



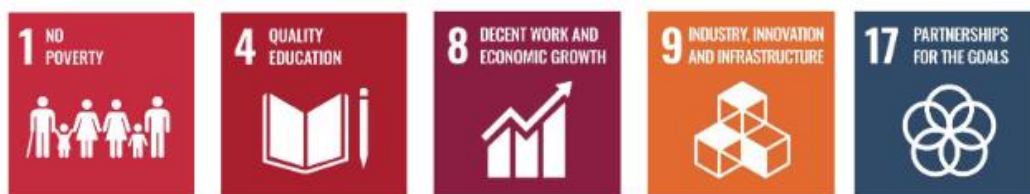
## Replication Journey

Imagine marginalized communities actualizing their fullest potential and creating their own sustainable solutions in the form of social enterprises and thus lifting themselves out of poverty.

In eight locations currently (Uganda, the DRC, and Zimbabwe), youth and refugees are learning to be in charge of themselves within self-organized and freeresponsible communities called "SINAs." As a result, the role of disadvantaged youth is reversed from passive recipients of aid to active drivers of their own future, one community at a time. By taking on responsibilities and roles to run SINA, youth create their own curriculum, gain relevant skills, and create social enterprises while leveraging existing strengths to turn challenges into opportunities.



SINA (Social Innovation Academy) is an African proven impact model on the verge of becoming a movement towards a world that works for everyone. The [SINA model](#) is highly replicable. New SINAs are being created in 2022 by youth from Ghana, Tanzania, and Cape Verde. With you on our side, by 2025 we will see 25 SINAs existing with a total of over 100 social enterprises emerging that year and contributing towards an entire generation taking purpose-aligned action and creating a future for themselves.





*SINA in the Bidibidi Refugee Settlement in Uganda*

## What is a SINA

A SINA is a locally owned, self-sustaining and independent community running on the SINA Model. By taking on responsibilities and roles through distributed authority, youth in the ages of 16 to 30 years gain relevant skills and create social enterprises while leveraging existing strengths to turn challenges into opportunities. A five-step empowerment process supports the youths' self-development of personal and professional skills. First, the youth are supported to let go of self-limiting conceptions to discover their abilities and nourish their dreams to build successful lives for themselves and help their communities do the same. Second, the youth learn the skills needed to start their own social enterprises by taking up responsibilities within a community and often start to understand their past as a strength rather than a subject of shame. They handle community tasks such as accounting, logistics, training, outreach, and everything needed to run the community; and work with each other through life-coaching and mentorship. Everyone takes up dynamic roles to grow in their abilities.

Examples of social enterprises which emerged in the existing SINAs range from [organic mosquito repellent soap](#), to [construction out of plastic bottles](#) or [biodegradable grass drinking straws](#) as an alternative to plastics. SINA scholars have gone as far as being recognized by the Queen of England, Obama or Ban Ki-moon as changemakers and social entrepreneurs.

## How the SINA Model works

In self-organised communities of up to 75 members, the SINA model nurtures personal and professional growth. Scholars unlearn limiting beliefs, get rid of a fear of failing, expand their comfort zones and are equipped with 21st century skills for job creation and solution creation. The quality lies in the hands-on practical application of skills through self-management. A five-step empowerment process (called "Purpose Safari") nurtures personal and professional growth in the following way:



**Confusion Stage** is all about unlearning limiting beliefs, getting rid of the fear of failing, expanding one's comfort zone, and—especially—discovering oneself.

In **Emerging Stage** scholars take over more and more responsibilities, make decisions for themselves, do the accounting, logistics, outreach, and everything needed to run SINA. New scholars learn from older scholars. It is self-organized empowerment and learning through experience. Outcomes are not imposed but scholars set their own goals and continuous steps to reach their dreams. Taking up roles within SINA gives the skills and knowledge needed to be able to run a social enterprise a scholar is passionate about.

