



VISION JEUNESSE NOUVELLE (VJN)

National Non-Governmental Organization | Legal Personality No. 134/08.11 of 16 October 2000

"UMUJENE KW'ISONGA"

ANNUAL REPORT

JULY 2025 – JUNE 2026

Developing Talents, Building Peace and Empowering Rwandan Youth

Annual Narrative Report presented to the Ordinary Executive Organ Meeting — 26 June 2026, Wind Land Hotel



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Message from Leadership

A Word from the Executive Director

It is with deep gratitude and a profound sense of accomplishment that I present the Annual Narrative Report of Vision Jeunesse Nouvelle (VJN) for the period of July 2025 to June 2026. This report, presented to the Ordinary Executive Organ Meeting held on 26 June 2026 at Wind Land Hotel, tells the story of a year in which our organization continued to stand at the side of Rwandan youth — developing their talents, strengthening their economic capacities, protecting their health, and nurturing peace within their communities.

Across our five programs — Education; Sports, Culture and Arts; Peace Building; Economic Empowerment; and Health — VJN achieved an overall implementation rate of 76 percent of all planned activities. Behind this figure lie thousands of individual stories: the 481 young people who enrolled in vocational trades at our Vocational Training Center; the 1,707 readers who passed through our library, nearly three times our annual target; the 268 teen mothers identified and accompanied with psychosocial support; and the more than 6,000 youth entrepreneurs whose businesses were monitored and mentored during the year.

The year also brought institutional milestones of which every member of the VJN family can be proud. On 29 April 2026, the Rwanda Governance Board certified VJN's full compliance with Law N° 58/2024 of 20/06/2024 governing non-governmental organizations — an affirmation of our commitment to good governance and accountability. We signed new partnerships, including memoranda of understanding with DOT Rwanda and Inkomoko, welcomed a Government Minister and a delegation of Senators to our facilities, and secured a new three-year phase of support from MISEREOR running from 2026 to 2029.

The year was not without difficulty. Delays in the disbursement of project funds, limited resources for staff equipment, regional insecurity linked to the Ebola outbreak in the Democratic Republic of Congo, and unresolved land issues in Kirehe all tested our resilience. Yet our staff, coaches, field agents and volunteers responded with the commitment, accountability and teamwork that have become hallmarks of this organization.

To our donors and partners, to the districts and communities we serve, to the Diocese of Nyundo, and above all to the young people who place their trust in us: thank you. This report is yours. May it inspire us all to even greater service in the year ahead.

“Rwandan youth are physically, morally and spiritually renewed, and are productive and dynamic for a better future.”

— The Vision of Vision Jeunesse Nouvelle

Brother VITAL RINGUYENEZA C.I.

Executive Director, Vision Jeunesse Nouvelle

✎ *DESIGN NOTE — Place a half-page portrait photograph of the Executive Director beside this message, with a light blue background panel. A facsimile signature may be inserted above the name block.*

Organizational Profile

Who We Are

Vision Jeunesse Nouvelle (VJN) is a national non-governmental organization holding legal personality N° 134/08.11 of 16 October 2000. For a quarter of a century, VJN has worked with and for young people in Rwanda and the Great Lakes sub-region, guided by its motto, “UMUJENE KW’ISONGA.” From its headquarters in Rubavu District, Western Province, the organization implements youth-centered programming across four provinces and five refugee camps, in close collaboration with government institutions, faith communities, international donors and local partners.

Mission

“The mission of VJN is to develop the talents and capacities of young people, promote their positive and spiritual values, and encourage their active involvement in sustainable and socio-economic development.”

— VJN Mission Statement

Vision

“Rwandan youth are physically, morally, spiritually renewed and are productive and dynamic for a better future.”

— VJN Vision Statement

Core Values

The following values are reflected throughout VJN's mission, objectives and daily practice, and guided the organization's work during the reporting year:

- **Talent development** — believing in the capacity of every young person to grow and excel;
- **Positive and spiritual values** — nurturing the moral and spiritual renewal of youth;
- **Peace, unity and justice** — promoting peaceful cohabitation within Rwandan communities and the Great Lakes sub-region;
- **Inclusion** — reaching low-income families, refugees, teen mothers, out-of-school youth and learners with disabilities;
- **Accountability and teamwork** — demonstrated by staff commitment, strong collaboration and certified regulatory compliance.

Strategic Objectives

VJN pursues five specific objectives:

- Contributing to the reduction of ignorance and promoting the self-care of young people in Rwanda as well as in the Great Lakes sub-region;
- Promoting unity, peace and justice aimed at peaceful cohabitation within the Rwandan community and the population of the Great Lakes sub-region;
- Fighting against the spread of HIV/AIDS, STIs, pandemic outbreaks, alcohol and drug abuse, and promoting reproductive health education;
- Improving the living conditions of low-income families and young people by strengthening their economic capacities;
- Strengthening the capacities and talents of youth in Sports, Culture and Arts for their better future.

Where We Work

VJN carries out its activities across the country, with ongoing programs in ten districts of four provinces, and in five refugee camps:

Province / Setting	Districts / Camps
Western Province	Rubavu and Nyabihu Districts
Southern Province	Gisagara, Nyamagabe and Huye Districts
Northern Province	Musanze and Burera Districts
Eastern Province	Nyagatare, Ngoma and Kirehe Districts
Refugee Camps	Kigeme, Mugombwa, Nyabiheke, Kiziba and Mahama

✂ **DESIGN NOTE** — Insert a full-page map of Rwanda here, shading the ten districts of operation in blue and marking the five refugee camps with green location pins. An inset can show the Great Lakes sub-region for cross-border peace programming.

Our People

During the reporting year, VJN's work was carried by a workforce of 48 employees (32 men, 67%; 16 women, 33%), supported by 48 coaches and field agents (20 men, 42%; 28 women, 58%), 6 volunteers and interns (5 men, 1 woman), and 9 security guards. Management observed that employees demonstrated improved commitment, accountability and increased productivity, and that strong collaboration and teamwork were consistently maintained among VJN staff throughout the year.

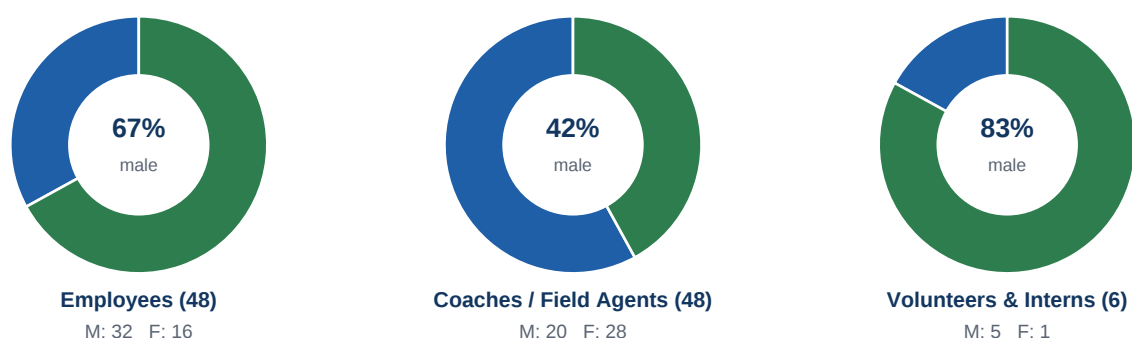


Figure 1: Composition of the VJN workforce by gender, July 2025 – June 2026.

SECTION 3

The Year at a Glance

The 2025/2026 financial year was a year of consolidation and visible results. Across all programs and support services, VJN realized an average of **76 percent** of all activities planned for the period from 1 July 2025 to June 2026 — a strong performance in a year marked by funding delays and regional insecurity.

