

# ANNUAL REPORT 2025



Young Africa

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# FOREWORD

An annual report tends to start with the numbers: 44,230 lives touched; the lives of 76% of our TVET graduates transformed by earning an income. These numbers matter, but they are not the heart of the story.

What these numbers can't capture are the young people who were once unskilled and unemployed, and today run their own businesses, like the one who now owns her own salon, employing eight students of her own. It includes the young person who traded his gang for a trade, and used his first paycheck to put an honest meal on his family's table. These are not exceptions. They are the point.

These examples show what we mean when we say we believe in young people. Not as a slogan, but as a strategy. Because we have seen it, year after year: teach a young person a real skill, and you change their sense of purpose, how their community sees them, how they are part of the growth of Africa.

2025 was not an easy year. The funding landscape shifted under all of us, and we had to adapt, quickly. And we did. We expanded our reach into Nigeria and Zambia, registered as a non-profit in South Africa, and ventured into new territory with a social enterprise in solar energy. We launched an e-Learning Platform that takes vocational and soft skills training far beyond our physical walls. And we brought more partners than ever to one table in Zimbabwe, because we know that the deepest impact is never made alone.

We didn't do this because it was easy. We did it because it is who we are, the Young Africa Federation. We did it because our youths shape the future; they needed us to show up, and we have.

The scissors in my hand below, opened the e-Learning Platform. They may look like a kitchen tool, but for us, they are the instrument that has opened all our Young Africa centres, and the future to many young lives.

This report tells that story.

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**Dorien Beurskens**  
CEO & Co-Founder



NOTE: The financial statements in this report represent a summary of the audited accounts 2025. Follow [this link](#) for the detailed audited finance report 2025 and the independent auditor's statement.

# 2025 HIGHLIGHTS

## Launch in Nigeria

A major driver of this success was the launch of the Youth Employability Booster project in **Nigeria**, in partnership with the Mastercard Foundation. This expansion into five states saw the “**Women in Business**” component achieve an enrollment of 1,084 youths.



## Opening our Zambia centre

In September we opened our training centre in Lusaka, Zambia, with a loud and proud arts festival.

## Growth of 24% & 6.5%

Across the federation, enrollment during 2025 in TVET programmes reached 7,202 students in Angola, Mozambique, Nigeria, Zambia and Zimbabwe: A significant 24% increase from 2024.

The percentage of **(self-)employed graduates** increased from from 69.4% in 2024 to **75.9%** in 2025.





## e-learning

This period also marked a digital milestone with the November launch of the Young Africa e-learning platform, which successfully registered 812 learners by the end of the reporting period, **breaking geographical barriers** to quality TVET & soft-skills education.



## Greening

Across the federation, we transitioned our green strategy into visible practice: In Zimbabwe, the Chitungwiza Centre commissioned a 20m<sup>3</sup> **biogas digester** and a 5KVA **solar system** to model sustainable energy management; A partnership with a private waste-management firm in Angola resulted in specialised environmental training. These milestones prove that youth empowerment is most effective when it is practical, adaptive and deeply rooted in the green



## TVET Conference

We convened our inaugural TVET Conference in Zimbabwe in October 2025. This collaborative effort saw a diverse **assembly of 117 stakeholders**, with four UN agencies and two government ministries in attendance.



# STORIES OF CHANGE FROM ACROSS THE FEDERATION





## Beyond the Numbers

We are proud of our results: the thousands of young people reached, the skills gained, and the opportunities created.

But what matters most to us are the individual lives transformed through Young Africa.

Behind every statistic is a person with dreams, challenges, and potential. The following stories from across the federation show real life change: young people who gained confidence, built skills, found work, and began shaping their own futures.

These are the stories behind the numbers.



ZIMBABWE





## TRISH CHIBONDO, 22

Graduate YA Zimbabwe

At 22, Trish Chibondo transformed her future through the Young Africa Skills for Youth Resilience Programme.

Transitioning from being unskilled and unemployed to a focused entrepreneur, she took a hairdressing course and utilised a start-up tool kit to launch her own salon.

By investing in a generator to combat power cuts and expanding her service range, Trish turned a lack of opportunity into a thriving, reliable business that provides her with both financial stability and a renewed sense of dignity.

Today, Trish serves as a Craft Master, mentoring eight students and passing on the skills that changed her life.

Her impact has created a ripple effect: her former trainees are now securing employment and launching their own enterprises.

Trish's business allows her to support her household, including her mother.

Her story is a powerful testament to how targeted skills training can empower an individual to become a pillar of growth and inspiration for their entire community.



ZAMBIA



## PURITY DIMBWA, 21

Graduate YA Zambia

At 21, Purity Dimbwa refused to let financial barriers define her future. After her parents were unable to afford her schooling, she was inspired by the success of her peers to enroll in the Food Production course through Skills2Live Zambia.

Beyond professional culinary and food safety techniques, the programme equipped her with vital life skills and health education through the Wellness Centre, fostering a sense of self-worth that reshaped her character and confidence.

Today, Purity is gainfully employed at Nando's, where her income provides financial independence and the means to support her family.

Her transition from uncertainty to a stable career has transformed her into a vocal advocate for vocational training, encouraging other young women to "choose purpose."

