



# 2024

AT THE SERVICE OF  
EVERYDAY HEROES,  
WHEREVER THEY ARE.

**SUPER  
NOVAE**  
Serving Everyday Heroes

# ANNUAL REPORT



SUPER-NOVAE IS A  
START-UP NGO  
SPECIALIZED IN THE  
ECONOMIC RESILIENCE OF  
THE MOST FRAGILE  
COUNTRIES AND  
CONTEXTS.



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# Executive Summary

2024 was not a year of expansion. It was a year of refinement, focus, and reaffirmation. Operating in some of the world's most unstable environments, Super-Novae reached 18,118 people across Libya, Gaza, Yemen, and Sudan — over 55% of them women and girls.

But beyond reach, 2024 was about building the systems that make resilience possible: incubators, referral pathways, learning platforms, and trust-based local partnerships.



# 2024: A year under pressure, an organisation in motion

2024 was not a year of expansion. It was a year of tension, recalibration, and clarity. Across some of the world's most fragile geographies, Super-Novae chose not to grow for growth's sake — but to anchor, refine, and deliver where it mattered most.

In Gaza, as war displaced nearly the entire population, Ettihad 2 became the heart of our operational effort. Over 13,000 women and 1,800 children received psychosocial care and safe learning through a model that combined cash-for-work, community protection, and continuity of care — led entirely by displaced professionals. In that space between survival and reconstruction, Super-Novae held the line.

In Libya, we activated our most diversified portfolio to date: emergency health in Derna, institutional engagement with the Ministry of Labour, reintegration for ex-combatants, and a countrywide entrepreneurship programme. With six active projects and over 2,900 direct beneficiaries, Libya became the testing ground for our ability to link dignity, systems, and scale — under pressure.



**Sebastien Mosneron Dupin,**  
President, Super-Novae

Super-Novae today stands at a turning point. As an organisation born out of a development rationale but operating in conflict and post-conflict zones, we now embrace the full complexity of the humanitarian-development-peace nexus. Not in theory — but in our programming, our funding strategy, and our partnerships. We no longer ask whether a project is "humanitarian" or "developmental." We ask whether it restores dignity, autonomy, and resilience — now and in the future.

This report reflects that evolution. It does not present a series of separate country portfolios. It tells a story — of how economic resilience, humanitarian action, and social innovation intertwine in complex environments. Of how our teams adapted, learned, and delivered. And of what we need, as a sector, to change, if we are to meet the needs of tomorrow.

As we look ahead to 2025, the stakes are high. So are the opportunities. Our model works. Now is the time to scale it, share it, and defend it.

# OUR MANDATE: ACTING IN COMPLEXITY, BUILDING FROM WITHIN

Super-Novae was created to respond to the needs of communities living in fragile and often overlooked environments. We operate where humanitarian emergencies meet long-term challenges — where short-term relief and long-term recovery must coexist. From the start, we've tried to work differently: with flexibility, proximity, and a focus on impact that prioritizes people's dignity and capacity to rebuild.

In 2024, this approach was tested and refined. Our teams intervened in some of the most complex settings — conflict-affected regions, displacement zones, and areas facing institutional uncertainty.

We chose these environments not because we had all the answers, but because we believed our way of working could be useful. Where public systems are under strain, where aid often remains fragmented, we aim to support local resilience — step by step.



# Three strategic pillars: resilience, response, and innovation

Super-Novae's work is structured around three interrelated areas:



**Humanitarian response**, when the urgency demands it. In 2024, several of our projects had to shift to emergency mode: to deliver cash, rehabilitate a clinic, or offer psychological support. These actions didn't replace our long-term goals, but became part of a broader commitment to dignity.

**Economic resilience**, through support to livelihoods, entrepreneurship, and technical skills. In Libya, Yemen, Gaza, and Sudan, we supported individuals and small groups in building or restoring income-generating activities. In most cases, this meant listening first — then adapting our methods to each context.



**Social innovation**, to design programmes that respond to evolving needs. This includes digital tools for NGOs, arts-based methods to support well-being, or new formats for local capacity building. These are not flagship initiatives — they are learning spaces that help us do better, together with our partners.

# Our values

*dignity, pragmatism, partnership*

Super-Novae's work is shaped by a set of core principles:

- **Dignity** guides our relationship with beneficiaries. We aim to create opportunities that support autonomy, not dependency.



- **Pragmatism** means adapting to what is possible in each context, without losing sight of quality or purpose.



- **Partnership** is central to our model. Whether with local associations, institutions, or international allies, we rely on shared ownership, not parallel systems.

“

***"We don't work for communities – we work with them, driven by dignity, grounded in reality, and strengthened through partnership."***

— Sebastien Mosneron Dupin, President, Super-Novae

# A growing organisation with high standards

Super-Novae is still a young organisation — but we aim to operate with the same level of reliability, ambition, and accountability as the most established actors in the sector. In 2024, we continued to strengthen the foundations that make this possible.

We advanced in our **ECHO accreditation process**, a demanding step that reflects our intention to deliver in humanitarian settings with full compliance to international standards. We also launched a **new version of our unique real-time result tracker**, offering real-time, open-access data on our projects, spending, and results — a key tool for transparency and learning.



Internally, we invested in reinforcing our HR, compliance, and financial systems, while continuing to train our staff and partners to work with greater consistency and care across all our programmes.

We know the environments we operate in are unpredictable. We do not claim perfection — but we are committed to growth. Each challenge, each obstacle, is an opportunity to refine our tools and improve the way we serve. That is what makes us resilient.

Our approach to the humanitarian-development-peace nexus is not theoretical. It is operational. It involves difficult trade-offs, constant adjustments, and the ability to act with both urgency and perspective. In 2024, we moved forward — with ambition, humility, and the conviction that dignity and resilience can be built, even in crisis.

# Super-Novae in 2024 – Global results at a glance

A year of focus, restraint, and frontline delivery. From Gaza to Libya, Sudan to Yemen, Super-Novae combined agility and structure to serve over **18,000** people in fragile and fast-changing contexts.

## Global Reach

### 4 Countries of intervention

*Libya, Palestine (Gaza),*

*Sudan, Yemen*

**18,118**

**Total direct beneficiaries**



**55.3%**  
women and girls

**10**

**active projects**

**12+**

**Local partners involved**

**Ettihad 2 – Gaza**

**Largest single project**  
(13,000+ women)

**1 platform developed**  
(Humanitease)

# Geographic breakdown

## Libya

**6 projects**

**2,922** people reached

**Areas:** Tripoli, Sabha, Gharyan, Misrata, Derna, Fezzan

## Gaza

**1** emergency programme

**14,936** people reached

**Focus:** MHPSS, informal education, protection via cash-for-work

## Sudan

**1** early recovery pilot

**49** people reached

**Focus:** green entrepreneurship, cooperative incubator

## Yemen

**1** expansion project

**211** people reached

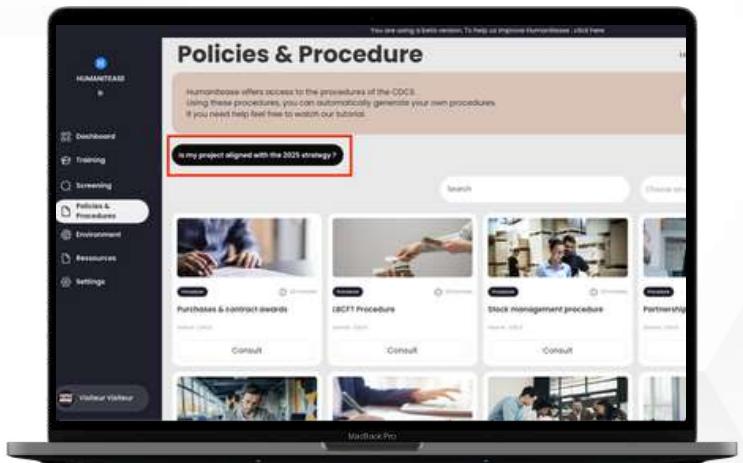
**Focus:** entrepreneurship, cultural resilience, vocational training

# Innovation & System building

## Humanitease platform developed for:

- Gender mainstreaming
- Environmental accountability
- Risk and compliance for local NGOs

**E-learning modules and carbon calculator tested and aligned with humanitarian standards**



# Strategic focus areas

## ECONOMIC RESILIENCE



Start-up support, vocational training, and incubator design

## GENDER INCLUSION



>55% of all beneficiaries were women or girls

## PSYCHOSOCIAL SUPPORT



Core to interventions in Gaza, Libya, and Yemen

## INSTITUTIONAL ENGAGEMENT



Partnerships in Libya (Ministry of Labour) and Yemen (Ministry of Trade and Industry)

## CLIMATE INTEGRATION



Green incubation and carbon tools in Sudan and France



# SDGs in action – Our 2024 contribution

Goal	Description	Where and How
SDG 2	<b>Zero Hunger</b> 	<p>Agricultural training &amp; value chain support (<i>Sunbula – Sudan</i>)</p> <p><b>Youth-led resilience for food security</b></p> <p>In the White Nile region of Sudan, the <i>Sunbula</i> project tackled food insecurity by investing in young agri-entrepreneurs. Through the creation of a green incubator in Kosti and a comprehensive training-of-trainers program in Addis Ababa, the project empowered local youth with practical skills in sustainable agriculture, business development, and market access. <i>Sunbula</i> lays the foundations for more resilient, locally-driven food systems in a crisis-affected region”</p>
SDG 4	<b>Quality Education</b> 	<p>Temporary Learning Spaces, informal education (<i>Ettihad 2 – Gaza</i>)</p> <p>“In the Nur Al-Huda Refugee Camp, Asinat reconnected with education through simple yet impactful lessons in basic arithmetic. Beyond academics, the sessions helped her manage the anger and frustration caused by harsh conditions. Through interactive activities, she rebuilt her emotional and social skills, gaining <u>confidence and adapting to her new reality.</u> » <i>-story from Ettihad 2</i></p>
SDG 5	<b>Gender Equality</b> 	<p>Women-led projects, inclusion strategies (<i>Bidaya 2, SheLeads, LEAP, Tandheem</i>)</p> <p><b>Empowering women to lead change</b></p> <p>In Tripoli and Sabha, the <i>Tandheem Wa Taahel</i> project advanced gender equality by equipping over 200 migrant women with technical skills and psychosocial support. Through targeted TVET training and inclusive bazaar events, women began generating their own income while forging stronger community ties. This integrated approach—combining economic empowerment with psychosocial well-being—created a ripple effect of confidence and social cohesion, enabling women to step into leadership roles within their communities”</p>

