

Social Innovation Academy



Impact Report

July 2016 till June 2017

following Social Reporting Standards



Overview

What SINA does

The Social Innovation Academy (SINA) educates former orphans, street children, refugees and other disadvantaged youth in Uganda to become job creators and social entrepreneurs with the ability to turn challenges into solutions. The empowerment and community at SINA has the effect, that the scholars start to understand their past as a strength, rather than a subject of shame. Their life experiences are valuable skills that no one can learn in a school. A former street child for example can best create a social enterprise with and for street children and disrupt the status quo and does so through the support of SINA.

Social Impact to Date

16 — Number of Social enterprises SINA Scholars established

93— Number of scholars currently becoming social entrepreneurs through the SINA model

64— Number of jobs created

150,000+ Lives improved through SINA Social Enterprises

950 — Community members empowered through upcycling plastic bottle construction

325,000 Number of plastic bottles upcycled

Awards and Recognitions

the Social Innovation Academy (SINA)

PremaGyan Good100 Award Winner 2016

2016 “startsocial” Scholarship under Chancellor Merkel

SINA Social Enterprises

Social Impact Award by appsafrica (Ask Without Shame)

Impact of Social Innovation Competition Winner (Wastics)

African Entrepreneurship Award Final (Gifted Hands Network)

Individual SINA members

Queen's Young Leader's Award 2016 (Ruth Nabembezi)

Westerwelle Foundation Young Founder 2016 (E. Salborn)

Echoing Green Fellow 2017 (Ruth Nabembezi)

Women Deliver: Young Founder 2017 (Andrew Mukose)

African Women Award Winner 2016 (Ruth Nabembezi)

Laureate Global Fellow 2017 (Ruth Nabembezi)

MILEAD Fellow 2017 (Marjorie Atuheirre)

Ashoka Changemaker 2017 (E. Salborn, R. Nabembezi)

dm-price for civil engagement 2016 (Etienne Salborn)

Social Enterprises Established

Ask Without Shame – emergency sex education via mobile

SINA OPPORTUNIGEE – refugees creating opportunities

Gejja Women Foundation – women cooperative

Gifted Hands Network – early breast cancer detection

Justev Building Systems – eco-friendly construction

Eclipso – Sun dried organic fruits

Gboomsa Solar Energy – rural solar energy

Kimuli Fashion – upcycled fashion and accessories

Improved Stoves Association Uganda

Tusafishe – Bio-sand Water Filters

Content

1.	Introduction.....	1
1.1	Vision	
1.2	Scope of the Report	
2.	The Social Problem and the Solution offered by SINA.....	2
2.1	The Social Problem	
2.2	The Solution offered by SINA	
3.	Impact.....	5
3.1	Outcome and Impact	
3.2	Social Enterprises created by SINA Scholars	
3.3	Stories and Testimonies by Beneficiaries	
3.4	Echo from the Media	
4.	Planning and Forecast.....	10
4.1	Scaling SINA through Self-Organization	
4.2	Expansion of the SINA Model	
4.3	Potential for Positive Systemic Change	
5.	Organisational Structure and Team.....	13
5.1	Organisational Structure	
5.2	Team	
6.	Organisational Profile.....	14
6.1	General Information	
6.2	Governance and Management	
6.3	Environmental and Social Profile	

1. Introduction

After exactly three years since the first prototyping of SINA and constant, dynamic improvements of the model of the Social Innovation Academy (SINA), it is bearing fruits and has already started to multiply itself, spreading internationally. The fruits are in form of empowered changemakers and social entrepreneurs emerging out of SINA with solutions tackling the challenges of their communities and the environment. The work of SINA has even reached the Ugandan and German presidents, who interacted with SINA members, as well as Queen Elizabeth II. who honored one SINA scholars personally.

We have realized the power of supporting young individuals in developing their own solutions and defying the status quo. This report seeks to give a detailed overview of SINA, its model, impact, achievements and plans for the future.

1.1 Vision

The Social Innovation Academy (SINA) elicits a holistic empowerment model for youth to discover their purpose, unleash their potentials and create social enterprises with positive impact on the environment and the society. SINA allows individuals to make a sustainable living out of what they are passionate about by nurturing disadvantaged youth into job creators and changemakers with the ability to turn challenges into solutions. Through self-organization and *freesponsibility*, refugees, orphans, street children, former child soldiers or youth from other marginalized backgrounds transform their own personal tragedies into social enterprises and tackle the most pressing issues in society.

