

# Social Innovation Academy



## Impact Report

July 2017 till June 2018



## Overview

### What SINA does

The Social Innovation Academy (SINA) elicits marginalized youth' and refugee communities' untapped potentials to create solutions and pursue purpose in the world through social entrepreneurship.

Youths are in charge of themselves in self-organized and freeresponsible communities. Skills and experiences are gained through taking over responsibilities and leading the community in self-management. SINA scholars become job creators as social entrepreneurs, with the ability to turn challenges into solutions.

### Social Impact to Date

**29** — Number of Social enterprises SINA Scholars established

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

**87**— Number of jobs created

**435,000+** Lives improved through SINA Social Enterprises

**450,000** Number of plastic bottles upcycled

### Awards and Recognitions

[Bridgebuilder Challenge Finalist](#)  
Social Innovation Academy (SINA)

[Openideo Amplify Challenge Winner](#)  
SINA, Ask Without Shame, OPPORTUNIGEE

[Ideas4Action 2nd Place](#)  
Gifted Hands Network

[Obama Foundation Leaders: Africa](#)  
Andrew Mukose, Elizabeth Nalugemwa

[Ashoka Changemaker](#)  
Songa Bahati, Philipp Mänteke

[Hidden Talent Award](#)  
Elizabeth Nalugemwa

[MIT D-Lab Innovation Ecosystem Builder Fellow](#)  
Etienne Salborn

[MTN Innovation Award Nominee](#)  
Ruth Nabembezi

[New Generation Thinkers](#)  
Tonny Wamboga, Etienne Salborn

[Women 4 Women Award](#)  
Sephora Uzele Murogo

[World Bank "Africa Can" Fellow](#)  
Andrew Mukose

[World Economic Forum Global Shaper](#)  
Philipp Mänteke

### Recent Established Social Enterprises

[Kyaffe Farmers Coffee](#)  
Organic Women Empowerment Coffee

[Live Saver Strides](#)  
Suicide Prevention and Mental Health

[SINA Loketa](#)  
SINA Model in the Bidi Bidi Refugee Camp

[Ssuubi Designs](#)  
Fair Fashion and Accessories

[the Ring](#)  
Awareness and protection of Albino Refugees

[Tucheke Movies](#)  
Social Change through Edutainment

[Unleashed](#)  
SINA Model in the Nakivale Refugee Camp

[YesLife Scope](#)  
Sustainable Agriculture in Refugee Camp

[Join the Moves](#)  
Trauma Healing through Movement and Dance

[Give us your Challenge](#)  
Social Enterprise Coaching and Consultancy

[Impact Theatre](#)  
Social Change through Theatre

## Content

1. Foreword
2. The Social Problem
3. The Solution offered by SINA
4. Outcome and Impact
5. Stories and Testimonies by Beneficiaries
6. Echo from the Media
7. International Conference Participation of SINA members
8. International Events hosted by SINA
9. Scaling SINA through Self-Organization to achieve systemic change

## Foreword

After four years, the Social Innovation Academy (SINA) is scaling. The SINA Model, now in three locations, has been transforming the lives of marginalized youth into changemakers and social entrepreneurs, who are tackling some of the most pressing social challenges and creating jobs. It is amazing to see what social impact can be achieved by enabling individuals (and communities) living in difficult circumstances to develop their own solutions in the form of social enterprises.

This report seeks to give an overview of our impact, our achievements of the last twelve months and the exciting journey ahead of us.



Etienne Salborn

[etienne@socialinnovationacademy.org](mailto:etienne@socialinnovationacademy.org)

## The Social Problem

Unemployment stands at the heart of hopelessness. Uganda has one of the highest youth unemployment rates in the world. In combination with one of the fastest growing populations, the country has a massive need for the creation of new employment opportunities. An estimated 700,000 new entrants join the Ugandan labour market each year and compete for the only 12.000 available formal jobs.<sup>1</sup>

Tens of thousands of graduates are unable to find jobs and the situation is even more frustrating for most of the youth, who have dropped out of school because of a lack of financial means to pay school fees. Uganda is also home to about 1.5 million refugees, who are mainly living in camps with little to no chances for formal education or any job opportunities.