76%

of all planned activities realized across the organization

12

funded projects implemented with 11 donors and partners

10

districts of operation across four provinces

5

refugee camps served (Kigeme, Mugombwa, Nyabiheke, Kiziba, Mahama)

481

youth enrolled in four VTC vocational trades (target: 300)

1,707

library readers reached against a target of 600

6,062

youth entrepreneurs monitored under Y4Y

268

teen mothers identified and supported (target: 280)

1,230

children and youth at the annual summer camp

~12,000

young refugees and hosts in sports and dialogue sessions

1,063

youth and adults benefiting from GSLA share-out (PFR)

22

new SILC savings groups created (target: 14)

Major Milestones of the Year

- **Certificate of Compliance (29 April 2026)** — the Rwanda Governance Board certified that VJN complied with Law N° 58/2024 of 20/06/2024 and related regulations, signed by Dr. Doris Uwicyeza Picard, Chief Executive Officer;
- **New MISEREOR phase secured** — a three-year program (March 2026 – February 2029) engaging Rwandan and regional youth in sustainable socio-economic and political development;
- **New partnerships signed** — memoranda of understanding concluded with DOT Rwanda and Inkomoko, and a partnership visit to MOYA in connection with the Music Award;
- **High-level visits** — VJN hosted a Government Minister (Dr. Utumatwishima) around the Music Award and talent detection, and a delegation of Senators exploring youth employability through the Vocational Training Center;
- **Digitization of payments** — an organization-wide digitization of payment processes was launched and is ongoing;
- **New funding pipeline** — a proposal was submitted to ZOA as part of a deliberate effort to identify and engage new funding partners;
- **Rubavu Music Awards** — organized with 12 award winners and 30 winners identified through talent detection.

Selected Results Against Targets

Several flagship indicators significantly exceeded their annual targets, as illustrated below. Notably, library readership reached 284.5% of target, training on WRN reached 359 youth against a plan of 100 (359%), and GSLA share-outs under the PFR project benefited 1,063 members against a plan of 600 (177%).

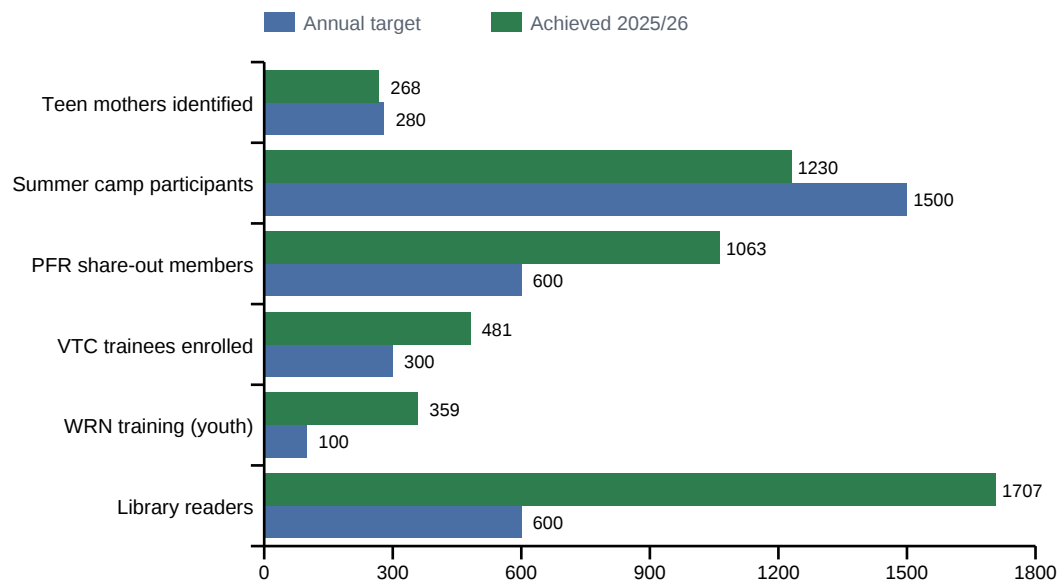


Figure 2: Annual targets versus achieved results on selected verified indicators, 2025/26.

✍ **DESIGN NOTE** — This chart can be redesigned as an infographic spread with icons (books, sewing machines, savings boxes, mothers and children). Consider a horizontal timeline of the year's milestones (RGB certification, MoU signings, ministerial visit, Music Awards) across the bottom of the spread.



VJN leadership and members during an organizational meeting in the reporting year.

SECTION 4

Governance, Administration and Human Resources

Governance Organs

VJN's statutory organs remained active throughout the year. Two General Assembly meetings were convened, the Board of Directors met three times out of four planned sessions (75%), including sessions dedicated to the review of the VJN constitution, and the Internal Auditors and Conflict Resolution members held both of their two planned meetings (100%). Facilitated sessions dedicated to the revision of VJN's constitution were also conducted using the organization's own funds.

Governance activity	Target	Achieved	Rate
Organize regular General Assembly meetings	1 meeting	2 meetings	50%*
Organize regular Board of Directors meetings (incl. constitution review)	4 meetings	3 meetings	75%
Meetings of Internal Auditors and conflict-resolution members	2 meetings	2 meetings	100%

**Rate as reported in the source presentation to the Executive Organ.*

Administration and Support to Operations

The Administration department sustained the day-to-day machinery of the organization at a consistently high level of delivery. Contributions to partners such as the Joint Action Development Forum (JADF) were paid in full (4 of 4), staff ceremonies including Labour Day and Family Day were supported (3 of 3), participation allowances for national and local meetings were provided on all 24 occasions, and staff transportation, security fees, rent to the Diocese of Nyundo, consultant fees, communication and internet services, and monthly petty cash were all delivered at 100 percent across the twelve months.

Further achievements included the modernization of three staff offices, the establishment of an archive room, completion of the annual institutional audit, one staff training delivered, two staff computers procured, and payment of vehicle taxes (200% of plan). Areas of partial delivery included committee facilitation (4 of 6 meetings, 67%), documentary video production (2 of 3 videos, 67%), administration meetings (3 of 6, 50%), guest reception (51 of 60 guests, 85%) and monitoring visits to the Kirehe Youth Center construction site (1 of 3 visits, 33.3%).

Activities Not Implemented

Five administrative activities could not be implemented during the year, all for lack of funds: the study trip of the administration team, insurance of VJN buildings, purchase of a program management application, purchase of an inventory system application, and organization of staff study-trip events. These remain priorities for resource mobilization in 2026/2027.

Beyond the Action Plan

The Administration also delivered a series of strategic initiatives outside the original action plan: the ongoing digitization of payments; identification and engagement of new funding partners, including a proposal submitted to ZOA; the signing of partnerships with DOT Rwanda, Inkomoko and others; a partnership visit to

MOYA linked to the Music Award; and the hosting of a Government Minister and of Senators, the latter visit focused on youth employability through the Vocational Training Center.

Staff Capacity Building

Fifteen staff members were trained on conducting Parent-Adolescent Communication (PAC) activities during the year, strengthening the organization's in-house capacity to deliver its family-dialogue methodology across the Health and Peace Building programs.



Members follow proceedings during a VJN statutory meeting.



Deliberations of the VJN Executive Organ, 2025/26.

Department Reports — Education Program

Overview and Objectives

The Education Program is coordinated by Br. HASHAKIMANA Adrien and delivered by a team of trainers, field officers, a patron and a librarian. The program advances VJN's first strategic objective — reducing ignorance and promoting the self-care of young people — through the VJN Vocational Training Center (VJN-VTC) in Rugerero, adult literacy (alphabetisation), inclusive education for children with disabilities, a public library, evangelization through the VJN choir, the Gold Youth school program, and the Abana b'Umutima scheme for children from poor families.

Activities Implemented and Major Achievements

The Vocational Training Center recorded an exceptional year. Against a plan of 300 trainees, **481 young people** were identified and enrolled in the four vocational trades of sewing, hairdressing, welding and auto mechanics — 160 percent of target. A further 43 trainees were taught driving codes and issued temporary driving licences (107.5% of plan), and 302 students completed internships under regular teacher follow-up. Five embroidery/sewing machines (Brother SE600) were purchased against a plan of four, teaching materials were procured on all four planned occasions with MISEREOR support, fourteen artistic features were added to the school garden, two student exhibitions showcased acquired technical skills, and the SDF project graduated 60 trainees with one graduation ceremony (100%).