1.2 Scope of the Report

Scope	This report shows the objectives, solutions and structures of the Social Innovation Academy (SINA).
Reporting Period	July 2016 till June 2017
Application of the SRS	The Social Reporting Standard (SRS) has been taken into account for this report. Some chapters have been summarized, simplified and parts skipped to allow for easy reading and an overview as the very first SINA impact report.
Contact Person	Etienne Salborn Founder and Chairman of Jangu e.V., Jangu International and Jangu Social Innovation Ltd. etiennesalborn@jangu.org

2. The Social Problem and the Solution offered by SINA

2.1 The Social Problem

Uganda has one of the highest youth unemployment rates in the world (83% according to presidential debates). In combination with one of the fastest growing populations, this is a ticking time bomb. Crime, drug abuse and social challenges are growing. Parents often invest all that they can into the education of their children so they can get a good paying job. Once they have obtained a good education, the children are supposed to look after the family financially. Unfortunately, the investment in education rarely pays off anymore. Tens of thousands of graduates are unable to find jobs. The situation is even more frustrating for the vast majority of youth, who have dropped out of school because of a lack of financial means to pay school fees.

Schools, institutes and universities rarely train the youth to think for themselves. Having never learned how to solve problems, starting an enterprise is an almost-impossible task. The school system students go through rarely unleashes their full potentials. Students in Uganda usually have a fear of asking questions because in school they are seen as the “stupid one” and sometimes are even punished when questioning the teacher’s authority. Many students also have an inherent fear of failure, sometimes to the degree that they would rather do nothing instead of risking the possibility of making a mistake. This creates a mindset to shy away from trying, though failure is in fact a harsh word for gaining experience.

Public education in Uganda often kills creativity and exclusively tests for memorization only. Students have to obey what the teachers demand. They learn that there is only one right answer: the one the teacher dictates. Being told on a daily basis what to do, it conditions the youth in Uganda to seek for jobs rather than to create them. Important skills and mindsets such as critical thinking, problem solving or the development of self-confidence and harnessing passion are not part of the Ugandan educational system, which perpetuates a colonial rigidity.

2.2 The Solution offered by SINA

SINA’s self-organized, informal, and residential learning environment in Uganda puts marginalized youth in control of themselves. Scholars are between 17 and 27 years old and are refugees, orphans, street children, former child soldiers, former inmates, former prostitutes, or young people from other marginalized and poor backgrounds. Most have dropped out of school and society has labeled them as useless. Many have started to believe this label. SINA has proven that they can flourish if given responsibilities and a space to unfold. Scholars transform their own personal tragedies into a social enterprise, disrupting root causes of social problems. The youth does not leave with a certificate, but instead with their own employment. SINA is not a business school nor startup incubator. SINA is the only worldwide educational program where marginalized youth are in charge of themselves and become social entrepreneurs, leaving with their own jobs. Incubators and accelerators start at the point where an individual is already capable of managing a social enterprise. The scholars who join SINA are often directly e.g. from the street, from the refugee camp or have gone through very difficult life experiences that need to be transformed. They would most probably not start a social enterprise and their mind is often focused on pure survival. The empowerment and community at SINA has the effect, that the scholars start to understand their past as a strength, rather than a subject of shame. Their life

experiences are valuable skills that no one can learn in a school. A former street child can best create a social enterprise with and for street children and disrupt the status quo.

SINA transcends Uganda's outdated educational model. Seeds have all ingredients to be able to flourish into strong plants. If the soil is not fertile or there is no space to unfold, the seedling will wither. The schools Ugandan students are planted into allow only a small fraction to grow to their full potentials. SINA re-pots withering students and intensively nurtures them until they flourish, bear fruits and pollinating even others.

Self-Controlled Empowerment

If empowerment is controlled, then it can never be true empowerment. If a boss trains a subordinate, he will stop at the point where he sees his trainee soon overtaking him in skills and abilities. SINA does not control. There is not one specific preset outcome but a plurality of outcomes that scholars set for themselves and are guided by structures. Everything is centered around the scholar and the community gives a sense of belonging and safety. There are no courses, no right answers, no teachers, and no set timeframe. Every student creates his or her own curriculum. The empowerment stages give structure and support, follow indicators and have expected outcomes, but the structure has to be filled by every individual differently according to his or her personality, needs and goals. Scholars run SINA and thus drive their own education and make decisions for themselves. It is "freesponsible education." The more responsibility that one takes, the more freedom that one gains. Managing a social enterprise requires experience and the ability to lead, which can only be learned by actually leading.

SINA developed five empowerment stages, called the Purpose Safari, which facilitate personal and professional development alike. Scholars go through the stages in their own time. It starts in the **Confusion Stage** with unlearning limiting believes, getting rid of the fear of failing, expanding one's comfort zone, and—especially—discovering oneself. Focus is put on the personal development because if scholars are able to follow their passions, they will be highly motivated and able to overcome hurdles and challenges.