<sup>1</sup> Konrad Adenauer Foundation (2017). *Employment, Entrepreneurship and Education in Uganda*. Kampala: Konrad-Adenauer-Stiftung. Available online at URL: [http://www.kas.de/wf/doc/kas\\_48815-544-1-30.pdf?170516152333](http://www.kas.de/wf/doc/kas_48815-544-1-30.pdf?170516152333)

## The Solution offered by SINA

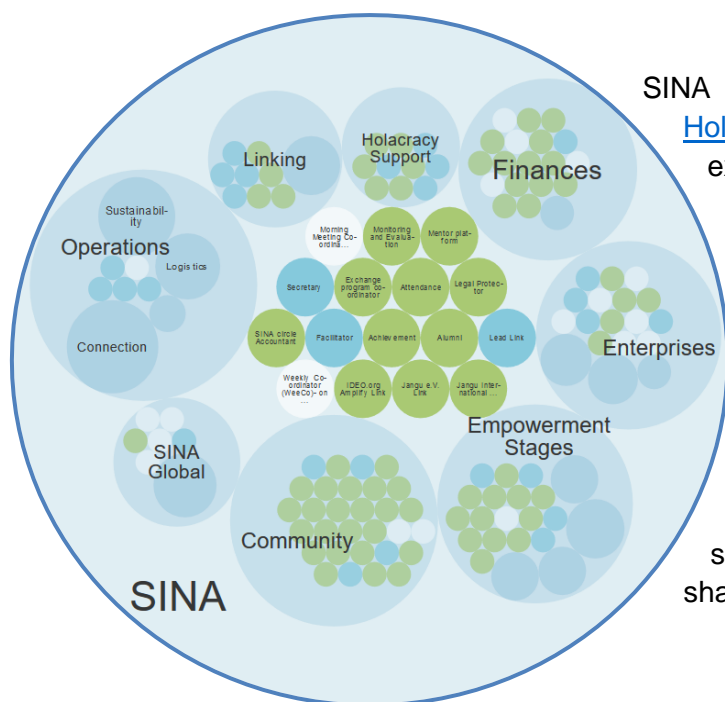
*A world in which social entrepreneurs create solutions to overtake all challenges in their communities.*

The Social Innovation Academy (SINA) empowers marginalized youth and refugee communities to create their own solutions in the form of social enterprises with positive impact on the society and the environment. Youths oversee themselves and structure themselves in self-organized and *freesponsible* community hubs. Skills and experiences are gained through taking over responsibilities and leading the community through self-management. The organizational structure fosters the growth of every individual and offers opportunities to explore capabilities by taking over actual responsibilities and learning how to become a leader through actually leading.

The youth in the community fully manage SINA themselves, giving them the experiences and skills to create their own social enterprises and drive their own education. It is a human centered approach, where experienced-based learning allows competencies to be gained through freesponsible self-organization with distributed authority.

As changemakers, scholars directly apply learning to turn challenges into solutions and leave with their own jobs established. Transcending their backgrounds as refugees, orphans, street children or other marginalized backgrounds, their own personal tragedies often become the driving force for the creation of social enterprises tackling the root causes of their own personal tragedies.

Managing themselves and enabling each other, refugee communities can become an active driver for the creation of opportunities and jobs for themselves. Building a dignified and sustainable life in Uganda, refugees contribute to the well-being of Uganda and boost the economy, instead of being perceived as a burden to Uganda.



SINA distributes all authority among all members through [Holacracy](#) as an empowerment tool. Many 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. And already successful social entrepreneurs share their experiences as mentors.



## Outcome and Impact

On a scale from 1 to 10, SINA scholars feel, on average, a 2.6-point increase in their level of education and 49% “strongly agree” that the personal growth at SINA has been more valuable than their education at school (additional 49% either “somehow agree” or “agree”).