<b>SDG 8</b>	<b>Decent Work &amp; Economic Growth</b> 	<p>Cash-for-work, start-up incubation, green entrepreneurship (<i>All countries</i>)</p> <p><b>“Dignity through work in a context of crisis</b></p> <p>In a devastated Gaza Strip marked by extreme unemployment and reliance on humanitarian aid, <i>Ettihad 2</i> reinforced economic resilience by creating meaningful work opportunities. Through a structured cash-for-work scheme, 110 teachers and facilitators, along with 26 psychologists, were mobilized to deliver informal education and mental health support to displaced communities. By supporting 136 young professionals with monthly allowances and technical training, <i>Ettihad 2</i> ensured not only access to essential services, but also access to decent, dignified employment in a context where it is most needed.”</p>
<b>SDG 9</b>	<b>Industry, Innovation &amp; Infrastructure</b> 	<p>Business incubation, cooperative systems (<i>Libya, Yemen, Sudan</i>)</p> <p><b>“Building local innovation ecosystems</b></p> <p>In Yemen, <i>Bidaya 2</i> laid the foundations for a more resilient and diversified economy by combining infrastructure, innovation, and inclusion. The project established incubators in Aden and Taiz and launched <i>L’Atelier</i>, an innovation hub where young entrepreneurs developed prototypes and refined business ideas. Through business incubation, vocational training, and direct job placement, the initiative strengthened local supply chains and empowered youth to design new products and services. By reinforcing local capacity and supporting scalable solutions, <i>Bidaya 2</i> contributed to long-term economic transformation in one of the region’s most fragile environments.”</p>
<b>SDG 10</b>	<b>Reduced Inequalities</b> 	<p>Targeted support to migrant women, IDPs, and war-affected youth (<i>Libya, Yemen</i>)</p> <p><b>“Reducing inequalities across borders and cities</b></p> <p><i>Tandheem Wa Taahel</i> worked to narrow gaps between labour migrants and host communities, as well as between underserved regions like Sebha and the capital Tripoli. In both cities, the project delivered tailored vocational training, psychosocial support, and income-generating opportunities to migrant workers, internally displaced people, and vulnerable Libyans. By ensuring equal access to services and economic support across nationalities and geographies, and by coordinating with civil society in both the North and South, the project tackled structural disparities and promoted more inclusive local development.”</p>

<b>SDG 12</b>	<b>Responsible Consumption &amp; Production</b> 	<p>Circular economy models and sustainable production (<i>LEAP, Libya Start-Up, Sunbula</i>)</p> <p><b>Stimulating responsible entrepreneurship in fragile contexts</b></p> <p>In southern Libya, the <i>LEAP</i> project contributed to SDG 12 by fostering locally grounded, sustainability-conscious entrepreneurship. By supporting youth-led businesses in sectors such as digital services, printing, fashion, and food production, the project promoted small-scale production models tailored to community needs. Entrepreneurs were trained in financial literacy and resource-efficient business planning, with mentorship emphasizing long-term sustainability, market relevance, and responsible growth. Civic tech initiatives—like the <i>Office of Licensing</i> digital platform—also streamlined bureaucratic processes, reducing material waste and improving service efficiency.</p> <p>Through these efforts, <i>LEAP</i> helped shift consumption and production patterns toward more adaptive, resilient, and environmentally responsible models—even in a context marked by political instability and economic hardship.</p>
<b>SDG 13</b>	<b>Climate Action</b> 	<p><b>Green business models, carbon calculator (<i>Sunbula, Humanitease</i>)</b></p> <p>“Rethinking aid within planetary boundaries</p> <p>Through <i>Humanitease</i>, Super-Novae supported local and international NGOs to integrate climate-conscious practices into humanitarian action. By offering free online training on environmental sustainability and developing a carbon footprint calculation tool, the project equipped civil society actors with practical means to assess and reduce their ecological impact. In doing so, it helped shift the sector toward more climate-resilient operations—cutting emissions, minimizing environmental harm, and aligning aid delivery with the ambition to halve the sector’s footprint by 2030.”</p>

<b>SDG 16</b>	<b>Peace, Justice &amp; Strong Institutions</b> 	<p>Institutional engagement with ministries (<i>Libya, Yemen</i>)</p> <p><b>“Reintegration as a pathway to peace</b></p> <p>Implemented in Tripoli, <i>Mouta’alleq</i> 3 provided structured alternatives to vulnerable people-affected by the war, included former-combatants. By combining vocational training, psychosocial support, and job placement, the project enabled social and economic reintegration in a highly fragile environment. Crucially, <i>Mouta’alleq</i> aligned its efforts with the Libyan Ministry of Labour, contributing directly to the National Program for Rehabilitation and Reintegration. This institutional coordination reinforced national ownership, promoted accountability, and strengthened public structures in support of peacebuilding and social cohesion.”</p>
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***“In 2024, our responsibility was not to do more – but to do better, under pressure, and without losing sight of who we serve. From Gaza to Sudan, our teams delivered with integrity and clarity. What makes me proud is not only the reach, but the discipline behind it – the choices we made to protect quality, dignity, and local trust. This was a year of presence, not performance – and that’s exactly what our role demanded.”***

*Pierre Tachot, Deputy CEO, Super-Novae*



# What 2024 taught us – 5 lessons in action

Field-tested, crisis-adapted. These are not just lessons — they're confirmations of what it takes us to act in complexity.

## THE NEXUS WORKS (WHEN FLEXIBLE)

Humanitarian + Economic + Social = One Method



Programmes in Gaza and Libya showed that crossing sectors is viable — if the design allows for rapid adaptation.

3 programmes shifted scopes in 2024 without losing strategic coherence.

## LOCAL PARTNERS ARE NOT AN OPTION

They are the backbone of delivery and continuity



From Taiz to Kosti, nothing moved without local actors — not just for access, but for design, trust, and ownership.

100% of Super-Novae's 2024 projects were co-implemented with national partners.

## SYSTEMS ENABLE SPEED

Agility starts with infrastructure



Our fastest responses in Libya and Gaza were possible because our systems were in place before the crisis.

Emergency clinic reopened in Derna < 30 days after the storm.

## WELL-BEING IS A PRE-CONDITION

MHPSS is not a support service. It's a foundation.



From job readiness to classroom retention, psychosocial care is what made the rest possible.

13,000+ women reached by mobile MHPSS units in Gaza in 6 months

## INSTITUTIONS MOVE SLOWLY, BUT MATTER

Change takes time. We're ready when it happens.



Policy influence in Libya and Yemen advanced — not by insisting, but by aligning when windows opened.

2 institutional recognitions formalised in 2024.

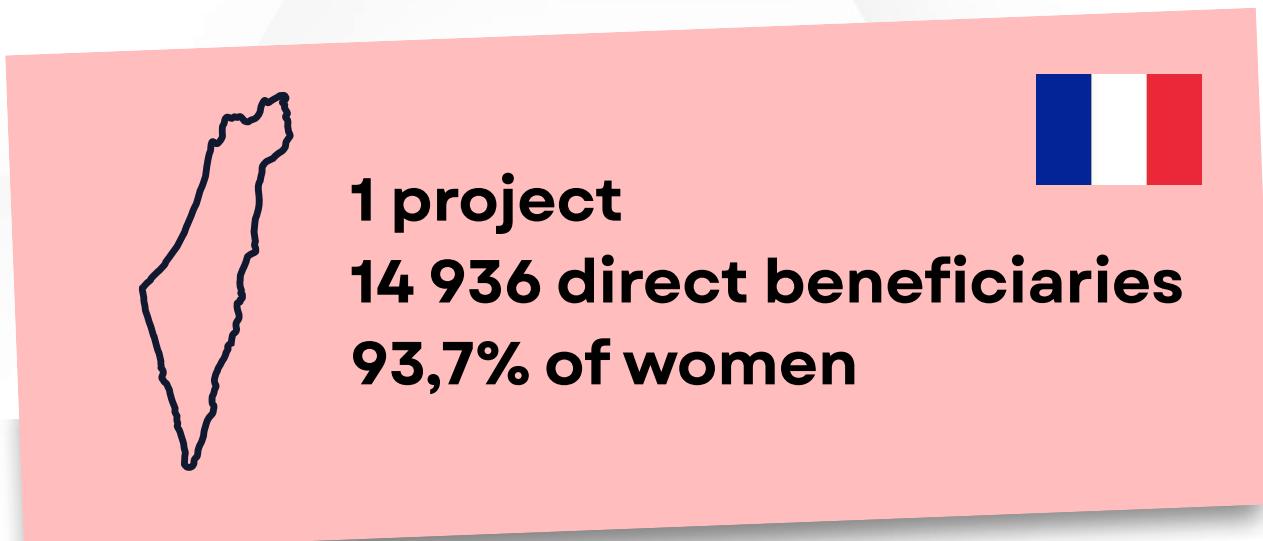
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***This year tested the foundations we've built. In Gaza, in Derna, in Aden — our teams faced realities that no operational manual can fully prepare you for. And yet, what stood out was not only our capacity to deliver, but our capacity to listen, to adjust, to learn. That is what makes Super-Novaë what it is: an organisation that keeps its ambition high, and its feet firmly on the ground. We don't pretend to have the perfect model. But we work every day to strengthen it — because we believe that even in crisis, dignity and resilience are not just possible, they are necessary.***

— Alexandre Chatillon, CEO, Super-Novaë

# GAZA – Holding the line: protection, learning, and resilience



## Overview

In 2024, Gaza became the most complex and urgent setting for Super-Novae's interventions. Following the escalation of war and mass internal displacement, the Ettihad 2 programme pivoted from its original development focus to a full emergency response — while maintaining its commitment to dignity, protection, and resilience. Funded by the French Ministry of Foreign Affairs and implemented with trusted local partners, the programme supported more than 13,000 women and 1,800 children through mobile psychosocial support units, Temporary Learning Spaces, and a cash-for-work model employing over 130 displaced professionals. With a budget of nearly €800,000, Ettihad 2 demonstrated that even in the midst of devastation, it is possible to deliver safe learning, emotional support, and employment opportunities — anchored in the local context and driven by need.



# Five lessons from Gaza

## 1 Cash-for-work can serve both dignity and survival



Super-Novae's decision to use cash-for-work as the backbone of Ettihad 2 allowed displaced professionals — teachers, facilitators, and psychologists — to retain a sense of identity and income, while directly contributing to their communities. This model protected both service delivery and the providers themselves. Employment in essential services became a form of protection and psychological recovery for those delivering it.

## 2 Children need learning — even when learning is not possible

With 76% of Gaza's schools damaged or used as shelters, Ettihad 2 offered Temporary Learning Spaces (TLS) as a lifeline. More than education, TLS provided rhythm, emotional safety, and a form of normalcy. Attendance improved, trust increased, and parents — especially mothers — began seeing learning as a way to reclaim the future.



## 3 Psychosocial support must be treated as essential infrastructure

MHPSS was not an add-on. It was at the heart of the intervention. Through 13 mobile teams, 26 psychologists reached 13,000 women. Women who had experienced multiple displacements, GBV, hunger, and fear found a space to decompress and rebuild coping strategies. Many later became referral agents for others.

## 4 Protection must be embedded — not just addressed

GBV risks were embedded in the daily lives of IDP women: overcrowded shelters, lack of sanitation, family separation. Ettihad 2 integrated GBV awareness and protection into every MHPSS session, and TLS materials were designed with child protection in mind. This integrated approach strengthened trust and uptake.



## 5 Localisation is not a theory — it is the only operational path

Ettihad 2 was implemented entirely through local partners. GCDG and SYFS teams managed daily operations, feedback loops, and crisis adaptations. Their leadership was the condition for continuity — and their presence transformed the intervention from a foreign programme into a community-anchored response.

# Ettihad 2

## Care, continuity, and courage in the heart of crisis

### What is Ettihad 2?

Ettihad 2 is an emergency intervention launched by Super-Novae in July 2024 in the Gaza Strip, with funding from the French Ministry of Foreign Affairs. Implemented in partnership with Gaza Culture and Development Group (GCDG) and Save Youth Future Society (SYFS), the programme provides psychosocial support, informal education, and dignified employment to displaced populations through a robust cash-for-work system. In a context of systemic collapse,

Ettihad 2 offers not only immediate relief but a stabilising force for thousands of women and children — and for the professionals who serve them.