Intended Results:

- Has become reliable
- Is taking in feedback as a way for personal growth
- Understands his/her comfort zones
- Has un-learned limiting believes
- Is open for new ideas
- Is eager to learn
- Is seeking for help
- Is optimistic
- Able to use computers and do research
- Getting out of comfort zone
- Able to ask questions



Life-Coaching in **Emerging Stage** enables scholars to understand themselves, discover their passions. In the stage, scholars take over more and more responsibilities on a weekly basis. They make decisions for themselves, doing the accounting, logistics, outreach, and everything needed to run SINA. New scholars learn from older scholars. Mistakes are necessary lessons, and experiences are the basis of learning. All scholars continuously bring themselves in and impact and change the structures to fit their

needs. SINA is self-organized and students learn how to be responsible for themselves. Scholars learn what they seem relevant to them out of their own motivation to create something of value, instead of following a set curriculum and orders by teachers. Outcomes are not imposed but scholars set goals, of where they want to reach in life and derive continuous steps to actually reach their dreams. It is in confusion stage where a paradigm shift often happens and an individual might see meaning in past suffering and traumatic experiences to allow him or her to create a social enterprise preventing others from having to go through similar experiences.

Intended Results:

- Has learned how to learn by him/herself
- Able to set goals and prioritize
- Able to manage time effectively
- Has skills in facilitating meetings
- Is able to identify his/her strengths and weaknesses
- Has learned to be “freesponsible”
- Created a personal vision and steps towards achievement
- Able to give feedback
- Is working together in a team
- Can think critically
- Understands basics of Nonviolent Communication
- Has started to transform personal past
- Mastered hands-on practical skills
- Gained leadership skills



After successful personal growth comes the professional growth in the **Concentration Stage**. Following the lean startup model, ideas are tested and refined continuously. Scholar built teams and collaborate. Only potential customers can tell whether an idea can work. Scholars are pushed to find out from the customers and stakeholders all that they need to know to make their ideas successful. Scholars explore, prototype, and innovate on a continuous basis. It is crucial to be able to solve problems and be creative when there are no preset solutions available. What works is developed further and SINA scholars create prototypes quickly to get valuable feedback and fail fast to improve constantly. Weekly presentations build confidence and give exposure. SINA provides a startup capital of only \$25 Dollars. Students learn 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.

Intended Results:

- Able to build a social enterprise
- Can cope with/ manage stress
- Able to identify and create opportunities
- Strong presentation and pitching skills
- High personal discipline
- Understandings in Social Entrepreneurship
- High Perseverance
- High self-esteem
- Basic accounting skills



Once a team has gained traction and has impact or first revenue (ideally both), it enters the **Linking Stage**. This final stage is all about networking, partnerships and securing finance until the social enterprise is on its own feet. SINA provides the scholar startups with means to attend events, conferences and competitions in East Africa and a place to showcase their work at the Uganda Innovation Day, which is annually held at SINA in December.

Intended Results:

- Able to generate external support
- Able to transform conflicts
- Able to lead a team
- Can provide a budget and implement plans
- Able to fundraise independently and write proposals
- Able to create a board of advisors and external mentors
- Strong networking skills
- Able to measure and communicate social impact
- Generating revenue



In the final path, called the **Mastery Stage**, scholars have graduated SINA with their own jobs established. Alumni have stayed in close contact with SINA and often become mentors and coaches of new scholars to pass on the skills and experiences they gained. At this stage the social enterprise is financially self-sustainable and has substantial positive Social and/or environmental impact.

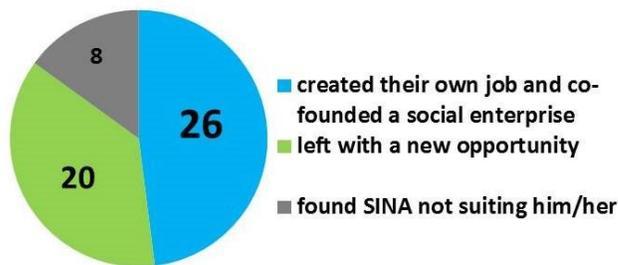
A more detailed overview of the ideas and concepts applied in this empowerment concept at SINA can be found here: <http://www.socialinnovationacademy.org/inspiration/>

3. Impact

3.1 Outcome and Impact

58 scholars are currently in SINA
 35 Scholars currently in SINA OPPORTUNIGEE
 54 Scholars have gone through SINA, out of which
 48% left with their own job established
 37% left with new opportunities (e.g. finding employment, starting university or going abroad)

Out of so far 54 Scholars who have gone through SINA:



Meaning that SINA has actively empowered 85 percent of alumni to create a better future for themselves. The majority of the remaining 15% had discovered that the freeresponsible system at SINA is not for them and moved on.