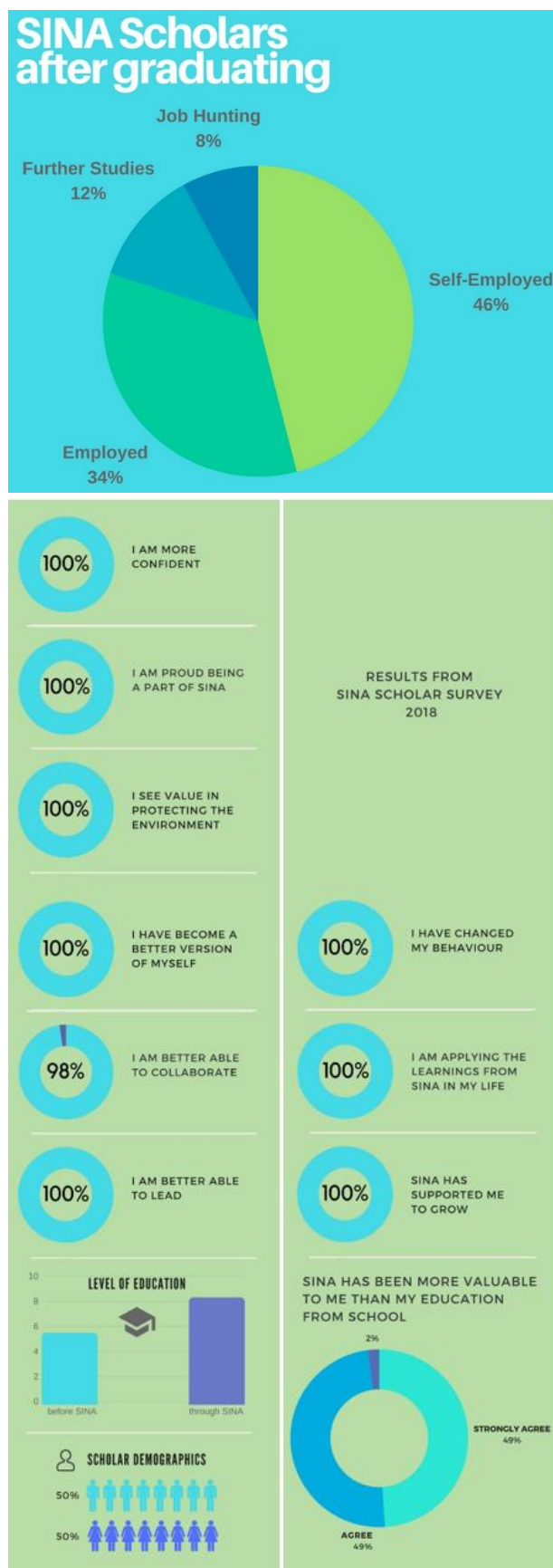
150 scholars are currently in SINA in three locations. Since the start of SINA, 94 Scholars have gone through SINA and when asked about their current engagement: 46% were self-employed (most had left with their own job established from SINA), 34% were employed and 12% were in further education (e.g. university or vocational training).

Some scholars mentioned that, if they had never joined SINA, they would have “not grown and developed such great behaviors of togetherness. I would be living a traumatized life”, or “working on something that has nothing to do with my passion”.

The impact for the society in the last twelve months in Uganda has been the founding of eleven new Social Enterprises, which created 28 new jobs. The social enterprises have in the last year improved the life of over 350,000 individuals through their interventions, products and services. In terms of environmental conservation, over 125,000 plastic bottles have been saved from the environment and from being burnt by upcycling into bottle bricks for construction of the SINA learning spaces. 100% of SINA scholars are able to see the value in protecting the environment.

Existing and already independent SINA social enterprises have been able to sustain and grow. Sengonzi Terrazzo Manufacturers for example, producing flooring from upcycled egg shells and plastic bags, was able to manufacture the first tiles “Made in Uganda” and after being featured on Ugandan television was able to produce tiles in larger quantities for private homes and businesses.

The Gejja Women Foundation increased its reach to girls and women fighting the stigma around menstruation and is in preparations to create their own women’s center. Ask Without Shame was able to grow the team and is in the process of creating their own clinic and coaching center.



Upcycle Africa, building homes from upcycled plastic bottles, gained a lot of traction after being featured on national TV in three instances, gaining customers while also taking part in the Tony Elumelu Foundation Entrepreneurship Program.

Uganics, producing organic mosquito repellent soap, developed their full-scale social business model: selling their product with a high margin to resorts, lodges and high-end hotels for tourists looking for a natural way of preventing mosquitoes and malaria during their trip, while subsidizing sales to rural mothers at the same price as ordinary soap to prevent malaria as one of the leading causes for death in children. The product received Medical Certification by the Government of Uganda, scientific proof of the active organic ingredients to repel mosquitoes conducted by Mannheim University, Germany and attracted a local Ugandan investor.

**The following are some of the enterprises established throughout the year and their impact:**

#### Kyaffe Farmers Coffee



Kyaffe works together with 50 local female coffee farmers in Mpigi in the surroundings of SINA. The women often earn less than a dollar per day and that is why Kyaffe is paying fair prices and empowers the women to grow organic coffee, while coffee tours allow for extra income in taking tourists through the entire process of growing, drying, roasting and preparing high quality coffee. Waste products within the process are used for value addition, e.g. the production of biomass briquettes for cooking out of coffee husks.