Activity (selected)	Donor	Target	Achieved	%
Enrolment in four vocational trades (sewing, hairdressing, welding, auto mechanics)	VTC	300 trainees	481	160%
Driving-code training and temporary licences	VTC	40 trainees	43	107.5%
Internship follow-up by teachers	VTC	300 students	302	100%
Purchase of embroidery machines (Brother SE600)	VTC	4 machines	5	125%
Teaching materials for the education program	MISEREOR	4 purchases	4	100%
SDF project implementation	SDF	60 graduates + graduation	60 + 1	100%
Follow-up and monitoring of VTC graduates	VTC	320 graduates	256	80%
School garden enhancement (artistic features)	VTC	12 renovations	14	116%
Pedagogical training of VTC teachers	VTC	10 trainers	7	70%
Student skills exhibitions	VTC	2 exhibitions	2	100%
Literacy graduation ceremony	MISEREOR	1 event (360 planned)	1 event (230 certified)	100%
Facilitation fees for literacy teachers	MISEREOR	2 months	2 months	100%
Transfer of learners with disabilities to inclusive schools	VJN	14 students	11 learners	78.5%
Library reading activities and sessions	VJN	600 readers	1,707 readers	284.5%
Reorganization of the library	VJN	Once	Once	100%

Activity (selected)	Donor	Target	Achieved	%
Choir life-skills training	VJN	120 members	120 members	100%
Choir music-theory and instrument training	VJN	120 members	60 members	50%
Mass celebrations animated at Stella Maris Parish and VJN	VJN	12 celebrations	22 masses	183%
Choir social-media platforms	VJN	4 platforms	3 platforms	75%
Staff recollection and pilgrimage	VJN	1 + 1	2 recollections	100%
Abana b'Umutima — children identified and fed	Cuisine du Coeur	64 children	72 children	112.5%
Abana b'Umutima — school fees paid	Cuisine du Coeur	24 children	24 children	100%
Abana b'Umutima — health insurance paid	Cuisine du Coeur	24 children	24 children	100%

Beneficiaries Reached

In total the Education Program directly reached, among others: 481 VTC trainees, 43 driving trainees, 302 interns, 256 graduates followed up, 230 certified literacy learners, 11 learners with disabilities transferred into inclusive education, 1,707 library readers, 120 choir members and 72 children under Abana b'Umutima, of whom 24 received school fees and health insurance.

Success Stories

“One of our recent graduates, Uwamahoro Riziki, has secured employment at Saint Anne Vocational Training Center, where she is now a trainer. Several other graduates have also successfully found jobs in various institutions.”

— Education Program evaluation, June 2026

- Although only consumables had been budgeted for the hairdressing program, the team organized itself efficiently and acquired three hairdressing chairs, a gel machine and five sewing machines, greatly improving the training environment;
- Three learners graduated in alphabetization: one completed training at the VTC while two continue under SDF training — a strong motivation for their peers;
- Rewarding top performers in literacy and numeracy encouraged other students to develop a love for studying;
- Both the beauty/flower garden and the kitchen garden performed well and yielded positive results.

Innovation and Creativity

- Departmental meetings were conducted as planned, anchoring a culture of regular review;
- WhatsApp was used as a marketing tool for trainee registration;
- Through deliberate task-sharing, the VTC became a reference centre for hygiene for other institutions;
- Sewing machines were purchased with the intention of donating them to trainees upon completion of training;
- The Holy Mass was animated weekly by the VJN choir.

Partnerships

The program worked with MISEREOR (teaching materials and literacy), the SDF project, Cuisine du Coeur (Abana b'Umutima), the Gold Youth Development Agency, Stella Maris Parish, NESA and RTB (whose inspectors were received during the year), and pursued new donors, principally FXB and FIC, alongside a BK project proposal.

Activities Not Implemented

The enhancement of the VTC computer laboratory (10 desktops), the equipping of the library with tools and furniture, and the full Gold Youth package — recruitment and training of three Facilitator Interns, identification of 90 junior peer educators and training of 199 parents — could not be implemented, the Gold Youth project having ended in December 2025. The choir's planned visit to Nyange Parish Choir, the production of a four-song album, and attendance of 20 members at the National Catholic Youth Forum were also not realized.

Challenges, Mitigation and Lessons Learned

- Illiterate trainees were catered for through an alphabetization class established at the VTC;
- Where trainees supplied wrong contact numbers or references, information was sourced from their classmates and peers;
- In the face of price fluctuation, available means were used to buy half of the planned materials, with the balance deferred to the following year;
- Some activities were postponed to coming months pending the arrival of funds.

Youth Engagement in Decision-Making

The program deepened trainee participation through regular meetings with VTC trainees and literacy instructors, sharing of staff phone numbers so that trainees can raise challenges or ideas at any time, a suggestion box complemented by discreet written notes slipped under the office door, the election of trainee representatives, and informal engagement through shared cleaning, sports and conversation — which staff found often opens trainees up to share otherwise hidden information.

Recommendations for 2026/2027

- Provide computers for VJN-VTC trainers and invest in updated didactic materials, such as electric vehicles;
- Allow budget flexibility to absorb price fluctuation, and buy durable library furniture (tables, chairs);
- Provide incentives for the linkage teacher in Gold Youth and re-open the canteen;
- Equip the girls' room and establish production units in hairdressing and welding;
- Install CCTV cameras, strengthen security staffing with competent personnel under proper working contracts, and continue the search for additional donors.



Hands-on training in progress at the VJN Vocational Training Center, Rugerero.



VTC trainees at work: practical skills across sewing, hairdressing, welding and auto mechanics.



Graduates celebrate the award of their certificates during the 2025/26 graduation season.

✎ **DESIGN NOTE** — Open this chapter with a full-width photo of trainees in workshop uniforms; use a green callout for the Uwamahoro Riziki story and an infographic strip of the 481 trainees by trade.

Department Reports — Sports, Culture and Arts

Overview and Objectives

The Sports, Culture and Arts (SCA) program gives life to VJN's fifth strategic objective: strengthening the capacities and talents of youth in sports, culture and the arts for their better future. Working with MISEREOR and Rubavu District, the program runs competitions, camps, coach development, federated club sport and flagship cultural events across VJN's areas of operation.

Activities Implemented and Major Achievements

All 81 planned groups took part in sports and cultural competitions (100%), 180 young people participated in talented-youth camps (100%), and the annual summer holiday camp gathered 1,230 children and youth against a plan of 1,500 (82%). Thirty-six coaches and facilitators received training or refresher training (100%). VJN teams flew the flag in national competition: participation in the National Football Championship (2nd Division), the National Youth League with VJN FC U17, the Rwanda Basketball League and Rwanda Cup, four national athletics competitions, three national Kung-Fu competitions and four national swimming competitions — each at 100 percent of plan.

At community level, the program provided technical support and animated mass-sport activities and night runs (18 of 24 sessions, 75%), supervised 18 of 20 Umurenge Kagame Cup games (90%), organized a cultural competition in nine disciplines that drew 1,000 young participants and rewarded winners, celebrated 20 district events and feasts against a plan of 17 (117%), staged sector-level sports competitions, and delivered the **Rubavu Music Awards**, rewarding 12 winners and identifying 30 further winners through talent detection. Equipment was purchased both for cultural groups (orchestra, ballet, theatre) and for VJN teams (two purchases each, 100%), while 8 of 10 preparation and evaluation meetings were held and 15 sports-federation meetings attended (100%). Federal membership contributions were paid to 2 of 5 federations (40%).

