



# Social Innovation Academy.



**Impact report | 2022**

# Introduction.



Throughout the year, we continued to adapt to the changing circumstances, like an Ebola outbreak in Uganda, and turned challenges into opportunities. Our existing social enterprises have continued to innovate and grow, and new exciting social enterprises emerged. We welcomed new SINAs in Ugandan and Kenyan refugee camps, and as change-maker-makers, we listened to SINA's evolutionary purpose unfolding. Youth from Tanzania, Ghana and Cape Verde joined us in Uganda, intending to replicate SINA in 2024. New exciting partnerships started forming with the Impact Hub and the TUI Care Foundation, to name a few. We are proud to see the growing impact of our work, the positive change it is creating in the communities, and the international recognition we received.

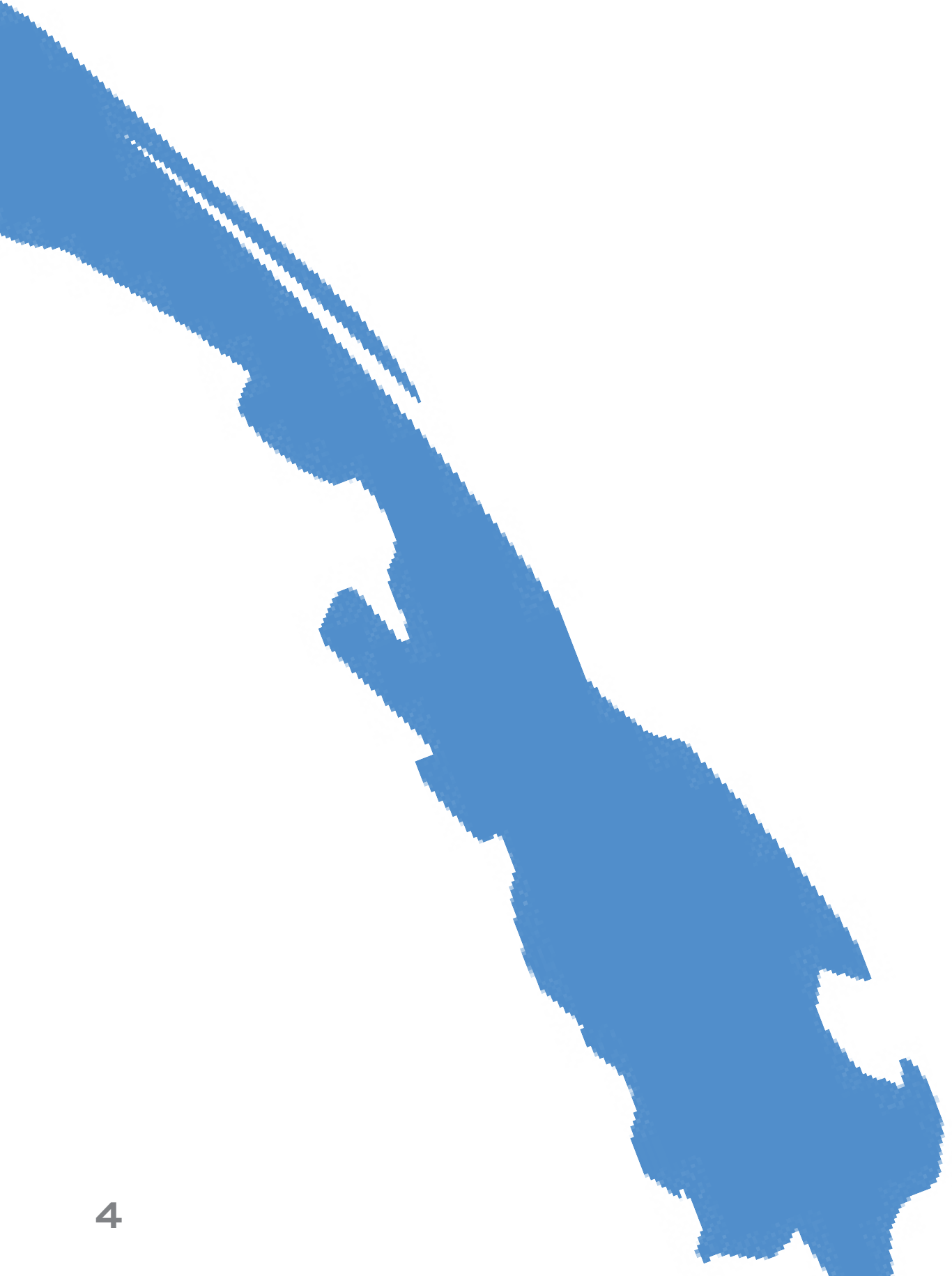
Like a body of water finding and shaping its river bed and flowing into unknown territory in search of the ocean, we continue our journey towards regenerative communities in a freesponsible world. We are incredibly grateful for the continued support. We wish to thank you. We look forward to continuing this journey together. This impact report provides a glimpse of the collective impact we have made.