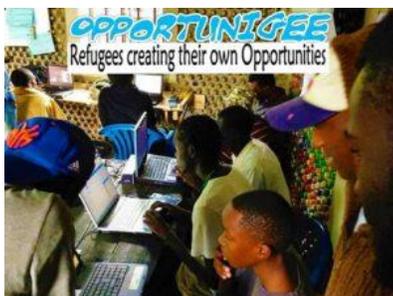
Most scholars come from difficult and sometimes traumatic experiences when they join SINA. After having been in SINA for six months, every scholars says, he or she has found a purpose in their life. Eight out of ten are able to actively set goals to reach and live their purpose in life. Nine out of ten scholars agree that SINA is the most empowering place in Uganda.¹

¹ Survey of all SINA scholars May, 2017.

Within the first year in SINA, averagely scholars perceived that their quality of life has increased by over 28% and their level of education by over 25%. Some scholars mentioned that, if they had never joined SINA, they would “be in prison because I was about to lose hope in life”, and “be in a refugee camp, no thinking, no planning about my future and waiting impatiently to be resettled in Europe”, and “be a hopeless person, sitting at home without doing something for my future.”²

The impact for the society in Uganda has been the founding of 16 Social Enterprises, which created 64 new jobs for Ugandans. The enterprises have in the last year improved the life of over 150,000 individuals through their interventions, products and services. In terms of environmental conservation, over 325,000 plastic bottles have been saved from the environment and from being burnt and were upcycled into bottle bricks for construction of the SINA learning spaces. The following are the enterprises established throughout the last year and what they do and the impact they are creating:

3.2 Social Enterprises created by SINA Scholars



SINA OPPORTUNIGEE – In the first self-organized replication of SINA in the Nakivale Refugee Settlement, **35 refugees** are creating their own opportunities and social enterprises to improve the living conditions in the camp of **100.000 people**. The Social Enterprise was able to raise funds of over \$ 20,000 USD independently.



Ask Without Shame – Is providing emergency sex education via mobile phone to youth in Uganda. The social enterprise has supported over **40,000 youth** with their sexual related questions and issues. Furthermore, its HIV Awareness campaign and community trainings have reached over **100,000 youth**. The Social Enterprise was able to raise funds of over \$ 200,000 USD independently.



Gejja Women Foundation – The women cooperative in Mpigi has **137 women** members and is empowering them economically and socially to be able to stand up for their rights. The flagship project of the foundation is the production of re-usable sanitary pads, by women, for women and for safe menstruation. Over **1000 pads** have been produced. All profits raised allow currently three out of school girls to attend school again and build a future for themselves. The Social Enterprise was able to raise funds of over \$ 10,000 USD independently.



Gifted Hands Network – Is doing breast cancer awareness and prevention campaigns in schools, universities and communities all over Uganda, with over **10,000 women** spoken to. The network is fundraising also to get started with early breast cancer detections through blind women and franchising with the German award winning social enterprise Discovering Hands. The Social Enterprise was able to raise funds of over \$ 10,000 USD independently.



Justev Building Systems – is producing and constructing with sustainable stabilized interlocking soil bricks. They are of high quality, 50% cheaper than ordinary bricks, eco-friendly because they do not have to be burnt and the buildings do not require external finishes like rendering or plastering. The production of ordinary burnt bricks is one of the biggest contributing factors towards deforestation in Uganda, which Justev Building System has been contributing to solve with over **200,000 bricks** produced till date.



Eclipso – is sun drying organic fruits from local farmers in Mpigi. During the rainy season supply of fruits is high, leaving fruits to perish. In the dry season, fruits become expensive due to the lack of supply because local farmers have no way of preserving fruits. Eclipso is currently working together with **six farmers** and sun drying their fruits to minimize wastage and to achieve high profit margins for the local farmers in the dry seasons.



Gboomsa Solar Energy – is installing and repairing affordable small scale rural solar systems in the Teso Region of Uganda, where about 90% of the population are not having access to electricity in their homes. The social enterprise has lid up over **220 households**.



Kimuli Fashion – is empowering disabled youth to become tailors and is producing innovative upcycling fashion and accessories, transforming milk cartons, old rice or sugar sacks and other waste materials into wearables. **One full time tailor with disability** is employed full time currently.



Improved Stoves Association Uganda – is training communities in Mpigi to produce energy efficient cooking stoves for rural households. The stoves consume over 100% less firewood than open fires, which are generally used for cooking in rural households, therefore reducing the workload of women to collect firewood, the amount of smoke inhaled and deforestation. 20 members, out of which seven are SINA members have constructed over **60 stoves** to date.



Tusafishe – is manufacturing low cost bio-sand water filters partly out of upcycled materials for schools and community centers in Mpigi to provide safe drinking water. To date over 25 water filters have been produced and provide about **2,500 Liters of safe drinking water daily**.



Safe Repellant – no matter how poor or rich someone is, soap is a product used by everyone almost daily. Adding in natural ingredients to keep away mosquitoes has therefore a vast impact in the fight against malaria on the African continent. Sefe Repellant produces organic mosquito repellant soap.