Activity (selected)	Donor	Target	Achieved	%
Sports and cultural competitions (groups)	MISEREOR	81 groups	81	100%
Talented-youth camps	MISEREOR	180 participants	180	100%
Summer (holiday) camp	MISEREOR	1,500 participants	1,230	82%
Coach / facilitator training and refreshers	MISEREOR	36 coaches	36	100%
National Football Championship (2nd Division)	Rubavu	1 competition	1	100%
National Youth League (VJN FC U17)	Rubavu	1 league	1	100%
Rwanda Basketball League and Rwanda Cup	Rubavu	1 league & cup	1	100%
National athletics competitions	Rubavu	4 competitions	4	100%
National Kung-Fu competitions	Rubavu	3 competitions	3	100%
National swimming competitions	Rubavu	4 competitions	4	100%
Mass sport and night-run animation	Rubavu	24 sessions	18	75%
Umurenge Kagame Cup supervision	Rubavu	20 games	18	90%

Activity (selected)	Donor	Target	Achieved	%
Cultural competition across 9 disciplines	Rubavu	1,000 youth	1 competition held	100%
District events and feasts	Rubavu	17 events	20	117%
Rubavu Music Awards	Rubavu	12 winners + 30 talent detection	1 event delivered	100%
Federation membership contributions	MISEREOR	5 federations	2	40%

Beneficiaries Reached

Beneficiaries during the year included the members of 81 competing groups, 180 talented-camp participants, 1,230 summer-camp children and youth, 36 trained coaches and facilitators, 1,000 participants in the nine-discipline cultural competition, and the athletes of VJN's federated football, basketball, athletics, Kung-Fu and swimming sections.

Success Stories, Partnerships and Challenges

The Rubavu Music Awards attracted national attention, prompting a partnership visit to MOYA and the hosting of Minister Dr. Utumatwishima around the event and its talent-detection component. The program's principal partners were MISEREOR, Rubavu District and the national sports federations. Detailed success stories, lessons learned and department-specific challenge logs for SCA were not included in the source presentations — [Information Not Available]. Partial delivery on mass-sport sessions, federation contributions and evaluation meetings points to funding-flow constraints mirrored across the organization.

Recommendations

Sustain federated participation, complete federation membership contributions, and secure resources to restore mass-sport animation to its full 24-session rhythm. [Further department-specific recommendations: Information Not Available.]



Match action and team line-ups from VJN's sports season, 2025/26.



Culture and arts in motion: VJN groups performing during the year's events.

✎ **DESIGN NOTE** — A double-page 'season in pictures' spread works well here: action photos of VJN FC U17, basketball, Kung-Fu and swimming, with a green medal-count infographic and a callout on the Rubavu Music Awards (12 winners, 30 talents detected).

Department Reports — Peace Building Program

Overview and Objectives

The Peace Building program pursues VJN's second strategic objective — promoting unity, peace and justice for peaceful cohabitation within Rwanda and the Great Lakes sub-region. In 2025/26 it combined school-based debate education, community drama, family-dialogue methodology, cross-border and inter-camp youth work with refugees and host communities, correctional-facility outreach, and a new media-and-social-cohesion project with SDC.

Activities Implemented and Major Achievements

With MISEREOR support, the program conducted all twelve planned field visits to its network of 25 school debate clubs (100%), facilitated an inter-school debate and public-speaking competition (100%), trained 60 family members involved in conflict on effective Parent-Adolescent Communication approaches (PAC I and II, 100%), and delivered 24 of 48 planned community drama performances using the magnetic-theatre methodology (50%).

Under GIZ/SIGA, ten of twelve planned sessions of sports, culture and dialogue brought together approximately 12,000 young people from the Kigeme, Mugombwa and Mahama refugee camps and their surrounding host communities (90%); sports and art toolkits were distributed once of two planned rounds; an orientation meeting was held in Mahama camp; and one of two inter-camp competitions (Kigeme–Mugombwa) was co-organized. With Interpeace, the Peace Fellows training was delivered to 24 fellows (100%). With MINUBUMWE, theatre performances were staged twice at Nyamasheke Correctional Facility (100%). The six-month SDC project completed its stakeholder mapping, data collection and launch (20 participants), a peace camp of intercultural and intergenerational dialogue (50 participants), political dialogue and engagement (40), a media and digital engagement workshop (20) and a policy advocacy meeting with media-selected actors (20) — each at 100% — with monitoring, evaluation and reporting at 30% by year end. Grants for youth media initiatives and platform development reached all ten planned initiatives (100%).

Activity (selected)	Donor	Target	Achieved	%
Field visits to 25 school debate clubs	MISEREOR	12 visits	12	100%
Inter-school debate / public-speaking competition	MISEREOR	1 competition	1	100%
Community outreach via magnetic theatre	MISEREOR	48 performances	24	50%
PAC training for family members in conflict	MISEREOR	60 members	60	100%
Sports, culture and dialogue sessions (camps + hosts)	GIZ/SIGA	12 sessions (12,000 youth)	10	90%
Sports and art toolkits for young refugees	GIZ/SIGA	2 rounds	1	50%
Orientation meeting in Mahama camp	GIZ/SIGA	1 meeting	1	100%
Inter-camp competitions (Kigeme, Mugombwa)	GIZ/SIGA	2 competitions	1	50%
Peace Fellows training	Interpeace	1 training (24 fellows)	1	100%
Theatre at Nyamasheke Correctional Facility	MINUBUMWE	2 performances	2	100%

Activity (selected)	Donor	Target	Achieved	%
Stakeholder mapping and project launch	SDC	20 participants	20	100%
Peace camp (intercultural / intergenerational)	SDC	50 participants	50	100%
Political dialogue and engagement	SDC	40 participants	40	100%
Media and digital engagement workshop	SDC	20 participants	20	100%
Policy advocacy meeting with media actors	SDC	20 participants	20	100%
Grants for youth media initiatives	Interpeace	10 initiatives	10	100%

Beneficiaries Reached

The program reached, among others, the students of 25 school debate clubs, 60 family members trained in PAC, roughly 12,000 young refugees and host-community members through joint sessions, 24 Peace Fellows, audiences at Nyamasheke Correctional Facility, 150 direct participants in SDC dialogue and advocacy events, and ten youth media initiatives supported with grants.

Activities Not Implemented

A substantial package of Interpeace cross-border activities could not be implemented during the year: three intergenerational dialogue sessions and three intercultural dialogue sessions (90 participants each), the cross-border peace festival, two national political dialogues, outcome harvesting, regional experience-sharing trips, support to five youth initiatives, two community campaigns on culture and integrity of sentenced persons (3,000 participants), the recidivism-prevention session (200 participants) and entrepreneurship capacity building for persons who have served their sentences (200 participants). These deferrals coincide with the regional insecurity in eastern DRC reported among the organization's principal challenges.

Partnerships, Lessons and Recommendations

The program's partners were MISEREOR, GIZ-CPS (regional and refugee programs), Interpeace, MINUBUMWE and SDC, alongside camp authorities and host-community structures. The concentration of non-implemented activities in the cross-border portfolio underlines the need for conflict-sensitive contingency planning when programming across the Great Lakes region. [Department-specific success stories and formal lessons-learned log: Information Not Available.]



Young people from refugee camps and host communities come together through sport, culture and dialogue.

✎ *DESIGN NOTE — Consider a full-width photo of an inter-camp sports session with a green statistic overlay ('~12,000 young people reached'), and a quote card from a Peace Fellow if one can be collected for the designed edition.*

Department Reports — Economic Empowerment Program

Overview and Objectives

The Economic Empowerment (EE) program serves VJN's fourth strategic objective: improving the living conditions of low-income families and young people by strengthening their economic capacities. Its 2025/26 portfolio combined savings-group development (SILC/GSLA), financial education, digital savings tools, youth entrepreneurship and employment facilitation under the Y4Y project with Caritas Rwanda, and agricultural value-chain development under the PFR project with Interpeace, supported by a network of 25 Field Agents across districts including Rubavu, Musanze, Kirehe and Burera.

Activities Implemented and Major Achievements

The savings agenda far outstripped its targets. Training on WRN reached **359 youth against a plan of 100 (359%)**; the “SAVE” online savings application was introduced to 77 SILC groups against a plan of 60 (128%); and 22 new SILC groups were created against a target of 14 (157%). The Field Agent network was fully maintained, with monthly meetings and training or refresher training delivered to all 25 FAs (100%).