# What we do.



SINA (Social Innovation Academy) elicits the untapped potential of marginalized youth and refugee communities to create own solutions and pursue purpose in the world through social entrepreneurship. Participants (called “scholars”) become changemaker-makers and shift from being passive recipients of aid to active drivers of their own future, one person and one community at a time within self-organized and freeresponsible “SINAs.” By taking on responsibilities and roles to run SINA, scholars create their own curriculum and gain the skills and experience necessary to develop social enterprises fostering a world which works for everyone.

[Quick video introduction](#)

# Purpose.

**Regenerative communities in a free-sponsible world.**

**\*Freesponsibility**

A word coined by SINA combining freedom with responsibility. It is the awareness of the positive and negative effects the execution of freedom has on others and the environment.

**\*Regeneration**

Continuous improvement in all aspects of work, life, and learning instead of sustaining the status quo. It involves understanding SINA as a living system with an evolutionary purpose and emphasizes a systems view, and a decentralized organizational design with distributed authority.

# Problem.

Unemployment stands at the heart of hopelessness amongst youths in Sub-Saharan Africa. With the youth population expected to double by 2050, young people lack opportunities and prospects, which fuels instability and perpetuates poverty. In Uganda alone, an estimated 700,000 new entrants join the labor market each year to compete for only 12,000 available formal jobs. The lack of economic opportunities and additional violent conflicts have led to about 30 million internally displaced persons, refugees, and asylum-seekers of concern to the UNHCR in Africa. The majority are children and youth lacking opportunities for creating a future for themselves.

# Solution.

SINA is living the world we want to see around us. We are setting examples of a different system where everyone is powerful and can pursue their dreams and create a prosperous and dignified life. We are eliciting a global movement of 1,000 SINAs and 100,000 social enterprises by 2035 for self-reliance and collective systemic change. We do this by creating self-organized and freesponsible learning spaces where disadvantaged youth unleash their potential for positive change as social entrepreneurs. Collectively, we seek to create a world that works for everyone. Scholars are enabled to solve local challenges and build a future for themselves as job creators. The SINA framework is replicable and consists of a five-step empowerment process where scholars unleash their potentials and take on roles and responsibilities within a SINA to gain skills and experience. Self-organization and freesponsibility allow scholars to grow personally and professionally while immediately putting learned tools into practice to transform challenges into opportunities.



# Our impact to date.

10

SINAs operational

1465

Scholars empowered  
(alumni cumulative  
since 2015)

522

Jobs created

71

Social Enterprises  
born and still  
operational



# Direct impact on SDGs.

Through its activities, SINA has a direct impact on the following five UN Sustainable Development Goals. As described later in this report, SINA scholars established social enterprises often create catalytic change and multiply each SINA's impact.





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challenges  
into  
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# 2022 Overview.

**Tony Hsieh Award**

**2022 WINNERS**



**SINA**

(The Social Innovation Academy)  
Etienne Salborn  
Founder

**Key elements of innovation:** Regenerative institution. Self generating franchise. Set up the model. 1) Empowerment is the foundation of education and job training - "We do not impose what they need to learn or how to work - they own it from the beginning and they learn to lead themselves and others".