With a professional certificate and a clear career path, Purity now dreams of opening her own restaurant to create jobs and serve as a beacon of hope for her community.



ANVSOLOLA



## INÁCIO SIMÃO, 25

Graduate YA Angola

Orphaned at a young age, 25-year-old Inácio Simão found his turning point at the Centro de Formação Profissional Dom Bosco.

By enrolling in a refrigeration and air conditioning course, he replaced a lack of direction with technical discipline and life skills.

Inácio didn't just learn to repair AC units; he learned to overcome his hopelessness, transitioning from a young man without perspective, to a top student in his cohort, eager to create his own opportunities.

Today, Inácio is a proud entrepreneur and father who uses his earnings to pay for his sisters' school fees and support his grandmother. The shift to a purposeful career was solidified by his first paycheck, which allowed him to provide an food for his family. He is now earning a steady income and frequently hires friends to assist him on larger jobs.

Inácio credits Young Africa with rescuing him from a path of uncertainty and shaping him into a responsible, self-reliant provider for his community.

MOZAMBIQUE





## JOSÉ MATEUS, 27

Graduate YA Mozambique

Before his vocational training, 27-year-old José Mateus supported his grandmother and four siblings by selling mobile airtime on the streets. Facing financial instability and an uncertain future, he seized the opportunity to enroll in a Culinary Arts course.

José's dedication and discipline during his studies led to a successful internship at Mr. Frango's restaurant, marking the end of his time in the informal economy and the beginning of a professional career in the kitchen.

Today, José has risen to the position of Sous Chef, earning a stable monthly salary, supplemented by independent weekend catering projects.

This financial transformation allows him to provide essential support for his entire family while restoring his personal sense of dignity.

Looking ahead, José aims to launch his own business and become a mentor for disadvantaged youth and those with special needs, proving that technical skills are a powerful engine for social inclusion and community growth.



NIGERIA



## AKINTOLA ELIZABETH, 22

Graduate YA Nigeria

Inspired by her sister's artistry but limited by the high costs of private beauty schools in Lagos, 22-year-old Akintola Elizabeth turned her passion into a profession through the Youth Employability Booster programme.

Despite having no prior experience, the three-month intensive course provided her with a foundation in professional hygiene, client communication, and advanced makeup techniques.

With hands-on guidance, technical discipline, she transformed into a skilled technician ready for the competitive beauty industry.

Following her training and a successful industrial internship, Elizabeth is now gainfully employed and actively building her professional portfolio through real-world client assignments.

As one of 460 graduates empowered through Mobile Training by Young Africa Nigeria in 2025, she is currently balancing her workplace responsibilities with independent freelance jobs.

Her journey from potential to progress proves that receiving vocational support empowers young women with the independence and self-belief to thrive.

# MISSION, VISION & BELIEFS

## Our Vision

We envision a world of equality and shared wealth.  
We channel the dynamic energy of youths to transform the world around them.

## Our Mission

We empower young people with skills of the hands to make them self-reliant, skills of heart and mind to live with dignity and responsibility, and skills of the soul to live with purpose.

## Our Beliefs

Young people have abundant **energy**. They are our future and therefore we focus on empowering them.

### Skills make the difference.

Equipping youth with skills for life and work is the most impactful solution for the huge challenge of youth unemployment.

**Livelihoods** are the basis for young people's development. They need financial independence to contribute to peace and community building, to good health, and stand up for their sexual rights.



We believe **"if it is to be, it is up to me."** We stimulate young people to have agency over what they can contribute, and what they can become.

We believe in a **holistic** approach to youth empowerment. Our methods consider the physical, emotional, social and spiritual wellbeing of the youths we aim to empower.

We believe in giving power to **local communities**. All Young Africa centres are run by local teams, and are supervised by local boards.

Young people are agents of change. Equipping them with **green skills** empowers them to drive environmental stewardship and build a climate resilient and sustainable future.

# RESULTS 2025

**75.9%** of 2024 graduates are economically active (employed, self-employed or in a paid internship)

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**63%** of the economically active graduates are now financially independent

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**99.7%** of graduates are able to set personal goals and pursue them

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**98.4%** of graduates feel free to discuss issues around SRHR

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**97.7%** of graduates can stand up and speak about issues affecting them

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**96.8%** of graduates feel more confident about their future

Results from 2025 Post Graduate Survey

# REACH

## OUR REACH IN 2025



44,230

Total reach in 2025 of all YA programmes



7,202

Students enrolled in integral TVET



4,285

Total Young people trained by our partners replicating YA models



812

Young people trained on the e-learning programme



851

Young people in academic coaching classes



390,483

Total lives touched to date



159

Life skills teachers trained across 3 countries, in 23 organisations

# STRATEGIC PLAN 2024-'26

## Our Current Strategy

By the end of this strategic period we aim to bring the total of youths empowered through our range of programmes to a total of half a million.

## Our 3 Strategic objectives are:

### 1 TRAIN YOUTHS AND EXPAND OUR REACH

- We are expanding our training capacity at existing centres, and expansion to four **new countries** (Angola, Nigeria, Ghana (under way), and South Africa (registered but not yet operational)).
- We share our model with other organisations.
- We launched our e-learning platform.