Under Y4Y (MISEREOR/Caritas Rwanda), 21 best youth initiatives were supported against a plan of 18 (116%), and 300 participants took part in in-person business networking events convened with PSF, the youth chamber representatives, Caritas Rwanda and CRS (100%). The project monitored and evaluated the activities of all **6,062 youth entrepreneurs** in its portfolio (100%), convened a 21-person orientation meeting on youth business networking drawing in agronomists, veterinarians, BDEs, youth and gender officers, RYAF, NYC, RYVCP, the Rwanda Scouts Association, the Xaver movement, PSF and six youth entrepreneurs' WhatsApp representatives across 10 districts, held quarterly meetings with all 35 PSPs and YNAs (100%), and linked mentors and mentees in all 12 targeted sectors (100%). Job creation support enabled 205 young people to create their own jobs against a plan of 300 (68%), while 11 of 50 youth were assisted into paid employment (22%).

Under PFR, 155 group representatives and local stakeholders were trained on the agricultural value chain, livestock techniques and post-harvest handling (100%), all 40 groups were monitored (100%), 40 businesses were registered (100%), and the annual share-out benefited **1,063 youth and adults against a plan of 600 (177%)**.

Activity (selected)	Donor	Target	Achieved	%
Training on WRN	MISEREOR	100 youth	359 youth	359%
Introduction of “SAVE” online savings app to SILC groups	MISEREOR	60 groups	77 groups	128%
Creation of new SILC groups	MISEREOR	14 SILCs	22 SILCs	157%
Monthly meetings with Field Agents	MISEREOR	25 FAs	25 FAs	100%
Training / refresher of Field Agents	MISEREOR	25 FAs	25 FAs	100%
Support to best youth initiatives	MISEREOR / Y4Y	18 initiatives	21 initiatives	116%
Facilitate youth to create their own jobs	Y4Y	300 youth	205 youth	68%

Activity (selected)	Donor	Target	Achieved	%
Assist youth to find paid jobs	Y4Y	50 youth	11 youth	22%
Business networking events (PSF, youth chamber, Caritas, CRS)	Y4Y	300 participants	300	100%
Monitoring and evaluation of youth entrepreneurs	Y4Y	6,062 entrepreneurs	6,062	100%
Orientation meeting on youth business networking (10 districts)	Y4Y	21 participants	21	100%
Quarterly meetings with PSPs and YNAs	Y4Y	35 PSPs & YNAs	35	100%
Mentor–mentee linkage at sector level	Y4Y	12 sectors	12	100%
Value-chain, livestock and post-harvest training	PFR	155 representatives	155	100%
Monitoring and follow-up of groups	PFR	40 groups	40	100%
Business registration	PFR	40 businesses	40	100%
GSLA share-out	PFR	600 members	1,063 members	177%

Beneficiaries Reached

The EE program's direct beneficiaries included 359 WRN trainees, members of 77 SILC groups digitized onto SAVE and 22 newly created SILC groups, 6,062 monitored youth entrepreneurs, 21 supported youth initiatives, 205 young people who created their own jobs, 11 placed in paid employment, 300 business-networking participants, 155 trained group representatives, 40 registered businesses and 1,063 share-out beneficiaries.

Activities Not Implemented

Two MISEREOR-funded activities were not implemented during the year: the project model for youth-development experiential learning trip facilitation, and support to 30 GSLAs (0%). Both are carried forward into the new MISEREOR phase.

Partnerships, Lessons and Recommendations

The program's key partners were MISEREOR, Caritas Rwanda and CRS under Y4Y, Interpeace under PFR, PSF, RYAF, NYC, RYVCP, the Rwanda Scouts Association and the Xaver movement, along with district authorities and sector-level structures. The wide gap between job-creation achievement (68%) and paid-job placement (22%) — set against savings-group results at up to 359% of target — suggests that group-based savings and self-employment pathways are where the program's model bites hardest, and that placement into wage employment merits a dedicated strategy in 2026/2027. With Y4Y having closed in September 2025 and the PFR project in the same month, sustaining the 6,062-strong entrepreneur network under the new MISEREOR phase is the program's central continuity task. [Department-specific success stories: Information Not Available.]



Savings group members during a SILC session supported by VJN Field Agents.



Youth entrepreneurs and group representatives during an Economic Empowerment activity.

📌 **DESIGN NOTE** — An infographic ladder works well here: 22 new SILC groups → 77 groups on the SAVE app → 1,063 share-out beneficiaries → 6,062 entrepreneurs monitored, in alternating blue and green blocks.

Department Reports — Health Program

Overview and Objectives

The Health Program advances VJN's third strategic objective — fighting the spread of HIV/AIDS, STIs and pandemic outbreaks, combating alcohol and drug abuse, and promoting reproductive-health education. In 2025/26 the program centered on teen mothers under the Baho Neza project (IMBUTO Foundation) and OAFLAD, adolescent sexual and reproductive health, HIV prevention among adolescent girls and young women (RBF/HIV), tuberculosis follow-up, and routine health services at VJN facilities.

Activities Implemented and Major Achievements

Under Baho Neza, 268 new teen mothers were identified against a plan of 280 (96%). The PAC I dialogue sessions between teen mothers and their parents reached 804 of 840 planned participants (96%), and the follow-up PAC II sessions again reached 804 participants (96%). Community awareness achieved twice its plan, with 24 talk shows delivered against 12 targeted (200%), and weekly psychosocial support ran for 16 sessions against 12 planned (133.3%). The extended PAC II sessions for a larger group reached 240 of 1,275 planned participants (19%). School-based prevention clubs engaged 183 participants (100%), and a special PAC for out-of-school adolescent girls and boys and their parents reached 240 participants (100%).

With OAFLAD, the program achieved 100 percent across its portfolio: a 70-participant coordination meeting with local leaders; weekly psychosocial support sessions by health centers for teen mothers (18 sessions); training and refresher training of 68 teen mothers on micro-project and business management; PAC I and PAC II forums of 900 participants each; special “Tuganire Mwana Wanjye” sessions for parents and teen mothers (900); a second special session for parents and teen mothers (900); and the training of 22 healthcare providers to deliver quality SRH and mental-health services to teen mothers.

Under RBF/HIV, 160 out-of-school adolescent girls and young women were identified and linked to HIV prevention services (100%), a bi-annual coordination meeting was held with 25 former TB patients (100%), TB contact tracing was carried out by community health workers at village level (100%), and 50 peer educators were trained among adolescent mothers (100%). Using its own resources, VJN provided medical care, delivered SRH education sessions for VJN youth with a particular focus on VTC students, purchased equipment and medicines on a quarterly basis (100%), progressed the equipping of the girls' room — Icyumba cy'Umukobwa — (50%), installed the youth corner (80%), and trained 15 of 30 planned VJN facilitators on conducting PAC sessions (50%).

Activity (selected)	Project	Target	Achieved	%
Identification of new teen mothers	Baho Neza	280	268	96%
PAC I dialogue sessions (teen mothers & parents)	Baho Neza	840 participants	804	96%
Community awareness talk shows	Baho Neza	12 talk shows	24	200%
Weekly psychosocial support sessions (3 months)	Baho Neza	12 sessions	16	133.3%
PAC II follow-up dialogue sessions	Baho Neza	840 participants	804	96%
PAC II extended sessions (larger group)	Baho Neza	1,275 participants	240	19%
School-club-based teen-pregnancy prevention	Baho Neza	183 participants	183	100%

Activity (selected)	Project	Target	Achieved	%
Special PAC for out-of-school adolescents & parents	Baho Neza	240 participants	240	100%
Coordination meeting with local leaders	OAFLAD	70 participants	70	100%
Weekly psychosocial support by health centers	OAFLAD	18 sessions	18	100%
Micro-project / business training of teen mothers	OAFLAD	68 participants	68	100%
PAC I and PAC II forums for teen mothers	OAFLAD	900 + 900	900 + 900	100%
Training of healthcare providers (SRH & mental health)	OAFLAD	22 providers	22	100%
AGYW linked to HIV prevention services	RBF/HIV	160	160	100%
Bi-annual coordination with former TB patients	RBF/HIV	25 participants	25	100%
Peer educators trained among adolescent mothers	RBF/HIV	50	50	100%
Facilitators trained on PAC sessions	VJN	30 participants	15	50%
Equipment and medicines for health services	VJN	Quarterly	Realized	100%
Equipping the girls' room (Icymba cy'Umukobwa)	VJN	Various equipment	Partially realized	50%
Installation of the youth corner	VJN	Monthly basis	Realized	80%

Beneficiaries Reached

Direct beneficiaries included 268 newly identified teen mothers and the hundreds more engaged through PAC forums of up to 900 participants, 804 PAC I and 804 PAC II dialogue participants, 68 teen mothers trained in business management, 183 school-club members, 240 out-of-school adolescents and parents, 160 adolescent girls and young women linked to HIV prevention, 25 former TB patients, 50 peer educators, 22 healthcare providers, and VJN youth — particularly VTC students — receiving SRH education and medical care.