**Official community partners  
of Impact Hub.**

**IMPACT  
HUB**



# 2022 Overview.

**SINAs : 10**

**Scholars empowered: 547**

**SINA net promoter score : 76.3%**

- **Increased Agency of Scholars \***
- **Significant deep personal transformation of scholars \*\***
- **Significant professional growth of scholars \*\*\***

A [SINA Case Study](#) showed a concrete positive impact on scholars' lives by the freesponsible approach that gives a sense of personal responsibility and the ability to start, run, and grow social enterprises. At heart is a deep acknowledgement and celebration of one's passions and abilities, leading to a stronger belief in creativity and innovation, a spirit of continuous learning, and flexible adaptation while staying true to one's personal vision and purpose.

\*Independent research in SINA in 2022 on agency (the capacity of individuals to define aspirational goals and coordinate the knowledge, skills, attitudes, and resources in order to take action to achieve stated goals) concluded: "The assumption that the SINA Empowerment Program constructively affects the participants' agency is confirmed. Many of the positive effects on agentic development root in a so-called Opportunity structure SINA provides to scholars. This structure includes a particularly appreciative and error-accepting culture, an extensive social network including role models, peers, coaches, and mentors, and the application of the concepts of Freesponsibility and Holacracy, as well as the unique Empowerment framework with its rich content to promote personal and professional development."

\*\*survey of indicators: self-esteem, growth mindset, positivity and life-satisfaction

\*\*\*survey of indicators: planning, grit, entrepreneurship skills, financial wellbeing



# Our year in numbers.

Number of new social enterprises which emerged: **21**

Social enterprises accelerated: **24**

Capital raised independently by SINA social enterprises:  
**326.561 USD**

Full-time jobs created: **91**

Part-time jobs created: **83**



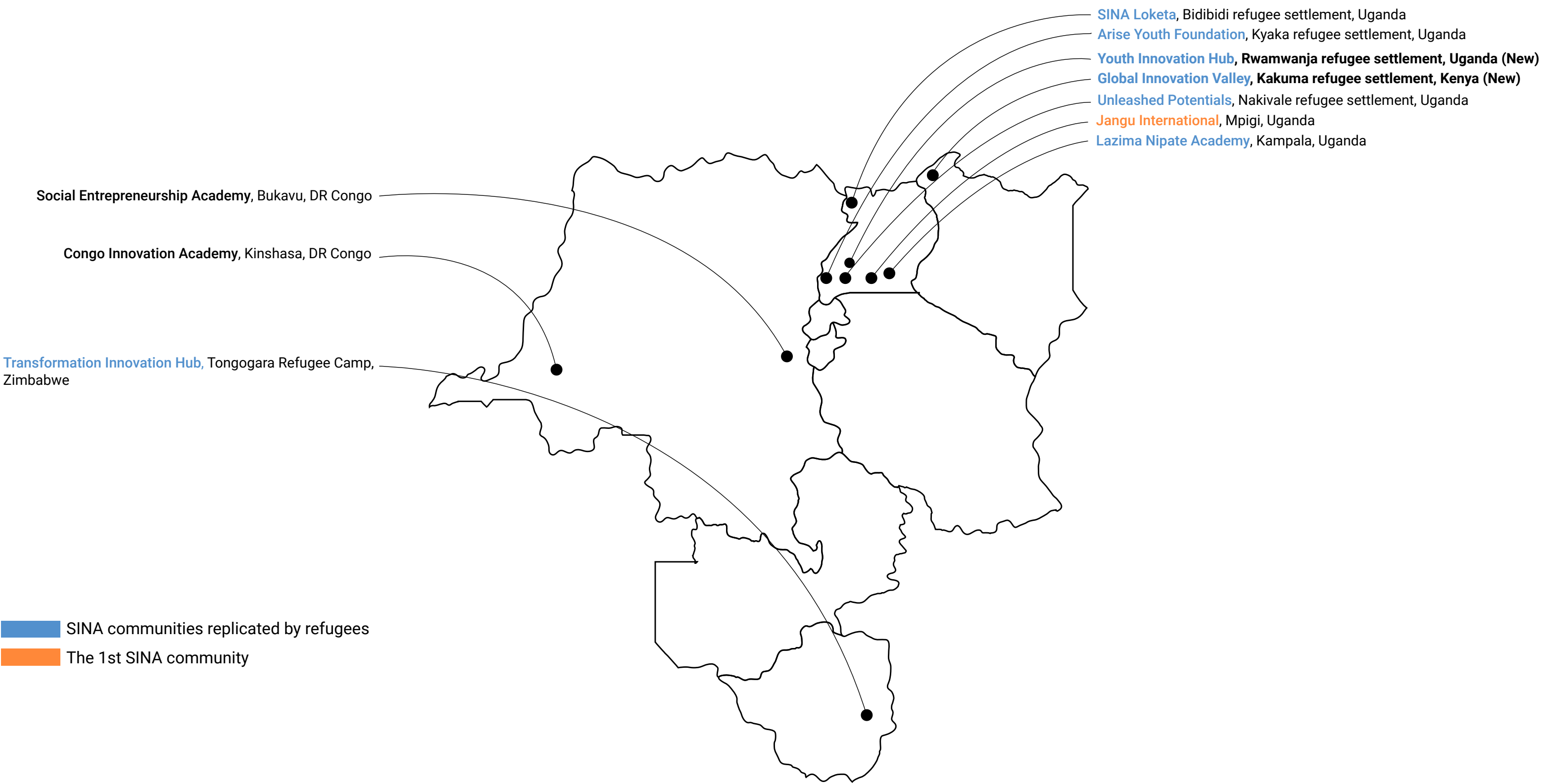
# The SINAs.

