your arm wrap]?

Bonney: I’ll start with with explaining how the access in created. You’re not born with it, so it’s created through two vessles: the artery and the vein. They connect them together so they can have enough blood coming through so the treatment will be effective. So it’s created, so it’s sensitive because all of the body will pass through there. For example, the human body will have 5 liters of blood, in my access -- the fistula -- if anything happens to it, I have one liter passing through every one minute. If I’m not wrong, basically in 30 seconds I might lose all the blood in my body if ever it’s cut. So no one understands that the patient -- me I understand because I have a background in the medical field -- but no one understands that when they created it for me I was like “it’s okay, it’s under my skin, it’s fine”, but when I started having problems and that treatment started going really bad and I was in the theatre every month, I started losing it and I was like “I might die one day”. So for one I have a blood phobia, so I won’t be able to do anything at all if I see blood. For second, I’m right handed. My arm lost a bit of mobility, third, what can I do to never have treatment and never have my arteries and my veins have so much work on them. I lost where I was going…

[Conversation not transcribed]

Bonney (cont): So the main thing is protection for me. The second thing I discovered with the patient. Because when I was working with Birgit and Annaelle, the told me “you need to have ideas from other people, from the surgeon and the medical personnel, everyone”, so I went to ask mostly the patients. But most of the patients, they just don’t wanna see how it looks, because sometimes when it grows it looks really bad, so it has to be something of aesthetic for them. For me it was just protection, that was all I wanted. Before I made the arm wrap, I would walk like this… I don’t want anyone to touch me, and I was scared to just go out, beacuse I don’t want anything to happen to it. But when I put it on, I knew it was protected. So I just took cloth -- because there are some details when you think about it -- you should not have high blood pressure on the arm, you should not have wear tight clothes on it, so I looked for something elastic. On the inside I looked for something protective, that is not very hard, but enough hard to serve protection against sharp. Then, easy to put and easy to wash.

El: So how do you deal with being a nurse and being afraid of blood?

Bonney: That more complicated actually, actually I left the general nursing to go and be a mental health nurse, because there’s not too much blood there. I didn’t know I had that phobia until I went for practice. I just go into the theatre for surgery, and when they start cutting I just faint. And then I was like “I cannot stand the sight of blood, what can I do?” and I wanted to serve people, I wanted to serve people, be around people who are suffering. So I was like okay, mental health and I went there.

El: So how long did you study nursing for?

Bonney: I studied for six years, then I did the specialization for three years for mental health.

El: Did you study in France or in another country?

Bonney: No, no. And that was also another thing, because when I got my papers I had to put nurse, but I couldn’t put nurse because they told me to do one year of studies to make sure my diploma was up to date. But I know elsewhere my diploma is approved, so I was like “no, I’d rather do anything else than spend another year studying the thing that I studied”. But also, I was finding it hard to work while in the hospital three times a week. Now I’m a stay at home mom and entrepreneur.

S: Do you think you gained any technical business knowledge from SINGA?

Bonney: Yes I did, because I wasn’t an entrepreneur before. I’ve had things to do it my way, just freelance. You have things you sell and you can profit from them, but I didn’t know how to do it the right way. So we had trainings, and those six months we will have intensive trainings, collective trainings, and learn a lot about entrepreneurship.

---- Formal Interview Ends ----

Em: Do you have anything you would like to add?

Bonney: Uh, thank you. And thank you for coming all the way to learn how things work elsewhere. And what you’re doing for SINGA is very great. We need all the expertise we can get.

S: We’re not experts at all.

Bonney: Yes you are, don’t underestimate you, any idea is welcome everywhere.

### Camille and Gabrielle French

[Start at 00:24]

E: Alors, quelle est votre entreprise?

C: Donc nous on fait des logement colloboratif entre les etudiant Français intaernationaux, et les personnes refugies. Donc avec une solution de logement, donc, a la location de chambres, de studios, des espaces nuit priver, et les parti commune dans lequelle les gens vont pouvoir vivre ensemble, une cuisine un salon, organizer des chose ensembles, etc, etc.

G: Le projet s’appelle l’Ancre.

E: Dans quelle stage de creer l’entreprise…

G: Ou es ce qu’on est?

E: Oui

G: la on est plutot dans une phase de depart, ça fait six moit un peut pret, qu’on travaille a plein temps sur le projet. Pour l’instant on est en train de fair le business plan. On n’a pas encore essayer de chercher ni d’investiseur ni de partenaire vraiment qui vont nous aider a porter le projet. Pour l’instant on est vraiment en phase de la conception, de la creation du project pour qui soit bien ficellé pour en suite aller chercher des partenaire et des investiseur en faite.

E: Et es ce que vous aviez deja dirigé une entreprise avant de venir a SINGA?

C: Non, pas du tout. Nous on est des jeunes entrepreneuse stagiere, qu’on est toujour en etude. C’est notre derniere annee de master cette annee, et au paravant, dirige une entreprise: pas vraiment. Toute les deux on a fait un peut d’etreprenariat de pret ou de loin, et an a eu l’occassion de travailler a traver le stage en France et a l’etrager,

G: Mais non pas vraiment dirigement d’une entreprise. On a fait parti d’associations, de concept qui on emerger a des moments donner mais sans vraiment creer une entreprise derriere. Donc ça c’est la premiere foit qu’on porte vraiment un projet et qu’on veux vraiment creer quelque chose derriere pour le coupe.

E: Comment es ce que vous aviez entendu parler de SINGA?

G: Alors etant donner que notre projet fait parti up peut dans l‘environement de SINGA est etant donner qu’on travaille avec les personnes refugies, SINGA etait un des partenaire indispensable sur lequelle on s’appuiait, du coupe on les connaisait depuis longtemps quand on a un peut preparer notre enquette, pour s’approcher de personnes refugies et de migration en general, et en suite, c’est un ami un peut en commun qui a parler de nous a SINGA et du coupe SINGA nnous a contacter pour venir passer un entretien pour l’incubation. Mai on les connaiser deja un peut avant, vu le projet qu’on venait de mener, quoi.

C: Moi je les ai connu parce que le fondateur de SINGA, Nataelle Molle fait parti de resau Achoca, c’est peut etre un resaux d’entrepreneur sociaux, et c’est comme ça la premiere foit que j’en est entendu parler.

E: Alors, pourquoi es ce que vous aviez decider de devenir entrepreneur?

C: On doit donner une vision commune ou separement?

E: Separement

C: Moi mes parents sont entrepreneur. Mon grandpere est entrepreneur ils a fondait sont entreprise. Mon pere a repris cette entreprise et du coupe, c’etait assez habituelle chez moi d’entendre parler de l’entreprenariat, et mon grandpere me parler de comment ils a debuter, mon pere aussi me parler des dynamique, de souci aussi de tout gerer de gerer differente chose a la foit. Donc, je pense que ça a contribuer a faire mon… de creer cette envie de tourner vers l’entreprenariat. J’aime bien l’idee que des projet ou des initiative ne [are born] a petite echelle, du bas vers le haute en faite. Je trouve que quand un individue a une vision. Je pense que les entreprise parfoit ce qui foncionne pas tres bien c’est la communication et le fait d’avoire une vision commune avec des salarier, ou parfoit quand tu a veigt salarie c’est façil mais cinqante, soixante, c’est beaucoup plus difficul, est du coupe j’aime bien l’entreprenariat a petite echelle parce qu’on est vraiment de mesure de connaitre tout les personne avec qui on travaille, est du coup de creer une vision commun qui soit pas seullement la siene en faite.

G: Et moi mon pere etait aussi entrepreneur, ils avait aussi sont entreprise. Mais c’est plutot quand j’etais au prepa pour preparer mes concour et l’ecole de commerce que je me suis interreser un peut a l’entreprenariat et je me suis rendu comte que l’ecole de Lyon specialisé dans lentreprenariat et je me sui dit, “Ok, je veut aller dans cette ecole,” et quand je suis arriver j’ai commencer a m’interreser de plus en plus a tout ce qui ce passer. J’ai commencer un premier projet entreprenariatqui n’a pas abouti, mais c’etait vraiment une super experience et puis j’ai quand meme continuer a faire des experiences la dedand, a m’interreser de plus en plus a ce qui ce fesait en start-up, etc. Et puis je me suis trouver un peut avec Camille autour de cette thematique et cette envie de vouloir faire nous meme les chose parce que j’ai faite des stage qui mon pas plus. Ça me plaisait pas du tout de travailler pour quelqu’un d’autre et j’avais envie de faire pour mois aussi quelque chose d’autre.

E: Comment es ce que SINGA vous a aider ou pas? Ques ce que ils on aider a contribuer?

G: [09:16] Ils on faite telement de truc c’est dificul de voir. Je pense que SINGA ils sont tres fort pour mettre les gens en reseau, et faire profiter de tout les gens qu’il connaise qui sont des expert dans certain domaine. Il peuvent etre des point d’appuis par exemples dans la metropole, etc. Ils nous on fait rencontrer un monsieur super sympa qui nous a vachement conseiller.

C: Il y a les atelier, etc, au quotidien, que nous les entrepreneur on a suivi avec les autre entrepreneur de la promotion. Je pense que dans les group en faite d’etrepreneur il y a une grande disparité des domaine d’expertise, d’ou on vien, de niveau de langue, de niveau de qualification, etc etc. Donc c’est hyper riche, c’est hyper disparat, et du coupe il y a des point… nous on viens d’une ecole de commerce, et du coupe aussi assez tourner ver le’entreprenariat, donc il y a certaine chose sur lequelle on ce sentait assez a l’aise, en tout cas plus que d’autre personne de notre promor, et par contre il y a des atelier qui sont hyper interresant. Aussi e demarchage commerciale, ce genre de chose. Nous on aprends aussi des chose. Apres ce que je voit aussi c’est le faite qu’ils arrive en faite de transmettre leur vision au entrepreneur. En faite ils on vraiment une vision forte. Le but de SINGA je pense que c’est vraiment de faire changer le but sur la migration, favoriser vivre ensemble, etc, etc. Du coupe ils on mis toute un… tu voit il y a plein d’outils, methodologie, methode de communiquer, des activités qu’ils mete en place, pour tendre ça. Pour changer le regarde sur la migration, et nous le projet c’est un petit peut ça en faite. On veux que les gens en France change de regarde sur les personne refugies. Alors ça dans ce sense la ça nous aide beaucoup aussi a comprendre comment eux ils on faite comment eux ils font actuaelement pour faire ça, comment nous on peut c’en inspirer.

G: Et je rajouterai aussi. Ce qui est forte dans SINGA on est incubé dans un autre endroit. Ce qui est forte chez SINGA c’est la coesion aussi de la promotion parce que on c’etends hyper bien avec les autre porteur de projet et ça c’est vraiment chouette. Quand on ce rerouve on est toujour hyper content de ce voir, et ça c’est bien.

E: Ques ce qui vous indique que SINGA reussi dans ça mission est pourquoi?

C: [12:17] ben je pense la credibilité qu’on a gagné aupres de certaines personnes

G: certaines institutions

C: certaine association, certaines entreprises, et… Ok on est incubee a SINGA. Apres ils ce dise, et ben ce que vous faite c’est pas n’importe quoi. Si SINGA vous incube, ça veut dire que vois etes en bonne voi, quoi.

G: Oui, est je pense que ils arrive a faire que nous meme on se sente plus legitime et gagne confiance en nous, dans notre projet, qu’on arrive a avencer et se structurer un peut plus et c’est aussi grace a leur soutien qu’on arrive a faire ça alors je pense que c’est une bonne mesure de l’impact. On est confiante maintenant qu’ils y a quelque mot aussi sur comment on communique, quand es ce qu’on parle. Ça c’est interresant

C: Oui, tout les atelier, qui mete a notre disposition, je pense qu’ils nous aident pas mal a nous structurer, a nous mettre des echeance aussi parce que l’entreprenariat c’est ça aussi c’est que personnes est derrier toi pour te dire: fait ci, fait ça, es ce que [unintelligible] mais parfoit tu sait pas par quoi commencer, quand faire quoi.

G: Nous on a besoin des tiré parfoit, est ça nous rapporte aussi.

E: Es ce qu’il y a certaine donné qui vous indiquerait que que SINGA a reussi?

C: [14:07] Je pense que c’est dificilement palpable et c’est dificil que ça soit tangible, mais on le sens au quotidien, je pense. Des chose qu’on a apris a SINGA, qu’on a mis en place pour un projet, ou une maniere de mieux communiqué au gens qu’on a aprise a SINGA, et ou les gen on dit, “Ah oui vous aviez une bonne approche, etc etc” la ou il y a peut etre quelque mois, quelque semaines, les gens pouvait peut etre plus nous challenger sur le concept. Je pense que avant SINGA, avant l’incubation, etc, on a avez plus de question ou on nous challenger sur le concept.

G: On etais moins sur de nous, je pense.

C: Oui, et la du coupe il y a tout un tas de points sur lequelle on a pu travailler avec eu ou les gens nous challenge moins. On a envi d’etre continuer… que les gens continue a nous challenger aussi parce que c’est interresant est ça fait grandir le projet. Ça arrive de moins en moins. On sens qu’on a gagner aussi en expertise sur la thematique

G: Et puis meme si on nous challenge on a une reponse maintenent et on a plus peur d’assumer ce qu’on fait, surtout. On oser peut etre pas faire avant.

C: C’est dificil de creer ça legitimite quand on est un jeune entrepreneur, je pense.

E: A votre avis, es ce que SINGA est unique/different d’organization similaire?

G: Je pense que au niveauz de l’incubation c’est assez different parce que a la base SINGA c’est pas une organization qui a pour base d’accompagner les entrepreneur. C’est pas leur projet de base, donc je croi qu’ils sont unique dans ce sense la. C’est vraiment un projet social qui est la pour inclure tout le monde en faite. Partager une vu commune, est ça on le trouve pas dans les autre incubateur. On commence a bien connaitre le resauz entrepreneur de Lyon et avoir plein de gens de plein d’incubateur different, et ils on une parti beaucoup plus business que SINGA n’a pas toujour, mais c’est pas grave parce qu’il aport plein d’autre chose qui sont hyper specifique et je pense qu’ils sont unique pour l’incubateur en tout cas.

C: es ce qu’on parle de SINGA ou de FINKELA?

E: Un peut des deux. Le projet est surtout sur FINKELA, mais si vous voulait dire quelque chose sur SINGA aussi, vous pouviez.

C: Moi je vait de redire un petit peut de ce qu’on a dit tout a l’heure. Ils sont vraiment en train de reussir a changer la mentalité central de fous en faite. C’est que, les beneficiere de SINGA c’est pas les personnes refugies, c’est la societe dans sont ensemble. Parce que tout le monde est entrain de changer ça vision sur la migration. Ça pour moi c’est leur mission principale, ou d’autre association qui travaille avec les refugies, on va pas les citer, on une pratique tres charité en faite. Tres charitables, donc “oui, j’ai des chose, je te donne les chose, mais tu me fait pas parti de la construction de la solution, alors que c’est ton probleme en faite.” Il y a des problem [unintelligible, avec, having to do with] les refugies, mais on leur dit pas, ben comment on peut regler ce probleme ensemble. Quesce que je peut faire pour regler ce problem avec toi, et pas quesce que je peut faire pour regler son problem, alors que moi je connait pas son probleme a 100%. Je peut pas le connaitre, en faite, parce que je vit pas ça situation. Je pense que SINGA, ce qu’ils on vraiment reussi a faire en faite c’est pas trouver des solution a des probleme pour des gens, mais c’est juste en faite mettre ensembles des personne qui vont trouver des solution ensembles a leur propre problematique en faite, et SINGA c’est juste un support, un cadre, une sorte de route pour que ces gens arrive a trouver ces solution, quoi. Donc ça pour moi c’est unique, et oui c’est cette vision, c’est cette impact systemique qui on sur tout a societe, la ou generalement l’impact est localizer, eux ils on vraiment un impact qui touche a beaucoup beaucoup d’acteurs. C’est parce que ils on du talent, ils on un gros resaux, et avec les entreprise, et avec les association, et avec la ville de Lyon, et avec les citoyen. Du coupe, c’est vraiment un resaux de chose qui ce mette en lien, qui sont tres puissent je pense.

E: Comment es ce que vous penser que SINGA pourait ameliorer, et mieux faire? Leur programme d’incubateur, et les autre chose.

G: [19:23] Je pense que peut etre que par rapport a un incubateur classique ils manque une petit parti un peut *business* en faite. Nous on la parce que on est etudiante en ecole de commerce, mais ils y a des gens dans notre promo qu’il lont pas forcement, des chose par exemple sur comment on mont son marché, comment on fait une etude de marché, et on peut pas commencer vraiment son business sant faire ça. Et on… je pense que ca manque un peut dans les atelier parce que certain savent pas tros a quelle sible ils vont s’addresser. Et au niveau de l’incubateur, c’est le niveau un peut business qui manque dans les [unintelligible] qu’ils foudrait rajouter.

C: Moi je… pour revenir sur ce que tu dit Gabrielle, FINKELA je voit deux chose. Il y a une chose qui est deja en cour, c’est la pre-incubation, donc on est pas tous au meme niveau ans notre projet, du coupe parfoit c’est pas du tout homogene et je pense que ils y a des projet qui pourait etre pris en charge par SINGA vraiment avec une phase de pre-incubation, ça ils sont en train de le faire actuelement. C’est Justine qui faite ça et je pense qu’elle va faire ça tres tres bien. Un autre truc que je voit, pour nous en tout cas, moi j’aimerais bien qu’il y est des periode plus intense. Plus *challeng*ent, plus intense, tu voit par exemple des *design boot camp*, ou *design sprint [designs print?]*, trois ou quatre joir ou on travaille sur un truc, et on y va et on donne tout et c’est intense, meme, tu voit, ce dire on part en weekend, tous ensemble avec tout la promo, et meme ce weekend-la on reflechi a telle problematique pendent toute une journee, ensemble, pour chaq’un de notre projet, mais du coupe j’ai l’impression qu’on a un savoir qui nous est transmi ou on nous dit… t’a un intervenant qui vien qui fait une intervention en faite, qui facilite un atelier, mais on a peut l’occasion d’echanger

G: de faire du codevelopment

C: de faire du codevelopement, tu voit, des session de co-developement ça pourrait etre vraiment genial, parce que justement t’a des personne refugies qui sont en train de faire des projet dans la societe d’acceuille, mais ils peuvent pas parfoit comprendre a cent pour cent tout les code de la societe d’acceuille comme moi et Gabrielle on est en train de faire un projet avec des personnes de la societe d’acceuille et des personnes refugies, mais comme je te disait, on comprend pas a cent pour cent toute la realite d’une personne refugies, du coupe, cette force la qu’il y a dans l’incubateur je pense, c’est de mixé les deux public je pense, societe d’acceulle, personne refugies, et je pense que il y aurrait encore plus de lien, on irait plus en profondeur, on arriverait a comprendre des notion, a ce faire challenger sur notre projet

G: Par les personnes concernait

C: par les personnes concernait, et ça serait vraiment hyper enrechisant je pense.

G: Au final meme si maintenant on connait bien les personnes de la promo, finalement on connait peux de leur projet parce que on les voit juste pitcher comme ça de temps en temps, donc on sait pas en profondeur pourquoi ils font ça, quesce qu’ils font concretement, a qui ils s’adresse, etc. C’est vrai que si on avait l’occasion de faire des petite journee comme ça, ça pourrait vraiment etre pas mal pour aller les aider aussi pour renforcer leur projet, a ce structuree d’autant plus.

C: Oui, exactement. C’est vrai qu’on a une vision assez, tu voit, en surface de leur projet la ou je pense que comme on disait la force de SINGA c’est la communaute, etc, etc, mais pour creer un communaute je pense qu’ils faute aussi qu’on partage pas seulement une biere, pas seulement les moment de joua [joy], pas seulement les bon cote de notre projet mais qu’ils faute aussi partager les moment de doute, les moment de difficulté, les point sur lequelle on arrive pas a trouver un solution, et qu’on fase ensemble, ben je pense que ça soudrait encore plus la promotion, parce que on a tous les meme problematique, differament, mais en temps entrepreneur c’est toujour la meme problematique, c’est montagne russe, de fois t’arrive pas a trouver de solution, et je pense que ensemble on arriverait a debloquer les chose.

C: J’etais concentré sur le coté negatif de dire ils faute qu’on partage nos difficulté, etc, mais je pense que c’est inportant aussi de partager les victoire, est partager les chose positif dans notre projet, parce que parfoit en faite on a pas confiance en nous, meme si t’ai entrepreneur et tu dit, “je vais pitcher mon projet, c’est moi qui porte ce projet, etc” mais des fois on a pas les epaulle assez solide et du coupe, tu voit, partager les success ensemble, avoir d’ause personnes de ta promo qui to disent, toi ton truc c’est ça, t’a etait super bon la desus, ça tu fait vachement bien, etc, et ben je pense que ça aide vachement aussi a prendre confiance en soit, pas seulement dans sont projet mais a prendre confiance en soit, parce que tu voit, l’entreprenariat c’est bien mais tu voit avec tous ce qu’on entreprenrend je pense qu’une personne elles a besoin d’un cercle de support tres solide, parce que c’est toi qui est en jeux, c’est tes ner [nerves] qui doivent… c’est ton cœur, c’est tes ner, c’est tellement de t’a suere [sweat], tu le fait pour toi. T’a tellement de porosite entre t’a vie personelle et t’a vie proffessionelle. C’est tout en meme temps en faite. Le projet ma vie perso.

G: C’est mon bebe, c’est ça.

C: C’est mon bebe et, du coupe, t’a besoin d’un cercle de suport tres tres fort pour t’aider a continuer un projet justement quand il y a des chose qui vont pas, et du coupe, a la foit, parfois on a notre famille, parfois pas parce que… et en particulier les personnes qui on quitter leur pays comme les refugies en faite. T’a famille elle n’ai pas la pour te soutenir parfois, et c’est super complique, j’imagine. Apres t’a des amis, un cercle d’ami, d’accord, et ça ça a interé a etre solid, mais le fait d’avoir un troisieme cercle professionele dans la promo ou on se dit, on compte les un sur les autre, on ce connait, on peut etre vulnerable les un avec les autre, et ben c’est hyper rassurent parce que generalement quand tu doit presenter ton projet a l’exteriere tu va donner que le bon cote, et tu va avoir un discour, ton pitch en faite, tu va dire “oui, je fait ça, ça ce passe trop bien, c’est genial,” et tu va rentrer chez toi le soir et tu va dire “butin, je suis merde, ça ça marche pas, ça j’arrive pas, etc, et du coupe le fait d’arriver ensemble dans la promo a etre vulnerable les un avec les autre, tu voit, c’est etre honet est c’est ce rendre compte que l’entreprenariat c’est pas tout rose.

G: Et je pense que c’est important aussi pour ce decharger. On en a besoin, parce que parfoit c’est dificil d’admettre que ça va pas, et c’est important d’avoir un cercle qui est la pour t’ecouté. Et dire la ça va pas, la en ce moment je bosse pas, ça ce passe mal, ou tous ce qeu je fait ça marche pas, j’y arrive pas a faire ça. En ben ça faite juste du bien de le dire a quelqu’un et pas juste de le ruminer dans ton coin dans t’a tete aussi.

C: Et potentiellement, ces personne la elles aurron peut etre plus de piste que nos amis et notre famille opur nous aide et nous dire, “Oui, en faite, peut etre que moi j’ai fait comme ça, ou peut etre que ça ça peut marche, ou je connait machin.” Du coup de partager plus.

E: A quoi resemblera votre futur relation avec SINGA? Es ce que vous avez l’intention de travailler avec eux? Faire de volontariat? Ou recommendé des gens, ou quoi?

G: [27:58] Je pense qu’on va toujour garder un super contact avec SINGA. Je pense que ça va rester notre partenaire principal dans notre projet parce que on va avoir besoin d’’eux au quotidien, parce ce que on c’etent aussi super bien avec l’equipe. On commence a bien les connaitre. Si elles on besoin de nous je pense qu’on sera toujour la pur les aider. Il y a des competence quelles on pas forcement, donc si on peut les aider sur un truc on viendrat le faire avec plaisir. JE pense que on a une bonne relation, quoi.

C: Voontaria, mise en contact avec de gens. Oui, ça me parait logique, quoi. Comme je t’ai dit c’est vraiment une ambience particuliere. En faite tu sens que les gens a SINGA, ce qu’il font ils le font avec le cœer, ils le font pas pour eux, pas pour avoir une medaille ou pour etre decore, pas pour le salaire qu’ils gagne non plus. Parce que je pense quelle font des grosse, grosse journee les fille, Annaelle et Birgit en tout cas et je pense Justine aussi, et du coupe tu voit tous l’investisement, et ben t’a envie a contribuer a les aider a faire grandir le projet parce que eu ils croit en nous, et on croit en ce qui font aussi, quoi.

G: Parce qu’elle etais aussi a notre place il y a quelque annees, elles etait entrepreneur aussi. Elles on vecu exactement la meme chose que nous et voila, et je pense que c’est un cercle virtue qui continue.

### Camille and Gabrielle English

[Start at 00:24]

E: So what is your business?

C: We are making collaborative housing between French students, international, and refugees. So with a housing solution, so renting rooms, studios, private night spaces, and a common place in which people can live together, cook together, organize things together, etc, etc.

G: The project is called L’Ancre [The Anchor]

E: In what stage of creating the business are you?

G: Where are we in the project?

E: Yes

G: We are in a starting phase. We’ve neem working full time on the project for six months. RIght now, we are making a business plan. We haven’t yet tried to look for investors or partners that will help us start the project. For now we in the conception phase of creation, so that it will be well defined, and then to go get partners and investors.

E: Have you already led a business before coming to SINGA?

C: No, not at all. We are young entrepreneur interns, we are still in school. We are in our last year of our master, and we haven’t led a business beefore. We both did a bit of entrepreneurship more or less, and we had the opportunity to work through internships in France and outside of France.

G: No, not really leading an organization. We are a part of associations, of concepts, that have emerged at some time, but without really creating a business behind it. So this is the first time that we are really working on a project and that we really want to create something.

E: How did you first hear about SINGA?

G: So given that our project is within the environment of SINGA and given that we are working with refugees, SINGA was a necessary partner on which we depended. So we have known about them for a long time, since we started our research, to get closer to refugees and mirgration in general, and then, it’s a friend that we both knew that talked about us at SINGA and so SINGA contacted us to come do an interview for the invubator program. But we knew them already before, considering the project that we had just led.

C: I knew them because the founder of SINGA, [name of founder] is part of the Ahoca network. It’s a network of social entrepreneurs and it’s the first time that I heard about it.

E: So, we did you decide to become an entrepreneur?

C: Do we have to give a common opinion or seperate opinions?

E: Seperately

C: My parents are entrepreneurs. My grandfather is an entrepreneur. He founded his business. My dad took over this business and so it was pretty common at my house to hear about entrepreneurship, and my grandfather talked to me about how he started. My dad also talked to me about the dynamic, the troubles of managing everything, of managing different things at once. So I think that that contributed to making my… to creating this desire to turn towards entrepreneurship. I like the idea of projects of initiatives born at a small scale, from the bottom towards the top. I find that when an individual has a vision, I think that businesses sometimes what doesn’t work is the communication and having a common vision with all the employees, or sometimes when you have twenty employees it’s easy, but fifty, sixty, it’s a lot more difficult, and so i like entrepreneurship om a small scale because we can know all the people with whom we work, and so to create a common vision that is not only your own.

G: My dad was also an entrepreneur, and he had his own business. But it’s more when I was in prepa [school for preparation for exams] for my business school exams that I got interested in entreprneurship and I realized that Lyon’s university specialized in entreprneurship that I told myself, “Ok, I want to go to this school,” and when I arrived I started to get more and more interested in everything that was happenning. I started a first entreprenerial project that didn’t work out, byt it was really a great experience and I still continued to be involved with similar experiences in that domain, and to interst myselv more and more in what was being done int eh start-up sector, etc. And then I found myself with Camille around this theme and this desire to want to do things ourselves because I did an internship that I didn’t like. I didn’t like working for someone else at all and I wanted to do something else for myself.

E: How has SINGA helped you or not? What did they help to contribute?

G: [09:16] They have done so may things it’s difficult. I think that SINGA are very strong in being able to put people in networks [networks of people], and to let us benefit from all the people that they know and that are experts in certain areas. They can be supports in the metropolis, etc. They made us meet a man that was very nice and that really helped us.

C: There are workshops, etc, daily, that we, the entrepreneurs, have participated in with the other entrepreneurs in the promotion. I think that in these groups of entrepreneurs there is a big disparity in expertise, where we come from, level of language, level of… qualifications, etc, etc. So it’s a very rich group, it’s very disparate, and so there are points… we come from a business school and so it is also focussed on entrepreneurship, so there are certain things in which we feel very comfortable, or at least more than other people in our promotion. On teh other hand there are workshops that are super interseting. Also the sales prospection, that kind of thing. We learn things, too. What I also see is the fact that they are able to transmit their vision to the entrepreneur. They really have a strong vision. SINGA’s goal, I think that it’s really to change the view on migration, to favorise living together, etc, etc. So, they put a… you see there are lots of tools, methedologies, methods of communication, activities that they put in place, to do that. To change the view on migration, and our project is kind of that, actually. We want peop;e in France to change how they look at refugees. So in that sense it helps us a lot to understand how they did it and how they do it now to do that, how we could be inspired by it.

G: And I would add, too, what is amazing in SINGA is that we are incubated in another spot. What is amazing and SINGA is the cohesion of the promotion because we get along really well with the other entrepreneurs and that’s really cool. When we find each other we are always super happy to see each other, and that’s nice.

E: What indicates to you that SINGA is succeeding in their mission and why?

C: [12:17] I think the credibility that we have gained in the eyes of certain people,

G: certain institutions

C: certain associations, certain businesses, and… Ok, we are incubated at SINGA. So, they tell themselves, well, what you are doing is not just anything. If SINGA incubates you, it means that you are on the right track.

G: Yes, I think that they are able to make us feel more legitimate and win confidence in ourselves, in our project, that we are able to go forward and strucutre a little more and it’s also thanks to their solution that we are able to do that, so I think that it’s a really good measure of impact. We are confident now that we know a little more on how to communicate, when we talk about it. That is very interesting.

C: Yes, all the workshops that they put at our disposition. I think that they help us a lot to structure ourselves, to assign deadlines, too, because entrepreneurship is also that. It’s that no one is behind to you say: do this, do this, [unintelligible] but sometimes you don’t know how to start, when to do what.

G: We need a push sometimes, and that brings us something, too.

E: Is there certain data that would indicate to you that SINGA has succeeded?

C: [14:07] I think that it is hard to get something palpable or tangible, butin the daily sense, I think. Thinks that we have learned at SINGA, that we have put in place for a project, or a way of better communicating to people what we have learned at SINGA, and where people say, “Yes, you have a good approach,” etc, etc, where maybe a few months ago, a few weeks ago, people maybe challenged us more on the concept. I think that before SINGA, before the incubation, etc, we had more questions where we were challenged on the concept.

G: We were less sure of ourselves, I think.

C: Yes, and so there is a whole lot of points on which we were able to work then them where the people challenge us less. We want to continue… that people continue to challenge us because it’s interesting and it makes the project grow. It happens less and less. We know that we have gained experience on this theme.

G: And even if we are challenged, we have an answer now and we aren’t afraid to assume what we do. We didn’t necessarily date do it before.

C: It’s difficult to create. It legitimizes when we are young entrepreneurs, I think.

E: In your opinion, is SINGA unique/different from similar organizations?

G: I think that at the level of the incubation it’s very different because SINGA is not an organization whose main mission is to accompany entrepreneurs. It’s not their main project, so I think that they are unique in that sense. It’s really a social project that is there to include everyone. To share a common view, and that we don’t find in other incubators. We are starting to know the entrepreneurial world or Lyon well, and having lots of people in lots of different incubators, and they have a part that is a lot more “business” that SINGA doesn’t always have, but it doesn’t matter because they bring lots of other htings that are super specifc and I think that they are unique for the incubator in any case.

C: Are we talking about SINGA or FINKELA?

E: A bit of both. The project is mostly about FINKELA, but if you want to say something about SINGA as well, you can.

C: I’m going to say again a bit of what I said before. They are really in the process of succeeding to change the central mentality of crazy people [or the crazy mentality, I wasn’t sure if she said “crazy” at all]. Beneficiaries of SINGA aren’t refugees, it’s the society in its entirety. Because everyone is trying to change the vision on migration. For me, that is their principle mission, or other associatoin s that work wtih refugees, we won’t name them, have a way or working that is very focussed on charity. IT is very charitable, so, “Yes, I have things, I give you things, but you aren’t a part of the contrustion of the solution, even though it’s your problem.” There are problems [unintelligible, probably “having to do with”] refugies, but we don’t tell them, how can we solve this probelm together. What can I do to fix this problem with you, and not what can I do to fix \_his\_ problem, when I don’t 100% know his problem. I can’t know it, actually, because I don’t live his situation. I think that SINGA, what they have really succeeded in doing is to put together people that will find solutions together to their own problems, and SINGA is just a support, a frame, a sort of road so taht these people can arrive to these solutions. So, for me it’s unique and this vision, it’s this systematic impact that they have on all of society, where generaly the impact is localized, they are able to make an impact that touches lots of actors. It’s because they are talented, they have a big netowrk, and with businesses, and with associaitons, and with the city of Lyon, and with citizens. So, it’s really a network of things that create connections, that are very powerful, I think.

E: How do you think that SINGA could improve, do better, with their incubateur program, and other things?

G: [19:23] I think that compared to a classic incubator they are missing a bit of the *business* part. We have it because we are students in a business school, but there are people in our promotion that don’t necessarily have it. THings, for example, on how to find your market, how to do a market analysis, and we can’t start a business without doing that. And we… I think that ti is missing a bit in this respect because certain people don’t know really what to target to focus on. And at the level of the incubator, there is a level of *business* that is missing in the [unintelligible] that would need to be added.

C: To come back to what Gabrielle said, for FINKELA I see two things. There is one thing that is already in progress that is the pre-incubation, so we aren’t always at the same level in our projct. So sometimes, it’s not all homogenous and I think that there are projects that could be taken up by SINGA with a pre-incubation phase. They are doing that now. It’s Justine that is doing that, and I think that she will do it very very well. Another hting that I see, for us in any case, I would like that there be more intense periods of time. More chellenging, more intense, you see for example some *design boot camp*, or *design sprint* [*designs print*?], thee or four days where we work on something, and we give everything and it’s intense, even going for a weekend together with the entire promotion, and even that weekend we think about some challenges for the whole day, toegether, for each of our projects. But so I have hte impression that we have a knowledge that has been transmitted to us where we say… There is a person that come to do interventions, that leads a workshop, but we have very little opportunity to exchange.

G: To do co-developement

C: To do co-developement, sessions of co-developement could be really great, because there are refugees that are trying to do projects in the host society, but they can’t always understand 100% all the codes [laws, regulations] of the host society the way Gabrielle and I. We are doing a project with people in the host society and the refugees, but like I was saying we donm’t understand 100% the entire reality of a refugee, so, this force that there is int eh incubator I think, it’s a mix of two publics, I think: host society, refugees. And I think that there would be more connections, we would go more deeply, we would be able to understand notiongs, to be challenged by our project

G: By the people who are affected

C: By the people affected, and it would be really rewarding, I think.

G: Even if how we know the people in the promotion well, we don’t know a lot about their projects because we just see them pitch it every so often, so we don’t know really why they are doing this, what they are doing concretely, who they are addressing, etc. It’s really that if we had the occastion of doing a day just like that, it could be really good to go help them also to reinforce their project, to structure it even more.

C: Yes, exactly. It’s true that we have a vision on the surface of their project, or I think that liek I was saying the force of SINGA is the community, etc, etc, but to create a community I think that you also need to share not only a beer, not onlyl moments of joy, not ony the good sides of the project but that we should also share the moments of doubt, the moments of difficulty, the points on which we aren’t able to find a solution, and that we do it together. I think that that would bring together the promotion even more, because we all have the same problems, differently, but at the same time entrepreneurship is always the same problems. It’s a roller coster. Sometimes you don’t find the solution and I think that together we would be able to unblock some more things.

C: I was concentrated on the negative side of saying that we need to share our difficulties, etc, but I think that it is important also to share our victories, and to share positive things in our project, because sometimes we aren’t confident in ourselves, even if you are en entrepreneur and you say, “I’m going to pitch my project, I’m the one that is starting this project, etc” but sometimes we don’t have shoulders that are strong enough and so, to share our success together, having other people from your promotion that tell you, your thing is that, you were very good with this, you do this really well, etc. well I think that it helps a lot also to be more confidence in yourself, not only in your project but to be confident in yourself, because you see, entrepreneurship is good but you see with everything that we undertake I think that a person needs a circle of support that is very solid, because you are the one who is on the line, it’s your nerves that have to… it’s your heart, your nerves, it’s so much of your sweat, you do it for yourselv. There is so much overlap between your personal life and your professional life. It’s everything at the same time. The project, my personal life,

G: It’s my baby. That’s it.

C: It’s my baby, and so, you need a very strong circle of support to help you continue the project when there are things that don’t go well, and so, sometimes we have our family, sometimes because… in particular the people that have left their country as refugees. Your family is not always there to support you sometimes, and it’s really complicated, I imagine. Afterwards, you have friends, a circle of friends, okay, and that better be strong, but to have a third professional circle in teh promotion where we say to ourselves, we depend on the others, we know each other, we can be vulnerable with each other, and it’s super reassuring because generally when you have to present your project elsewhere you will give the good side, and you will have a speech, your pitch, where you will say “Yes, I am doing this, it’s going super well, it’s great,” and you will go home at night and you will say, “shoot, I’m shit, it’s not working, I can’t do it, etc” and so to be able to, together in the promotion, be vulnerable with each other, it’s being honest, it’s realizing that entrepreneurship is not all roses.

G: And I think that it is also important to destress. We need to, because sometimes it’s difficult to admit that it isn’t going well, adn it’s important to have circle that is there to listen to you, and say, there it’s not going well, right now I’m not working, it’s going badly, or everything that I do doesn’t work, I’m not able to do this. It’s just nice to be able to say it to someone and not sit and ruminating in your corner in your own head.

C: And potentially, the people will maybe have more solutions than our friends and our family to help us and to so, “Yes, actually, maybe I did it like this, or maybe that it can work, or I know this.” So to share more.

E: What will your future relationship with SINGA look like? Do you have the intention of working with them? Volunteering? Recommending people?

G: [27:58] I think that we will always stay in good contact with SINGA. I think that it will stay our principal partner in our project because we will need them in our day to day activities, because it was also really good with the team. We are starting to relaly know them. If they ever need us I think that we will always be there to help them. THere are competences that they don’t necessarily have, so if we can help them on something we will go do it gladly. I think that we have a good relationship.

C: Volunteering, recommending people. Yes, it seems logical. Like I was saying, it’s really a very particular ambiance. In fact, you sense that people at SINGA, what they do they do from the heart. They don’t do it for them, don’t do it to get a medal or to be decorated, don’t do it for the salary that they get, either. Because I think that they do long, long days Annaelee and Birgit, and I think Justine as well, and so you see that all the investment, you want to contribue to help them grow the project because they believe in us and we believe in what they do, too.

G: Because they were also in our position a few years ago. They were entrepreneurs, too. They lived exactly the same thing as us and so, i think that it’s a circle of generosity that continues.

### Elhadji French

[video 1]

I: Quelle est votre entreprise? Quelle est votre idee?

E: [00:07] Alors mon projet c’est une cafe associatif, pour faire des lien social en faite, un cafe ou tout est imaginer, en faite. Un cafe ou tout le monde peut venir, du coupe, evec sont envie, ça culture, juste s’occuper, rencontrer les gens, faire du lien, donc ça c’est le côté social. Il y a un autre cote aussi, c’est beaucoup plus pour la sensibilization autour de l’environment, et donc, du coupe par la vegetilization, faire du tris selectif, ou faire son compost en faite. Donc du coupe, c’est un lieu qui peut etre un cafe ou tout le monde peut faire… peut venir. Du coup peux faire soit des cantine, des atlier, comme des atelier tricot, des atelier couture, ou, il y aura de la cryotech, ce qu’il veulent echanger des gref [?]. Peut y avoiraussi ce qu’on appelle un cafe polyglot. Pleusieur gens ils vont venir, parler chaqu’un avec ça langue, et du coupe echanger autour des langue. Voila, alors il peut avoir ce projet la, et aussi d’autre projet, que les benevole vont venir au cafe, et vont mettre en place. Et que nous on est la pour les acompagne dans ce projet la. Donc le cafe il peut etre fix, pour avoir un local, ou bien un camion, qui ce deplace d’endroit en endroit, en ramenant peut etre des concerts, des ateliers, plein de chose a imaginer, quoi. C’est un cafe ou les gens viens, c’est eux qui decide, quesqu'on va faire d’un cafe? Voila.

I: Ça c’est tres amusant.

E: Et le café s'appelle Café Sauvage. Sachant que l’idee exist deja en Normandie, d’ou moi je viens de Normande. Et donc quand je suis arriver a Lyon il y a huite mois, j’ai voulu que ça soit une continuity, ce projet la, parce que j’etais vachement investi en normandi, est arrivant sur Lyon, ils me fallait continuer sur ce trainau la. Est la ou je me suis rapprochée de l’association qui s’appelle SINGA.

I: Super. Alors aviez vous deja dirige une entreprise avant de rejoindre SINGA?

E: [02:26] Non. Non, jamais. J’etais benevole dans une asso, sinon, moi, a cote de ça, [too much wind, unintelligible]. Climitazistionn, chauffage, etc, solaire. Et j’ai des loisir comme faire de la music. Je pratique des percu, des percusion en faite. Et comme ça, j’ai deja etais prof de percussion, en Normandie, voila. J’ai fait pendant six ans. Je jouait pas mal aussi dans des groupe de music, donc ça c’est mes loisirs, mais dinon jamais j’ai diriger une entreprise.

I: Alors comment aviez vous entendu parler de SINGA pour la premiere foit?

E: [03:04] Alors, en arrivant sur Lyon, j’ai preparer mon voyage, Je me suis dit, je vais a Lyon, Je vais essayer de voir, que ce qu’ils y a a Lyon. Comme ça, en regardant sur Internet, j’ai vu que il y avait SINGA. En faite j’ai chercher aussi des asso qui ce rapproche de mon projet, ou bien de mes aspiration en faite. Le but, en faite, a la base, c’etait pas de creer une asso en arrivant. C’etait de joindre une asso, existante pour etre benevole, quoi. C’etait juste ça. Et quand je suis arriver, je suis arriver un vendredi, le samedi meme, je les ai rencontrer, lors d’une soiree qui on organizer, qui s’apelle Inspire. Donc, du coupe, je les ai rencontrer lors de cette soiree la, est du coupe j’ai rencontrer certain membre de SINGA et que le lendemain, c’etait le dimanche. C’etait le Blabla a la Tete D’or. C’etait pendant l’ete. Le Blabla, l’ete, c’est a la Tete D’Or. Et du coupe, ils mon donner render-vous la bas, donc je suis aller au Blabla, donc c’etait mon deuxième jour. Est je suis aller au Blabla, je me suis inscrit, et a partir de la, voila, j’ai papoter, parler avec des gen, discuter mon projet, et ce qui m’a plus toucher, c’est en parlant du projet que j’avez juste en tete, pas ecrit, ils mon donner envis de le mettre en place, quoi. Direct. Donc du coupe, l’idee est venu en parlant avec eux, du coupe d’aller a creer le projet, quoi. Et, c’est la ou j’ai rencontrer Birgit et Annaelle, qui gere le pole FINKELA, pour les entrepreneur, et du coupe ils mon proposer de rejoindre la promotion, de FINKELA, que j’ai rejoin, d’allieur. Donc c’etait la deuxieme promotion en faite. La on en ai a la troisieme, moi c’etait la deuxieme promotion. Voila.