### 2 ENHANCE OUR IMPACT

- We continue to improve the quality and the relevance of our courses to the job market. We prepare the organisation and our youths for the **digital economy**.
- We strengthen our support to past-students to improve their **employability** and help them **increase their income**.
- We continue to intentionally include **vulnerable youths** into our programmes.
- We are striving to ensure that at least two-thirds of our graduates are economically active after training and increase their pre-training income by a multiple of five.
- We continue to measure our impact, to inform improvements into our programming, based on **solid evidence and data**.
- **'Greenovation'** of all aspects of our activities is an important focus.

### 3 STRENGTHEN THE ORGANISATION

- We aim to be **more efficient and effective** in all our work and in the collaboration within our federation. That means we put extra effort in growing, building capacity and strengthening our organisational systems at all levels.
- We continue to **share our expertise** and models in skills development and TVET. This positions us well as youth empowerment advocates.

# TARGET 2026: TO REACH 120,000 YOUTHS



**24,200**  
Mobile & centre-based vocational training



**25,000**  
Digital vocational and soft skills training



**7,100**  
Female entrepreneurs trained to boost their business



**15,000**  
Training through partners



**48,700**  
Community outreach programmes

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# OUR PROVEN METHODS

Our approach to vocational training remains recognised by UNESCO-UNIVOC as a **best practice** model.

Sharing the YA-way of youth empowerment with other organisations helps us spread our impact wider. We have continued to train other youth organisations, ranging from small community-based organisations (CBOs) to international NGOs and networks, in our holistic approach to youth empowerment, the franchise business model, and our mobile training approach. We have presented our work at several conferences and seminars.

To make vocational training more widely available to young people, we launched an e-learning platform on 12 November 2025. This platform gives access to twelve vocational training courses, life skills education, entrepreneurship training and a digital literacy course. We also created a postgraduate support toolbox to facilitate easy access to resources and information that supports our graduates' transitions from training to work. These digital platforms are an excellent asset for sharing our work widely and freely with both young people and TVET providers.



## 1 CENTRE BASED VOCATIONAL EDUCATION

Holistic vocational education at our own Young Africa training centres, that sustain themselves through the franchise business model.

Training: 6-12 months

## 2 MOBILE VOCATIONAL TRAINING

Mobile vocational training: our holistic vocational education, delivered at pop-up training sites by local master crafts people and YA staff, in remote areas or conflict zones.

Training: 6 months

## 3 SHARING OUR MODELS

Young Africa trains other NGOs and CBOs to adopt our success formula.

# INTEGRAL APPROACH

## Holistic empowerment

At Young Africa, we believe in holistic empowerment, as such, we prepare young people for **work and life** broadly.

Our programme includes job-skills training in a variety of **technical, commercial and agricultural** vocations.

We integrate a wide range of **soft skills trainings**: life skills, sexual health and rights (SRHR) education, entrepreneurship skills training, environmental awareness and work readiness. We also integrate talent development in sport and art.

In preparing our youth for self-employment, we offer entrepreneurship training, financial literacy and exposure to internal savings and lending schemes.



“We teach young people skills of the hands to make them self-reliant, skills of the heart and mind to live with dignity and responsibility, skills of the soul to live with purpose.

—  
Dorien Beurskens, CEO & Co-founder Young Africa International



**Post graduation**, young people receive support to transition from training to work or entrepreneurship. This support includes internships and job placements, business coaching and mentorship, product development and value addition, and linkages with micro-finance institutions for business financing.

# MOBILE TRAINING

## The Approach

Our **Mobile Training approach** is inspired by our desire to expand access to skills training for young people in marginalised and underserved areas.

Through this approach, an integrated training package is delivered in collaboration with local artisans and businesses, allowing young people to acquire work-related skills on the job.

This training model has reached young people in rural areas, border towns, migrant communities, prisons, and conflict zones within the countries in which we operate.

“We are committed to leaving no one behind. By bringing skills training directly into communities, we ensure more young people can access opportunities to build their futures.

Mahara Goteka, Head of Programmes Young Africa International



## Stakeholder Involvement

All courses in mobile training locations are informed by a rapid **market and youth needs assessment**.

Local entrepreneurs, local authorities, CBOs, faith based organisations (FBOs), and local government and private vocational training providers are either consulted or collaborate in various ways, including providing trainers, referring beneficiaries, providing internships, input into curriculum alignment etc.

# THE FRANCHISE BUSINESS MODEL

The **Franchise Business Model** serves as both our business model and our centre-based practical training model, enabling us to achieve our curriculum requirement of 70% practical training.

The aim of the model is to shape every skills training and production unit into a viable, self-reliant enterprise with the capacity to produce goods and services for the local market, generate income and profit for their business, and create jobs for the community while giving trainees on the job exposure.

## The Franchisor

As the franchisor, Young Africa invests in training/ production units, and each unit is leased to a local entrepreneur, 'the franchisee'.

Rental income from franchisees cover some operating costs and contribute to the operational sustainability of the centre.

Young people -students- pay a subsidised fee for training, most of which goes to franchisees who deliver the training.

## The Student

The student learns from a master and role model. After their course, they participate in internships off-campus in an industrial setting.



## The Franchisee

The entrepreneurs help to bridge the gap between theory and practice in vocational education. They act as entrepreneurial role models for the students and contribute to training the next generation of artisans within their communities.