SINAs are locally owned, self-sustaining, and independent communities implementing the SINA Framework of a freesponsible education for Social Entrepreneurship. They do this through:

- **unleashing individual potentials** of marginalized youth
- **eliciting relevant skills and experience** through running the community
- **giving birth to social enterprises** with purpose and profit



# SINA Communities





# SINA Global.

SINA Global serves all SINAs to achieve their maximum impact and stewards the emerging global movement of the freesponsible and self-organized communities. This is attained through:



## Enabling replication

of new SINAs and supporting high-quality standards across all SINAs

## Accelerating

the impact of social enterprises from all SINAs.

## Financing

promising SINA enterprises through a community-based funding model called “Purpose Pool”



# SINA Summit.

In January 2022, SINA Global organized the first SINA summit in Uganda. It brought together all SINAs for collaborative learning and fostered a “community of communities.” The summit also provided an opportunity to assess best practices and evolve the [SINA Framework](#). A 2.5-minute video recap of the summit is available for viewing [here](#).







I was once a SINA member, but I had to leave in 2017 due to medical treatment. However, the seed of entrepreneurship that SINA planted in me never left. After recovering, I used my knowledge and skills from SINA to turn my challenge into an innovative solution. I returned and was welcomed with open arms. SINA provided me with mentors, resources, and opportunities, and I created and founded “Bloom Toilet Spray”. Even though I work outside SINA, I still have access to all the support. So, to all former SINA members: pursue your dreams and create a social enterprise. Once a SINA member, always a SINA member. SINA is family and will always be there for you, just like SINA was there for me.

**Sophie Nandugga KeiHangwe**

Founder of Bloom Toilet Spray





**Founded** | 2015

**Permanent Scholars:** 65

**Community Scholars:** 416

**Location** | Mpigi

# Jangu International.

(SINA Mpigi)

SINA Mpigi is the first SINA created and is located in the Mpigi district, about one hour outside of Uganda's capital Kampala. Since 2015, it has provided proof of concept and serves as a replication center for the creation of new SINAs.

## Highlights of 2022

- Regenerative bamboo construction started
- Implementation of an [agroforest and implementation of permaculture](#) design on the compound.
- Completion of a well.
- Representing Uganda at the East African Standby Force Seminar for Peace and Security.
- Hosting the SINA Acceleration program and SINA Summit.
- Hosting SINA replicators from Tanzania, Ghana, and Cape Verde.
- Implementing Herstart.



# Enterprises 2022 | Jangu International

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## Budget Agro Save



Microfinance and empowerment of rural single women farmers to increase the quality and quantity of food production

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## AVAL



Reducing food waste by using natural preservation techniques to improve the shelf life of fruits and vegetables.

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## Mealware



Energy-efficient cooking bags that save time and energy.



