

IMPACT REPORT

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2024



SINA (SOCIAL INNOVATION ACADEMY)

**WE ARE
THE CHANGE
WE WANT TO SEE
IN THE WORLD**



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WHO WE ARE

In the past we were refugees, former child soldiers, and individuals from traumatic and impoverished backgrounds in Africa. For most of us each day was a struggle for survival to meet the most basic needs.

Today, we are changemaker-makers with the abilities to turn challenges into opportunities and create a future for ourselves. 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 create a world that works for everyone.

PROBLEM WE SOLVE

Unemployment stands at the heart of hopelessness among youth in Africa. With the youth population expected to double by 2050, young people lack opportunities and prospects, which fuels instability and perpetuates poverty. In response, SINA transforms these challenges into pathways for empowerment and entrepreneurship.





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.

WHAT WE DO

SINA unleashes the potential of disadvantaged youth in Africa to become the change we wish to see as social entrepreneurs.

As disadvantaged and refugee youth, we transcend our challenging experiences through SINA's freesponsible and self-organized five-step empowerment process. We develop personal and professional skills and uncover our life purposes, refusing to let our pasts define our futures. With the power of education, we acquire the skills and experiences necessary to become social entrepreneurs. We become changemakers and shift from being passive recipients of aid to active drivers of our own future, one person and one community at a time within self-organized and freesponsible "SINAs."

Each SINA learning environment unites youths (called "scholars") to locally own and locally self-organize through the freesponsible SINA Framework. Each SINA is for the community, by the community. All SINAs collaborate with each other to achieve a greater outcome than what could be achieved alone.





THEORY OF CHANGE

The Purpose of SINA

Regenerative Communities in a Freesponsible World

Impact

Local communities become self-reliant and thrive

Outcomes

Youths, driven by a strong sense of purpose and a growth mindset, continuously develop their skills and abilities to break free from poverty and significantly increase their incomes

Social Enterprises are being born, tackling social, economic and environmental challenges

Social enterprises attract finance and scale their impact through the SINA Purpose Pool and other funders

Outputs

Disadvantaged and refugee youths go through the SINA Framework, discovering their purpose and take up roles and responsibilities to run their SINA Community

Establishment of impactful SINA Communities ("SINAs") which unleash the potentials of disadvantaged youths and refugees

A regenerative and mycelium-like Community Ecosystem for Social Entrepreneurship in which SINAs support each other and each is collectively stronger than it could be on its own

Social Enterprises grow and have a product-market fit, robust accounting and a clear financial and business plan

Activities

Education, Training & Growth

Community Ecosystem Building

Social Enterprise Acceleration

Evolving the Freesponsible SINA Framework together with its quality standards

Enabling disadvantaged youth & refugees to become the change they wish to see through the SINA Framework

Capacity building of disadvantaged communities for SINA Framework implementation

Establishing equitable resource allocation across all SINAs and amplify community-driven contributions

Facilitating, collective learning and cross-SINA collaboration and exchange

Accelerating Social Enterprises from SINAs through coaching, bootcamps, pitches, and mini-grants

The Problem

Disadvantaged youth and refugees face systemic barriers to economic inclusion, including limited access to training, financing, and mentorship, which prevents them from contributing to local economies and addressing social and environmental challenges.

Assumptions

Training leads to increased SINA Framework implementation for personal/professional growth of scholars

Local leaders and stakeholders are open to adopting and embracing the SINA Framework

SINA Communities become financially self-sustainable

SINAs want to continuously be part of the SINA Community Ecosystem and create value also to each other

Social Enterprises from SINAs apply and meet entry requirements of the Acceleration program of 150 USD monthly revenue

SINA Social enterprises sustain after graduating from a SINA

Key Terms

Freesponsible (adjective)
Coined by SINA, this term merges freedom and responsibility to underscore an individual's autonomy in making choices, while holding them fully accountable for the effects—both positive and negative—on others and the environment. It fosters a self-organized setting that balances personal agency with collective and ecological responsibility, ensuring that the exercise of freedom is always guided by conscientious awareness and responsible action.

The SINA Framework
Developed and evolved since 2014 in SINA Communities, it combines progressive and transformative ways to learn, work and live through its Empowerment, Enterprise and Community pillars. See the [Scholar Experience Map](#) for an overview or access the entire [SINA Framework here](#).

Mycelium
It is the root-like network of branching filaments through which fungi exchange nutrients in symbiotic relationships with plants (in e.g. forests). This interconnected structure supports ecosystem health by allowing resources to flow among all connected elements, fostering resilience and strength far greater than any single element could achieve alone.



THE SINA FRAMEWORK

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.



3 PILLARS OF THE SINA FRAMEWORK

- Community (life within the community) **“Live”**
- Empowerment (unleashing potentials) **“Learn”**
- Enterprise (operations and processes) **“Lead”**

OUR SINA FRAMEWORK FOLLOWS 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 freeresponsibility, 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.