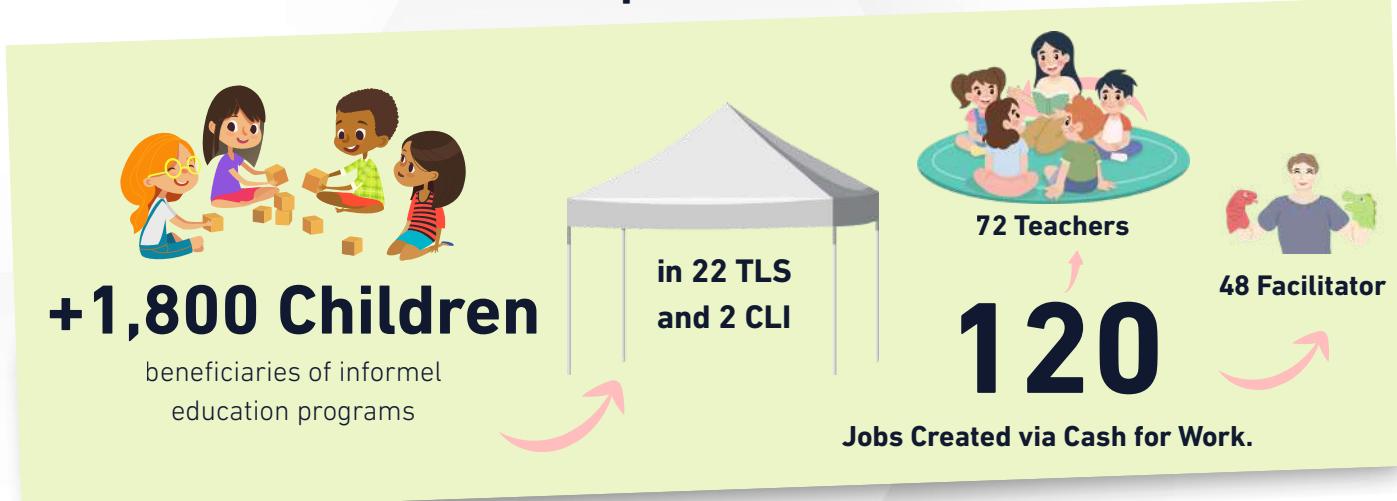
**Budget: 799 964€,  
April 2024 to March 2025.**



In a devastated Gaza, where schools became shelters and entire families were displaced multiple times within months, Ettihad 2 deployed a practical model rooted in human dignity. It combined psychosocial services, safe spaces for children, and cash-for-work for local professionals, reaching those most affected by war while reinforcing community cohesion and resilience. Despite restricted movement, blackouts, and security risks, local teams ensured daily presence in camps. Their consistency became a form of protection in itself.

## Key results in 2024

### Informel education (Local partner: SYFS)



### Mental health ( Local partner: GCDG )



The triple **Humanitarian-Development-Peace nexus** in action: Ettihad 2 is not a standard humanitarian programme. It combines emergency response (safe learning and psychosocial support), livelihood restoration (cash-for-work), and local partnership (GCDG and SYFS) in a context of extreme fragmentation.



Content is no longer available

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***"We weren't just giving care. We were restoring it – between women, children, and the professionals they had no choice but to trust."***

— Faten, GCDG psychologist, 2024.



## Success Story of Mira



Mira, a displaced child from Gaza and a person with special needs, has faced many challenges in her life. Since she was young, she dreamed of being able to read and write, but the surrounding circumstances hindered her from achieving that dream.

When Mira joined the Ettihad 2 project, Mira quickly integrated with the facilitators, who offered her the necessary support and guidance.

Thanks to their continuous efforts, Mira began to acquire new skills. She learned how to write and express her thoughts, and she started reading stories and news about the world around her.

With each passing day, Mira made significant progress in her educational journey. Mira is a living example that determination and willpower can overcome any difficulties. Today, she is an inspiration to many in her community, expressing her gratitude for the #Ettihad2 project that helped her realize her dreams.

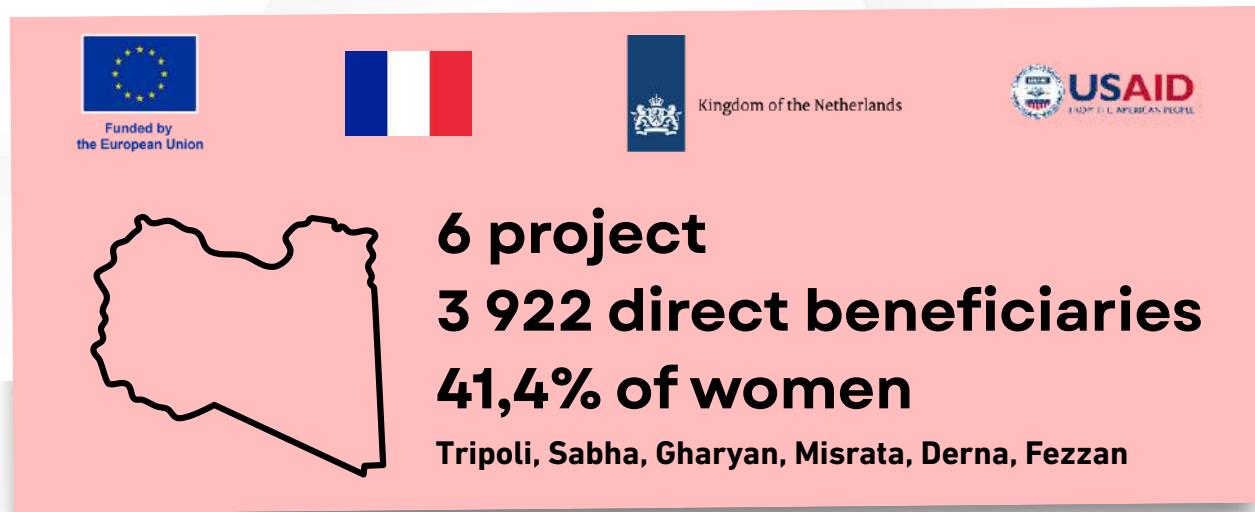


Mira is not just a child who learned to read and write; she has become a symbol of hope and success for anyone striving to achieve their goals. She now looks forward to a bright future, wishing to continue her studies and help others in her community.

**Congratulations to Mira on this amazing success!**

# LIBYA – Crossing thresholds

## inclusion, reintegration, and scale



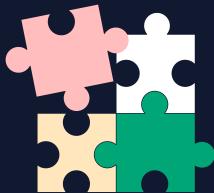
## Overview

**Libya** remained a key proving ground for Super-Novae in 2024 — a country where the organisation's ability to act across the **humanitarian-development nexus** was not only tested, but required. Between fragmented governance, ongoing migration tensions, and the devastating aftermath of Hurricane Daniel, our teams operated simultaneously on four fronts: emergency response, economic reintegration, labour migration support, and entrepreneurship development.

Our strategy in Libya is grounded in local partnerships, modular responses, and a firm belief that dignity can be restored through autonomy — whether for former combatants, displaced youth, or migrant women. In 2024, over 600 individuals were directly supported through skills training, psychosocial assistance, entrepreneurship incubation, and humanitarian response across Tripoli, Sabha, Misrata, Gharyan, and Derna.



# Five lessons from Libya



## 1 Integration is a structure, not a theory

Programmes combining training, psychosocial support, and legal guidance had the strongest retention and results.

*"We didn't come for therapy — but it's what allowed us to believe in the rest."*  
— Participant, Mouta'alleq 3

## 2 Local ownership is not a phase — it's the foundation

Innovation Garden scaled independently. The Ministry of Labour formalised cooperation.

All Libya projects were implemented with national partners from design to delivery.



## 3 MHPSS drives success — even in economic programmes

Initial resistance to MHPSS turned into strong engagement, especially among migrant women and ex-combatants.

90% of Mouta'alleq participants reported improved mental well-being after PSS

## 4 Inclusion and sustainability increase reach

Green skills and women's leadership were not side elements — they unlocked access and impact.

56% of Libya Start-Up participants were women.  
Circular business models tested in 3 start-ups.



## 5 The model works — and it's scalable

Across all projects, demand outpaced supply. Targets were exceeded, and requests for follow-up increased.

Libya Start-Up created 51 new ventures (vs. target: 25) and 85 jobs in 2024.

# Mouta'alleq 3

## Reintegration through dignity

### What is Mouta'alleq?

Mouta'alleq is a reintegration programme, funded by France, launched and sustained by Super-Novae in Tripoli, Libya, since 2021, to support young people affected by conflict — including ex-combatants, war-wounded youth, and women who have lost family members. The project combines vocational training, entrepreneurship support, and psychosocial care to help participants rebuild their lives and regain a place in their communities. More than just a skills programme, Mouta'alleq creates a safe space for healing, learning, and social connection — helping participants transition from conflict to contribution, and from isolation to opportunity.



In Tripoli, Mouta'alleq 3 supported the socio-economic reintegration of former combatants, war-affected youth, and vulnerable women. The programme combined vocational and entrepreneurship training with psychosocial support, cultural activities, and job readiness support — reinforcing both individual agency and social cohesion. Implemented in close coordination with Libyan partners, the project served as a space for healing, learning, and re-entry into civic and economic life.

**Budget: 335 852,00€,**



# Key results in 2024

## 106 participants

completed training in mechanics, solar energy, sewing, makeup, and entrepreneurship



## Group and individual psychosocial sessions

were delivered throughout the cycle, in collaboration with certified Libyan professionals.



20 women



## 1 job fair with 28 companies

allowed direct connections between beneficiaries and employers; several job offers were made on site.



## A DDR policy brief

*(Disarmament, Demobilisation and Reintegration)*

was produced and shared with national stakeholders as a concrete advocacy tool



## Collective creative activities

(murals, calligraphy, photography) fostered group identity and positive representation in the community.



***"I came to a profound realization that the war had ended, and I felt the responsibility to contribute to rebuilding our nation... Through the project, I not only gained technical skills but also connected with others who want to leave the past behind."***

— Hamza, participant in Mouta'alleq 3, 2024.



# The Journey of Abdul Qadir:

## From aspiration to agricultural success



### Introduction

In the heart of southern Libya, in the town of Ubari, lives Abdul Qadir Mohamed Tukhni. This determined young man has taken it upon himself to overcome numerous challenges and create new opportunities through his agricultural project. Abdul Qadir has dedicated himself to the cultivation of alfalfa, barley, and various other types of animal fodder, drawing on the skills and knowledge he has accumulated over the years.

Abdul Qadir's academic background is in business administration, a field quite different from agriculture. However, his passion for farming led him to gain practical experience and seek out training courses to enhance his expertise. "Although my specialization isn't in agriculture, I've strengthened my knowledge through courses and hands-on work in the field," he shares.

### Joining the "Mouta'alleq" Initiative

Abdul Qadir's journey took a significant turn when he joined the "Mouta'alleq" initiative, which supports small-scale projects. He learned about this initiative through

a close relative and decided to enroll in a two-month course. The program offered training in some main areas: entrepreneurship, logistics, and others. Abdul Qadir focused on entrepreneurship, presenting his existing agricultural project. His project was evaluated and selected among the top seven out of 15, earning him a symbolic financial grant that helped him advance his venture.



### The Training Experience

The courses provided by the "Mouta'alleq" initiative were invaluable to Abdul Qadir. "I learned a lot from the entrepreneurship training. It taught me to think outside the box and consider broader opportunities," he explains. Additionally, the program included sessions on mental health and basic English, further enriching his skills and knowledge. These courses not only provided theoretical insights but also equipped him with practical tools to enhance his project's performance.

### Overcoming Challenges

Despite the progress, Abdul Qadir faced numerous obstacles. The high cost of agricultural equipment and fertilizers, especially during peak seasons, was a significant burden. "The equipment rental costs were steep, and the price of fertilizers would skyrocket during certain times of the year," he recounts.

