

SOCIAL INNOVATION ACADEMY.

Transforming Challenges into Possibilities

**PARTNERSHIP
FOR THE CREATION
OF A NEW SINA**

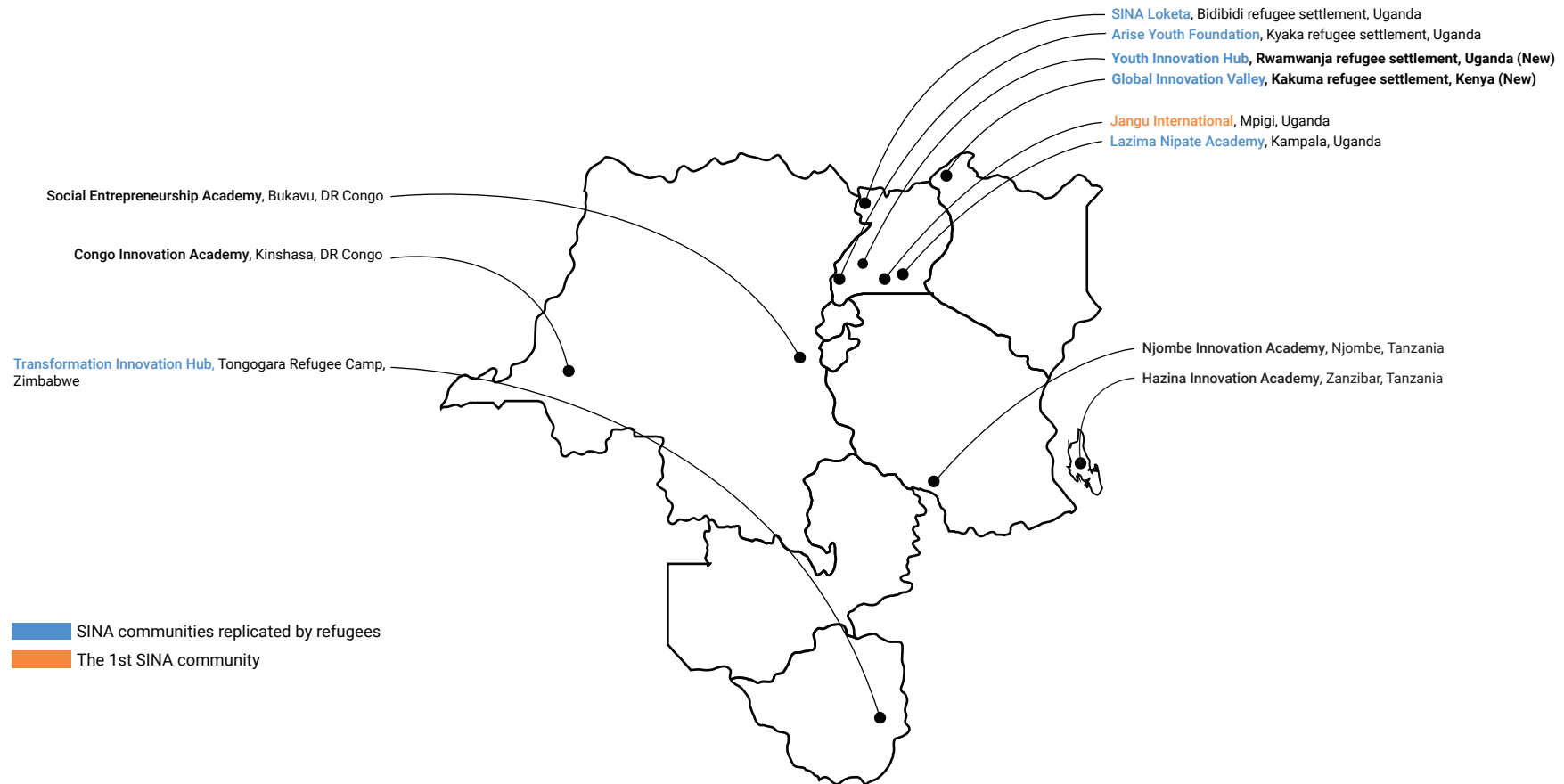


Imagine marginalized communities actualizing their fullest potential and creating their own sustainable solutions in the form of social enterprises and thus lifting themselves out of poverty.