# Enterprises 2022 | Jangu International

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## Farm+



Production of protein feed supplement to farmers by breeding black soldier fly larvae using organic waste.

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## EverGrow Organics



Manufacturing an organic and microbe-based soil booster that rejuvenates infertile soils and promotes sustainable farming practices

# HERSTART

HerStart is implemented by SINA in collaboration with Youth Challenge International from Canada. The initiative promotes gender equality by empowering exclusively young women to realize their goals, build their skills and confidence, and create enterprises. In 2022 over 350 local women of rural Mpigi were equipped with the tools to develop innovative solutions to societal challenges, 85 were supported to create an enterprise or income generation activity. Many also received smartphones and laptops and were trained in digital literacy to connect and compete with the digital marketplace. Three women's enterprises were supported through a catalyst fund to scale their emerging enterprises.





“Despite completing my degree in vocational training, I spent an entire year without finding employment. I felt depressed and had low self-esteem. I began questioning my life’s purpose. After joining SINA, I was introduced to the power of self-discovery and found a sense of direction. With my sister, I started “AVAL”, which creates a sustainable living for fruit farmers by drying and processing fruits that would otherwise go to waste. I am proud and thrilled to see it grow and excited to support the growth of other enterprises since I also became a mentor. I am excited to see the person I am becoming, confident that my experiences with SINA and AVAL will continue to shape me into a changemaker in education and sustainability.

Charles Busuulwa  
Founder of AVAL





**Founded** | 2018  
**Scholars** | 46  
**Location** | Nakivale

# Unleashed.

(Potential in Motion)

Unleashed is situated in the Nakivale Refugee Settlement in the west of Uganda and focuses on refugees from D.R.Congo, Burundi, Somalia, and Eritrea.

## Highlights of 2022

- Completed construction and equipping of an ICT computer lab.
- Received high-level visit by HRH Princess Anne of UK.
- Invitation of Joel Amani to Rome, including meeting Pope Francis in the Vatican.
- Partnership with PHB Development for implementation of a large multi-year project to equip youth with entrepreneurship skills and finance for refugee startups to grow.





**Founded** | 2018  
**Scholars** | 40  
**Location** | Yumbe  
District, Uganda

# SINA Loketa.

## Highlights of 2022

- Completion of music lab construction and various performances held.
- Construction started for a large [music and performing arts](#) center with rainwater collection.

SINA Loketa is located in the Bidibidi Refugee Settlement in the north of Uganda, one of the largest refugee camps in the world, with around 235,000 people.



# Enterprises 2022 | SINA Loketa

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## Baby Kit



Reusable and affordable baby warmers to tackle infant mortality due to pneumonia in refugee settlements.

## Flying for Change



Combating deforestation around refugee camps by providing tree seedlings and efficient cooking stoves.

## Loketa Agrofarm



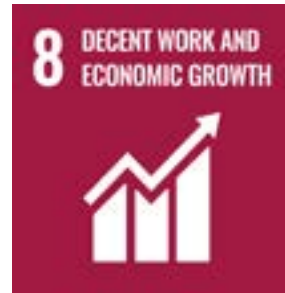
Organic farming in the refugee settlement and production of healthy cooking oil made from peanuts and sesame seeds to fight malnutrition.



# Enterprises 2022 | SINA Loketa

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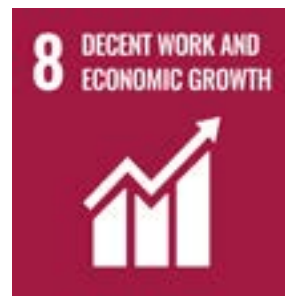
## Salam Record Label



Supporting artists from the Bidibidi refugee settlement create value through a state-of-the-art recording studio.

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## Holistic Bags



Producing artistic handbags in the Bidibidi refugee settlement.





**Founded** | 2019  
**Scholars** | 75  
**Location** | Kampala,  
Uganda

# Lazima Nipate Academy.

Situated near a slum area in Uganda's capital city Kampala, Lazima Nipate Academy is the first SINA in an urban setting focusing on urban refugees and marginalized youth from the host community.