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 SCHOLAR EXPERIENCE MAP



	PERSONAL & PURPOSE DEVELOPMENT	PROFESSIONAL DEVELOPMENT	SOCIAL ENTERPRISE DEVELOPMENT	ENTERPRISE ACCELERATION	INVESTMENT READINESS	ENTERPRISE FINANCE
	CONFUSION STAGE	EMERGING STAGE	CONCENTRATION STAGE	LINKING STAGE	MASTERY STAGE	REGENERATION STAGE
ACTIVITIES	<ul style="list-style-type: none"> Identifying and selecting disadvantaged youth and refugees to become "scholars" Unlearning Overcoming limiting beliefs (Personal) purpose discovery Purpose alignment Nonviolent Communication Goal-setting Life-coaching Personal reflection Mindset shift 	<ul style="list-style-type: none"> Creating own curriculum through Holacracy and taking over responsibilities & roles in freeresponsible self-organisation Hand-on and experiential learning Identifying challenges and solutions in the community Design Thinking and understanding a problem deeply with empathy Weekly progress presentations 	<ul style="list-style-type: none"> Testing social enterprise ideas and teams in intense one week bootcamps Learning from failure and trying again Validating assumptions and discovering customers Social business training Receiving mentorship to put ideas into implementation and attain revenue of at least 150 USD 	<ul style="list-style-type: none"> Two intense week-long bootcamps per cohort of 8 - 12 social enterprises Continuous mentorship and support Financial modeling training and business plan development Setup of accounting software Support in business registrations and bank account opening 	<ul style="list-style-type: none"> Continious improvements Pipeline sourcing Opportunity screening Business diagnostics Investment readiness Financial management support 	<ul style="list-style-type: none"> Lifelong learning Financing SINA social enterprises through patient capital in a revolving fund through the SINA Purpose Pool Deal structuring and contracting Business development support Portfolio management Collection of repayments Impact measurement
TIMELINE	3 months	6 months	2 months	5 months	3 months	3 - 8 years
IMPLEMENTED BY	SINA Communities	SINA Communities	SINA Communities & SINA Global	SINA Global	SINA Global & relevant	relevant
OUTCOME	Scholars have found a new sense of purpose in life with goals on how to energize the purpose and understood that a difficult past does not have to define their future	Improved entrepreneurial, financial, and leadership skills, as well as independence, self-confidence, and agency, enable refugees to engage in meaningful work aligned with their values	Formalized social enterprises with a problem-solution-fit	Social enterprises are registered, have a product-market fit, strong accounting as well as a finance, business and growth plan	Social enterprises have knowledge and documentation to scale their businesses and raise capital	Social enterprises grow significantly and pay back allowing other businesses to access finance for growth through the revolving fund
SCHOLARS WHO DO NOT PROCEED TO THE NEXT STAGE	Earn a "Certificate in Applied Social Innovation" and typically find employment aligned to their new found purpose and values	Higher personal well-being and tripling of personal income (compared to control group who never took part) to sustain themselves and their families through employment because gained mindset, skills and experiences are attractive to any employer	Resume in Emerging Stage, continue to take up roles and responsibilities to gain missing skills and experience and try again and again in Concnetration Stage, learning from failures and learning the process of entrepreneurship	Graduating from SINA with a financially self-sustaible social enterprise, able to pitch with a strong network and having achieved self-employment and often employing up to 4 other individuals	Have an investment case to apply for different finance sources and enterprises with a deep understanding of their finances and strong accounting	

**“YOU NEVER CHANGE THINGS BY
FIGHTING THE EXISTING
REALITY. TO CHANGE
SOMETHING, BUILD A NEW
MODEL THAT MAKES THE
EXISTING MODEL OBSOLETE.”**

—BUCKMINSTER FULLER



OUR IMPACT TO DATE

18

SINAs

1,639

Total Number of
jobs created

103

Formal Social
Enterprises born at SINA
and still operational

360+

Informal Enterprises
(estimation based on information and
interaction with alumni)



Based on our data, for every dollar spent on a scholar entering SINA, the scholar is expected to surpass an average 10-fold return on investment within 10 years through a combination of:

- increasing their earned income
- impacting other people's lives through job creation and livelihood changes
- improving social and environmental impact through founding an enterprise

81%

Scholars developed a
Growth Mindset

874

scholars in
2024

50%

of SINA Alumni work in
their own enterprise

3X

SINA Alumni earn on
average 3 times more
than the control group



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 experience a shift in monthly income from zero or close to zero through infrequent small daily jobs before SINA to monthly and often formal income of typically \$50 - \$130 USD, till as high as \$2,000 USD per month, lifting themselves out of poverty, while supporting others to do the same.

Many have turned down higher-paying job opportunities if they do not align with their purpose or are rather creating harm in the world.



DIRECT IMPACT ON THE COMMUNITY

SINA-born social enterprises paid salaries of a total estimated amount exceeding \$708,048 USD in 2024 to the 1.639 jobs created, while having social and environmental impact in their communities.

The capital raised 2024 independently to grow their social enterprises was over **\$450,000 USD**. The funds are often spent on infrastructure development or hiring additional staff, benefiting the community.

DIRECT IMPACT ON THE SOCIETY

SINA born social enterprises and alumni tackle critical issues on all SDGs for significant societal improvements and environmental benefits, such as reduction in malaria cases through mosquito repellent soap or thousands of tons of CO₂ captured and avoided through community biosand water filters.



SOCIAL IMPACT EXAMPLE

In Uganda, systemic poverty and exploitation have created a critical education crisis—only 40% of learners finish primary school and a mere 16% reach upper secondary. With 80% of the population practicing subsistence farming, families are trapped in a cycle where middlemen pay low prices for crops, forcing parents to choose between feeding their families and paying school fees.

Nunu Fund is breaking this cycle by directly linking fair agricultural practices to educational opportunities. Working with 2,500 households in rural Uganda, the social enterprise has established a payback and savings system for education and a seed bank. It is buying beans from farmers fairer prices than what middlemen offer and collectively selling them to schools and negotiating and paying favourable school fees for the farmers along the way. It is creating a win-win situation, and Nunu Fund has already supported 1,200 learners in school who otherwise would remain at home. This is boosting the school completion rates by 50%. By eliminating middlemen and reinvesting profits into community shops and school fees, Nunu Fund secures fair returns for farmers and channelled nearly \$75,000 in 2024 to keep students in school.



We are beyond excited that we were able to make an introduction between the Lufthansa Group and Uganics, which led to the creation of a massive partnership. Each mosquito-repellent soap sold makes the sale in Ugandan villages affordable to protect children against Malaria through an everyday product.