Our locations

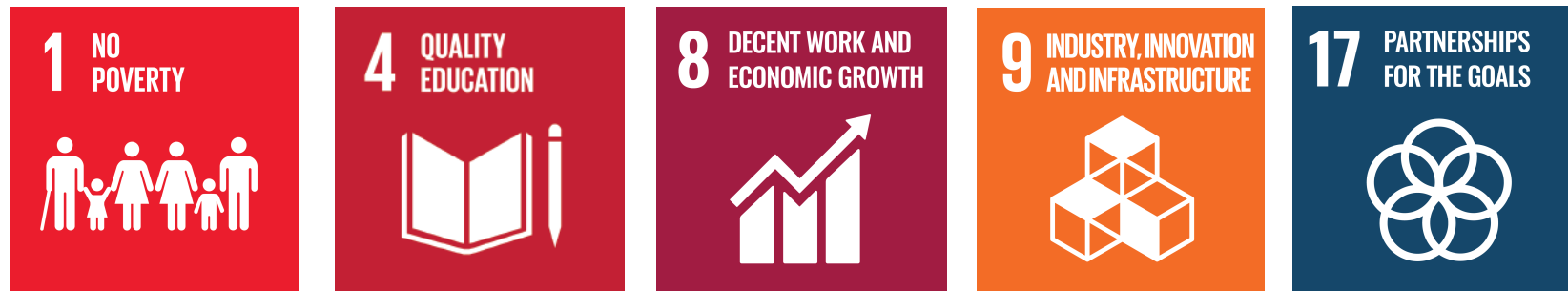
We are a community of communities living the change we want to see in the world in eleven locations in Uganda, the DRC, Kenya, Tanzania and Zimbabwe. Youth and refugees are learning to be in charge of themselves within self-organized and freeresponsible communities called "SINAs." As a result, the role 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. Three new SINAs are being created to get started in 2024 next to existing vocational centres for alumni to create their own jobs. 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.

Direct impact on 5 of the UN Sustainable Development Goals



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.

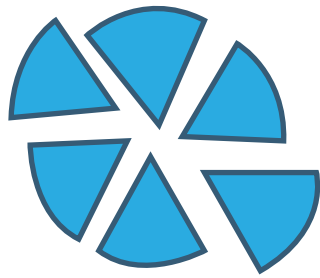
They handle community tasks such as accounting, logistics, training, outreach, and everything needed to run the community; and work with each other through life-coaching and mentorship. Everyone takes up dynamic roles to grow in their abilities.



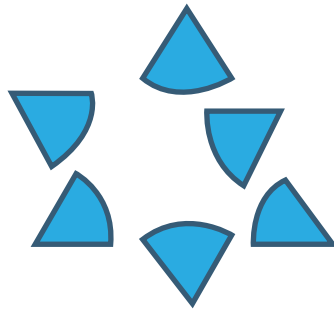
Examples of social enterprises which emerged in the existing SINAs range from organic mosquito repellent soap, to construction out of plastic bottles or biodegradable grass drinking straws as an alternative to plastics. SINA scholars have gone as far as being recognized by the Queen of England, Obama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

How the SINA Model works

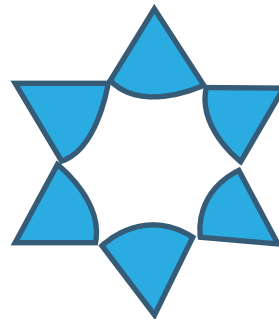
In self-organised communities of up to 75 members, the SINA model nurtures personal and professional growth. Scholars unlearn limiting beliefs, get rid of a fear of failing, expand their comfort zones and are equipped with 21st century skills for job creation and solution creation. The quality lies in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



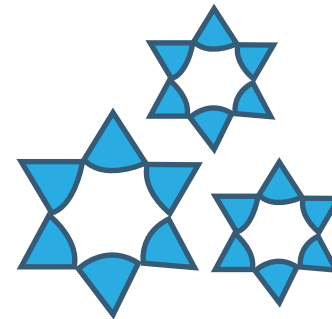
Confusion



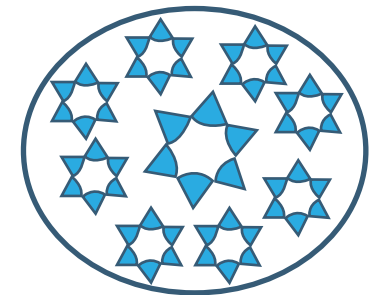
Emerging



Concentration



Linking



Mastery

Confusion

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

Emerging

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

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.