## Highlights of 2022

Successful implementation of the Social Impact Award (SIA) in Uganda, including 175 young people from marginalized backgrounds trained in entrepreneurship skills.



# Enterprises 2022 | Lazima Nipate

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## Seekers E-Com



E-commerce platform to connect buyers and sellers for sustainable and ethical products made by refugees.

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## Smile Hair Extension



Production of organic and compostable hair extensions from banana fiber.

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## Janicia Naturals



Organic hair oil and employment for refugees.





**Founded** | 2021  
**Scholars** | 40  
**Location** | Kyegegwa  
District Uganda

# Arise Youth Foundation.

Arise Youth Foundation is located in the Kyaka II Refugee Settlement in western Uganda, where about 125,000 people find a new home. The majority are from the Democratic Republic of Congo.

## Highlights of 2022

- Construction of upcycled bottle learning space.
- Construction completed of two residential houses for scholars and trainers.
- Electrification through a solar system and installation of water harvesting system.



# Enterprises 2022 | Arise Youth Academy

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**Woswift**



Crochet bags created by refugee women





**Founded** | 2020  
**Scholars** | 40  
**Location** | Chipinge  
Zimbabwe

# Transformation Innovation Hub.

(TIH)

TIH is located in the Tongogara refugee camp and was initiated by request of UNHCR for support of the 21,000 refugees living in the camp to create a future for themselves through social entrepreneurship.

## Highlights of 2022

- Visits from the Minister of Public Service, Labour and Social Welfare, the Japanese Ambassador to Zimbabwe and the UNHCR Zimbabwe Country Representative and High Commissioner for Refugees in Zimbabwe.
- Electrification through a solar system and installation of a water harvesting system.
- Selection of Transformation Innovation Hub in the ActionAid Strategic Partnership Agreement 2022 – 2025
- [News feature on Zimbabwean TV.](#)



# Enterprises 2022 | TIH

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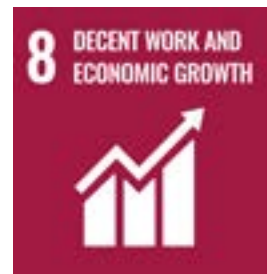
## TRC Fitness



Mental health and well-being beyond fitness in collaboration with the local clinic for psychosocial support.

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## Chekanabo



Production and incubation of chickens within the refugee camp for meat production and job opportunities. Received donation from the World Vision-Zimbabwe.

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## Majabu Fish Farming



Production and supply of fingerling and fish to unreachable dry villages in the Chipinge district.





**Founded** | 2021  
**Scholars** | 25  
**Location** | Bukavu  
DRC

# Social Entrepreneurship Academy.

(SENTA)

SENTA is located in Bukavu and was co-founded by Bernadette Itongwa, who was a refugee in Uganda for many years due to not seeing an economic future in Congo but returned to replicate SINA to be the change she wishes to see. She was joined by Arsene Bashizi,

who was trained alongside her in SINA Mpigi. Both supported the startup of LNA in Kampala and gained more valuable experience before starting SENTA..

## Highlights of 2022

Successful implementation of the Social Impact Award (SIA) in the DRC, including 463 young people from marginalized backgrounds trained in entrepreneurship skills

# Enterprises 2022 | SENTA

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## Kwetu Nutrition



Addressing the challenge of malnutrition in children by providing nutritious food supplements made from soy, like soy milk, soy nuggets, soy butter, and soybean oil.

## DVB Snacks



Processing products grown locally to make snacks to avoid importing them from outside.

## Smart Architecture and Design



Producing lampshades and wall sconces.





**Founded** | 2021  
**Scholars** | 35  
**Location** | Kinshasa  
DRC

# Congo Innovation Academy.

(CINA)

Located in Kinshasa, the largest city in Africa, with a population of approximately 15 million and rapid growth. CINA unleashed the potentials of marginalized youth with a focus on people with disabilities, who often cannot find employment opportunities at all.

## Highlights of 2022

- Procurement of four hectares of land on the outskirts of Kinshasa for further development over the coming three years and shift from renting to CINA's own space.
- Financial literacy training for women with disabilities.

# Enterprises 2022 | CINA

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## PreventPain



Bridging the gap between doctors and patients by providing a mobile app that enables affordable remote care and connecting clients with healthcare providers.