3.3 Stories and Testimonies by Beneficiaries



If it wasn't for SINA, I would not be where I am now, with a great exposure, empowerment and self-esteem. SINA enabled me to understand my self-worth, I learnt how to speak in public, meet any influential person I want to meet without fear, and above all, SINA has supported me to turn my painful past into positive energy. I am what I am today because of SINA.

Ruth Nabembezi, 21, SINA scholar from 2015 – 2016, Founded [Ask Without Shame](#) at SINA and became a Queen's Young Leader+Echoing Green Fellow.



I surely don't know what I can ever do to show my gratitude for SINA. It impacted in me, I learnt a lot and I gained skills that I will use forever in my life. Communication skills especially and how to associate with people of all types. To mention but a few. Thanks a lot to SINA!

Brenda Kyomugasho, 25, SINA Scholar 2016 and became the HR Officer at the Uganda Electoral Commission.



Before I joined SINA I didn't know what to do with my life, I was scared that I was going to be a failure because I had no hopes of continuing with studies but after joining SINA and through a lot of empowerment and coaching, I realized my passions and regained hope for success and created a change in my life.

Joan Nalubega, 20, SINA scholar 2015 – 2017, Founder of [Safe Repellant](#)



I am now strong emotionally and no longer put blame on anyone for the challenges that I met in life and I uphold challenges to give me solutions. I was able to find my passion and create a social benefit to the society out of it.

Angella Marjorie, 25, SINA scholar from 2015 – 2017,
Founder of the [Gejja Women Foundation](#)



SINA has changed my mindset from being a person who gives up easily to a person who uses challenges to get opportunities. It has changed my mindset about being self-employed: before SINA I thought being self-employed was doing what you wanted whenever you want but now I know that it is a 24/7 responsibility and vocation without quitting. SINA has widened my network as it is a place to meet a lot of different people and learn a lot about other cultures, beliefs and personal stories.

Judith Nantume, 22, SINA scholar from '16-'17, Founder of [Wastics Recycling](#)



SINA has impacted me in many ways. It is the place and environment where I discovered myself deeply. I learned how to find solutions towards problems and pains I had.

Turatsinze Victor, 24, SINA scholar 2016, Co-Founder of [OPPORTUNIGEE](#)



SINA is a life transforming environment which is giving hope and meaning to life of youth. I was hopeless and I didn't know what I was going to do but since I joined SINA I am now developing my professional skills and my personal growth. It is helping me to become an entrepreneur.

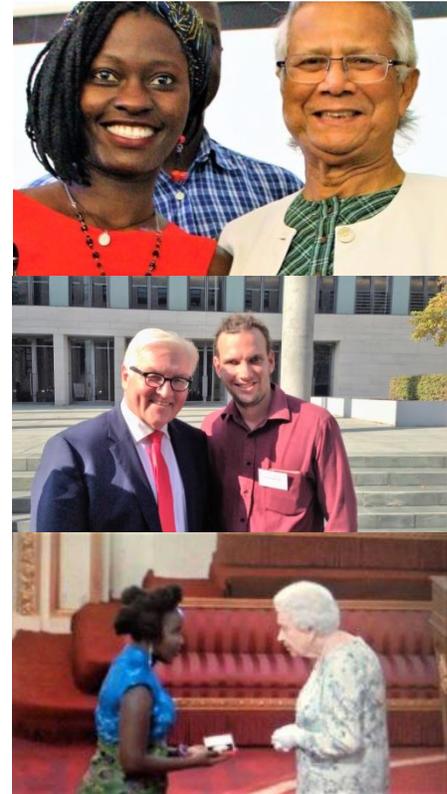
Sylvain Himbana, 22, current SINA scholar developing a project supporting youth to overcoming alcohol addiction

3.4 Echo from the Media

National and international media coverage has enabled SINA to spread its vision and inspire others:

[ECOZONE](#), Urban TV (Uganda)
[Minibuzz](#), Bukedde TV (Uganda)
Capital FM (Uganda)
CBS Radio (Uganda)
[iCON Magazine](#) (East Africa)
[kurier](#) (Austria)
[RTL II News](#) (Germany)
[ONE.org](#) (Germany)
[African Ways of Life](#) (Germany)
[domradio](#) (Germany)

A variety of SINA members had the honor to meet Nobel Peace Prize Laureate Muhammad Yunus at his visit in Uganda in December 2016. Furthermore, SINA founder Etienne Salborn had the pleasure to meet the German President Frank-Walter Steinmeier and SINA alumni Ruth Nabembezi the honor to meet and be awarded by Her Majesty Queen Elizabeth II. in London.