I: Super.

[Conversation between interviewers not transcribed]

I: Alors, es ce que vous travailler avec un Buddy?

E: Alors, moi vu l’experience que j’avais deja sur ce domain la, en faite j’avais pas besoin de Buddy, quoi. Donc du coup, le projet que j’avais, j’avais plus besoin de motiver plein de gens autour de moi, pour deja creer un bureau, parce que ce projet la, disont que je le maitrise en faite. Parce que en Normandie, j’ai etais benevole dans le meme projet, pendant cinq ans, ou j’ai vraiment etais actif, quoi. Donc, du coupe, mois, j’avais pas besoin d’un Buddy pour exister, quoi. J’avais surout besoin de cadre le projet, est d’avoir un noyeux dans un bureau, pour pouvoir commencer le projet. Voila, donc, du coupe, ils mon quand meme ils mon proposer un Buddy, donc je pouvez avoir acces. Mai bon, je n’aivais pas choisi.

I: Comment es ce que l’organization de SINGA vous a t’elle aider?

E: [06:33] Alors Deja en arrivant sur Lyon cetait pas facil, parce que je viens d’arriver dans une grande ville, et c’est grand je connait personne, mais deja, rien que sur le cote vol et social, et humain, la rencontre a etais tres facil, et du coupe, au niveauz de FINKELA, a part les accompagnement, Buddy, ou bien des gens qui puvais venir nous aider, comment faire notre projet, comment bien le faire, bien juste rencontrer de professionelle qui pouvai aussi nous aider si on voulait faire une compagne [campaign] de *co-funding*, et ils y a pas mal de chose qu’ils nous on proposer a FINKELA, deja, j’ai pus proposer le projet a pas mal de faculter d’universite, d’en d’autre cadre associatif. Et tous ça grace a eu, et meme grace a eu j’ai pu faire quand meme mes premieres reunions dans leur locaux, en faite. Et franchement, meme tirer les polycop, tous ça, le projet, je l’ai ecris la bas dans le bureau, du coupe je l’ai bien étoffé la bas, et tout mes premiere reunion ils mon aider quand meme a tenir ces reunion-la, dans leur locaux, et si c’etait pas ça, c’etait pouvoir presenter le projet soit dans des envenement organizer par des association, our je peux rencontrer different parti, deifferent partenaire, ou dans des universite avec des coloc organizé par des etudiants, voila, dans le cadre associatif au sein de la faculté. Donc, j’avou que ils mon beaucoup aideer a creer ce dont moi je penser que c’etait le plus priomorial, c’etait l’équipe, donc a traver toute ces reunion que j’ai mener dans les locaux de SINGA et avec les participation dans les université et tous ça, j’ai pu, a ce stade la, creer l’asso, l’asso est creer, avec un group, un noyeux du bureau donc il y a une dizaine de personne qui reflishise qutour du projet, ce qui est super interressant, sachent que moi je vient d’arriver sur Lyon, donc j’aurais pu mettre deux, trois ans, quatre ans, avant de pouvoir mettre ce projet la en place, parce que ce projet-la ça demande un noyeux, ou bien une immersion socialle ou meme humaine, qu’ils y ai des gens qui se l’apporpie, et qui viene rejoindre le projet. Ça aurait pas etais façil si j’etais tous seul et que je connait personne. Vraiment, SINGA, a part l’accompagnement d’un projet, je veut quand meme dire socialement, et humainement, ils mon accompagner et meme, je peut meme dire que mon premiere cercle d’amis ce trouve autour des gens de SINGA. J’usqua maintenant, c’est les gens que je connase le plus, et parmi eu j’en ai des ami, des gens que je frequant, des gens qui on rejoin le projet, des gens qui travaille dans le projet, et qui sont en meme tant, benevole a SINGA. Donc, voila. Le Lien avec SINGA ça etais tres benifique.

I: Alors, vous aviez deja un peut explique, mais si vous aviez quelquechose a ajouter, pourquoi es ce que vous aviez decider d’etre entrepreneur?

E: [10:17] Alors, moi a la base, j’avais pas choisi ça, je contais parler du projet, faire le tour a parler avec tout le monde, et voir les gens qui ce motive, comme on la creer a Camp [?], parce que a la base a Camp, c’est un bande de pote qui a creer ce projet. Et puis, du coupe, au fur a mesure les gens rejoiner le projet, donc on est pas du tout passer par un [unintelligible, probably path] entreprenarial, et tous ça. Non. C’est juste des gens qui ce sont reuni pour creer le projet, donc moi je penser le projet comme ça, et en faite FINKELA, meme si ils y avait aussi d’autre entrepreneur, ou leur projet c’etait a but lucratif, un projet qui rapporte de largent, voila ils accompagne aussi des projet non-lucratif, comme le miens en faite. Et du coupe, le aite que se soit mit sous une forme entreprenarialle, ça etais, moi ça ma beaucoup façilité plein de chose en faite, parce que en faite donc du coupe, j’avais acces, a pouvoir… ben es ce es, d’aller dans les université presenter le projet, parce que bon, parfoit c’est des projet un peut militant [les projet de l’université] alors ils laise pas n’importe qui rentrer dans un cercle ou quand meme a une etique ou une entology qui doit etre respecter, et donc moi ils mon beaucoup aider a pouvoir presenter ce projet la dans des endroit ou je penser pas pouvoir, pas avoir aces. L’accompagnement aussi, que ce soit dans le cote… ben je dirait, jurie, parce que j’ai eu pas mal de consielle en venant meme des gens de SINGA, et meme les seulés [?] que les premiere projet de subvension qu’on a ecris, c’est SINGA qui nous on un petit peut mis sur piste la en faite, donc du coupe il n’y a pas que un accompagnement, que ça soit pedagogique ou juridique. Il y a vraiment du lien social qui essay de creer autour de se resaux-la. Pace qeu on peux etre entrepreneur mais aussi, parmi tout les entrepreneur, on doit pouvoir aussi, voir essayer de voir comment on peut travailler ensemmble aussi pour se entre aider,et du coupe, c’eatait un petit peux du donnant donnant, parce que du coupe, ils nous aid quand meme a realiser nos projet, mais nous aussi on se devait aussi de creer aussi se genre de lien autour des entrepreneur, ou aussi de maniere collectif, arriver aussi de creer un tissue socialle, et c’etait tres interresant se lien la parce que plein de gens du coupe se connasse dans la promotion que chaqu’un aussi peut apporter sont idee sur le projet de l’autre, et du coupe ça fait un tout, quoi. De ce cote la c’etait vachement interessant. Et aussi, un chose, vraiment tres interesant, c’est a FINKELA, tout e monde peut y avoir acces. On te demande pas ta piece d’identite, ils te demande pas non plus ton status juridique, si t’ai resident, demandeur d’emploi, Francais, non non non. Ils t’accompagne just comme ça. Et la duexieme chose qui m’a beaucoup aussi seduite, c’est le faite que c’est pas de l’aide, en faite. C’est pas de l’aide, en faite. C’est un accompagnement, donc, du coupe, voila. La, du coupe, on sens le respect de l’autre, en faite, parce que on va aider quelqu’un en pensent qu’on est meilleur que lui, qu’on a plus que lui? Non, en faite. Chaque personne [unintelligible] des capacité, plein de potential, et du coupe je pense que ils on cette method la d’aller chercher ce qui a de mieux chez les gens. Et, la meileur façon de le faire, de leur donner ce qu’ils merite. C’est a dire, juste leur responsability, leur laissez le responsability, leur libre arbittre, et dans… juste eux ils sont la, juste a cadré le projet. Ils sont la just a cadré, comment dire, le projet, le system, le menu, mais en faite si il y a pas d’aide, et ça je trouve ça genial. Parce que en faite, je pense que tout le monde a besoin de ça. Et en disant ça je pensait au demandeur d’asile, voila parce que ils peuvent venir avec des projets, mais les gens pense qu’il faut tout le temps les aider, tous le temps les aider, et du coupe eu ils s’exprime pas, et il y a une frustration, parce qu’ils voit que la personne veut les aider, oui, c’est gentil, ils peuvent rien dire a la personne, mais c’est pas ça qu’ils on besoin. Ce qu’ils on besoin, c’est que ils on deja fait pas mal de chose, tres dur, jusau’en arriver la, et ça ils l’on fait tous seule en faite. Personne les a aider en faite. Et pour moi donc du coup, le plus dur a etais fait. Donc quand ils sagit de vouloir se realizer, mener des projet a bien, ils sont capable, et je pense que SINGA, parmi tout les asso que j’ai pu croise, dans ce domaine la, ils font pas mal d’aide. Non, SINGA c’est pas du tout ça. Ça, j’adore, parce que moi, je peut me considerer comme des nouvelle, meme si je suis residant, du coupe...

[Bells interrupt, end of first video]

E: [00:15] voila donc du coupe moi je me dit, ben, etant residant ou migrant ou tout ça, c’etait pas le sujet, en faite. Et donc du coupe, moi, cette aspect la, vouloir tout le temps aider, soit des immigrant, ou des demandeur d’asile. Oui aider, oui. Dans une forme beacuoup plus… pour moi je dit, ils faudrait les accompagner. Ils sont des conscience, et ça, de ou ils vien, ils savent ce qu’ils veulent aussi. Et, les montré de la compassion, oui, d’accord, faut pas non plus es taper dessus on est d’accord, mais je pense ce qu’ils on plus besoin c’est qu’on respect leur idee et qu’on leur facilite l’access au chose. Eu ils peuvent se demerdé apres. Ils peuvent se debrouillé apres. Quand t’arrive dans une nouvelle ville ou dans un nouveaux pays, t’a besoin qu’on te guide un petit peut. C’est juste ça. Parce que eux ils peuvent se en sortir par eux meme. Du coupe, c’est ça que j’apprecie chez SINGA, un accompagnement qui est sain, respectueux, de l’homme. Ansi je peut resumee ansi.

I: Alors, quesqui vous indiquerait que SINGA a reussi dans ça mission?

E: [02:07] A ben, il y a qu’a a y voir. Juste la communautee SINGA qui grandi de jour en jour, et que de voir aussi que les gens quand ils se vwaille… en fait que tu soit que tu vien d’arriver ou que t’est la depuis longtemps, on arrive pas a savoir ça en faite. Quand ils arrive a ce melanger, a faire des chose, on ce pose pas la question de qui est qui, parce que tout ça… et c’est bani au depart en faite, parce que meme a la base, meme si ils on vole pour qu’ils fonctionne pour les demandeur d’asile, c’est pas pour autant qu’une foit t’arrive, t’ai un peux fliquer de voire qui tu est, quesque tu fait, main non. Et donc, du coupe, pour moi, ils on reussi dans la mesure ou… moi, dej, parlant de mon projet qui est non-lucratif, ce qui est tres dificil de mettre en place, deja l’asso est creer le bureau est en place, on a commencait les activité, est du coupe c’est super interresant, que meme les projet qui etais dans d’autre promotion, si, avec la promotion, la personne n’est pas arriver a ça finalité, SINGA lui permet de reunir pour bien ettofé son projet est du coupe pour mieux le mettre en place. Ça veut dire que, SINGA ne lache rien, quoi. Et les gens sont motiver que ça soit les salarié, les benevole, ils cont tous motivé, et que t’a l’impression aussi qu’ils on aussi des valeurs commune, que ça soit le partage, la solidarity, le faite aussi de prendre en conte unn environment qui est en train de changer. Du coupe de faire pas mal de sensibilization autour des aerodechet, du tri, du manger aussi bien. Voila je dirait pas Bio mais je dirait bien. POur pas mal de projet qu’ils organize, les soireeaussi, les Blabla, les… pas mal de chose, du coupe es personnes ils viens. Les activité, il y a tout le temps du monde. Les gens ils viens, il participe au jurgé [?], c’est interresant. Donc pour moi SINGA à reussi. La preuve c’est moi, je suis arriver a Lyon deux jour je les ai rencontrer et mon projet je l’ai mis en place avec eu sans me fatigué. Bon, c’est super.

I: Alors, quel sont certaine donnée specifique qui pourrait vou montrer que SINGA a reussi?

E: [04:45] Deja de voir que quand je suis arriver a Lyon, les gens que je connaisser autour de SINGA qui etais des demandeur d’asile, il y en a beaucoup cette année, alors en année ils sont en train de travaillé mais avec… c’est ce que je disait en faite, ça t’a dire que meme l’approch de SINGA est tellement interesante que meme les gens qu’ils accompagne, quand ils vont reussir a s’inserer, ils vont pas juste s’inseré pour juste trouver du gange pain, aller laver des carreaux, faire du ballaillage, non. Ils vont faire le metier qu’ils aviez envis de faire que ça soit dans l’informatique, ou que ce soit un droit ou d’ans d’autre filiale ou... c’est ça que voila, a partir de la ce qu’ils sont, ou on envie de faire, donc c’est pas juste les accompagné pour trouver un boulot comme ça vite fait pour vivre. Non. Il trouve du travaille qui a du sens. Du travaille qu’ils on envie de faire a la base, donc on les suit sur leur projet personelle, et ça, rien que ce volé la, pour moi, SINGA a reussi, et il faut aussi dire que, voila, SINGA n’existe pas que en France, ils existe dans autre pays, est meme en France aussi ils existe dans differente ville. Et que, voila, que voire que la comunaute elle est grande, quoi. Elle est vaste. Mois je connait que sur Lyon, mais j’en ai assisté a deux trois ouverture de SINGA, que ça soit SINGA Valence, ou SINGA Espagne, recament, j’en passe. Moi je pense qu’ils n’y a meme pas besoin d’aller chercher dur quoi ils on reussi, rien que le cote humain, social et respect de l'individue, meme ce coté la ils on beaucoup reussi. Je sait pas s’ils en sont consient, mais accompagné quelqu’un dans ce qu’ils veut devenir, dans ce qu’ils veulent faire, et qu’ils obtiene des resultat sur ça, c’est pas donner a tout le monde, et bravo, SINGA. Je les jete pas des fleur, en, je constate et a partir de ce constat la, je peut me permetre de leur dire bravo, parce que ils le merit ce bravo-la.

I: Alors, a votre avis, es ce que SINGA est unique/different d’organization similaire?

E: [07:28] Ben, j’en connait pas des mince, mais ce que j’avais l’habitude de voir, une association qui regroup des nouveaux arrivants, des demendeur d’asile, souvent c’est tres ponctuer “aide,” solidarity, tous ça. C’est pas le cas a SINGA. Quand on respect l’humaine, je pense que tout part de la en faite. Tout part de ça, du premiere contact. Le respect de l’autre, l’autre va le resentire en faite. Donc du coupe, il y a un rapporte qui ce creer de confiance un rapport, meme, on peut dire d’homme a homme. Voila, chaqu’un defend ces idee et a partir de la je pense que ils sont bien parti, quoi. Parce que pour moi c’est ça qui les fait sortir du no [?] en faite, parce que pur moi c’est primordial, quoi. Tu aprends quelqu’un a… tu va pas donner a quelqu’un a manger, apprend lui comment faire pour arriver a donner a manger a lui meme. Voila, donc, SINGA c’est ça. Ça t’a dire que ils te donne pas. Ils te montre les moyen d’arriver a tes faim a toi. Et pour mois c’est meme un exemple que meme si on parle pas du domain associatif, c’est un exemple qu’on doit retrouver dans les entreprise partout ou il y a du collectif. On doit pouvoir trouver ça. Le respect do l’autre, et l’equalite sur ce que les parole, tout ça quoi. Respecter la parole de l’autre, les souhaite de l’autre, juste simplement, quoi. C’est simplement humaine, quoi. Beacoup de gens ils passe a cote de ça, SINGA non. J’ai l’impression que non. C’est ce que je vois, donc du coupe ce cote la je pense que c’est ça qui les demarque un peut des autre asso.

I: Alors, c’est la derniere question, a quoi resemblera votre futur relation avec SINGA?

E: [9:46] Alors, je le dit face camera. Ma futur relation, meme, ces relation qui est deja vivant. Ben mois je dit SINGA, je l’ai meme representer comme ambassadeur et je devient benevole de SINGA et, en faite, meme en dehors de structure de SINGA, je peut meme dire qu’en faite, je sui partenaire de SINGA a tout moment en faite. Parce que meme dans mon asso, quand j’ai des activité, les plaquette de SINGA sont sur les tables de presentation, en faite. Et en dehors de ça, il y a pas mal de chose que je fait en dehors qui col au projet de SINGA et donc souvent j’ai des appelle, et en faite je dis, ben, j’ai ça, j’ai ça, j’ai ça, et souvent, voila, ils trouvent ça genial. Et donc, du coupe, voila, moi je pense que je suis un ambassadeur de SINGA, quoi, en faite.

I: Es ce que vous aviez quelque chose d’autre a ajouter?

E: [10:47] Ben, qu’ils y est des SINGA un peut partout si ça respecte toujour l’humaine et qu’on est pas la a aider. J’insiste beaucoup la desus. Voila, on peut pas aider quelqu’un. Je donne juste un proverbe Africain: La personne qui donner… il y avait une personne qui donner de l’argent a un pauvre tout les matin. Le pauvre luis dis un jour, “mais es ce que pense que tu pourrat toujour me donner de l’argent tous les matin?” Et le riche lui dit, “Oui. Je peut toujour vous donner de l’argent. J’ai de l’argent.” Tout les matin ils luis donne de l’argent. Et un matin, le pauvre il arrive, et le riche, je sait pas ques ce qu’ils lui ait arriver dans ça nuit, il etait ennerver. Il lui a dit, “Oh, laise moi traquille j’ai pas le temps de te donner de largent.” Et le pauvre luis dit “Ben, voila. Ça veut dire que vous avez de l’argent, mais meme, ce que vous m’avez promis, vous pouvait meme pas le faire tout les jours. Dond, moi je prefere que vous medez, a savoir comment faire pour avoir de l’argent par moi meme. Pas me donner de l’argent.” Pour dire que meme si lui ils peut te donner tout le temps de largent, il y aura un jour ou ils pourrat pas te donner de l’argent. Pour dire que, voila, ils sont parti de l’esssentielle et feron jamais fausse compte. L’essentielle c’est le respect de la personne qui est accueilli, et l’accompagner dans c’est asspiration, dans ces envie, et ça culture, ça realité, et je pense que c’est comme ça qu’on peut arriver a voir le resultat souheté, ou attendu. Et moi des resultats que je que je voit en si peut de temps, ben pour moi c’est tres tres bon resultat. Voila.

[start third video]

E: Alors donc du coupe, mon projet c’est un cafe associatif qui, c’est pour creer du lien socialle, en faite. C’est un cafe ouvert a tous, ou tout est imaginer, a traver pas mal d’atelier, que ça soit cafe polyglote, ou grenoteche, l’afripris, des cantine, des concerts, plein de chose a imaginer. Et aussi il y a un autre projet, c’est sur la sensibilization autour de l’environment, les aerodechet, comment faire sont tris selectif, et comment faire du compost. Sachent que dans le cafe, la participactio elle est libre. Les personne vienent avec ce qu’ils on, ce qu’ils sont, et du coupe ils peuvent participer a ce que le cafe puisse juste s’y retrouver, dans ces sarge. Donc, c’est un cafe sauvage fixe avec un endroit, est aussi on a un camion ou on peut ce deplacer d’endroit en endroit pour faire des evenement. Tout simplement.

I: Des exemple d’eventment?

E: [1:06] Des exemple, je prends le petit dej concert. En faite, faire un concert le matin avant que les gens ne aille travailler en faite. La, ça t’a dire un cocert qui peut durer une heure avant que les gene aille au travaille. Donc le matin, tot le matin, c’est inedit, et les gens prens leur cafe, bien se reveiller, et partir au travaille. Ils peut il y avoir aussi des concert decentralizer, ça t’a dire on arrive avec le camion, on deplis un planche, de ce cote-la il y a le concert, et de l’autre cote de camion, c’est un bar. Donc, deux dans un, en faite. Ou, deplacer dans des village. Et du coupe voir quece qu’ils on envit de faire ces village, et nous on les propose se genre d’evenement ou d’atelier tout simplement.

### Elhadji English

[Elhadji used some slang that I wasn’t familiar with sometimes, so I just put my best understanding of it, and put alternative translations in brackets. If I couldn’t figure out what it meant, I just said it was unintelligible]

[video 1]

I: What is your business? What is your idea?

E: [00:07] So my project is a nonprofit cafe to create social connections. A cafe where everything can be imagined. A cafe where everyone can come with their desires, their culture, just meet people, create connections. This is the social side if it. THere is another side, too. It’s for sensibilization around the environment, and so, through revegetation, doing selective sorting [recycling?], or composting. It’s a connection that can be a cafe where everyone can come. It can do canteens, workshops, like knitting workshops, sewing workshops, or, there will be cryotech [this isn’t want he said, but it’s what I heard], those that want to exchange [unintelligible]. THere can be also what we call a polyglot cafe. Several people come, each speaking their own language, and so there is an exchange around languages. So there can be that project, and also other projects, that the volunteers will come to the cafe and will put in place. And we are there to accompany them in that project. So, the cafe can be fixed, to have a location, or it has a truck, that moves from one place to another, bringing maybe concerts, workshops, lots of things to imagine. IT’s a cafe where people come, they decide what they will do with a cafe.

E: That’s fun.

E: And the cafe is called Café Sauvage [Wild Café]. Know that the idea exists already in Normandy. I came from Normandy, so when I arrived in Lyon eight months ago, I wanted to continue the project because I was very invested in Normandy, and arriving in Lyon, I wanted to continue on the same track. And there is where I got more involved with SINGA.

I: Great. So have to ever run a business before joining SINGA?

E: [02:26] No. No, never. I was a volunteer in an association, otherwise, on the side, [unintelligible, pretty sure he said something about working in...] climatization, heating, etc, solar power. And I have hobbies like music. I do percussion. I was a percussion professor in Normandy. I did it for six years. I played a lot in music groups, so that’s my hobbies, but no I’ve never led a business.

I: So how did you hear about SINGA for the first time?

E: [03:04] So when I arrived in Lyon, I prepared my trip. I told myself, I’m going to Lyon, I’m going to try to see what there is in Lyon. Like that, by looking on the internet, I saw that there was SINGA. I looked for association that were similar to my project, or similar to my aspirations. The goal was not to create an association when I arrived, it was to join an association that existed and become a volunteer. That was it. And when I arrived, I arrived a Friday and that very Saturday I met them during a night event that they organized that was called Inspire. So, I met them at this event, and this is how I met some members of SINGA and that the next day, it was Sunday. It was the Blabla at Tete D’or. IT was during the summer. The Blabla in the summer is at Tete D’Or. So, they told me to come there, so I went to Blabla. THis was my second day. I went to Blabla, I signed up, and from there, I chatted, talked with people, discussed my project, and what touched me is that by talking about the project that I had just in my head, not on paper, they made me want to put it in place directly. THe idea came while talking with them to go create the project. That’s where I met Birgit and Annaelle, that manage FINKELA, for the entrepreneurs, and so they proposed to me to join the promotion or FINKELA, that I joined. So, it was the second promotion. Now we are in the third. I was the second.

[Conversation between interviewers not transcribed]

I: So, do you work with a Buddy?

E: So, seeing the experience that I have already in this domain, I didn’t need a Bussy. THe project that I had, I really needed to motivate people around me, to create an office, because this project, say that I create it. Because in Normandy I was a volunteer in the same project for five years, where I was very active, so I didn’t need a Buddy to exist. I really need to define the project, and to have a base in an office to be able to start the project. They proposed pairing me with a Buddy, but I didn’t choose to do it.

I: How did SINGA help you?

E: [06:33] So when I arrived in Lyon it wasn’t easy, because I had just arrived in a big city, and it’s bit and I don’t know anyone. On the social and human side, the meeting was very easy, and at the level of FINKELA, aside from accompaniment, Buddy, or the people that could come help us, how to do our project, how to do it well, or even just meeting professionals than can also help us if we wanted to do a *co-funding* campaign, and there are a number of things that that they proposed to us in FINKELA. I was able to proposed the project to lots of university faculty in other associative contexts. And all of that thanks to them, and even thanks to them I was able to have my first meetings in their location. And, frankly, even pulling the [unintelligible], all of that, the project, I wrote it there in the office, so I expanded a lot over there, and al my first meetings. they helped me to hold the meetings in their building, and if it wasn’t that, it was being able to present the project in events organized by associations, or I can meet different parties, different partners, or in the university with meetings organized by students, in the associative world with faculty. So I admit that they helped me a lot to create. I thought the primary thing was the team, so through all these meetings that I help in SINGA’s building and with participation in allt eh universities, I could, at this stage, create an association. THe association is created, with a group, a base in an office where there are ten people that think about hte project, which is super interesting, knowing that I have just arrived in Lyon. I could have taken two, three years, four years, before being able to put this project in place, because this project needs a base, or a social immersion or even human. There are people that appropriate themselves, and that come to join the project. It wouldn’t have been easy if I had been alone and that I hadn’t known anyone. Really, SINGA, besides accompaniment of a project, I mean socially, and humanly, they accompanied me and I can say that my first circle of friends is found around SINGA. Until now, it’s the people that I know best, and within them I have friends, people that I frequent, people that join the project, people that work in the project, and that are at the same time volunteers for SINGA. THe connection with SINGA was very beneficial.

I: So, you’ve already explained a little, but if you have something to add: Why did you decide to be an entrepreneurs?

E: [10:17] For me, I didn’t chose that. I planned to talk about the project, to go around and talk to everyone, and see the people that are getting motivated, similar to how we created a Camp [?], because at Camp, it’s a group of friends that created this project. And then, as people join the project, we didn’t at all take an entrepreneurial path. No. IT’s just that the people that gathered to create the project. So I thought that of the project like that, and FINKELA, even if they had other entrepreneurs, or their project was for profit, a project that makes money, so they accompany also non-profit projects, like mine. So it was put in an entrepreneurial form, and it simplified lots of things for me, I had access to be able to… to go to universities to present the project, because sometimes the projects are somewhat militant [I think he’s talking about the university projects being secretive/sensitive] so they don’t let just anyone into the circle or even there is an etiquette or an anthologie [?] that must be respected and so they helped me a lot to be able to present teh project in places were I thought I wouldn’t be able to, didn’t have access to. The accompaniment, also, that it be… I got a lot of suggestions coming from people at SINGA, and even the [unintelligible] of the first grants that we wrote, it’s SINGA that put us on that track, and so there isn’t only an accompaniment, that it be pedagogical or legal. There is really a social connection that we try to create around that network. Because we can be an entrepreneur but also, among all the entrepreneurs, we have to be able to try to see how we can work together also to help each other, and so it was a little give and take because they help us to realize our project, but we also owed each other to create the kind of connection among the entrepreneurs, and also in a collective manner, to be able to create a social fabric, and it was very interesting, this link, because there are lots of people that know each other in the promotion, that each can also bring their ideas for the other person’s project, and together it makes a whole. On that side it was super interesting. And also, one thing, really very interesting, it’s that at FINKELA, everyone can have access. One doesn’t ask for ID, they don’t ask what your legal status is, if you are resident, looking for a job, French, no. They accompany you just like that. And the second thing, that attracted me a lot, is the fact that it’s not help, actually. It’s not help. It’s an accompaniment. We feel the respect of the other, because one will help another thinking that they is better than them, that they have more than them? No. Every person [unintelligible] capacity, lots of potential, and so I think that they have this method of finding the best in people, and the best way of doing it, of giving them what they deserve. That is to say, just their responsibility, to give them the responsibility, their free will, and in… just they are there, just to help define the project. THey are there just to define the project, the system, the menun, but actually there isn’t any help, and I find that amazing. Because I think that everyone needs that. And in saying that I think of people requesting asylum, because they can come with projects, but people think that we have to help them all the time, and so they don’t express themselves, and there is frustration, because they see that the person wants to help, yes, it’s nice, they can’t say anything to the person, but it’s just not what they need. What they need, is that they have already done a lot of things, very hard, to arrive there, and that they did by themselves. No on helped them. ANd for me, the hardest thing has already been done. So it’s about wanting to realize themselves, start projects to do good, they are capable, and think that SINGA, among all the associations that I have seen in this domaine, they do a lot of help. No, SINGA isn’t that at all. That, I love because I can consider myself like a new, even if I am resident, so…

[Bells interrupt, end of first video]

E: [00:15] So I told myself, being resident or migrant or all of that, that wasn’t the subject. So for me, that aspect, wanting to always help, either immigrants or asylum seekers-yes help, yes-in a form that is much more… For me I say, it would be better to accompany them. They are consciouses, and that, from where they come from, they know what they want, too. And, showing them compassion, yes, okay, one shouldn’t make it harder for them we agree, but I think that what they need is that we respect their ideas and that we facilitate access to things. They can manage [the version with a swear in it] after that. They can manage [the version without a swear in it] afterwards. When you arrive in a new city or in a new country, you need that one guides you a little. That’s it. Because they can make it by themselves. That’ what I appreciate at SINGA, an accompaniment that is healthy, respectful, human. I can summarize that way.

I: So what would indicate to you that SINGA has succeeded in their mission?

E: [02:07] Well, you just have to look. Just how the SINGA community grows every day, and to see also that people when they… That you have just arrived or that you have been here for a long time, we can’t see that. When they are able to assimilate, to do things, we ask ourselves who is who, because all of this… and it’s banned at the start, because even if one steals [or flies?] so that it works for the asylum seekers, it’s not because of that that once you have arrived, you’re a little surprised [or searched/watched by police?] to see who you are, what you do, but no. And so, for me, we have succeeded in the sense that… In talking about my project, which is non-profit, that is very difficult to put in place, the association is created, the office is in place, we have started activities, and so it’s super interesting that even the projects that were in another promotion if, with the promotion, the person didn’t arrive to the end, SINGA allows them to reunite to flesh out their project to better put it in place. This means that SINGA doesn’t let go of [give up on] anything. And the people that are motivated, that they be employees, volunteers, they are all motivated, and that you have the impression also that they also have common values, that it be sharing, solidarity, the fact also of taking into account an environment that is changing. So to do a lot og sensibilization around zero waste [or aero-waste], sorting [in the sense of recycling], of eating well, also. I wouldn’t say eating organic but eating well. For a lot of projects that they organize, the night events, too, the Blabla, the… lots of things, so the people they come. THe activities, there are always lots of people. People come, they participate in the judging [of entrepreneurs?], it’s interesting. So for me SINGA has succeeded. The proof is me. I arrived in Lyon, and in two days I met them and my project, I put it in place with them without tiring myself. It’s great.

I: So what are some specific data that could show you that SINGA has succeeded?

E: [04:45] To see that when I arrived in Lyon, the people that I knew around SINGA that were asylum seekers, there are a lot this year, so in the year they are working but with… it’s what I was saying, actually. Even SINGA’s approach is so interesting that even the people that they accompany, when they succeed in assimilating, they will not just assimilate to find bread winning [any job that they can live off of], go wash windows, go sweep floors, no. THey will do a job that they wanted to do, that it be computer science, or that it be law, or in another field or… Starting there, what they are, what they want to do. SO it’s not just accompanying to find a job like that quickly to live. No. THey find work that makes sense. Work that they want to do. So, we follow them in their personal projects, and that, even just this side, for me, SINGA has succeeded. And it is also important to say that SINGA doesn’t exist only in France, it exists in other countries, and even in France it exists in different cities. And seeing that the community is big, it is vast. I only know Lyon, but I also went to two, three SINGA openings, that it be SINGA Valence or SINGA Spain, recently, I pass [I pass it by, or I pass through it]. I think that you don’t even have to search hard. THey have succeeded. Even just in the human, social, and respect of the individual, even this they have succeeded a lot. I don’t know if they are conscious of it, but accompanying someone in what he wants to become, in what they want to do, and that they get results [success] in that, it’s not given to everyone. And Bravo SINGA. I’m not throwing them flowers [this is not an empty thank you, I’m not thanking them for nothing or just to be nice], I see what they have done and from this I can permit myself to tell them bravo, because they deserve this bravo.

I: So in your opinion, is SINGA unique/different from similar organizations?

E: [07:28] I don’t know any, but what I was used to seeing, associations that regroup newcomers, asylum seekers, often it is very focussed on “help,” “solidarity,” all of that. THat’s not hte case with SINGA. When we respect the human, I think that everything stems from that. Everything stems from that, from the first encounter. The respect of the other, the other will feel it. There is a relationship that is created or confidence. A relationship, we can even say, from human to human. Each one defends their ideas and from there I think that they are well off. Because for me that’s what makes them come out of their shell, actually, because for me that’s the primary thing. You teach someone… you won’t give someone to eat, teach them what to do to be able to feed himself. So SINGA is that. That is to say that they don’t give. THey show you the way to come to your own hungers. ANd for me it’s an examples that even if we are in the associative [non-profit] field, it’s an example that we have to find in businesses everywhere where there is collaborative work. We have to be able to find that. The respect of the other, and the equality of speech, all that. Respecting what others say, what others want, simply that. It’s simply human. A lot of people pass next to that [don’t realize that that is important, don’t do it], SINGA no. I have the impression that they don’t. It’s what I see, so I think that that is what distinguishes them from other associations.

I: So, this is the last question: What will your future relationship with SINGA look like?

E: [9:46] So I’m going to say this to the camera My future relationship, or even the relationship that is already alive. I say, SINGA, I have even represented it as an ambassador, and I am becoming a volunteer of SINGA and, in fact, even outside of the structure of SINGA, I can even say that I am a partner with SINGA at all times. Because even in my association, when I have activities, SINGA’s flyers [or logo] are on the presentation tables. Outside of that, there are lots of things that I do outside that stick to SINGA’s project [that I incorporate into my work with SINGA, that affect my work with SINGA, that are related to my work with SINGA] and so I often get calls, and I will say, “Well, I have this, and this, and this,” and often they find that fantastic. So, as a result, I think that I am an ambassador of SINGA.

I: Do you have anything else to add?

E: [10:47] Just that there be SINGAs everywhere, if it still respects the human and that one isn’t there to help. I insist on this. We can’t help someone. I will just give an an African proverb: The person that gave… There was a person that gave money to a poor person every morning. The poor person asked him one day, “Do you think you will always be able to give me money every morning?” And the rich person answered, “Yes. I will always be able to give you money. I have money.” Every morning he gave him money. ANd one morning, the poor person arrived, and the rich person, I don’t know what happened to him during the night but he was annoyed. He told the poor person, “Leave me alone I don’t have time to give you money.” And the poor person told him, “See? It means that you have the money, but even so, what you promised me you can’t even do it every day. So, I prefer that you help me do know how to get money myself, not give me money.” So to say that even it he can always give you money, there will be a day where he won’t be able to give you money. So to say that they left from the essential and will never make a false account [? I don’t know what he meant here]. The essential is hte respect of the person who is welcomed, and accompanying them in this aspiration, in this desire, and their culture, their reality, and I think that that’s how we can see the desired result, or the expected result. And for me results that I see in so little time, for me it’s a very good result.

[start third video]

[we asked him to restate a brief description of his project with an example of what he has done]

E: So my project is an associative cafe that... it’s to create social connections. It’s a cafe that is open to all, where everything can be imagine, through lots of workshops, that it be a polyglot cafe or a grenotech [?], l’afriprix [?], canteens [lunch/food], concerts, lots of things to imagine. And also there is another project on the sensibilization around the environment, zero waste [or aero-waste], how to sort recycling, how to do compost. Knowing that in the cage, participation is free [pay what you want]. People come with what they have, who they are, and and so they come participate such that the cafe can just find itself, in its [unintelligible]. So, it’s a wild cafe with a fix location, and also with a truck that we can move from one place to another to do events. Very simply.

I: Examples of events?

E: [1:06] Examples… I will take the breakfast concert. Doing a concert in the morning before people go to work. That is to say a concert that can last an hour, before people go to work. So in the morning, early in the morning, it’s a novel idea, and people drink their coffee, wake up, go to work. There can also be decentralized concerts. In other words we come with the truck, we unfold the stage, on one side there is a concert and on the other side of the truck it’s a bar. So, two in one. Or, moving around in towns. And so seeing what they want to do in these towns, and we propose this type of event or workshop.

### Louay Notes (English)

**1.**

Louay doesn’t have a business yet, just a project idea

He wants to create an international platform for the production and distribution of documentaries

This platform would be accessible to everyone

It would be especially useful for film students and graduates of film school

It would also be good for anyone interested in film

The platform will be called DE ZÉRO

Louay has liked film for 17 years

When he arrived in France, he decided to start a film called “Sous Les Étoiles”

He worked alone on the project, doing everything

He stopped because he didn’t have enough money to continue the project and start the “montage”

Later, he teamed up with another Syrian filmmaker/creator to make another movie

They again stopped because they didn’t have enough money

He had had the idea for his platform for a while ago

He already knew about SINGA before, and knew they had an incubator program

Someone he knew in SINGA set up his first meeting with Birgit, Annaelle, and Fabienne

He went through the judging system and got into the program, starting his project in February

The FINKELA team was very excited about his idea, and he has been working on it since

French isn’t easy for Louay

It is difficult for him to express the idea well to French people and to tell a story

It is also difficult for him to explain the project to potential financers

Thanks to FINKELA, Louay feels much more comfortable in French and his project

He feels that his project will come to fruition

He plans to start advertising his project in 2020

He has lots of ideas on how to expand his platform

With current platforms like Netflix and others, you pay and then you get content

With his platform, subscribers pay and that money goes back to finance the creators

The platform will help small independent filmmakers to create important films

The platform will provide creators with funding to bring their ideas to fruition

The platform will also help with social development

For example, if there is a film about a problem in an African community, the platform can work with them to find a solution and help local communities

The platform will not discriminate between film genres

It will show films on anything: climate, geopolitics, animal life, war, peace, etc

Commentaries on life

The platform will be a place to show ideas with no boundaries

There will be a partnership between creators and the platform

Louay is starting with basically no money

Several creators have already offered to put their films on the platform to get it started

In exchange, the platform will help give funding to new creators

Right now, the platform can’t afford to help produce all the films, but in the future it will

There can be awards for the best films

These will be chosen by the subscribers

The awards will be monetary to help fund new projects

RIght now he is looking into different funding platforms to start his project

There are 13 international platforms that he is looking into to find the best one

**2.**

Louay had not started a company before working with SINGA

He worked in commercial business in Syria

**3.**

Louay first heard about SINGA when he was volunteering for ALWAN

He talked to a volunteer at the ALWAN event who also volunteered for SINGA

After that, Louay did a facebook search and found SINGA’s page

He started participating in their events and with their Blabla team

**4.**

He’s not sure if he worked with a Buddy before

He worked with someone who helped him with his business plan

This was very helpful

THe person had a lot of experience and helped him create a business plan canvas

Helped him to define what his needs are to make his platform a reality

Louay works on a dossier with information about his project

the person looks over it and gives comments and suggestions

Birgit, Annaelle, and Fabienne help as well

**5.**

Included in question 1

**6.**

All of Louay’s ideas were on paper and in his head, but now, because of FINKELA, he can share his idea with other entrepreneurs and businesses

He works every day to bring this project to life

FINKELA is the reason that he has been able to do this

A lot of people in the program have a lot of motivation for their project

FINKELA increases their motivation

Through SINGA, the entrepreneurs have learned a lot about France

How to open a business

How to get financing for the project

What you have to do in consumer business

How french businesses taxes work

As a foreigner, it was difficult for Louay, but FINKELA made it clear and easy

The FINKELA team, like the people that have the projects, have a lot of motivation to be successful

**7.**

Relations with associations and businesses in Lyon

Businesses that know about FINKELA respect the teams a lot

More and more businesses come to the FINKELA promos

THe businesses are also interested in working with FINKELA teams

There was an entrepreneur festival in Lyon two months ago with many businesses

Louay participated and interacted with many business leaders

There are a lot of links between the associations and businesses working in Lyon and SINGA

People are always asking about what FINKELA is and how they can participate

**8.**

Of course they are unique

They focus on the needs of newcomers, which is very important

They help them to learn French and to grow their projects

They help newcomers to integrate into the French community

This is a big thing

Louay respects their work a lot

The SINGA leaders really know why they have created this organization

A lot of newcomers ahve started their projects and increased their integration into French culture through SINGA

**9.**

When he starts his project and is successful, Louay will help SINGA so that their activities can continue for foreigners and locals

Louay wants to see SINGA all over the world

“Je veux, non, je vais aider SINGA”

Louay says because of FINKELA his project will be a reality

He was against recording the interview in any way because he feels he can’t express himself very well in French, and he wants to practice and present his project perfectly for funding platforms

**10. Is there anything that you think SINGA is doing that is negative or bad?**

Louay doesn’t find anything bad with SINGA in his opinion

He feels that they have always been very professional, respected his time and his needs

They changed his mentality to be better suited for business

SINGA has a lot of experience

10: Is that anything that you think SINGA is doing that is negative

Actually, a bad thing for me I don’t find anything bad

I always feel that they have worked professional

They have respected my tim, my needs

Not just in work time

For me I take the work of FINKELA team

I changed mentality to use the same work language

They have a lot of experience

The platform will be called

DE ZÉRO

### Maria Spanish

**Pregunta/Question 1**

Cómo te enteraste de SINGA?

Es una larga historia, Yo me lance como freelance hace cuatro años en coaching professional e coaching el medio. Llevaba un tiempo tratando de enfocarme hacia las empressas pero era muy difficil tenia un problem tambien con la definición de mi mercado e de los clientes no tenia mi ‘nicho’ (which is nish) definido entonces fui a la oficina del empleo que se llama -PP- en -PP- yo les dije creo que este es el último año que me doy a mi la oportunidad de continuar e me quiero mejorar que puedo hacer sea o me reorientó en otra profesión o sigo con esa actividad Pero quiero tener alguien que me guie porque yo lo hecho sola todo el tiempo. Entonces este señor me dice, que porque no voy a SINGA. Él me orientó también porque soy refugiada colombiana. Bueno yo me encontré con las personas encargada que eran birgit y annaelle, y vas a lograr allá y vas a encontrar lo que usted necesita. Bueno, si porque no entonces fui y las encontré un día y me entrevistaron (brigit y annaelle) y yo le conté de mi proyecto y que lo que e echo antes mi vida antes de venir a francia que había hecho aca y bueno que estaba haciendo ahora. Y ellas me dijeron estamos justamente hay un concurso para finkela y pues hay que presentar su proyecto enfrente de un jurado en diez dias. Yo dije bueno esta bueno. Y yo les dije bueno está bien solamente avisame cuando va a ser esto, porque ellos mandaron un ‘doodle’ había que escoger las fechas (i think she means dates and times) yo me desapareci por ocho días. Entonces ellos me mandaron un mensaje diciendome si voy a participar y yo dije ‘ si es que estaba preparando la presentación para el jurado’. Un viernes en la mañana fui y hice la sustentación del proyecto antes del jurado y me escogieron para ser un jugador.

**Pregunta/Question 2**

Has dirigido un negocio antes de unirse con SINGA?

Si, Yo cree y funde una ONG de derechos humanos en colombia el 1983 cuando tenia como 16 años junto con mi madre y otra personas. Y la ONG empezamos con tres personas esta ONG es de derechos humanos y para la promoción y la defensa de los derechos humanos y teníamos un caso muy grande antes de comisión norte americana de derechos humanas en washington y la creamos la ONG expresamente para darle forma a esta demanda. Y fue creciendo y hoy somos unos treinta personas. Y si, no lo defino como un negocio pero es una actividad que se maneja como una empresa de una forma. Esto es como mi creación y despues si trabaje solamente como consejera para pequeñas y medianas empresas que hacían exportaciones. En suiza había hecho un certificado en empresario para la creación de empresas y me certifique en eso en suiza y ya despues con el tiempo ya es hora ya tengo las bases pero como dicen “en casa de herrero cuchillo de palo”, necesitaba esta estructura porque no podía seguirlo haciendo lo sola por a de mas yo sabia como hacer las cosas. Hoy yo acompaño a mujeres en una asociación de mujeres a crear su propia empresa (as a volunteer) y a buscar empleos a mujeres más de 45 años y bueno eso es toda mi experiencia en el campo empresarial.