---

#### Live Saver Strides



Uganda has one of the highest suicide rates in Africa. Live Saver Strides is providing information and awareness through sensitisation campaigns in secondary schools and refugee camps and the establishment of peer support structures. The social enterprise was able to train 150 students in five schools, some of which have created peer support groups. Live Saver Strides also created awareness to over 1000 students via additional presentations in schools and refugee camps.

---

#### SINA Loketa



Since April 2018, SINA has spread into the Bidi Bidi Refugee Settlement. It is one of the biggest refugee camps in the world with 270,000 South Sudanese refugees and located in northern Uganda. A team of seven refugee scholars from SINA have been working tirelessly to bring the SINA model into the camp to unleash the potentials of refugees and create social enterprises.

---

### Ssuubi Designs



Ssuubi Designs offers an elegant solution to the problem of poor waste management in Uganda by upcycling waste. Waste paper is making beads and plastic bottles are turned into bracelets and earrings in a stylish way. Bark cloth, being a completely natural product, is blended with colorful African fabrics to become a biodegradable wallet. Ssuubi Designs was able to display their products in the 5-star Hotel "The Alpina Gstaad" at a fashion show and gain international customers.

### the Ring



Albinos in eastern Africa are often seen as cursed or possessed by demons. The Ring is actively advocating for the protection and empowerment of albinos in the Nakivale Refugee Settlement and busts myths while creating awareness and inclusion. Training in income generating activities are conducted regularly for the economic empowerment and sustainability of albinos. At the beginning of 2018, The Ring has been able to send to school 40 refugee albino children from the Nakivale Refugee Camp.

### Tucheke Movies



Tucheke produces videos of change in the Nakivale Refugee Settlement with and for refugees. The films are edu-tainment creating laughter while critically highlighting social challenges within the refugee camp. With a mobile system, the team tours around the camp to screen their short films to thousands of viewers and educates, for example, about alcoholism or drugs.

### Yeslife Scope



Yeslife Scope is using irrigation from the nearby lake in the Nakivale Refugee Settlement to make dry and infertile land suitable for agriculture in a rotational farming cooperative, whereby currently 12 families are trained and are generating food security and sustainable income. Part of the money raised is saved and given out to a family after three seasons as a startup capital to continue farming while new families join.

### Unleashed



After OPPORTUNIGEE has been implementing the SINA Model in the Nakivale Refugee Camp, the demand from refugee youth grew to the extent that the team decided to split and create another location within the camp, known as SINA Unleashed.



## Give us your Challenge



Within every challenge lies a hidden opportunity. The negative energy of a personal or business conflict can be transformed into an advantage. Through solution-oriented coaching and applying tools such as restorative justice, *Give us your Challenge* has enabled close to 100 individuals to overcome personal challenges or find purpose in life through activating their own inner wisdom to achieve desired results. Applying the methodology to the first businesses meant a significant increase in their performance.

---

## Impact Theatre



Impact Theatre creates a theatrical form of conflict transformation. Social issues are being put on stage with refugees acting and at the climax of the conflict or challenge, the play is paused, and audience members are invited as spect-actors to replace an actor to try out a new way to solve the challenge until a seemingly viable solution is found.

---

## Stories and Testimonies by Beneficiaries

*Before I joined SINA, I did not know how my future could look like. Now, I have a clear vision for my future. I see myself living a life of purpose. I am able to Speak in public. I have gained self-confidence. I am able to express my feeling without fearing to be judged. I take my own decisions without being told. I take responsibilities, set goals and work upon them. Being a refugee, I had lost hope of my future but now it's an opportunity to empower others who are traumatized like me, to see it in a different perspective: as an opportunity. SINA has made me the person I am today. It's a place which I will never forget in my life.*

Bernadette Itongwa, SINA Scholar 2017-2018 and bringing the [SINA Model to the DR Congo](#)



*SINA is a place where I have found my “why” in life. It helped me to discover the reason I exist and has helped me to look beyond at the broader picture of making the world better for everyone. As a suicide attempt survivor, SINA has helped me to find meaning in life and to love my life. Now I know that I can use this breath to help others.*

Monica Oweneema, SINA scholar from 2016, Founder of [Life Saver Strides](#)



---

*SINA is a great place where young marginalized youths are being nurtured through mentorship and coaching to turn their ideas into social enterprises, enhance on their personal development and leadership skills. SINA supported me to achieve a variety of skills such as mentoring, leadership and fundraising skills. It has supported me in growing and building my network both locally and internationally. It has enabled me to be recognized and awarded both locally and internationally because SINA supported me to begin an organization called Gifted Hands Network. Thank you SINA for transforming my life from zero to where I have reached today.*