Nevertheless, the financial support from the "Mouta'alleq" initiative allowed him to purchase some essential supplies and expand his farming area.



### Expansion and Future Plans

With the grant he received, Abdul Qadir was able to cultivate additional land. "We prepared the land, installed irrigation systems, and planted crops, which significantly boosted our productivity," he says. His success in the program and the improvements in his project have only fueled his ambition to grow further.

### The Importance of Local Initiatives

Abdul Qadir strongly believes in the need for more initiatives like "Mouta'alleq" in southern Libya. The absence of local training and support programs forces many young

entrepreneurs to travel long distances to access these opportunities. "I had to travel nearly 1,000 kilometers to Tripoli to take the course. It would be incredibly beneficial if similar initiatives were available in the south," he emphasizes. He hopes that organizations like Super Novae will establish branches in southern cities such as Ubari or Sabha, making it easier for local youth to develop their skills and projects.

### Personal Gains and Community Impact

The journey has been transformative for Abdul Qadir. The knowledge and experience gained from the "Mouta'alleq" initiative have not only improved his project but also his personal development. "The training helped me manage my project better and think strategically about future growth," he reflects. Moreover, his success serves as an inspiration to other young people in his community, demonstrating that with the right support and determination, significant achievements are possible.



### Conclusion

Abdul Qadir Mohamed Tukhni is a testament to the resilience and ambition of young Libyans. Through hard work, continuous learning, and leveraging local initiatives, he has turned his agricultural aspirations into a successful reality. His story underscores the importance of providing accessible training and support to empower more young entrepreneurs in southern Libya. With ongoing efforts and community-focused programs, the future looks promising for Abdul Qadir and many others like him who strive to make a positive impact on their communities.

# Mussa'ada - Derna

## Emergency response in Derna

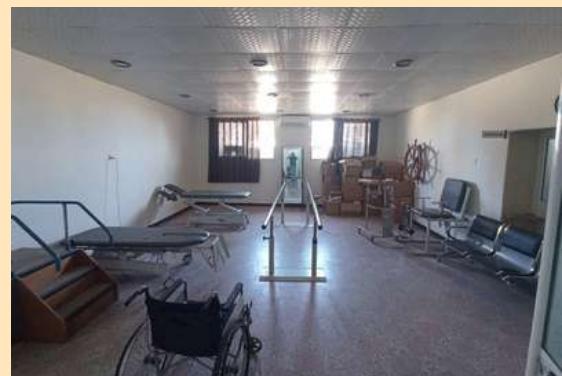
### What is Mussa'ada?

In the wake of Hurricane Daniel, Super-Novae launched its first direct humanitarian response in Libya. In coordination with the Ministry of Health and the Libyan Red Crescent:



Despite significant access restrictions and regulatory constraints, the mission marked a turning point: Super-Novae demonstrated it could adapt its systems — traditionally designed for recovery — to function in emergency settings.

## Before



## After



# Tandheem wa Taahel

## Labour, mobility, and inclusion

### What is Tandheem wa Taahel?

Tandheem wa Taahel is a European Union-funded programme implemented by Super-Novae in Tripoli and Sabha, Libya. It aims to strengthen the management of labour migration and support vulnerable populations through vocational training, psychosocial support, legal guidance, and institutional engagement. The project also supports civil society organisations and the Ministry of Labour to build more inclusive and rights-based approaches to economic integration.



Designed as a pilot project, Tandheem Wata'aheel not only met but in several areas exceeded its targets, laying the groundwork for a likely second phase in 2025. Despite the operational complexity of working across sensitive issues and institutions, the programme demonstrated the feasibility of combining institutional support, community-based service delivery, and digital innovation under one coherent framework. The project faced liquidity challenges and local market bottlenecks in early 2024, yet still delivered all major activities on time.

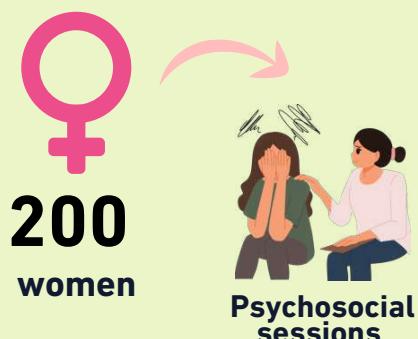
**Budget: 3 000 000€**  
**2022/2025**



# Key results in 2024



received vocational training or entrepreneurship support in Sabha and Tripoli



enhancing their well-being, economic independence, and sense of dignity



accessed **paid internships** and **starter kits** to begin generating income immediately



## 1 digital platform

was developed, offering migrant workers access to legal information, psychosocial tools, and appointment scheduling with counsellors and labour authorities



## 1 MoU signed

with the Ministry of Labour



## 10 Libyan civil society organisations

were trained in conflict sensitivity, gender mainstreaming, and humanitarian and labour law

The demand for psychosocial support far exceeded expectations. The model's multi-layered design — combining training, protection, digital access, and institutional engagement — proved both scalable and adaptable.



“

**“In 2024, I am particularly proud of our activities with women and their children, especially the PSS support, which had a profound impact on their lives. Seeing the transformation in their well-being and how the support empowered them was incredibly rewarding. I’m also proud of the Ramadan activities, which brought together international and local communities in a beautiful environment of coexistence and giving. These events created a sense of unity, where people from different backgrounds shared experiences and supported each other. The positive impact these activities had on the participants will stay with me as a significant achievement of the project”**

— Miriam, Team Leader Tandheem Wa Taahel, Deputy Country Representative, Libya, 2024





# Start-Up Libya



## Unlocking entrepreneurship as a stabilizing force

### What is Libya Start-Up?

Libya Start-Up is a European Union–funded programme designed to strengthen Libya's entrepreneurial ecosystem by supporting incubators and accelerators, improving access to finance, and fostering a culture of entrepreneurship. Implemented in Tripoli, Gharyan, and Benghazi with local partners, the project provides early-stage and growing entrepreneurs with tailored incubation, financial literacy, and investment readiness training — contributing to economic recovery, job creation, and youth empowerment.

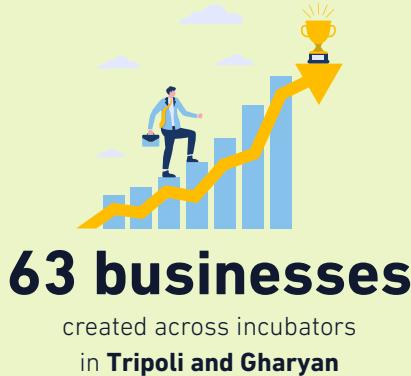


In 2024, Libya Start-Up supported over 200 participants, built the capacity of two incubators, and achieved measurable progress in new business creation, job generation, and inclusive access to finance. The project also demonstrated the viability of sustainable incubation models, with Innovation Garden securing new funding and becoming operationally autonomous.

Consortium with SPARK NGO  
2022/2025

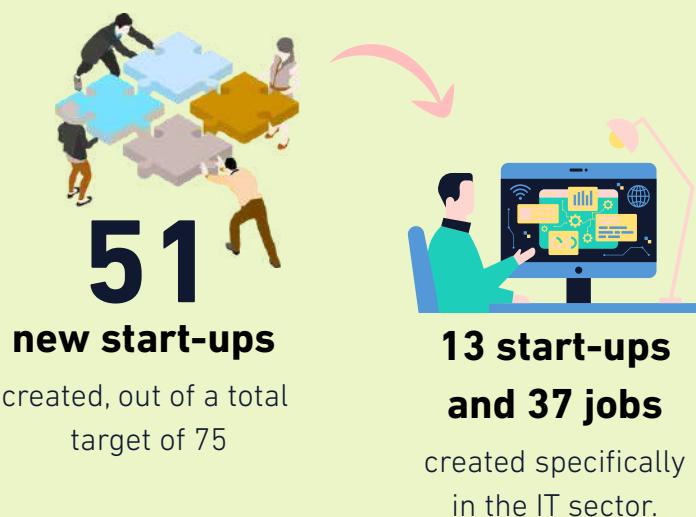


## Key results in 2024



3 Incubators  
(Tripoli, Gharyan, Benghazi).

5 Cohorts



3 start-ups 

integrated **circular economy** and **sustainable production** principles.



**56% of beneficiaries were women**

thanks to a deliberately inclusive and merit-based recruitment strategy

✓ **Innovation Garden** hosted thematic sessions on **tech and sustainability**, while **Gharyan Incubator** launched a **high-tech FabLab**.

✓ **The Libyan Business Angels Network** (CANVAS) was launched, connecting entrepreneurs and investors in live pitch sessions across cities.



**20 projects**

reached investment readiness;  
**11 received pre-seed funding or loans**



“

***"Rawan Gresea has shattered societal norms, launching a start-up focused on car design and recycled vehicle parts. Through Innovation Garden, she scaled her venture and now leads a licensed engineering firm in Tripoli"***

— Winsa El Haderi, Project Manager Libya Start-up, 2024.

## The Journey of Malak: Biscotti

### From childhood memories to a successful entrepreneurial venture in Libya



**"Biscotti"** is a Libyan entrepreneurial project that started with a simple idea inspired by childhood memories and has since transformed into a successful family business thanks to perseverance and creativity. The project was founded in 2019 by Malak Albadri and her brother Taha, and it has achieved notable success in the Libyan confectionery market.

#### **The Beginning: From Idea to Reality**

Malak talks about the beginnings of the "Biscotti" project:

*"The idea for the project came from my mother, as this was our favorite type of confectionery, the Italian cotchini. When I grew up and had access to the internet, I found new flavors that were different from what my mother used to make for us. I started experimenting with these new flavors, and they were very well received by the family. That's when the idea of creating our project came about, especially since this type of confectionery was not available in the market."*

#### **Initial Challenges and Early Successes**

Malak and Taha started distributing their products through distributors and marketers, achieving early success, especially during Ramadan 2019, when they launched the "Eid Box" decorated with chocolate and almonds. Malak recalls: "In Ramadan 2019, we came up with the idea of creating the Eid Box with chocolates and almonds,

different from the usual types, and it was very well received." This success encouraged them to increase the variety of their products and continuously develop new flavors.

### **Facing Challenges and Project Development**

By 2021, Taha and Malak began evaluating their project and took a step back to analyze their weaknesses. They faced challenges related to product pricing, as the profits they were making were not enough to develop the project and take it beyond a home-based venture. Malak explains: "In 2021, we started evaluating the project and took a step back, especially as our products began to increase. We needed to rethink our pricing strategy because the profits we were making weren't enough to develop the project and take it beyond a home-based venture. We tried to learn from our mistakes."

### **A Major Turning Point: Joining the Business Accelerator**

In 2023, Taha accidentally came across an advertisement for a business accelerator, and they decided to join. Malak describes their experience:

*"My brother Taha found the business accelerator advertisement by chance, and we signed up. We were able to change our perception of our project and take it beyond a home-based venture."* The intensive two-month training program was extremely beneficial, covering all aspects of their project that needed improvement. Winning the accelerator prize of 20,000 euros was a major turning point.

Malak says: *"The grant we won was a turning point for the project. We were able to purchase new equipment, expand our team and hire new staff, and also develop a marketing plan for the current year. This year will see significant development for the Biscotti project."*



### **Advice for Entrepreneurs**

Malak emphasizes the importance of patience for entrepreneurs, as challenges and difficulties are an inherent part of starting any project. "My advice to entrepreneurs is to be patient with their projects. Projects are always tough in the beginning." She also advises taking advantage of initiatives from organizations supporting entrepreneurship in Libya, noting that she didn't know much about these initiatives before but found them to be crucial for project development. "For me, I wasn't interested in initiatives from organizations supporting entrepreneurship in Libya and didn't have any information about them. I didn't see them as impactful, but after my experience, I discovered their importance."