[Listen to the Podcast with Uganics founder Joan Nalubega:](#)

SOCIAL IMPACT UPDATE



I am beyond grateful for the opportunity to work on an initiative with great social impact in Uganda. I am incredibly thankful to my [Lufthansa Systems](#) family and [Lufthansa Group](#) in making this project possible by granting funds from the Social Innovation Challenge, in honor of the 25th anniversary of [help alliance](#) to integrate [Uganics Repellents](#) handcrafted and natural malaria soap into the Lufthansa Group value chain, starting with [Brussels Airlines](#) and their flight crews flying to malaria-prone regions.

I have just returned from Uganda where I had the opportunity to visit the Uganics facility with [Sabine Sauter](#) and engage in meaningful activities in remote communities in western Uganda. During my time ...mc

203

12 comments

Like

Comment

Repost



Comment as SINA (Social Innovation Academy)...

ECO IMPACT EXAMPLE

With typically 4 -6 children per family in Uganda, there is constant construction of new houses and bricks being burnt. Based on current construction trends, it is estimated that over 10 billion bricks were burnt in Uganda in 2024. It is a significant contributor to deforestation, since firewood is typically used in the process. For example, a medium-sized residential house using 50,000 bricks may require approximately 35 tonnes of firewood, which in turn emits about 64 tonnes of CO₂.

Justev Building Systems Justev Building Systems offers an eco-friendly construction solution using Interlocking Bricks (ISSB). These bricks are compressed on-site—similar to Lego bricks—eliminating the need for burning, mortar, and exterior plastering. This method reduces construction costs by roughly one-third compared to traditional brick techniques, while conserving trees and saving cement. To date, Justev Building Systems has built 51 houses, with each house replacing about 15,000 traditional bricks with 6,000 interlocking bricks. This switch has spared an estimated 257 trees and prevented roughly 470 tonnes of CO₂ emissions.





DIRECT IMPACT ON SDGS:

- NO. 1: NO POVERTY
- NO. 4: QUALITY EDUCATION
- NO. 8: DECENT WORK AND ECONOMIC GROWTH
- NO. 9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- NO. 17: PARTNERSHIP FOR THE GOALS

Indirect impact on SDGs, by SINA Social Enterprises and Changemakers:

- All SDGs

A SELECTION OF SINA SOCIAL ENTERPRISES 2024



IGA PADS

SOCIAL ENTREPRENEURSHIP ACADEMY

Iga Pads addresses the critical issue of menstrual hygiene management among girls in the Democratic Republic of Congo, where 31% of female students miss up to 40 days of school annually due to a lack of access to sanitary products. The enterprise produces and provides high-quality, reusable sanitary pads that are both affordable and eco-friendly. These pads empower girls to attend school confidently and consistently throughout the year. By promoting dignity and equal educational opportunities, the enterprise helps break the cycle of school absenteeism caused by menstruation. It also supports environmental sustainability through the use of reusable materials.

HEALTHY FEEDS

TRANSFORMATION INNOVATION HUB

Healthy Feeds addresses the critical issue of malnutrition and high mortality rates among refugees who rely on insufficient and non-nutritious food rations. By cultivating oyster mushrooms, the enterprise provides an affordable, nutrient-rich food source using locally available agricultural waste like wheat straw. The process involves sterilizing the waste to create a safe growing environment, allowing mushrooms to grow within 14 to 21 days. This method is sustainable, cost-effective, and can be replicated within refugee communities.

ECO-SAMANI

JANGU INTERNATIONAL

Eco-Samani is aiming at creating a world where textile waste is transformed into waterproof laptops and Tote bags, driving sustainable living and empowering communities through innovative designs, hence contributing to the circular economy

NATURAL REFRESHER

SOCIAL ENTREPRENEURSHIP ACADEMY

Natural Refresher addresses the high rate of fruit loss in Idjwi, South Kivu, where over 83% of fruits go to waste, with 37% rotting before they even leave the fields. Such waste deepens food insecurity and causes significant economic setbacks for local farmers. The enterprise processes these fruits into natural fruit juice that is preservative-free and packed with essential vitamins A, B, and C. The juices are crafted to have an extended shelf life while maintaining high nutritional value.

AYILA

JANGU INTERNATIONAL

In Uganda, many restaurant owners face persistent challenges with insect infestations, particularly houseflies and cockroaches. These pests, often resulting from poor hygiene conditions, not only threaten the health and safety of food consumers but also lead to economic losses due to damaged reputation and reduced customer trust.

AYILA is an Insect Detergent Repellent—a multipurpose product that cleans surfaces while simultaneously repelling insects. The innovative formula helps maintain hygienic environments in food establishments by preventing the presence of common pests. It offers restaurant owners a cost-effective, practical, and sustainable way to improve cleanliness and protect public health.

KIVU FOODS

SOCIAL ENTREPRENEURSHIP ACADEMY

KIVU FOODS is dedicated to combating malnutrition in the Kivu region, where 48% of the population lacks access to affordable, balanced meals. In Bukavu alone, 10% of children under five suffer from severe malnutrition, leading to preventable deaths. The enterprise produces the “TAMU Porridge Flour” — an organic, nutrient-rich blend designed to support healthy child development. Packed with proteins, vitamins, and minerals, TAMU helps families meet daily nutritional needs in an accessible and sustainable way, improving food security and promoting long-term health within vulnerable communities.

TOKOSS MWAMBA

TRANSFORMATION INNOVATION HUB

Tokoss Mwamba addresses the severe malnutrition challenges faced by vulnerable groups in the Tongogara Refugee Settlement, where over 60% of the population lacks access to proper nutrition. Children, pregnant women, and the elderly are especially at risk of serious health issues due to an unbalanced diet primarily reliant on food aid. To combat this, the enterprise introduces a locally produced, nutrient-rich peanut butter made using grinding machinery. By combining roasted peanuts, canola oil, and iodized salt, the product offers essential proteins, fibers, and vitamins needed for a healthier diet.