**Pregunta/Question 3**

Que fue tu idea para comenzar el negocio?

Aquí, hace muchos años hubo, yo lo llamaré como un suicidio colectivo pero en France telecom que es como verizon la empresa de comunicación del estado que es hoy orange ellos e hubo unos como cinco suicidios unos tras otro. Y fue mucho,(estas sacando las sanciones y la compañía está apareciendo otra vez) por el management y una mal administración y por mucho ‘bullying’ que lo hacen en el trabajo. Ellos se suicidaron, y aparte de esto me e encontrado en la otra organización la que soy voluntaria que muchas de las mujeres que están ahí hicieron un burnout y yo digo porque por esto sucede? Porque ellas están en esa situación? Y cuando hice el masters en barcelona éramos cuatro para ser la tesis y uno de ellos había hecho un burnout y era muy joven si eso fue hace cinco años diríamos que ella tenía como treinta años ya había hecho un Burnout. Y ahí fue donde empecé y fue una estructura de negocios la que teníamos que crear pero yo me enfoque mucho en esto en la investigación y diagnóstico de que era lo que sucedía de hacer los tests en diferentes sitios. Lo Hice en la ONG incluso, para ver cuáles eran los impactos del burnout en la gente y porque de alguna forma tuve una impresión en todo el continente de América somos más resilientes y somos más fuertes a muchas otras cosas y no nos damos como vencidos tan fácilmente y entonces haca sobre todo en Francia ellos tienden a aislarse y deprimirse a ver el fracaso como lo peor lo que hay en la vida mientras que el fracaso es como una oportunidad de volver a salir adelante, tu no vives arrastrado cuando te caes, tú te levantas y sigues caminando.

**Pregunta/Question 4**

Tu trabajas con un ‘BUDDY’?

Yo trabajo con Stefan que es director comercial de (trique?) es un hombre muy capaz y muy inteligente y muy pragmático es increíble y realmente el tiene lo que yo no tengo. Cuando lo encontré almorzamos y durante del almuerzo íbamos trabajando y mientras le contaba en minutos escogió y el lo ordenó y empezó a escribir y me dijo, este es el pitch que usted quiere? Y yo le dije exactamente, y yo estaba tan sorprendida que hasta una lagrima salio y yo dije gracias. Eso era lo que yo quería decir pero no lo logró decir con tanto pragmatismo. Igual él conoce el mercado el sabe a quién se dirige y el ya había creado una empresa antes y le fue muy bien y despues la vendio y ahora hace eso y el sabe tambien como dirigirse a los franceses yo no lo se. Si yo lo conozco, pero es una cosa hacerse la vida acá y otra cosa es realmente hacer un negocio.

**Pregunta/Question 5**

Como te ha ayudado SINGA?

Me ha Ayudado en muchas cosas me ha ayudado primero a darme esa oportunidad que yo había puesto mi meta, yo dije que este es el último año que yo me doy la oportunidad de seguir con el emprendimiento y yo encontré a SINGA justo al principio del año cuando yo ya había tomado la decisión de hacerlo entonces cayó muy bien. En el segundo lugar el marco que le da al proyecto y como a la vida, porque siempre hay muchas tareas que hay que hacer hay también otra supervisión como un encuentro para que uno no esté solo en esa creación porque ya estuve solo mucho tiempo tratando de hacer algo y ellas están ahí para acompañarme en todos estos aspectos y si yo tengo preguntas ellos especialmente saben más. Por ejemplo yo les escribo y le digo yo tengo una reunión con la directora de recursos humanos con esta empresa y ellas pendiente conmigo preguntando si he preparado los cuestionarios necesitas algo? y yo digo que si. Eso me parece muy importante el acompañamiento. Tercero, ellas son muy amables y transmiten alegría y vida y ganas de continuar. Que no importan las cosas y que de repente haya algunas cosas que lo empujan a uno hacia atrás y que se frene un poco el proyecto pues ellas están ahí que esto es normal no pasa nada dale continua o necesitas una pausa o descansa porque has dedicado mucho tiempo porque también salvarse a uno.

**Pregunta/Question 6**

Que te indica que SINGA ha tenido éxito con su misión?

Esta es la tercera promoción entonces supongo que ellos lo están haciendo bien. No puedo decir más porque antes he escuchado de SINGA pero no lo conocía qué es lo que hacían hasta ahora y ahora leo un poco más de lo que hacen en su actividades y bueno yo creo que tienen un buen impacto. Y las personas que he encontrado tienen una buena referencia de SIGNA entonces yo supongo que estan bien.

**Pregunta/Question 7**

Cuáles son algunos datos que mostrarían que SINGA ha tenido éxito?

El número de personas acompañadas eso sería como un buen indicador tanto al nivel de empresas, de la creación de proyectos como en otro acompañamientos porque yo se que ellos tienen otro servicios como CALM eso seria bueno. El número de empresas que logran tener éxito y sostenerse en el tiempo. Igualmente siempre en todas las empresas que la vida de las empresas sean estables después de un tiempo no que tengan éxito el primer año y el segundo año no haya nada y se acabó. El número de adherentes a la asociación.

**Pregunta/Question 8**

En tu opinion, Como es SINGA unico y differente de otra organizaciones similares?

La calidez humana, sobre todo es la calidez. Y cómo ese interés de tratarlos a todos por igual, de saber que además que son refugiadas tienen un pasado, y que es interesante y que las personas vienen acá por alguna razón en especial no porque no hayan tenido un pasado ni que muchas veces en otras organizaciones sobre todo en las del estados cuando tu vienes como refugiados que vas a la oficina del empleo cosas de eso es como tu vida antes de venir a francia no existiera y ellas si lo toman en cuenta y eso es valioso porque la persona vuelve a recuperar su autoestima eso sube el autoestima y la motivación de continuar porque las personas sean tomados en cuenta por lo que son y por lo que eran antes de venir acá.

**Pregunta/Question 9**

Porque ser empresaria fue un punto de interés para ti?

Tengo como dos enfoques. Uno es mi punto de vista que finalmente yo llegué a Francia y tenía una carrera de cinco años que es en colombia, un master y no conseguir trabajo en francia nunco lo validaron siempre lo rechazaron. Siempre porque tenia muchas competencias o tenía muy pocas o tenia muy pocas. Por ejemplo yo pase por un trabajo simple administración de base de datos ( yo lo e hecho antes) y porque yo tenía todos los otros títulos me dijieron que tenia muchas competencias. Un momento me dije pero no puede ser estoy aca yo se como hacer muchas cosas y no puedo compartir con nadie no puedo hacer nada y no estoy aportando para la sociedad ni a mi misma. Yo me certifique como un coach en colombia y después yo estudie en barcelona un masters en barcelona en coaching e inteligencia emocional y liderazgo. Yo dije, bueno yo me voy a lanzar y ya me voy a lanzar por mi propia cuenta. No ha sido fácil pero es algo que me gusta mucho y sobre todo, porque de mi punto de vista más de experiencia y de coach y me encuentro con mujeres en esta asociación y ellas quieren crear su empressas es maravilloso porque ellas pueden hacer lo que les gustan y eso es valiosísimo, eso es único. Igual para finkela, si ellos me dan la oportunidad de hacer lo que yo quiero y como a mi me gusta proque no?

**Pregunta/Question 10**

Que es tu proyecto?

Mi proyecto es la detección y la prevención del ‘burnout’ en las empresas. En principio, la deteccion es un diagnóstico a través de unos tests que son reconocido al nivel mundial y después según el diagnóstico hago un acompañamiento individual personalizado por cada persona es diferente porque no todas las personas perciben el estrés de las misma manera no todas la personas tienen las mismas falencias entonces la idea es darle la herramientas a las personas para que desarrollen su resiliencia y su liderazgo personal con eso se hacen más fuertes y se vuelven asertivas también saben decir SÍ o No a situaciones y se protegen ellas mismas y bueno es la detección y la prevención del ‘burnout’

**Pregunta/Question 11**

Que SINGA puedan hacer para mejorar su programa?

Al principio, te reunes mucho porque hay mucha formación sobre el business plan sobre la comunicación y de otras cosas y después es menos activo y pienso que no sigue exactamente el ritmo de la creación de las personas, es como mucho al principio y después te quedas solo. La gente ya hay muchos que están haciendo sus cosas que no necesitan tanto acompañamiento y hay otros que necesitan más marcos de referencias. Y sobre todo porque hay personas que no hablan bien francés y que necesitan mucho más acompañamiento dependiendo de su pasado y de sus estudios de lo que hayan hecho. Porque hay muchas personas que son muy hábiles en lo que hacen en labores artesanales y que tienen buenas ideas pero ellos no tienen la idea de nada. De como hacer una marca de como poder expresarse frente a un posible cliente y acá hay maneras de hacerlo. Uno no puede estar diciendo cualquier cosa porque de toda manera el lenguaje cambia sutilmente y puede ser mal entendido. Entonces creo que quizás poder medir mas el tiempo para que sea acompañado más al mismo ritmo a que la persona mientras que está avanzando. Como hacer un estudio y medirlo de alguna forma y cuanto duran las personas durán haciendo la primera parte después cuánto duran creando la imagen y despues cuento duran creando el pitch después cuánto duran creando el business plan. Las personas que intervinieron son personas que son muy capaz y muy dispuestas a enseñar y los profesores eran muy capaz y supieron cómo enseñar. Y bueno, tambien tenian otras personas ahí acompañándome qué son los tutores y los buddies. Y ellas también estaban disponibles. Mejorar la forma de la acompañamiento en la medida de informaciones y espaciar las para que queden al ritmo de la evolución de las personas.

### Maria English

Question 1

How did you find out about SINGA?

It's a long story, I launched as a freelance four years ago in professional coaching and coaching the middle. I had been trying to focus on the companies for a while but it was very difficult. I also had a problem with the definition of my market and the clients did not have my nish defined then was the employment office called -Frances work organization- in -Frances work organization-. I told them I think this is the last year that I give myself the opportunity to continue and I want to improve myself. However, should I either reoriented myself in another profession or should I continue with the activity i’ve set my goal to. But I want to have someone to guide me because I have always done all the work by myself. Then this man tells me, why don't I go to SINGA. He also guided me to the organization since I am a Colombian refugee. Well I found the people in charge who were birgit and annaelle and that I will achieve my goals there and will find what I need. Well,why not? So I went and found them one day and they interviewed me (brigit and annaelle) and I told them about my project and what I’ve done with my life before coming to France. What had I done here and what was I doing now. They informed me that there was a contest for finkela and that I had to present my project in front of a jury in ten days. I said alright that's good. And I told them it's good so its just to let me know when this is going to be. Then afterwards they sent a 'doodle' where we had to choose the date and time I was to present to the jury. I disappeared for eight days. So they sent me a message telling me if I was going to participate and I said 'I have been preparing the presentation for the jury'. One Friday morning I went and made my pitch plan before the jury and they chose me to be part of the incubator program.

Question 2

Have you run a business before joining with SINGA?

Yes, I created and founded a human rights NGO in Colombia in 1983 when I was about 16 years old together with my mother and other people. The NGO started with three people. This NGO is human rights organization that promotes the defense of human rights. We had a very large project with the North American commission of human rights in Washington and we created the NGO expressly to shape it in the demand of defense of human rights. It grew and today we are about thirty people. And yes, I do not define it as a business per say but it is an activity that is handled as a company in a way (company proceedings). This is my creation and then I worked as a counselor for small and medium sized companies that exported goods. In Switzerland I studied for a certificate in entrepreneurship for the creation of companies. Then afterwards I told myself that ‘it is already time’ and that I have the bases covered. As they say "in the blacksmith's house he does where to stick". I needed this structure because I could not keep doing it alone, even tho I knew how to do things. Today I accompany women in a women's association to create their own company (as a volunteer) and to look for jobs for women over 45 years of age and well that's all my experience in the business field.

Question 3

What was your idea to start the business?

Here, many years ago there was, There was something that happened that i would call a collective suicide. France Telecom, which is like verizon which is the state communication company that is today orange. There were about five suicides one after the other. And it was a lot, (They are removing the sanctions placed on the company is showing up again) for the management and bad administration including a lot of 'bullying' that they would do at work. They committed suicide, and apart from this I found in the other organization that I am a volunteer that many of the women who are there have reached the point where they burnout and I asked myself why is this happening? Because they are in that situation? When I did my masters in Barcelona we were four doing the thesis and one of them went through the process of a burnout and the person was very young. If that was five years ago we would say that she was about thirty years old and had already gone through a Burnout. And that's where I started and it was a business structure that we had to create but I focus a lot on this in the research and diagnosis of what was happening to do the tests in different places. I did it in the NGO even, to see what were the impacts of burnout on people. Somehow I had an impression that the entire continent of America are more resilient and are stronger in this regard. Many other things also, however, we do not give up so easily. Then, especially in France, they tend to isolate themselves and become depressed to see failure as the worst thing in life, while failure is like an opportunity to get ahead again, you do not live with life dragging you down when you fall, you get up and keep walking.

Question 4

Do you work with a 'BUDDY'?

I work with Stefan who is the commercial director of (trique?) He is a very capable and a very intelligent and very pragmatic. He is incredible and he really has what I do not have. When I found him we had lunch and during lunch we were working and while I was telling him about the work i’ve been wanting to do. In minutes he took the laptop and he started writing and told me, is this the pitch that you want? And I told him that's exactly it, and I was so surprised that even a tear came out and I said thank you. I said “That was what I wanted to say but I could not say it with such pragmatism”. Like he knows the market, he knows who he is targeting and he had already created a company before and it went very well. He then sold it and now he does mentors people and he also knows how to address the French; I do not know. If I know him, but it is a thing to make a living here and another thing is really to make a business.

Question 5

How has SINGA helped you?

It has helped me in many things. Firstly, it helped give me that opportunity to accomplish the goals i had set. I said that this is the last year that I give myself the opportunity to continue with this venture and I found SINGA right at the beginning of the year when I had already made the decision to do it. It came at just the right time. Secondly, the framework that gives the project you are working, even in the way that you live. Because, there are always many tasks that have to be done. There is also supervision as you meet other people so that you are not alone in that creation. I was already trying alone for a long time, trying to do something. They are there to accompany me in all these aspects and if I have questions they especially know more about any specific topic so they are quick to give me an answer. For example, I write to them and I tell them I have a meeting with the director of human resources with some company and they are always there with me. Waiting for me to asking if I have prepared the questionnaires for the interview or if I need something? and I say yes. That seems very important, accompaniment. Thirdly, they are very kind and transmit joy, life and the desire to continue. That things do not matter, because suddenly there are some things that push you back and that the project is slowed down a bit. Since they are there with you they tell you that its normal, nothing has gone wrong or they let you know you need a break or rest because you have dedicated a lot time. because you also need to take care of yourself.

Question 6

What tells you that SINGA has been successful with its mission?

This is the third promotion so I guess they are doing well. I can not say more because beforehand I heard of SINGA but I did not know what they did. Until now, now I read a little more of what they do in their activities and well, I think they have a good impact. And the people that speak about SINGA I have found to always have a good SIGNA reference; so I suppose they are fine.

Question 7

What are some data that would show that SINGA has been successful?

The number of people accompanied would be a good indicator both at the level of companies, the creation of projects and other accompaniments because I know that they have other services like CALM, that would be good. The number of companies that succeed and sustained themselves over time. In all the companies that the life of the companies are stable. Sometimes after the first year they succeed and the second year there is nothing and it is over. The number of adherents to the association.

Question 8

In your opinion, how is SINGA unique and different from other similar organizations?

The human warmth, above all is the warmth. And that interest to treat them all equally, to know that in addition to being refugees that they have had a past, and that it is interesting and that people come here for some reason. Not because they had no past, many times in others organizations especially in the ones ran by the state, when you come as refugees you go to the employment office and they make you feel like your life before coming to France did not exist. SINGA takes it into account and that is valuable. The person is able to recover, their self-esteem increases they acquire self-esteem and motivation to continue. because people are taken into account for what they are and what they were before coming here.

Question 9

Why was being an entrepreneur was a point of interest for you?

I have two approaches. One is my point of view that finally I arrived in France and had a five-year career that is in Colombia, a master and was not able to get work in France, i was never validated i was always rejected . Always because I was overqualified or was underqualified. For example, I went through a simple database administration job (I had done before) and because I had all the other titles they told me that I had too many skills. One moment I told myself but it can not be that I am here, I know how to do many things and I cannot share my abilities with anyone. I cannot do anything and I am not contributing to society or myself. I certified myself as a coach in Colombia and then I studied in Barcelona to get a master's degree in Barcelona in coaching and emotional intelligence and leadership. I said, well I'm going to launch and I'm going to launch on my own. It has not been easy but it is something that I like very much and above all, because from my point of view of more experience and coaching. I meet women in this association and them wanting to create their business is wonderful because they can do what they want. They like it and that's valuable, that's unique. The same for finkela, if they give me the opportunity to do what I want to do and how I like to do it, why not?

Question 10

What is your project?

My project is the detection and prevention of 'burnout' in companies. In principle, the detection is a diagnosis through tests that are recognized worldwide and then according to the diagnosis I make an individual personalized accompaniment. For each person it's different because not all people perceive stress in the same way, not all people have the same shortcomings, so the idea is to give the tools to people to develop their resilience and personal leadership. With that they become stronger and become assertive and they also know how to say yes or no to situations and are able to protect themselves. Yep thats what I do the detection and prevention of 'burnout'

Question 11

What can SINGA do to improve its program?

At first, you get together a lot because there is a lot of training on the business plan about communication and other things. Then it is less active and I think it does not exactly follow the pace of the creation of the people, it is like they help you a lot during the beginning and then you stay alone. The People that are already there are many who are doing things that do not need so much accompaniment, there are others who need more guidance. And especially because there are people who do not speak French well and who need a lot more help depending on their past and their studies of what they have done. There are many people who are very skilled in what they do in craftwork and who have good ideas but SINGA do not know anything in this regard. How to make a mark of how to express yourself in front of a possible client and here are the ways to do it. One cannot say anything because every language changes subtly and can be misunderstood. I think maybe, we can take into account the pace at which each person is accompanied and that people are helped at the same pace as the other person while the program moves forward. For example they can do a study and measure this in some way. How long do people last doing the first part then after how long they last creating the image and after that how long they take to create the pitch then the business plan and so on. However, The people who intervened are people who are very capable and very willing to teach. The teachers were very capable and knew how to teach. And well, they also had other people there accompanying me what are the tutors and the buddies. And they were also available. Improve the form of accompaniment and the measurement of information dissipated while giving the participants the space they need to keep a good rhythm through the program.

### Mirion French

E: Alors, dabbord, quelle est votre entreprise.

M: C’est la maison Bai. La Maisaon Bai c’est une maison de couture qui est specialise dans la creation de vetement d’exception. Ça t’a dire qu’on faite de vetement unique, autant de taille [?] comme model, fabriqué de A a Z en interne, a defaut en collaboration avec des artisans laucaux. Le but etant de valorisé leur travaille, et d’essayer d’apporter une certain originalité qui a etais perdu dans l’industry de la mode a cause de la mastification de l’industry de la mode.

E: Et, alors, es ce que vous avez deja dirige une entreprise avant de venir a SINGA?

M: Pas du tout. Non, non, non. Mon [uninteliigible] me preparer pas du tout a diriger une entreprise. A la base, j’ai fait une premiere formation en science, donc math, physique, chimie, un petit peux d’informatique. Surtout du coupe de l’informatique. Et une seconde formation en lettre, edition, communication, et journalism. On cour de mon second couresuse en faite j’ai etais amener a aider pas mal de personne dans la redaction de document administratif, ce genre de chose. Et c’est comme ça que j’ai rencontrer Monica, qui est la personne qui travaille avec moi sur le projet, qui soccupe de toute la parti creation. Et donc, le projet est ne en faite de notre volonté de proteger les artisan qui travaille a l’etranger. Elle travaillé a l’epoque en Tunisie enfin elle venait peut etre fraichement diplomé, et elle et c’est collegue ce poser la question de comment definir un cadre legal qui leur permet de travialler, de faire valoir leur savoir fair a la juste [?] de valeur en faite. Et donc la question c’est poser de creer une entreprise que l’entreprise soit pas creer en changing [?] en France, pour avoir la protection de la juridiction Français, sur autre chose, et de fil en aiguille, je me suis occupé de la redaction des statute, conception du locaux, et quand elle est arriver en France par la suite, par trois annee d’excerse continite [?], je me suis me suis occupé de rencontrer les differente potentiel partenaire, d’etablire le provisionelle [?] financier, par le par cieu de passion [?] en lieu, de tout le *background*, le pendant que elle, donc, elle s’occuper de toute la partie creation. Et ça faite cinq ans au total, je pense, trois ans en en Tunisie, deux annee en France, et c’est justement au moment, ou, on fesait la transition de la tunisie a la France au moment ou on s’interroger en comment redifinr le projet, comment le refondre, le reformer, qu’on a rencontrer des membres de SINGA qui on etez, d’abbord, des tre bon conseilles, qui nous on diriger, donner des piste de reflextion, quand le projet a etez mieux desiner, quand on a terminer tout les element financier, quand on a preciser tout ça, on est reparti les voire et on a integrer la second promotion de SINGA. Et ils nous accompagne maintenent bientot une annee peut etre un peut plus, ils me semble, et ça se passe tres tres tres bien.

E: Alors, es ce que il y a une raison specifique que vous avez choisi l’entreprenariat ou que vous aviez choisi l’entreprenariat, plutot que d’etre salarie?

M: L’entreprenariat s’impose non seulement a nous mais a beaucoup de personne. Il y a vraiment cette volonté-la chez beaucoup de gen de devenir leure propre patron, de prendre en malheure d’actiné [?], parce que tout les system qui sont mis en place et tout les emploi qui sont proposé, ne se pas adapte a la vision que les gens on de leur vit. Les gens son de plus en plus diplomé. Moi meme je suis venu de cursus [?] urniversitaire, et maintenant je travaille dans un qui, soit qui sencroche [?] a ce que j’ai fait a la base, et quelque chose de tout a fait different parce que le projet ma parler et j’ai vraiment eu envie de le soutenir. Monica, avec qui je travaille, avez une formation en communication des entreprise avant de se lancer dans la mode, et donc voila, au fil de notre parcour on se rend compte que la plupart des personne qui sont porteur ou porteuse de projet, on vraiment envie d’apporter une reponse qui n’existe pas necessairement sur le marché a quelque chose qui leur tiens vraiment a cœur, que ça soit dans le domaine medical, que ce soit dans le domain du batiment, de la construction, ce genre de chose, et c’est, ça aller soit [?] j’ai envie de dire. Des le moment ou on a envie de faire quelque chose, l’emploi aide et l’emploi support, meme, de temps en temps l’activité entreprenarial qu’on a envie d’excersé, mais la plupart des personne a terme on envie de devenir, de devinir leur propre patron, de devenir maitre d’eux meme, d’avoir une certaine “independence.”

E: Alors, comment es ce que vous avez entendu parler de SINGA?

M: [5:33] Monica etais membres d’une association dont le nom m’echappe, qui accompagne les femmes en faite… les femmes en insertion professionelle, parce que Monica est apatride, elle est sous la protection d’onu [?], et donc parmi les nobreuse personnes quelle avez deja rencontre dans le local de sont insertion en France, elle a rencontre l’association qui est base sur Lyon, don malheureusement le nom m’echappe, et c’est elle qui lui a parler de SINGA et on les a rencontrer ensemble. A l’epoque c’etait encore la toute premiere promotion, on venait a peine de s’installer a Lyon, on a asister au lancement, voila, et ça a tout de suite metiez [?], entre guimmez, notament avec Birgit qu’on a rencontrer. Ils etais tres actif, alors meme quand je fesais pas encore partie de SINGA a l’epoque ils etais deja tres tres impliqué, tres volontaire, et ce sont des personnes qui sont restai proche de nous pendant l’annee ou nous cherchont nos marque un petit peut. Donc c’etait tout a fait naturelle que quand nous avont defini les limite de notre projet, nous somme allez les voir. Nous somme retournez la.

E: Alors, es ce que vous travailler avec un Buddy?

M: Un Buddy?

E: Si vous saviez pas ce que c’est, surment pas.

M: Si, si, si. Les Buddy et le mentor, c’est ça.

E: Sauf que c’est pas des mentor en faite. Parce que c’est juste des personne a aider, je pense…

M: Oui, je sais, mais je crois qu’ils y a un autre terme apart les Buddy. Il y en a… bref. Un Buddy. Oui on travaille avec un Buddy. Il s’appelle Cedric, qui nous a aider pendant la seconde phase du projet, quand on a recu un decrochet un pres [?], et que du coupe on a eu la posibilité de repondre un petit peut de faire ce qu’on avez envie de faire, ben ils nous a aider notament avec la rencontre de plusieur partenaire, de potentielle partenaire, dans la recherche d’un local, pour nous installer sur Lyon, dans la preparation de notre campagn de *crowd-funding*, ce genre de chose. Et oui, oui, oui c’est toujour important d’avoir un regarde exterieure au projet, surtout que Cedric travaille a… encore un autre nom que j’ai oublier, c’est un organism qui fait parti de la chambre de commerce de Lyon, il me semble. Et donc, oui, ils est tres au courrant de se genre de chose, notament la… pas dans le depot des status, dans les matriculation des societe. Il ma accompagne, il ma beaucoup aider dans les matriculation de la societé. Qui y est matriculer, du coupe.

E: On a fait un entretien avec Cedric.

M: Invest In Lyon, c’est ça le nom. Le nom de la ou ils travaille. Invest In Lyon.

E: Et, comment es ce que l’organization de SINGA a contribué votre projet ou vous aider?

M: Ils sont assez flexible. En faite quand on a rencontrer SINGA, quand on a revu par [?] les membre de SINGA, on sortai d’une experience tres tres tres disastreuse, j’ai fait aborder par une premiere equipe qui propose d’accompagner un projet, mais le probleme, comme souvent, c’est qu’on demande a des personne qui sont des emploi de soccuper de personne seron dehors du cadre de l’emploi, et donc ça fait que il y a une certaine rigidité dans le domaine de l’entreprise qu’il ramene sans vouloir… c’est pas forcement volontaire, et qui gene et qui empeche les entrepreneur de s’exprimer pleinement. Ça part d’un bon sentiment, bien sur, mais çå peut gener certain projet et SINGA c’est tout le contraire, justement. Leur but a etait de s’adapter a notr projet pas de imposer leur volonté, pas de nous faire rentrer dans un cadre precis mais de permetre de nous epanouir pleinement, parce que dans ce que nous fesion a l’epoque et plutot d’etre acteur de nous l’aissez libre cour, de nos action, et surout etre de bon conseille et de nous orienter, par exemple la question de definir un peut l’image de marque, ils nous on presenter un partenaire qui pouvez s’occuper du reste [?] de la marche et par la dematriculation, et ils nous on presenter quelqu’un qui pouvex nous aider dans la matriculation, dans la presicion des element finacier, ils nous on proposer quelqu’un qui pouvez nous aider dans la proposion, dans la presentation des element financier, et le faite est que a chaque foit les partenaire qu’ils proporé etait des tres competent, qui etait elle meme tres dispose, tres a l’ecoute, tres disponible. Et, oui, je n’ai eu jusqua present aucun mauvais experience. Rien a redire dans les grande ligne de l’accompagnement qu’ils nous on proposé a present. Et ils reste, encore, aujourdhui, c’est partenaire precieux et de l’interne, quoi.

E: Alors, comment es ce que SINGA pourait amelioré? Es ce que vous avez des idee pour eu?

M: [11:59] es ce que ils pourrait amelioré…

E: leur travaille avec leur programme est avec les entrepreneur et tout.

M: [after a very long pausede] Aucune idee.

E: Aucune idee?

M: Non, mais le faite est que quand j’ai dit, on est rentrer dans SINGA dans un moment ou on a deja precisé… apres que ça soit Monica comme moi, on est plutot toujour [?] a savoir ce qu’on veut. Ce dont on avez besoin ce sont des gens qui reponder vite, est qui reponder de maniere pertinent a ce qu’on avez besoin. Et donc, de terme de reactivité ils sont au top. Au terme de personalité, entre gimmet, ils sont aussi tres tres bien, ils sont tres chaleureux et tres acceullant. Je dirait que la seul chose qu’ils pourrait… apres, ouais. Apres ca y est [13:01] comme s’arrenger parce que maintenant ils sont mieux etabli, mais quand on les a rencontrer a l’epoque, ils etait dans la recherche d’un local. Je me dit que avoir un endroit physique ou les different entrepreneur qu’ils suivent pouront ce retrouver de maniere reguliere, ou voir quotidienne, çå serait peut etre une bonne chose. Ça serait pas mal de mettre en place ça. On a eu a rencontrer plusieur entrepreneur dans le cadre de notre activité est quand on rencontre different entrepreneur on ce rend compte qu’ils y a des partenaria possible, qu’il y a des transfer salité [13:40], par exemple on est en train de preparé notre premier defilé, grand defilé pour lancé la maison de couture, et evidament pour preparé un defilé ils faut quelqu’un pour fournir a manger au invité, et ils faut quelqu’un pour fournir les fleurs, quelqu’un pour fournir differente chose, on fait les vetements, mais ils faute quelqu’un pour faire de la marocon, maroconrie, pardon. Si on choisi de faire defilé des manquin ils faudrait quelqu’un pour les couffé, faudrait quelqu’un pour les maquiller, et donc, effectivement, tous ce genre de chose, tous ces entrepreneur, enfin certain d’etre eu en tout cas, sont suivi par SINGA et donc les connection sont evidament. Mais je me dit que avoir comme je dit, un pies a terre, avoir un espace dedier au entrepreneur. Et j’ai envie de dire, et je suis sur que c’est quelque chose qui viendra dans les temps qui suive, ça permatera de creer plus de proximité, et donc d’avoir un devolopement conjoint des differente entrepreneur qu’il suive. Et je dit ça c’est quelque chose a travailler.

E: Alors, quesqui vous indique que SINGA et en train de reussir dans ça mission, ou pas?

M: Ce qui m’inqui qui sont en train de reussir a leur mission c’est que… Ben ça fait une annee, plus, je croit, je suis tres mauvais avec les dates. Je croit que le tout c’est que quand on a la tete sous l’eau on reflechi un peut de jour en jour ou au mois a la limite, mais je ne sait pas depuis combien de temps je fait ça çå fait un bon moment deja. Ils me faut des vaccances. Ce qui prouve que ils sont en trains de reussir c’est que on est encore sur pies [feet], et j’ai evoqué, en passant rapidemnt la premiere experieence qu’on a eu, elle etait catastrophic, et on a bien failli mettre la cle sur la porte avant meme de l’avoir ouverte. La premiere annee, sinon les trois premiere annee de notre activitee dans notre premiere [?] sont les plus puissante. 80% des personnes abandonne dans cette annee-la. Et d’autant plus que je sait ce ui se fait un petit peut, je suis en mesure de dire que leur accopagnement est tres tres tres bon en etape, bien sur qu’il peut etre amelioré, mais il par sur de tres bonne base deja. Ils on la confiance de pas mal de gens. Ils on une excellente reputation en etudio [16:19] aussi par EY, par la fondation de EY, on a etait accomagne pendant un ans par eu, recent contact. Ce sont des tres bon contact, et des tres bon partenaire aussi. Et, quand on en a parler, quand on a parler de SINGA, EY avez deja entendu parler de SINGA et ils en avait deja une excellente reputation. Et ce genre de chose ça rassure notament les entrepreneur parce que on dit que ce sont des personne qui on deja fait leur preuve, et oui, oui, c’est ça. Notre experience au sein de SINGA bien sur a oonfirmé ça, donc cudos, come on dit, a eu. Je crois qui font du bon travaille et ils sont plus qu’a continué comme ça.

E: Alors, quelle sont certaine donnee qui pourrait vous motrer que SINGA est en train de reussir?

M: Ils sont dans leur troisieme promotion, deja, c’est classion [17:21] c’est… c’est en septembre que ça a commencé je pense. C’est de septembre a septembre les promotion, donc la troisieme promotion va ce… c’est la maintenant. Et on a rencontré la premiere promotion parce que meme si on etait pas suivi par SINGA on rencontré different entrepreneur. Notament Vignesh qui etait l’aceullemogene [17:38]. Ils travaille a l’espace… comment eles s’apelle l’espace… La Commune. C’est un espace ou il y a plusiere restaurant et Vignesh, d’aullieur, qi a etait dans… qui a fait parti du premiere incubateur qu’ils nous a accomagné qui c’etait une catastrophe, Vignesh la quitté, nous l’avon quitté en faite tout les entrepreneur qui etait a l’interieur l’on quitté au bout de six mois un peut pret. Et donc on c’est retrouvé a SINGA pour Vignesh tant que our moi ça ce passe super bien, donc je dirait que le nombre d’annee et le nombre d’entrepreneur et surtout le nombre de succe dans la creation, et surtout le nombre d’entreprise qui continue a faire duré, peut importe le changement de forme, peut importe que certaine d’etre nous doivent poursuivre des activité proffessionelle annex [18:28] pour pouvoire supporter leur entreprise, et le faite et que juste en terme de chiffre, en terme de nombre, ils sont plus de succee que d’echec, donc ça evidament. Encore un foit, je l’ai est vraiment assurant que je parle d’evité la comparison, je pense que la comparison ce pret enormement a ce dont on parle, on parle a faire ces preuve, et avec le presedente indubateur on a eu a travaillé dans le cadre de creation d’une boutique, etc, et on etait quatre, et tout les quatre on essayer d’une part de faire remonter quelque chose au pret du gestioneur de projet, et on ai tomber sur quelqu’un qui n’etait pas du tout a l’ecoute, qui pensait tout savoir. Parce que c’est lui qui ext employé, c’est lui et deconteur [19:27] donc dans l’autorité, c’est lui qui sait, et on c’est seti tres mal, non seulement dans… et c’est çade delicat avec les entrepreneur c’est que de les accomagne pas seulement dans le cadre de leur activité mais aussi dans le cadre de leur vie parce que l’activité entreprenarial est tres lie a la vie de la personne, que c’est pas juste un emploi. Qu’on a de ouit [20:01] a 19h vers la maison, est apret on laise le travaille au travaille et on revient le lendemin. Mais l’entrepreneur continue de travaill´´meme chez lui, ou peut etre meme que ça maison est l’endroit ou ils excerce sont activité. Et donc ils doit ce sentir encouté et compris non seulement ce qui concerne sont activité professionelle mais aussi dans tout les aspet de çå vie parce que dans le cadre de la creation de sont entreprise il y a enormement de difficulté, le faite que la plupart des acteur financier ne font pas forcement confiance a des personne qui creer leur entreprise parce que ils sont jeune, alors ils on peut etre pas forcement de l’experience parce que elles n’on peut etre pas forcement de personne pour ce portait garant de leur activité puisse qu’elle non pas encore eu a faire leur preuve. Et donc SINGA a aussi jouer le role de ça. C’est aussi mit en avant, devant les differente personne aupres desquelle elles on presenter en disant que c’est un projet, ce sont des personne a qui nous feson confiance, et parce qu’elle nous font confiance ils sont a l’ecoute dans tout les instant de notre vie etre guimet, parce que les different acteur voit je peut dire [21:10] des different entretien la relation qu’on a pus avoir avec SINGA, ils sont rassurer par rapport a ça, et ils investise dans les differente entrepreneurs que SINGA accompagne. Moi je me dit que que ça soit.. Enfin tout ce que j’ai pus evoque c’est une tres tres longue reponse mais, parce qu’ils y a enorment de plan sur lequelle ils on fait du bon travaille je trouve.

[Some conversation omitted]

E: Alors a votre avis es ce que SINGA est unique ou different d’organization similaire?

M: Oui, effectivement, comme… la comparison ce prete enormenent, enorment, a ça. Oui, oui, ils sont different, ils sont different a cause de ce qu’ils propose. On est dans une periode ou de plus en plus de personne et de plus en plus d’organism, en tout cas c’est l’impression que j’ai, ce lance dans l’accompagnement de projet et general, et dans l’accompagnement de projet pour des personnes soit en situation de difficulté, par rapport a leur manque de diplome, par rapport a leur situation qui soit professionelle, ou par rappot a leur situation social. Et donc ils essaye de ce differencié et la different ce situe parfoit sur des gimmick. On va propose un accompagnement, mais audie de [instead of] trois heure on va faire quatre, au lieu de… on va propose un… on va rajouté, je sait pas, j’ai pas envie d’etre trop specifcique pour pas non plus ciblé les personne, mais voula c’est laccompagnement classique qu’on pourrait avoir mais avec un petit plus, comme ça, qui n’est pas necessairment essentiel au, comme j’ai dit, qui ne correspond pas forcement au projet, mais justement, et c’est ça le piege, ce qu’on essaye de rajouté sur l’accompagnement de base peut etre quelque chose qui handicape ou qui freine des projets parce que les projet sont tres, tres, tres different. Quand on accompagne les entrepreneur on est un ner encore pris [24:08] enormement de personne differente, d’horizon divers, Jas et moi on viens d’Afrique, mais Jas est du Benin, je suis du Congo. Le Benin c’est du sudouest, moi je suis l’afrique de la central, Vignesh ils vien d’Inde, etc, etc, et donc on peut pas forcement leur donner le meme cadre. C’est un peut comme ça pour les legume ou pour les fruit. Pour les fruit on utilise le meme engré, le meme sol, intensité d’exposition au soleille, etc, certaine pouseron, d’autre mourron totalement. Et donc voila tout les guimmick, tout les petit truc, tout les organism qu’ils on essayer de rajouté qui sont pas forcement essentiel je trouve, handicape le projet. SINGA propose quelque chose de simple et c’est en foncion de la personne qui integre le projet qu’ils s’adapte. Donc, tout ce qu’ils pourrait rajouter par dessus de l’accompagnement ou bien retiré, depends vraiment de qui integre le projet et de sont avancement dans le projet. Nous 1uand on a integré SINGA on avez plus besoin de confirmé certaine chose que de confirmé a la base. Donc, de repartir de la base ça veut dire quoi, ça veut dire comprendre un peut la realité de sont marché, comprendre d’abbord ce que c’est un entrepreneur, de longer le piliase [25:28] sur la creation de l’entreprise, comprendre quelle modele il faut, es ce qu’il faut etre le don entreprise-personelle sinon une societe, quelle societé? Comment envisagé la scenaria, ce genre de chose, on avait besoins de les confirmé. Et donc on a pu economisé enormement de temps sur certaine formation qui pourrait etre ammener a proposé, et plutot partir sur l’accompagnement dans le cadre des Buddy, justement, rencontrer Cedric, renconter des personnes dans un cadre plus, un peut plus etendu pour discuter sur le projet, repartir par la suite, preciser certaine element, puis revenir apres et pas forcement avoir de formation de deux a trois heure, ou on est un petit peut comme a l’epaule, ou on reste on etait pote, ect, c’etait ce qui nous corespondé le mieux. Mais, comme j’ai dit, il y a d’autre personne qui doivent partir de zero, sant compté le faite que pour certaine personne elle parle Anglais quand elle arrive, et donc, a coté de leur accompagnement d’entreprise, ils font un accompagnement dans l’aprentisage de la langue, et donc voila. C’est donc avoir une formation qui est tres flexible, qui est tres adapté en ce que font les personnes, et a bien y voir si vous prenez encore tout les projet qu’ils on accompagné, ils offre un accompagnement qui est tres varié, et c’est totalement… ce concentrai totalement sur un projet en particuler ca permetrerai pas de voir les envie [27:00] de la chose, mais les projet dans leur ensembles, ça permet vraiment de ce rendre compte que ce sont des personnes qui sont d’entrise [27:08] d’un tres tres tres grand savoir faire et a cause, justement, de ce que j’ai pus dire de la reputation qu’ils on, du faite qu’ils sont tres a l’ecoute, a cause de tout ces tas de chose, ca faite que quands ils on pas forcement les outils a leur disposition, ils sont capables d’aller les chercher, aussi. Et c’est parce que ils vont chercher different outils qu’ils ajoute a leur portefeulle [portfolio], a leur arsenal, qui sont a mesure de grandir, est qu’ils sont a mesure d’accompagné la totalité des projet. Je pense que c’est vraiment ça que SINGA est particulier. Ils et particulier parce que ils on compris de chaqu’un des entrepreneurs qu’ils suivent sont particulier, et donc il faut avoir une approche particuliere. Je sait pas si je suis coerant.

E: Alors, c’est la derniere question.

M: Ah. Deja?

E: A quoi ressemblera votre futur relation avec SINGA? Vous avez l’inention de travaillé avec eu, ou par exemple faire du volontaria, ou recemender a des gens, ou quoi?

M: Oui, oui, recomendé a des gens, evidament. Ils y a deja une personne a qui on a recemender SINGA, malheuesement elle etait dans une periode de transition, donc elle c’etait pas encore decider a l’epoque. Elles ces decider maintenant donc on va essayer de les faire ce rencontré au plus tot, donc, bien sur. Des recemenda de personne, evidament. On a eu une tres bonne experience et pourquoi ne pas en faire profiter les aurtres. Ça c’est normal. Et, etre volontaire a SINGA, aussi, evidament. Que ce soit Jas, que ce soit moi, si ils y a jamais des entrepreneur qui ce pose des question par rapport a l’entreprenariat, ou les personnes qui sont dans le meme domaince d’activité, dans des domaine d’activité qui sont tres proche, ce sont des personne qu’on peux trs bien, tres bien aider, qu’on peut tres bien conseillez. La que maintenet ça se passe un petit peut dans le sense inverse parce que on est encore tout tout tout jeune et voila. Oui, carrement. On a pas l’itention de les quitté d’ausitot.

### Mirion English

E: So what is your business?

M: It’s the Maison Bai [Bai House]. The Maison Bai is a fashion house that specializes in teh creation of clothing for special occasions. That is that we make unique clothing, with as many sizes as models [designs?], made from A to Z internally [entirely made by us?], in collaboration with local artisans. The goal is to bring value to their work, and to try to bring an originality that has been lost in the fashion industry because of the [unintelligible, automation?] of the fashion industry.

E: So, had you already started a business before coming to SINGA?

M: Not at all. No. My [uninteligible] didn’t prepare me at all to start a business. I first for a degree in the sciences, so math, physics, chemistry, and a little computer science. Especially computer science. And a second degree in words, publication, communication, and journalism. Over the course of my second [unintelligible, degree] I was brought to help lots of people in writing administrative documents, that kind of things. ANd that’s how I met Monica, who is the person I work with on my project, that takes care of the creation part [creating the clothes?]. And so, teh project was born from our desire to protect the artisans that were working in foreign countries. She was working, at the time, in Tunisia. She was fresh out of university and she and her colegues were asking themselves the question of how to define the legal environment that would allow them to work, to give value to their knowledge. ANd so the question came up to create a business, that the business should not be created [unintelligible, outside of?] France, to have the French judicial protection, among other things, and so, I took care of the review of the statutes, design of the location [finding the location], and when she arrived in France afterwards, after three years of continuous work, I took care of meeting different potential partners, establishing the financial plan, from the [unintelligible] in place, and all the background, while she took care of the creation part. It has been five years in all, I think. Three years in Tunisia, two years in France, and that’s the moment where we transitioned from Tunisia to France, at the moment when we were asking ourselves how to redefine the project, how to reform it, and we met the members of SINGA that were, first of all, very good suggestions, that led us, gave us a way to reflect. When the project was better designed, when we finished the financial elements, when we had specified all that, we went back to see them integrate SINGA’s second promotion. And they have accompanied us now for a year, maybe more, it seems, and it is going very very well.

E: So is there a specific reason that you picked entrepreneurship instead of being an employee?