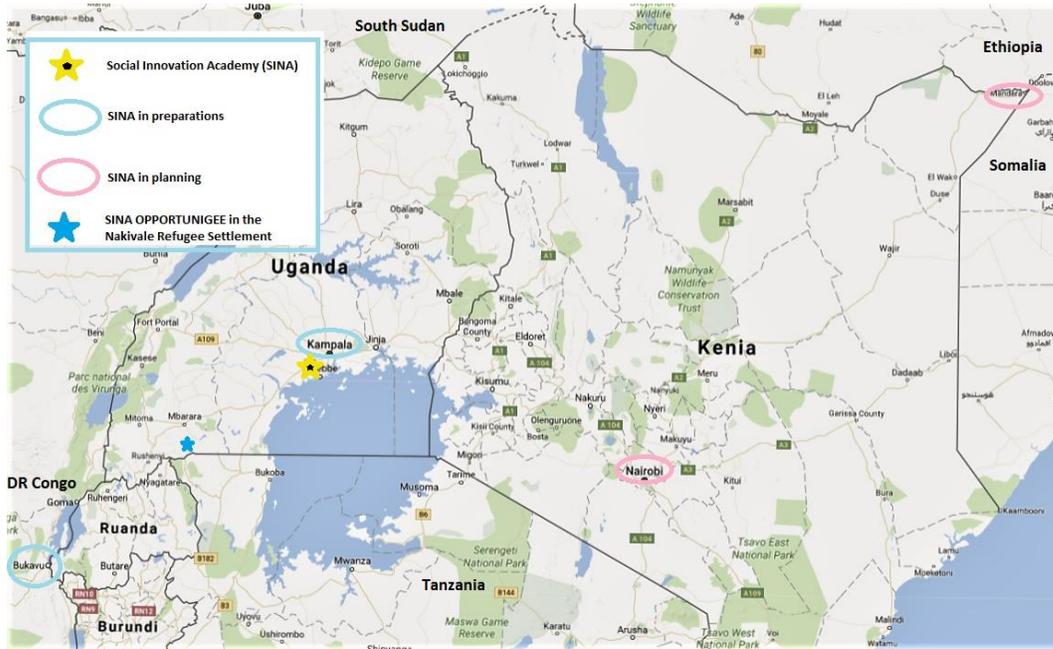


4. Planning and Forecast

4.1 Scaling SINA through Self-Organization

The scaling of SINA has started in order to spread its impact and empower a large number of youth. The scaling approach used goes away from setting up branches because that would limit growth to the means of the organization. To reach a large number of youth SINA is rather empowering its scholars to be able to start a self-organized learning space by themselves and run the SINA model in it. This way SINA can grow almost exponential. In this manner the first SINA scholars, who are refugees, have started their own self-organized version of SINA within the Nakivale Refugee Settlement in Uganda, where they had lived in for over five years. The scholars went through the system of SINA and wanted to bring it back to their community. SINA empowered Patrick, Victor and Raphael to become coaches, mentors and trainers who are able to implement the SINA model and live the SINA culture in a new location. It is called "SINA OPPORTUNIGEE – Refugees creating their own Opportunities". The advantage in the refugee camp is that students are living in the surrounding communities, which drastically decreases the running costs.

"SINA OPPORTUNIGEE" is the first self-organized scaling of SINA and it allows out of school refugee youth to drive their own education and create social enterprises in an environment, where hardly any formal education and opportunities to escape poverty exist. The entire camp of currently about 100,000 people has only one secondary school and most cannot afford to pay for the school uniform, the books and scholastic materials required.



35 young refugees are coming to SINA OPPORTUNIGEE daily and are running it fully. Frequent exchanges between SINA and SINA OPPORTUNIGEE exit and both environments learn from each other and pollinate one another.

Further scholars are currently working to bring SINA into their communities by the end of 2017. The Social Innovation Academy (SINA) in Mpigi is equipping them with the mindset, skills and knowledge needed to establish their own version of SINA. Preparations have started with a team who will start *SINA Bukavu*, in the Democratic Republic of Congo and in a slum in Kampala for urban Refugees as *SINA Lazima Nipate*. Plans of further scholars who have recently joined also exist for starting SINA in the world's biggest refugee camp *Bidi Bidi* where over 300,000 people find refuge in northern Uganda, close to the border of South Sudan. Another plan exists for SINA to be established on the border between Somalia and Kenya in *Beled Hawo* and further also in Nairobi, Kenya.

A smart network of SINAs will be therefore be established, where every SINA has full autonomy and is owned by its local community, yet all SINAs share a common culture of self-organization, freeresponsibility and self-controlled empowerment, while running the Purpose Safari. The goal is that within the next five years over 25 self-organized spaces for social entrepreneurship exist in the world which emerged out of SINA and are running on the SINA model. This means a total of over 1,000 scholars being empowered and unleashing their potentials, while in total over 560 new social enterprises will have been founded which will have created close to 5,000 new jobs and will have positively impacted the lives of over 10 million people with their interventions, products and services.