## Young Africa Team

A lean central team from Young Africa coordinates the work and monitors the quality of training, sets the fees and creates links with local authorities, and with industry for internships and job placements. The central team is also responsible for providing all the complementary courses and services (e.g. life skills education, entrepreneurship training, wellness).

“Everything at Young Africa is about empowerment: the franchise model enables self-financing of the training, together with entrepreneurs from the community. A multiple-win situation.

Raj A Joseph, Advisor & Co-founder Young Africa International



# THE E-LEARNING MODEL

In 2025, we officially launched The [e-Learning Platform](#), through which our integral TVET programme (Vocational Courses, Life-Skills Education and Entrepreneurship courses) is freely available to youths from across the continent.

The platform is live and has 10 vocational courses (Dressmaking, Cooking, Baking, Motor Vehicle Mechanics, Automobile Electrics and Electronics, Welding, Panel Beating, Electronics, Hairdressing and Beauty Therapy) and soft skills courses (Entrepreneurship, Life Skills Education and Digital Literacy).

## The Certification Process

For TVET courses, learners progress through a three-stage process on the platform:

- 1 Learners are certified after successfully completing their online modular assignments and projects.
- 2 Learners are certified after completing four months of internship under the mentorship of a master in their trade.
- 3 Learners are certified after successfully completing a Trade Test with a Government Trade Testing body.

In the beta-phase and since the launch, 9,577 learners have registered on the platform.



# SHARING OUR MODEL: APPROACH & METHODOLOGY

## Spreading Impact

By sharing our youth empowerment approaches with other organisations we are [spreading the impact wider](#) and contributing to a stronger youth empowerment ecosystem across Africa. We have continued to train other youth organisations, ranging from small community-based organisations to international NGOs and networks; in our holistic approach to youth empowerment, the franchise business model, and mobile training approaches.

In 2025, we expanded this work, particularly through our collaboration with [OAK Foundation](#) in Zimbabwe and the [Mastercard Foundation](#) in Nigeria. Through these partnerships, 11 organisations are replicating either the Young Africa Mobile Training, Integral Approach to youth development or the Franchise Business Model. 23 organisations were capacitated to deliver Young Africa life skills models. In addition, 5 organisations visited our model centre in Zimbabwe to see our work in action and deepened their understanding of our approaches



The same spirit of collaboration underpins our newest frontier: the [e-learning platform](#). This was developed to deliver quality skills training to young people beyond the reach of our physical centres. Its potential is enormous, but the impact will only grow through strong partnerships with institutions with a shared commitment to youth empowerment - partners ready to co-create, co-fund and co-deliver digital learning to those who need it most.

The road ahead is one we cannot and should not walk alone. Collaboration is what will allow the model to grow, adapt and endure.



## TVET Network

In Zimbabwe, we convened a **TVET network** of more than 26 organisations to collectively strengthen the TVET system through shared learning, methods, and materials.

The final conference of the year took place on 12 November 2025, in the National Art Gallery in Harare. The gathering brought together 117 national stakeholders and international speakers from among TVET providers, Ministries of Youth and Skills Audit, the Confederation of Zimbabwe Industries, donors, the European Union, private sector partners, and all Young Africa directors and board chairs.



## Events & Platforms

In 2025, we improved our global visibility by participating in several **high-profile events**: the Skoll World Forum in Oxford, UK; the United Nations General Assembly (UNGA 80) in New York, USA; the Climate Change Indaba in South Africa; the Confederation of Zimbabwe Industries Strategic Intelligence Forum on Entrepreneurship and Ecosystem Development in Zimbabwe; and the Dutch Impact Fair in the Netherlands.

Participation across these platforms raised the visibility of Young Africa as an expert in the field of youth empowerment and TVET. This generated valuable connections for future collaboration. In Zimbabwe, we presented our models at a National AIDS Council platform attended by more than 30 organisations.

“A student graduating from Simukai Child Protection Programme is a more complete student, thanks to the introduction of the the Young Africa models. This partnership has enhanced how we have been operating as an institution.

Zvaitwandiye Maeoyo, Project Coordinator  
Simukai Child Protection Programme - YA  
Dissemination Partner

# WHERE WE WORK

● YOUNG AFRICA INTERNATIONAL  
GHANA

● YOUNG AFRICA INTERNATIONAL  
SUPPORTING OFFICE  
THE NETHERLANDS

# NETWORK

AFRICA DISSEMINATION PARTNER

● YOUNG AFRICA AFFILIATE  
NIGERIA

● YOUNG AFRICA DISSEMINATION PARTNER  
ETHIOPIA

● YOUNG AFRICA DISSEMINATION PARTNER  
MALAWI

● YOUNG AFRICA AFFILIATE  
YOUNG AFRICA DISSEMINATION PARTNER  
ZAMBIA

● YOUNG AFRICA INTERNATIONAL HEADQUARTERS  
YOUNG AFRICA AFFILIATE  
YOUNG AFRICA DISSEMINATION PARTNER  
ZIMBABWE

● YOUNG AFRICA  
IMPLEMENTATION PARTNER  
ANGOLA

● YOUNG AFRICA AFFILIATE  
MOZAMBIQUE

● YOUNG AFRICA DISSEMINATION PARTNER  
BOTSWANA

● YOUNG AFRICA AFFILIATE  
SOUTH AFRICA

## Skills2Live

**Funding partner:** The Dutch Ministry of Foreign Affairs through the Embassy of the Kingdom of the Netherlands in Maputo.