M: Entreprneeurship imposes itself notony on us but on lots of people. There is really that will in a lot of people to become their own bosses, to take a bad [unintalligible], because allt he systems that are put in place and all teh jobs that are offered aren’t adapted to the vision that people have of their lives. More and more, people have higher education. I myself came from a university program, and now I work in one that encroaches on what I did, and something very different because the project spoke to me and I really wanted to help start it. Monica, with whom I work, got a degree in business communication before she decided to go into fashion, and so as we went on we realized that most people that start businesses really want to bring to market something that doesn’t necessarily exist in the market, something that they really care about, be it in the medical domaine, be it in the domain of buildings, construction, that kind of things, and that was fine, I want to say. Fromt eh moment where we want to do something, jobs help and jobs support, even, from time to time entrepreneurial activities that we want to trye, but most people at some point want to become their own bosses, to become masters of themselves, to have a certain “independence.”

E: So how did you first hear about SINGA?

M: [5:33] Monica was a member of an association whose name escapes me that accompanies women in professional insertion [assimilating in the professional world], because Monica is a stateless person, she is under the protection of [unintelligible, onu?], and so among the numerous people that she had already met as a result of her insertion in France, she met an assocation that is based in Lyon whose name unfortunately escapes m, abd she is the one that spoke of SINGA and we met them together. T the time, it was still the first promotion, we had just settled in Lyon, when we went to the launch. And immediately [unintelligible, connected], in quotes, notably with Birgit who we met. They were very active, so even when I wasn’t part of SINGA yet, and the time they [Birgit and Annaelle] were already very involved, very into volunteering, and they are people who stayed close to use during the year when we were finding our footing. So it was completely natural when we had defined the limits of our project, we went to see them. We went back there.

E: Do you work with a Buddy?

M: A Buddy?

E: If you don’t know what it is, probably not.

M: Yes, yes. A Buddy is a mentor.

E:Except that it’s not a mentor, actually. Because it’s just people to help…

M: Yes, I know. But I think there is another name other than Buddy. There is… Anyway, a Buddy. Yes, we work with a Buddy. His name is Cedric [once again, not a Buddy ¯\\_(ツ)\_/¯], who helped use during the second phase of the project, when we recieved a [unintelligible], and so we had the possibility of anwering a littl of doing what we wanted to so. HTey helped us mostly with meeting several partners, potential partners, in the search for a place for a shop, to get settled in Lyon, in preparation for our *crowd-funding* campeign, that kind of thing. And yes, it’s always important to have an outside look at the project, expecially taht Cedric works at… another name that I forgot. It’s an organization that is part of the chamber of Commerce of Lyon, I think. And so, yes, he is very knowldegable about this kind of thing, mostly the… not in the statutes, in the societal understanding. He accompanied me, he helped me a lot in the understanding the society. That is now understoodc, as a result.

E: We did an interview with Cedric.

M: Invest In Lyon, that’s the name. The name of where he works. Invest In Lyon.

E: And how has SINGA contributed to or helped you in your project?

M: They are very flexible. In fact, when we met SINGA, when we were reviewed my the SINGA members, we had just come out of a disastrous experience. We had left a first team that had proposed to us to accompany the project, but the problem, as it often is, was that we asked people who were employed to take care of people outside of the scope of their work, and so it means there is a vertain rigidity in the business domain that brings back unwanted… it’s not necessarily volunteering, and that can hinder the entrepreneurs from expressing themselves completely. It comes from a good sentiment, or course, but it can hinder certain projects and SINGA is completely the opposite. Their goal is to adapt to our project, not to impose their will, not to make us fit into a specific framework but to allow us to flourish, because in what we did at the time, instead of giving us free range for our actions, and mostly giving good suggestions and to point us in the right direction, for example, the question of defining the image of the brand, they presented us a partner that could take care of the rest, and they presented someone that could help us in putting it into effect, in the specifics of the financial elements, they proposed someon to us that could help us in the proposal, in the presentation ofthe financials, and the fact is that every time the partners that they proposed were very competent, that were very willing, very ready to listen, very availablye. And I haven’t had a bad experience yet. Nothing to sy in the method of accompaniment that they used. They remain, today, important partners for us.

E:So, how could SINGA improve? Do you have any ideas for them?

M: [11:59] Could they improve…

E: Their work with their programs adn with their entrepreneurs and everything.

M: [after a very long pausede] No idea.

E: No idea?

M: No, but the fact is that we came to SINGA at a moment when we had already specified… that it be Monica or me, we are always know what we want. What we needed wa people that would answer fast, that would answer in ways that were pertinent to what we needed. And so, in terms of responsiveness they are fantastic. In terms of “personality,” they are also very very good. They are very warm and very welcoming. I would say the only thing that they could improve… Afterwards it may arrange itself because now they are better situated, but when we met them at the time they were looking for a space to work. I would say that having a physical place where the different entrepreneurs that they are accompanying could come regularly, or even daily, it would be a good thing. It would be nice to put that in place. We met several entrepreneurs through our activites and when we met different entrepreneurs we realized that there are possible partnerships, that ther are transfers of [unintelligible, knowledge, connections]. For example, we are in the process of preparing our first fashion show, a big fashion show for the opening of the fashion house, and obviously to prepare a fashion show you need someone to prepare the food for the guests, you need someone to prepare the flowers, someone to prepare lots of different things. We make the clothes, but you need someone to do the modelling. If we choose to do a runway show with models we need someone to do the hairdressing, someone to do the make-up, and so, effectively, all these types of things, all these entrepreneurs, or some of them in any case, are accompanied by SINGA and so the connections are obvious. But I would say that like I say, having a foot on the ground, having a space dedicated to the entrepreneurs. ANd I would like to say, and I am sure that it is something that will come in time, it would create more proximity, adn so to have a joint developement between different entrepreneurs that htey follow. ANd I woudl say that that is something to work on.

E: So, what would indicate to you that SINGA is suceeding in their mission or not?

M: What indicates to me that they are succeeding in their mission is that… well, it has been a year, more I think (I am very bad with dates). I think that when we have our head under water and we think a little day to day, or in the month at least, but I don’t know how much time I have been doing this. It has been a while. I need a vacation. What prooves that they are succeeding is that we are still on our feet, and I mentioned quickly in passing the first experience that we had. It was catastrophic. We almost put the key on the door without even having openned it [gave up before even starting]. The first year, or the first three years of our work in our first are the most important [the first year is the most important]. 80% of people abandon their project int eh first year. And I know what I’m doing somewhat, I am in a position to say that their [SINGA’s] accompaniment is very very good in the stages. Of course they can improve, but they have a very good foundation already. They have the confidence of lots of people. They have an excellent reputation, also by EY, by the EY foundation. We were accompanied by them for a year. They are a very good contact and a very good partner, too. And when we spoke of SINGA they already had an excellent reputation. And this kind of thing reassures the entrepreneurs because we say that they [the entrepreneurs] are people that have already proved themselves. Our experience with SINGA of course confirmed that, so kudos, as we say, to them. I think that they do good work and they continue as they are.

E: So what is certain datat that could show you that SINGA is succeeding?

M: THey are in their third promotion, for one. It’s in Spetember that it starts, I think. HTe promotions are September to September, so the third promotion will be… it right now. We met the first promotion because even if we weren’t accompanied by SINGA we met a lot of entrepreneurs. Vignesh who was [unintelligible, in that promotion, who we knew before]. He works in the space… what is it called? La Commune. It’s a space where there are several restaurants and Vignech, who was there, who was part of the first incubator that accompanied us and that was a catastrophe. Vignesh left it, we left it, and in fact all the entrepreneurs that were in it left it within approximately six months. And so we ended up at SINGA. For Vignesh as much as for me it is going well, so I would say the number of entrepreneurs and mostly the number of successes in creation, and also the number of businesses that continue to last, regardless of if they change form, regardless of if some of us have to have jobs on the side to be able to support their businesses, adn the fact is that just in terms of numbers, they have more successes than failures. I want to assure you that I am avoiding comparision, but I think that the comparison lends itself to what we are talking about. We are talking about showing proof, and with the last incubator we worked in teh scope of creation of a shop, etc, and there were trying to get something to the person helping with the project, and we got someone who wasn’t at all willing to listen, who thought he knew everything because he was the one with a job, and he was th one who [unintelligible] so he had the authority. He’s the one who knows, and so we did not like it, not only in… and that’s what delicate with entrepreneurs is that we accompany them not only in the scope of their activity but also in the scope of their lives because entrepreneurship is very linked to the person’s life, that it’s not only a job. That it’s [unintelligible, heading] home at 7pm, and then we leave work at work and we come back the next day. But with entrepreneurship we continue to work even at home. Maybe even that the house is a place where they run their business. And so they have to feel listenned to and understood, not only with their professional activities but also in all the aspects of their lives because the creation of their business has a lot of difficulties related to to, the fact that several financial contacts don’t necessarily trust the people that create the businesses because they are young, so they dont’ necessarily have experience ebcause they don’t necessarily have people that will support their activities since they haven’t had to proove themselves yet. So SINGA has also played that role. It’s also putting yourself out there, in front of different people who you present for and say that it is a project, they are people that trust us, because they trust us they listen to us of the different conversations, the relationship that we have had with SINGA. They are reassured by that, and they invest in teh different entrerpeneurs that SINGA accompanies. I rell myselv that it is.. Everything that I have been able to do.. This is a very long response but, because there is a lot of things on which they have done a good job, I think.

[Some conversation omitted]

E: So, in your opinion, is SINGA unique or different from similar organizations?

M: Yes. The comparision leds itself a lot to this. Yes, they are different. THey are different because of what they propose. We are in a period when we have more and more organizations (in any case that’s the impression I have) that are getting into accompanyment of projects in general, and in accompanyment of projects for people in difficult situations, for examples lacking dipomas, in their proffessional or social lives. And so they try to differenciate themselves and difference sometimes is just a gimmick. ON will propose accomanyment, but instead of three hours they will have four, instead of… they will propose… they will add, I don’t know. I don’t want to be too specific so that I don’t single out people, but it’s the classic accompanyment that we could have but also a little more, that is not necessarily essential to, or that doesn’t necessarily correspond to the project. And that’s the trap. It’s that we try to add to the accompanyment on the basis, but maybe something that handicaps or slows down some projects because the projects are very different. When we accompany entrepreneurs there are still lots of different people, different horizaons. Jas [his wife?] and I come from Africa, but Jas is from Benin and I’m from Congo. Benin is southwest, I am from central Africa, Vignesh comes from India, etc, etc. And so it [the best thing] is not necessarily giving them the same thing. It’s a little like fruit and vegetables. For fruit we use the same fertilizer, the same dirt, the same amount of sun, etc, some will grow and some will die completely. ANd so that’s all the gimmicks, all the little things, all the organizations that have tried to add something that isn’t necessarily essential, handicaps the project. SINGA does something simple and and in relation to the person that is doing the projects. They adapt. So, all that they could add on top of accompaniment or take out depends on who is doing the projects and their advancement in the project. When we came to SINGA we need to work on certain things not start from the beginning. So, starting again from the beginning that means understanding the market, understanding first what is entrepreneurship, go the entire way to create a business, understanding what model they need and what needs to be the connection between the business and the people or the society. How to envision the scenario, that kind of thing, we needed to confirm. And so we were able to save a lot of time on certain things that could be proposed, and start instead on the accompanyment with the Buddies [mentors], to meet Cedris, to meet people in a scope that was more open to discuss the project, continuing afterwards, specifying certain elements, then coming back after adn not necessarily having a workshop for two to three hours, where we are a little at the shoulder [?], where we stay friends, etc, it was was worked the best for us. But, like I said, there are other people that have to start from nothing, without counting the fact that certain people speak English when they arrive and so, at the same time as their entrepreneurial accompaniment they have to learn the language. So it’s having a program that is very flexible, that is very adapted in what people do, and we have to see if you still take all the projects that they accompanies. THey offer an accompaniment that is very varied, and it’s completely… to concentrate completely on a particular project allors to not see the [unintelligible, specifics] of the thing, but the projects in their entirety. It really allows us to realize that they are people that [unintelligible, have] a very big know-how an because of that, I can say that the reputaiton that htey have, the fact that they are listenning, because of lots of things, it makes it such that when they don’t necessarily have the tools at their disposition, they are capable of going to get them, too. And it’s because they go to get certain tools that they add to their portfolio, that they can grow and they can accompany all of a project. I think that it’s really that SINGA is particular. They are special because they have understood that each of the entrepreneurs that they accompany is special, and so you need a different approach. I don’t know if I am being coherent.

E: So this it the last question.

M: Oh, already?

E: What will your future realtionship with SINGA look like? Do you intend to work with them or to volunteer or to recommend people?

M: Yes, recommend people, of course. There is already a person that we recommended to SINGA. Unfortunately they were in a transition period, so they hadn’t decided yet. They have decided now so we will try to have them meet as soon as possible. Recommending people, ofcouse. We had a very good experience and wrmal. And, why not let others profit. That’s normal. NAd to be volunteer at SINGA, too, obviously. Whether it be Jas or me, if there are ever entrepreneurs that are asking themselves questions about entrepreneurship, or people that are in the same type of business, in the a similar business, they are people that we can help, that we can advise. Already that is happening a bit in theopposite direction because we are still very young. Yes. We don’t intend to leave them soon.

### Marwa French

E: Alors, on s’ait que vous n’avez pas commencer votre entreprise a la fin. C’est correct? Alors c’etait quoi, l’idee de l’entreprise avant?

M: L’idee deja, de l’entreprise, moi, je suis coiffeuse/maquilleuse. Maintenant je fait mon CAP estitique ici en France. Et c’etait l’idee de faire venir des produit capillaire et des produit estitique des Etats Unis. Il y a un autre produit de Norweg, que je trouve il son des bon produit avec des bon ingredient qui sont pas agressif pour les cheveaux, et c’est un produit. Ex ce que ‘jai le droit de parler un nom de trademark?

E: Je pense

M: oui, c’est un produit qui va bien en concurrence avec Olapence. Ce’st un produit qui va proteger les cheveaux de l’aggresivité de poudre de blanchir, de poudre de decapage. C’est ça. Et c’etait comme ça l’idee essentielle. Faire distribuer ces produit la icic en france. Faire distribuer ces produit la dans le marcher Français

The American product it’s Keratin, the mark is MG Hari Keratin and the hair dye and… it’s a new mark, so there is every day new products coming out and the produit will in concurance with Olapence, it’s from Norwege.

E: Alors, es ce que vous avez deja dirige une entreprise avant de rejoundre SINGA

M: No. It’s just four year that I am here in France and all the paper stuff and all the things that take two years, two years and a half and after that I just start to think that I hae to do something, so I start to have my diplome, CAP, in France and I start to think that I have to do ssomething in trading because my husband, he… his passion is trading and commerce. So that will incorporate the two things, the trading and esthetic things together, adn we can work together because my husband… it’s not so French, so liek that we can do the things together. So I have this idea, adn before no. No idea how to do something.

E: En Français parce que… plusieur raison. D’abbord c’est plus façil, mais apres c’est aussi si on fait une video faut que ça soit en Français en faite. C’est plus façil pour les gens qui veront ça. Et je pense que c’est plus façil.

M: Oui, c’est plus façil de trouver les mots sans faute.

S: SO it’s okay we don’t understand. Don’t feel bad.

E: Alors, comment es ce que vous avez entendu parler de SINGA?

M: Ah oui. C’est une bonne question. Lorsque j’ai pensé a avoir un projet comme ça, je suis aller dabord a la Pour L’emploi. Pour L’emploi ils mon envoyer a une association qui s’appelle Positive Planet, et apres Positive Planet ils mon envoyer ver SINGA. C’est ça.

E: Alors pourquoi es ce que vous avez decider de pas entreprende?

M: D’avoir mon propre projet?

E: Voila

M: Alors il y a plusier criter. Dabbord que ici etre employer c’est un peut dificil, et c’est pas comme… j’ai pas l’habitude detre enployer avant. Et a mon age avec la famille de quatre enfant avec ce qui et nouveaux, tout les responsabilites c’est a moi. Les papier et machin, et vous savez comment ça marche ici. Alors je trouve que ça sera, ça prends toute mon temps d’etre employer, et je veut pas ça. Ma famille ils on toujour besoin de moi. J’ai des petit, deux petit enfant qui sont six ans et quatre an, ils on toujour besoin de moi et je voudrait pas qu’ils soit toute temps dans les creche et dans l’ecole. C’est le premiere criter et le plus important. Deuxieme, c’est juste que il y a pas de chance que mon mari etr employee avec quelque chose qu’il aime, alors comme ça si on a norte propre projet alors on peut avec une chose que on aime bien, c’est notre passion. Et c’est toujour l’estitique c’est mon passion. C’est ça. Et la liberte on peut dire, et la liberte et la… compté sur nous meme.

E: D’accord, mais alors a la fin vous avez pas commence l’entreprise. C”est a cause de la famille?

M: Non. Je suis toujour dans cette idee la, et je suis toujour toujour avec nouvelle idee nouvelle idea nouvelle idee. Plein d’idee. Mais le truc que je trouve pour fair les etude de marche et ici c’est tout nouvelle pour nous les marche les produit et tout ça, alors ça va prendre beaucoup de temps. Et mois je sens qu’ils y a… vu que je suis pas d’ici, alors je crois qu’il y a plusiere barrier pour moi que je doit bien faire la guerre pour traverser cette p=barrier la, et ça prends beaucoup de temps. J’arrive pas a passer deux chose ensemble. Des etude, le CAP estetique qu’ils est bien dur, qu’il est bien dificil, apres l’etude de marche pour mon projet. C’est pour ca que je me dit, on va finir dabbord le CAP, que c’est bien tout mon examin et j’espere que ça va tout ce bien passer, et apres je continue avec mon projet.

E: D’accord.

El: So what has been teh biggest challenge with your project so far?

M: en faite c’est l’etude de marché. Parce que ici c’est une grande marche. Ils y a beaucoup de marketting. Ils on des grande marque comme L’oreal, Franc Provo, et ce sont des grand marque alors je trouve que c’est un peut… c’est pas façil d’etre dans un marche comme ça, et j’ai confiance dans les produit que je veux presenter, c’est juste que ça prendes becauoups de temps de faire les etude de marché, et en faite j’ai un peut de crainte que je doit bien visager, c’est un peut a cause de mon voile. J’ai toujour le crainte que l’autre veut pas m’accepter a cause de ça, et si ap

Res je comprend avec une rendevue, ou avec un *workshop* ici, a SINGA, que parce que j’ai essayer une foit et c’etait un peut bloque. Ça me bloque lorsquelle de “Non”, lorsque je commence, “Alors, es ce que vous voulais essayer des produit et machin comme ça,” elle me dit tout simplement, “non.” Et ça me bloque, et moi, toujour, mes craint ça…je traduit que c’est a cause de la difference que j’ai. Mais avec ces *workshop*, la elle m’explique peut etre que c’est pas le bon moment, elle etait trop occuper, elle etais pas en bonne humeur, on sait pas… il fait pas dire toujour que c’est a cette cause la. Et c’est pour ça, ca me un peut bloquer, et apres je trouve que je doit bien travailler sur moi meme avec le travaille pour l’etude de marché et tout ça, et c’est pour ça ça prend beucoup de temps. C’est pour ça je decaler un peut pour finir quelque chose. Je peut pas faire deux mission ensemble. Les mission de la famille, c’est l’obligatoire.

E: Alors, es ce que vous evz travailler avec un Buddy?

M: Buddy? Ça veut dire?

E: C’est quelqu’un qui vi a Lyon, qui aide avec…

M: le coaching?

E: C’est pas le coaching, c’est…

S: A mentor?

E: It’s not a mentor, though, it’s like…

El: Helps you with your business?

E: But it’s more like specifically helping…

M: Par rapport au business ou par rapport a mes craint, ou par rapport a…

E: C’est un peut avec la communaute et mieux connaitre la communaute, et pour certain entrepreneuneur pour aider a apprendre le Français et aider a communiqué avec des personnes Français, et c’est pas necessaireent un mentor.

M: Non, pas encore. J’ais juste… comme les expereience que j’ai passer en France, j’ai travailler dans un club de bien-etre en VOD, non c’est pas VOD. C’est Vendeur Indepedent chez Urban-Life Nutrition. Alors j’ai fait un ans, je sait pas si vous connait. C’est une marque international et c’est a l’origin Americaine. Et, j’ai travailler un ans et demi, alors çs va un peut aider a comme petitie experience. J’ais pas une d’experience avant en travaille et je fait un stage pendant un moi au [unintelligible] pendant mes etude. c’est ça que je fait comme communication reel avec les personnes, les peuple, j’ai oublier.

E: Un Buddy c’est un programme de SINGA, alors si vous connaissez pas je pense que vous n’avez pas travailler avec un Buddy. Et il y a pas tout le monde… il y a des personnes qui savent ce que c’est, il y a des personne qui savent pas, qui on travailler avec, des personnes qui n’ont pas…

M: Ah, je croit qu’on a fait le soiree de presentation de notre projet et il y a monsieur qui s’appelle Cedric [not a Buddy, but oh well]. C’est luis qui va m’accompagné, mais en faite a cette etape la que j’ai decalle le produit, alors c’est pour ça j’ai pas encore travailler avec quelqu’un. C’est ça.

[End of first video]

E: Comment es ce que l’organization de SINGA vous a elle aider?

M: Dans les etape qu’on a marche, oui ils sont bien m’aider. Oui, ils sont bien m’assurer avec mon idee, avec les idee des autre. Parce que je trouve meme il y a des idee qu’on peut pas croir que c’est realisable, ils sont bien nous aider, ils sont bien nou consseiller que c’est realisable, c’est fesable, ils sont bien motiver peut etre comme ça. Non, ils sont bien m’aider a l’etape que j’ai passer, et je crois que ça va bien apres marcher avec les autre etape que je voulez aire. Je peut pas dire ça exactement parce que j’ai pas fait encore des grand chose, mais avec les chose que j’ai fait ça m’aider bien. Ça me donner encore la croir de ce que je veut faire.

E: Es ce que il y avez des *workshop* qui etais specifciquement util?

M: uoi, c’est le *workshop*… en faite, j’ai passer deux *workshop*, et comme je vous avez dit, ils sont bien aider a… parce que mois j’ai l’impression que je suis bien forte, mais parfoit ci quelque chose me bloque, je pleur. Façilement je pleur. Et, le moment que ma expliqué dans le *workshop* comment ça ce passe, en faite moi je penser que j’etais isoler, *lonely*, on peut dire. Et lorsquelle ma expliqué ça, elle ma bien assurer, peut etre c’est pas le bon moment, peut etre c’est pas… oui ça va bien m’aider. Et, je voudrait bien continuer avec le *workshop* qu’on a fait. Mais lorsque j’ai decider de d’ecaler alors c’est pas, c’est pas une bonne idee de continuer a venir sans rien faire pour ça. Mais, ce que j’ai fait ça m’aider bien.

E: Alors, comment es ce que SINGA pourait ameliorer leur travaille avec les entrepreneur et avec les autre?

M: Alors, je sait pas comment çå ce passe par les etape prochaine, mais mois je, alors, *suggest*, pour les… c’est comme l’expereince que j’ai passer c’etait bien me toucher, alors les premiere fois que quelqu’un veut envisager tes chose comme ça ça serait bien avoir quelqu’un pour aider pou rla premiere fois. Alors la premiere chose, luis assurer, la deuxieme chose, si ils a fait queleque… on peut pas dire des faute, mais de mal-expression, alors c’etait bien… vous savai toujour en, si on va representere quelque chose en commerce ou en des expression special qui va toucher notre personne, alors qje croit que çå sera mien d’avoir pour les premiere expereience quelqu’un pour lui aider pour evisager les barrier, et surtout pour quelqu’un qui va integrer dans un nouvelle societe. C’est ça.

E: Alors, pour vous, c’est quoi la mission de SINGA?

M: Ça t’a dire ques ce quelle fait, SINGA? Ce que je sait?

E: Voila. C’est quoi le but de SINGA? POurquoi es ce que SINGA existe?

M: lJe croit que c’est pour aider les personnes a contaiz sur eu meme, pour avoir sont propre projet, et dans toute es etape de zero jusqua le premiere jour du mission, etre en travaille, d’effectué le travaille.

E: Et es ce que vous pensez que SINGA est en train de reussir a ça?

M: Ben je sait pas trop mais j’ai vu qu’il y a deux projet qui sont mis en place, ce que je connait mais peut etre il y en a des autre. Je connait le projet de *Food Truck*, le Petit Syrien, de Lauba. Moi je trouve que c’est un bon projet, et je pense que ça va reusir, qu’il est bien reussi deja. Et l’autre projet c’est de Fatima, le cafe de Tea, salon de Tea. Et j’ai pas encore visiter la ba mais j’ai vu les video sur Facebook et je trouve qu’il est charmant, qu’il est bien reussi, et j’espere que il va continuer qu’elle va reussir bien. Et je vu une projet de Elhadji. Je sait pas si ils est toujour mis en place ou pas non… mais en faite toute les personne que ja’i vu, meme Shareoul, le projet Malaysien, je trouve qui sont tout des bon pprojet, et j’espere que ça va tout continuer, parce que ils sont bien speciale et… de bon projet.

E: Et, quelle sont certaine donnee qui pourrait montrer que SINGA a reussi?

M: J’ai pas compris.

E: C’est un e question un peut abstrai, aussi. Nou on essaye de trouver, on essaye de suggere a SINGA des donnee qu’il pourrai recolter pour montrer au public qui sont en train de reussir. Alors ou vous demande si vous avez des idee sur des donnee.

M: Je sai pas. Peut etre par les media peut etre. PAr les conte Instagram, Facebook, les chsoe qui sont Trend, pour faire comme des histoire de success. Des petit video. Je croit que ça va marcher et je sat pas peut tre, comme, quelqu’un qui est ambassadeur de SINGA. Je sais pas, [unintelligible]. Parce que moi, des que j’ai commencer avec SINGA je dit a tout mes ami qu’ils sont surtout en faite, tout mes entourage sont des famiilles Syrien, et vous savez ils sont bien changer ouboulverser toute la vie pour venir ici. Si quelqu’un avoir sont propre magasin, sont propre… qu’ils est bien vivi en Syrie avant la guerre et ici ça sera un peut dificil si c’est pas trop jeune, ça sera un peut dificil d’etre employe, alors et moi j’ai bien conseiller. Meme j’ai trouver beucoup les aider mais je cherche des personne pour faire c’est idee la. PAr exemple je trouvé il y a a un emploi Syrien qu’on connait trop. Ce sont des chose qu’il resemmble au epinard, et on doit le faire venir de l’Egypt, ou… et c’est pas de trop qualité. Ici, le climat c’est, pas le climat, c’est a propo de l’agriculture. C’est bien resemble en France, au sud de la France, et si ils fait l’agriculture ils peut faire ça est ça sera un tres tres bon. Si une foit vous envisager qui aime l’agriculture, ça sera un tres bon projet. Je sait pas personnes qui font ça. Alors, toujour je… vous vous pouviez faire cette idee la, vous vous pouviez faire cette idee la, alors les personne par bouche-orielle, ça va bien difuser.

E: D’accord. Alors, a votre avis, es ce que SINGA est unique et different d’prganization similaire, ou pas?

M: Je peut pas vous dire, parce que j’ai pas des experience avec des autre place. Et mem je sait pas. Le Positive Planet j’ai passe une seule fois, et ils on directement me dire de venir ici. Alors j’ai aucun experience alors je peut pas vous dire.

E: D’accord. Tres bien. Alors a quoi ressemblera votre futur relation avec SINGA? Es ce que vous avez intention de travailler avec eu? Par exemple faire du volontaria, ou recemende des autre gens, ou… a quoi çå resemblera?

M: Oui pourquoi pas. Pourquoi pas. Je peut bien etre ambassadrice. Oui pourquoi pas. Moi j’aime trop les aider les autre. Moi je sait pas, c’est pas bien de parler de moi. Mais moi je pense toujour a l’autre. Si il y a quelqu’un un probleme je pense toujour a trouver, meme si ça prend beaucoup de ma penser mai j’arrive pas, je pense toujour, je cherche toujour a trouver une solution au probleme. Et si SINGA va resoudre les probleme, pourquoi pas.

E: C’est toute mes question. Es ce que vous avez quelque chose d’autre que vous voulez ajouter?

M: Non, mais j’espere que vous pouvez bien aider SINGA a plus de reussit, et j’espere que ça va bien parce que c’est un bon idee a faire.

### Marwa English

E: So we know that you didn’t start your business in teh end. Is that right?

M: Yes.

E: So what was the idea of your business, before?

M: The idea of the business, I am a hairdresser/make-up artist. Now I am doing my aesthetic CAP [tests to become a professional hairdresser/make-up artist] here in France. It was the idea of bringing capillary and aesthetic products from the united states. There is another project from Norway, that I find are good products with good ingredients that aren’t aggressive for your hair. It’s a product… Am I allowed to name specific trademarks?

E: I think si.

M: Yes. It’s a product that works with OLAPLEX [not sure on spelling on this one or any future trademarks]. It’s a product that protects hair from aggressive hair-lightenning products, scouring products. That’s it. And that was the essential idea. TO distribute these products here in France. To distribute these products in the French market.

[Some conversation omitted]

*The American product it’s Keratin, the mark is MG Hari Keratin and the hair dye and… it’s a new mark, so there is every day new products coming out and the produit will in concurance with Olapence, it’s from Norwege.*

E: So, had you already led a business before coming to SINGA?

M: *No. It’s just four year that I am here in France and all the paper stuff and all the things that take two years, two years and a half and after that I just start to think that I have to do something, so I start to have my diplome, CAP, in France and I start to think that I have to do something in trading because my husband, he… his passion is trading and commerce. So that will incorporate the two things, the trading and esthetic things together, and we can work together because my husband… it’s not so French, so like that we can do the things together. So I have this idea, adn before no. No idea how to do something.*

E: In French because… several reasons. First, it’s easier, but also afterwards if we make a video it needs to be in French. It’s easier for the people that will see it. And I think that it is easier.

M: Yes. It’s easier to find the words without errors.

S: *So it’s okay we don’t understand. Don’t feel bad.*

E: So, how did you hear about SINGA?

M: Oh yes. THat’s a good question. When I thought of having aproject like that, I went first to Pour L’Emploi [Fro Work]. Pour L’Emploi sent me to an association that is called Positive Planet, and after Positive Planet they sent me towards SINGA. That’s it.

E: So why did you decide not to start a business?

M: To have my own project? [She understood “Why did you decide to have your own business”]

E: Yes

M: So there are several criterias. First, that here, being employed, it’s a bit difficult, and it’s not like… I’m not used to being employed before. And at my age with my family with four kids with everything that is new, all the new responsibilities are mine. The papers and things, and you know how it works here. SO I find that it would be… it takes al my time to be employed, and I don’t want that. My family still needs me. I have little ones, two little kids that are six and four years old. They still need me and I wouldn’t want them to be in daycare or in school all the time. It’s the first criteria and the most important. Second, it’s just that there is more of a change that my husband will be employed with something that he liks, so like that it’s our own project so we can choose something that we like. It’s our passion. And it’s still aesthetic that is my passion. And the freedom, you could say, the freedom and counting on ourselves.

E: Ok. but so in the end you didn’t start your business. Was because of your family?

M: No. I’m still thinking about eh idea, and I always have new ideas, new ideas, new ideas. Lots of ideas. But the thing that I found was to do market research, and here it’s all new for us the markets, the products,a dn all that, so it will take a lot of time. ANd I feel that there is… seeing that I am not from here, so I think that there are several barriers for me that I have to fight to cross this barrier, and it takes lots of time. I can’t do two things at once. Studies, the aesthetic CAP that is very hard, that is very difficult, and then the market research for my project. That’s why I told myself: First I finish teh CAP, my exam is soon adn I hope that it will go well, and afterwards I continue with my project.

E: Okay

El: *So what has been the biggest challenge with your project so far?*

M: It was the market reasearch. Because here there is a big market. There is lots of marketting. They have big names like L’Oreal, Franc Provo, and they are big brands, so I think that it’s a little… It’s not easy to be in a market like that, and I am confident in the products that I want to present, it’s just that it takes a lot of time to do market research, and I am a little afraid that I have to envision it well, it’s a little because of my hijab. I’m always afraidthat hte other won’t accept me because of that. And afterwards I understand with a meeting, wiht a *workshop* here, at SINGA, that because I tried one and I felt a bit stuck. I felt stuck when she said “No,” when I was starting, “So, do you want to try products and things like that,” and she tells me very simply “no.” And I felt stuck, and me, always, my fears… I interpret it that it’s because of the different that I have. But with this *workshop*, she explains to me that maybe it wasn’t the right moment, she was too busy, she was not in a good mood, we don’t know… You can’t always say that it’s because of this. And that’s why, I get stuck, and after I find that I have to work on me with the work for the market research and all that, and that’s why it takes a lot of time. It’s why I am putting it off for a bit to finish something. I can’t do both at once. Helping my family, that is required.

E: Sp do you work with a Buddy?

M: Buddy? What does that mean?

E: Someone that lives in Lyon, that helps to…

M: With coaching?

E: It’s not coaching, it’s…

S: *A mentor?*

E: *It’s not a mentor, though, it’s like…*

El: *Helps you with your business?*

E: *But it’s more like specifically helping…*

M: With a business or with my fears or with…

E: It’s a bit with the community and better knowing the community. For certain entrepreneurs to help them learning French, adn to help them communicate with French people, and it’s not necessarily a mentor.

M: No, not yet. I just… Like the experience that I had in France. I worked in a club for well-being in VOD… no, it’s not VOD. It’s an Independent Vendor at Urban-Life Nutrition. SO, I did a year. I don’t know if you know it. It’s an international brand from the United States, and I worked a year and a halp, so it will help a bit as a little experience. I didn’t have experience before working and I am doing an internship during one month at [unintelligible] during my studies. That’s what I do for real communication with people.

E: A Buddy is a SINGA program, so if you don’t know it you probably haven’t worked with a Buddy. And not everyone… there are people that know what it is, peopel who dont’ know what it is, that work with one, that don’t work with one...

M: Oh, I think that we did a presentation of our project and there was a man named Cedric [not a Buddy, but oh well]. He’s the one who will accompany me, but at this stage I have postponed the project, so that’s why I haven’t worked with someone yet. That’s it.

[End of first video]

E: How has SINGA helped you?

M: In the stages that we have done, they have helped me a lot. Yes, they helped assure me in my idea, with other people’s ideas. Because I find that there are ideas there you don’t believe are feasible. They helped us well, they advised us well that it was feasible, it was doable, they motivated us well. No, they helped well to the stage that I reached, and I think that it will work well with the nect stages that I want to do. I can’t say exactly because I haven’t done big things yet, but with the things that I have done it helped me well. It gives me believe of what I want to do.

E: Were there specific *workshops* that were useful?

M: Yes, it’s the *workshop*... actually I did two *workshops*, and as I told you, they helped to.. Because I think that I am strong, but sometimes when I get stuck, I cry. I cry easily. And, the moment that it was explained in the *workshop* how it works, I thought that I was isolated, *lonely* you could say. And when he explained it to me, she assured me, maybe it’s not the right moment, maybe it’s not.. Yes, it helped me. ANd I would like to continue with the *workshop* we did, but when I decided to postpone, it wasn’t a good idea to continue without doing anything. But what i did helped ma a lot.

E: So how could SINGA improve their work with the entrepreneurs and with the others?

M: So, I don’t know how it works for the next stages, but I *suggest* for the… it’s like the experience that I had, it affected me a lot, so teh first time that I can imagine the things like that it would be good to have sometone to help for the first time. So the first thing, to assure them, the second thing, if they did something.. We can’t say they made a mistake, but didn’t express themselves correctly, so it was good.. You know if we want to represent something in business or with special expressions that will affect people, I think that it would be good to have for first expriences someone to help them imagine the barriers, and mostly for someone that will be integrating in a new society. That’s it.

E: So, for you, what is SINGA’s mission?

M: So what does SINGA do? What do I know?

E: Yes. What’s SINGA goal? Why does SINGA exist?

M: I think that it is to help people to count on themselves, to have their own projects, and in all the stages from zero to the first day of the mission, working, starting work.

E: And do you think that SiNGA is succeeding at that?

M: Well, I don’t really know but I saw that there are two projects that are in place, that I know of but maybe there are more. I know the project of the *Food Truck*, Le Petit Syrien, Lauba’s [?] project. I think that it is a good project, adn I think that it will succeed, that it is already successful. ANd the other project is Fatima’s, the tea cafe… tea salon. And I haven’t visitted it yet but I saw videos on Facebook and I think that it is charming, and that it is successful. And I saw Elhadji’s project. I don’t know if it is still in place or not… but all the people that I say, even Shahirul, the Malaysien proejct, I think that they are all good projects adn I hope that it will continue ebcause they are very sepcial and good projects.

E: And what is certain data that could show you that SINGA is succeeding?

M: I didn’t understand.

E: It’s a question that’s a bit abstract. WE are trying to find, trying to suggest to SINGA datat that they could gather to show the public that they are succeeding. So, we are asking you if you have any ideas on the data.

M: I don’t know. Maybe through the media. Through accounts on Instagram, Facebook, things that are trending, to do that like success stories. Little videos. I think that it will work. And I don’t know, maybe someone who is ambassador for SINGA. I don’t know, [unintelligible]/ BEcause as soon as I started with SINGA I told all my friends that are mostly, all the peopel around me are Syrian families, and you know they have really changed, or rocked their entire lives to come here. If someone has their own shop, their own.. That they lived wel in Syria before the war and here it will be a little difficult, if it’s not too young [if they aren’t young], it will be difficult to be employed, so I advised them well. Even, I found a lot to help them but I am looking for people to do this idea. FOr example, I cound that there is a Syrian thing that we know well. It’s things that look like spinach and we have to make it come from Egype, or… and it’s not good quality. Here, the climate is.. Not the climate, it has to do with agriculture. It looks like in France, int eh south of France, and if they do agriculture they can do this, it would be very very good. If one time you imagine that likes agriculture, that would be a good project. I know people that do that. Also, always I… “You can do this idea. You can do this idea”, so the people by word of mouth it will get spread.

E: Okay. So, in your opinion, is SINGA unique and different from similar organizations, or not?

M: I can’t tell you because I don’t have experience with other places. And even if I don’t know. The Positive Planet I went in only ones, and they told me immediately to come here. So I don’t have experience to I can’t tell you.

E: Okay. So what will your futurerelationship with SINGAlook like? Do you intend to work with them? For example, volunteering or recommending other people, or… What will it look like?

M: Yes, why not? Why not. I can maybe be an ambassador. Ye, why not. I really like helping others. I don’t know, it’s not good to talk about me, but I am always thinking about others. If there is someone with a problem I think to find, even if it takes a lot of my thought but I’m having trouble, I always thinkg, I look always to find a solution to the problem. AND if SINGA will solve problems, why not.

E: That’s all my questions. Do you have something else that you would like to add?

M: No, but I hope that you can help SINGA to have more success, and I hope that it will go well because it’s a good idea to do it.

### Vignesh French

Bonjour. Je m’apelle euh Vignesh. Je suis un Indeine et j’arrive *in* France depuis 2014. Mon *idea* pour creer une *enterprise*, une *enterprise* pour une cuisine dans le sud qui s’appelle *South Indian Foodie,* *in* Lyon. Parce que Lyon est la troisieme capital gastronomique *in* Europe. J’ai commencer mon *activity* ici pour St. Etienne ya [il y a] deux ans. ~~Avant deuxs ans,~~ deuxs ans avant, je suis chef a domicile uh pour… avec SINGA et une autre association. J’ai preparer ~~pour~~ uh un repa pour soixante quinze personne comme ça. Apres j’ai rencontrer SINGA Lyon. C’est SINGA Lyon, jashe [?] appeller projet pour entrepreneuse. Je suis… J’ai deux formation avec SINGA et Ari. Apres deux formation j’ai… SINGA Lyon c’est aider moi pour *administrative. French administrative* pour devloper votre activite, votre activité ou votre projet. Avec formation, avec hajasisipi [?] avec devenir entrepreneur, ~~les euh~~, comme ça, Apres euh c’est tout euh *administrative* fini, SINGA Lyon ma proposer une projet. C’est projet pour cuisine. Je suis e n *premiere* entrepreneur avec FINKELA pour creer mon projet ici. C’est.. La Commune c’est grande restauration dans Lyon septieme. J’ai commencer mon projet ici pour devloper mon *activity*. Premiere fois j’ai tester mon activité six mois. Apres j’ai creer une *society* SAS avec mon copine depuis Octobre derniere. Maintenant je suis *in* *society* et c’est.. Je travaille tout les jour. J’ai trois salarié ~~avec moi,~~ travaille avec moi, pour aider tout les jours, uh uh, dans le cuisine et dans le shop. ~~Uh pour… apres,~~ apres une annee a La Commune, j’ai ouvrer [word missing?] terrain pour pour mes client uh pour manger tout les jour midi et soir comme ça. Uh, maintenant mon restaurant ~~dans~~ a La Commune. ~~ummm, apres La Commune c’est...~~ apres la Commune J’ai fini mon contrat uh a La Commune uh apres uh cinq octobre cette annee. Uh apres j’ai que je ouvrai un restaurant [loud noise] cuisine l’inde sud uh a Lyon septieme, la prochaine annee.

### Vignesh English

Hello. My name is euh Vignesh. I am an Indian and I arrive *in* France since 2014. My *idea* to create an *enterprise*, an *enterprise* for a kitchen [or type of cooking] in the south that is called *South Indian Foodie*, *in* Lyon. Because Lyon is the this gastronomique capital *in* Europe. I started my activity here for St. Etienne two years ago. ~~Before two years,~~ two years before, I am a home cook uh for... with SINGA and another association. I prepare ~~for~~ uh a meal for seventy five people like that. After I met SINGA Lyon. It’s SINGA Lyon, jashe [?] called project for entrepreneurs. I am… I have two formations [periods of “schooling”] with SINGA and Ari. After two formations I… SINGA Lyon it’s helping me for *administrative. French administrative* to develop your *activity*. You activité or your project. With formation, with hajasisipi [?] with becoming entrepreneur, ~~the euh~~, like that, After euh it’s all euh *administrative* done, SINGA Lyon proposed a projet to me. It’s project for cooking. I am in *premiere* [first] entrepreneur with FINKELA to creer my project here. It’s.. La Commune it’s big restauration [restaurant industry] in Lyon seventh [seventh arr.]. I started my projetc here to develop my *activity*. First time I tested my activity six months. After I created a *society* SAS with my friend since last October. Now I am *in* *society* and it’s.. I work every day. I have three employees ~~with me,~~ working with me, to help every day, uh uh, in the kitchen and in the shop. ~~Uh for... after,~~ after a year at La Commune, I open [word missing?] terrain for for my clients uh to eat every day lunch and dinner like that. Uh, now my restaurant ~~in~~ at La Commune. ~~ummm, After La Commune it’s...~~ after la Commune I finish my contract uh at La Commune uh after uh fifth of october this year. Uh after I have that I open a restaurant [loud noise] south indian cuisine uh in Lyon seventh [7th arr.], the next year.

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## SINGA Volunteer Interview Transcripts

### Cedric English

C: I’ve been at the very very beginning of FINKELA. I’m not part of SINGA Lyon, I’m just one of

these who are providing time -- not from day one because I didn’t engineer or design the program, but as soon as they got their first class in, I was with them until now. So I will answer all questions as it is related to FINKELA.

E: When did you first get involved with SINGA?

