SOCIAL INNOVATION ACADEMY

Transforming Challenges into Opportunities

Partnership for the creation of a new SINA Community

SiNA

WE ARE THE CHANGE WE WANT TO SEE IN THE WORLD

Just as mycelium—the vast, interconnected fungal networks beneath forest floors—quietly expands by distributing nutrients, signals, and support across seemingly separate plants, SINA's scaling approach is through replication to scale the impact rather than the organization. Each SINA Community is locally self-organized, for the community and by the community. All SINA Communities form an interdependent community ecosystem, drawing on collective wisdom and shared resources. The success of one community enhances the resilience and vitality of the entire ecosystem

People, organizations or communities interested in SINA typically send three local youth for 12 months (starting in June every year) into an existing SINA Community in Uganda to have a deep personal transformation and for the full experience of the SINA Framework. For most participants the experience is so valuable that they wish to pay it forward to others. Similar to seeds have all the DNA to flourish in a new environment, a replication team is trained and equipped with everything needed to flourish and adapt to the new environment.

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
PURPOSE

**REGENERATIVE COMMUNITIES
IN A FREESPONSIBLE 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, emphasizing a systems view and a decentralized
organizational design with distributed authority.

18 SINAs so far
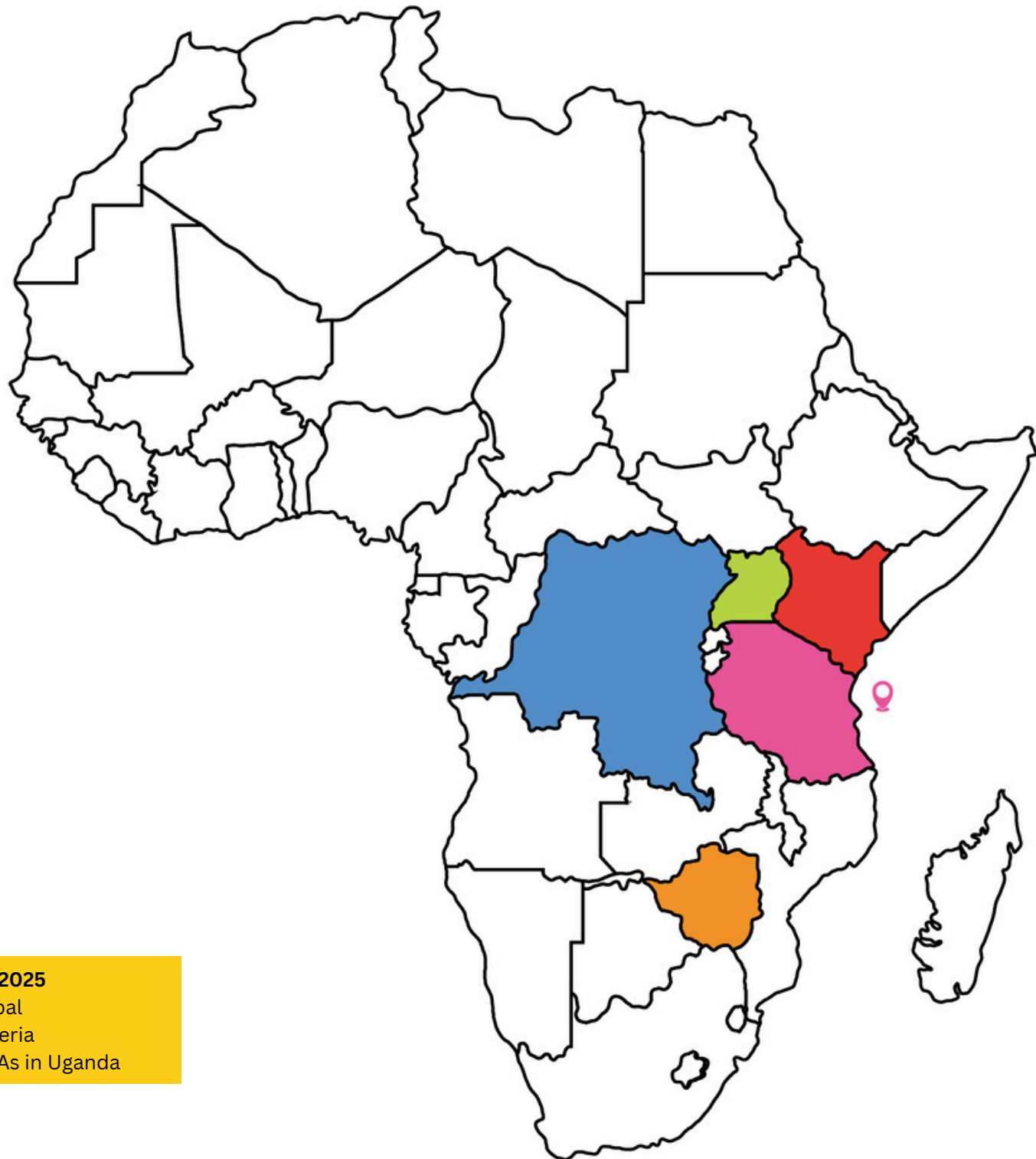
A Global Movement

Early 2025

878
SINA Scholars

20
SINA Communities in **8** countries

95
Social Enterprises

1.000
Jobs Created

2029

4.000
SINA Scholars

50
SINA Communities

800
Social Enterprises

10.000
Jobs Created

THE SINA FRAMEWORK

The SINA Framework combines progressive and transformative ways to learn, work and live through its Empowerment, Enterprise and Community pillars.