**Location:** Angola, Mozambique, Zambia, Zimbabwe.

**Goal:** To promote sustainable livelihoods, reduce vulnerabilities and enhance resilience of at least 34,540 young people to improve Sexual Reproductive Health (SRHR) through economic empowerment and SRHR interventions.

**Young people reached in 2025:** 14,064 through TVET training, provision of postgraduate services in Youth Economic Booths, climate change awareness campaigns, wellness services and women in business training.

## Sustainable Youth Empowerment

**Funding partner:** Puma Energy Foundation.

**Location:** Mozambique (Cabo Delgado)

**Goal:** To provide 140 students with training in solar energy, and create green energy awareness to 4000 community members.

**Young people reached in 2025:** 50 trained in electrical and photovoltaic installation, bringing the total trained under the project to 146. 160 Solar Home Systems were distributed to 40 graduates as start-up kits.

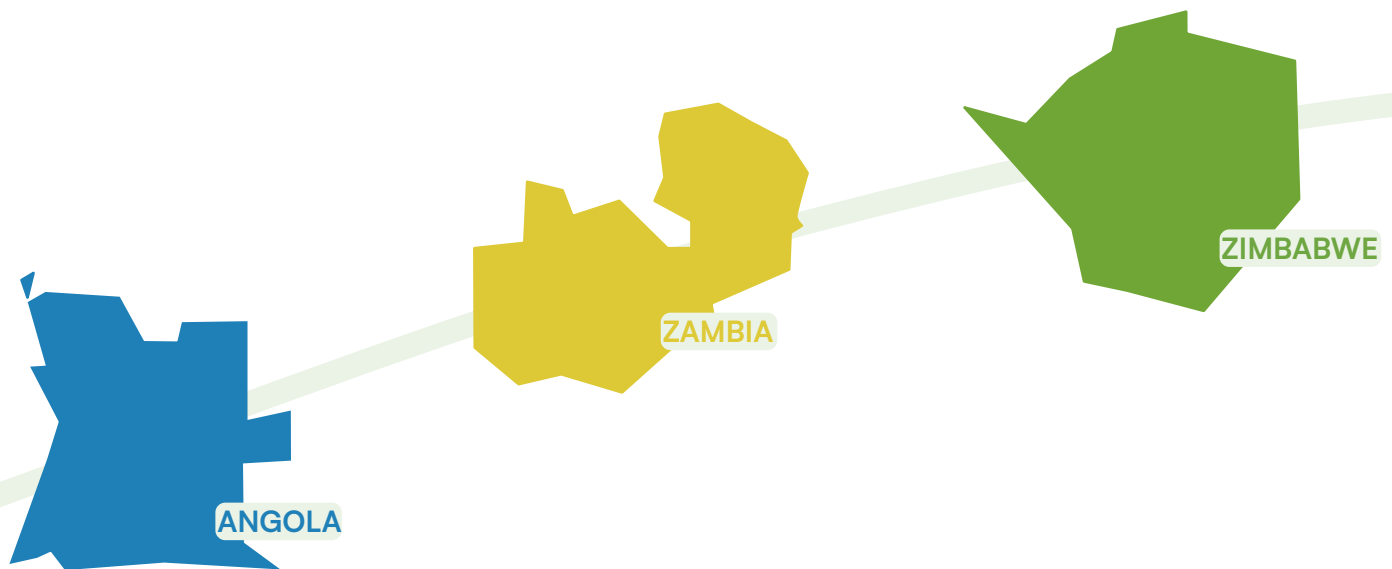
## Greenovating TVET

**Funding partner:** Nationale Postcode Loterij (NPL)

**Location:** Mozambique, Zimbabwe, Zambia, Angola

**Goal:** To Improve Young Africa's reach, impact and sustainability through; adoption of sustainable green practices across the federation, diversification of funding and increased resource mobilisation, and enhanced communication capacity and brand visibility.

At the end of the project, Affiliates had adopted 3 green practices at their centres, 14 TVET curricula were greened, YA's brand awareness increased significantly, and YA International is diversifying our funding sources, securing 8 new funding partners.



# PROGRAMMES

## Digital VET for Young Africans

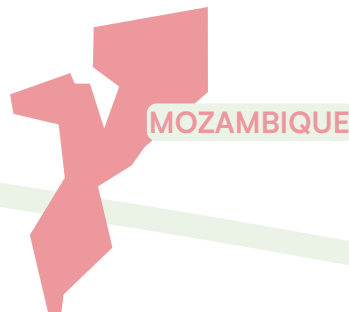
**Funding partner:** SERVE and the European Union

**Location:** Mozambique, Zambia, Zimbabwe & other African countries through dissemination partners

**Goal:** to enhance vocational education and training (VET) opportunities for youth in Africa. The project supported the establishment of the e-Learning Platform which aimed to reach 8000 young people by the end of June 2025.

**Achievement:** We also built a digital Post-Graduate Support Platform to increase access to post-graduate support services and information.