C: So SINGA there was a meeting -- a gathering, held by ROALPIA, it’s a social entrepreneurship incubator, which is different than FINKELA, so it’s different from FINKELA, FINKELA is very much focused on newcomers, like refugees and asylum seekers. ROALPIA is born in Lyon and they are about social. It doesn’t have to be related to refugees and migrants. And SINGA, when they first landed in Lyon because they are born in Paris, they landed through ROALPIA program, and ROALPIA -- at one point in time because they are doing these gatherings -- and I attended this event and everybody was pitching their things, and I met SINGA talking, and I found it interesting, and they kept me in a database. When they set up FINKELA, they came up to me and they said Cedric. The boss of SINGA set up SINGA lyon and came up to me and said Cedric, we are going to set up an incubator called FINKELA, are you ready to come and check? And I said “sure” so that’s when I got involved. February last year. I think that was the first time I met, but SINGA is probably since December. If I’m talking to long just flag haha.

E: So what do you do or have you done for SINGA?

C: Everything through FINKELA. I’m not a SINGA guy. I’m not really involved as a “buddy” in the Buddy Program, I can be seen as a buddy for entrepreneurs. I haven’t been playing the role as buddy for newcomers. I’m not involved with SINGA at all. In FINKELA, I’ve been doing a little bit of everything when it comes to providing support for entrepreneurs. Not in the organization/logistics, but rather providing specific advice using my knowledge and my specific background. So guidance, opening doors because I have the chance to provide a pretty decent network here in the area, so that’s also something that FINKELA is using by bringing me on board -- being able to open doors. A door I open is about intellectual property and how that’s also an issue. When you’re a regular, starting entrepreneur, you don’t think right away. When you’re coming from a place that has been terrifying, IPs may not be the very first thing [on your mind]. So opening doors. Opening doors for entrepreneurs, opening doors for FINKELA. They hosted their cohorted class in intellectual properties so that they are aware. I was a mentor for four people in the first class, 2 in the second class, and 3 now. The oldest person, depending on what they need, I’m able to mobilize my network should it be relevant and help them. And that’s the motto of SINGA/FINKELA, it’s the network, because they come here without network because they don’t have it.

E: How have you benefited from volunteering for SINGA/FINKELA?

C: Feelin good.

E: do you do it for any other reason? Because it’s time out of your day.

C: Feeling useful, because we cannot just close our eyes on the issue of migration, about people coming in -- the newcomers. Because we are all fortunate enough to not deal with this issue. But that’s definitely what brings me to FINKELA, and to have them benefit from everything that I have been working on. I’ve been involved in start-ups and accelerators, so i’ve got a pretty broad scope of things that I have been doing, and I put at FINKELA’s disposal so I can just provide that. Basically, showing back. I have been very fortunate to receive, so it’s my time to give.

E: Is there a reason why you are just involved with FINKELA and not SINGA?

C: Time, and the added value that I can bring. I guess that being just good will, it’s a necessity, but it’s not enough. You can have good will but having nothing to offer. I could do the copies and the things which can have added value but limited. I think it’s where people have skills and have experience and where they can share that, but if i don’t have, then there’s not point for me to make sure. Worst case scenario I make people lose their time. As a buddy, i can definitely help them, but that is something I am already doing that for the entrepreneurs. I am a permanent buddy. So why I’m not involved with SINGA is time. And the CALM program -- why we don’t host -- it’s basically because right now we don’t have the capacity to host in an appropriate and decent condition, the newcomer that would come. So we don’t have a separate room, and for nobody it is convenient to have one in the middle of the living room for no matter how many days. I’ve got two kids, we’re [a family] of four, so there is no room, so there is a reason why we are no into the CALM thing.

E: So what do you understand FINKELA’s mission to be or SINGA in general?

C: The vision is to give a chance to any entrepreneur no matter where they are coming from. Their mission is to make sure the local community and whoever has expertise to open their doors and share their network and their knowledge. So it’s a little different vision aiming at for the good of the society. The mission is a little more technical. What they expect from me is to share my network, bring my expertise, and to spend me time, to show my time.

E: So what would success be for SINGA/FINKELA in your opinion?

C: FINKELA in terms of metrics. The ultimate metrics would be if you take an incubator is everybody’s set up in an appropriate way so they can develop, so it’s not just registering an office or a business, because if you bankrupt 3 weeks after… that’s more of a disaster.

S: So sustainability?

C: Yes. That’s the ideal picture. I know that’s in the long run. It’s a 6 month program. In 6 months you definitely cannot expect everybody to set up their office or their business because more will come with “it’s already done, i just need an extra step”.. Like (Deb?). He has the best restaurant idea. Basically what he needed was a little bit of money and the right place, and off he goes. So they have an idea because that’s what they have been doing in Syria, in Lebanon, and things, but they have nothing here. 6 months is different what you can achieve in 6 months. So what i’m doing with FINKELA, i’ll try to put it in a a humble and modest way -- I’m very much beside Birgit and Annaelle to give them an outside perspective on everything they have been working on. I won’t definitely say I advise them. I definitely won’t say I mentor them. But I make sure I am here and if I bring added value as an external vision -- a different view and a different perspective -- I share my say. And if they don’t take it, they don’t take it. So in terms of metrics we’ve been already thinking about how to assess the success. I know in their first class, they basically set up “what we want to achieve in six months”. For one of them it could be a business plan, for another it could be to open an office, then third one it could be to identify what is a scenario that is feasible for next time. I know that the ultimate goal… If you’re an incubator basically normally you should create your business. I think after the program, and the aftermath and sustainability and development, either you create a program and you’re back, or you're in the process, like your drawing a company or a startup, and you no longer feel like a newcomer and you’re part of the local. I think a good thing would be that anyone that finishes the program should become a local. Not in terms of time spent but how I feel, how I know the code, how I know how to interact. I will be helping the newcomers, not because I have the willingness, but I feel comfortable enough in Lyon or in France, so that my opinion is valuable to any newcomer because I know the drill, I know the rule. And that’s what you’re working for -- how to find the metrics of success.

E: Do you think FINKELA is succeeding with their mission?

C: Given that it is not everything from scratch, given the environment they are working with, in terms of resources, in terms of time, and dynamics, yes. They are definitely doing very very very good. I know a couple of the projects that I’ve been following can be really tied as success. I think that you can read thousands of studies on success ratios: one startup out of ten will be a unique one or one out of a hundred will be a unique one, or one out of 2 will drop in the first year. Given the fact that they don’t have resource; they are personally new in business. They are part of nonprofit. The way they work is more complex than what it looks like. They are dealing with people. They are not just white men from Stanford who want to just create their own business. They are coming from everywhere and places you don’t want to go for holidays, where age doesn’t matter. In the states you don’t have to be young or old to start, but there is a pattern in like, silicon valley, probably one of the most racist places for entrepreneurship. Given all of that, I think they are more successful than any others. If you just take the metric “how many businesses have you created”, this comparison is not even relevant, because you cannot compare a porsche or a vintage mustang. You can’t compare [other incubators with SINGA]. They have to find their own metrics which would make sense to the outsiders, and it’s not something that nobody would understand, but they shouldn’t compare themselves with other dynamics. Even ROALPIA is different. In ROALPIA they are all French speaking, probably most of them are educated, which they are also in the newcomers, but you don’t have to be. You can be a self-made man, so they should find a way that if they have to be compared, it’s in a sensible way -- so it’s not just “how many projects have you created, i created 10!”

S: It’s relative.

C: It’s definitely relative. So a ratio of success may be a cohort of 10, 5 are a success, and [for example] one leaves and goes home to their country, one dies, and you already have a 40% decrease. It’s not relevant. There is something very complex. They need something to show their success because they are successful, but I would definitely avoid the trap of comparing.

E: We are looking into specific data that would show that FINKELA is successful, but the amount of resources that they have compared to a lot of other organizations who have this large source of funding, it’s hard because it’s not as easy to show the relative impact of their organization.

C: There is something that you could be looking to is the ratio of money spent towards money earned. Money earned is complicated, money spent is easy -- there are two salaries and the rent, and because they are a salary they are not paid by a private company, it’s pretty much closer to 0 than to a million. So when you a do a ratio about so many euros spent on X amount projects, then you find out that your project is very cheap compared to a place where you have a very nice at the top of the tower and you have very nice furniture. I know you are here for learning. For what we do here, we are an economy development agency, and basically we are paid to attract foreign direct investments, so international companies, to set up activity in Lyon so that they can create jobs. We have measurements, and there is another way that we follow, it’s not a metric that we will communicate, and it’s not a metric that we are bragging [about] but we follow it, is that the budget per how many jobs created. This is something pretty easy it do. We know how many jobs we’ve been creating by our action, and we know our budget. This is something that is duplicable for other economic development agencies. I think that that’s something that can be of some interest. The only thing that for us, the number of jobs created is easy, for them, what would be the outside metric? How many projects registered? What resources they’ve been raising -- some of the entrepreneurs will be looking for funds but not all of them, because some projects don’t need funds: like class one with Fatima, I don’t know if you’ve seen her, she opened her tea.. Are you fond of tea one of you?

E: we are going there today!

C: I was not a mentor. As I said I do a little bit of everything. So I’ve been supporting her. I have a visually impaired person part of my network. He’s blind. I asked him “are you fond of tea” and he said “ i love tea!” and I said “back in Lyon, I’ll take you!” and I asked Fatima “ are you willing to challenge your tea?” because she was saying “tell me what you think” and I was saying, “yeah, it’s good, but I can’t tell you. It’s probably very good”. He will be coming and doing a taste test. Fatima is a success. That’s already 10% of the first class. One is setting up is incubator in [idk, some place]. That’s what we’ve been following. He wanted to create a social incubator. He is definitely a success. One set up her own exhibition about women’s rights in Sudan. It’s completely different and it’s about loving and raising awareness. The exhibition took place. Thats 3/10 of the first class, so that’s already 30% of success. One an exhibition, one is a tea store, and one is a potential incubator. Completely different. Level of money you need, completely different. Level of fundraising, completely different. The outside metric is going to really be a challenge. Incoming is easy, the outgoing is more complex. There is something that you can use your brain juice. This metric of outcome.

E: Another challenging thing is the unemployment rate among French citizens is so high already that if we are saying “oh look all the jobs that have been created and all the money that the refugees are making, will people care?”

S: Something that’s really interesting is that through the 26 structures over almost 200 extra jobs have been created through those programs. Sometimes it can be really hard to convince someone that doing this will actually create more jobs for people than take away those jobs from French citizens.

C: My wife is kind of a social worker and is assisting people who are very far from employment to get them back on track, solving issues, looking into background of the family in terms of culture, many things [ make them feel like ] they are not part of the society. They feel discriminated. There are many things. In terms of employment the scope and the picture, unfortunately it would be great if you could show this creates jobs, but it’s not that easy. Everybody has their own mind, and they don’t want to come back to work. It’s not that they want to benefit from the social system, but some of them don’t believe they can work, some of them never worked. Believe it or not, they can be 30/35 and they never worked ever. It’s not that they are rich and they are just playing polo, they just never worked ever. It’s very complex. One thing that I think could be a good thing, it’s also to show that those person will be autonomous very quick. There is this motto that hosting population or habitating newcomers, is that all tax is going for them and it’s too much now. They say “the extra tax I pay goes to them and it doesn’t go towards my social security”. So they think that newcomers directly decrease reimbursement. So they say “the money less that I get back is going to them”. Of course, that is not a direct path. The way to show that those people are not a burden can be something where outsiders that are not educated in all the complexity of migration can be sensitive. Oh well if it doesn’t cost me anything, then sure. There are some communities that are more prone to understanding that but that would be a thing to think about. In terms of unemployment I think they have to do a ratio but I’m not sure that so many jobs have been created by so many projects that been set up. Some of them don’t even get a salary. For the tea, i don’t think she is going to hire anybody because she has to sell the tea to pay the rent and there are others that are creating tons of jobs, start-ups doing an app or business services that strike and raise 10 million, and one day to the other they will have 50 people. The comparison here can be very very tricky so autonomy and raising awareness, and that’s pretty much more SINGA that those people have skills. THey are skilled people. If you are fleeing a country it’s not just all the beggars that are fleeing the country, it’s not all the thieves that are fleeing the country, it’s not all the babies that are crawling through the country. It’s people who are educated who have a job, and how have experience. Both men and women who are doing very good things in their place, so they can do very good in this place. And the part where they’re going to “steal jobs”, more and more people know that that’s a fake statement. Still people are using that for political parties, but i think that everyone is a little bit educated and understand that there’s no direct link. It’s more and more obvious which is good, so you don’t have to really argue that. You still have people who believe that and you still have political parties who use that.. Like if you’re out, they get the job.. Yeah right [joking]. Doesn’t happen. That’s not really quantitative. And when you say success, it may not just be quantitative. But I think there is a mix that FINKELA has to think of with your help. If it’s too qualitative it will just be seen as blah blah blah, oh yeah we’re successful because Luoay is very happy with his new job and he’s having fun and has passion, so what? Just data, you may be in a trap where it’s not relevant because the size of the cohort is not too big, and the metrics of success is not the same as a regular startup that you would have in Boston. Don’t compare Boston. When you raise 50 million, we are happy when you raise 2 million here for the same service. In the US, you’re happy if you raise 50 and if you raise 2 you are seen as a loser, and say “wow you failed!”. Don’t compare the ecosystem. There’s a balance to find between figures that make sense. Anybody that will put money, at one point they will say “what is my trade off”, “what do I gain out of it?”

E: You talked about the other incubator, but focusing more on other NGOS how is FINKELA different from those NGOs?

C: Even though I’m very much into it, I’m don’t have a great knowledge on the entire ecosystem. SINGA is just one that I love and I don’t spend time to go and snoop. I know that they’re doing good because when they mention how many actions they are taking and how many people they’ve been supporting, I think they’re doing good comparing to that. And here again, we should differentiate FINKELA as an incubator is definitely an incubator not in the same way as ROALPIA, i think they have 5-6 on the payroll, with normal salary. Probably Annaelle and Birgit don’t share their salary but they are really on the minimal. Even the one that’s very social, they are a nonprofit, but they are doing profit. FINKELA does not do profit. They are thinking about selling some services, but they are doing wonderfully good given all that. It will be complex to stay at the same size as they are forever, because things are changing around, but you cannot grow if you don’t have the resource to grow. They are not magicians. When it comes to the NGO community, they are definitely an NGO. Any other incubator and things, even ROALPIA, I would say is truly a social entrepreneur incubator, but I wouldn't label them as an NGO. They are definitely a nonprofit, but it is not an NGO as the way you conceive it. I [make a difference] between NGOs and nonprofits. We are a nonprofit, our agency is nonprofit, but we a have a budget, so I don’t consider myself an NGO. We are nongovernmental organization, we are paid by the local authority, but I am not an NGO. An NGO has a social, or charity, or human things. We are here for economic development so it’s hard to say we are an NGO for economic development. And they have a unique position to be really at the cross section of entrepreneurship and an NGO. Ticket for change, i wouldn’t call them an NGO, but they aren’t an NGO. I would label FINKELA as an NGO. Comparisons are very hard.

E: Do you donate your time or your money to any other organizations?

C: Yes. 6 euros abroad for humanitarian mission. Something that has guided me which is why i’m part of them. Right now there are two NGOs that I give monthly to, like money. I don’t give time. I offer my language skills if they need any translation because everybody speaks English, but I don’t do anything except give money.

E: What categories of organizations?

C: Red cross, I have been part of their team, emergency unit, and there is one called partage, which is very much on education. Providing education to kids in places where the entire system is disrupted because of war. I know them because I applied to work for them but they turned down my application. Those are the two. After time to time you just give some money here and there. There is a migrant place right next to where I live so i try to find some time and do things for them but this is pretty much, i’m not involved or part of their team.

E: Is there a reason why you were more inclined to donate money instead of time? I heard about how you thought your talents aligned more with FINKELA? Or that you language skills weren’t as useful in that organization?

C: I offered but they never got back to me. I wasn’t looking for a job, but if they needed help I would have helped them. I’ve been a volunteer for red cross also, i was part of the emergency unit Take a van, and drive around the city, provide blankets for the homeless. I’ve been also doing first-aid (EMT). And pretty much it’s because of time now. I feel less stupid about.. At least I do something that’s minimal. Giving money prevents me from thinking I don’t do anything so I just give money.

E: Have you given money to SINGA/FINKELA in the past?

C: No. Well I pay my membership this year, so for two years. No, they didn’t ask, and I think that I’m pretty much into sharing. If i spend time here, I will donate there.

E: In terms of receiving information of FINKELA, how would you like that information to come in?

C: Connect with Birgit with Annaelle. I won’t read. Unfortunately, the one I read most are not from them, because I didn’t register for their newsletter so I don’t know what’s happening in SINGA, to be honest, I don’t go to events of SINGA. The one I read more from Partage and Red Cross, it’s paper. Even though I try to be reasonable for sustainability and things, email, or mail, i won’t even open it. There is one thing -- Most of my work is on the computer and on email, so I don’t want to read emails. To be obnoxious, I feel like I contribute so enough that I will not look about what is miserable somewhere else. We can always contribute more, because I’m doing a fair share. I read sometimes on the red cross and partage in Africa, but we know that there are needs everywhere. With Partage, I’m supporting a little girl and she is in Lebanon. She is a Syrian Refugee. I get that if there is something about Syria or Lebanon. I will read because I will relate to it . I am her godfather, so she is my goddaughter. What’s happening in Honduras, I know that there are needs but I don’t take the time to read. I know there are plenty of migrants sitting on the streets of Lyon, so obnoxiously or arrogantly, I don’t need to read to know. It would be good for me to read so that I know more and have more compassion. Even if I love Annaelle and Birgit, I don’t read [newsletters] because it doesn’t come from them. I will read their emails and if they are crying for help, I will be here 24/7, but reading news from SINGA that is corporate or corporate from SINGA, it wouldn’t interest me.

E: So you like personalized?

C: Yes, I think so.

E: Whenever I get a chain email from WPI, I just don’t even open it.

S: And your so involved with FINKELA, and talking to our partners that if you have a question you can just call her. That makes sense. You just called her.

C: You probably have 1000 activities outside of what you’re doing. As soon as you have a family, things become more complex and take more time, and so the time you dedicate to other things like reading a good book can be a challenge. Reading a good book is better than reading problems in the news. I think time is also something. We think we are very important and that we are running out of time but it’s also reality that we are running because we don’t organize ourselves good. So please don’t send me anything [jokingly]. And save energy. I don’t know how much you’ve read about data center and how much they consume energy, and so read a little about that because it’s also socially minded and sustainability driven about all the emailing. Everytime they send you how much energy burns an email, that is stored in a place you don’t read. It is stored in a data center. So you multiply this by how many emails you receive a day, times 5 billion people who have access to internet, so you can imagine the energy they spend on that. So yeah, don’t send me emails.

J: Are you on social media?

C: No, i don’t have facebook. I have a twitter account and I have linkedin. I use it just for professional, it’s just an account i use for invest in Lyon. I don’t share anything else except if they’re something outrageous that really annoys me, I will post it, but otherwise it is still corporate communication, so anything i post on linkedin should be in line with corporate. So my opinion about migrant, except if it is completely outrageous. I use twitter very much for my personal, so crying out my rage.

J: like Donald Trump?

C: Exactly. That’s one I follow [to get mad] [jokingly]. I had instagram, to be honest, just to look for a nice tattoo idea, and I didn’t follow up, so I scratched that. I opened a facebook late, like five years ago, and I was present, but not active. So I’m not on facebook. I tried slack, but I couldn’t find interest. I’m not on snapchat.

E: That’s it for us, we don’t have any other questions. Do you have anything to add?

C: It’s a great challenge. Probably the most beautiful topic of helping people. It’s the best topic within the IQP lyon center. You have a great topic and a great team. Help them. They need your resource. You don’t need me to tell you that. They count on you, they need you. It’s very valuable and powerful whatever you come up with because you’re going to help them a lot. Were you initiated before this project a little bit about migration?

J: A little bit, since I was growing up, my family migrated from Venezuela to the caribbean, and some of my family is still there in Venezuela. My brother migrated from Venezuela to Florida with asylum, and he is still there now and he’s doing very well. It’s very similar to this project because he’s very well educated, he has a company, and he has a family and a wife, and once he got to Florida, he was able to make some connections and grow and make a boating company and apply his skills. It’s very similar to something like this. But that’s in terms of my personal life. In terms of working with an incubator, I’ve never worked with them.

C: It’s really important to understand how complex and Birgit and Annaelle, you can’t go 100% to the complexity or understand how complex it is. It’s so complicated what they went through and what they need. They may be looking for comfort, for money, for relationship, are you looking for support, are they looking for empathy. Everybody is unique. The way your brother was looking for what I’m looking at when I am in Miami is different than what someone else may be looking at. People say, “oh they’re migrants” they are looking for this. It’s very complex, it’s much more complex than people coming from Stanford and wanting to open their business. So if you already have a sensitivity to that, otherwise you would have spent 8 weeks just to understand how complex it is, not just the process. There is one thing that maybe, I don’t know, you check with Birgit and Annaelle, there are also two way of seeing things: how we approach the profession (to raise money), to show what we did with the money and the result, but I think this should help, it’s non exclusive, about how this helps to raise awareness to the hosting community. I know this is what SINGA is doing and they are working on their program CALM, and I think there is a leverage to show what FINKELA is achieve when it comes to the hosting community. And that’s where I say “those guys are talented and you can use them for other things”. Some people, you know, i’m helping a family that is illegal here in France. The guy was in construction, and he just wants to work for free. I’ll make sure that when he wants to work on certain things, he has money, but he wants to feel confident and regain his pride because he is a man, and just to do things. And if you read a little on migrants, and they wait 2 months in a shitty hotel room when there are 20 of them, they’re waiting everyday to go out. It’s waiting. It’s time. And when you’re an asylum seeker and there’s nothing happening and it feels like it’s taking ages for administration, which they are, but they are overwhelmed with process. So for them just to understand what it is, that is something. You don’t have time. You have to pick, but I think this is also a powerful statement.

J: we were thinking if we should focus on getting corporations and businesses and show them the work that SINGA has been working, and trying to get funding for FINKELA, and from there, using that money to continue what they are doing, but I guess we are more toward the impact assessment side which is similar to what you’re saying, which is seeing what they’ve done to benefit the community and seeing how we can raise awareness in the community and even through that and through the videos, we can show different corporations that it’s beneficial to the community.

C: One channel of communication you may investigate is to find the uniqueness of every project. There’s one that is going to open a restaurant about food in Malaysia, he says that there is one other malaysian food in Lyon, so you just have two and this will be the second one. It’s not like we are dying without Malaysian food but they are still bringing something. It’s not like Chinese or Japanese like sushi which we have, which is great. But this guy is bringing something we didn’t have. So if you’re going into impact that could be something. Like tea. We have tea, but this is different. Tea from Jordan. There can be something to play on.

E: How can SINGA improve?

C: They are already learning and they are already doing well, but the process can be more standardized. Their mission is to support the entrepreneur. Even though it is a billion experience is very valuable, but I think you have to mitigate and balance where you put your extra time, and it should definitely go towards entrepreneurs. I think that their improvement it’s almost nonexistent given where they are. If they were magicians they could improve. They already are mobilizing their network and that’s the hardest of the things [to do]. They are passionate people who are reactive. People say “they don’t have time” but you always have time if you give the priority. You cannot expect 100% are just fond of [their job]. They have their own lives. There is no room for improvement if they stay the same. That’s a positive answer. It’s not that they are unable to improve, but the way that they are I don’t really see how they can improve in terms of resource.

E: Because they need more resources.

C: The only thing that they could do, and we’ve already talked about it with them, if they have a plan, it’s to lower the time spent on their program so that they save time to develop, but to develop they need to be in line with SINGA and with Paris. They cannot develop by keeping the same thing. They cannot improve if they keep the same thing. They can [marginally improve].

### Celine Notes

Celine Interview Notes

When did you first get involved?

* 2 years ago
* At the beginning I was participating to the meeting every Wednesday
* Do some education for the job
* Part of this workshop
* Participated in FINKELA
* Now acting as a trainer

Where did you first hear

* On the internet
* Looking for an association that would work for her
* She say SINGA
* They told her to ask Birgit and talk to her about the organization in Lyon

What do you do/have done for SINGA in the past

* She is a mentor for FINKELA for the incubator
* Now she is doing that she is training for the people who need help with projects
* Training about how to present themselves to different partners

Have you benefited?

* It’s important to have inclusion and integration of people into society, volunteering is important
* She can use her competences to help them
* In her job she is working with people who create companies, so she is used to it
* Using her competences for something that is important to her
* To train people to be able to create something is very valuable for her

What do you understand SINGA’s mission to be

* Inclusion of refugees in French economic society and to create links between people
* Main objective Is to create links

What defines success for SINGA?

* I think people who are leaving the association because they are strong characters
* Activate their network
* The way they make links between refugees and the person in the companies and the person in the public structures is
* Two reasons
* Good people –> People who are known in French society
* System to create good b/w refugees and ppl is something that is very current
* People today react like this
* Good communication

How could SINGA improve?

* Communication could be bettered
* How they are known by businesses -> visibility
* If I hadn’t gone on the internet I wouldn’t have known about them
* Sensitize
* Knows about FINKELA but not about SINGA even though SINGA is better
* I don’t know, I don’t know how to answer this question

How would you like to receive information about SINGA?

* Mail, newsletter
* I don’t really use social media
* We have a shared application
* They are very active
* I like to see what they are proposing on social media
* These informations are not personalized
* Social media is useful for them

### Fabienne French

[First Recording starting at 0:43]

E: Quand es ce que tu est devenu membre de SINGA?

F: Je suis devenu membre de SINGA en Decembre 2018.

E: Ok. Et quand es ce que tu à entendu parler de SINGA pour la permiere fois?

F: En faite, je suis arriver a Lyon au mois de Spetembre cette annee. Enfin, l’annee derniere. Et, avant je donnai dees cours de Francais a Paris dans une autre association que SINGA pour des personne nouvellement arrive. Et quand on est arrive ici on avez une chambre de plus et on sait dit avec mon mari que ça serait bien de pouvour accueillir quelqu’un chez nous. Donc je me suis reseigner pour voir ou je pourrait trouver une association qui propose ça, et c’est comme ça que j’ai rencontrer SINGA.

E: Alors quesque tu fait pour SINGA ou quesque tu a fait pour SINGA?

F: Je dirait deux chose. D'abord on accueille quelqu’un a la maison depuis le mois de Janvier, voila, pouir une periode d’un an. Et la deuxieme chose que je fait, c’est que je suis benevole au sein du l’incubateur d’entrepreneur. Donc je viens une ou deux journee par semaine pour accompagne les entrepreneur.

E: Quesque tu fait spécifiquement avec l’accompagnement?

F: Alors c’est tres variable. Par ce que, comme on est pas tres nombreux on fait plein de chose et on peux proposer plein de chose. La premiere chose que je fait c’est que tout les jeudi après midi j’accueille des personne qui souhaite entreprendre au sein d’un permanence et pour une heure on a des entretien avec eux pour… alors au tout debut on decouvre juste leur projet, on leur pose plein de question, et puis apres petit a petit on travaille avec eu sur les differente problematique qu’il peuvent recontrer pour les aider a [switch video, some recording lost but I don’t think much]

E: A tu beneficie d’etre volontaire pour SINGA? Quesque ça vous rapporte d'être bénévole?

F: Ce que ça m’apporte je dirait que ça m’apporte du sense dans mon quotidien. Que j’ai vraiment l’impression d’etre util avec les entrepreneurs que j’accompagne. Es ce que je parle que de la parti entreprenariat ou aussi de la personne qu’on loge chez nous?

E: Le projet c’est surtout pour l’entreprenariat, mais…

F: Ça marche. Donc la premiere chose c’est ça. Oui, ben comme je disait j’etais moi a une ecolede commerce. J’ai travailler pendant dix ans en marketting et commercial et la j’ai l’impression vraiment de pouvoir apporter dees compétence a des personne qui sont extraordinaire parle projet quelle porte, qui n’on pas forcement cet competence la a la base, ou elles ont pas toute les cles de comment reussir en France a faire ça, et donc c’est tres complementaire. J’ai pas l’impression daider les gens, quoi, j’ai juste l’impression de les accompagne, et ça pour moi, c’est vraiment ce que je rechercher dans mon benevolat, de pas faire une aid ou finalement… ben les gens si je suis plus la ils ce debrouille pas pour autant. J’ai l’impression qu’ils apprenne des chose qui leur serviron tout leur vie et puis apres, et ben si je suis plus la ça les fait grandir, eux, et surtout ça me fait beaucoup grandir, moi par ce que rencontrer cet personne la qui souvent on beaucoup d’experience, qui ose faire d’autre chose, qui m’impressionne vraiment beaucoup, ça menrichit chaque jour, quoi. C’est vraiment bien. Des renconre aussi personelle, Je dirait de dire “ben oui c’est vrai qu’on peux faire ça” et que ils viens d’arriver en France et que au final ils sont… ils ose ce lancer. Quand que nous en France, des fois, l’entreprenariat on dit que c’est complique, ça rate souvent, on le voit souvent en plus sous la forme d’echec que reusit. Et je trouve qu’il sont super courageau, et ça me porte aussi beaucoup, ça.

E: Oui, et on a parler a plusieur entrepreneur et ils sont tous tres content et ils adore avoirde l’aise parce que… il y en avait une, qui s’appelle Maria qui a dit, “Ah oui, j’ecris un truc et je sait pas comment dire et apres il y a mon mentor qui vient et qui l’ecris et je dit ‘C’etait ça! Exacteement ce que j’essayer de dire!’” Alors elle a dit que c’etait genial d'avoir dees personne pour aider.

F: Non, c’est vrai que pour le coup c’est vraiment… puis bon ça creer vraiment en faite juste au de la … je pense que il y a le pretext de l’entreprenariat et tous ça mais pour mois c’est aussi creer es lien humain, quoi. C’est en faite toute c’est personne qui sont rentrez dans ma vie, ça me fait voire des chose differament. Ils me font refleshir autrement. Eh ben Mohid qui habite chez nous c’est tout a fait ça aussi, quoi, c’est vraiment… en faite ça permet aussi de sortir de… enfin de se rendre compt que la maniere dont on pense en France, et ben tout le monde ne pense pas comme ça. Et ça fait beaucoup de bien aussi de essayer des chose. Franchement j’avais jamais remit en cause par ce que en fait pour nous on est ne la dedans alors c’est normal, quoi, c’est… Et voila alors les entrepreneur ils on, la plutpart d’eux, pour rencontre ils on pas pour abitude dans leur pay de vraiment ecrire les chose, de vraiment metre des mot precis comme tu disait, et finalement on se dit, et ben, pourquoi on fait tous ça. Appres c’est pas pour autant qu’il faut pas le faire, par ce que pour aller voire la banque il faut avoir fait quelque chose de construit, mais non ça qid vraiment a ce dire que ce qu’on pense etre logique c’est pas forcement logique pour tous le monde. Ça fait un peut pense differament je trouve.

E: Alors selon toi, quelle est la mission de SINGA?

F: Au niveaux de l’entreprenariat, toujour?

E: Oui. Juste en general je dit SINGA mais en faite c’est l’incubateur.

F: Ben pour moi la mission c’est… je dirait qu'elle est double. La premiere c’est vraiment d’accompagne des le depart des personne nouvellement arrive, pour leur permettre d’entreprendre, et sourtout moi… ce qui me tiens au cœur c’est de faire pour qui puisse y arriver et qu’on soit assez orienter aux resultats. Qu’on arrive a, justement a ce que ça debouche sure leur projet, et, voila, on voit que ça marche, que il y a des projet qui sorte, qui se concrétise et ça pour moi c’est la mission premiere. C’est vraiment que des personnes nouvellement arrive puis faire ce quelles ont envis dans leur vit, et ce qui passe par l’entreprenariat en se qui nous concerne c’est mettre tous a disposition pour qu’ils est vraiment la possibilité de… ben dabord toute les cles pour reusir leur projet. La deuxieme chose aussi je dirait que… ben de permettre aussi de faire conaitre ce que c’est que l’entreprenariat. Et en France en tout cas… par ce que on a toute sorte de personne qui etait entrepreneur avant, qui arrivent en France donc on les aident a comprendre donc c’est quoi les differences… et puis il y a des personne qui on jamais entrepris de leur vie. Et donc c’est aussi de leur donnes c’est cles la, ce dire “c’est quoi d’etre entrepreneur? Ça veut dire quoi?” Finalement ça serait vraiment valable pour beaucoup de Français qui savent pas forcement ce que c’est. Mais nous notre specificite c’est vraiment ça parapor aux nouveaux arrivant. De les aider a decouvrir se monde la, et puis je pense que dans tout les cas peut importe les projets, c’est aussi mettre en relation avec des personne d’ici. Nous on a la chance de connaitre, soit leur explique, ben, il faut que t’ai voire tel organism qui va pouvoir repondre a tes questions. Soit luis dire, ben nous on connait quelqu’un qui va pouvoir t’aider sur l’aspect impobilier, sur l’aspect… en fin sur plein d’aspect different, et je pense que c’est cette force la aussi qui… enfin Annaelle et Birgit on vraiment reussi a construire tout ce tissue qui fait que moi j’ai l’impression que des que j’ai un entrepreneur qui a une question, il suffit que je lui demande “Es ce que vous connaissez pas quelqu’un qui fait ça?” Et paf on connait quelqu’un et du coup la rencontre apres est vraiment magic pour la personne en face parce que elle pouvait etre bloque et finalement ça va lui rapporter plein de réponse et j’aime bien cette aspect collectif justement de dire que on est pas… enfin moi même quand j’accompagne je suis pas du tout la seule personne a pouvoir repondre au question. Moi je suis plus la pour poser moi meme des questions, et pour envoyer apres vers les bons interlocuteur qui sont expert dans leurs domain et qui von pouvoir aider l’entrepreneur. En finalement, je sait pas si c’est la problématique des nouveux arrivant qui peut toucher beaucoup de monde et qui fait que on ai utant a devoir s’investir ou si c’est aussi Annaelle et Birgit et le travaille qu’elle font d’arriver a nous coordonner et faire pour que notre travaille… enfin on a l’impression que c’est hyper util et ça pour le coup c’est très intéressant.

[Omitted conversation not relevant to interview]

E: Que-ce-qui definit le succee de SINGA pour toi?

F: Beaucoup de chose. D’un point de vu vraiment quantitatif, je pense qu’il y a vraiment le nombre d’entreprise qui sont vraiment creer, de projet qui aboutise. Il y a aussi je dirait le nombre de projet qu’on recoit. Pour le fait qu’on arrive a etre assez connu pour que les gens viens jusqu’a nous, donc le nombre de personne qu’on peux orienter. Parfoit qu’il vont venir qu’une seul fois mais qu’on va les orienter vers un autre organism qui va etre plus interesant pour eux mais finalement cetait hyper important qu’il nous voit nous par ce que s’il nous avez pas vu nous ben ils ne aurait jamais rencontre l’organism pour moi il y a ça, il y a aussi tou l’aspect… ben lee nombre de personne qu’on fait rencontrer a nos entrepreneur. Je pense que se n’ai pas juste es ce que le projet reussi ou pas, parce que on peut pas etre les seul garant de ça. Ça va aussi dependre de la personne, comment elle travaille, et puis es ce que sont idee etez bonne, es ce que ça peut… voila… POur moi il y a vraiment es ce que on arrive a bien mettre en lien es ce que quand on vien nous voir, on arrive a orientez la personne ver un bon… et puis aussi tout l’aspect gain en tant que competance, quoi. Toute les personne qui passe chez nous, es ce que elles on apris. Ça peut etre a plein de niveaux different. Ça peut etre des competence vraiment technique entreprenarial commericialization, de marketting, de savoir menez une etude, de savoir reparler de son projet, d’aussi beaucoup de chose en confiance en soit, d’arriver aveez un projet ou vraiment on se sens, enfin, dans la beau point. Au debut on se sen assez seul, pas savoir par ou prendre le projet, apporte aussi cette structure la, et finalement je pense que toute c’est competence la c’est valable pour le projet qui porte et je pense que si demain ils arret et ils en prene un autre ils auron apris tout ça, meme dans leur vie personelle, voila a plein de niveau. Pour mois il y a ça et puis il y a aussi l’aspect humain que tout que ça creer entre nous. Moi c’est une autre vision de nouveaux arrivant aussi. Tout ce qu’on peut faire comme promotion pour faire parler de SINGA, permait de maniere indirect de pareler de l’immigration en France. Enfin dans les media francais on en parle beaucoup de maniere negative, et pour moi… depuis que moi je suis ici je me dit, mais on vit pas dans le meme monde, quoi. Et comme l’entreprenariat en France et tres a la mode, entrreprenariat en general, je pense que c’est un bon moyen aussi de… enfin comme l’entreprenariat interese les gens, du coupe ce qu’on fait a SINGA sur la [unintelligible] entreprenariat intéress les gen, et par ce billet la ils vont voir les personne nouvellement arrive de maniere differente, et pour moi c’est vraiment… voilà, si on peut réussir à mesurer ça aussi, toute les personne qu’on touch au final par notre action c’est aussi tres important je pense.

E: Es ce que tu pense que SINGA a reussi a sa mission et pourquoi? Es ce qu’il y a des exemple specific?

F: Ben oui. Pour moi deja par les projet qui abboutise, on a plusieur entrepreneur des promotions presedent qui on ouvert leur salon de thé, qui on ouvert leur restaurant, voila pour moi ça c’est quantitatif, et puis tangible, dison. Apres, comme on disait, c’est un peut plus complex donc en terme de mise en lien on fait enonormement en mise en lien. Pour le coup, voila, moi toute les semaine je reenvoi chaque personne ver au moins quatre ou cinq personnes diffeerente. Pour le coup voila. Pour moi ça c’est un vrai point positif. Apres au niveau faire parler de l’entrerprenariat aussi des personne nouvellement arriver, par ce qui est fait par inspire par exemple, ben voila c’est aller en entrerprise, fair parler faire témoigner ces gens la, c’est un moyen vraiment de toucher. Apres je pense qu’on pourait le faire beaucoup plus si on avez plus de moyen pour le faire. En ayant un equipe qui soit beaucoup plus… enfin voila en terme de slarie, voila que ça soit une equipe qui soit stable. Je pense que nous benevole ça compte mais voila on a tous aussi nos projet par auyer [autrepar] et on et moins, comment dire… c’est plus volatile aussi, quoi. Meme si, voila, notre engagement et la, quoi, c’est vrai que en fonction de ce qui nous arrivent dans notre vie, contrarement de quan on est salarier, ça peut changer les chose. Voila. Je sait pas si j’ai repondu a votre question.

E: Je pense. Oui. De toute façon on a des autre truc alors… Es ce que, ou, quele genre de donnes pourrait to convaincre que SINGA a reussi? Des donnes specifique?

F: Pour moi il y a vraiment l’aspect, nombre d’entrepreneur qu’on a accompagne. Nombre de projet qui on reussi aussi. Ques qu’il y a d’autre? J’ai besoin de reflechir.

E: Pas de probleme.

F: Ben le nombre de lien qu’on creer, aussi. Pui apres peut etre differencier les entrepreneur, pourquoi on les a accompagne et reussir a quantifier ça. L’aspect justement on a forme des gen aussi a differente competence. Je pense qu’il y a, a la foit, l’aspect “Wahoo” du nombre de dire, “Ah on a tant de projet qui on reussi.” Je pense que c’est quand meme tres important et ça reste le critere numero un. Si, par ce que, si je me met a la place de gens qui peut penser, ou qui peuvent… voila je me dit que quelque chose de vraiment important c’est aussi le nombre d’emploi que ça a creer, peut etre aussi tous ce qui est chiffre d’affair, genere [generated] par les entrepreneur par la suite, et puis il y a une aspect de les suite dans la dure, je pense que c’est juste que… es ce que a la fin de l’incubateur, ils on reussi a monter leur projet, defoit c’est des projet qui met trois ans, et alors c’est comment on fait pour les suivre pour dire, ben toute les personne qui sont passe par SINGA, que ce qu’elles sont devenu, qu’es ce qu’elles on reussi a creer, et puis il y a peut etre des gens qui vont pas creer mais c’est leur souhait finalement de pas creer, donc il y a peut etre aussi cette notion de trouver… es ce que ça leur a permi de trouver leur projet professionelle et d’etre epanoui dans leur projet professionelle. Par ce que finalement, on ce pose aussi beaucoup cette question la. Nous notre objectif au final c’est pas uniquement qu’il creer leur entreprise, c’est surout que ils ai un travaille demain et que ils puissent vivre bien de leur travaille. Et si ils doive repartir en temps que salarie, a la limite c’est pas grave, quoi. Mais l’importance c’est de les metre dans l’action, quoi. Donc je dirait, oui, moi idealment j’aimerais savoir, cinq ans apres ques-ce-qu’il sont devenu, et es ce qu’il sont heureux dans leur vie, quoi, finalement. Et es ce qu’il gagne leur vie comme ils le voulait, es ce que ils on pu abboutir leur projet professionelle.

[Omitted conversation not relevant to interview]

Mais pour moi c’est pas juste s’arretai au moment ou ils sortent de l’incubateur. C’est tres important, parce que finalement on est un moyen d’amorceer quelque chose, enfin… ben apres il y a certain projet qui, au bout de l’incubateur, sont pas reussi, et tout ça mais ça depend vraiment des projet et nous on peut pas juste aussi dire, ben on va prendre ce projet la parce ce que au bout de six mois ils sera viable. La richess c’est aussi d’avoir des projet qui dure longetemps, qui… et surtout que ça correspond en face de nous, quoi. Voila. Mais je pense d’un point de vu qualitatif ils y a aussi avoir certain projet qui soit vraiment emblematique, qui soit sortie de… enfi qui sont passer par SINGA. Je pense que ça… parce que ine de rien quand on parle au gens a l’exterieur il y a dire… il y a les chiffre, les statistique, mais il y a aussi dire “tel projet, vous aviez vu cee qu’il est devenu? C’est nous qui l’avon decouvert, c’est nous qui l’avon…” Et aussi il y a tout l’aspect *storytelling* qui [unintelligable] dire que c’est pas que ce projet la n’aurai pas arrive si on etait pas la, mais on a forcement apporter quelque chose, et avoir le temoignage aussi de la personne pour dire, et ben finalement ques ce que ça apporte. Quesque ça a permi de faire, et si je n’aitais pas passer par SINGA, ben paut etre que ça aurais etez beaucoup plus difficil, plus long, voila. C’est deux aspect, la.

E: A t’on avis, es ce que l'organisation de SINGA est unique/differentes d’organisation similaire? Pourquoi?