The "Biscotti" project is not only a personal success story for Malak and Taha but also a living example of the ability of Libyan youth to turn simple ideas into successful ventures that contribute to boosting the local economy. Through perseverance and continuous learning, they have transformed childhood memories into a successful commercial project, benefiting from the support and training available through entrepreneurship initiatives in Libya.

# LEAP

## Stimulating entrepreneurship and financial inclusion in Fezzan

### What is LEAP?

LEAP (Libyan Economic Acceleration Programme) is a joint initiative by Super-Novae and Chemonics, funded by USAID, launched in the Fezzan region in 2024. It aims to promote economic recovery and youth resilience in a conflict-affected area by combining entrepreneurship training, firm-level technical assistance, financial inclusion, and local policy dialogue. The programme supported 30 entrepreneurs through incubation, training, and seed grants — fostering job creation, digital innovation, and long-term business sustainability in southern Libya.



In one of the most marginalised regions of Libya, LEAP deployed a high-impact, resource-efficient model to support youth-led businesses, connect entrepreneurs with funding opportunities, and pilot inclusive financial infrastructure in coordination with national authorities. The project highlighted the potential of civic tech and women-led ventures in advancing both recovery and local governance. More than half of participants were women — a significant achievement in Fezzan. The programme actively reduced access barriers through mentorship, financial training, and networks for women entrepreneurs. By convening national actors, LEAP worked toward systemic changes that could enable small enterprises in southern Libya to access credit and formal recognition.

**Budget: 450 000€**  
**2024/2025**

# Key results in 2024



## 30 young entrepreneurs

trained through incubation, acceleration, and business development workshops.



## 2 full-time jobs

created in one digital licensing venture; others supported job creation in sectors like fashion, food production, and printing.

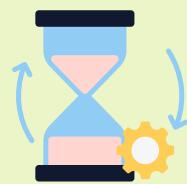


50%  
women



## 30 grants

disbursed to support business launch or scale-up, with firm-level mentorship provided throughout.



## 40% reduction in administrative processing time

achieved by a civic-tech solution developed through the programme.



High-level dialogue with the **Central Bank of Libya** and **LCIC** led to the draft of a regulatory framework to improve **access to Islamic microfinance**



“

*“Since completing the program, I partnered with the Steering Committee of Murzuk. My prototype cuts licensing time by 40%, and I've already hired two people. I want to scale this across Libya”*

— Abd Alraheem Alsawi, LEAP entrepreneur, 2024



# Wafa Ahmed

## From Pastry Making to Financial Entrepreneurship

The winner of the Aqfuz program funded by USAID and implemented by Super Novae, she presented her startup during the Demo Day of October 7th in Sebha



Wafa Ahmed, from the city of Sebha, had no prior background in entrepreneurship or startups when she first enrolled in the "Aqfuz" Economic Acceleration Project, part of the LEAP program funded by USAID and implemented by Super Novae. Her journey began humbly, as she started making pastries at home, a hobby she turned into a source of income by catering for weddings and celebrations.

Over time, Wafa recognized a greater need in the local market, especially in the areas of financial transactions and electronic payments, which were lacking in Sebha. She made a bold decision to shift her project from pastry making to a company specializing in financial and technological solutions. This transition was made possible after she received financial support from the "Aqfuz" project, which she used to rent a space and equip it with the necessary tools and devices to establish her business.

Wafa spoke about the challenges she faced during the intensive training sessions organized by Super Novae, where she learned from experts and mentors in the field of entrepreneurship. She realized that her project needed to stand out and meet a genuine community need. This realization pushed her towards the financial sector. With every workshop and piece of advice she received, she became more confident in her ability to succeed, learning how to create an effective and unique business model. "The Aqfuz program showed me that with the right support, I could turn my passion into a business that truly meets the needs of my community," Wafa shares.

# Wafa Ahmed

## From Pastry Making to Financial Entrepreneurship

Wafa founded Alwaha for Financial, Technical, and Consultancy Services, a company aimed at providing digital financial solutions to the residents of Sebha. Initially, she faced challenges related to the community's understanding of digital financial transactions. However, her determination and passion for her project helped her overcome these obstacles. Her background in accounting and financial management also earned her the trust of clients who began seeking her company's services.

The "Aqfuz" project was beneficial in every aspect, from the valuable training and information Wafa received to the networking opportunities with other entrepreneurs. However, the most significant moment was the investment event in Sebha, where Wafa met the owner of Al-Dalil Center, Mr. Altayeb Alhudhiri, who offered her a partnership. The partnership quickly took shape, and she signed a contract to rent the company's headquarters, marking a crucial step toward achieving her goals.

In the first few months, Wafa successfully hired an employee for her company, and she is now working on expanding her team if the expected success is achieved in the next three months. "Alwaha" aims to become a certified money transfer office by the Libyan Central Bank, offering comprehensive financial and electronic payment services. Wafa is committed to promoting a culture of electronic payment in the city and connecting Sabha with the global digital economy.

Wafa continues to work diligently to launch a major marketing campaign, including billboards, brochures, and digital marketing efforts, aiming to attract more customers and expand the company's reach. Despite facing numerous challenges—balancing her responsibilities as a mother and wife and overcoming societal reservations about digital financial transactions—she remained dedicated to her goal.



Thanks to the support of the LEAP program, she turned her dream into a tangible reality that contributes to the development of the digital economy in Sebha.

Through her story, Wafa inspires many women in the Libyan community, demonstrating that perseverance and hard work are the keys to success, and that small projects can be the starting point for achieving big dreams.

# SheLeads

## Empowering women beyond the market



### What is SheLeads

SheLeads is a women-focused economic empowerment programme implemented by Super-Novae in Tripoli and Sabha, with support from the Kingdom of the Netherlands. The programme aims to support women entrepreneurs through technical and financial training, tailored mentorship, psychosocial support, and direct access to job placement or business development opportunities. By building confidence, financial literacy, and market positioning, SheLeads responds to systemic gender barriers in Libya's labour market.

Although no participant-level activities were implemented in 2024, SheLeads Libya made significant progress in laying the institutional and operational foundation for an ambitious second phase. The project finalised partnerships, tools, and content, ensuring that implementation can begin promptly in 2025. Despite delays, SheLeads maintained its strategic clarity and local ownership — positioning itself as a flagship initiative for women's economic inclusion in fragile urban areas.

**Budget: 450 000€**  
**2024/2025**



Kingdom of the Netherlands

## Key developments in 2024

- ✓ Finalisation of curriculum and mentorship frameworks for training cohorts in Tripoli and Sabha.
- ✓ Recruitment and onboarding of local trainers, including female experts in business development and psychosocial support.
- ✓ Partnership consolidation with Innovation Garden and other ecosystem actors to co-host 2025 activities.
- ✓ Inclusion of cutting-edge digital content, including workshops on AI tools for entrepreneurs, scheduled for the next cycle.
- ✓ Institutional alignment with Super-Novae's digitalisation, gender, and sustainability commitments.

***"In 2024, Libya saw a remarkable rise in women's entrepreneurship, signaling a shift toward greater economic inclusion. Events like the Women's Economic Empowerment Exhibition in Tripoli showcased over 150 women-led businesses, reflecting their growing impact across sectors. Yet challenges remain – legal and societal barriers still limit full participation. The World Bank's 2024 report gives Libya a score of just 32.5 out of 100 in supporting women's economic empowerment, highlighting the urgent need for reform. Still, the resilience and innovation of Libyan women entrepreneurs continue to drive progress and diversify the economy. Through visibility, digital skills, and tailored business support, SheLeads does more than train women – it empowers them to lead."***

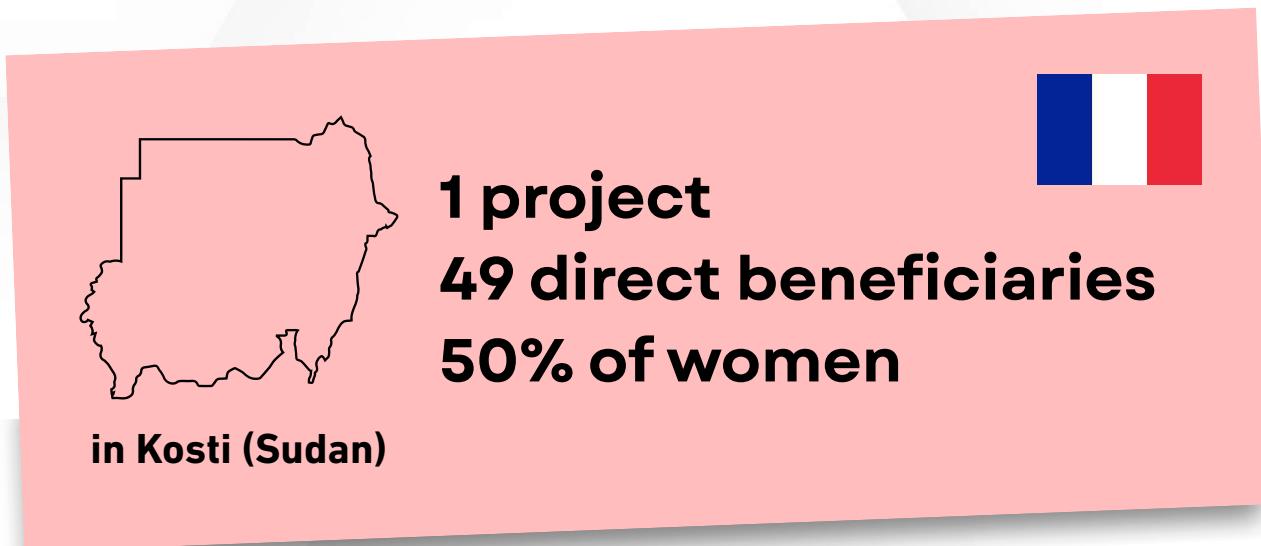
– Winsa El Haderi, Project Manager, SheLeads, 2024.



“



# Sudan – Roots before growth: building recovery from the ground up



## Overview

In 2024, Super-Novae launched its first operations in Sudan with the Sunbula project — a green entrepreneurship initiative rooted in early recovery and cooperative resilience. Despite political paralysis, banking restrictions, and widespread insecurity, the project succeeded in establishing an incubator in Kosti, training a core team of nine local staff in Addis Ababa, and selecting 40 entrepreneurs (50% women) for the 2025 acceleration programme. While direct community outreach remained limited, Sunbula demonstrated that it is possible to prepare for economic recovery even amid systemic collapse. With a modest launch budget of €347,052, the project now stands ready for full-scale implementation in 2025 — offering a rare investment in sustainability and local ownership in one of the most fragile regions of the Horn of Africa



# Five lessons from Sudan

## 1 Infrastructure before intervention



Sunbula's first achievement wasn't service delivery — it was building the operational conditions to deliver well later. This included the physical setup of an incubator, the onboarding of local teams, and the development of curricula tailored to real value chains. Investing in infrastructure before impact allowed the programme to avoid premature delivery and build credibility with local stakeholders.

## 2 Local cooperatives are stable entry points

In a context where ministries are fragmented and markets unreliable, the cooperative network NuWeda provided not only operational access, but also political neutrality, trust, and long-term vision. Building the project inside a cooperative structure increased its legitimacy, adaptability, and readiness for future scale.