**Young people reached in 2025:** 7,559 students had registered on the platform as of June 30 2025.



## Equipped for Scale

**Funding partner:** Sint Antonius Stichting Projecten (SAS-P).

**Location:** Entire YA Federation

**Goal:** Enhanced impact of YA's integral TVET programme for socially, economically, and educationally disadvantaged youth across Sub-Saharan Africa.

## Youth Employability Booster

**Funding partner:** Mastercard Foundation

**Location:** Nigeria (FCT-Abuja, Lagos, Anambra, Akwa Ibom, Edo, Ondo)

**Goal:** At least 18,300 youth between 18-35 years reached through an inclusive model that integrates mobile integral TVET, tailored business development support and pilots of the Franchise Business Model.

**Young people reached in 2025:** 460 youths completed Mobile TVET, 641 youths were in training by year-end; 875 women completed mentorship support, 2,100 women were in training by the end of 2025.

## Skills for Youth Resilience Programme

**Funding partner:** SERVE and Irish Aid.

**Location:** Mozambique & Zimbabwe.

**Goal:** To support 7,080 marginalised young people and adult farmers to become confident, skilled, resilient and active citizens so they can overcome barriers that prevent them from thriving.

## Skills Builder Programme

**Funding partner:** Leopold Bachmann Foundation.

**Location:** Zambia & Zimbabwe

**Goal:** In Zambia - train 360 youths, of whom 80% are economically active post-graduation, who report increased income and economic independence; In Zimbabwe - retooling of workshops to enhance training outcomes and self-reliance of the centre; YA International - build up a learning network of TVET partners in Zimbabwe, culminating in an international TVET conference.

**Young people reached in 2025:** 325 youth trained in Zimbabwe and 142 youth trained in Zambia.

## Care to Share

**Funding partner:** Oak Foundation

**Location:** Zimbabwe

**Goal:** At least 70% of 810 graduates of the integral TVET programme are economically active 6 months post-graduation.

**Young people reached in 2025:** 792 youth trained, 7 Organisations are replicating the YA Integral TVET model in their areas of operation.

# GOVERNANCE: THE ROLE OF YOUNG AFRICA INT

Young Africa operates as a Federation in which each affiliated member has their own role. The youth empowerment activities described above are implemented by the Young Africa affiliates, associates and partners.

Young Africa International is the bridge, linking our Federation's affiliated entities. The role consists of safeguarding the mission of Young Africa, coordinating the expansion of our work, ensuring the high quality of our youth empowerment services, capacity building of our teams and partners, and sharing our youth empowerment expertise.

IN SERVICE OF THE FEDERATION, AND IN LINE WITH THE STRATEGY 2024-'26, WE HAVE FOCUSED ON:

Expanding the **training capacity** of Young Africa's Affiliates

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Increasing the **self-sustainability** of our training centres and strengthening the application of the **franchise model**

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**Sharing** the Young Africa model and our expertise on youth empowerment with other youth-serving organisations

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Collecting **data** and conducting **research** to inform improvements to our programmes

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Strengthening our capacity to keep growing in efficiency, effectiveness, governance and transparency

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**Creating visibility** for our federation and lobbying for our mission by communicating our results.

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**Mobilising resources** for our work

# INTERNATIONAL

## Team



**Dorien Beurskens**  
CEO & Co-Founder



**Mahara Goteka**  
Head of Programmes



**Phillip Wannell**  
Head of Operations



**Raj A Joseph**  
Advisor & Co-Founder



**Tatenda Chimhini**  
Finance Manager



**Wellington Muचेчећетере**  
Grants Coordinator



**Christian Schaefer**  
Senior Manager, Fundraising & Communication



**Getrude Sibanda**  
Compliance & Contracts Manager



**Sekai Mukaro**  
Programmes Coordinator



**Linda van Hage**  
Fundraiser



**Laura D'Haese**  
Communications Manager



**Caroline Kachambgwa**  
Programmes Officer - Dissemination



**Tendai Mudyarabikwa**  
Programmes Officer - Dissemination



**Sibusisiwe B. Muperere**  
Programmes Officer - Small Business Development and Research



**Peter Ndaramu**  
Research and Data Officer



**Floridah Mapeto**  
Communications Officer



**Umuziwandile Nkomo**  
Systems Administrator



**Caroline Gweshe**  
Finance Officer



**Rejoice Moyo**  
Finance Officer



**Kin Farirai Muzeremwi**  
Programmes Assistant: Education and Training Services



**Wadzanai D. Manyame**  
Programmes Assistant - Greening



**Belinda Mahachi**  
Office Manager



**Alec Danda**  
Finance Assistant



**Nollaig Hulme**  
Programme Officer



**Concilia Mutami**  
Communications Assistant



**Abigail Chirasha**  
Programmes Officer: Monitoring Evaluation & Learning



**Andrea Petros**  
Caretaker



**Felix Katanganda**  
Caretaker

# ORGANISATIONAL STRUCTURE

## The Federation

This diagram represents our Federation structure, which works well, thanks to the efforts of the Affiliate Boards and Management teams, as well as the Young Africa International Supervisory and Managing Boards.

We invested ample time and resources in building capacity and mutual understanding about the roles of those tasked with supervision and management.

The constructive collaboration between the members of the Federation on the ground has been admirable. The common Young Africa-wide Strategic Plan 2024-26 has shaped our cohesion and common direction, and we have been growing, learning and improving together.