F: Alors, je pense qu’elle est similaire par certaines aspect a d’autre organization qui font de l’accompagnement d’entrepreneur dans le sense ou, ben voila, le fait d’avoir de mentor, ça peut etre assez commun. Le fait d’avoir de l’accompagnement individuelle et collectif c’est assez commun aussi. Les theme aborder, par exemple tout ce qui est commercialization, faire un pitch, tout ça c’est commun a beaucoup d’organisation. Apres, ce qui fait une difference, je pense qu’il y a deux chose. La premiere c’est que, comme on est tous membre de SINGA, on est pas venu la par hasard non plus. Ça veux dire qu’on est la… quand on rentre chez SINGA on nous explique en faite la maniere dont ils faut… enfin, les question qu’on peut poser au gens, l’approche du nouvelle arrivant, et on est tous former a ça. Et puis on y adhere profondement. Je pense que c’est important. Et donc ça fait que je pense qu’on est les seuls sur le territoire a savoir “s’occuper” de ses gens la de cette maniere la. Parce que on va pas poser de question sur… enfin on va poser des question sur ce qu’ils on fait avant mais proffessionellement, et voila en fait on considere les gens vraiment pour ce qu’ils sont professionellement, pour ce qu’ils veulent faire, et pas pour… en ben toi t’arrive, bon ben de tout maniere on va t’envoyer faire ça parce que tu peux pas faire autre chose. Et le fait qu’on croit tous au fond de nous que la personne peux reussir son projet, je pense que c’est une vrai difference d’etat desprit et de… on est vraiment… on va jamais juger l’idee de la personne, en faite on est pas la pour ça. Nous on est la, vraiment pour lui poser les bonne question. Et apres je pense qu’il y a certaine personne, certaine organization qui arrivent a le faire, mais faut pas non plus dire qu’on est… mais en tout cas, nous on va leur mettre vraiment cette approche vis a vis… puis je pense qu’on est pas que toi c’est les gens la tout les jours [the newcomers are not all the same, or SINGA doesn’t think of them the same way everyone else does]. On a pas pitie d’eux. En faite on se dis pas, “Oh, les pauvre, quece qu'il les aurait arriver?” Ben jamais on ce dis ça, quoi, c’est vraiment… et je te dis ça parce que voila, mois meme avant je me disais, c’est plus ça, tu voit, et le faite d’etre chez SINGA, enfin pour moi maintenant ça n’a pas d’importance, quoi. Je pense qu’on a ce role la et aussi ce qui est specifique a nous c’est d’avoir cette comunaute de personne qui, du coup nouellement arriver, par SINGA en general, et donc pour les personne qui travaille pour les projet d’inclusion de personnes nouvellement arriver, c’est une mine d’or aussi pour pouvoir les interroger, discuter avec eux, et voila nous on est un peux les seul a pouvoir permettre ça. Et, tu vois, nous on travaille avec Justine sur, justement, ce qu’on appelle la preincubation, comment on va faire des [unintelligable] entreprenariat. On le fait sous forme de *design thinking*, on va interroger les gens comme vous le faite, vous, voila. Et en faite on a direct sous la main, entre guimet, des gens qui sont interresser par ça, donc on est vraiment au cœur de leur problematique. Alor que je pense que si on avez pas toute cette comunaute la, en ben on pourrait pas faire ça. On pourrait pas etre si proche du besoin. Et donc on est vraiment les seule a pouvoir permettre aux nouveaux arrivants de croir en leur projet et de… on a souvent cet temoignage la, on nous dit ça, de dire que finalement avant de nous avoir rencontrez nous, ben voila on les envoyer au fin que ça soit au niveau de un emploi, ou de toute les autre organisation de recherche d’emploi ou de pouvoir monter son projet. Il y a ça, et puis il y a l’aspect aussi qualitatif, je pense qu’on a tous vraiment a cœur de dedier du temps au personne qu’on accompagne. Et on accompagne pas quatre cent projet en annee, quoi. Ça ça fait toute la différence, je pense. Alors c’est sur que c’est plus difficil a “revendre” par ce que [unintelligable] la quantity on va peut etre pas avoir des milliés de projet, par contre les projet qu’on accompagne on le fait bien parce que on a le temps, et parce que, aussi, les benevole qui viens, ça nous apporte beaucoup de pouvoir le faire qualitativement. Je pense que si on recevait vingt projet, on serait vite essoufle, on en aurait vite mar, alors que la les benevole reste motive parce que on creer des vrai lien humaine avec les gens avec qui on travaille.

E: Alors, es ce que tu fait des dons a des autre organization, et pourquoi?

F: Oui. Je pense que au tout debut, j’ai commencer a donner parce que cetait une premiere maniere de m’investir, en faite. Enfin, moi je viens pas d’une famille ou l’associatif est tres rependu. Personne fait ça dans ma famille je suis une des permiere a vraiment le faire. Et je pense que je savait pas en faite comment m’impliquer autrement. Au tout depart j’avais mem pas d’idee d’association qui pourrait me plair. Donc j’ai commencer par donne vraiment, que a des grosses associations. Et c’etait u peut ma maniere de contribuer. Et puis, petit a petit, j’ai donner a des moins grosses association au fur a mesure que j’ai commencer a rentrer dans le system associatif, parce que je voulais des association ou j'étais sur que l’argent aller au beneficiere, voila, et que c’etait pas utiliser pour des moyen de communication… voila pour moi c’etait ça et voila avez mon mari on a toujour continuer a donner dans le temps parce que je voit aussi maintenant moi qui suis benevole que aussi pour qu’il y ai des salarie, pour les projet ce monte il faut cette argent la, quoi. Voila, maintenent c’est important pour moi que ca ai vraiment specificement a quelque chose de concret, ou je comprend a quoi ça ser, et que ça aide vraiment les gens. J’ai besoin qu’on mexplique bien ça, quoi.

E: Es ce que tu ai volontaire d’autre organisation et pourquoi?

F: Alors a l’heure actuel non. Enfin je suis que chez SINGA. Apres, dans le passe j’etais dans d’autre organization. En faite pour mois c’est important, enfin en arrivant a Lyon je me suis reseigner sur plein de chose parce que j’ai plein plein de chose qui m’interresse. Apres, voila je suis Maman de deux enfants, je cherche moi meme du travaille en meme temps, enfin donc voila. J’ai beaucoup de chose a faire. Et finalement je prefere passer du temps a SINGA et que ça soit du temps qualitatif plutot que de faire deux heures la, puis deux heures allieurs. Ça permet de m’investir dans plusieur projet ici, de voir toute la coerrance, et du coup d’apporter plus de resultat aussi. Voila. Je prefere etre dans une salle associatif pour l’instant. Apres quand je serait a la retraite…

E: Quelle est ta methode prefere de recevoir des information a propos de SINGA, et de communiquer avec SINGA?

F: En temps que benevole ou en temps que mombre?

E: Les deux, alors disons d’abord en temps que benevole et puis apres en temps que membres.

F: Ok. En temps que benevole pour notre travaille au quotidien, j’aime bien qu’on puisse se voir et discuter pour enchanger sur les entrepreneur qu’on a recu, et tout ça. C’est pas toujour facil a faire parceque on est tous… moi je suis pas la tout les jour, Annaelle et Birgit elles on beaucoup, beaucoup de chose a faire. Donc, c’est pas evident et je pense qu’on a un travaille a faire. On en discut en ce moment de voir comment mieux communique entre nous pour que les info soit bien fluide, donc ça on a encore du travaille a faire. Mais, par contre, en temps que membres moi j’aime bien recevoir la newsletter une fois par mois, je trouve que c’est un bon moyen, enfin moi j’ai pas besoin de plus que ça. Et puis apres il y a, voila. En faite j’aime bien avoir cette info la ou je vais me dire, ben tiens je vais la lire. Puis generalement ils choisis bien ce qu’ils mette dedans. Pour moi c’est le meilleur moyen. Et voila je les suit aussi sur Facebook comme ça j’ai les info plus evenemnt qui vont ce passer, et d’etre bien au courant des chose auquelle j’ai envie de participer.

E: Et a quelle fréquence et le meilleur pour ces informations?

F: Je trouve que une foit par mois c’est bien. Pour la newsletter. Apres sur Facebook je trouve ça bien qu’il post des truc regulierment. Moi meme je vais voir regulierement, mais la j’estime que c’est plus moi qui vai voir, et si je loupe des chose c’est pas grave, quoi. Par contre les newsletter une fois par mois ça suffit, que ça me donne bien la visibility en faite, parce que ce que j’aime surtout c’est de savoir ce qui va ce passer au sein de l’association. Et ça me donne bien la visibility sur le mois prochain, ils va ce passer ça, ça, ça. Et que je puisse moi, note, dans mon agenda les chose auquelle je veut participer. Et apres, pour notre travaille au quotidien, je trouve que idealement toute les semain ils faudrait que… apres moi je suis la beaucoup par raport a d’autre benevole, donc ça depends vraiment de l’implication de chaqu’un. Mois, oui, qu’on trouve vraiment des moyen de restituer de maniere efficace ce qu’on a fait, les problematique qu’on peut rencontrer, et d’etre dur qu’il n’est pas d’information qui ce perde, et ça c’est pas facil parce que on est pas tres nombreux est mine de rien, puis le temps qu’on a on aime bien le passer avec aime bien le passer avec les entrepreneur, et pas faire des compte rendu a rallonge, mais pour autant peut etre qu’on pourrait fair un peut plus pour, justement, que ça soit tres tres efficace, quoi.

E: Je crois que j’ai rate une question plus tot. Mais sinon c’est tout alors juste une derniere question. Comment es ce que SINGA pourrait ameliorer ce qui font, et faire de mieux dans leur programme, pour les entrepreneur.

F: Pour moi il y a vraiment, je dirais, reussir a donner une autre dimension a ce qui font deja. Je pense qu’on reflechi toujour a des nouveaux projet, qu’on pourrait faire des nouvelle chose, mais finalement ce qu’on fait deja, je pense qu’on le faite deja bien mais malheureusement ça beneficie pas encore assez de personne. Jee dirais, aussi, savoir ce concentre sur ce qui fait vraiment le cœur de l’association, l’avoir bien identifier et, bon, ça c’est le truc qui faut qu’on develop vraiment et donc pour ça c’est comment faire pour, justement, tous ce qu’on disait avant, reflechir a nos action, aussi, par rapport a notre impact social. Etes sur que ça vien bien contribuer a ça a chaque fois, et puis voila, [unintelligible] plus pratique en pratique, comment integrer plus de benevole, comment passer a l’echele superieur. Ça t’a dire que la, a range dix benevole on a les mentor. Tous ça je pense que tous ça c’est hyper bien gerer parce que ils travaille de maniere assez autonome aussi. Mais, voila, si on voulait accompagne plus d’entrepreneur comme je le fait moi avec Birgit et Annaelle… pour l’instant on est quatre, cinq a le faire. Ça va, on arrive a ce parler et tout ça, mais si demain on voulait en accompagne encore plus, ben comment on ferait pour bien communique entre nous, etes sur qu’il y ai pas quelqu’un dans son coin qui fase son truc, ça vit, et puis en faite on ce rend compt trois mois apres que c’est pas du tout les valeur que porte SINGA ou la maniere dont ils faudrait que ça soit fait. Et apres pour moi c’est vraiment ce changement d’echelle. Comment on l’opere, et aussi, voila, par rapport au personne qui peuvent nous financer demain, comment on leur prove que… et voila je pense qu’on a un travaille a faire. C’est aussi ce sur quoi vous travailler. Comment on leur prove que ce qu’on fait est juste, et pas que l’aspect quantitatif pure, de juste dire, on a 90% taut de reusite. Alors voila, moi je trouve que ça a besoin d’etre plus frouni, d’etre plus… et voila comment on fait aussi, je pense qu’on organise pas mal d’evenement, aussi, comme ça, qui permet de partager ce qu’on vie aussi, et pas seulement les statistique qui vont deriere. Mais tout ça ça prend beaucoup de temps, aussi, a organiser les evenement, a rencontrer. C’est vraiment un travaille de fon de faire parler de ce qu’on fait, en faite, nous qu’on puisse temoigner, et voila, je pense qu’il y a un vrai travaille de communication ici a faire, et on est pas hyper nombreaux a pouvoir porter, quoi. Il y a toute cette dimension la qui a aussi de l’importance.

E: Ben, c’est tout. Es ce que tu a quelque-chose a ajouter? Que tu veut nous demander?

F: Ben, la suite. Quesque tu va faire de tous ça? Comment vous aller travailler desus? C’est quoi, vous, votre objectif?

[omitted answer, talked about how we want to show impact]

F: Moi c’est des sujet qui m’interesse en parallel avec ce que je fait ici. Je suis en train de suivre un muk sur la façon de mesurer l’impact social. Je sais pas si c’est des chose qui peuvent vous interreser.

E: Oui

F: Et, tu voit, qui donne des certaine, justement, des idee, des temoingage de gens, voila. Si ça peut vous interresser en terme de support, je peut te l’envoyer.

E: Ça serait super.

F: apres c’est en Francais mais c’est fait d’un ecole de commerce Francais dans tous ce qui est economie social et solidaire. Et ils donne des exemple de comment les structure font pour mesurer tout ça, donc,

### Fabienne French

[First Recording starting at 0:43]

E: When did you become a member of SINGA?

F: I became a member in December 2018.

E: Ok. And when did you first hear about SINGA for the first time?

F: Actually, I arrived in Lyon in September of this year. I mean, last year. And, before, I gave French lessons in Paris for another association for newcomers. And when we arrived here we had an extra room and my husband and I thought that it would be nice to be able to host someone at our house. So, I looked into where I could find an association that proposed this and this is how I found SINGA.

E: So what do you do for SINGA or what have you done for SINGA?

F: I would say I do two things. First, I’ve been hosting someone at my house since January, for one year. The second things that I do is that I am a volunteer for the entrepreneur incubator. So, I come in one or two days a week to accompany the entrepreneurs.

E: What do you do specifically with regard to accompaniment?

F: It’s very variable. Because there aren’t very many of us we do lots of things and we can propose lots of things. The first thing that I do is that every Thursday afternoon I welcome people who want to start a business at a *permanence*, and for one hour we have interviews with them to… so at the beginning we just discover their project and we ask them lots of questions, and then, little by little, we work with them on the different problems that they might encounter to help them to

[video cut here, some recording lost but I don’t think too much]

E: Did you benefit from being a volunteer for SINGA? What do you gain from being a volunteer?

F: What I gain, I would say that I gain direction in my daily life. That I really have the impression of being useful wtih the entrepreneurs that I am accompanying. Should I talk about only the entrepreneurial part or also the person that I am lodging?

E: The project is mostly for entrepreneurship.

F: Okay. So the first thing is this. As I was saying, I was at a business school. I worked for ten years in marketing and commercial industries and here I have the impression of really being able to bring competences to people who are extraordinary through the project that they are starting, that don’t necessarily have this competence, or they don’t have all the keys of how to succeed in France to do that, and so it’s very complementary. I don’t have the impression of helping people, I just have the impression of accompanying them, and that, for me, is really what I am looking for in my volunteering, to not be a helper or… the people, if I weren’t here, they wouldn’t be able to do as much. I have the impression that they learn things that will serve them all their lives and then after, if I’m not here anymore this will make them grow, and mostly it makes me grow a lot, because meeting these people that often have lots of experience, that dare to do something else, that impress me a lot. That enriches me every day. It’s really good. Personal encounters, too. To say, “Well yes, it’s true that we can do this,” and that they have just arrived in France and that, in the end, they are… they dare to do it. When, us in France, sometimes we say that entrepreneurship is complicated, that it often fails, that we see if often more in the form of failure than success. And I find that they are super courageous, and that brings me a lot, too.

E: Yes, and we talked to several entrepreneurs that are also very happy and they love to have help because… There was one who is named Maria that said, “I write something and I don’t know how to say it and after my mentor comes and writes it and I say, ‘That was it! Exactly what I was trying to say!” So she said that it is amazing do have people to help.

F: I think that there is the pretext of the entrepreneurship and all of that but for me it is also about creating human bonds. It is really all these people that have entered my life. It makes me see things differently. They make me think in other ways. And Mohid, who lives with us, it’s also that/ It’s really… It allows one to go out of… to realize that the way that we think in France, not everyone thinks like that. It does a lot of good, also, to try things. Frankly, I had never questioned because for us we are born in here so it’s normal… And so teh entrepreneurs they have, most of them, they aren’t accustomed in their country to writing a lot, and to really putting specific words, as you were saying, and finally we say to ourselves: Why are we doing all this? Aferwards, it’s not for this reason that we should not o it, because o go see the bank you have to be able to show something. But no it’s helps a lot to tells yourself what we are thinking is logical it’s not necesarily local for everyone. I find that it really makes you think differently.

E: In your opinion, what is SINGA’s mission?

F: For the entrepreneurship, still?

E: Yes. Just in general I say SINGA but I mean the incubateur.

F: I would say that the mission is twofold. The first is really to accompany newcomers from the start, to allow them to start, and mostly for me… what means a lot to me is to make it such that they can succeed and that we be oriented enough towards the results. That we manage to make it such that their project has success, adn that we see that it works, and that there are projects that succeed, that materialize, and for me that is the primary mission. It’s really that the newcomers are able to do what they want to in their life, and what happens through entrepreneurship is making everything available so that it is really possible do… first all the keys to succeed in their project. The second thing I would say… to allow also to know what entrepreneurship is. And in France, in any case, because we hav all kinds of people that were entrepreneurs before, that arrive in France, so we help them to understand what the differences are [from their home country], and then there are people that haven’t ever done any entrepreneurship. And so it’s also giving them these keys, and saying, “What is it to be an entrepreneur? What does it mean to be an entrepreneur?” It wuld be very valuable for many French people that didn’t necessarily know what it was. But us, our specificity it’s really that compared to the newcomers. To help them to discover this world… and I think that in any case, regardless of the project, it’s also putting them in contact with people here. We have a chance to know, or to explain to them, “you have to go see this organization that will be able to respond to your questions.” Or tell them, “We know someone that will be able to help you on finding a building, on finding… on lots of different aspects and I think that it’s this strength, too. Annaelle and Birgit have really succeeded in contructing all this tissue that makes it such that I have the impression that as soon as I have an entrepreneur that has a question, it is enough to ask him, “Do you know someone already that has done that?” and like that we know someone and as a result the meeting after is really magical for the person because they could have been completely stuck and finally this will bring him lots of answers and I really like this collective aspect. When I accompany I am absolutely not the only person to be able to respond to a question. I am there more to ask myself questions, and to send them afterways towards the right contact who is expert in their domain and who will be able to help the entrepreneur. I don’t know if it’s the issue of the newcomers that can touch a lot of people and that makes it such that we have as much need to invest ourselves, or if it’s also Annaelle and Birgit and the work that they do to be able to coordinate all of us and make it such that our work… we have the impression that it’s super helpful that that is very interesting.

E: What defines success for SINGA for you?

F: Lots of things. From a point of view that is very quantitative, I think that the number of businesses that are created, the number of projects that succeed. There is also, I would say, the number of projects that we receive. To make it so that we are able to be well known enough for people to come to us, so the number of people that we can orient. Sometimes that they will come a single time but we will orient them towards another organization that will bee more interesting for them, but finally it was super important that theey see us because if they hadn’t seen us they might never have found the organization. For me, there is that, there is also the aspect… the number of people that we introduce to our entrepreneurs. It think that it is not just if the project succeeds or not, because we can’t be the only judges of that. It will also depend on the person, how they work, and also if their idea is good, can it… For me, it’s really about if we were able to create connections, when people come to see us are we able to orient the person towards a good… and also the aspect of gain in terms of competences. All the people that come to us, and what they have leearned. This can be at lots of different levels. It can be very technical competences, of entrepreneurial comericalization, marketing, knowing how to run a study, knowing how to talk about their project, also lots of things in self-confidence, to arrive at a project where one really feels that they are in a good spot. At the beginning we feel pretty lonely, not knowing where to take the project, brings also this structure, and I think that all these competences are valuable for the project that they are starting, and I think that if tomorrow they stop and they start up another one they will have learned all of that, even in their personal life, at lots of levels. For me there is that and they there is also the human aspect that all of this creates between us. There is another vision of newcomers, too. All that we can do as a promotion to make people talk about SINGA allows in an indirect manner to talk about immigration in France. In the French media, we talk a lot in a negative tone, and for me… Since I have been here I tell myself that we don’t live in the same world. And Since entrepreneurship in France is very fashionable, entrepreneurship in general, I think that it’s a good way to… since entrepreneurship interesses people, what we have done at SINGA on [unintelligible] entrepreneurship interests people, and so they will see the newcomers in a diffeerent way, and for me this is very… If we can succeed in measuring this, also, all of these people that we touch through our actions is also very important.

E: Do you think that SINGA has succeeded in theri mission and why? Do you have any specific examples?

F: Yes. For me the projects that succeed, we have several entrepreneurs from precious promotions that have opened their tea salons, that have opened their restaurants, so for me this is qualitative, and more tangible. After, as we were saying, it’s a little more complicated in terms of putting people in contact with each other we do a lot with putting people in contact. Every week I send each person towards at least four or five different people. For me that is a real advantage. To make people talk about entrepreneurship, also newcomers, by what is done by INSPIRE for example, it’s going to businesses, to get people to talk and tell their experiences, it’s a way to really touch people. I think that we could do a lot more if we had more ways to do it. By having a team that is a lot more… in terms of salaried [I think this term indicates anyone who is an employee, not a boss or entrepreneur or unemployed? Or maybe it’s just not unemployed.], we also all have other projects and… It’s more volatile, also. Even if our engagement is there, it’s true that as a function of what happens in our life, contrary to when we are salaried, it can change things. I don’t know if I answered your question.

E: I think so. In any case we have more questions. What kind of data would convince you that SINGA has succeeded? Specific data?

F: For me there is really the aspect of the number of entrepreneurs that we have accompanied. Number of projects that have succeeded, also. What else is there? I have to think.

E: No problem.

F: The number of connections that have been created, also. And maybe differentiating the entrepreneurs, why we accompany them and quantifying that. The aspect also that we have helped people will different competences. I think that there is also the “wahoo” aspect of the number, to be able to say “we have this many projects that succeeded.” I think that it’s very important and that remains the first criteria. If I put myself in the place of people that can think, or that can… I tell myself that something really important is also the number of jobs that hvae been created, maybe also turnover, generated by the entrepreneurs after, and then there is an aspect of how long it lasts. I think that it’s just that… at the end of the incubator, they succeeded in starting their project, sometimes it’s a project that takes three years, and so it’s how do we follow them to say: all these people that have gone through SINGA, what happenned to them? What have they managed to create? And since there are some people that will not create but it’s their wish, finally, to not create. So there is also maybe this notion of finding… Did this allow them to find their professional project and to be successful in their professional project. Because we also ask ourselves this question. Our objective in the end is not just that they create their business, it’s most that they have a job tomorrow and that they can live well off of their work. And if they have to leave as a salaried person, at worst, that’s not terrible. But the important thing is to put them in action. So, I would say that idealy I would like to know, five years later, what happened to them, are they happy in their life, did they earn a living like how wanted to, and were they able to succeed in their professional project.

[Omitted conversation not relevant to interview]

But for me it’s not just stopping at the moment when they finish the incubator. It’s very important, because we are a way to start something… there are certain projects taht, at the ned of the incubator, aren’t successful, and all of that depends on the project and we can’t just say we will take a project because after six months it will be a viable project. The richness is in haveint projects that last a long time… and mostly that is corresponds in front of us. But I think that from a qualitative point of view there is also having a certain project be emblematic, that is born from… that have passed by SINGA. I think that that… Because when we talk to people outside there is to say… ther are numbers, statistics, but there is also “this project, have you seen what became of it? We’re the ones that discovered it. We’re the ones…” And also there is the aspect of *storytelling* that [unintelligible] say that it’s not that this project wouldn’t havee happenned if we weren’t here, but we definitely brought something to it, and having the testemony also of the person to say this, what does it bring. What does it allow to be done, and if I hadn’t passed by SINGA maybe it would have been much more difficult, longer. That’s two aspects.

E: In your opinion, is SINGA unique/different from similar organizations? Why?

F: So, I think that it is similar through certain aspects to other organizations that do entrepreneurial accompaniment in the sense that, the fact that there are mentors, that can be pretty common. The fact that there is individual and collective accompaniment is pretty common, too. The mentioned topic, for example everything having to do with commercialization, doing a pitch, all of this is common to many organizations. What makes a difference, I think it’s two things. The first is that, since we are all members of SINGA, we didn’t come here by chance, either. We are here… when we come to SINGA it is explained to us the manner in which we should… the questions that we have to ask people, the approach of newcomers, and we have all trained ourselves in that. And we adhere to it profoundly. I think that it’s important. And so it makes it such that I think that we are the only ones here to know how to “take care of” these people in this way. Because we will not ask questions on… we will ask questions on what they did before but professionally, and we consider people really for what they are professionally, for what they want to do, and not for… [we don’t think,] You arrive, and in any case we will send you to do this because you can’t do anything else. And the fact that we think that the person can succeed in their project, I think that this is a real difference in way of thinking and in… we will never jugde a person’s idea. We aren’t here for that. We are here to ask the right questions. And after, I think that there are certain people, certain organizations that are able to do it, but we can’t say, either, that we are… But in any case we will use this approach… plus I think that we are not only you it’s the people that are there every day [the newcomers are not all the same, or SINGA doesn’t think of them the same way everyone else does]. We don’t pity them. We don’t say to ourselves, “Oh, poor them. What happenned to them?” We nver say that. And I tell you this because even myself, before I told myself, and being at SINGA, for me now it’s not important. I think that we have this role and also what is specifc to us is to have this commnunity of people that, just arrived, by SINGA in general, and so for the people that work for the projects about inclusion of newcomers, it’s a gold mine also to be able to talk to them, and we are pretty much the only ones to allow that to happen. And so, you see, we have worked with Justine on what we call the pre-incubation, and how we will do [unintelligable] entrepreneurship. We do it mostly in the form of *design thinking*, wee will question people the way you are doing it. And actually we have dirrectly under out hand, in quotations, people that are intersted by this, so we are really at the heart of their problem. I think that if we didn’t have all of this community, we couldn’t do this. We couldn’t be as close to their needs. And so we are really the onlyl onees to be able to let newcomers believe in their project and to… We often have this feedback. We tell ourselves that, finally, before meeting us, we sent them to the end, whether this be a job or all the other organizations to look for jobs or to start their project. There is that, and there is also the qualitative aspect. I think that we have all really in our hearts to dedicate time to the people that wee accompany. And we don’t accompany four hundred projects in a year. That makes all the difference, I think. So it’s sure that it’s more difficult to “re-sell” because [unintelligible] the quantity we will maybe not have thousands of project, but the projects that we do accompany we do it well ebcause we have the time and because, also, the volunteers that come, it brings us a lot to be able to to is qualitatively. I think that if we recieveed twenty projects, we would be quickly tired, and we would be sick of it. But currently the volunteers stay motivated because we create real human bonds with the people we work with.

E: So, do you donate to other organizations, and why?

F: Yes. I think that at the beginning, I started to give because it was a first way of investing myself. I come from a family where the associative [I think she means philanthropy or volunteeering] was very spread out. Not one does this in my family, I am the first to really do it. And I think that I didn’t really know how else to get involved. At the beginning I didn’t even have an idea of what association I might like. So, I started really through donations, only to large assocations. And it was my way of contributing. And then, little by little, I gave to smaller associations as I started to get deeper into the associative system, because I wanted an association where I was sure that the money was going to the beneficiary, and that it wasn’t used for methods of communication… there, for me it was that, and with my husband we have alwaus continued to donate over time because I see also now that I am a volunteer that for there to be salaried people, for projects to be organized, you need this money. Now, it is important for me that it go specifically to something conrete, where I understand what it’s for, and that it really helps people. I need that this be explained to me well.

E: Are you a volunteer at other organizations and why?

F: So right now no. I am at SINGA. In the past I was in other organizations. For me it is important, arriving in Lyon I looked into lots of things because I have lots of things that interest me. I am a mother of two, I am looking for work at the samee time, so. I have lots of things to do. Finally, I prefer to spend time at SINGA and that it be qualitative [useful, productive] time than to do two hours here, then two hours somewhere else. It allows me to invest myself in several projects, to see the coherance, and to bring more results here. I prefer to be in an associative setting right now. After, when I am retired…

E: What is your favorite method to recieve information about SINGA and to communicate with SINGA?

F: In terms of volunteering or member?

E: Both, so say first as a volunteer and then as a member.

F: Ok. As a volunteer for my day to day work, I like that we be able to see each other and to talk to exchange on the entrepreneur that we welcomed, and all that. It’s not alwaus easy to do because we are all… I am not there every day. Annaelle and Birgit are there a lot, a lot of things to do. So, it’s not evident and I think that we have a job to do. At the moment we are talking about how to communicate better between ouselves so that we can share information easily, so we still have work to do. But, on the other hand, as a membeer, I like to receive the newsletter onse a month. I think that it’s a good way, or at least I don’t need more than that. I like to have this info there where I say to myself, I’m going to read this. Then, generally, they choose carefully what they put in it. FOr me, it’s the best way. I follow them also on Facebook so that I have more information about events that are going to happen and to be aware of the things that I want to participate in.

E: What frequency is the best for this information?

F: I find that once a month is good for the newsletter. On Facebook I think that it’s good that they post things regularly. I go look regularly, but I estimate that it’s more me that goes to see [other people don’t check fb as much as she does] and if I miss something it’s okay. But the newsletteer once a month is enough. It give me visibility because I mostly like to know what will be happenning in the association. And it gives me visibility on next month, this this and this will happen. And that I can note it in my agenda the things that I want to participate in. And, for our daily work, I find that ideally every week we should… I am there a lot compared to other volunteers, so it really depends on the involvement of each. That we find ways of showing in an effective way what we do, the problems that we can face, and to be sure that there is no information that is lost, that isn’t easy because there aren’t very many of us and the time that we have we like to spend it well, we like to spend it with the entrepreneurs and not make an extended report, but maybe we could do a little more of that so that we can be very effective.

E: I think I missed a question earlier. But otherwise this is the last question. How could SINGA improve what they do, and be more effecrtive in their program and for the entrepreneurs?

F: For me there is really, I would say, succeeding to give another dimension to what is already being done. I think that we always look for new projects, that we could do new things. But in teh end what we already do I think we do well, but unfortunately it doesn’t benefit enough people yet/ I would say, also, to know how to concentrate on what is really at the heart of the association, to have really identified it, and this is the thing that we really have to develop. And so for that it’s now do we do everything we said before, thinking about out action relative to our social impact. Being sure that it will contribute to this every time, [unintelliginble] more practical, how to integrate more volunteers, how to get to the next level. That is to say that, with ten volunteers we have the mentors. All this I think that all this is super well managed because they work autonomously, too [the mentors and volunteers]. If we wanted to accompany more entrepreneurs like I do with Birgit and Annaelle… right now we are four or five to do it. We manage to talk about all this, but if tomorrow we wanted to accompany more, how would we manage to communicate well amont ourselves, to be sure that there isn’t someone in their corner that is doing their thing, their life, and that actually we realive that three months later that it’s not at all the values that SINGA supports or the way that it needs to be done. And afterwards, it’s really the change in scale. How to we operate, and also, compared to the people that can finance us in the future, how can we prove to them that… I think that we have work to do. It’s also on what you are working on. How to we prove to them that what we are doing it just, and no only the purely qualitative aspect to just say, we have a 90% success rate. I find that it needs to be mour defined, to be more… and how we do it, i think that we organize a lot of events as well, that let us share what we live, also, and not only the statistics that are behind it. BUt all of that takes a lot of time, also, to organize the events, to meet people. It’s a really a full time job to make people talk about what we do, that we can attest, and I think there is work to be done on communication, and there aren’t very many of us to be able to do it. There is a whole other dimension that is also important.

E: That’s it. Do you have anything to add? That you want to ask us?

F: What comes next? What are you going to do with all of this? How will you work on it? What is your objective?

E: [omitted answer, talked about how we want to show impact]

F: This is a subject that interests me in parallel with what I do here. I am following a class on the way to measure social impact. I don’t know if it is something that might interest you.

E: Yes.

F: And, you see, that gives ideas, personal stories of people. If it could interest you I can send it to you.

E: That would be great.

F: It’s in French, but it’s given by a French business school that specializes in social and solidarity economy. They give examples on how structures measure all of this.

### Michel French

Starting at 1:03

E: Alors, c’est assez simple. Quand avez vous commencé à travailler avec SINGA?

M: Il y a trois mois

E: il y a trois mois? Et comment es ce que vous aviez entendu parler de SINGA?

M: Je les connaissais, la premier fois j’en ai entendu parler au sein d'un incubateur d’entrepreneuriat sociale et solidaire. Cs s’appelle ROALPIA

E: C'était quoi ce que vous avez dit la, le nom?

M: ROALPIA: ‘R’, ‘O’, ‘A’, ‘L’, ‘P’, ‘I’, ‘A’

E: Ok. et c’est tout c’est l’histoire la, il y a rien d’autre?

M: Non il y a rien d’autre.

E:Ok

M: Je les… au moment ou il ce sont implantés a Lyon je faisais parti d’un… d’une réunion de coaching, de mentorat et je l’ai est rencontre la pour la première fois

E: Ok. Et que faite vous pour SINGA?

M: Je suis mentor au sein de leur incubateur entrepreneuriat, qui s’appelle FINKELA. Et je suis mentor d’une réfugiés Syrien qui cherche à monter un magasin de vêtement

E: D’accord, et alors vous avez commencé à travailler avec SINGA il y a trois mois vous aviez dit, pourquoi êtes vous rester?

M: Contenu que je viens de commencer, ça serait dificil de partir tout de suite [laughing]

E: en effet, en effet

M: ça serait pas très cohérent.

E: En effet

M: Donc pour l’instant je suis au sein de FINKELA. J'essaye d’avoir de l’impact et puis je verrais si je renouvelle l'expérience a l’issue de cette expérience de coaching.

E: Super. Alors que ce qui définit le succès de SINGA pour vous?

M: Ce qui defini le succès actuel ou le succès potentiel?

E: Les deux

M: C’est… une réponse informel a un élément de solidarité, de beaucoup de citoyen français, vis à vis de la situation des réfugiés

E: Ok

M: Et le côté informel et auberge español de SINGA posséd [?] les bonne volonté citoyen

E: D’accord. Pas mal. Ben on va continue. Pensez vous que SINGA réussie à sa mission, et pourquoi? Quelle sont des exemple specific

M: Je ne sais pas. Je ne sais pas parce que je suis en faite trop loin de SINGA pour savoir comment il mesure l’impact réel de leur action. Et je ne sais pas exactement quelle est leur mesure interne de l’impacte real de ce qu’il font.

E: Ben en fait, la tout de suite, ça c’est notre projet c’est de trouver tout ça

M: Ah d’accord

E: C’est ce qu’on fait la tout de suite

M: Ah ok. Ma perception c’est qu’il sont trop récent pour qu’on puisse dire: “Il on un impact sur les refugies”. Je pense que l’impact qu’ils ont est plus… se mesure plus en term de goodwill, d'être un lieu d'accueil pour les réfugiés qui sont perdu. Alors je pense qu’on est a l’heure actuel plus dans le “soft” que dans le “hard”

E: Ok

M: Mais, je termine reprenant ce que j’ai dit, je ne sais pas vraiment. Ce que je dit est une perspective

E: Es ce que il y a des chose que SIGNA pourait fair mieux? Il nous on demander de demander cette question spécifiquement. Il veulent savoir ce qu’il peuvent faire de mieux pour aider les personne et pour continuer leur travaille

M: Je pense qui devrait peut être se structurer plus qu’il ne semble l'être aujourd'hui. J’utilise le mot semble parce ce que consenu [?] que je suis récent dans l'organisation que j’ai rencontré les jeune femme qui s’occupe de SINGA peut être trois-quatre fois, rapidement, je suis pas au cœur de leur central du clair. Mais, il me semble que lorganization devrais plus se structurai. Ils ont peut être besoin de plus de cheveux gris.

E: Ah d’accord. Oui, oui.

M: Voyait se que je veux dire?

E: Oui. Je voit.

M: Moi les gens que j’ai rencontrés sont des jeune femme, incroyablement dévoué, incroyablement dynamique, etc, mais pour passe a quelque chose qui a plus d’impact au moins dans la société qui on peut être plus de chevaux gris.

E: Oui. Absolument. Je comprend ce que vous voulez dire. C’est une tres bonne reponse. Alors, une autre question. Nous on va essayer de trouver des données qui peuvent montre l’impact de SINGA, et montre si ils ont un impact, du tout. Es qu’il y a des données spécifique qui vous convaincrai que SINGA et en train de réussir?

M: Oui. Je pense que mesurer… je dirais le temps nécessaire à une intégration dans la société Française des réfugiés serait un des critère.

E: Je comprend que c’est une question qui et un peux abstrait.

M: oui c’est abstrait mais… S'ils prenai tous les réfugiés qu’ils aide et que pour chaque profil de réfugiés ils définit un critère de succès, et il peut il y avoir cinq ou dix critère de succès qui sont integration familial, scolarisation des enfant, autonomie économique, apprentissage du Français, et ils se fixe à l’objectif, ils se fixe à un temps, un “timing” pour arriver à cette objectif et puis ils mesure. Et de façon global il y a peut être un critère qui dans mon esprit serait un espèce de “time to adapt” ou “time to autonomie” ou… parce ce que contenu qu’il s'adres principalement a des réfugiés en situation régulière, j’ai pas de doute qu’un réfugiés en situation régulière au bout d’un certain temps va s’adapter à la société Française puis qu’il en a la volonté. Et que si c’est pas lui au pire ça sera sé enfants mais l'intégration va se faire. Le rôle de SINGA a de l’impact si cette intégration qui peut prendre cinq ans prend un an.

E: Ok. Alors vous vous voulait une comparaison entre l'intégration avec SINGA et l'intégration sans SINGA ou vous voulait juste le temps a être intégré en utilisant SINGA, les ressource de SINGA?

M: Oui, je pense que peut être le temps a être intégré en utilisant SINGA comparer à l'extérieur serait dificil.

E: C’est une tres bonne idea. C’est pas quelque chose auquel ils avez pensé parce ce que SINGA nous a donné une petite liste de truc auquelle ils avez pensé est ça ce n'était pas sur la liste du tout alors c’est super. Alors a votre avis es ce que l'organisation de SINGA est unique et différent d'organisation similaire ou pas du tout, ou… que ce que vous en pensait?

M: SINGA est une organization tres informelle. Ça me semble pas yavarchisai [13:00] et je pense qu'ils s’inspire de l'organisation Emmaüs de l'abbé Pierre que vous connaissez peut être, qui est une auberge español qui réunit sous un même toit tout d’un tas d’initiative citoyenne.

E: Et comment ça s’appelle?

M: Emmaüs. C’est la fondation abbé Pierre qui est la référence en France en terme d’aide sociale

E: Okay. Je connesez pas.

M: Et sous la fondation emmaüs il y a tout d’un tas d'organisation qui fon de l’aide au gen dans la rue, de l’aide a la reinterne social [13:55] de l’aide au pabio [13:56] dificulté, etc. Et SINGA je pense inspire un peut de se modele informele. Et en gros quilquonq veut aider est le bienvenue chez SINGA. Si je suis un chanteur d’opera et que je veux creer un cœur [choir?] de chanteur d’opera parmi les gen qu’ils aide, je serai le bienvenue pour creer un atelier de chant. Donc c’est leur mode de fonctionment et ça a de la valeur aussi.

E: une question, ça peut entre oui non, vous pouvai choisir de pas repondre si vous voulait, es ce que vous faite des don a SINGA?

M: Non

E: Ok. C’est pour qu’on puisse savoir on est en train de comparer combien de personne font de dons au Etats Unis, parce ce que c’est très différent ici la culture. Alors vous etes volontaire pour SINGA? Je crois que vous avez plus ou moins repondu a cette question, juste pourquoi vous etiez volontair si vous aviz quelque chose a ajuter.

M: Parce ce que moi je suis un home d’entreprise et j’ai pris ma retraite il y a quatre ans et je continue a aider des entrepreneur dans la region de Lyon a traver different action et different organization et donc SINGA/FINKELA est une des nombreses structure dans laquelle je suis integre pour apporter un peut de savoir faire, a des jeunes entreprise.

E: Alors vous etes Buddy? C’est ça le terme?

M: ça doit etre ça. Je suis pas sur. Je pense que je suis Buddy, oui.

E: Ok. Super. Et alors la c’est la derniere question. Quelle est votre method prefere de recevoire des information sur SINGA?

M: Je recoi tellement de chose

E: Vous avez un ordinateur? Vous fesaiz, j’imagine… vous utilisez le courrier ou les resaux sociaux ou vous prefere papier ou…

M: Je dirait par email.

E: Par email?

M: oui. Je pense que c’est ce que je lie le plus facilement.

E: Et la tout de suite SINGA envoi surtout des courrier ou…

M: Je pense que je recoi plutot des email, oui. Je pense qu’ils foncionne plus sous l’aspet “newsletter.” Je pense que c’est approprier parce ce que “newsletter” on click dessus on louvre on lis en vingt seconds est ça fait le job, quoi.

E: c’est tout, la. Es ce que vous aviez quelque chose d’autre que vous vouliez dire, que vous vouliez ajouter?

M: Non.

E: Ok ben merci

### Michel English

E: So this is pretty simple. When did you start working with SINGA?

M: Three months ago.

E: Three months ago? And how did you first hear about SINGA?

M: I learned about them for the first time through an social entrepreneurial incubator. It is called ROALPIA.

E: What was the name you said?

M: ROALPIA, R-O-A-L-P-I-A

E: Okay. And that’s the whole story, there’s nothing else?

M: no, there’s nothing else.

E: Ok

M: At the time when they were first opening in Lyon I was part of a coaching and mentoring convention and I heard about it for the first time there

E: Ok. And what do you do for SINGA?

M: I am a mentor for their entrepreneur incubator which is called FINKELA. And I am a mentor for a Syrian refugee that is looking to start a clothing store.

E: Okay, and so you started working with SINGA three months ago, so why did you stay?

M: Since I’ve just started, it would be difficult to leave right away [laughing]

E: True

M: It wouldn’t make much sense

E: True

M: So for now I am working for FINKELA. I am trying to have an impact and then I will see if I want to continue and the end of this coaching experience.

E: Great. So what defines success for SINGA or you?

M: What defines the current success or potential success?

E: Both

M: It’s… an informal response to an element of solidarity, of many french citizens in the face of the situation of the refugees

E: ok

M:And the side that is informal and like a spanish hostel that SINGA has the good will of citizens

E: Okay. Well, we will continue. Do you think that SINGA has succeeded in its mission, and why? What are some specific examples?

M: I don’t know. I don’t know because actually I’m too far from SINGA to know how they measure the impact o their actions. And I don’t know exactly what internal measures of impact they measure.

E: Well, actually right now that’s our project is to find all of that.

M: Oh, okay.

E: That’s what we are doing right now.

M: Ok. My perception is that they are too recent for anyone to be able to say, “They had an impact on refugees.” I think that the impact that they have is more… is measured more in terms of good will, and being a welcoming place for refugees that are lost. So I think we are right now more in the “soft” than the “hard”

E: Ok

M: Bu, I finish, coming back to what I was saying that I don’t really know. What I’m saying is just a perspective.

E: Is there something that SINGA could do better? They asked us to ask this questions specifically. They want to know what they can do better to help people and continue their work.

M: I think that they should maybe organize themselves more than they seem to be today. I use the word “seem” because given that I am recent in the organization, that I’ve only met the young women that run SINGA maybe three-four times, quickly, I am not at the center of their affairs, to be clear. But it seems to me that the organization should be more organized. They maybe need a little more gray hairs.

E: Okay. yes.

M: You see what I mean?

E: Yes, I see.

M: The people that I met are young women, incredibly devoted, incredibly dynamic, etc, but to do something that has more impact at least on the society, that maybe need some more gray hairs.

E: Yes. Absolutely. I understand what you mean. That’s a very good answer. So, another question. We will be trying to find data that can show the impact of SINGA, and show if they have impact at all. Is there any specific data that would convince you that SINGA is succeeding?

M: Yes. I think that measuring… I would say the time necessary for integration of a refugee into french society would be a criteria.

E: I understand that this is a question that is a bit abstract

M: yes, it’s abstract but… If they took all the refugees that they help and for each profile o refugee they defined criteria of success–there could be five or ten criteria of success that are family integration, schooling of children, economic independences, French language learning–and they fix themselves to this objective, they define an amount of time to arrive at this objective and then they measure it. And on a more global scale there is maybe a criteria that, in this spirit, would be principally or refugees in a regular situation. I don’t have a doubt that refugees in a regular situation after a certain time will adapt to French society since they have the will to do it. And if it’s not him then at worst it’s his children but integration will happen. The role of SINGA has impact i this integration that can take five years takes one year.

E: Ok. So you would like a comparison between the integration with SINGA and an integration without SINGA, or would you like just the time to be integrated using SINGA, the resources of SINGA?

M: Yes. I think that maybe the time to be integrated using SINGA compared to others would be difficult.

E: It’s a good idea. It’s not something that they had thought of, because SINGA had given us a little list of things that they had thought of and that was not on the list at all. It’s great. So, in your opinion, does is the organization of SINGA unique and different from similar organizations, or not at all, or… What do you think?