Andrew Mukose, SINA scholar from 2015 – 2018,  
Founder of the [Gifted Hands Network](#)



*SINA has created a new me. It changed me into an inspirational story and helped me touch the lives of communities. Through SINA I have created my own job and I learnt to live with others and to support others. I am able to lead, speak openly and have a clear vision for my life. SINA is what Uganda needs to change the 83% youth unemployment rate.*

Elizabeth Nalugemwa, SINA scholar from 2017,  
Founder of [Kyaffe Farmers Coffee](#)

*Before SINA, I was not able to express myself and give my view about challenges that affect me and my community, after SINA am able to pursue my passion and dreams of fashion and supporting persons with disabilities with the help of life coaches and mentors. SINA has changed my life through discovering myself, identifying and developing my passions and it has kept me thinking and creative all the time. I am an empowered leader now and have been able to create an enterprise.*

Juliet Namujju, SINA scholar 2016 - 2018, Co-Founder of [Kimuli Fashionability](#)



*SINA has impacted me in a way that I'm now looking at myself as the solution to problems. I'm able to see a problem, transform it into an opportunity and create jobs which the society can benefit from.*

Sephora Uyele Murogo, SINA scholar from 2017 in the Nakivale Refugee Camp and Co-Founder of [YesLife Scope](#)

## Echo from the Media

[New Vision](#) (Uganda)

[EDUSHIFTS – The Future of Education is Now](#) (Book Publication)

[kurier](#) (Austria)

[Spark TV](#) (Uganda), 3 episodes

[kulturywiata](#) (Poland), 2 episodes

[Thüringer Allgemeine](#) (Germany)



PHILIPPE GREIER | TATHIANA GOUVEA



EDUSHIFTS



## International Conference Participation of SINA members

**African Innovation Summit**, Rwanda – Joan Nalubega, Ruth Nabembezi (Exhibitors)

**Annual Meeting of the IMF and World Bank**, USA – Andrew Mukose (Speaker)

**Bildkorrekturen Konferenz**, Germany – Juliet Namujju (Speaker)

**ChangemakerXchange**, South Africa – Etienne Salborn (Facilitator)

**Africa Talks Jobs**, Ethiopia – Etienne Salborn (Open-Lab Facilitator)

**Education Exhibition Week at Uganda Parliament** – SINA (Exhibitor)

**Good Festival**, Switzerland – Philipp Mänteke (Mentor)

**Open Eyes Economy Summit**, Poland – Stella Nakawuki Lukwago (Speaker)

**Responsible Innovation Summit**, Ireland – Philipp Mänteke (Speaker)

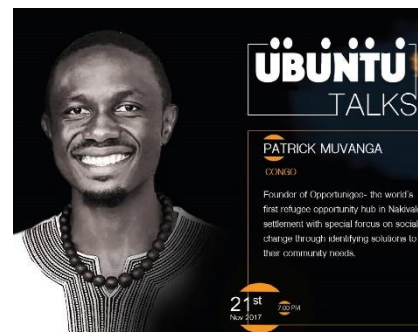
**Social Innovation Summit**, German – Etienne Salborn (Speaker)

**The World Innovation Summit for Education**, Qatar – Etienne Salborn (Invited Participant)

**Tony Elumelu Entrepreneurship Forum** – Nigeria, Joan Nalubega (Speaker)

**Ubuntu Talks**, Uganda – Etienne Salborn and Patrick Muvunga (Speakers)

**UNLEASH**, Singapore – Juliet Namujju (Invited Participant)





## International Events hosted by SINA



SINA hosted the EU “Strength through Solidarity Project” with 50 participants from eight different countries of all continents for an entire week. Among them were visually impaired participants, making a difference in the world.

In June 2018 the first Social Innovation Summer School took place with 12 participants from Pakistan at SINA in Mpigi. The participants went through an intense experience, cultural immersion and birthed several social innovations and social enterprise ideas to be started in Pakistan and trans-national.



### Some voices of participants:

*“This place is the most amazing place I’ve ever been to. The best thing here are the people. I really, really wish to remain a part of SINA and keep in touch with everyone.”*

*“Dear Sina, I loved the whole experience. It was so exiting and inspiring! It’s gonna be with us the whole life!”*

## Scaling SINA through Self-Organization to achieve systemic change

Running costs of each SINA Community are minimal. There is no staff and no paid teachers but scholars in charge of themselves, fulfilling roles in self-management. In the first SINA replication in the Nakivale Refugee Camp (70,000 people) “OPPORTUNIGEE” has been enabling 50 youth to unleash their potential and create a future for themselves on a 500 Euro per month budget. With only 10 Euro per month per person, a meaningful and relevant education is obtained where youths leave with their own jobs.