VALUE CROWN AGRO-PROCESSING

JANGU INTERNATIONAL

Value Crown Agro-Processors addresses the challenges faced by spice farmers who struggle with limited access to reliable and profitable markets. The current system is dominated by middlemen who offer low prices, significantly reducing farmers' income and contributing to poor living standards. The solution connects spice farmers directly to the markets, offering competitive prices that are up to 50% higher than those offered by middlemen. In addition to fair trade, the enterprise adds value by processing the raw spices into ready-to-use products suitable for both restaurants and home use to increase the income for farmers.



THE SINAs

SINAs are locally owned, self-sustaining, and independent communities implementing the SINA Framework of freesponsible empowerment for social entrepreneurship.

All SINAs implement the SINA Framework:

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

18 SINAs so far

Cape Verde

Morabeza Innovation Academy



DR Congo

Social Entrepreneurship Academy

Congo Innovation Academy

Kenya

Global Innovation Valley

Tanzania

Njombe Innovation Academy

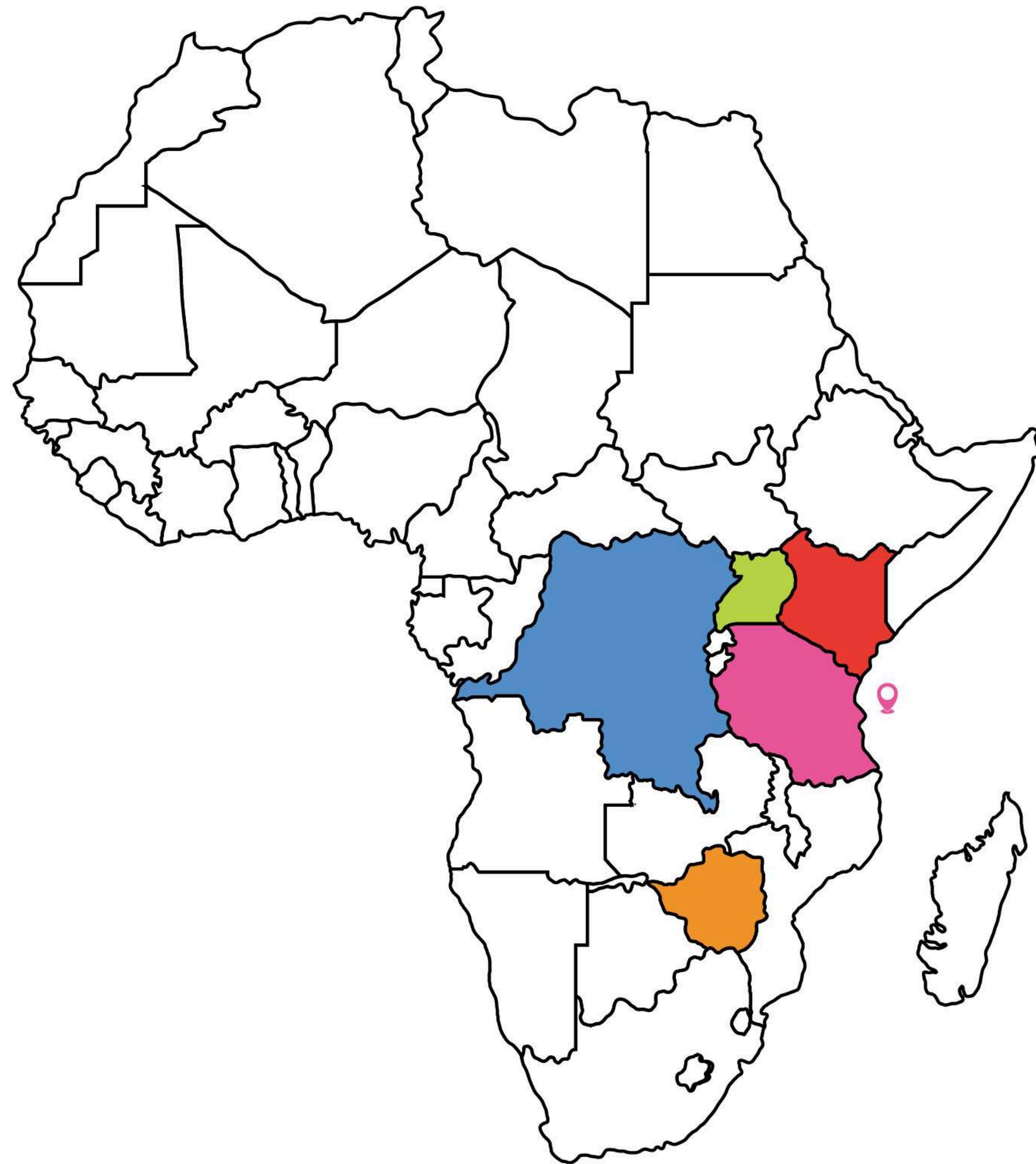
Ubunifu Foundation

Uganda

Jangu International
Arise Youth Foundation
SINA Loketa
Youth Innovation Hub
Kamuli Innovation Hub
Tunaweza Academy
Lazima Innovation Hub
Kiira Innovation Academy
Patapia Innov8
Cosmo Foundation
OPPORTUNIGEE