M: SINGA is a very informal organization. I doesn’t seem to me [unintelligible] and I think that they are inspired by the organization known as Emmaüs from Father Pierre who you might know, which is a spanish hostel that gathers under the same roof a lot of citizen led initiatives.

E: And what is it called?

M: Emmaüs. It’s the foundation of Father Pierre that is references in France in connection to social aid.

E: Okay. I didn’t know.

M: And under the umbrella of the Emmaüs Foundation there are a whole bunch of organizations that help people in the street, help with [unintelligible], help with [unintelligible] difficulty, etc. And SINGA, I think, is inspired somewhat from this informal model. And essentially, whoever wants to help is welcome at SINGA. If I were an opera singer and I wanted to create a choir of opera singers within the people that they help, I would be welcome to create a singing workshop. So, it’s their way of working and that has some value, too.

E: One question–it can be a yes or no answer–you can choose not to answer if you want. Do you donate to SINGA?

M: No

E: Ok. This is so that we can know, we are trying to compare how many people donate in the US, because the culture here is very different. So, you are a volunteer for SINGA. I think you have already answered this question, just why were you a volunteer if you have something to add?

M: Because I am a businessman and I retired four years ago and I continue to help entrepreneurs in the region of Lyon through different actions and different organizations and so SINGA/FINKELA is one of the many structures in which I am working to bring some know-how to young entrepreneurs.

E: So are you a Buddy? Is that the term?

M: It must be that. I’m not sure. I think that i am a Buddy, yes.

E: Ok. Great. And so this is the last question. What is your favorite method to receive information about SINGA?

M: I receive so many things

E: Do you have a computer? You, I imagine… You use email or social media or do you prefer paper or…

M: I would say by email.

E: by email?

M: Yes. I think that it’s what I read most easily.

E: And right now does SINGA sent mostly emails or…

M: I think that I received mostly emails, yes. I think that they work more under the style of newsletters. I think that it’s appropriate because for newsletters, we slick on it and open it and read it in twenty seconds and that does the job.

E: That’s all. Do you have anything else you would like to say or would like to add?

M: No.

## 

## SINGA Leaders Interview Transcripts

### Annaelle French

00:07

El: So, what is SINGA’s mission statement?

A: Donc SINGA est un movement citoyen qui à pour but de creer du lien entre les personne nouvellement arrive, donc les nouveaux arrivant, personnes refugies, en demande d’asile, entrengers au sens large, et leur societe d’acceuil, donc les citoyen qui habite du coupe en Europe, et dans le monde, et les organisation, les association, les entreprise, pour favorise d’une part l’inclusion socio-proffessionelle des personnes qui arrive et pour enrichire du coupe la societe avec c’est talent qui arrivent sur notre territoire.

El: When did you first get involved with SINGA?

A: [00:52] Moi je suis arrive a SINGA il y a deux ans et demi alors c’est up peux particulier parce ce que du coupe avec ma collegue Birgit on avez un projet en faite en fin d’etude qu’on s’interese un peux a comment on pouvait agir en faite en faveur justement de l’insertion professionelle des personne refugies et donc on a eu l’idee de les accompagne dans leur… de creer en faite un program d’accompagnement a lentreprenariate et on c’est rendu compt en faisent de petite recherche que SINGA avez ce… venait de lancer un programme d’icubateur a Paris et que SINGA exister a Lyon dupuis le deput d’annee, donc debut 2016. Et donc on est aller a la rencontre de SINGA lors d’un reunion d’information, et donc, on a de fils en aiguille, on a rejoin l’association, le movement c’est... Enfin on a participe un peux aux activites.

[Conversation between interviewers not transcribed]

El: Why did you get involved?

A: [02:13] Alors, parce ce que moi je chercher du coupe vraiment un association ou je pourait me rendre util et agri en faveur, ben… dans le modele de societe auquelle je voulez participer, et donc SINGA dans toute ça spontanety… voila dans sont augument [02:30], accueille les personne qui veulent ce rendre util et donc jai vraiment trouver ma place tout de suite dans l’association et ils nous on vraiment aussi ouvert les bras pour qu’on pour qu’on puisse devloper du coupe le projet, reflechir a comment on pourait le mettre en place ici a Lyon, et debuter du coupe le program un ans appre. Donc, voila. Pour moi je voulait vraiment participer a creer du lien luter contre le chommage des personnes qui arrivent, donc j’ai vraiment trouver du sens, et dans les mission, et dans les valeur, et voila au quotidien dans les recontre qu’on fait a SINGA qui rapporte beaucoup de chose.

El: What defines success for your organization?

A: What?

El: What defines success, like in your opinion, what would make it so SINGA is successful?

A: [03:30] Alors je pense que SINGA creer de l’impact en… c’est tres dificil a quatifier, donc a evaluer, mais d’un parten creant du coupe de la rencontre, en permetant les ens de, voila, de discuter, de parler, de se decouvrir, de creer du lien entre eux, et donc de se rendre compt qu’on est pas si different, et donc petit a petit de faire baisser aussi les prejuges qu’on peut avoir sur les personne qui arrivent. Donc la c’est un impact qui est difus parce ce que notre mission est de faire changer le regarde sur l’asile, longue terme. Donc voila, donc petit a petit plus les societe sont ouverte et plus SINGA aura reussie ça mission alors il y a pas que SINGA comme organization qui trvavaille la dessus, mais voila donc le jour ou on aurra une societe qui sera vraiment inclusif ou les personnes sont accueilli, ou elle pourront, qu’import leur parcours, leur status en France, retrouver un metier dans leur branche d'activité, dans leur… avec leur competence, en lien avec ce quelles ait avant, ou en montant une entrepreise comme n’import qui, ben la on aurra aussi reussi notre mission ou chaqu'un pourra ce sentir… appartenir a la societe dans l’aquelle ou elle arrivents et pour l’aquelle elle a envis de contribuer aussi et ou chaqu’un pourra liberer finallement sont potentielle, ce quelle est, et ce quelle a envis de faire pour la societe.

[Conversation between interviewers not transcribed]

El: In your opinion, is your organization unique/different from other organizations?

A: [06:26] SINGA est nee, justement, d’un constat, aussi, c’est que les personne quand elles arrivent, elles sont tout de suite considerer comme personne a aider, comme des bénéficiaire, comme des personne qui etait pauvre, qui ne savait… qui nous pouvait pas forcement y arriver tout seul, et donc pour moi la force de SINGA c’est justement de ce dire que ben finalement on eleve cette etiquette de refugie, et du coupe on eleve aussi les predujies sur les personne est on considere la personne comme qui arrive comme n’importe qui, donc une personne egal a n’import quelle citoyen, et ça c’est vrai que dans aujourd'hui c’est encore tres peut… cette place en tant que beneficiaire elle est partout pour les personne voila elles sont un peux envoyer vers plein d’autre organisation pour leur demarche administratif, pour apprendre la langue, pour rechercher un logement un foyer etc, et en faite dans tout ce parcour la c’est personne la ne sont pas actrice de leur vie de leur reconstruction ici, et ça peut prendre des annees avant qu’on leur disent, “maintenant que ce que vous voulait faire?” Donc, à SINGA d’ai les premier mois, les personne, elles vienent, elles peuvent venir aux activites etc, meme si elle parle pas la langue, et au fur a mesure voila on parle du futur on parle de que ce quelles on envie de faire, et que ce qu’on pourait metre en place pour y arriver. Tous ça en parlant d'egal a egal. Donc c’est vraiment… et puis il y a la notion d’impliqué la societe d’acceuille dans cette inclusion de dire que c’est pas que au nouveaux arrivant de fair un effort de s’integrer, que c’est aussi a nous en tant que societe de faire l’effort d’inclure les personnes dans nos mode de fonctionnement, dans nos entreprise, dans nos ecole, dans le monde social et economique.

E: I know there are a lot of people who are against a lot of newcomers in general, and feel that it is not their responsibility to help with the integration, and how would you explain to them your mission and your… that it is worth it?

A: [09:39] Dans notre vision a nous, ce qui impact le plus les personne qui ce sentent le moins toucher, c’est de recontrer une personne, de faire la recontre d’un nouveaux arrivant, de discuter avec lui, et donc pour nous c’est de creer c’est espace de recontre. Donc on va utiliser plusieur moyen, parce ce que avoir un discour, meme au niveau politique, on va jamais changer les gens qui ce sentiront jamais concernait par la question. Donc le but c’erest de, en creant c’est espace de recontre, rassemblait des personne qui ne ce serait pas necessairement possait la question d’eux, meme si on sait qu’on touche quand meme des personne qui ce pose la question aujourd’hui, mais le but c’est justement a terme de toucher des gens aujourd’hui qui sont contre. Et on a aussi une forte mission dans les media. On essaye defair changer le ragarde par les medias. Aujourd’hui on motre aussie des belles histoire, on intervient aussi dans des entreprises avec des entrepreneurs, pour motre que ben finalement, ben voila, le message qu’on voit dans les medias il est decorreller de la realité. Donc, petit a petit, par la recontre, en faite, on compt faire changer les choses.

[Conversation between interviewers not transcribed]

El: Who is your target audience? What people are you trying to influence?

A: [11:42] Des personnes de tout les milieux. Donc, des jeunes, des moins jeunes, des personnes du monde priver, du monde associatif, des personne hors des villes mais aussi dans les villes. Les villes acceuille la majorite dees nouveaux arrivants. Mais voila, pour nous c’est important de toucher la plus large parti… la plus large population possible, et que ça soit pas que des jeunes engager, mais voila aussi des personnes qui ne trouve pas forcement de moyen de s’engager dans leur vie et qui, par exemple, en accueillant les personnes refugies chez elles, et ben elles participe comme ça a l’accueille. En dehors elles on pas forcement le temps ni l’envie rejoundre des activites ou des causes tres militante, par contre en accueillant quelqu’un elles s’engage en faveur d’une societe accueillante. Donc le but c’est de toucher avant tous les nouveaux arrivants, pour les informer sur ce qui exist sur les oportunite sur, ben voila… leur montrer que il y a plein de chose possible, premierement, et la societe d’accueille comme je disait, la on essaye de toucher un maximum de personne aussi dorganization et d’entreprise pour quelle puisse aussi, ben voila des personne refugies et que par ce billet la en entervenant aussi dans les entreprise on puisse toucher les salarier qui sont avant tout des citoyen comme tout le monde.

Em: What kind of strategies do you use to reach lots of people because, like, social media, that’s a lot of young people, not entirely but it is a lot of young people, so do you use strategies to get to more of that population of the older people or the people who aren’t really on social media?

A: Oui. [13:57] Meme, alors… les nouveaux arrivant sont tres connecte, du coup c’est la maniere de garder le lien avec la famille ou les connaisance proche, donc alors effectivement pour toucher les nouveaux arrivants on utilise beaucoup les reseaux sociaux, mais aussi petit a petit c’est le bouche a oreille qui ce devlop, donc voila vu qu’on a des activite recurrant, et voila ça fait maintenent deux ans, deux ans et demi qu’on est ancrer a Lyon, donc il y a beaucoup de chose qui ce passe par le bouche a oreille entre les personnes, concernent du coup les locaux qui nous rejoine. La c’est vrait que il y a plein de billet de communication pour les toucher. Effectivement il y a les resaux sociaux pour les jeunes, qui les utilise, mais on a aussi les moins jeunes sur la comunaute sur Facebook. Apres, comme je disait, on a fait beaucoup de sensibilation des reseaux d’information ouvert a tous, donc la on communique aussi vers d’autre association pour faire parler de nous. Et au tout deput cetait du coup… parmi les loceaux une grande diversite: des jeunes, des moins jeunes, souvent les moins jeunes c’est ce qui etait un peux deja dans les resaux un peux d’etre aide ou les autres associations qui lutte pour les droit des personnes refugies, mais pas que. Et en faite ce qui rassemble aussi un peux… nous dans l’incubateur, les menteur par exemples ils sont un peut plus agé. Parce ce que souvent ils sont un peux… ben ils on de l’experience, donc c’est un peux leur mission c’est de partager leur expereience, leur experience, et de soutenir les entrepreneur, et donc c’est souvent des personne qui, voila, qui sont un peux moins jeunes que les Buddy.

El: What organizations, if any, do you think are similar to SINGA?

A: What organizations?

El: Yes, like what NGOs?

Em: es ce qu’il y a des organization qui sont similaire a SINGA?

A: [16:42] Question dificil.

S: If there are any.

A: [16:52] Franchement, avec la facon de… SINGA c’est avant tout un mouvement citoyen, donc le but c’est de aussi acompagne des personnes, des collectif qui veulent rendre leur vie plus inclusif, et ça c’est en faite la maniere de faire, de partir en faite de l’envie des citoyens, ça je la retrouve dans peux d’organisation, en tout cas dans paut d’association qui on cette mission la tres precise. Plus, apres je… cette façon de faire on la retrouve dans association au niveaux local, par exemple, il y a pas mal… alors nous on avez recontre qui a monter un sort de camps inclusif en Grece, Habibibox, et cetait vraiment dans les meme valeur que nous. Apres, sur ce chant la et avec cette maniere de faire je connait pas, et souvent au niveau humanitaire des grosse grosse organization interviene du coup plus dans les pays en conflit, et du coup qui sont dans de l’urgence. De les organization qui interviene en france ou en europe, ou dans le monde plus sur l’insertion socio-professionnelle, ne fonction pas du tout comme SINGA. Donc on est plus un mix entre plusieurs chose.

El: What methods have you used to collect data in the past?

A: [18:50] On a, donc, a Lyon l’incubateur a un an. Donc, ça fait un an que l’incubateur est lancer, la donc on commence du coupe a voir les premier résultats, les premiers creation entreprise, etc. C’est pour ça qu’on devlop, on est en tren de devloper justement ben, on essaye de trouver des methode pour quantifier et evaluer cette impact. Avant, on fesait beaucoup d’entretien individuelle a la fin de chaque session. Cetait pour nous, ben, echaner en faite avec les entrepreneurs. Cetait pour nous l’objectif d’ameliorer le program, et voila. Et donc, a Paris par contre... donc on commence a creer des tableaux, des tableuax de reporting, etc, et on a faite des questionaires du coupe pour les envoyer de façon anonym. [have not actually been distributed/used yet] Enfin, les entrepreneur peuvent y répondre de façon anonym, pour dire ou ils en sont, nous qu’on sachent un peux, es ce que leur entreprise fonction? Es ce qu’il peuvent en vivre? Comment ils s’en sorte. Quelle sont les different etape. Donc il y a premierement des questionaire pour avoir un impact… pour quantifier de maniere metematique, on va dire. Et pour moi des entretien individuelle, continuer a passer c’est entretien-la. Et on a fait une grande equette l’annee derniere pour SINGA en general, pas que l’incubateur. Donc, pour toute les autre activite de SINGA. Notament, les activite lié au passion de chaqu’un. Donc les activite artistique, sportif, culturelle, et le program d’ebergement. Donc la il y a eu une grande enquete qui a etait mener, et qui a etait envoyer a toute la communaute de SINGA a Lyon.

[Conversation between interviewers not transcribed]

El: And you did this on a tablet?

A: *No. On the computer, but it was really messy because people had to come to the office and to fill all this thing and we had translator for people who didn’t understand the French, so… and big work, but… very difficult work.*

Em: So there was just one location where you did it? You just had people come to the office?

A: Yes. Oh, no, maybe it was just for people who didn’t have access to computers.

El: And how many replies did you get for that?

A: [22:43] *I didn’t remember but people in charge of this left hte association, the city, but I can contact her maybe to have more information about this*

El: Yeah, it owudl be very interesting to see the survey results, so we have something to compare our data to

Em: And also the questions

A: *Yes. I can find it*

El: Awesome.

[Conversation between interviewers not transcribed]

El: What worked? We heard about what was challenging, but what about the surveys was successful? Or what about your data collection was successful?

A: *For the entrepreneurs or for the community?*

El: both

A: [23:59] Ce qui a revele l’enquete en faite cetait la façon que toute les activités etait un peut complementaire. Voila, donc il y a des personnes qui vont que aux activités de la communaute, mais par ce billet la peuvent entendre parler du programme d’entrepreunariat. Il peuvent entendre parler du programme d’ebergement. Et tout ça ça fait que la… finalement il y a plus d’oportunity, en faite. C’est souvent ce qu’on entend a SIGNA c’est que il y a beacoup d’idee, beacoup de chose qui ce passe, et qu’on peut vite trouver ça place dans l'association et propose des choses pour se sentir en faite inclus, apartenir a, voila, un group et pouvoir donne des idea et etre acceuilli. Donc, il y a vraiment eu, autant du cote nouveaux arrivants que local, se sentiment d’etre accueilli, et de pouvoir facilement recontrer des personnes, entre en contact, creer des lien personelle, amicaux ou proffessionel, plus facilement, globalement.

El: Where was the most successful location in terms of gettingrepresentation of the community, and I’m not so sure if this is the community of SINGA or Lyon.

Em: I guess we’re just trying to get some information about where we might want to get data from.

El: So we went and got data from the mall. We did a community survey there, just to kind of experiment.

A: *Where?*

El: At the mall. Just to test, see how our software worked. But we noticed we were getting certain demographics of people who would take the survey, and so, we were wondering, is there a place where we could go that you guys had success in the past that is very diverse

A: *With a lot of different people in them?*

El: Yes.

A: *Maybe you can start with the TUBA. Because there is a lot of… there is young people, there is people who are walking, other who are looking for job, other who are developing projeects or maybe you can… yes you can ask to the people in charge of welcoming others to…yes*

S: Yes, we contacted TUBA, the people who run their email page or whatever, and we asked them if we could post our survey on their Facebook, and they just told us to talk to the receptionist, so we’ll just ask her. Yeah, that’s true it has a very diverse community.

A: *Yes. ANd they have a newsletter, so maybe they could share the survey in the newsletter. It could be like…*

El: QR code.

A: *And, in Lyon, maybe in the* Parc de la Tete D’Or. *This is a big park. There is a lot of different people. Almost the only park in Lyon.*

### Annaelle English

00:07

El: So, what is SINGA’s mission statement?

A: So SINGA is a citizen movement whose goal is to create connections between people who have just arrived, so the newcomers, refugees asking for asylum, foreigners in the general sense, and their host country. So the citizens that live, then, in Europe and in the world, and the organizations, the associations, the businesses, to favor on the one hand the socio-professional inclusion of people who arrive and to enrich the society with the talents that are arriving on our territory.

El: When did you first get involved with SINGA?

A: [00:52] I arrived at SINGA two years ago... so it’s a little particular because with my collegue Birgit we had an end-of-studies project and we were interested in how we could act in favor, actually, of professional insertion of refugees and so we had the idea to accompany them in their… to create a program of entrepreneurial accompanement and we realized by doing a little research that SINGA had this… had just launched an incubator program in Paris and hat SINGA existed in Lyon since the beginning of the year, so the beginning of 2016. And so, we went to find out more abonut SINGA during an informational meeting, and so, one thing led to another, we joined the association, the movement is… we participated a little in the activities. [Conversation between interviewers not transcribed]

El: Why did you get involved?

A: [02:13] So, because I was looking really for an association where I could be useful and act in favor… in the model of the society which I wanted to participate in, and so SINGA in all its spontaneity… in its [unintelligable, [02:30], welcomes people that want to be useful and so I really found my place right away in the association and they also really welcommed us with open arms so that we could develop the project, think about how we could put it in place in Lyon and start the program a year later. So that’s it. For me I really wanted to participate with creating connections, fighting against unemployement of the people that come, so I really found my way, and in its mission, and in its values, and daily in the encounters that we have at SINGA that bring with them many things.

El: What defines success for your organization?

A: What?

El: What defines success. Like, in your opinion, what would make it so SINGA is successful?

A: [03:30] So, I think that SINGA creates impact in… it’s very difficult to quantify, so to evaulate, but on the one hand by creating encounters, in allowing people to discuss, to talk, to discover each other, to create connection between each other, and so to realize that we are not so different, and so little by little lowering also the prejudices that we can have on people that are arriving. So, this is an impact that is widespread because out mission is to change how people view asylum long term. So little by little, the more societies are open the more SINGA will have succeeded in its mission. So SINGA is not alone as an organization that is working on this, but the day where we will have society that is really inclusive, where the people are welcomed, where they can, regardless of their journey, their status in France, find a job in their industry, in their… with their competences, in line with what they used to have, or by starting a new business like anyone else, there, too we will have succeeded in our mission where each person will be able to feel… will belong to the society in which they arrived, and for which she wants to contribute also, and where each will be able to reach their full potential, what she is, and what she wants to do for society.

El: In your opinion, is your organization unique/different from other organizations?

A: [06:26] SINGA is born from an observation, also. It’s that the people, when they arrive, they are immediately considered like a person to be helped, like a benefiiary, like a person that was poor, that didn’t know... that couldn’t necessarily make it by themselves, and so for me SINGA’s strength is to say finally that we will remove the label of regugee, and in doing so we will remove also prejudices on the person and we will consider the person that arrives like anyone else, so a person who is equal to any other citizen, and it is true that these days this is still not very often… this position in terms of beneficiary is everywhere for people. They are kind of sent towards lots of other organizations for administrative necesities, to learn the language, to look for lodging or a home, etc, and actually in all of this confusion these people are no longer in charge of their lives and their reconstruction here, and it can take years before we tell them, “Now, what would you like to do?” So, at SINGA, starting in the first months, the people, they come, they can come to activites, etc, even if they don’t speak the language, and as time goes on, we talk about the future and what they want to do, and what we could do to help it to happen. All of this while we are talking as equals. So it’s really… and there is the notion of including the host society in thsi inclusion, so day that it’s not only the responsibility of the newcomers to make an effort to integrate themselves, that it is also our responsibility as a society to make an effort to inclue people in our way of working, in our businesses, in our schools, in the social and economic world.

E: I know there are a lot of people who are against a lot of newcomers in general, and feel that it is not their responsibility to help with the integration, and how would you explain to them your mission and your… that it is worth it?

A: [09:39] In out vision, what impacts people who feel the least affected the most is to meet a newcomer, to talk with him, and so for us it is to create this meeting space. So we will use several methods, because having a conversation, even at the political level, we will never change the people who will never feel concerned by the question. So, the goal is to, by creating his meeting space, bring together people who wouldn’t necessarily have asked themselves teh question. Even if we know that today we affect mostly people that ask themselves the question, but the goal is to, in the long term, touch people that today are against it. And we also have a stron mission in the media. We are trying to change the way the media views it. Today, we show also some good sotries, we intervene in businesses with entrepreneurs [INSPIRE?] to show that the message that we see in the media isn’t correlated with the reality. So, little by little, through encounters, we try to change things.

[Conversation between interviewers not transcribed]

El: Who is your target audience? What people are you trying to influence?

A: [11:42] People in all milieuxs. So, young people, less young people, people in the private sector, the associative sector, people outside of cities but also in cities. Cities welcome the majority of newcomers. But so, for us it’s important to touch the biggest part… the largest population possible, and that it be not just young people who participate but also people that don’t necessarily find a way to participate at other times in their lives, for example by lodging a refugee in their home, they participate like that in welcoming them. Outside, they don’t necessarily have the time or the desire to participate in activities or militant causes , but by lodging someone they are engaged in favor of a more welcoming society. So, the goal is to affect, before anything else, the newcomers, to inform them on the opportunites that exist, on… to show them that there are lots of things that are possible, first. And the host country, like I was saying. There we are trying to affect a maximum number of people, also of organiations, and businesses, so that they can also… refugees and that in this way by interveneing also in businesses that we can affect employed people that are, before anything, citizens like anyone else.

Em: What kind of strategies do you use to reach lots of people because, like, social media, that’s a lot of young people, not entirely but it is a lot of young people, so do you use strategies to get to more of that population of the older people or the people who aren’t really on social media?

A: Yes. [13:57] So the newcomers are very connected, because it’s a way to stay connected with family or close friencs, so, effectively, to touch newcomers we use a lot of social media, but also little by little it’s word of mouth that is developped, so seeing that we have reacurring activities, and now it has been two years, two and a hald years that we are in Lyon, so there are many things that happen through word of mouth between people, touching the locals who come to us. Here it is true that there are lots of methods of communication to spread the word. Effectively, there there is social media for young people who use it, but we also have less young people on our facebook community. After, like I was saying, we do a lot with sensitizing sources of information [newspapers, etr] open to everyone, so we communicate also towards other associations so they can talk about it. And at the beginning it was… within the locals a large diversity: young, less young, often the less young people are those that were already in social media groups that help people or associations that fight for the rights of refugees, but not only this. What brings together also a bit… in the incubator, the mentors, for example, they are a bit older. Because often they are a bit… well they have experience, and in supporting the entrepreneur, and so it is often people who aren’t as young as the Buddies.

El: What organizations, if any, do you think are similar to SINGA?

A: What organizations?

El: Yes, like what NGOs?

Em: *Es ce qu’il y a des organization qui sont similaire a SINGA?*

A: [16:42] Difficult question.

S: If there are any.

A: [16:52] Frankly, with the way of… SINGA is before anything else a citizen movement whose goal is to accompany people, people who want to make their lives more inclusive, and that is the way of doing things, of seeperating from the desires of citizens, and this I don’t find in many organizations, or at least in very few organizations that have this specific mission. Plus, after I… this way of doing things we find at the local level, for example, there are several… So we had met someone who started a sort of inclusive camp in Greece, Habibibox, and it really had the same values as us. After, in this field and with this way of doing it I don’t know any, and often at the humanitarian level some big, big organizations intervene more in countries in conflict, and so that need urgent help. Of the organizations that intervene in France or in Europe, or in the world, that are more about socio-professional insertion, don’t work at all like SINGA. So we are more of a mix of several things.

El: What methods have you used to collect data in the past?

A: [18:50] So, in Lyon the incubator is a year old. So, it has been a year since the incubator was started and we are starting now to see the first results, the first new businesses, etc. This is why we are developing, we are in the process of developing, we are trying to find methods to quantify and evaluate this impact. Before, we did a lot of individual interviews with the entrepreneurs at the end of each session. It was, for us, an exchange with the entrepreneurs. Our objective was to improve the program. So, at Paris, however… so we are starting to create tables, data tables, etc. and we are making questionnaires to send anonomysly, or rather the entrepreneurs can answer anonomously [questionnaires have not been distributed/used yet] to tell us where they are, so that we can know a little: Is there businesses working? Can they live off of it? How is it working out for them? What are the different steps? So, first there is a questionnaire to have an impact… to quantify in a mathematical manner. And for me the individual interviews, to continue to do those interviews. And we did a big study last year for SINGA in general, not just hte incubator. So for all of SINGA’s other activities, notably the acticities linked to individual interests. So the activities that are artistic, sports, cultural, and our housing program [CALM]. So there was a big study that we ran and that was sent to the entire community of SINGA in Lyon.

[Conversation between interviewers not transcribed]

El: And you did this on a tablet?

A: *No. On the computer, but it was really messy because people had to come to the office and to fill all this thing and we had translator for people who didn’t understand the French, so… and big work, but… very difficult work.*

Em: So there was just one location where you did it? You just had people come to the office?

A: Yes. Oh, no, maybe it was just for people who didn’t have access to computers.

El: And how many replies did you get for that?

A: [22:43] *I didn’t remember but people in charge of this left hte association, the city, but I can contact her maybe to have more information about this*

El: Yeah, it would be very interesting to see the survey results, so we have something to compare our data to

Em: And also the questions

A: *Yes. I can find it*

El: Awesome.

[Conversation between interviewers not transcribed]

El: What worked? We heard about what was challenging, but what about the surveys was successful? Or what about your data collection was successful?

A: *For the entrepreneurs or for the community?*

El: both

A: [23:59] What was revealed in the study, actually, was the way that all the activities were complementary. So there are people that go to comunity activites, but through this can hear about the entrepreneurial program. They can hear about the housing program. And all of that makes it such that… in the end there are more opportunities. At SINGA we often hear how there are lots of ideas, lots of things that are happenning, and that we can quickly find out place in the association and propose things in order to feel included, belonging to a group and being able to give ideas and be welcomed. So there has really been, just as much for the newcomers as for the locals, a sentiment of being welcommed and being able to easily meet people, to be in contact, to creat personal connections, as friends or proffessionally, more easily, globally.

El: Where was the most successful location in terms of gettingrepresentation of the community, and I’m not so sure if this is the community of SINGA or Lyon.

Em: I guess we’re just trying to get some information about where we might want to get data from.

El: So we went and got data from the mall. We did a community survey there, just to kind of experiment.

A: *Where?*

El: At the mall. Just to test, see how our software worked. But we noticed we were getting certain demographics of people who would take the survey, and so, we were wondering, is there a place where we could go that you guys had success in the past that is very diverse

A: *With a lot of different people in them?*

El: Yes.

A: *Maybe you can start with the TUBA. Because there is a lot of… there is young people, there is people who are walking, other who are looking for job, other who are developing projeects or maybe you can… yes you can ask to the people in charge of welcoming others to…yes*

S: Yes, we contacted TUBA, the people who run their email page or whatever, and we asked them if we could post our survey on their Facebook, and they just told us to talk to the receptionist, so we’ll just ask her. Yeah, that’s true it has a very diverse community.

A: *Yes. ANd they have a newsletter, so maybe they could share the survey in the newsletter. It could be like…*

El: QR code.

A: *And, in Lyon, maybe in the* Parc de la Tete D’Or. *This is a big park. There is a lot of different people. Almost the only park in Lyon.*

### Birgit English

S: So to you, what is SINGA’s mission statement?

B: [00:07] Alors pour moi les trois missino principale, au moin les trois mission principale de SINGA c’est d’informer, donc comment on fait au quotidien, on va voire des etudiant, on va voir des personnes de la societe d’accueille, on sensibilize en tous cas a la tematique de l’asile, ce qu’on fait au sein de l’association, ça c’est notrs premier role d’information. Le deuxieme role de qu’on a c’est de d’interagire, alors en faite de mettre en lien les personnes pour qu’elle puis ce rencontrer, pour qu’elles puisse partager des chose, des passion commune, des sector proffessionelle commun, et puis forcement, dans une avocation de changer le reagard long-terme sur l’asile en general. La derneiere mission de SINGA c’est d’innover, et innover on le fait au quotidien avec la communaute. L’objectif de SINGA c’est simplement d’etre une boite a outils et de permettren a chaq’un de s’exprimer et de trouver ça place dans la societe. Et de valoriser, ses savoir faire, ses competence, ses experieence passe au profil d’un societe plus inclusive, et ça on le fait tous esemble, personnes de la societe d’accuielle, nouveaux arrivants. On essay de creer ensemble, de collabore, pour creer cette espace inclusif, et pour permettre a chaq’un de trouver sa placee dans la societe.

S: *When did you first get involved with SINGA?*

B: [01:32] Alors j’ai etez implique la premiere fois chez SINGA en Novembre 2016. C’etair pendent une reunion d’information. Avec m’a collegue Annaelle on avez l’idee de monter un programme d’accompagnement de creation d’entreprise pour entrepreneur refugies, et en regardant sur Internet, on c’est rendu compte que ça exister dans un seul endroite, et cetait chez SINGA. Et le soir meme il y avez une reunion d’information et a partir de la on a commencer a discuter de notre idee, de ce qu’on avez envie de mettre en place au sein de l’association, et l’accueille elle etais plus que positif parce que on nous a dit “Ben, c’est genial, ça n’existe pas a Lyon. Nous on voulait le faire, on a pas eu le temps. Faite le demain.” Et c’est un peut ça l’esprit de SINGA. On peut tous venir avec des idee on peux tous venir avec des projet nouveaux et SINGA c’est comme un appuis. Il y a des resource pour pouvoir rentrer en competence et pouvoir rentrer en interne des nouveaux program et…

S: *Why did you get involved?*

B: [02:41] Alors je pense que la premiere reponse… la premiere raison pour l’aquelle je suis rester au tout debut ça a etais l’engouement. Un oportunite en faite a… un moment ou on s’yattender pas du tout. Nous, a monter ce projet la qui nous plait tres a cœur, l’accueille qu’on a eu quand on a proposer le projet, tout l’engouement qui avez de la part des equipe de SINGA qui nous a motive et tout je pense que c’etait la premiere etape. Et puis, je dirait pourquoi es ce qu’on est rester,du coupe, plutot que pourquoi es ce qu’on c’est impliquer la premiere fois, poirquoi on est rester: prace que cetait une evidence des les premiere foit on est venu en exteriere on a commencer a discuter avec les membres de la communaute, on ces rendu compte de tout le pouvoir et tout l’impact que pouver avoir le fonctionment de SINGA, et en faite tous simplement parce que ça fite avec toute les valeurs du programmes qu’on a monter, et n’otament de la notion d’equalite de la [unintelligable] des personnes. Puis, juste le fait de pas faire de difference etre locaux et nouveaux arrivants ça veux dire que tout le monde a le droit de trouver ça place, que tout le monde a de l’experience a partager. Le moment ou on parle de cette base la, on a une communaute qui reprends confiance, on a des chose qui ce creer, des chose nouvelle et puis les gens s’emancipe beaucoup plus. C’est pour ça qu’on est rester.

S: *What defines success for SINGA, for your organization?*

B: [4:24] Le succes c’set un super grand mot je sait pas ce que vous voulex dire le succes pour SINGA. En tout cas, ben on s’amuse te temps en temps d’essayer de s’imaginer… nous, en tout cas le succes ça serait de savoir que SINGA n’existe plus, pas parce que ça a pas fonctioner ou on a pas reussi pour chercher des fond, mais que SINGA n’existe plus parce que ils n’y a pas de lieu d’etre, parce que on a changer les chose, parce que les gens on transformer leur maniere de penser, parce que ils on plus besoir de nous pour un societe inclusive, parce que il y a plus de difference a l’inter de la meme societe etre des nouveaux arrivant, des locaux, des etranger, des pas etrager. C’est un petit peux tres subjectif tous ça, on est tous des etre humaine, a par entier, et on est tous different, a des echelles differente, on a une experience de vie differente, on a des vision differente, on a des valeur differente, mais c’est ça qui est interesant aussi, et a partir du moment ou on vois plus cette difference... en tout cas, d’un point de vu de nationalite, ou par rapport a ou on viens, et si tout les service, toute les entreprise, toute cette societe est plus ouverte, en ben a ce moment la on a plus raison d’exister. Donc ça ça serait pout moi la definition de succes.

S: *So what demonstrates to you that you have successfully impcated a participant, an entrepreneur, in the program?*

B: [06:02] Alors a mon avis on peut dire qu’on a eu vraiment un impact sur une personnes qu’on a pu soutenir, accompagner, dans son projet entreprenarial de maniere completement differente. Ça depends de la personalite de la personne. Ça depends aussi d’ou elle vient, apres son experience de vie, et aussi ou es ce que’lle en etait dans son projet, mais en tout cas moi je pense que quelqu’un qui a reprit confiance en lui et qui peut redemarer avec plus de projection et de et de foit en tout cas de l’admirer ce qui va lui arriver et ben pour moi c’est tout gagner. La mission premiere c’est vraiment de reposter la personne, motrer quelle est capable de donner confiance en elles et montrer que elle est la est quelle a eds chose a faire sur notre territoire et que au contraire il faut qu’elle ce valorise pour toute les richesse qu’elle nous a apporter. Si elle a compris ça et quelle se sens bien, elle a l’impression d’avencait [to advance] et que ça lui ouvre des porte aussi bien personnelle que professionelle. Qu’elle va pouvoir rencontrer plein de gens, elles ce sens valoriser. On a dit c’est ça le plus important. C’est pas forcement de creer ça voie, de devenir multi-millionaire et de faire des nouveux Steve Jobs. C’est pas ça.

S: *So, in your opinion how is SINGA unique or different from similar organizations?*

B: [07:33] Alors pour moi SINGA c’est unique… c’est unique en faite, il n’y a pas vraiment d’autre structure similaire. Je vient pas du monde associatif. Je viens pas de mode social ou autre, ce que j’ai retrouver dans SINGA c’est quelquechose que j’ai jamais trouver dans n’importe quelle association dans l’aquelle j’etais tourner avant. On a pas l’impression nous de venir en aide a des pauvre gens. Ce qui est daulliere… enfin je blague pas du tout des associatoin qui font ça du tout, au contraire he trouve que c’est hyper important, il y a des different stade ici dans l’accueille des personne, l’accompagnement des personne, est puis aussi par rapport au public qu’on touche et ça pose pas du tous de problem . Mais je pourait pas dire que j’ais trouver des chose de similaire. Je suis arriver ici, j’ai rencontrer une communaute qui etais completement mixte, mais dans tout les sense du theme, pas seulement locaux/nouveaux arrivant mais a l’interieur des locaux on avez aussi bien des personne qui etais tres engager de maniere associative, des chef d’entreprise, des collaborateur d’entreprise, on avez des [unintelligible] ou des [unintelligible] social. Et en faite, tous ça, ça rentrer toute les classe de la societe differente, et en faite, a l’interieur de la societe SINGA on aviez la societe Français qui etais representer, en faite. Et je trouve que a partir de la on peut construir quelque chose de nouveaux. Donc, en ça pour moi elles est different parce que on est a chaqu’un en faite de trouver ça place, d’aillieur c’est une de nos mission aussi, on ce rend compte que si la communaute est si diverse c’est parce qu’on a plutot bien reussi. Et, puis tout simplement parce qu’on ce rends compt que tout le monde prends part a ce changerment de paradigm, a ce qui et en train de ce transformer a l’interieur de la societe, ça c’est fait ensemble, et de maniere collaborative, et en tout cas a partir du moment pour moi ou il n’y a pas de beneficiare et on a pas de benevole mais on et tous un part active du changement, ben ça change tout, en faite, parce qu’on prend le problem de maniere differente, et en faite on ce dit que en faite il y a pas de problem, il y a que des solution, et alors a l’interieur de la communaute c’est ça c’est creer des solution ensemble, et de… en faite on laise justela place pour s’exprimer et de porter ça voi opur transmettre le monde que lui il voit.

S: *So there are people who don’t necessarily agree with including nouveuax arrivant into society, and don’t think it’s their responsibility. So what would you say to them?*

B: [10:31] Alors les gens en tout cas qui sont pas en faveur de l’accueille d’es nouveaux arrivants et puis, qui on l’impression que c’est pas de leur responsability, en tout cas d’agir sur c’est sujet la, Je comprends que c’est un… La premiere chose qui me vient a l’esprit quand on est face a des sujet comme ça qui sont quand meme assez difficilement comprehensible parce que c’est deformer dans tout les sense on utilise pas les bon mot pour les bonne chose, in est tres orientez par ce qu’on etends c’est jour ci dans les medias generaliste, et du coup c’est toujour la meme chose qu’on etends, et du coupe forcement ça fait peur. Et on peut pas reprocher a quelqu’un davoir peur. On peut pas lui reprocher non plus de poser des question par rapport a la legimidite des gens a venir ici, la peur de perdre son bulot, la peur de perdre ça place en tants que citoyen Français, enfin c’est plein de peur qui sont pour nous etant au quotidien sont infonde, mais sont tout a fait comprehensible. En faite, il n’y a pas du tout de jugement la dedans, et d'ailleur c’est pour ça que notre role d’information c’est un des premier, parce que on peut pas dire qu’on va changer les chose si on le fait pas a traver l’information, la sensibilization, la rencontre des gens, la confrontation des point de vu, parce que a partir du moment ou il y a plus de debats, c’est qu’il y a plus besoin de faire ces action la. C’est interesant le debat. Donc non, pas de jugement, j’espere just que dans quelque tant ils auront changer d’avis et ça seraitbien malheureu qu’il le fasent pas. Et tout cas, moi ce que j’ai envie de lauer dire c’est que contrairement a ce qu’on dit que les personnes qui arrivent sont un pois pour la societe, c’est ce qu’on entends au quotidien, les personne qui arrive elles sont un poids financier, elles sont un poids socialle, on peut pas accueillir tout le monde, etc, ben en faite moi ce que j’ai envie de leur dire c’est de regarder en faite, regarder les gens qui monte des entreprise, des emploi qui sont creer sur le territoire, regarder toute la plus value qu’on creer sure le territoire. Peut etre que demain ils seron embouche par une personne nouvellement arrive qui aura monter sont *business* et puis c’est tres bien, parce que en faite c’est just un echange, et c’est ça en faite qu’on essaye de valorisee, c’est cette echange, et cette colaboration, et je pense que a partir du moment ou on laisse l’espace a chaqu’un de s’exprimer, de creer et d’innover, a partire de ce moment la on peut vivre dans quelque chose qui est equilibrer, en tout cas, on auran des gens qui seron considerer come bien et comme mal partout, et en faite c’est pas du tout une question de nationalite, et les question d’emploi, etc, au lieu de dire que dire que on a plus d’empoi et on peut pas accueillir des gens parce que on a pas de travaille pour eu, en faite la question c’est plutot comment on fait pour creer une societe ou il y a de l’emploi pour tout le monde, et comment es ce qu’on fait pour faire participer tout le monde a cette problematique la parce que en faite, on les pointe du doit mais on les permet pas de s’exprimer pour trouver des solution avec nous. En faite, a partir de la il y a un truc pour moi qui va pas. En on pourat, a mon sense, avoir des critique fonder, et logique, a partir ou on reussi a trouver des solution tous ensemble. Mais pas a partir du moment ou on cible quelqu’un en tout cas une parti de la population, ce qu’on commence a faire. On stigmatise beaucoup, mais tu vois, avec les nouveaux arrivants, migrants, les personne a la rue, ça peut etre des sont ice d’immigration, ça peut etre des personnes qui sont, dites, marginalizer, plein de chose en faite. Et on utilise la stigmatization pour les sortir completement et pour dire, ça c’est pas normal. Ça c’est normal. Ça c’est pas bien et ça c’est bien. Et c’est pas comme ça que ça ce passe. Souvent c’est gris. Et en faite c’est ça qu’on essaye de faire.

[End of first video]

S: *So in your opinion, do you think that there is any way right now that SINGA could improve, or what is there room for improvement for?*

B: [00:27] alors je pense qu’on a plein de chose, si la question c’est qu'est ce qu’on doit améliorer au sein de SINGA. Je crois que honetement on a plein de chose a ameliorer, mais on a plein de chose a ameliorer parce que en tout cas on a l’impression qu’il y a a des chose a ameliorer, mais ppuisque c’est un movement citoyen du coupe on part dans tout les sense mais enn faite ça ce passe pas comme ça il y a pas d’innovation, donc en faite ils faut a mon avis, faut ce demander enn proemier ques ce qu’il est le plus important, et a partir de ce qui est plus important pour nnous ce dire OK, ques ce qu’il y a a amleiorer aujourd’hui, es ce que le plus importannt c’est de structurer, d’organizer, d’etre cadrer, ou es ce que c’est d’innover? C’est ça la question aussi. A mon avis, c’est d’innover parce que c’est toute la force du moevemnt. Ce qui n’empeche pas d’essayer de formalizer au maximum et de structurer au maximum, mais en tout cas un movement citoyen qui innove, qui creer, qui trouve des idea, quinze idea a la seconde, ça se fait pas dans un cadre extra rigide et ça ce fait pas avec les meme outils pour tout le monde. En gros ça veut dire les maitre mots de ce qu’on fait pour innover c’est la flexibility, c’est l’ouverture, et c’est enlever ces prejuger, parce que en faite on mais les gens dans les cases, et si ça rentre pas pas dans les cases, on sait plus comment faire, alors concretement la l’idea cetait d’ouvrir l’auchacrat et de dire, ben il y a plein de type de personnes qui sont danns la communaute, des groupe qui vont se former qui on pas laire au premier abord tres logic, ou des idees qui paress completement dinge, mais en fait e c’est ça qui est le plus interressant et le plus *fun* dans le movement, mais oui enn tout cas je pense que c’es un peux plus d’organization, structuration.