# New SINAs.





**Founded** | 2022

**Scholars** | 20

**Location** | Kakuma  
and Kalobeyei Refugee  
Camps, Kenya

# Global Innovation Valley.

(GIV)

Because the Kakuma Refugee camp surpassed its maximum capacity in 2014 by a factor of 2.5x, the Kenyan government created the Kalobeyei Settlement next to it. Both in 2022 host at the end of 2022 about 250,000 refugees, and according to UN data, the average refugee spends 17 years living at the camp with limited opportunities and in

an area regularly hit by droughts and famine. Blaise Amani is originally from the DRC and has lived in Kakuma and Kalobeyei for over eight years. He went through the SINA Framework in 2019, and after being empowered, he decided to replicate SINA. While in Mpigi, he struggled to find committed team members to join him. Later, during the COVID pandemic, he went back. Despite the challenges, he was able to get started and find team members on the ground and founded Global Innovation Valley to unleash the potentials of fellow refugees and the nomadic host community.





**Founded** | 2022

**Scholars** | 32

**Location** | Rwamwanja  
Refugee Settlement, Uganda

# Youth Innovation Hub.

(YINNOH)

Rwamwanja hosts about 80,000 refugees from the Democratic Republic of Congo (DRC), South Sudan, Rwanda and Burundi. Benjamin Abunuasi is a refugee who struggled to find employment despite his academic achievements and talents and lived in difficult conditions. He went to different refugee camps in search of

opportunities, facing hunger and poverty before eventually joining SINA in 2019. SINA unleashed his potentials, allowing him to develop his skills to support other refugees as well. He decided to make a SINA replication his social enterprise and was trained in core elements of the SINA Framework for replication. During the COVID pandemic, he returned to the settlement and was joined by another SINA scholar, Michael Magamba. Both co-founded Youth Innovation Hub (YINNOH), and despite many challenges on the ground, YINNOH has been able to support refugee youth to transform challenges into opportunities as well.





# SINA Acceleration Program.

The SINA Acceleration Program supports the scale of the impact of SINA social enterprises by building self-sustainable structures for continuous growth and fostering peer-to-peer learning and collaboration. 24 social enterprises from seven different SINA communities and three countries were accelerated. The collaboration, sharing of best practices and the exploration of synergies between enterprises from different locations has been one of the most significant success factors.

We developed a partnership with the Red Cross and welcomed four local branches, and enhanced the financial sustainability of innovative solutions.

[Video Impressions of the Acceleration program](#)



# Acceleration.

## A success story

### Smart Kitchen Solutions

Barbra Nantongo's story is one of determination and resilience. She overcame her family's lack of support and found her passion for improving the lives of women and becoming an environmental and social entrepreneur. After joining SINA, Barbra was able to start Smart Kitchen Solutions, offering eco-friendly briquettes as a replacement for charcoal and firewood.

Growing up, Barbra experienced a lack of parental love and support, which made her feel worthless. Despite this, she excelled in high school and received a government sponsorship to attend university. She worked part-time to provide for her family and learned to make liquid soap. It was during this time that Barbra met someone who referred her to SINA, and she discovered a place where she could identify herself and start her own business. At SINA, Barbra learned new skills such as life coaching, facilitation, and effective communication. She was open-minded and eager to learn, which helped her to under-

stand the structure of the program and push herself to learn new things. She developed leadership skills, multitasking, and creative thinking, which were invaluable in starting her own business.

Barbra explored different ideas such as construction and providing clean water to rural communities, but none of them worked out. It was only when she went back to her passion for cooking that she discovered her solution. After conducting customer discovery sessions, she settled on making eco-friendly briquettes from organic waste as an alternative to charcoal and firewood. Smart Kitchen Solutions now employs twelve workers, serving a market of 250 regular customers. In acceleration, Smart Kitchen refined its brand and developed production consistency and the enterprise received investment from the Purpose Pool to grow the market and improve distribution channels.