## 3 Financial planning must absorb systemic risk



The project encountered banking restrictions, communication blockages, and procurement bottlenecks. These were not unexpected — but their frequency reinforced the need for adaptive financial planning, including regional training outside Sudan, low-risk disbursement models, and simplified procurement pathways.

## 4 Climate relevance creates entry points for recovery

Sunbula's focus on sustainable agriculture, regenerative production, and circular economy practices was not just a thematic choice — it made the project more relevant to both funders and local actors. In rural Sudan, where farming is often a matter of survival, offering a long-term pathway to resilient agriculture built interest across sectors.



## 5 Impact starts with people, not numbers



Training nine staff and selecting 40 entrepreneurs may not seem ambitious. But in a system on the brink of collapse, these 49 individuals now represent a trained nucleus — one capable of absorbing, transmitting, and leading the next phase of recovery.

# Sunbula

## Laying foundations for recovery in a context of collapse

### What is Sunbula?

Sunbula is Super-Nova's first programme in Sudan, launched in 2024 in Kosti, White Nile State, with funding from the French Ministry of Foreign Affairs. Designed to build a sustainable green entrepreneurship ecosystem in a context of economic collapse and insecurity, the project lays the groundwork for inclusive economic recovery by establishing a rural incubator, strengthening local capacity, and preparing small agricultural producers — especially women — for cooperative-led development.



In a year marked by national fragmentation and a growing humanitarian emergency, Sunbula focused on preparation, not scale. The programme successfully established an incubator site in Kosti, trained a dedicated local team, and completed a competitive selection process for a first cohort of 40 entrepreneurs. These foundational steps, though modest in reach, represent a high-value investment in local ownership and environmental resilience. By embedding the incubator within NuWeda, a recognised cooperative, the project ensured that value chains and decision-making would remain locally anchored. The incubator's future programming will prioritise agroecology, climate-resilient production, and regenerative practices — directly contributing to SDG 12 and local food sovereignty.

**Budget: 347 052,20€**

**2024/2025**



## Key results in 2024



**40**  
entrepreneurs

selected for the 2025 green entrepreneurship programme



**9 local staff**

trained in Addis Ababa through a tailored ToT in business development, cooperative governance, and project management .



**50%**  
women



**1 incubator**

established in Kosti, fully equipped and connected to the NuWeda cooperative network .

- ✓ Completion of a **market assessment** and **training curriculum** for the **2025 acceleration** phase.
- ✓ Strategic **partnerships** formalised with **municipal authorities, agricultural actors, and local cooperative structures**.



“

***"We didn't start with delivery. We started with structure – because that's what makes impact last***

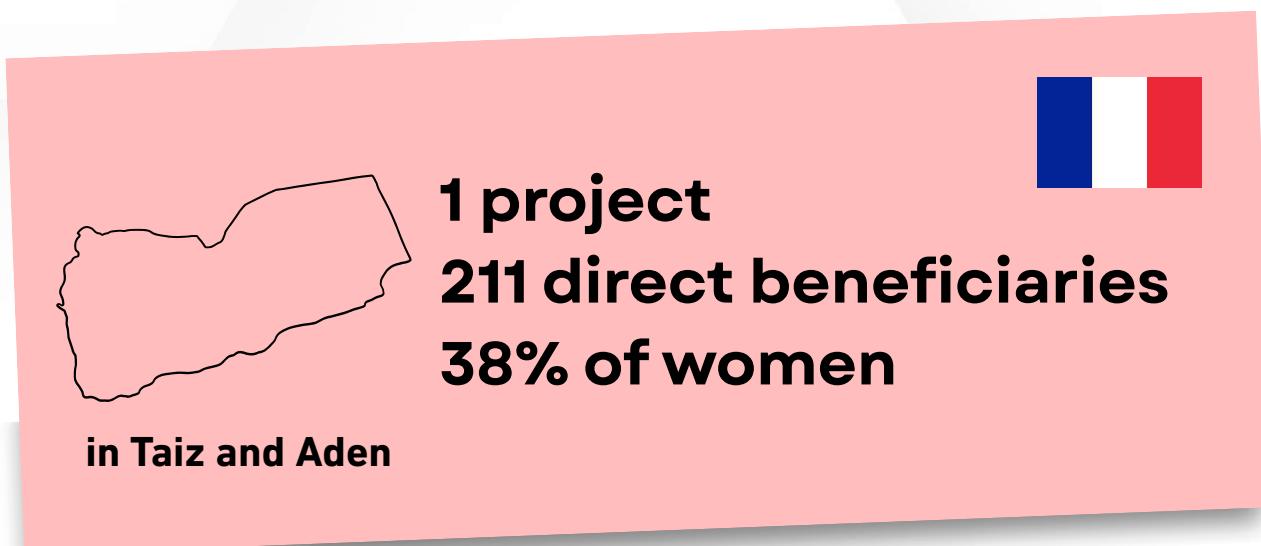
— Julie Medina, Desk Officer, Sunbula, 2024





# **YEMEN – From margins to momentum**

## **youth, dignity, and local drive**



## **Overview**

In 2024, Super-Novae consolidated and expanded its presence in Yemen through Bidaya 2, reaching both Taiz and Aden. Against a backdrop of institutional fragmentation and youth unemployment, the programme provided targeted entrepreneurship support, cultural expression spaces, and vocational training to 211 young Yemenis, including nearly 40% women. Participants launched microbusinesses, showcased artistic creations, and accessed mentorship to strengthen their autonomy. A new partnership with the Ministry of Industry and Trade in Aden opened the door for longer-term institutional anchoring, while the local actors, Medalah Foundation, Hadef and 3 Tracks, played a central role in field delivery. In a context where few opportunities exist beyond migration or informal economies, Bidaya continued to demonstrate that investing in youth capacity is both possible and urgent.



# Five lessons from Yemen



## 1 Culture is not a luxury — it's a pathway to participation

In Taiz, mural projects and exhibitions did more than beautify public space — they gave young people a platform to be seen and heard. For many, creative expression became a first step toward building confidence, engaging in community life, and imagining alternatives to conflict or migration.

## 2 Women's participation requires more than an invitation

In both Taiz and Aden, women's participation rose to 38% — but only through intentional adaptations: female trainers, confidence-building workshops, flexible hours, and safe mobility. The presence of women-led businesses by programme end showed that gender inclusion must be designed, not assumed.



## 3 Incubation models need emotional infrastructure

Several participants arrived with business ideas but lacked self-confidence, support networks, or trust in institutions. Embedding peer mentorship, PSS elements, and small group formats helped build not just skills — but the emotional conditions for follow-through.

## 4 Public partnerships are possible — if sequenced carefully

The MoU with the Ministry of Industry in Aden showed that institutional engagement is viable — but only when preceded by local trust-building and demonstration of value. Bidaya's flexibility allowed it to navigate entry points at the right moment.



## 5 Youth need spaces — not just training

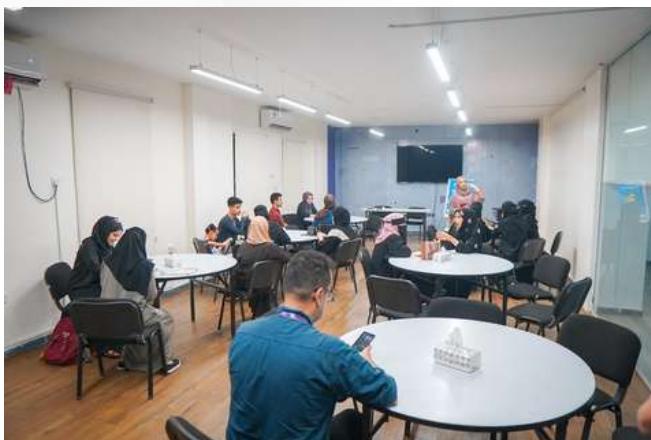
Bidaya succeeded in part because it offered more than content: it offered belonging. Whether through art, co-working, or mentoring circles, participants described the programme as "a place to be" — an anchor in a context where formal opportunity is scarce and private space is limited.



# Bidaya 2

## Strengthening resilience through skills and expression

### What is Bidaya?



Bidaya — meaning “beginning” in Arabic — is Super-Novae’s flagship initiative in Yemen to support economic and cultural resilience among youth and women. After a successful first phase in Aden in 2023, Bidaya 2 then expanded to Taiz in 2024, scaling a model that links income generation with creativity, personal recovery, and social connection. Implemented in partnership with the Medalah Foundation, Hadef and 3 Tracks, the programme offered entrepreneurship training, vocational coaching, psychosocial support, and cultural activities.



In 2024, Bidaya 2 supported 211 young people in Taiz and Aden, combining technical and soft skills development with direct business incubation and artistic platforms. Beyond business creation, the programme focused on enabling participants to rediscover confidence and community belonging in a country where youth are too often left without safe, constructive paths forward. While Taiz focused more on cultural programming and creative business development, Aden engaged more directly with public institutions and market structures. From mural paintings to participatory exhibitions, artistic creation served as both a healing mechanism and an economic opportunity — especially for youth disconnected from formal education.



**Budget: 811 441,4€**

**2023/2024**



## Key results in 2024



**211**  
participants

trained in entrepreneurship, vocational skills, or cultural creation (127 in Taiz, 84 in Aden).



**38% women**

reached through targeted outreach, adapted training spaces, and tailored confidence-building activities.



**30 youth artists**

participated in collaborative mural projects, exhibitions, and public installations, with over **500 visitors to Bidaya-led events**

- ✓ Formal partnership signed with the Ministry of Industry and Trade in Aden, marking the programme's first step toward institutional recognition, and confirming Bidaya's growing legitimacy as a contributor to Yemen's SME strategy, even in a fractured policy environment.
- ✓ Active involvement of **Medalah alumni** as peer mentors, reinforcing trust and continuity across cohorts.



“

***“It wasn't just about business. It was about proving that we can shape something – even when the world around us is falling apart.”***

— A participant and artist, Taiz



**8** TRAVAIL DÉCENT  
ET CROISSANCE  
ÉCONOMIQUE



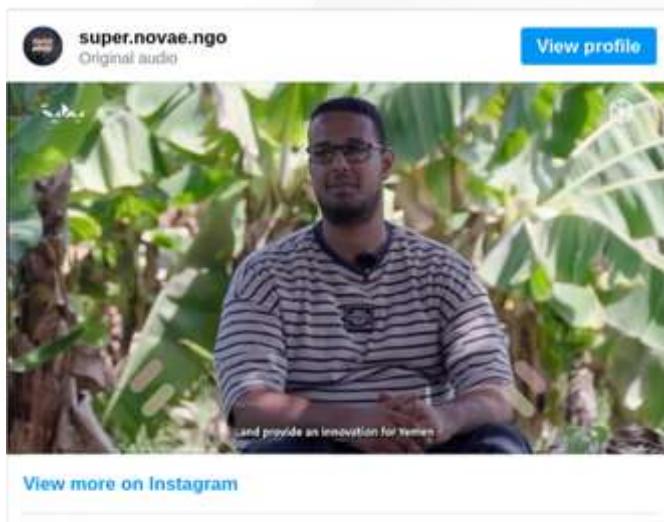
**9** INDUSTRIE,  
INNOVATION ET  
INFRASTRUCTURE



**12** CONSOMMATION  
ET PRODUCTION  
RESPONSABLES

# Ahmed's Green Innovation in Yemen

## From Banana Waste to Eco-Fertilizer



In the bustling incubator halls of Sandbox in Aden, Yemen, a young entrepreneur named Ahmed has turned a humble idea into a beacon of environmental innovation. His project, Eco Verta, transforms banana plant waste into eco-friendly organic fertilizer—offering a sustainable solution in a country where both food security and environmental degradation are urgent concerns.