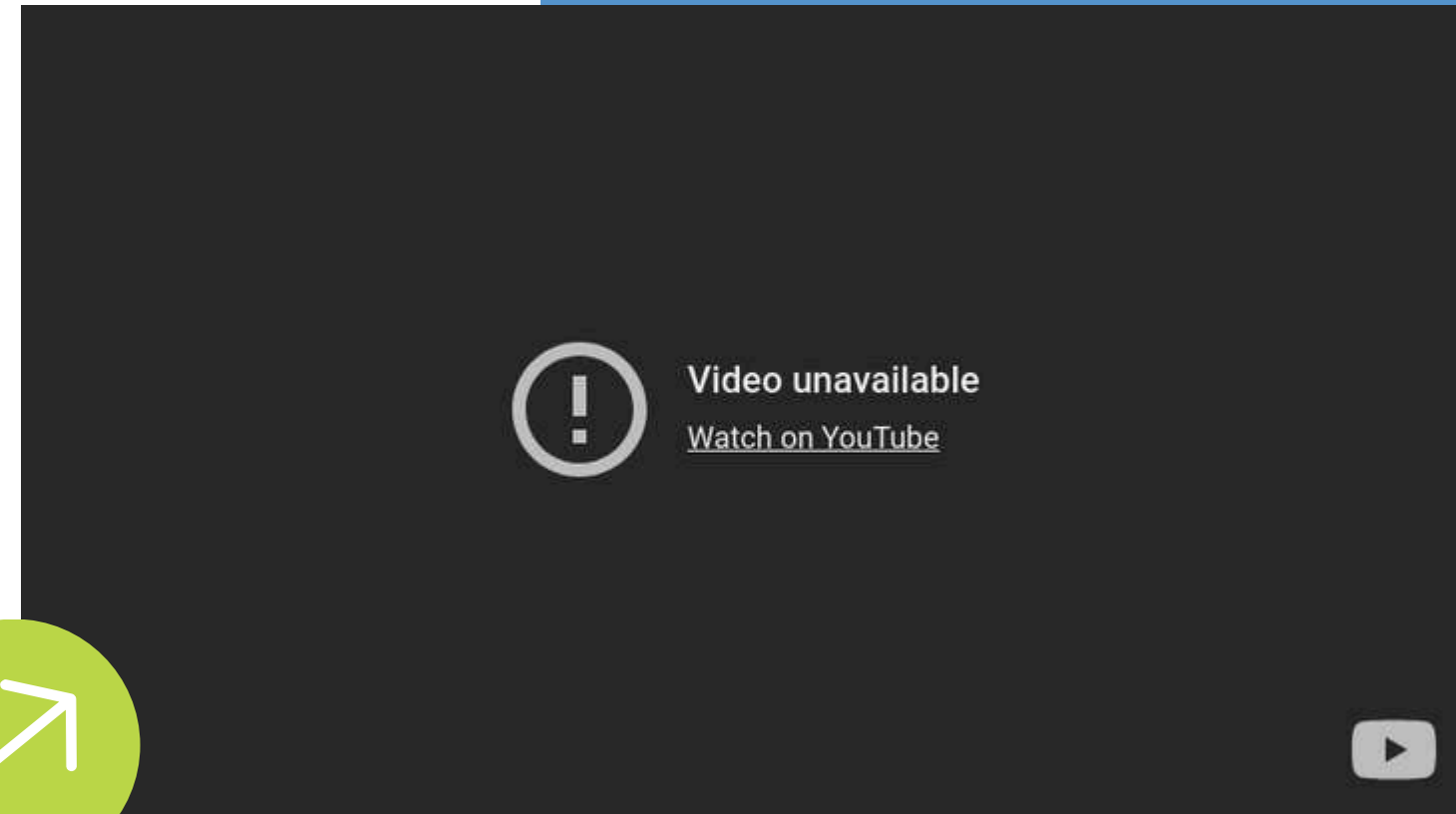
Zimbabwe

Transformation Innovation Hub



7 HOURS..

On "Giving Tuesday," 3rd December, we hosted a 7-hour continuous live stream across all 7 new SINA Communities in six countries and different refugee camps. The stream featured engaging tours, testimonials, and stories from each SINA community, highlighting our Community Ecosystems and SINA's significance to us.



HIGHLIGHTS OF SINA COMMUNITIES 2024

Opening of the Music & Arts Centre in The Bidibidi Refugee Settlement, Uganda at SINA Loketa



HIGHLIGHTS OF SINA COMMUNITIES 2024

Joint media training



Completion of new multi-purpose building in the Rwamwanja Refugee Settlement at YINNOH



HIGHLIGHTS OF SINA COMMUNITIES 2024

[First social enterprises emerging in Zanzibar](#)



New land and session space in the Kakuma Refugee Camp, Kenya at GIV



"I'm so grateful to SINA ... because through SINA I was able to turn my sad experience, my frustration of inaccessible health facilities, into my passion and motivation to making sure that I bring essential health care services to mothers and their children where they are in remote communities. So that's how Infants' Health Foundation was started ... I'll have to truthfully tell you that SINA, every marginalized youth in Uganda and Africa at large, I would wish that they get an opportunity to go through SINA. Because if we all can go through SINA, we can make Uganda a better place to be and the world at large. So for those who are supporting SINA, don't get tired because your support is impacting a marginalized youth down there who had lost hope to make him a prominent leader in the world."

Sylvia Kyomuhendo - Founder of Infants Health Foundation and Echoing Green Fellow 2024



SOCIAL IMPACT AWARD EAST- AFRICA

Building on the success of running the Social Impact Award (SIA) in Uganda since 2018 and the DR Congo since 2021, in 2024 we expanded it to include all seven countries of the East African Community. Designed to empower youth through the creation of social enterprises that address local challenges and generate employment opportunities, the program welcomed applications in both English and French—resulting in 213 submissions from diverse communities. Fourteen finalists were selected to participate in intensive five-day incubation programs held in Uganda and the DRC, where they received weekly mentoring sessions to refine their ideas before pitching at the SIA-EA Summit in Mpigi.