Linking

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.

Mastery

The final Mastery Stage offers ongoing mentoring support after a team has become fully inter-dependent to ensure its continuous growth and sustainability.

The Replication Journey

The SINA Model needs to be experienced deeply to be replicated successfully. In our “Replication Journey” happening at Mpigi in Uganda new teams are equipped with everything necessary to create their own SINA. 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

Check out the SINA Playbook



The final six weeks of the replication journey are putting the team to the test in another SINA in Uganda in a refugee setting to apply their learning and co-run the 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).

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“When I joined the UNDP Accelerator Lab, I quickly realized the importance of social innovation and entrepreneurship for achieving the SDGs. Scouting for inspiration from around Africa, we were so attracted to the SINA model. So we worked together for two disadvantaged Congolese youth to spend 10-months of training at SINA in Uganda. After this Replication Journey, the youth were able to start the “Congo Innovation Academy” – a fast-growing youth empowerment organization that is unleashing the potentials of youth with disabilities in DRC.

The community has produced solid social change within its first year of operations and social enterprises, creating lasting change.

Pascal Mulindwa – UNDP Accelerator Lab Coordinator and Head of Experimentation

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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.



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 best practices.

SINA described by scholars:

"After becoming a refugee in Uganda, I lived a life of struggle trying to contribute anything I could to my family through small and informal business activities.

When I joined SINA, my understanding of business changed. From just making profits, I saw how I could also help make the lives of others easier."

- Rebecca Aime

"I'm living my dreams and not dreaming my life!"

- Joseph Bwinika

"SINA is a dream-maker and has made my dream a reality. I realized how best I could use the challenge I had growing up and make a better life for myself but also for the community. It helped me realize that what I faced in the past does not define me but what I decide to do forth is what actually defines me."

- Janet Aguti

"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

Costs for Replication

The costs per person to join the Replication Journey coming to Uganda is 4.000 US dollars per person for the entire twelve months. This includes:

- Accommodation
- Full board
- All trainings and excursions
- Basic healthcare
- Visits to other SINA communities in Uganda

SINA Global will offer virtual (and if possible, also on ground) support after the replication journey and the existing SINAs will also support the new upcoming SINA. The costs for the local infrastructure to create and set-up the space, depend on the available resources (e.g. land or buildings). In Uganda, the Democratic Republic of Congo and Zimbabwe, running costs have been about 1.500 US dollars per month for full implementation of about 70 scholars (this is less than 15 USD per person per month) including joint meals, internet, enterprise incubation