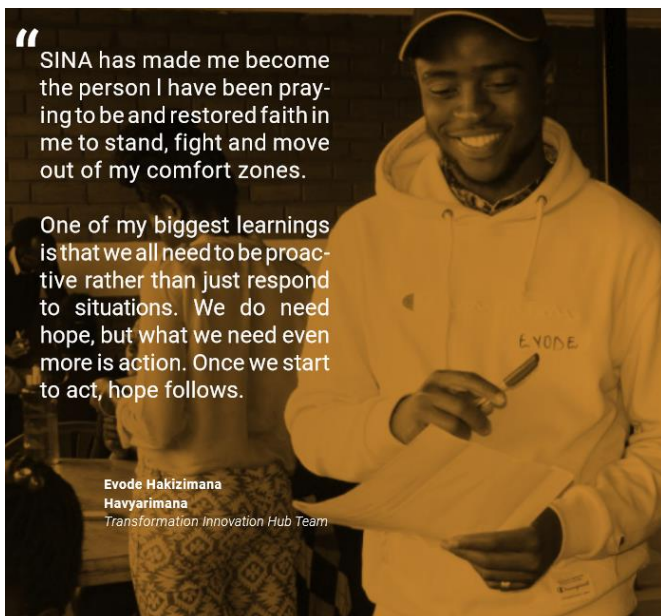
**Concentration Stage** follows the lean startup model. Ideas are tested and refined continuously. Scholars are pushed to find out from potential customers and beneficiaries how their solution could work. Scholars explore, prototype and innovate on a continuous basis. What works is developed further, and weekly progress presentations build confidence and give exposure. SINA provides startup capital of only \$30 US Dollars. Scholars learn to become independent and that money is not the most important asset for starting a venture, but that with dedication, resourcefulness and passion, they are able to raise the funds they need by themselves.

Once a team has gained traction and has impact or first revenue with their service or product, it enters the **Linking Stage**. Here all is about building a sustainable Teal organization, which is formal and professional. Networking, partnerships and securing finance are important elements as well, until the social enterprise walks on its own feet. The final **Mastery Stage** offers ongoing mentoring support after a team has become fully inter-dependent to ensure its continuous growth and sustainability.

*SINA in Mpigi, Uganda*



## The Replication Journey



“SINA has made me become the person I have been praying to be and restored faith in me to stand, fight and move out of my comfort zones.

One of my biggest learnings is that we all need to be proactive rather than just respond to situations. We do need hope, but what we need even more is action. Once we start to act, hope follows.

Evode Hakizimana  
Havyarimana  
Transformation Innovation Hub Team

The SINA Model needs to be experienced deeply to be replicated. We have developed a “Replication Journey” happening at Mpigi in Uganda to equip new teams with everything necessary to create their own SINA Community. The first six months are spent going through the Confusion and Emerging stages, taking up responsibilities and co-facilitation. At the same time, additional training equips the team with background information and reflections about the design and what they are going through. Finally, the team enters the Concentration Stage with their Social

Enterprise to create their new SINA Community and develop its implementation and sustainability plans. The founding team is then trained by SINA Global in Uganda and certified in key skills necessary for the successful creation and implementation of a SINA:

- Life-Coaching (for personal development of youth)
- Training & Facilitation (for effective sessions and running the Confusion training)
- Financial Management & Fundraising
- Monitoring & Evaluation
- Self-Organization practices

Week-long visits to other existing SINA Communities in Uganda allow the team to analyze the three pillars of the SINA Model (Empowerment, Community, and Self-Organization) and connect to the SINA network on a personal level, as well as to collect endorsements from the existing community. After nine months in Uganda, the team is ready to return and create their own SINA community. A local organization is registered and the space set up (either constructed using, e.g., upcycling plastic bottle construction or renting a space).

While the community is shaping, first “scholars” join and start with the Confusion Stage, using the available infrastructure. After three months, the pioneer scholars enter the Emerging stage and take over responsibilities in running and setting up the community. A core-team forms of usually five to seven individuals (including the original Replicators/ Co-Founders) who run the SINA together. The entire team is trained virtually (or on the ground if possible) by SINA Global in Mentoring for social enterprise development and Community

Safeguarding. New team members are also trained virtually in the critical elements of the SINA model to build a resilient and self-reliant team.



*SINA in Mpigi, Uganda where the Replication Journey happens from*

### A Community of Communities

After about the first year of implementation, the new SINA is ready for becoming officially SINA licensed and a “member of SINA”. Collaborative learning, exchange and opportunities exists between all the SINAs, who collectively steer and improve the SINA model through

“I'm living my dreams and not dreaming my life!”



**Joseph Bwinika**

Founder of Tucheke Movies Production, Nakivale  
Refugee Settlement

### Further Resources for an inside view of SINA

- DW video explaining SINA and giving impressions ([English](#), [German](#), [Spanish](#))
- [“This is the most wonderful experience of my life ever.”](#) – Article and inside view from a previous participant who went on to start a social innovation media company abroad
- Details of how the SINA Model works in the [“Playbook”](#)
- [SINA Short Documentary](#), 2020
- [A Brief SINA Tour](#), 2020
- [SINA News \(Feb 2020\)](#) including “Comfort Zone Challenges”
- [How visitors experienced SINA](#)
- [First Day at SINA](#) – inside experience of a scholar (in Luganda and English)