At the summit, an independent jury selected four winning ventures, each awarded \$500 to further develop their enterprise. Whisp Health Uganda assists patients in managing medication and appointment schedules through automated, multilingual phone reminders; Happy Cheeks produces sustainable, eco-friendly diapers from maize straws and organic cotton to promote healthier baby care practices; Taxel provides electric motor-tricycles as an efficient and sustainable transportation solution; and Fuel for Kivu Innovation converts recycled plastic waste into fuel for vehicles. This expanded initiative demonstrates our commitment to turning local challenges into opportunities for sustainable community impact across the East African Community.



SCHOLAR TESTIMONIES



Fidel Nelson - refugee scholar living with Albinism, who completely transformed his life

[watch full testimony_\(24 mins\)](#)



Miram Feza - refugee scholar, Co-Founder of the new 2024 SINA Community "Cosmo Foundation"

[watch full testimony_\(18 mins\)](#)

NEW SINAs

For the creation of a new SINA, a team of 2 - 3 youths from a community spends 12 months in Uganda to experience and live the SINA Framework. They go through the SINA Framework for a deep personal transformation and are then trained on everything needed for successful replication, to create their own locally led and locally self-organized and freesponsible SINA Community.



OPPORTUNIGEE

Founded: 2016

Number of Scholars: 40

Location: Nakivale Refugee Settlement, Uganda

OPPORTUNIGEE has been the pioneer SINA Replication in 2016, which stopped implementing in 2020 due to COVID restrictions and afterwards focused on other projects (one of them building an entire new village in the refugee camp for new arriving families). OPPORTUNIGEE resumed with the SINA Framework in 2024. Welcome back!



KIIRA INNOVATION ACADEMY

Founded: 2024

Number of pioneer Scholars in 2024: 37

Location: Jinja, Uganda



Applied Scholars graduation Day



KAMULI INNOVATION HUB

Founded: 2024

Number of Scholars: 31

Location: Kamuli, Uganda



TUNAWEZA INNOVATION HUB

Founded: 2024

Number of Scholars: 22

Location: Luweero District, Uganda



COSMO FOUNDATION

Founded: 2024
Number of Scholars: 43
Location: Kampala, Uganda



Scholars during the session



PATAPIA COMMUNITY GROUP

Founded: 2024

Number of Scholars: 15

Location: Kampala, Uganda



NEW REPLICATIONS



New teams joined the SINA Replication Journey
and are on their way for starting new SINA Communities in 2025 in:
Nigeria (Katsina State) in partnership with the local Nigerian government
Nepal (Kathmandu) in partnership with Moving Mountains e.V.
Rwanda (Gashora) in partnership with "Friends of Gashora"
Uganda (Mityana) in Partnership with Siemens Foundation
Uganda (Palabek) in Partnership with Chance Jugend Foundation

SINA ACCELERATION

Early-stage social entrepreneurs from all SINA Communities are intended to benefit from the SINA Acceleration Program, which aims to assist them in developing in three crucial areas: enterprise development, team development, and individual development. Two cohorts, Cohort 8 and Cohort 9, were successfully hosted by the program in 2024.

A varied collection of six enterprises comprised Cohort 8: two from Bukavu, one from Kenya, and three from Uganda. Six enterprises, three from Uganda, three from Bukavu, and two from TIH (Transformation Innovation Hub), made up Cohort 9, which was equally diverse. The combination of different languages and the hybrid strategy used for the TIH and BUKAVU enterprises, which turned out to be a successful approach, made these cohorts very special.

Although it created some difficulties, like language barrier, the program had a couple of French speaker coaches who were there to help. The intense coaching sessions, where business coaches worked closely with coachees on crucial topics like business registration and the creation of business documents, and presentable pitch decks, were one of the year's highlights. The foundations of each social enterprise were strengthened by this which ultimately helped them develop and remain sustainable.



TESTIMONIAL

SWIFTSAN HYGIENIC SOLUTIONS

In 2005, I lost my mother, who was the breadwinner of our family, leaving my older sister and me uncertain about how to survive. During this difficult time, our paternal grandmother stepped in to help us at least acquire a basic education, despite her unstable income.

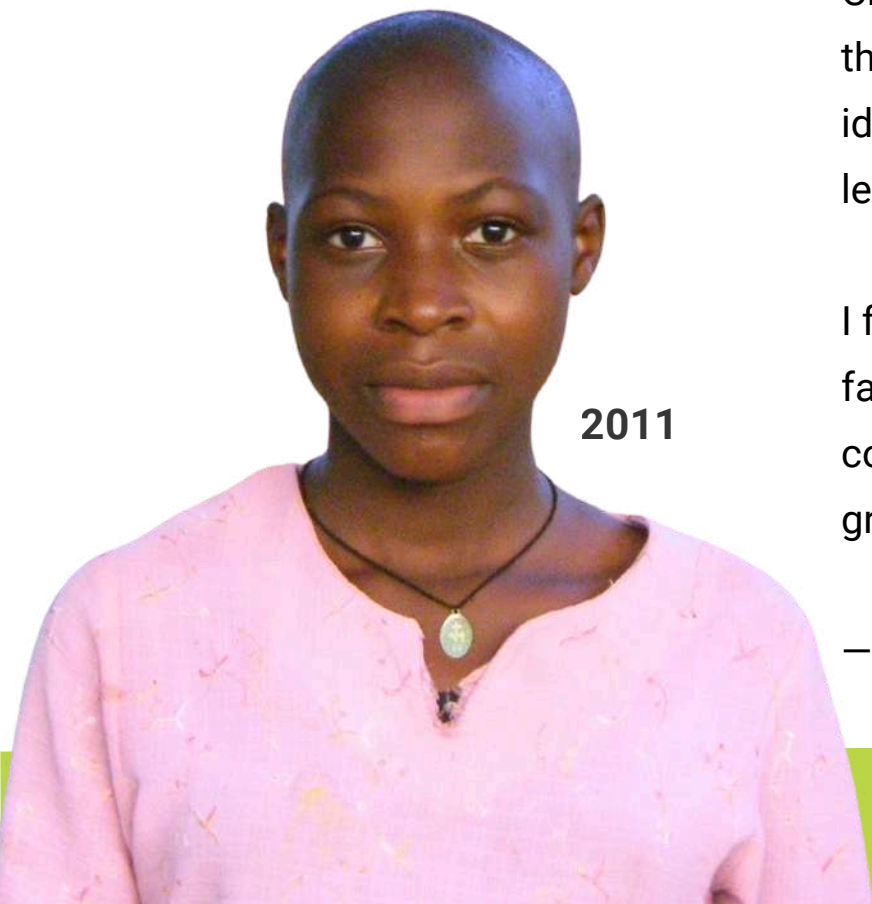
In 2007, I was admitted to the Kankobe Children's Home, which supported me throughout my primary education for five years. Each passing year at the orphanage increased my stress, knowing that continuing to high school would be impossible due to my grandmother's financial limitations. Thankfully, after completing primary school, Jangu e.V. through Jangu Tusome took me into the sponsorship program and found for me a sponsor who supported me throughout high school.