Activities Not Implemented

Four VJN-funded activities were not realized: the two-day training of staff and Field Agents on infectious diseases and healthy lifestyles, the campaign to prevent drug use and protect mental health, the First Aid refresher training for staff and Field Agents, and the mass-awareness campaign on HIV prevention (each 0%). These fell victim to the funding constraints reported organization-wide and are recommended for early scheduling in 2026/2027.

Partnerships, Lessons and Recommendations

The Health Program worked with the IMBUTO Foundation (Baho Neza, TMI and Mountain-Movers), OAFLAD, RBF, health centers, community health workers and local leaders. The doubling of community talk shows and the strong PAC attendance confirm the traction of dialogue-based methodologies; conversely, the 19% result on extended PAC II sessions signals that larger-format dialogue requires either additional facilitation capacity — only 15 of 30 facilitators were trained — or a revised participant model. Completing the girls' room and youth corner remains a visible commitment to youth-friendly services at VJN premises. [Department-specific success stories: Information Not Available.]



Participants during a Health Program community session in the reporting year.

✎ *DESIGN NOTE* — Pair this chapter with a warm full-width photo of a PAC dialogue circle; a blue-green pictogram row can show the teen-mother pathway: identification → psychosocial support → PAC dialogue → business training.

Department Reports — General Services

Overview and Objectives

The General Services department — whose team in 2025/26 comprised Emmanuel Iradukunda, Viviane Nyirashyerezo, Vedaste Niyitegeka, Jean Baptiste Nkubito, Flodour Nzamurambaho, Amiel Manirakiza and intern Dodos Twahirwa — keeps VJN's physical and logistical backbone running: facilities, halls, gardens, vehicles, utilities, hygiene and events hosting at both VJN Headquarters and VTC Rugerero.

Activities Implemented and Major Achievements

Across the year the department hosted **161 activities** in VJN's gymnasium, Peace Hall, VTC hall and gardens: 86 weeding operations, 46 meetings, 21 trainings, 4 ceremonies and 4 vehicle deployments. Core services were delivered at or near full performance: sanitation equipment provision, vehicle, motorcycle, bicycle and generator maintenance, fuel and oil supply, insurance and taxes, office supplies and electricity all at 100%; plumbing and WASAC services at 90%; equipment repair (music, sports and other) at 90%; internet at 80%; infrastructure painting at 70%; toilet provision at 70%; and decorative items at 60%.

Service area	Target	Rate
Sanitation equipment provision	Sanitary equipment (12 months)	100%
Vehicle / motorcycle / bicycle / generator maintenance	Ongoing repairs	100%
Fuel and oil supply	Fuel and heating oil (12 months)	100%
Insurance and taxes for vehicles and motorcycles	All taxes and vehicles	100%
Office supplies	12 purchases	100%
Electricity purchases	12 months	100%
Plumbing supplies and WASAC payments	Monthly	90%
Equipment repair (music, sports, other)	All equipment	90%
Internet subscription	12 months	80%
Painting of VJN infrastructure	10 walls and 10 desks	70%
Provision and purchase of toilets	12 toilets	70%
Purchase of decorative items	Various items	60%

Success Stories

- Renovation of the public toilets at Vision Jeunesse Nouvelle;
- Repainting of the Peace Hall and its exterior, and full renovation and repainting of the doctor's room;
- Replacement of old and damaged lights with new ones, and overall improvement of hygiene facilities;
- Purchase of wardrobes for proper clothes storage, and launch of flower-vase production — a first for the department.

Innovation and Creativity

- A new reception procedure was introduced: no visitor proceeds beyond the reception area without being directed to the appropriate service, in collaboration with security personnel;
- The quantity and variety of cleaning products used in the toilets was increased to raise hygiene standards;
- Different types of flowers were planted in the gardens of all facilities;
- Flower-vase production was started as a new in-house activity.

Service Quality Strategies

- **Customer care** — youth and partners welcomed in a friendly, professional manner with clear information on halls, equipment and rules;
- **Timely, reliable delivery** — proper planning and scheduling systems reduced delays and work disruptions;
- **Effective hall booking** — an organized booking and management system avoided double bookings and increased user satisfaction;
- **Quality technical services** — reliable sound, lighting, electricity and equipment support, especially during youth activities and partner events;
- **Feedback-driven improvement** — customer feedback regularly collected and analyzed to inform decisions.

Activities Not Implemented

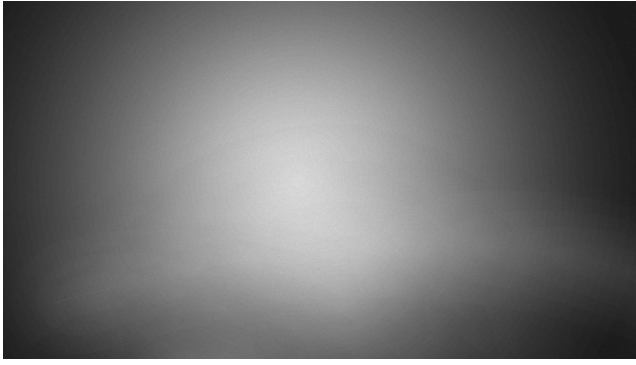
Constrained by a limited budget, the department could not purchase 20 library chairs and 10 library tables, install two visibility screens and signage, provide six additional toilets, purchase a lawnmower or a diesel water-pump machine, or launch the planned poultry (Inkoko) project.

Challenges, Mitigation and Recommendations

The department contended with insufficient equipment and cleaning materials, too few cleaning staff at both VJN Headquarters and VTC Rugerero, insufficient toilets at VTC Rugerero, and clients competing for the same hall dates. It responded by pooling and borrowing equipment between sites, establishing a regular supply system for cleaning materials, intensively disinfecting existing toilets, engaging part-time workers during busy periods and introducing a centralized booking system with clear scheduling procedures. For 2026/2027 the department recommends a dedicated budget for tables, chairs and cleaning materials, hiring of qualified cleaners during busy periods, conversion of available space into a changing room for wedding clients (with basic facilities such as a bed and mirrors), and the upgrading of a modern kitchen at both VJN Headquarters and VTC Rugerero.

Reporting Performance

From July 2025 to June 2026, departmental reporting was maintained effectively: data on implemented and planned activities was collected and used to prepare timely monthly and quarterly reports, which also flagged current and anticipated service needs. In general, reports were submitted on time, particularly those based on service-delivery data.



VJN facilities maintained and prepared for community and partner events.



Renovation in action: repainting works on VJN infrastructure, 2025/26.

Organizational Impact

Overall Achievement

VJN closed the year at an average of **76 percent of all planned activities realized** across its programs and support functions — achieved despite delayed disbursements, regional insecurity and budget constraints. Programs repeatedly over-delivered on beneficiary-facing indicators (VTC enrolment 160%, library readership 284.5%, WRN training 359%, SILC creation 157%, share-out 177%, community talk shows 200%), while shortfalls concentrated in activities dependent on late-arriving or unavailable funds.