During the year, Young Africa successfully registered non-profit entities in South Africa and Nigeria to join the Federation. In each country a three-member board has been appointed to oversee their respective operations.

Young Africa Namibia has functionally left the Federation, pursuing its path to independence, and continuing the work under a new name. This process will be formalised and completed in 2026.

In 2025, we also registered a social enterprise in The Netherlands for the purpose of diversifying funding streams: the holding InnovYate B.V. and the operational company Young Power Africa B.V. These companies are not yet operational.



# YOUNG AFRICA FEDERATION

Supervision  
Management



## Forum of Directors

## Forum of Youth

## Forum of Staff

Sounding boards of each Federation member plus YAI's CEO, HoP and HoO

## Young Africa Affiliates

### YA MOZAMBIQUE

Board — Management

### YA NIGERIA

Board — Management

### Skills2Live ZAMBIA

Board — Management

### YA ZIMBABWE

Board — Management

### YA SOUTH AFRICA

Board — Management

### YA EXPANSIONS

Board — Management

## Young Africa International

CEO  
HEAD OF PROGRAMMES  
HEAD OF OPERATIONS

+ our team in Harare (HQ) and in Amsterdam

## Affiliation agreement

The legal document of the collaboration between International and the affiliated organisations.

## Service agreements

Incidental, project-based contracts for delivery of services or implementation of project grants between parties: International and the affiliated organisations.

Young Africa International Supervisory Board

## Forum of Chairs

Sounding board of Chairs of each Affiliate board plus chair/representative of YA International Supervisory Board

Independent, locally, registered Young Africa Entities

Each managed by a Director and team and supervised by a local Board of Trustees.

## Financial independence within the Federation

Each member of the Young Africa Federation is a financially independent entity. The streams of income that flow between the entities are based on individual contracts and there no regular structural payments made. The YA International bodies in The Netherlands and in Zimbabwe operate as one financial entity with consolidated accounts. In 2025, the entities in Nigeria and Zambia operated greatly under YA International's control and their accounts have been consolidated into our financial statements.

# GOVERNANCE 2025

# MANAGEMENT

## Management Board

Young Africa International is managed by co-founder and Chief Executive Officer Dorien Beurskens. She heads the three-member Management Board, with Mahara Goteka as Head of Programmes, and Phillip Wannell as Head of Operations. The Managing Board leads the team at the headquarters in Harare as well as the founding and supporting office in Amsterdam. The Managing Board meets bi-weekly to discuss strategic and operational matters.

## Team Leaders

Young Africa International operates with a middle-management layer of 5 team leaders: Wellington Mucchetere and Sekai Mukaro lead the programme coordination teams, Christian Schäfer is in charge of fundraising and communications and heads the team in Amsterdam, Tatenda Chiminhi leads finance and administration, and Getrude Sibanda is responsible for compliance and contracts. The Managing Board and team leaders meet bi-weekly on coordination and strategic progress, as well as organisational development.

## Country Directors & Coordinators

The closest partners in managing and implementing our strategic objectives are the members of the Federation. In 2025, the implementing members of the Federation were capably and passionately led by country directors Susan Madodo (Zimbabwe), Aksana Varela (Mozambique), and coordinated by Lucie Piassa (Angola), Josephine Million (Zambia), and Wellington



Mucchetere and Adedotun Esan (Nigeria).

There is daily interaction between management and colleagues of Young Africa International and the implementing leadership and teams in the field. In the annual Directors' Week, for country directors and coordinators and the YAI management board, issues of mutual learning, collaboration, capacity strengthening, and common strategy are discussed. This year, the Directors Week took place in Beira, Mozambique. Bi-annually, embedded in the governance structure, the same group comes together in the Forum of Directors.

## Fora

Inclusion of the voice of our youths is key to our management decisions. Each YA training centre has a student parliament, in which elected representatives of every course advise the director or coordinator on issues of management that affect them. This participatory structure is reflected at Federation level: the Forum of Youths is

# MENT



an excellent channel for the CEO to hear what matters to the young people in our programmes, what they miss, what is helping them, what they would like to see included, how we can improve, what a next programme should look like, and any topic they feel should be addressed in their pursuit of their empowerment.

In the Forum of Staff, the CEO has a sounding board on interests and issues that pertain to staff throughout the Federation.

A similar Forum exists for Chairs of the Affiliate boards, led by the Supervisory Board of YAI, as part of the supervisory structure.

## Strategic Performance

2025 marked the second year of Strategic Plan 2024-26, and the overall performance of the planned deliverables has been good. The highlights described at the beginning of this report show exciting developments.

Through all our programmes, we have reached 24% more youths than in 2024. We launched in Nigeria, opened our own training centre in Lusaka, and registered the organisation as a Trust and Non-Profit Organisation in South Africa. We have launched our e-Learning Platform for vocational and life-skills training, and shared our expertise and models with partners, governments, and at various conferences.

Our impact increased too: 75.9% of graduates were in work after training.

The organisation stood strong and the governance structure stood firmly.

## Fundraising

Our major challenge is one that many organisations face: the funding landscape changed drastically. Our fundraising efforts had less success than we are used to. We are therefore committed to engaging new connections and different ways of financing our work. Our focus shifted to philanthropic and corporate funders. The establishment of a social enterprise in 2025 (not yet functional) is a promising example of our innovation in resource mobilisation.