Ahmed's journey began with his participation in the Bidaya 2 project, implemented by Super-Novae with funding from the French Ministry of Foreign Affairs. He joined the Sandbox incubator alongside more than 100 other aspiring youth, all driven by the desire to build something meaningful in the face of adversity. Through the structured incubation and acceleration programme, Ahmed received tailored training in business development, market analysis, and fundraising.

It was in this setting that he shaped Eco Verta—an enterprise that not only addresses the problem of agricultural waste but also contributes to local farming productivity by offering high-quality organic fertilizers.

Ahmed's idea stood out during the Demo Day organized at the end of the program, where his pitch impressed local investors and stakeholders. His project was awarded a development grant, allowing him to begin production and distribution on a small scale. In just a few months, Eco Verta began supplying fertilizers to local farmers, many of whom expressed enthusiasm over the natural, chemical-free alternative that also reduced input costs.

The impact, however, goes beyond numbers. "When I started, it was just a dream. I didn't know how to write a business plan or where to find support," Ahmed recalls. "Thanks to Sandbox and Super-Novae, I now have the skills and the tools to make a real change—not only for myself but for my community and the environment."

Ahmed's story is a powerful reminder that with the right support, even the simplest ideas—like repurposing banana plants—can become catalysts for resilience, sustainability, and dignity in fragile contexts.

# INNOVATION

## Innovating for a more impactful, faster, and localized sector

At Super-Novae, innovation is never an accessory. It is a response to urgency — and a lever for impact. In the world's most fragile environments, complexity is not an exception, it is the norm. Our commitment to innovation is not about technology for its own sake, but about creating tools, methods, and spaces that allow us — and others — to act faster, more responsibly, and more locally. Whether it's building modular platforms for field-based training, embedding climate accountability into programmes, or accelerating operations, we see innovation as a structural enabler: one that bridges the gap between good intentions and operational readiness. In 2024, this meant experimentation, recalibration, and shared learning — but above all, it meant staying focused on function: how can we work better, together?

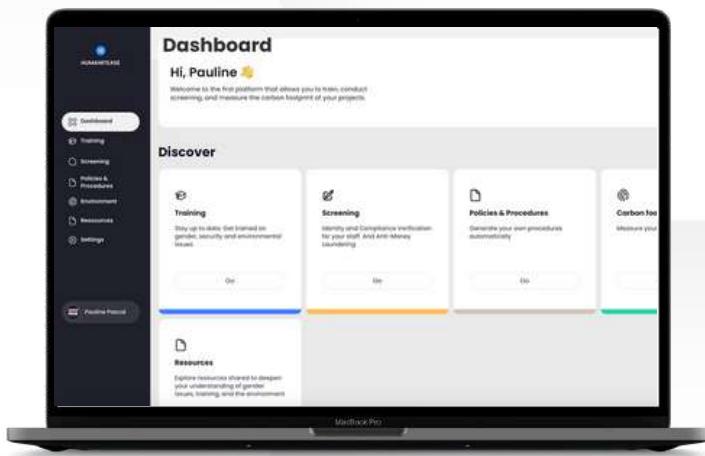




# Humanitease

## A digital bet on professionalisation and localisation

### What is Humanitease?

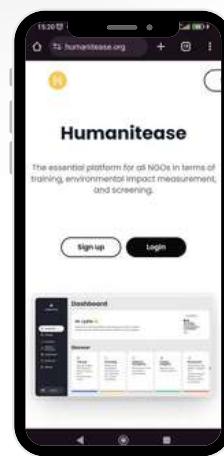


Humanitease is an innovative platform developed by Super-Novae in 2024 with funding from the French Ministry for Europe and Foreign Affairs (CdCS). Designed as a multifunctional digital tool, it provides humanitarian NGOs — particularly local and national actors — with accessible, free resources to improve their compliance with standards in security, gender mainstreaming, and environmental protection. The platform is part of Super-Novae's broader strategy to professionalise humanitarian response and support aid localisation through practical, scalable digital solutions.

**Budget: 590 711€**  
**2023/2024**

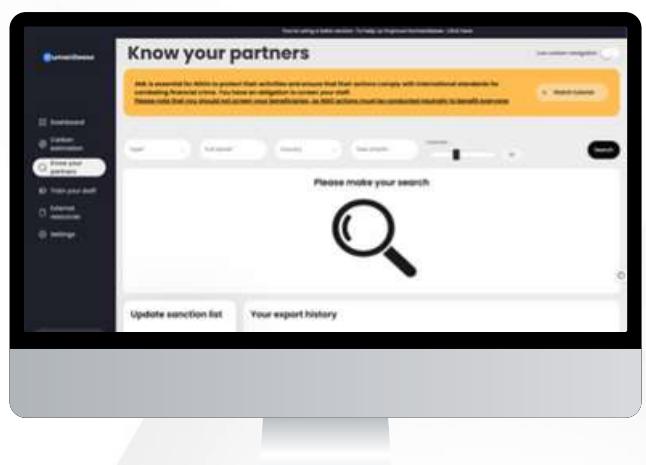


While no direct beneficiaries were reached in 2024 due to delays in public launch, Humanitease succeeded in developing and testing a fully operational online platform. Built in collaboration with humanitarian,



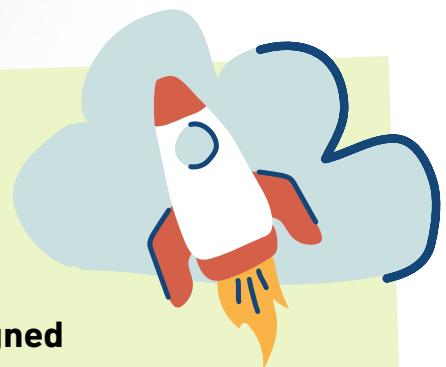
environmental, and digital experts, the platform integrates open-access training modules, screening tools, and a pilot carbon calculator tailored to humanitarian projects. Though initially envisioned for broader

rollout in 2024, strategic adjustments have paved the way for a stronger re-entry in 2025



# Key developments in 2024

- ✓ **Development of a modular digital platform featuring trainings on gender, climate, and risk.**
- ✓ **Pilot testing of a carbon footprint calculator, co-designed with “Everyone Eco” and Climate Action Accelerator methodologies.**
- ✓ **Inclusion of a project-based gender mainstreaming module for local CSOs and partners.**
- ✓ **Strategic exchanges with Coordination SUD, positioning the platform for possible integration into shared NGO training ecosystems.**



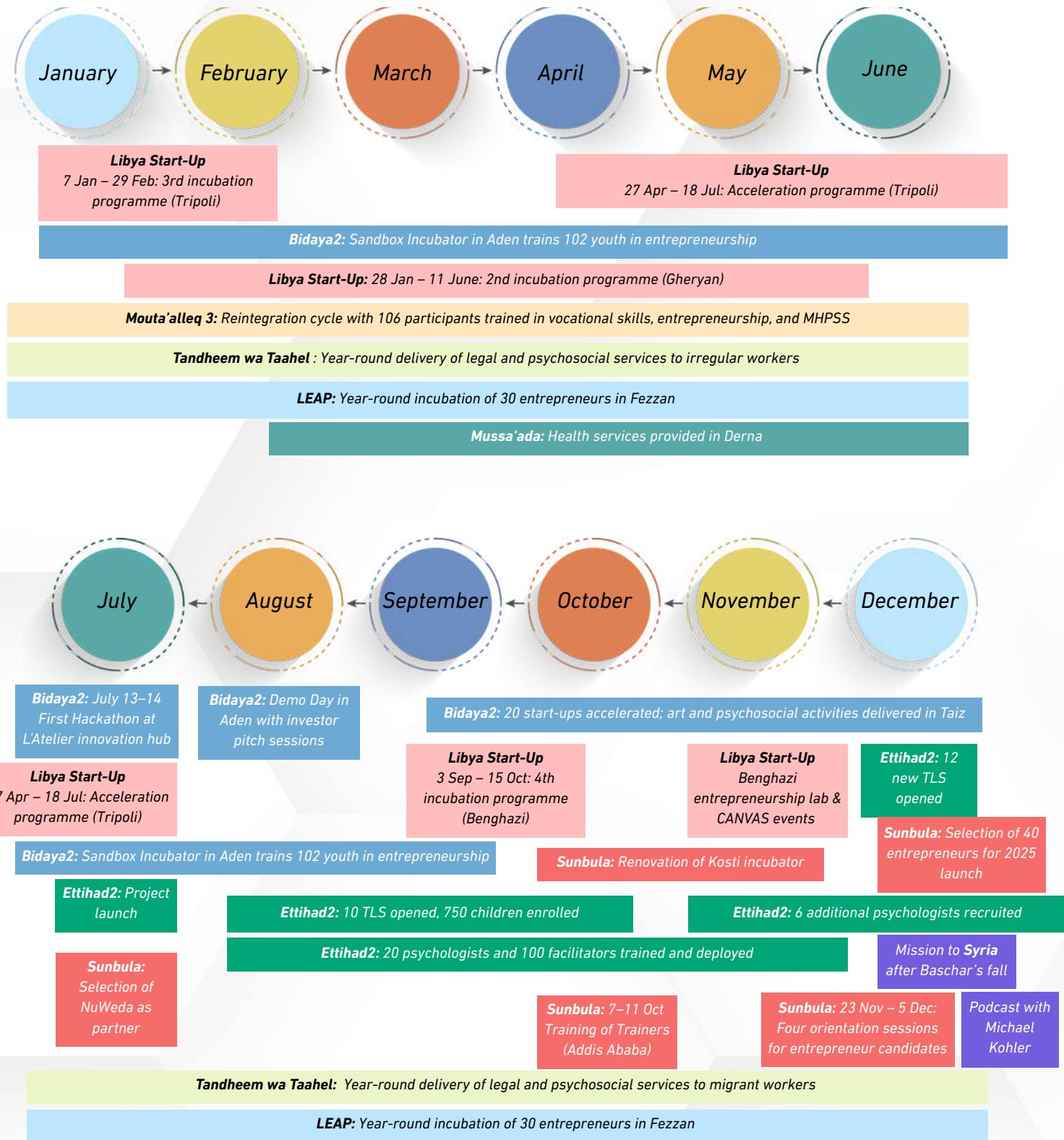
*Podcast episode with  
Andrei POPOVICIU:  
Investigating Development*

**From innovation to alignment:** Its modular structure allows integration into broader humanitarian training frameworks, opening space for interoperability and sector-wide scale-up.

**Lessons in strategic ownership:** The project highlighted that innovation is not only about building tools — it requires internal alignment, institutional buy-in, and timing



# Timeline – Key events in 2024



# Perspectives 2025

## Reaffirming our mandate, amplifying our reach

After a year of tension and refinement, 2025 will mark not a pivot, but a return — a deliberate reaffirmation of Super-Novae's original mandate: to act for peace and stabilisation through economic empowerment and resilience.

In the past three years, we've demonstrated that entrepreneurship, skills training, and locally led recovery are not "development" luxuries. They are essential instruments of survival, dignity, and social cohesion in times of crisis. In 2025, we will anchor this conviction in every decision we make — from project design to donor engagement to team structure.

### Recentring our identity: economic resilience as a peace strategy

Our work in 2025 will reaffirm that we are not a humanitarian operator with a development branch — nor a development actor reacting to emergencies. We are a nexus actor by design, with a clear positioning: rebuilding local systems in fractured environments through work, skill, and autonomy.