76%

average implementation of
planned activities

5

programs delivering
youth-centered services

161

activities hosted at VJN
facilities

15

staff trained on PAC
methodology

Impact Statistics Across Programs

Program	Headline results, July 2025 – June 2026
Education	481 VTC trainees enrolled; 302 interns; 256 graduates followed up; 230 literacy learners certified; 1,707 library readers; 72 children supported under Abana b'Umutima
Sports, Culture & Arts	81 groups in competition; 1,230 summer-camp participants; 180 in talent camps; 36 coaches trained; 1,000 youth in the cultural competition; Rubavu Music Awards delivered
Peace Building	~12,000 young refugees and hosts in joint sessions; 25 school debate clubs supported; 60 family members trained in PAC; 24 Peace Fellows; 10 youth media initiatives funded
Economic Empowerment	6,062 youth entrepreneurs monitored; 359 trained on WRN; 22 new SILC groups; 77 groups on the SAVE app; 1,063 share-out beneficiaries; 40 businesses registered; 205 self-employment jobs created
Health	268 teen mothers identified; 1,608 PAC I & II dialogue participants; 1,800 forum participants (OAFIAD); 160 AGYW linked to HIV prevention; 50 peer educators; 22 health providers trained

Geographic Coverage

Programming spanned ten districts — Rubavu, Nyabihu, Gisagara, Nyamagabe, Huye, Musanze, Burera, Nyagatare, Ngoma and Kirehe — and five refugee camps: Kigeme, Mugombwa, Nyabiheke, Kiziba and Mahama. Cross-border peace programming extends VJN's footprint into the Great Lakes sub-region, including work oriented toward eastern DRC, though regional insecurity constrained this portfolio during the year.

Beneficiary Demographics

VJN's beneficiaries are predominantly young people, with deliberate inclusion of teen mothers, out-of-school adolescent girls and young women, refugees and host-community youth, learners with disabilities, children from poor families and low-income households. [Consolidated organization-wide beneficiary totals disaggregated by age, sex and district: Information Not Available — recommended as a priority for the 2026/2027 M&E; framework.]

✍ *DESIGN NOTE — A Rwanda map spread with blue district shading and green camp markers, ringed by program icons and headline numbers, would make a strong center-fold for this section.*

SECTION 12

Partnerships and Collaboration

VJN's results in 2025/26 rest on a diversified partnership base of international donors, government institutions, faith structures and private-sector actors. Twelve funded projects were implemented during the year:

#	Project	Donor / Partner	Duration & status
1	Dialogue transfrontalier pour la paix dans les Grands Lacs — phase III	Interpeace	To 31 August 2026 — ongoing
2	Engaging Rwandan and regional youth in sustainable socio-economic and political development	MISEREOR	3 years, March 2026 – February 2029 — ongoing
3	Gold Youth	Gold Youth Development Agency	Ended December 2025
4	Youth Talent Development & Promotion	Rubavu District	3 years, 2026 – 2029
5	Collaborative livelihood initiatives and hands-on skills for 300 youth and 300 adults graduating from socio-therapy (Nyagatare, Ngoma, Musanze, Nyabihu, Nyamagabe)	Interpeace – PFR	November 2023 – September 2025 — ended
6	Digital Entrepreneurship in East Africa — Youth for Youth (Y4Y)	Caritas Rwanda	September 2022 – September 2025 — at its end
7	Baho Neza, TMI and Mountain-Movers	IMBUTO Foundation	Renewed annually, subject to funds
8	Strengthening young people's engagement in peace-building, preventing manipulation and resisting violence	GIZ-CPS / Regional Program	Renewed annually, ending 2029
9	Capacity development for non-violent conflict transformation — Mugombwa and Kigeme camps and host communities	GIZ-CPS / Refugee Program	Renewed annually, ending 2027
10	Ubumwe n'Ubudaheranwa	MINUBUMWE	Renewed annually, subject to funds
11	Enhancing the role of media and social platforms for peaceful social cohesion among youth in Rwanda and eastern DRC	SDC	6 months
12	Digital Literacy	DOT Rwanda	3 years, 2026 – 2029

Wider Collaboration

Beyond project funders, the year's collaborations included OAFLAD, RBF and health centers in the Health Program; the SDF project and Cuisine du Coeur in Education; Caritas Rwanda, CRS, PSF, RYAF, NYC, RYVCP, the Rwanda Scouts Association and the Xaver movement in Economic Empowerment; national sports federations and Rubavu District in Sports, Culture and Arts; camp authorities and MINUBUMWE in Peace Building; the Diocese of Nyundo and Stella Maris Parish; and JADF, to which contributions were paid in full. New MoUs with DOT Rwanda and Inkomoko, the MOYA partnership visit and the ZOA proposal broaden the base for 2026/2027, while VJN also began looking to FXB, FIC and BK as prospective supporters of the Education Program.

“Hosting of Senators — looking for the employability of youth through the VTC — and the visit of Minister Dr. Utumatwishima around the Music Award confirmed growing institutional recognition of VJN's work.”

— Highlights beyond the annual action plan, 2025/26

Financial Highlights

[Information Not Available] — The source presentations for this report did not include income and expenditure figures, donor-by-donor financial breakdowns or audited statements. This section should be completed with data from VJN's financial report and the annual institutional audit (completed during the year at 100% of plan) before publication. Suggested exhibits: total income by donor (pie chart, blue palette with green highlight for own funds); expenditure by program (stacked bar); three-year trend line.

What We Can Report

- The annual institutional audit was completed as planned (100%);
- Vehicle taxes were paid at 200% of plan and all statutory contributions (e.g., JADF) were honoured in full;
- The digitization of payments began during the year and is ongoing — a foundation for stronger financial controls;
- Funding delays and shortfalls were the dominant constraint of the year, halting five administrative activities, several health campaigns and parts of the cross-border peace portfolio.

Activities Achieved with VJN's Own Funds

Alongside donor-funded projects, VJN invested its own resources in: facilitating sessions for the revision of the VJN Constitution; purchasing a tailoring workshop; providing essential work tools, including computers; supporting staff and members during significant social events such as weddings and funerals; routine maintenance and rehabilitation of facilities, equipment and vehicles; full internet connectivity across all VJN and VJN-VTC premises; strengthening the organization's visibility and communication strategy; and ensuring the health and sanitation of the organization.

Communication and Visibility

Events

The year's public calendar was rich: the Rubavu Music Awards with 12 winners and 30 talents detected; two VTC student exhibitions; the SDF and literacy graduation ceremonies; 20 district events and feasts celebrated (117% of plan); the summer camp of 1,230 participants; the inter-school debate competition; theatre performances at Nyamasheke Correctional Facility; and the visits of a Government Minister and of Senators to VJN facilities.

Media Coverage and Publications

Two of three planned documentary videos on VJN groups were produced, with media coverage of their activities (67%). Strengthening VJN's visibility and communication strategy was among the investments made from the organization's own funds. [A consolidated log of press mentions, broadcast appearances and formal publications: Information Not Available.]

Social Media Performance

The VJN choir launched and operated three of four planned social-media platforms — YouTube, a WhatsApp group and a choir management system — with X (formerly Twitter) and Facebook expansion still pending (75%). At program level, WhatsApp proved an effective marketing tool for VTC trainee registration, and Y4Y's business-networking WhatsApp groups connected entrepreneurs with experts across ten districts. [Organization-wide follower, reach and engagement statistics: Information Not Available.]

DESIGN NOTE — Reserve a photo-strip page here: Music Awards stage, graduation crowds, exhibition stands and camp scenes, captioned and dated. A green 'By the numbers' sidebar can carry the 20 events, 2 videos and 3 choir platforms.

Monitoring, Evaluation and Learning

Monitoring and evaluation ran through the fabric of the year's work. Every program concluded the period with a structured self-evaluation against its action plan in June 2026, reporting targets, achievements and implementation percentages activity by activity — the evidence base of this report. The Economic Empowerment program monitored and evaluated the activities of all 6,062 youth entrepreneurs in the Y4Y portfolio and followed up all 40 PFR groups; the Education Program tracked 256 of 320 VTC graduates (80%); and the Health Program's projects reported against participant-level targets throughout.

Management systems matured in parallel: monthly meetings with all 25 Field Agents provided a standing feedback loop; departmental meetings in Education were held as planned; SDMS reports and trainings were completed at the VTC, which also received inspectors from NESA and RTB; and General Services collected and analyzed customer feedback to steer service improvements, submitting monthly and quarterly reports on time. Fifteen staff were trained on conducting PAC activities, reinforcing methodological quality.