Graduating from high school with excellent grades wasn't sufficient. I lacked professional skills to earn a living independently. My sponsor generously offered to support my university education, leading me to pursue a Bachelor's degree in Business Administration at Kyambogo University. After three years, I graduated but still faced the high unemployment levels in Uganda.

Choosing to be proactive, I joined SINA at Jangu International to empower myself to become a job creator rather than a job seeker. With the guidance of trainers, mentors and coaches and through one-on-one sessions, I identified a significant challenge I became determined to solve: overcrowded latrines in the slums of Kampala, leading to improper waste disposal into water sources, causing diseases like typhoid and diarrhoea.

I founded Swiftsan Hygienic Solutions at Jangu International in 2023. We produce 'Cho Master,' an enzyme-based faecal sludge decomposer that not only degrades human waste, it also decreases the amount of flies and cockroaches and neutralizes bad odors, enhancing comfort and longer useability of latrines. The enterprise has grown significantly and also took part in the SINA Acceleration program.

— Sarah Nakibuule



2011



2024

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SWIFTSAN HYGENIC SOLUTIONS





PURPOSE POOL

In 2019, SINA realized that many of the social enterprises it gave birth to and accelerated, struggled to raise the capital needed to scale. In response, we launched the SINA Purpose Pool—an investment vehicle offering \$5,000–\$10,000 with a revenue-share model and a peer-to-peer selection process. SINA initially invested \$86,700 in its own portfolio, achieving early successes: ventures showed revenue growth, often raised additional funding, and created more jobs. However, we realized we were spreading ourselves too thin. SINA began by educating marginalized youth to build entrepreneurial skills and mindsets, then incubated and accelerated emerging social enterprises, and also started investing in them. Furthermore, the “parent-child” dynamic made enforcing repayments difficult. As a parent, how much do you push your own children to repay you?

This prompted the Purpose Pool to spin off as an independent entity. Three SINA Partners saw an opportunity and founded “Relevant Ventures” to manage it, bringing increased professionalism and stronger returns. Since 2024, Relevant Ventures has managed the SINA Purpose Pool, which, by the end of 2024, had invested \$103,700 across ten SINA social enterprises, achieving an average Compound Annual Growth Rate (CAGR) of 52%—significantly higher than enterprises without access to capital.

AWARDS AND RECOGNITION

1

[Article in Canvas Rebel - Meet Etienne Salborn](#)

2

[Awarded Ecosystem success Story with the Social Innovation Academy \(SINA\)](#)

3

[Empowering Marginalized Youth Through Innovation: The SINA Approach by corporate rebels](#)

4

[Four SINA members are Western Union Foundation Fellows](#)

5

[Faith Aweko becomes Mandela Washington Fellow](#)

6

[Joan Nalubega wins the Women Empowerment by the Bayer Foundation](#)

7

[Jackline Birungi is honored at the National Girl Champion Awards 2024](#)



Geoffrey Omoding receives the Ashden Awards 2024 on behalf of Patapia

8

Kimuli Collections is selected for the Women Entrepreneurship For Africa IYBA WE4A program

9

Leaders50: Etienne Salborn

10

Patapia is honored with the prestigious Ashden Award

11

SINA Social Enterprise “Eco-Shoes Africa” selected as a UNHCR Innovation Project 2024

12

Sylvain Himbana is selected for the Amahoro Coalition Fellowship

13

Sylvia Kyomuhendo wins Echoing Green Fellowship 2024

14

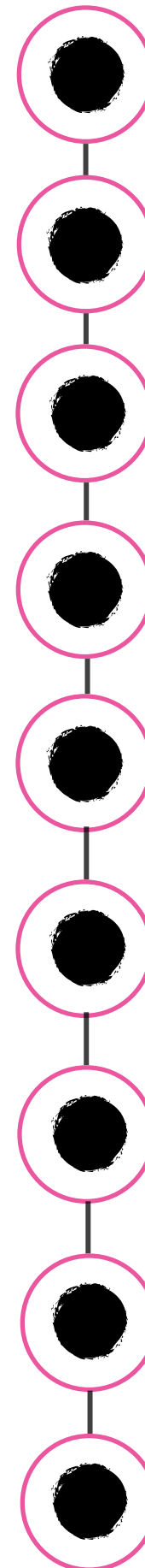
Vital Care Connect is selected for the African Impact Initiative Pre-Incubation Phase

ZERODX AWARD

SINA has been honored with the “Zero Distance Excellence Award” in the Category of “ZeroDX Incorporated,” recognizing its dedication to self-organization and customer-centric innovation—key attributes of Haier’s renowned “RenDanHeYi” model. With around 100,000 employees, Haier might be the biggest self-organized company in the world. SINA’s commitment to removing barriers to innovation and empowering individuals parallels Haier’s revolutionary management philosophy, which prioritizes autonomy, ownership, and zero distance to customers. Fellow winner, from Dutch healthcare provider Buurtzorg to America’s Morning Star tomato processing firm, share these progressive management principles that have proven to drive resilience and growth.