#### This means:

- Prioritising programmes that combine economic opportunity with protection and psychosocial support;
- Reinvesting in cooperative structures, incubators, and cash-for-work models that link crisis to recovery;
- Continuing to operate in contexts of instability, where these tools are most needed and most resisted.

### Where we will go

**Syria:** From scoping to action — supporting early recovery through shelter rehabilitation, economic reactivation, and local capacity-building in conflict-affected areas.

**Ukraine:** Strategic entry to support women veterans and local entrepreneurship in partnership with grassroots networks.

### What we will consolidate

**In Gaza,** Ettihad 3 will scale cash-for-work for displaced professionals, expand MHPSS, and test local service models in IDP camps.

**In Libya,** we aim to deepen our partnership with the Ministry of Labour, consolidate our migration and start-up programmes, and support ecosystem-led transitions to financial sustainability.

**In Yemen,** we will expand Bidaya's partnership model and strengthen ties with institutional actors to scale incubation and employment support.

**In Sudan,** full launch of the Sunbula acceleration programme, with 40 green entrepreneurs and 200 IDPs trained in sustainable agriculture.

## What we will strengthen

**A results system that reflects our method:** Version 3.0 of our monitoring platform will better capture cross-sector results, disaggregate outcomes by gender and geography, and align with SDG targets.

**Internal standards and external influence:** Gender, environment, and safeguarding will be standardised across all project cycles. Humanitease will be refined and publicly launched, offering shared tools to small and local actors.

**South-South networks and local governance:** From Libya to Palestine, our partners are shaping programmes, not just delivering them. In 2025, we will formalise joint learning and co-design structures — giving local leadership the visibility and agency it deserves.

## What we will defend

- That **economic empowerment is a stabilisation tool**, not a post-crisis bonus.
- That **local actors need systems, not just funding**.
- That the **nexus is not a framework — it's a discipline**.
- That presence, precision, and dignity are not trade-offs — they are the standard we should all be held to.

“

*“In 2025, we are not changing course. We are reaffirming the one we chose from the beginning — to act for peace not by holding flags, but by building systems that hold under pressure.”*

– Alexandre Chatillon, CEO



*Podcast episode with  
Serge STROOBANTS:  
Bridging military and  
development*

# They believe on us

We extend our deepest thanks to the donors and institutional partners who made our work possible in 2024. Your support enabled us to respond with agility, design with ambition, and act with purpose in some of the world's most complex environments. Your commitment helped translate strategy into impact — and values into action. We are grateful for your trust and your partnership.



Funded by  
the European Union



Kingdom of the Netherlands



World Food  
Programme

# Financial Summary



## BILAN ACTIF

SUPER NOVAE Association

Du 01/01/2024 au 31/12/2024

ACTIF	Exercice du 01/01/2024 au 31/12/2024			01/01/2023 au 31/12/2023
	Brut	Amort. & Dépréc.	Net	
<b>ACTIF IMMOBILISE</b>				
Immobilisations incorporelles				
Frais d'établissement				
Frais de recherche et développement				
Donations temporaires d'usufruit				
Concessions, brevets et droits similaires				
Autres				
Immobilisations incorporelles en cours				
Avances et acomptes				
Immobilisations corporelles				
Terrains				
Constructions				
Installations techn., matériel et outil. ind.				
Autres				
Immobilisations corporelles en cours				
Avances et acomptes				
Biens reçus par legs ou d. dest. à être cédés				
Immobilisations financières				
Participations et créances rattachées				
Autres titres immobilisés				
Prêts				
Autres	21 279		21 279	21 279
<b>TOTAL (I)</b>	<b>21 279</b>		<b>21 279</b>	<b>21 279</b>
<b>ACTIF CIRCULANT</b>				
Stocks et en-cours				
Créances				
Créances clients, usagers et comptes ratt.				
Créances reçues par legs ou donations				
Autres	3 559 572		3 559 572	2 303 507
Valeurs mobilières de placement				
Instruments de trésorerie				
Disponibilités	218 172		218 172	2 173 743
Charges constatées d'avance	71 896		71 896	90 254
<b>TOTAL (II)</b>	<b>3 849 641</b>		<b>3 849 641</b>	<b>4 567 503</b>
Frais d'émission des emprunts (III)				
Primes de remboursement des emprunts (IV)				
Ecart de conversion actif (V)				
<b>TOTAL GENERAL (I+II+III+IV+V)</b>	<b>3 870 920</b>		<b>3 870 920</b>	<b>4 588 783</b>

## BILAN PASSIF

SUPER NOVAE Association

Du 01/01/2024 au 31/12/2024

### PASSIF

Du 01/01/2024  
au 31/12/2024

Du 01/01/2023  
au 31/12/2023

<b>FONDS PROPRES</b>			
Fonds propres sans droit de reprise			
Fonds propres statutaires			
Fonds propres complémentaires		500	500
Fonds propres avec droit de reprise			
Fonds propres statutaires			
Fonds propres complémentaires			
Ecarts de réévaluation			
Réserves			
Réserves statutaires ou contractuelles			
Réserves pour projet de l'entité			
Autres			
Report à nouveau		1 194	-488
Excédent ou déficit de l'exercice		29 147	4 065
	<b>Situation nette (sous total)</b>	<b>30 841</b>	<b>4 077</b>
Fonds propres consomptibles			
Subventions d'investissement			
Provisions réglementées			
	<b>TOTAL (I)</b>	<b>30 841</b>	<b>4 077</b>
<b>FONDS REPORTÉS ET DÉDIÉS</b>			
Fonds reportés liés aux legs ou donations			
Fonds dédiés			
	<b>TOTAL (II)</b>		
<b>PROVISIONS</b>			
Provisions pour risques		74 500	31 030
Provisions pour charges			
	<b>TOTAL (III)</b>	<b>74 500</b>	<b>31 030</b>
<b>DETTES</b>			
Emprunts obligataires et assimilés (titres associatifs)			
Emprunts et dettes auprès des établissements de crédit		1 000	735
Emprunts et dettes financières diverses			
Dettes fournisseurs et comptes rattachés		360 494	229 305
Dettes des legs ou donations			
Dettes fiscales et sociales		110 373	35 416
Dettes sur immobilisations et comptes rattachés			
Autres dettes		174 665	425
Instruments de trésorerie			
Produits constatés d'avance		3 119 047	4 287 794
	<b>TOTAL (IV)</b>	<b>3 765 579</b>	<b>4 553 675</b>
Ecarts de conversion passif			
	<b>(V)</b>		
	<b>TOTAL GENERAL (I+II+III+IV+V)</b>	<b>3 870 920</b>	<b>4 588 783</b>

## COMpte DE RÉSULTAT

SUPER NOVAE Association

Du 01/01/2024 au 31/12/2024

	Du 01/01/24 au 31/12/24	Du 01/01/23 au 31/12/23
<b>PRODUITS D'EXPLOITATION</b>		
Cotisations		
Ventes de biens et services		
Ventes de biens		
Dont ventes de dons en nature		
Ventes de prestations de service		
Dont parrainages		
Produits de tiers financeurs		
Concours publics et subventions d'exploitation	5 032 497	3 865 270
Versements des fondateurs ou consommations de la dotation consomptible		
Ressources liées à la générosité du public		
Dons manuels	4 025	
Mécénats		
Legs, donations et assurances-vie		
Contributions financières		
Reprises sur amortissements, dépréciations, provisions et transferts de charges	31 030	
Utilisations des fonds dédiés	3 660	
Autres produits		357
<b>TOTAL PRODUITS D'EXPLOITATION (I)</b>	<b>5 071 212</b>	<b>3 865 627</b>
<b>CHARGES D'EXPLOITATION</b>		
Achats de marchandises		
Variation de stock		
Autres achats et charges externes	3 080 357	2 945 990
Aides financières	1 158 099	651 579
Impôts, taxes et versements assimilés	31 603	2 310
Salaires et traitements	515 682	171 056
Charges sociales	201 359	71 380
Dotations aux amortissements et aux dépréciations		
Dotations aux provisions	74 500	31 030
Reports en fonds dédiés		
Autres charges	4 636	621
<b>TOTAL CHARGES D'EXPLOITATION (II)</b>	<b>5 066 238</b>	<b>3 873 965</b>
<b>RÉSULTAT D'EXPLOITATION (I - II)</b>	<b>4 974</b>	<b>-8 338</b>
<b>PRODUITS FINANCIERS</b>		
De participation		
D'autres valeurs mobilières et créances de l'actif immobilisé		
Autres intérêts et produits assimilés	31 756	20 485
Reprises sur provisions, dépréciations et transferts de charges		
Défauts positifs de change	1 616	86
Produits nets sur cessions de valeurs mobilières de placement		
<b>TOTAL DES PRODUITS FINANCIERS (III)</b>	<b>33 372</b>	<b>20 571</b>
<b>CHARGES FINANCIÈRES</b>		
Dotations aux amortissements, aux dépréciations et aux provisions		
Intérêts et charges assimilées		
Défauts négatifs de change	3 961	2 051
Charges nettes sur cessions de valeurs mobilières de placement		
<b>TOTAL DES CHARGES FINANCIÈRES (IV)</b>	<b>3 961</b>	<b>2 051</b>
<b>RÉSULTAT FINANCIER (III - IV)</b>	<b>29 411</b>	<b>18 520</b>

## COMpte DE RÉSULTAT

SUPER NOVAE Association

Du 01/01/2024 au 31/12/2024

	Du 01/01/24 au 31/12/24	Du 01/01/23 au 31/12/23
<b>RÉSULTAT COURANT AVANT IMPÔTS (I - II + III - IV)</b>	<b>34 385</b>	<b>10 181</b>
<b>PRODUITS EXCEPTIONNELS</b>		
Sur opérations de gestion		
Sur opérations en capital	2 383	
Reprises sur provisions, dépréciations et transferts de charges		
<b>TOTAL DES PRODUITS EXCEPTIONNELS (V)</b>	<b>2 383</b>	
<b>CHARGES EXCEPTIONNELLES</b>		
Sur opérations de gestion		
Sur opérations en capital		1 200
Dotations aux amortissements, aux dépréciations et aux provisions		
<b>TOTAL DES CHARGES EXCEPTIONNELLES (VI)</b>		<b>1 200</b>
<b>RÉSULTAT EXCEPTIONNEL (V - VI)</b>	<b>2 383</b>	<b>-1 200</b>
Participation des salariés aux résultats	(VII)	
Impôts sur les bénéfices	(VIII)	4 916
<b>TOTAL DES PRODUITS (I + III + V)</b>	<b>5 106 966</b>	<b>3 886 198</b>
<b>TOTAL DES CHARGES (II + IV + VI + VII + VIII)</b>	<b>5 077 820</b>	<b>3 882 132</b>
<b>EXCÉDENT OU DÉFICIT</b>	<b>29 147</b>	<b>4 065</b>
<b>CONTRIBUTIONS VOLONTAIRES EN NATURE</b>		
Dons en nature		
Prestations en nature		
Bénévolat		
<b>TOTAL</b>		
<b>CHARGES DES CONTRIBUTIONS VOLONTAIRES EN NATURE</b>		
Secours en nature		
Mises à disposition gratuite de biens		
Prestations en nature		
Personnel bénévole		
<b>TOTAL</b>		
	<b>29 147</b>	<b>4 065</b>



# Thank You!

Super-Novae

AT THE SERVICE OF EVERYDAY HEROES, WHEREVER THEY ARE.

[www.super-novae.org](http://www.super-novae.org)