Year	Number of SINAs	Number of Scholars in SINAs	Number of Enterprises created	Number of New Jobs	Lives positively impacted
2017	2	93	16	64	150,000
2018	5	200	66	328	810,000
2019	9	360	156	952	2,370,000
2020	16	640	316	2,216	5,530,000
2021	25	1,000	566	4,480	10,000,000+

4.2. Expansion of the SINA Model

We are also prototyping to open up our model and accept a limited number of international scholars to go through the Purpose Safari on a social business model, whereby the ones who are able to pay for the experiences at SINA do so and thus cover the costs of marginalized scholars from Uganda, who are not able to do so. This creates impact and financial sustainability for SINA alike. This approach might also lead to the near expansion of the SINA model beyond eastern Africa.

Furthermore, partnerships are currently being developed with [Ubiquity University](#) from the USA, the [Amani Institute](#) from Kenya and the [Milestone Institute](#) from Hungary. All three are more traditional learning institutions with an interest of possibly implementing specific aspects of the SINA model into their teaching and bring their students for an experience to Uganda to SINA. With growing successes of SINA scholars being on the media in Uganda, the interest in the SINA model is starting to reach out to formal Ugandan schools and has started to train students in secondary and vocational schools upon invitations. SINA scholars, who have dropped out of secondary school, often return to school as empowered facilitators, sharing their learnings from SINA to current high school students. This is a small beginning of the paradigm shift in education envisioned and created by SINA.

4.3 Potential for Positive Systemic Change

“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.” — R. Buckminster Fuller

SINA provides inclusive access to education for youth who had no access and turns them into problem-solvers with the ability to realize their potentials and change their community for the better. The youth is creating solutions to their real life problems instead of memorizing information.

Once ten to 25 SINAs exist within the next five years and SINA scholars are compared to university students, who are paying thousands of Dollars for their degrees, while the majority graduates into unemployment³, the discussion will have started what kind of education is needed in East Africa. Can small, cost effective and inclusive self-organized learning environments make schools vastly obsolete?



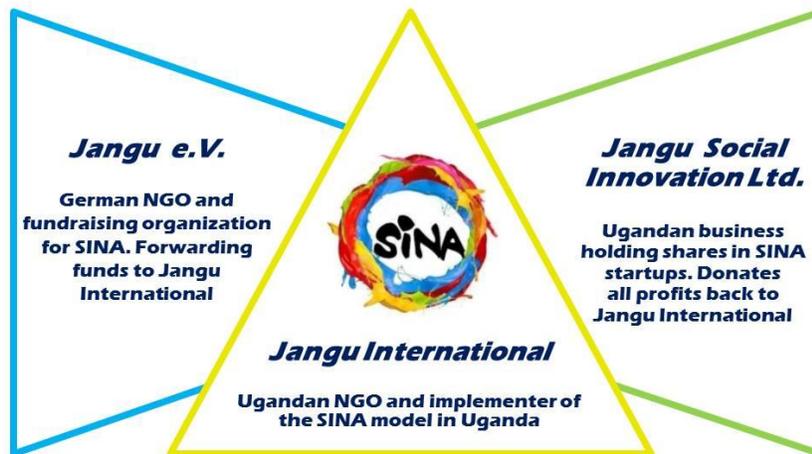
We envision systemic change in the way education is defined through making the current school system based on memorization and examination obsolete by creating self-organized additions and alternatives. With the equivalent of the salaries of three secondary school teachers, SINA OPPORTUNIGEE empowers 35 youth to create their own solutions while defining education for themselves and applying learnings practically with the aim of solving challenges and creating income alike. On a large scale, the mindset for social entrepreneurship—to have purpose and profit alike—is fostered and youth empowered to find their purpose early on, hence, creating a culture of changemaking.

³ The work of one of SINAs advisors outlines the whole problem in detail: Kibuuka, A. M. (2008). *After University, What Next?* Kampala: Human Potential Publications.

5. Organisational Structure and Team

5.1 Organizational Structure

Three organizations come together to implement SINA and work together hand in hand. They are independent legal entities:



Jangu e.V. has two part time employees, 18 volunteers and Jangu e.V. grants fellowships from Germany directly to individuals in SINA. Jangu International has no employees and at the end of the reporting period had 93 beneficiaries (scholars in SINA). Jangu Social Innovation Ltd. had no employees.

5.2 Team

The core culture of the self-controlled and freesponsible empowerment applies to the entire organizational design of SINA. SINA envisions youth to take over responsibility for their life and the life of others. To support this process SINA itself does not employ staff but instead supports individuals who are actively working towards achieving their personal vision. Since SINA aims at fostering social entrepreneurs who create their own jobs, all members are beneficiaries taking over roles in SINA to gain skills and experience. A core team of twelve coaches and mentors exists who drive the vision of SINA. To achieve their goals, the individuals have to grow personally and professionally which also allows the scholars to see them as role models who live their passions.