S: *Who is your target audience and who are you trying to influence?*

B: [02:36] Alors notre public cible je pense que c’est…. On na tendence a nous dire que nos publics c’est les personnes refugies, hors ils savers que tout le monde et mangeant dans dans l’association dans le contraint, pas differament les refugies de la societe d’accueille, et a partir de la, ça change tout. Ça veut dire que le public cible, alors, c’est la societe dans son ensemble de la maniere donc elle est structurer, dans la maniere donc elle est former donc ça veut dire une societe mixt, multiculturel, intergenerationelle, c’est ça en faite la soceite… en faite c’est la societe au sens large, nouveux arrivant, locaux confondu, jeune, plus age, sans emploi, avec emploi, enfin je veux dire c’est ça aussi qui creer de la richess de ce qu’on est aujourd’hui en France, en Europe, et dans le monde, c’est partout parielle, on est tous tres different et c’est ça qui fait la richess aussi et c’est tout simplement ça en faite. Le public cible c’est la societe.

S: *What organizaitonns, if any, do you think are similar to SINGA? If there are any inncubators that are similar, if any.*

B: [04:03] J’en ai… je pense pas qu’ils y ai unn organization qui resemble a SINGA je pense que SINGA c’est un peux hybrid… en faite tout le monde connait SINGA personne sait vraiment ce qu’on fait. C’est une realite parce que il y a tellement de chose differente, les gens qui rentre par le programme d’accueille citoyen, les gens qui rentre par le program de creation d’entreprise, qui entre par les activite passion qui on lieu toute les semaine. En faite il y a tellement d’avticite, il y a tellement de chose que du coupe au sait plus ou moind a quoi sert SINGA mais on sait pas vraiment ce qu’ils font, et c’est tellement different sur chaque pole que je pourait pas trouve une structure qui fait plus ou moins pareille. Par contre, dans les valeurs que porte le movement de pouvoir d’agir des gens, pouvoir ce dire que chaqu’un peut avoir ça place dans la societe, tout le monde peut changer des chose a son echelle ensemble, il y a plein de structure qui le font, et pour l’incuateur de SINGA en tout cas a Lyon nnous on travaille avec des partenaire avec qui on partage ces valeurs la, et notament je pense Ladi, qui fait du micerocredit pour des personnes soit qui creer des tout petite structure soit qui n’on pa access a des prer bancaire pour des differente raison, pour eu tout le monde et a tens d’entreprendre et tout le monde peut devinnir entrepreneur. Et c’est une verite, c’est pas parce qu’on est refugies, c’est pas parce que on est SDF, c’est pas parce que on est unne femme seul avec des enfant qu’on peut pas entreprendre. C’est une realite, c’est juste que chaqu’unn rencontre dees obstacle, des difficultes qui sont specifique a ça situation et l’objectif de nos structure c’est de lever ces fren [brakes], a partir de la on peut entreprendre. Et ça c’est des valeur qu’on porte avec eux. Ils on etez avec nous depuis le debut. Et du coupe c’est vraiment notre partenaire far sur le territoire. On a aussi beaucoup travailler avec des structure come ANCELA, qui met en marche les citoyen pour creer une societe plus respectueuse de l’environment, plus solidair, et voila. Et donc ils accompagne tout plein d’initiative citoyenne et voila pour le coupe c’est porteurs de valeurs comme voire Armand sur le tele de soir, on etiez la, si vous connaisait pas je conseille vraiment d’aller voir, et il y en a plein d’autre mais je pense que vraiment on est entrepreneur dans la vie, qui accompagne des jeunne du quartier pour devenir enntrepreneur aussi. Et pourtant onn a l’image de jeune du quartier qui n’est pas du tout positive aujourd’hui. Et ça on en parle pas assez, on a positive planet qui fait l’entreprenariet du quartier aussi, pas forcement pour les jeunes mais qui fait dans les quartier, les quartier politique de la ville, c’est plein dinitiative qui sont tres forte et aussi dans l’engagement d’entreprise en faite, pas seulement les structure associative qui sont gentille est les entreprenise sont mauvaise, c’est qu’on a aussi enorment de collaborateur entreprise qui on juste trop envie de s’engager pour ce genre d’action, et qui le font d’alleiur, et heureusement parce que ça nous permet aussi de nous soutenir dans les activite qu’on fait au quotidien, et ils permet d’avoir un autre point de vu, un autre plann d’atack, pour une certain problematique, ils aport des competance differente. Je trouve que c’est hyper fort. Je siat plus du tout ce que c’etait quoi la question du depart mai en tout cas voila.

S: *What methods have you used to collect data in the past?*

B: [07:59] Alors quelle methods on a utiliser pour recolter des donnes dans le passe, ben pas grand chose. Pas grand chose parce que on utiliser tres peux. On fesait tres peut de reporting on a commencer officielemnt nos action en Janvier 2018 doc c’est tout recent. Et sur l’annee 2018 on a etez appeler par plein de chose. On a aprit enormement, on a eu beaucoup de challenge, et becuoup… on a eu peur aussi je pense de se lancer, on avez l’impression d’etre tres experimenter, en tout cas peut etre dans le debut, on chercher un peut notre place, on chercher aussi notre credibilite est tout malgres l’annee et demi qu’on venait de passer a rencontrer tou les acteur. C’etait pas evident, et j’avourai que recolter des chiffre, faire des reporting, des analyze d’impact etc, c’etait vraiment au second plan, c’etait pas du tout la chose la plus importante pour nous. Pour autant, fin 2018 on a commencer a avoir des gens qui nous on dit, alors, vous avez accompagne combien d’entrepreneur, combien on creer, combien de creation d’emploi, et on a etait un peut submerger par toute les question et on avez pas de reponse. En faite c’est pas qu’onn avez pas de reponse parce qu’on aviez accompagner person. En fait on avez pas de reponse parce que on avez pas mis en place ni d’outils, ni pris de temps de recolter cet information, et on sait en faite que c’est central pour tout. C’est central pour communique, c’est central pour valoriser nos action, c’est central pour mobiliser des gens, et indispensable pour qu’on parle de nos actions et puis surtout du changement de regard, et de l’inclusion au sense large. Et puis [unnintelligable] c’est indispensable si on veut trouver des financement et si on veut continuer a [uninntelliible] nos action. Donc voila, c’est central.

S: *So, what was most successful in collecting data, do you think, or methods?*

B: [10:27] Alors j’ai horreur, mais apres c’est tres personelle, mais moi je suis… j’ai horreur de tout les truc tres chiffre, accompagne tant d’entrepreneur, dans tant de endroit different, s’ensibilize tant de personne. Je trouve ça tres long, tres fastideux. Ce que j’aime beaucoup dans la recolte d’information c’est quand on a des retour informel de la part des entrepreneur. On va les voire, on va faire un point, on va discuter ensemble sur ce qui c’est bien passe, mal passe, ou es ce qu’il sont aujourd’hui, etc. J’insiste toujour quand on fait des *reporting* pour les financeur, pour metre des citation d’entrepreneur, parce que pour mois c’est… il y a rien de plus parlant que un entrepreneur qui parle de ça propre experience enn faite, et c’est bien les chiffre, c’est bien dire qu’on a creer dix micro-entreprise, deux association, deux societe ou trois societe, c’est tres bien mais peux etre que dans cinnq ans ça marchera plus ou peux etre qu’il y a plein de chose qui vont changer, et peut etre que malgre le faite d’avoir creer, la personnne elle n’est pas heureuse. Moi a partir de la j’ai pas reussi mon travaille. Je prefere que la personne ne creer pas, et quelle sorte du programme et quelle me dise, j’ai retrouver confiance en moi, je me sense hyper bien, j’ai apprit le Francais, j’ai rencontrer plein de gens et je sais que je vais avance, meme si j’ai pas creer. Plutot qu’il y ai quelequ’un qui me dit, oui j’ai creer, mais par contre je galere, j’y arrive pas, et en faite je me rends compt que c’est pas fait pour moi. La je me dit que j’ai pas assez preparer la personne, pas assez challenger, pour reussir de lui faire prendre consience que c;etait pas le bon moment, ou c’etait pas la bonne chose a faire. Et ça c’est mon travaille, alors. Donc a partir de la j’ai pas bien fait monn travaille. Donc je pense que, c’est ce qui est le plus parlant c’est l’informel.

S: *Thank you so much. Do you have any questions for us?*

B: *No I don’t know. Are these the same question that you asked to the entrepreneurs?*

S: *No. Some of them. FOr example, like, mission statement would be the same, but no, we asked them… I can show you the questions we asked the entrepreneurs.*

B: *Because tomorrow we have an apppointment together. Maybe we can send me the questionaires you asked to the entrepreneurs and this one, like this I can just check a little bit, because Annaelle told me we will have some discussion about, the questionaires and everything, like this I can just have a check this afternoon.*

S: *We can definnetely send those right after right now, and that list, everything we were going to talk about at the meeting. We can send that to you as well*

[End of second video]

Note: my n key is broken, so please excuse the double n’s everywhere.

S: *So to you, what is SINGA’s mission statement?*

B: [00:07] So for me the three principle missions, or at least the three principle missions of SINGA is to inform, how we do things every day. We go see students, we go see people from teh host country, we sensitive in any case to the subject of asylum, what we do with the organization. That’s are first role, is information. THe second role that we have is to interact, so to put people in contact so that they can share things:simila passions, similar work sectors, and advocating to change the long-term view on asylum in general. The last mission SINGA has iis to innovate, and we innovate every day with the community. SINGA’s objective is simply to change the long-term view on asylum in genreal. SINGA’s objective is simply to be a tool box and to allow each to expresss themselves adn to find their place in society, and to believe in their knowledge, their competences, their past experiences in light of a more inclusive society, and that, we do it together: people in the host community, newcomers. We try to create together, to collaborate, to create this inclusive space, and to allow each person to find their place in the society.

S: *When did you first get involved with SINGA?*

B: [01:32] So I was involved with SINGA for the first time in November 2016. It was during an informational meeting. With my colleague Annaelle we has the idea to start an accompaniment program for entrepreneurship for refugee entrepreneurs, and, looking on the internet, we realized that it already existed in a single place, and that was with SINGA. And that very night there was an informational reunion and from there we started to talk about our idea, and what we wanted to put in place with the association, and the welcome was more than positive because we were told, “That’s great. It doesn't exist in Lyon. We wanted to do this, but we haven’t had the time. Do it tomorrow.” And that’s also the spirit of SINGA. We can all come with ideas and we can all come with new projects and SINGA is like a support. There are resources to be able become more competent and join new programs.

S: *Why did you get involved?*

B: [02:41] So, I think that the first answer... the first reason that I stayed at the very start was the enthusiasm. An opportunity to… a moment that we don’t expect at all. To start this project that is very close to our hearts, the welcome that we got when we proposed the project, all the enthusiasm that there was from the SINGA teams that motivated us and everything. I think that this was the first step. And then, I would say, why did we stay, rather than nwhy did we get involved in the first place, because it was evidence from the first time taht we came, we started to talk with the members of the community, and we realized the power and the impact that SINGA could have, annd simply because it fits with the values of the programs that we started, and notably the notion of equality of the [unintelligable] of people. Then, just the fact of not making a difference between locals and newcomers meants that everyone has a right to find their place, that everyone has the experience of sharing. THe moment when we talk from this base, we have a communnity that regains confidence, and we have thigs that are created, new things and then people a lot freer. This is why we chose to stay.

S: *What defines success for SINGA, for your organization?*

B: [4:24] Success isa super big word and I don’t know what you mean by success for SINGA. In any case, we have fun from time to time trying to imagine ourselves… for us, in any case, success would be to know that SINGA doesn’t exist anymore, not because it didn’t work, or we didn’t succeed in raising funds, but that SINGA doesn’t exist anymore because they didn’t have a reason to exist anymore, but because SINGA has no reason to exist, because we have changed things, because people have transformed their way of thinking because they donn’t need us for a more inclusive society, because there is no longer a difference between newcomers, locals, foreigners, not foreigners. It’s a bit sujective. We are all human beings, entirely, and we are all different at different levels, we have a different life experience, we have different visionns, different values, but that’s what is interesting, too, and from the moment where we no longer see this difference… From a point of veiw of nationalities, or from where we come from, and if all the services, all the businesses, all of society is more open, at that moment we don’t have a reason to exist annymore. So that would be, for me, the definition of success.

S: *So what demonstrates to you that you have successfully impcated a participant, an entrepreneur, in the program?*

B: [06:02] So, in my opinion we can say that we really had an impact on people that we have been able to support, to accompany, in their entrepreneurial project in a completely different way. This depends on the personality of the person. It depends also on where they come from, their life experience, and also where they were in their project, but in any case I think that someone that has regained confience in themselves and that can restart their lives with more expectations and to admire what will happen to them, and for me that’s winning everything. The first mission is really to help the person start over, showing that they are capable of giving confidence and to show that they are there and that they have things to do in our country, and that, on the contrary, it is important that they show that they are valuable for all the riches that they bring us. If they understood that and that they feel good, they have the impression of advancing and that it opens doors, both personally and professionally. That they can meet lots of people and that they feel valued. We tell ourselves that that’s the most important. It’s nnot necessarily to create their path, to become multi-millionaires and to make neew Steve Jobs. It’s nnot that.

S: *So, in your opinion how is SINGA unique or different from similar organizations?*

B: [07:33] So for me SINGA is unique. There aren’t really other similar structures. I don’t from from the associative [volunnteering, business] world. I don’t come from a social background or other. What I founnd in SINGA is something that I never found in any other organization where I have been before. Onne doesn’nt have the impression of coming to help these poor people. I’m not at all poking fun at the organizations that do this. On teh contrary, I find that it is super important. There are different stages of welcominng people, accompannying people, and then also with the public that we touch, and that doesn’t pose any problem. BUt I could’nt say that I have found similar organizationns. I arrived here, i foudn a comunity that was completely mixed, but not at all in the sense of theme, nnot only local/newcomers but inside the locals we also had people that we bery ingaged in ann associative manner: business owners, business collaborators, we had some [unnintelligible] or some [unintalligable] social. And, in fact, all of this, it puts all different classes of society together, and in fact, inside the society of SINGA we have a French society that is represented. I find that starting there we can build something new. So, and this for me is very different because we are each trying to find our place, and it’s our missionn, too. We realize that if the community is diverse, it is because we have succeeded. And, simply because we realize that everyone plays a part in this change of paradigm, and what is transforming inside the society, it is done together, in a collaborative manner, and in any case starting at the momen where, for me, there aren’t a lot of beneificiaries and we donn’t ahve a lots of volunteers, but we are all an active part of the change, well that changes everything, because we look at the problem inn different ways, adn we tell ourselves that actually there isn’t a problem, only solutions, and inside the community we create solutions together. We leave just enough toom to express ourselves and to carry one’s voiceto transmit it to the world that they see.

S: *So there are people who don’t necessarily agree with including nouveuax arrivant into society, and don’t think it’s their responsibility. So what would you say to them?*

B: [10:31] So the people that aren’t in favor of welcomming newcomers, and then, that have the impression that it isn’t their responsability, and to act on this subject, I understand that it’s a… the first that that comes to mind when we are faced with subjects like this is that they are pretty difficult to understand because it is deformed in every direction. We use the wrong words for the right things, and are very oriented by what we hear these days in the media, and it’s always the same thing that we hear, and then obviously it’s scary. And we can’t reproach someone to being scared. We can’t reproach them either to asking questionns about the legitimacy of people to come here, the fear of losing their job, the fear of taking their place in terms of French citizens, it’s lots of fears that are for us unnfounded, but are completely understandable. There is no judgement in there, and really this is why our role of information is one of the first ones, because we can’t say that we will change things if we don’t do it through information, sensibilization, meeting people, confrontation of different points of view, because starting from teh moment where there are more debates, it isn’t necessary to do these actions. The debate is interesting. So no, nno judgement. I hope that in some time they will have changed their mind and it would be sad if they didn’t. In any case, what I would like to tell them is that contrary to what we say, the people that are coming aren’t a weight on society. That’s what we hear every day, that the newcomers are a finanicial weight, a social weight, that we can’t welcome everyone, etc. Well I want to tell them to look at the people that build businesses, the jobs that are created, to look at the value that is created inn our country. Maybe that tomorrow they will be working for a newcomer that will have started their *business* adn then that’s good, because it is an exchange, and that is what we are trying to valorize, is this exchange, adn this collaborationn, and I think that starting at the moment when we leave space for each to express themselves, to create, and to innovate, starting at this moment we can live in somethinng that is more balanced. We will have people that will be considered as good and bad everywhere, and in fact it isn’t at all a question of nationality, and question of employement, etc. Instead of saying that we don’t have any more jobs, insteard of saying that we can’t welcome people because we don’t have work for them, actually the question is what can we do to create a society where there are jobs for everyome, and how do we get everyone to participate in this problem because we point fingers at people but we dom’t allow them to express themselves to find a solution with us. Starting there there is a thing for me that isnt’ right. We can have critiques that are well founded, and logical, so long as we are able to find solutions together. But not if we scapegoat someone, or a portion of the population, as we are starting to do. We stigmatize people a lot, but with newcomers, migrants, people int eh street, they can be here through immigrationn, they might be people who are marginalized, lots of things, really. And we use the stigmatization to take them out completely adn to say: this is not normal. This is normal. This is not good and this is good. And it’s nnot like this that we should think. Often, it’s gray. And that is what we are trying to do.

S: *So in your opinion, do you think that there is any way right now that SINGA could improve, or what is there room for improvement for?*

B: [00:27] So I think that we have lots of things, if the question is what we have to improve int eh organizatio of SINGA. I think that honestly we have lots of things to improve, but we have lots of things to improve because we have the impression that there are things to improve. But since it is a citizen movement, we go in every direction, but actually it doesn’t happen like that there isn’t innovation, so I think we need to ask ourselves first what is most important, and from what ismost important to say to ourselves, OK, what is there to improve today, is the most important thing to structure ourselves better, to organize, to know our scope, or is it to innovate? That’s the question, too. In my opinion, it’s to innovate because it is the entire force of the movement. Which doesn’t stop us from tryinng to formalize and to structure ourselves, but in anny case a ctizen movement that innovates, that creates, that finds ideas, fifteen ideas in a second, isn’t done in a super rigid environment and it doesn’t happen with the same tools for everyone. This meants that the best thing that we can do to innovate is have felxibility, openness, it’s to remove prejudices, because we are putting people in boxes, and if they don’t fit in the boxes, we don’t know what to do, so concretely the idea was to open [l’auchacrat][?] an to say, there are lots of types of people that are in teh community, groups that will form that don’t seem to be logical at first, or ideas that seem completely crazy, but actually it is that that is the most interesting, and the most *fun* in teh movement, but in any case I think that it’s a bit more organization, structure.

S: *Who is your target audience and who are you trying to influence?*

B: [02:36] Our target audience I think is… One has a tendency to tell us that out audience is refugees, but everyone takes part in the association, not any differently than the refugees in the host society, and from there, it changes everything. This means that our target audience is society as a whole, in the way that it is structured, that it is formed, all of this means a society that is mixed, multicultural, intergenerational. It is actually a society… actually, it’s a society in the general sence, newcomers, locals together, young, older, without a job, with a job, I mean that this also creates the richness of what we are today in France, in Europe, in the world. It’s the same everywhere. We are all very different, and this makes it such that what gives value is simply that. THe target audience is society.

S: *What organizaitonns, if any, do you think are similar to SINGA? If there are any inncubators that are similar, if any.*

B: [04:03] I don’t think that there is an organization that looks like SINGA. I think that SINGA is a bit hybrid… Everyone knows SINGA. No one really knows what we do. It’s a reality because there are so many different things: people that come in through the program to attract citizens, people that come in through the incubator program, that come in through the passion activities [activities that members start because they enjoy the activity they are teaching, ie knitting] that happen every week. There are so many activites, there are so manyb things that one knows more or less what SINGA is for, but one doesn’t know what we do, and it’s so different on each pole that I couldn’t find a structure that does more or less the same thing. In these values that we carry, the movement of people being able to act, being able to tell themselves that each can have their place in society, everyone can change things on their own scale together. THere are lots of structures that do it, and for SINGA’s incubator, in Lyon we are working with partners which whom we share these values, and notably I think Ladi, who does microcredit for people that either are creating very small businesses, or that donn’t have access to [unintelligible] banking for differen reasons, to have everyone and the time to do entrepreneurship, and everyone can become an entreprneeur. And that’s teh truth. It’s not because we are refugees, it’s not because we are SDF, it’s not because we are a single mother that we can’t do entrepreneurship. That’s a reality/ It’s just that each person has obstables, difficulties, that are specific to their situation, and the objective of our structures is to loosen the brakes, and starting there one cann become an entreprenneur. And that is the values that one carries tiwh them. They have been with us since the beginning, and so it is really our partner. We have worked a lot with structures like ANDELA, that inspire citizens to create a society that is more respectful of the environment, more solidary. And so they accompany lots of citizen initiatives, and so it is carriers of values like seeing Armand on the nighttime TV, we were there, if you don’t know I it I recommend to go see it, and there are lots of others but I think that really wee are an entrepreneur in life, that accompany young people in the area [this may translate better (here and later in this section) to “in our/their immediate area/neighborhood] to become entreprenneurs as well. However, one has an image of young people in the area that isn’t positive at all these days. And we don’t talk about this enough. THere is *Positive Planet* that does entrepreneurship in the area also, not necessarily for young people but that does it in the area, in the political area of the city, There is lots of initiative that are very strong as well in business engagement, not only the associative structures that are nice and the businesses that are bad. It’s also that we have a lot of business collaborators, that are very willing to engage with us to take this sort of action, and that do it. And fortunately, too, because it allows us to support in these activities that we do day to day, and it allors us to have annother point of vue, another plan of attack, for certain problems, they pring different competences. I think that that is super important. I don’t knnow anymore what the starting question was, but in any case, there you go.

S: *What methods have you used to collect data in the past?*

B: [07:59] So what methods did ywe use to collect data in the past, well not much. Not much because we use them very little. We did very little reporting. We started officially our action in January 2018, so it is very recent. In hte year 2018 we were called by lots of things. Wee learned a lot, and we had lots of challenges, and lots… we were scared also, I think, to throw ourselves in. We had the impression of being very experimental, in any case maybe at the start, we were looking for our place. We were looking, also, for credibility and everything despite the year and a half that we just spent meeting all the people involved. It wasn’t easy, and I admit that collecting data, making reports, analysing impact, etc, it was not our first priority. It was really not the most important things for us. At the end of 2018 we started to have people that would tell us, “so, how many entreprneeurs have you accompanied? How many have created? How many jobs have been created?” and we were a little overwhelmed by all the questions and we didn’t have answers. Actually, it’s not that we didn’t have answers because we hadnn’t accompanies people. In fact, we didn’t ahve answers because we hadn’t put in place the tools, or put in the time to collect this information, and we know that this is central for everything. IT’s icentral to communication, it’s central to explain the value of our action, it’s central to mobilize people, and essential so that we can talk about out actions, and most of all for change of viewpoint, and inclusion general. And then [unintelligible] it’s essential if we want to find donors, and if we want to continue to [unintelligible] our actions. So there, it is central.

S: *So, what was most successful in collecting data, do you think, or methods?*

B: [10:27] So I hate, it’s very personal, but I am… I hate all the things with numbers [in the sense of data], accompanying this many entrepreneurs, in this many different areas, sensitizing this many people. It find it is very long, very tedious. What I like in data collection is when we have informal exchanges with entrepreneurs. We go to see them, we go to make a point, we go to talk together on what went well, what went badly, where they are today, etc. I always insist when we do reporting for donors to putting quotes from entreprneeurs, because for me it is… there is nothing that speeaks more to me than an entrepreneur that talks about their personal experience. And numbers are good, it si good to say that we created ten micro-businesses, two associations, two societies or three socieetyies [I’m pretty sure these aren’t real numbers], it is very good but maybe in five years it won’t work annymore or maybe there will be lots of thinngs that will change, and maybe deespite everything, the fact of having created, the person isn’t happy. There, I haven’t succeeded inn my work. I prefer that the person doesn’t create, and that she comes out of the program and that she tells me, I have found confidence in myself, I feel really good, I learned French, I met ots of people and I know that I will advance, even if I didn’t create. Rather than there be someone that tells me, yes I created, but I am struggling, I’m having trouble, I’m not succeeding, and actually I realize that it’s not for me. There, I would say that I haven’t prepared the person enough, haven’t challenged them enough, to succeed in showing them that it wasn’t hte right moment, or it wasn’t the right thing to do. And that is my work. Starting there I haven’t done my work well. So I think that what speaks the most is the informal things.

S: *Thank you so much. Do you have any questions for us?*

B: *No I don’t know. Are these the same question that you asked to the entrepreneurs?*

S: *No. Some of them. FOr example, like, mission statement would be the same, but no, we asked them… I can show you the questions we asked the entrepreneurs.*

B: *Because tomorrow we have an apppointment together. Maybe we can send me the questionaires you asked to the entrepreneurs and this one, like this I can just check a little bit, because Annaelle told me we will have some discussion about, the questionaires and everything, like this I can just have a check this afternoon.*

S: *We can definnetely send those right after right now, and that list, everything we were going to talk about at the meeting. We can send that to you as well*

[End of second video]

### Esaie French

S: In your opinion, what is SINGA’s mission statement?

E: [00:18] Alors selon moi, la principal mission de SINGA c’est vraiment de creer du lien entre les personne réfugiés et les sociétés d'accueil, et de permettre au personne qui veulent devloper dets projet, que ça soit des citoyen, de la societé d’acceulle, ou des ou des personnes refugies, leur donnes des outils, et surtout leur donner la confiance de pouvoir le faire. C’est surtout ça SINGA. Vraiment creer du lien, apres ça se decline sous plusiers formes. Creer du lien entre a traver le sport, a traver la culture, aussi a traver le travaille, l’empolyability. De tout façon SINGA ça veux dire “Le Fil” en Ingala. Je pense que c’est vraiment ça: creer du lien est puis changer le regard aussi. Changer le regarde sur la migration, sur le potentiel des personnes refugiee, deconstruir un peux ce regard. Ça fait un peut le coupe avec l’actualité, les election european, je sait pas si vous avez suivi. On vous qu’il y a un monté des parti d’extreme droit, mais nous notre mission c’est ça, c’est daller dans l’autre sens et de desconstruir en montrant que c’est possible de faire des belle chose avec nouveaux arrivants et locaux.

The rest of the interview was summarized in English in note form. See Section below

### Esaie English

S: In your opinion, what is SINGA’s mission statement?

E: [00:18] So, according to me, the principal mission of SINGA is to create connections between refugees and people in the host society, and to allow people that want to develop projects, that they be citizens from the host society or reefugees, to give them the tools, adn to give them the confidence to be able to do it. SINGA is mostly that. To create connections, and then it breaks down into several things. Create links through sport, through culture, and also through work, employability. SINGA means “the string” [or the wire] in Ingala. I think that it’s really that: create links and then change the view, also. Changing the view on migration, on the potential of refugees, deconstructing this view. It is in line with current events, the eurpoean elections, I don’t know if you have been following it. We see that there has been a rise in extreme right parties, but our mission is that. It is to go in the other direction and deconstructing by showing that it is possible to do good things with newcomers and locals.

S: When did you first get involved with SINGA?

* Worked on a project for inclusion of newcomers when at school
* They looked at migratory patterns of newcomers
  + They passed through the edge of France where there is a lot of agriculture
* This is where they discovered SINGA and asked SINGA if they had agricultural projects
* A year passed, he saw a job offer and applied
* He’s been working there a year and a half

S: Why did you get involved?

* Because it was in line with his valuees
* He had worked in poor neighborhoods, and very young he knew he wanted to work in a business to help people
  + He travelled on volunteer trips
  + Worked in Cambodia
* The issues with migrants were important for him because he is descended from immigrants
  + Mother is French, father is Algerian
  + Grew up with these two cultures
* Believes that newcomers have potential

S: What defines success for SINGA for you? What do you believe is the end goal for the organization?

E: If one day SINGA is successful in their mission, what does that look like?

* There are lots of successes at SINGA
* We worked with all the SINGA’s of france to talk about what SINGA would look like in 50 years, and there were lots of ideas
  + No more borders -> a bit utopic
  + No more need for visas
  + No more need for procedures
  + Welcoming of newcomers happens naturally
* SINGA works if we are able to change the view of newcomers
  + We are already working on vocabulary (ie newcomer instead of migrant)
  + We don’t want to trap people in their legal status
* Thinks they will have succeeded when there are lots of people that house newcomers in their home
  + The program has a lot of potential
  + But people are scared of housing someone
* Only 12% of refugees are in contact with someone in the host society
  + Will have succeeded when that is 100%
* Reshaping the view and creating connections are the main goals

S: What demonstrates to you that you have successfully impacted a participant or an entrepreneur in the program?

* The program has two parts: starting a business and understanding how it works, how to start a business
* The program succeeds if the person can mix what they are, their culture, and where they are from, and integrate it into their project
* The entrepreneurial program is not just about succeeding in starting the business, it’s about understanding french society and being able to understand entrepreneurship
  + It’s about making their inclusion easier

S: In your opinion, how is SINGA unique/different from similar organizations/incubators that work with newcomers?

* For us it is not about doing things with refugee entrepreneurs it’s about doing it with them
* We think about how to include the culture of newcomers
* We have a board at SINGA that is have newcomers and half locals
* We are always innovating
* We are agile, we can alwys change
* Lots of organizations do great things
  + We want to change the methods of helping, but actually it’s not helping
  + We are not in the business of helping
  + We want to show other things and have new tools for that

S: There are people who don’t necessarily agree with including newcomers into society and don’t think it is their responsibility to do so. What would you say to them?

* They don’t feel like it’s who’s responsibility?

S: They don’t feel like it’s their responsibility to include newcomers/refugees into society

E: The feel like it is the responsibilty of the newcomers to include themselves.

* I think there is a lot of misunderstandings
* For them they feel that newcomers are a homogenous group
  + It’s also political, which can be touchy
* Each person must go halfway
  + The newcomers already make the effort because they speak the language, they try to intigrate themselves
  + He would tell them to go to a SINGA event, to live a SINGA experience
  + To realize these are real people
  + Each person is unique, you can’t fit them in boxes and say it is their responsibilty to do everything
* These people shouldn’t think of it as including this group, they should think of it as including individuals

S: Who do you believe is the target audience for SINGA? Who are you trying to influence?

* “Everybody”
* Citizens
* Businesses -> there are needs to hire people
  + We need to show businesses that they can hire refugees for skilled jobs
* society/the public

S: What organizations, if any, do you believe are similar to SINGA, if there are any at all?

* There is a new wave of new organizations
  + There are historic structures
  + There are new ones like ROALPIA
  + There are lots of organizations that are working on this
* We are different because we aren’t in the business of “the helping and the helped”
* There are lots of structures that have adopted SINGA’s philosopy-> the strategy of treating newcomers as equals
* Larger structures are starting to adopt it, too

S: What methods have you used to collect data in teh past?

* We have workshops and we have some data on who comes to them
* We have profiles of ppl who go to those events, profiles of people that particpate in CALM, etc
* Want more qualitative data on events, what people get from the events
* Doesn’t know much about what has been done in the incubator program
* Google Forms, Excel to analyze

J: What do you do for SINGA?

* Regional coordinator for SINGA
* Do you know how SINGA was created?
  + SINGA was created in 2012 by two friends
  + After working with regufees and asylum seekers they realized France was missing three things to include refugees: connections, the bad image, using numerical tools to create connections
  + They started by accompanying entrepreneurs, then doing workshops
  + They did a numerical study and found that refugees were very connected online
  + They did a hackathon, and at the end they created CALM
* There were some tragic events in France, like the picture of the boy on the beach
  + That’s when the CALM program really took off
* His job is to try to find funds so that Lyon can separate from Paris and be autonomous
* He looks over the SINGA’s in the area who were autonomous from the beginning and seeing what they did

### Justine French

S: *So to you, what is SINGA’s mission statement?*

J: [00:13]La mission principal de SINGA c’est vraiment de creer des lien entre les personnes nouvellement arrive sur le terrioire et les locaux qui sont deja la pourque on puis prodruire une societe inclusif et que tout le monde ce sent a egalite dans la societe.

S: *When did you first get involved with SINGA?*

J: [00:39] J’ai candidate pour une offre d’emploi il y a un peut pres trois mois et demi, et j’ai vraiment commence mon travaille chez SINGA il y a un mois, en arrivant directement dans l’equipe et etant operationelle tout de suite.

S: *Why did you get involved?*

J: [00:57] Alors, mois j’ai une formation en entreprenariat, et j’ai deja accompagne des entrepreneur en leur devlopement de projet et je voulais m'impliquer dans une association qui accompagne des entrepreneur avec un profil un peut different de celui que je connait deja, et j’ai decouvert les activite de SINGA sur Internet et j’ai voulu en savoir plus et c’est pour ça que j’ai postuler chez SINGA cette annee.

S: *So what defines success for SINGA? How do you believe SINGA would be successful? What defines success for it? It’s kind of hard queestion to ask in French, right?*

E: *Yes. It’s sort of like what’s the end goal. What have you done so far that tells you that you are reaching your end goal?*

J: [02:04] Si on voit sur tu tres long terme, je pense que SINGA sera *successful*, je sais pas le dire en Français, aura reussi ça mission quand l’association n’aura plus besoin d’exister. Je pense que c’est comme beaucoup d’association qui on une mission social. Quan la mission sera realizer, l’association aura plus besoin d’exister, et ça veut dire qu’on sera dans une societe inclusif, et qu’on aura meme plus besoin de creer des lien entre les personne. Ça se fera naturellement. Apres, sur du plus cour terme, je pense que au quotidien on voit les success de SINGA et voit pourquoi l’association exist. Quand on voit des entrepreneur reussir dans leur entreprise ou devloper un nouveaux projet, et quand ou voit leur sourir au quotidien, je pense que ce sont des petit succes qui sont important a relever.

S: *What indicates to you that you have successfully impacted someone in SINGA?*

J: C’est dificil comme question. [03:19] Je parle toujour du cote entreprenariat parce que c’est celui que je connait le mieux. Je pense que en faite quand la personne nous explique que elle a compris quelque chose et que elle sait comment elle va le mettre en place dans sont projet, c’est deja une reusit pour SINGA. C’est toujour la meme chose sur du court terme, c’est vraiment juste de pouvoir repondre a leur question et de les aider au maximum dans leur projet. Sur du plus long terme c’est que soit eu creer leur entreprise et que ça marche, ou alors que ils trouve un nouveuax projet professionelle qui leur corresponde et [unintelligible].

S: *In your opinion, how is SINGA unique or different from other organizations?*

J: [04:10] Je pense que SINGA utilise beaucoup tout ce qui est innovation et entreprenariat dans ca demarche, meme sans parler d’accompagnement d’entrepreneur, on propose toujour au personne, par exemple, de donner leurs idees, d’etre source d’initiative pour l’association et je pense que c’est innovant puisque souvent les associations qui travaille pour un societe inclusive sont tres desendent ou du coupe il y a une relation d’aider et d’aidant, et SINGA c’est completement l’inverse, on est ensemble et on creer des chose esemble. Et c’est la la specificite de SINGA, et sont approche un peus innovante.

Em: *There are local people that don’t necessarily believe that it is their responsibility to be a part of the assimilation of newcomers in the community, and so, what would you want to say to them, or to explain to them that SINGA is a good idea?*

J: [6:00] Deja je leur dirait que c’est pas grave. On est pas tous d’accord sur certain sujet et qu’on a tous en faite des preoccupation differente et que si eux ne veulent pas s’implique dans l’inclusion des nouvelles personnes, en ben c’est pas grave. C’est leur choix. Apres je pense que il faudrait leur réexplique la mission de SINGA pour qu’ils comprennent que c’est pas du tout une association d’aide, et que, du coupe, ça leur apporterai quelque chose aussi. C’est vraiment du partage donc en faite ils serait gagnent aussi dans leur implication dans l’association. Apres, je pense que on est tous different et qu’on a tous des perception different et que chaqu’un ces choix et chaqu’un ces priorite.  *I don’t know if SINGA say the same as me but it’s my personal opinion.*

[Conversation b/w interviewers not transcribed]

S: *Who do you believe is the target audience? Who Are you trying to influence?*

J: [08:03] Je pense toute les personnes qui vuelent passer un bon moment avec dautre personnes et partager leur culture, leur passion leur tout, et quee ça soit des nouveaux arrivant, ou des locaux, ou tout le monde peux participer en faite au activites de SINGA et on a une sible qui et super large. C’est juste tout les gens qu’ils veulent partager des choses, et qu’ils veulent aprendre dees autre peersonnes eet donnes leur temps.

S: *What organizations, if there are any, do you think are similat to SINGA?*

J: [08:55] Alors, je connait pas beaucoup d’autre association qui travaille avec des nouveaux arrivants et des locaux, mais mais j’ai l’exemple, par exemple, dans un domain compleetement different qui est l’entreprenariat social, il y a une autre association qui s’appelle *Make Sense* et qui organize des des rencontre sur le territoire ou un entrepreneur pose une question, une problematique, et des personnes d’horizon differente viens y repondre. Et en faite c’est de la co-construction autour d’un projet d’innovation social, et je pense que c’est un petit peux la meme idee, qu’on peux tous apporter quelque chose a un projet commun, et du coup c’est vraiment lenvie de partageer et d’echanger avec des personnee avec qui on aurez pas forcement discuter sans une association qui creer se lien la. Mais ça n’a rien avoir avec les nouveaux arrivants et les locaux.

[Question didn’t get a useful answer, so didn’t transcribe it]

S: *So what methods, if you know of any, because I know that you have only been here for a month, do you know that SINGA has used to collect data in the past.*

J: for the impact measure?

S: Yes

J: [12:04] Je crois que Paris a travailler sur de la mesure d’impact mais je sait pas du tout ce que ça a donner donc je pourrait pas vous dire comment ils on proceder pour avoir toute les information. Apres je sait que au sein de Singa Lyon, pour l’incubateur en tout cas, on propose des questionaires de satisfaction a la fin du programme pour savoir si les entrepreneur en faite on etes satisfait de ce qu’on fesait, savoir si on a bien repondu a leur besoin, et aussi leur demander des *feedback* pour que nous on puisse ameliorer notre programme au fure et a mesure des promotion. Apres je pense qu’au quotidien en faite on demande souvent les besoin et les envie des entrepreneur qu’on accompagne et on adapt au fur et a mesure donc c’est un petit peux ça, aussi.

Em: *Is there anything else you would like to add?*

S: *Or ask us?*

J: *I think I’m very curious of the results you will have because the impact measure is a really big issue for association and I have heard a lot of things about all these subject but never saw ny results or, I don’t know, a survey or something. So I’m really curious of your work.*

[end at 13:57]

### Justine English

S: *So to you, what is SINGA’s mission statement?*

J: [00:13] Singa’s principle mission is really to create connections between newcomers and locals that are already there so that we can produce a more inclusive community and that everyone feels equal in society.

S: *When did you first get involved with SINGA?*

J: [00:39] I applied for a job about three and a half months ago, and I really started my work with SINGA one months ago, joining the team and starting to work right away.

S: *Why did you get involved?*

J: [00:57] I have a background in entrepreneurship, and I have already accompanied entrepreneurs in their project development an I wanted to get involved in an association that accompanies entrepreneurs with a different profile from the one that I already knew, and I discovered SINGA’s activitied online and I wanted to know more. That’s why I applied to work at SINGA this year.

S: *So what defines success for SINGA? How do you believe SINGA would be successful? What defines success for it? It’s kind of hard queestion to ask in French, right?*

E: *Yes. It’s sort of like what’s the end goal. What have you done so far that tells you that you are reaching your end goal?*

J: [02:04] If I am thinking very long term, I think that SINGA will be *successful,* I don’t know how to say it in French… Singa will have succeeded in their mission when the association won’t need to exist anymore. I think that it’s like a lot of other associations with a social mission. When the mission is achieved, the associaotin won’t need to exist, and that will mean that we will be in a more inclusive society, and that we won’t even need to create connecitons between people. It will happen naturally. On the short term, I think that day to day we see SINGA’s sucesses and see why the association exists. When we see entrepreneurs succeed in theri business or develop a new project, and when we see their smiles every day, i think that these are little successes that are important to reognize.

S: *What indicates to you that you have successfully impacted someone in SINGA?*

J: That’s a hard question. [03:19] I always talk about the entrepreneurial side because that’s the one that I know the best. I think that when the person explains that they have understood something, and that they know how they will put it in place in their project, that’s already a success for SINGA. It’s always the same thing in the short term. It’s really just to be able to answer their questions and to help them as much as possible in their project. In the long term, it’s either that they have created their business and that it works, or that they find a neew professional project that fits them and [unintelligible]

S: *In your opinion, how is SINGA unique or different from other organizations?*

J: [04:10] I think that SINGA often uses anything that is innovative and entrepreneurial in its work, even without talking about entrepreneurial accompaniment, we always propose to people, for example, to share their ideas, do be a source of initiative for the association and I think that it’s innovative since often, associations that work towards an inclusive community have a relationship that is very “the helper and the helped,” and SINGA is completely the opposite. We are together and we create things together. And that is SINGA’s specialty, and its more innovative approach.

Em: *There are local people that don’t necessarily believe that it is their responsibility to be a part of the assimilation of newcomers in the community, and so, what would you want to say to them, or to explain to them that SINGA is a good idea?*

J: [6:00] I would tell them that that is okay. We aren’t all in agreement on certain subjects and that we all have different priorities, and if they don’t want to be involved in the inclusion of newcomers, that’s okay. It’s their choice. Afterways, I think that we should re-explain to them SINGA’s mission so that they understand that it’s not an association that gives aid, and so it would benefit them, too. It’s really sharing so they would win as well if they were involved in teh association. After that, I think that we are all different and that we all have different perceptions that to each his own opinion.  *I don’t know if SINGA say the same as me but it’s my personal opinion.*

[Conversation b/w interviewers not transcribed]

S: *Who do you believe is the target audience? Who Are you trying to influence?*

J: [08:03] I think that all teh people that want to enjoy a moment with other people and to share their culture, their passion, and everything, and that it be newcomers or locals, or everyone can participate in SINGA’s activites and we have a following that is very big. It’s just all the people that want to share things, and that want to learn from other people and give their time.

S: *What organizations, if there are any, do you think are similat to SINGA?*

J: [08:55] I don’t know a lot of other assocaitons that work with newcomers and locals, but I have the example of, in a different domain that is social entrepreneurship, there is another associaton that is called *Make Sense*, that who organized meetings where an entreprneeur asks a questions, a problem, and the people from different backgrounds come and answer. And actually, it’s co-construction around an innovative social project, and I think that it’s sort of the same idea, that we can all bring something to a common project, and so it’s really the desire to share and to exchange with people who we wouldn’t otherwise have spoken with without an associations that creates these connections. But this has nothing to do with newcomers and locals.

[Next question didn’t get a useful answer, so I didn’t transcribe it]

S: *So what methods, if you know of any, because I know that you have only been here for a month, do you know that SINGA has used to collect data in the past.*

J: *For the impact measure?*

S: *Yes*

J: [12:04] I think that Paris worked on impact measurements but I don’t know what the results were, so I can’t tell you how they collected all the information. I know that SINGA Lyon, for the incubator in any case, is considering questionnaires to measure satisfaction at the end of the proram to know if the entrepreneurs were satisfied at the end of the program with what we were doing, know if we met their needs and also to ask them for *feedback* we that we can improve the program as we do more promotions. After, I think that day to day we often ask entrepreneurs we are accompanying was they would like and need, and so we adapt as we go.

Em: *Is there anything else you would like to add?*

S: *Or ask us?*

J: *I think I’m very curious of the results you will have because the impact measure is a really big issue for association and I have heard a lot of things about all these subject but never saw ny results or, I don’t know, a survey or something. So I’m really curious of your work.*

[end at 13:57]