IN THE MEDIA AND INTERNATIONAL PARTICIPATIONS



Changemakers in Action: Fighting Malaria with Mosquito-Repellent Soap – Joan Nalubega

EverGrow Uganics features on the Ugandan SPARK TV

Jessica Nayebare features on Civic Space TV's program "Women Rise"

SINA features in the film “The Power of Local”

SINA Framework at Catalyst2030 Session on Educational Models for Youth Social Innovation

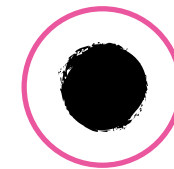
SINA Framework presented at the Africa Academic Hub and Catalyst2030 by Blaise Amani

SINA mentioned in Forbes

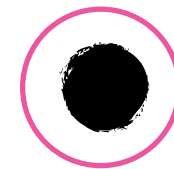
SINA recognized as “Home for Humanity”

Totyia participates in the Ignite Philanthropy: Inspiring the End to Violence Against Girls and Boy

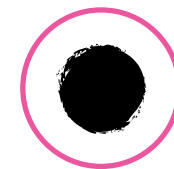
CASE STUDIES 2024



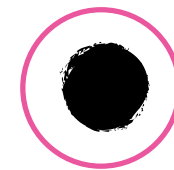
From Aid to Agency: Empowerment through Social Entrepreneurship in Sub-Saharan Africa – A Case Study of the Social Innovation Academy



Anzisha Case Study: “Unpacking the Impact: How SINA’s Focus on Purpose Drives Success”



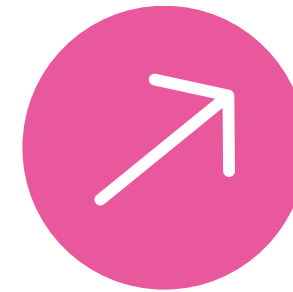
Breaking The Silence - the impact of the Totya Platform [SINA Social Enterprise] on addressing stigma surrounding sexual violence against women



Agency In Focus: The Concept, and the Social Innovation Academy (SINA)

PODCAST:

Leadermorphosis is a podcast exploring the emerging world of self-managing teams and progressive organisations hosted by Lisa Gill. She had an in depth conversation and one of her “favorites of all time” with SINA Founder Etienne Salborn and the Operation Lead of the first and main SINA Community called “[Jangu international](#)”. The episode explores the SINA’s model in which self-organisation plays a central role. How do scholars take on key roles? What is the ‘confusion stage’? What are common misconceptions of self-organisation? What are the specific cultural challenges of learning self-organisation in Uganda and much more...



Etienne Salborn and Tonny Wamboga on SINA, self-organisation and ‘freesponsibility’

Ep. 94 2024-03-28

10 YEARS OF SINA

SINA has reached an incredible milestone: 10 years of transforming lives and unleashing human potentials! As we celebrate this decade of impact, we invite you to journey back to our earlier days and where it all began. The following pages take you through key moments and memories. The interview Etienne Salborn goes more into depths and also highlights what is coming in the following 10 years.





The empty land purchased in Mpigi, Uganda through Jangu e.V. in April 2014 to create SINA (Social Innovation Academy)





Moving into the buildings,
March 2015



First SINA Village is built,
September 2015



“Jangu International” is registered as the local Ugandan NGO to run the collectively developed SINA Framework, April 2015



Main hall roof blown off by a storm, March 2017



May 2017



In 2019, the "SINA Global" team is established to support all existing and upcoming SINA Communities and social enterprises



First SINA Replication "OPPORTUNIGEE" in the Nakivale Refugee Settlement, 2016



Jangu International
in June 2023, where all 17 SINA
Replications have come from

WAYS TO SUPPORT

We're on a mission to empower 750 changemakers for 2024.
Your contribution can sponsor a SINA scholar to unleash her potential and become a social entrepreneur.

[DONATE NOW](#)



Unleash Potentials (40 €)

Sponsor a disadvantaged youth in SINA for 40 € per month to become a changemaker and social entrepreneur.



Transform a Life (480 €)

Sponsor a youth for 1 year to become a changemaker and social entrepreneur.



Scaling Impact (1.800 €)

Become a changemaker-maker & sponsor a SINA social enterprise to scale its impact.



Sponsor a Cohort (4.800 €)

Sponsor 10 scholars in one intake in a SINA to become the change they wish to see as social entrepreneurs.



www.socialinnovationacademy.org

SINAs:

Jangu International – Uganda, Mpigi, founded 2015
OPPORTUNIGEE, Nakivale Refugee Settlement, Uganda, founded 2016
SINA Loketa – Uganda, Bidibidi Refugee Settlement, founded 2018
Lazima Innovation Hub– Uganda, slum area in Kampala, founded 2019 (rebranded 2024)
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
Njombe Innovation Academy – Njombe, Tanzania, founded 2023
Ubunifu Foundation – Zanzibar, Tanzania, founded 2023
Morabeza Academy – Sal, Cape Verde, founded 2023
Tunaweza Innovation Hub - Bombo, Uganda, founded 2024
Kamuli Innovation Academy - Kamuli, Uganda, founded 2024
Kiira Innovation Academy - Nyenga, Uganda, founded 2024
Patapia Community Group– slum area in Kampala, Uganda, founded 2024
Cosmo Foundation – slum area in Kampala, Uganda, founded 2024

SINA Global:

Uganda: "SINA (Social Innovation Academy) Ltd. by Guarantee", registered in 2018
Germany: "SINA (Social Innovation Academy) gGmbH", registered in 2019

SINA was started in 2014 under, and is still supported by "Jangu e.V.", founded 2009