Like caterpillars unable to imagine they can transform and fly, marginalized youth and refugees discover their purpose and become social entrepreneurs while leveraging existing strengths to turn challenges into opportunities. By taking on responsibilities and roles to run SINA, we create our own curriculum and gain the skills and experience necessary to develop social enterprises. Unlike in formal educational institutions, we do not graduate with a certificate and drown in unemployment. Graduation happens when a social enterprise is financially self-sustainable and jobs have been created.

OUR SINA FRAMEWORK INCLUDES A 5-STAGE EMPOWERMENT MODEL :

1. CONFUSION STAGE

Also referred to as "Applied Social Innovation", the initial step is an intense and structured three months training about unlearning limiting beliefs, eliminating the fear of failing, expanding one's comfort zone, discovering oneself and one's personal purpose, and setting goals and action steps to achieve the personal goals. It focuses on personal development, self-reflection, building a growth mindset, and the ability to challenge ourselves. It is experiential, problem-based learning by doing in a responsible way.
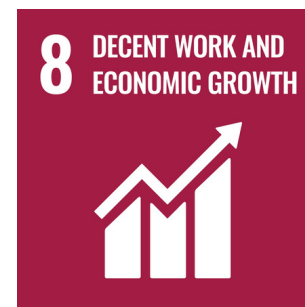
2. EMERGING STAGE

We use Holacracy to self-organize and gain hands-on experience in accounting, logistics, and outreach, building our own curriculum through the roles taken. Through Freesponsibility, we understand the impact of our actions. Decision-making goes beyond hierarchy or consensus, with role-holders holding each other accountable. Teams conduct customer research to validate new social enterprise ideas. We stay as long as needed, continuously growing and contributing to the community.

3. CONCENTRATION

Five-day bootcamp for social enterprise ideas and teams to validate assumptions and gain traction. We pitch to judges and can receive prize money for further implementation. Working spaces and mentoring are provided. Those not chosen try again in the next bootcamp, returning to the Emerging stage to continue growing in skills and abilities until another idea gains traction.

IIMPACT ON SDGS:

1 NO POVERTY

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

17 PARTNERSHIPS FOR THE GOALS

4. LINKING STAGE

Suppose an enterprise has generated revenues of at least 150 USD per month for three consecutive months. In that case, it enters the linking stage, where it is supported to formalize, register and be accelerated through intense mentoring to grow the impact and create financial forecasts, pitch decks and a business plan. Enterprises from all SINAs can apply to the SINA Acceleration Program to further scale their impact and receive support.

5. MASTERY STAGE

We have graduated from SINA with our own jobs and social enterprises established instead of a certificate. In the final path, called the Mastery Stage, alumni usually stay in close contact with SINA and often become mentors and coaches of new scholars to pass on the skills and experiences gained. At this stage, the social enterprise is financially self-sustainable and has substantial positive social and/or environmental impact.

SINA ALUMNI 3-5 YEARS AFTER SINA

50 %
own enterprise

engaged in opportunities
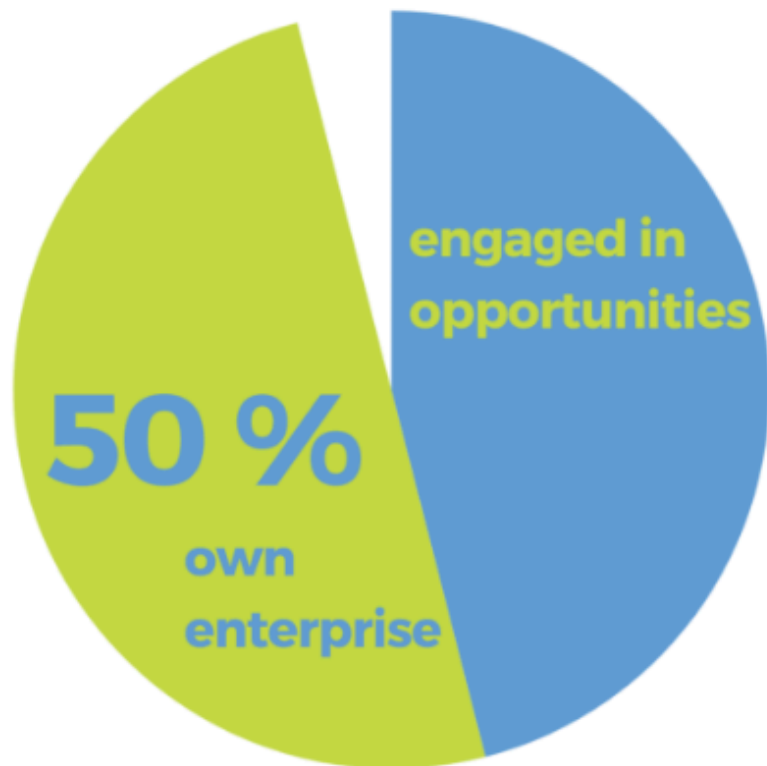
DIRECT IMPACT ON SCHOLARS