[See her story on video here](#)





**Barbra Nantongo**

Founder Smart Kitchen Solutions



# SINA Purpose pool.

The Purpose Pool is an innovative funding mechanism that mobilizes investment for impactful SINA social enterprises lacking capital to grow. The enterprises pledge shares into the Purpose Pool and repay a 5% revenue share quarterly until 2.5x the investment is reached. The entrepreneurs then become investors with shares in the Purpose Pool to decide on the following investments. The portfolio has an annual compound growth rate of 71.45%. The first enterprises from 2021 successfully started payback of a total of 5.611 US Dollars in 2022, after an initial 9-months grace period. The Purpose Pool invested in three additional social enterprises that aim to tackle healthcare access, sustainable cooking, and poverty among small-scale coffee farmers. Six enterprises are now in the portfolio. The investments enable the enterprises to purchase necessary equipment and increase their production capacity to meet the growing demand for their products and services.

[Purpose Pool in-depths](#)



# Regenerative Construction

an update on a long-standing SINA Social Enterprise

Justeve Building Systems is one of the earlier SINA social enterprises founded in 2016, which has kept innovating over the years and experimenting with other alternative and sustainable ways of construction. Their flagship product is an eco-friendly construction solution through Interlocking stabilized soil bricks (ISSB). The bricks are compressed, rather than burnt and made similar to Lego stones.

Mortar and plastering are not required. Overall costs are reduced by about 1/3 compared to traditional brick construction, which vastly contributes to deforestation in Uganda, with the population growing rapidly. In 2022, SINA connected co-founder Justin Owere with an opportunity and financial support to spend three months in Indonesia to learn regenerative bamboo construction. His comment after return: "I had the time of my life."







# Awards and recognition.

## Acumen Fellow

Henry Othieno

## Acumen displaced people accelerator finalist

Rebecca Aime - Patapia\_

## Because International Pitch Competition

Clay Cosmo

## Bayer Social Innovation Award

Tusafishe

## Echoing Green Fellow

Rebecca Aime

## Halcyon Fellow

Joan Nalubega

## Mandela Washington Fellowship

Geoffrey Omoding

## Modern Work Award

SINA (Social Innovation Academy)

## Next Generation Foresight Practitioners Award

Jangu International (Team), Edson Niwamanya (Social Entrepreneurship)

## Tony Hsieh Award

SINA (Social Innovation Academy)

## UNHCR Global Youth Advisory Council Co-Chair

Evode Hakizimana

## UNICEF Zimbabwe Adolescent and Youth Advisory Council

Evode Hakizimana



# Case Studies.

## **SINA Case Study**

Kim Harrison Bridgett and  
Charles Holmes

## **Learning by Founding**

FII Institute

## **Social Entrepreneurship as a path to developing Freedom(s)**

Carina Schenk, Management  
Center Innsbruck

# In the media.

[Adventures in Reinventing Work](#)

[Business Punk](#)

[Daily Monitor](#)

[LifeGate](#)

[New Vision](#)

[NTV](#)

[Radioeins](#)

[The Audacious Ones- Episode 1](#)

[The Oblique Life - Global Goals](#)

[ZBC](#)





## Turning Challenges Into Opportunities

### **SINAs:**

Jangu International (SINA Mpigi) - Uganda, Mpigi, founded 2014  
SINA Loketa - Uganda, Bidibidi Refugee Settlement, founded 2018  
Lazima Nipate Academy - Uganda, slum area in Kampala, founded 2019  
Arise Youth Foundation - Uganda, Kyaka II Refugee Settlement, founded 2020  
Transformation Innovation Hub - Zimbabwe, Tongogara Refugee Camp, founded 2020  
Social Entrepreneurship Academy (SENTA), Bukavu, DRC, founded 2021  
Congo Innovation Academy (CINA), Kinshasa, DRC, founded 2021  
Youth Innovation Hub (YINNOH), Rwamwanja Refugee Settlement, Uganda, founded 2022  
Global Innovation Valley (GIV), Kakuma Refugee Camp, Kenya, founded 2022

### **SINA Global:**

Uganda: "Social Innovation Academy (SINA) Ltd. by Guarantee", founded 2018  
Germany: "SINA (Social Innovation Academy) gUG", founded 2019

*The Social Innovation Academy (SINA) was originally started and is still supported by "Jangu e.V.", founded 2009*