After 18 months in operations, OPPORTUNIGEE has been able to achieve financial self-sustainability to cover the operational costs by themselves.

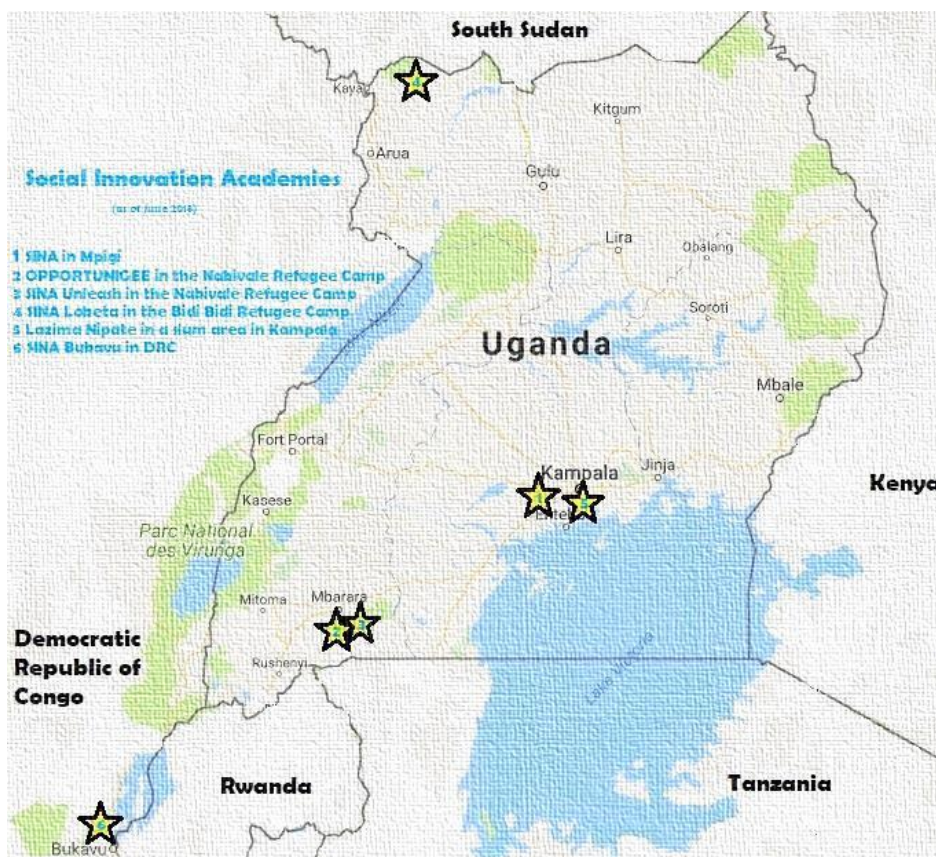
We wish every community to fully own and self-manage their own SINA Community. There is a need for adaptation to the local contexts while on the other hand the quality of the model and its core components (including its freeresponsibility, training sessions, life-coaching and mentoring) must be guaranteed. Independently registered and refugee owned organizations (e.g. OPPORTUNIGEE) operating on the SINA model through a social license and forming a “Community of Practice” will allow for adequate support and the ability to adapt to local needs. Every SINA Community will own, steer and evolve the SINA model as a collective through integrative decision making, as well as create a network for shared learning, cross-pollination and exchange between the different communities.



The process of capturing and codifying the essence of the SINA model, creating supporting structures and building a Community of Practice has started.

The goal is that within the next five years over 25 communities around the world will apply the SINA model to create their own solutions and social enterprises. This will mean 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 over 5,000 new jobs and will have positively impacted the lives of over 10 million people with their interventions, products and services.

For this to happen a memorandum of Understanding (MoU) has been signed with the Mpigi District Local Government and a partnership with the Ugandan Ministry for Gender, Labor and Social Development is being drafted.



*"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

Year	Number of SINAs	Number of Scholars in SINAs	Number of Enterprises created	Number of New Jobs	Lives positively impacted
2018	6	150	27	87	450,000
2019	8	200	66	328	810,000
2020	10	360	156	952	2,370,000
2021	16	640	316	2,216	5,530,000
2022	25	1,000	566	4,480	10,000,000+