[Jangu e.V.](#) offers a supporting stipend in form of a fellowship for the mentors and coaches to be able to cater for themselves and their families until the point they can use their gained skills to create a sustainable living for themselves. When mentors and coaches establish social businesses or NGOs they give room for scholars to emerge as new coaches and mentors who went through the empowerment stages and gained the necessary skills. This is creating a constant and dynamic cycle of empowerment leading to independence.

The current mentors and coaches come from diverse backgrounds, different parts of East Africa and two from Germany. The most outstanding individuals have vast capabilities in social innovation, social entrepreneurship, sustainable development and peace education. Some have received recognition such as the Mandela Washington Fellowship or the Vital Voices Fellowship.

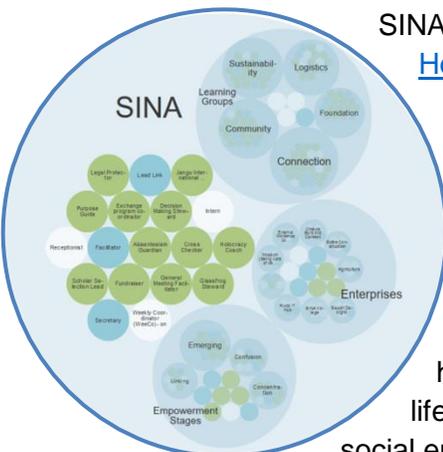


6. Organisational Profile

6.1 General Information

Name	Social Innovation Academy (SINA)
Location	Mayembe Upper Plot 139 Mpigi Town, Uganda
Founded	2014
Further Location	SINA OPPORTUNIGEE, Nakivale Refugee Settlement, near Basecamp I
Legal Forms	several
Contact Details	info@socialinnovationacademy.org, Tel. (+256) 758 852 735 www.socialinnovationacademy.org
Registrations	Jangu International (registered under the Ugandan NGO Board, Number: 10889) Jangu e.V. (registered at: Amtsgericht Berlin: VR 29109 B) Jangu Social Innovation Ltd.(Ugandan Registry of Companies: 175961)
Non-Profit Status	Jangu e.V.: tax free according to i.S.d. § 52 of the German tax code Jangu International: under NGO operating permit (till 18th Nov. 2021) according to NGO Registration Act, CAP. 113: Number 11779

6.2 Governance and Management



SINA distributes all authority among all members and has adopted the [Holacracy Constitution v4.0](#) as its Management and Human Resource Manual. Over 160 different roles exist for a scholar to choose from and grow into. Scholars are gradually empowered to make autonomous decisions in their roles. Task groups define what is expected of each role and hold each other accountable. Roles are constantly updated, changed and new ones created all the time. It is the scholars who do the accounting for the entire academy, who connect to the government or who handle all logistics. Scholars who have successfully transformed their difficult past, often make great life-coaches for new scholars. Scholars who are successfully running a social enterprise often share their experiences as startup mentors.

6.3 Environmental and Social Profile

SINA emphasizes and lives a culture based on trust and harmony. Nonviolent Communication, Life-Coaching, Conflict Transformation and Restorative Justice are tools used and actively applied to try to meet everyone's needs, while respecting each other. The freeresponsibility in SINA allows all members to schedule their own time, work at the times they are most productive and be able to attend to important family or cultural events. SINA is inclusive as all members have the same rights and responsibilities, irrespective of their background, religion, gender or age. Everyone is living in and sharing the same resources, buildings, food and opportunities.

SINA is a sustainable ecosystem trying to achieve a positive carbon footprint. Waste becomes a useful resource for innovative projects and social businesses. Human waste feeds a biogas latrine system, empty cement sacks are used for urban gardening or production of crafts, rain water is harvested and SINA's learning spaces are built out of waste materials, protecting the environment and setting an example for seeing waste differently and stop producing it all together. Over 300,000 plastic bottles have been upcycled to create buildings, tons of eggshells and plastic bags have created floorings, over 400 car tires and old water canisters have been turned into roofing shingles.

Energy efficient cooking stoves reduce the amount of firewood needed and provide the cooks with a smoke free environment. Garbage, for which no recycling or upcycling use has been found yet, is sorted and burned in an incinerator. Solar is the main source of green electricity in SINA and includes also a solar water heating system. Food for the entire community is sourced from local farmers and partly grown in an organic manner in SINA itself. On its land, the SINA community has planted over 200 trees. Contrary to a general lack of awareness in environmental protection, all SINA members learn hands on the value of environmental protection, the reduction of waste and possibilities for up- and recycling.