We have seen a deep personal transformation of SINA scholars. As caterpillars eventually become butterflies, in SINA, the person transforms through discovering their purpose and gaining a growth mindset of possibilities. Many youths, who seemed to have given up on life or resorted to coping mechanisms such as drugs or alcohol, found a new purpose in life and gained the skills to create a social enterprise that often supports others as well.

SINA alumni earn 3x more than the control group who never entered SINA. Alumni also experienced a shift in monthly income from zero or close to zero through infrequent small daily jobs before SINA to formal and monthly salaries of typically $50 - $130 USD till as high as $1,250 USD, lifting themselves out of poverty, while supporting others to do the same.

Beyond formal enterprises born at SINA, entrepreneurial seeds have flourished, giving rise also to informal businesses that provide additional income opportunities for alumni who did not give birth to an enterprise while at SINA. A 2023/2024 study of 100 alumni found that 50% run their own enterprises, and historical data suggests that for every formal business launched in SINA, three to five informal enterprises emerge.

We confidently estimate an additional 360 informal enterprises exist due to SINA, contributing another 1,000 jobs and further strengthening economic resilience.

What is a SINA

A SINA is a locally owned, self-organized and independent community and organization running on the SINA Framework.

By taking on responsibilities and roles through distributed authority, youth between the ages of 16 to 30 years gain relevant skills and create social enterprises while leveraging existing strengths to turn challenges into opportunities.

The Replication Journey

The SINA Framework needs to be experienced deeply in order to be replicated successfully. In our "Replication Journey" (also called "Changemaker-maker" 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 in 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 team is equipped with everything needed to successfully implement SINA

The Replication Journey

The founding team consists ideally of three individuals from a local community. They will be trained and certified by SINA in the following to allow successful replication:

- Life Coaching
- Personal Development Training
- Professional Development Training
- Learner-Centered Facilitation
- Social Entrepreneurship Development and Mentoring
- Financial Management and Fundraising
- Self-Organization (Holacracy)
- Monitoring and Evaluation
- Safeguarding

The final six weeks of the replication journey are putting the team to the test in another SINA to apply their learning and co-run the community. After, 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).

The Replication Journey

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 the 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. A regenerative cycle is forming whereby beneficiaries become co-owners and run the community, learning the skills they need for their own enterprises in the process, while keeping organizational costs low. One day they leave with their own enterprises and others continue the cycle.

A Community Ecosystem

After about the first year of implementation, the new SINA is ready for becoming officially a "member of SINA" and its Community Ecosystem. 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 refugeein 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 t
he 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
Ihave 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

Replication Options

A) Full Emersion: 3 youths - 12 months in Uganda

Our preference with proof of successful implementation 17x.
Timeframe from start to full implementation: 15 months

B) Blended: 1 - 2 youths spend 6 months in Uganda and an experienced SINA team of 3 comes on ground to help get started for 4 - 6 months

Prototype Implementation is happening in 2025 in Nigeria and Nepal
Timeframe from start to full implementation: 9 months

C) Flying: An experienced SINA team comes on ground and gets a regenerative cycle running within 9 - 12 months

Available only from July 2025 forward
Timeframe from start to full implementation: 6 months

Replication Costs

A) Full Emersion (9.000 € with 2, ideally 13,500 € for 3)

- 4.500 € per person for 12 months in Uganda, includes accommodation, full board, all training and costs in Uganda

B) Blended (ca. 10.000 €)

- 2.500 € per person for 6 months in Uganda, includes accommodation, full board, all training and costs in Uganda
- 5.000 € for the team of 3 from Uganda in the new community for 4 - 6 months
- Plus (if needed) transport/ flight costs, visas, accommodation of the Ugandan team in the new community

C) Flying (ca. 10.000 €)

Expected Running Costs
(ca. 65,000 € for the first 3 years)

Ca. 1.000 to 2.000 US Dollars per month for 50 to 100 youth to unleash their potentials and become social entrepreneurs in a **Least Developed Country**

A structure of a monthly reduction of 3% has proven successful to allow the new community stability for 3 years while also NOT getting them dependent.

More is needed in other countries and it will depend on the local costs

After the first 3 years of implementation, the SINA Community shall be financially self-reliant! This has worked well in most cases so far!

Costs not Included

- Transportation or flight costs to Uganda, visa (50 USD for every 3 months
- Health insurance (if needed)
- Pocket money for the individuals in Uganda (max. 100 € monthly)

Some of previous Replication Partners:

Questions?

Schedule a free call with us or get convinved by talking to recent replication journey graduates directly to get their insights.

Write to: info@socialinnovationacademy.org