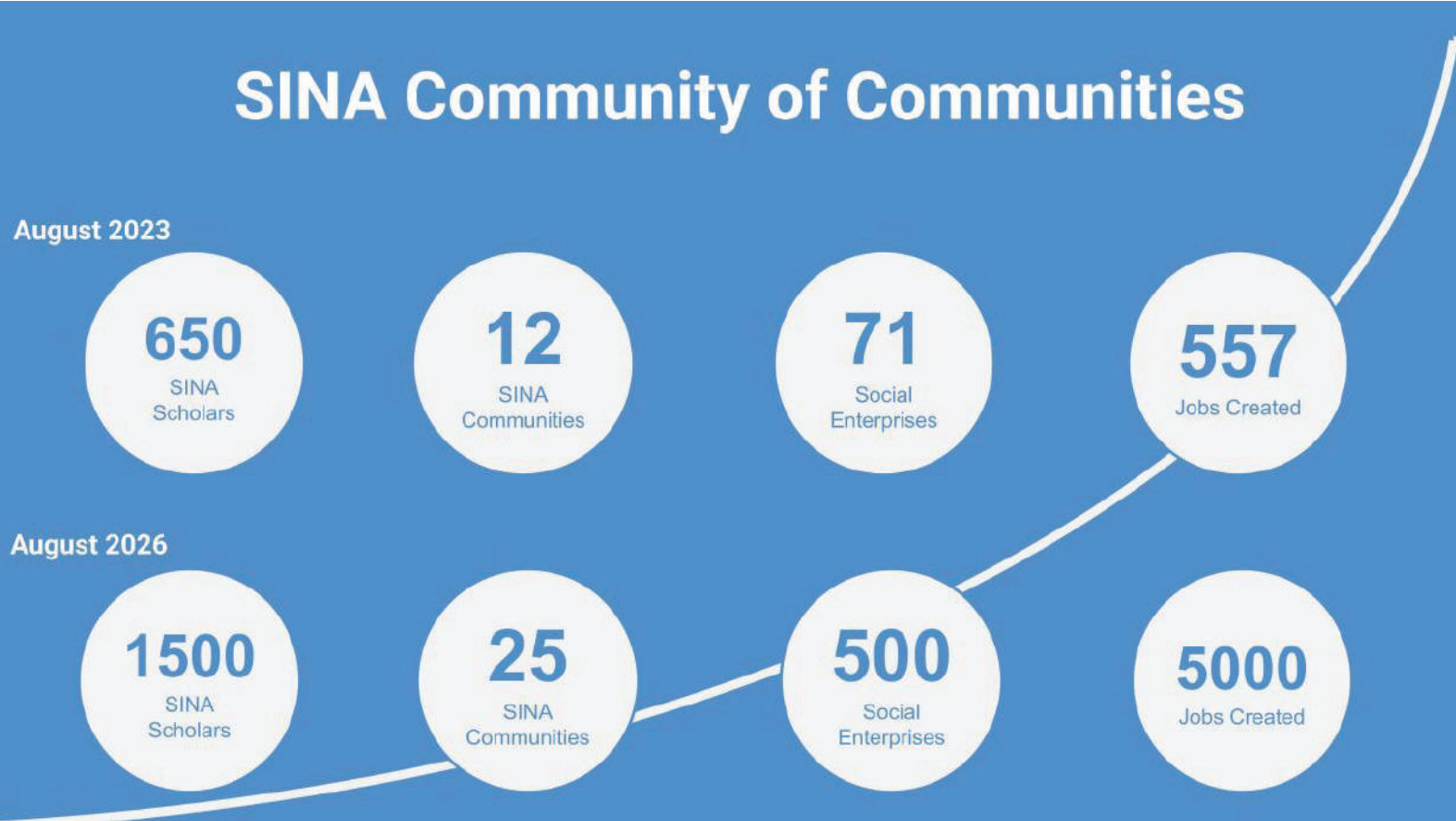
and training materials. A model was proven successful and allowed SINAs to become financially self-sustainable if the running costs decrease for three years of monthly 3% to allow the community security but also to become financial independent through revenue generation or own fundraising efforts.

Sample setup costs for a Refugee Settlement in Uganda:

3 Replicators in the Replication Journey (Mpigi, Uganda)	\$ 12.000
Land purchase + construction and equipping of a session room, workspace, toilets, computer lab and kitchen	\$ 30.000
Running costs till financial self-sustainability is achieved (starting at 1.000 USD and then deducting 3% monthly)	\$ 20.000
Total USD	\$ 62.000

Next Steps:

Reach out today and book a discovery call to learn more and discuss details:
etienne@socialinnovationacademy.org



SINA in action: multimedia resources

[Experiences of Fadhil Othman from Zanzibar, SINA Replication Journey 2022/23](#)

[Independent Master Thesis confirming the Impact of SINA on participant's "agency"](#)

[Interview with Etienne Salborn, looking into the history of SINA and especially innovations and progressive elements of the SINA model](#)

[SINA case study](#)

[Detailed SINA Framework \(our model described\)](#)

[CNN documentary on Juliet Namujju and her SINA social enterprise bringing inclusivity into fashion in Africa](#)