Gaps remain honest ones. The SDC project's monitoring, evaluation and reporting stood at 30% at year end; the planned purchase of a program-management application and an inventory-system application could not be funded; and consolidated, disaggregated beneficiary statistics are not yet compiled organization-wide. These form a clear MEL agenda for 2026/2027.

Lessons the data taught us in 2025/26

- Dialogue-based methods (PAC, debate clubs, talk shows) consistently meet or exceed targets and merit continued investment;
- Savings-group models over-deliver (157–359% of target) while wage-employment placement lags (22%) — pathways to paid jobs need a dedicated strategy;
- Activities dependent on single funding tranches are fragile; phased or pooled funding reduces implementation risk;
- Digitization — of payments, savings (SAVE app) and student marketing (WhatsApp) — repeatedly proved a low-cost force multiplier.

Challenges and Mitigation Measures

VJN identifies six principal challenges faced during 2025/26, several of which echo through the departmental reports above:

Challenge	Effect observed	Mitigation applied / proposed
Delay of funds from projects	Postponed trainings, campaigns and purchases across programs	Regular follow-up of project funds; phased procurement (e.g., buying half of planned materials); rescheduling activities as funds arrive
Limited funds for staff equipment	Program-management and inventory applications, computers and equipment not procured	Continuous search for new projects and donors (ZOA proposal; FXB, FIC, BK prospects); engagement of all VJN members in identifying opportunities
Insecurity in DRC linked to the Ebola outbreak	Cross-border peace activities (dialogues, festival, regional trips) not implemented	Conflict-sensitive re-planning of the Interpeace portfolio; focus on in-country and camp-based programming
Difficulties in working with Rubavu District	Friction in the implementation of district-funded activities	Sustained dialogue and joint planning with district authorities
Lack of funds to manage emergencies	No dedicated contingency for urgent needs	Establishment of an emergency reserve recommended; insuring VJN facilities and premises
The Kirehe land problem	Only 1 of 3 monitoring visits to the Kirehe Youth Center construction realized	Continued engagement with authorities to resolve land status

Department-level mitigation showed the same resourcefulness: alphabetization classes for illiterate trainees, peer-sourced contact tracing for unreachable trainees, equipment pooling between VJN Headquarters and VTC Rugerero, part-time reinforcement of cleaning teams, intensified disinfection where toilets were insufficient, and a centralized hall-booking system to end scheduling conflicts.

Future Priorities 2026/2027

Drawing on the organization-wide recommendations presented to the Executive Organ and the departmental recommendations recorded in the June 2026 evaluations, VJN's priorities for the coming year are:

Institutional Priorities

- Regular follow-up of VJN project funds to reduce disbursement-related disruption;
- Continuous search for new projects, building on the ZOA submission and the new DOT Rwanda and Inkomoko partnerships;
- Engagement of all VJN members in identifying new opportunities;
- Insuring VJN facilities and premises;
- Completing the digitization of payments and securing program-management and inventory systems;
- Advancing the Kirehe Youth Center, contingent on resolution of the land issue.

Program Priorities

- **Education** — computers and updated didactic materials (including electric vehicles) for the VTC; durable library furniture; re-opening the canteen; equipping the girls' room; production units in hairdressing and welding; CCTV and professionalized security; incentives for the Gold Youth linkage teacher;
- **Sports, Culture & Arts** — complete federation memberships and restore the full mass-sport calendar;
- **Peace Building** — re-launch the deferred cross-border portfolio as regional conditions allow;
- **Economic Empowerment** — sustain the 6,062-strong entrepreneur network under the new MISEREOR phase; support the 30 GSLAs deferred from 2025/26; develop a dedicated wage-employment placement strategy;
- **Health** — deliver the postponed infectious-disease, first-aid, drug-prevention and HIV mass-awareness activities; complete the girls' room and youth corner; train the remaining 15 PAC facilitators;
- **General Services** — dedicated budgets for furniture and cleaning materials; qualified surge cleaning staff; a changing room for wedding clients; modern kitchens at Headquarters and VTC Rugerero.

📌 *DESIGN NOTE — Present these priorities as a one-page roadmap graphic: a blue horizon band for institutional priorities and six green program tiles beneath.*

Appreciation and Acknowledgements

Vision Jeunesse Nouvelle expresses its profound gratitude to all who made the year's results possible. To our donors and funding partners — MISEREOR, Interpeace, GIZ-CPS, Caritas Rwanda, the IMBUTO Foundation, OAFLAD, SDC, MINUBUMWE, DOT Rwanda, the Gold Youth Development Agency, Rubavu District, RBF, the SDF project and Cuisine du Coeur — thank you for your trust and your investment in Rwandan youth.

We thank the Government of Rwanda and its institutions, including the Rwanda Governance Board, whose Certificate of Compliance of 29 April 2026 affirms our commitment to accountability; the districts and sectors that host our work; NESA and RTB; MINUBUMWE; and the national sports federations. We acknowledge with appreciation the Diocese of Nyundo and Stella Maris Parish, our partners in Caritas Rwanda, CRS, PSF, RYAF, NYC, RYVCP, the Rwanda Scouts Association and the Xaver movement, and the authorities and communities of the Kigeme, Mugombwa, Nyabiheke, Kiziba and Mahama camps.

Above all, we salute the people of VJN: 48 employees, 48 coaches and field agents, 6 volunteers and interns and 9 security guards, whose commitment, accountability and teamwork carried this year's achievements — and the young people of Rwanda, whose talent and determination give this organization its purpose.



Success story of the year: the Rwanda Governance Board Certificate of Compliance awarded to VJN on 29 April 2026 under Law N° 58/2024.

Contact Information

Item	Details
Organization	Vision Jeunesse Nouvelle (VJN)
Legal status	National NGO, Legal Personality N° 134/08.11 of 16 October 2000; RGB Certificate of Compliance, 29 April 2026 (Law N° 58/2024 of 20/06/2024)
Headquarters	Rubavu District, Western Province, Rwanda (premises rented from the Diocese of Nyundo)
Executive Director	Brother Vital RINGUYENEZA C.I.
Training campus	VJN Vocational Training Center (VJN-VTC), Rugerero
Telephone	[Information Not Available]
Email	[Information Not Available]
Website / Social media	[Information Not Available]

✎ *DESIGN NOTE — Back cover: navy field with the VJN logo, motto, contact block and a green footer strip carrying donor logos.*

Executive Summary

In the year from 1 July 2025 to June 2026, Vision Jeunesse Nouvelle implemented twelve funded projects across ten districts and five refugee camps, achieving an average of 76 percent of all planned activities. The organization's five programs — Education; Sports, Culture and Arts; Peace Building; Economic Empowerment; and Health — were sustained by 48 employees, 48 coaches and field agents, 6 volunteers and interns and 9 security guards, and by a partnership base spanning MISEREOR, Interpeace, GIZ-CPS, Caritas Rwanda, the IMBUTO Foundation, OAFLAD, SDC, MINUBUMWE, DOT Rwanda, Rubavu District and others.

Results repeatedly exceeded expectations where VJN's core methodologies were at work: 481 youth enrolled in vocational trades against a plan of 300; 1,707 readers used the library against a target of 600; 359 youth were trained on WRN against a plan of 100; 22 new SILC savings groups were formed against 14 planned; 1,063 members benefited from GSLA share-outs against 600 planned; and community health talk shows ran at double their target. The year's institutional high point was the Rwanda Governance Board's Certificate of Compliance of 29 April 2026, joined by new partnerships with DOT Rwanda and Inkomoko, a new 2026–2029 MISEREOR phase, and high-level visits by a Government Minister and Senators.

Challenges were equally clear: delayed project funds, limited equipment budgets, regional insecurity in eastern DRC that halted the cross-border peace portfolio, frictions with Rubavu District, the absence of an emergency reserve and the unresolved Kirehe land question. VJN enters 2026/2027 with a defined agenda — diversify funding, digitize systems, insure its facilities, complete deferred activities and build a consolidated beneficiary database — confident in a model whose results this report documents in full.

76%

planned activities realized

12

projects, 11 donors

10 + 5

districts + refugee camps

111

 staff, coaches, volunteers &
guards