## Communication

In 2025, we aligned our communication activities to enhance the organisation's visibility at various events, on our social media channels, in our Results and Annual Reports, on our website, and in the media. We shared our results and lessons openly with stakeholders, and through national and international platforms we positioned ourselves as a trusted voice in youth economic empowerment. The reach of our various communications channels increased by over a hundred fold since 2024. The reach of our various communications channels over hundred-folded compared to 2024.

## Volunteers

During the year, we had 5 volunteers; 1 long-term volunteer, 2 brand ambassadors, and 2 experts in HR from Achmea. All 5 offered their assistance without remuneration.

# RISK MANAGEMENT

The risk committee, alongside Management, continued to monitor risks. To give this the importance it needs, we appointed a Compliance & Contracts Manager.

The launch of our programme in Nigeria, the first in West-Africa, with a new donor, required stricter risk mitigation, leading to ongoing due diligence procedures for partners and new employees by audit firms and lawyers in 2025.

Operating across multiple countries and in dynamic environments requires robust risk management. YAI maintains a comprehensive [risk management framework](#), overseen by the Supervisory Board's Risk Committee and updated regularly.

## Risk Register

RISK CATEGORY	RISK	IMPACT	LIKELIHOOD	MITIGATION STRATEGIES
Financial sustainability	Income from fundraising efforts is insufficient	4 severe	3 likely	Expanded the fundraising team, refocused the CEO's time on fundraising, and centralised fundraising within team activities.
Governance & Compliance	Compliance and accountability of implementing partners	3 moderate	1 rare	Continued to implement annual internal compliance checks to facilitate early detection of incidents of risk. Worked with external partners to conduct these checks and due diligence.
Impact	Macroeconomic factors influencing the employability of graduates	4 severe	3 likely	Expanded the size of teams responsible for engaging industry, strengthened post-graduate support services, and continually promoting entrepreneurship.
Safety & security	Deteriorating security situation affecting operations & staff	4 severe	3 likely	Continued to work with UN agency security machinery to stay alerted and apply their and our safety protocols.
Safeguarding of beneficiaries	Conduct of staff, contractors and fellow students that is harmful to beneficiaries	4 severe	3 likely	Rolled out the revised Safeguarding Policy across all programme sites. All staff and management trained, focal persons appointed, and all measures operationalised.



## Good Governance

Young Africa International abides by the Dutch Code of Good Governance (Code Wijffels) for fundraising institutions, is evaluated by the Dutch regulatory Central Bureau of Fundraising Organisations (CBF), and follows best practices in governance.

Our governance regulations comply with the Dutch law Wet Bestuur en Toezicht Rechtspersonen (WBTR).

Young Africa International (YAI) continues to uphold the highest standards of governance, transparency, and accountability in line with Dutch regulatory requirements and international best practice.

## ANBI Status

YAI is recognised by the Dutch Tax and Customs Administration as a Public Benefit Organisation (ANBI). This status confirms that YAI operates exclusively for the public good and enables tax-deductible giving for Dutch supporters.

## CBF Recognition

YAI is a CBF-Recognised Charity. In 2025 we underwent a full reassessment by the Dutch Charity Regulator under the standards for Category D organisations. At the time of this report, we are awaiting the evaluation.

The Management Board hereby accounts for the manner in which these standards were met during the reporting year and confirms that all operations, fundraising activities, and financial management were conducted in accordance with the CBF quality requirements.

## Sector Memberships

YAI remains an active member of:

- The Head of Agencies, an umbrella organisation of INGOs in development cooperation in Zimbabwe;
- Partos;
- CatalystNow; and
- End Ultra Poverty.

These memberships reinforce YAI's commitment to sector learning, accountability, and continuous improvement.

## Regulatory & Financial Compliance

YAI ensures full transparency in its financial reporting and strict adherence to all applicable Dutch regulatory frameworks.

## RJ650 Compliance

The 2025 annual report and financial statements are prepared in accordance with Guideline 650 (RJ650) for fundraising organisations. This ensures clarity, comparability, and accountability in the presentation of income, expenditure, reserves, and cost allocation.

## Remuneration Standards

### WNT - Standardisation of Top Incomes Act

YAI complies with the Wet Normering Topinkomens (WNT). For 2025, YAI again reported remuneration levels for statutory directors well below the legal thresholds.

## Remuneration of the Managing Board and Supervisory Board

In 2025, YAI fully applied the Beloningsregeling Directeuren van Goede Doelen (BSD). This annual report includes the required standardised BSD formats, detailing:

- the points score for each statutory director;
- the maximum allowable remuneration; and
- a breakdown of salary components, pension contributions, and benefits.

The members of the Supervisory Board are non-salaried volunteers, who receive no remuneration.

## GDPR & Privacy

We are fully compliant with the General Data Protection Regulation (GDPR). In 2025, we updated all digital platforms to ensure that a direct link to the Privacy Statement is prominently and easily accessible on every donation-related webpage, strengthening transparency and data protection for all supporters.

## Internal Codes & Accountability Policies

Our work is guided by strict internal protocols designed to safeguard beneficiaries, uphold ethical conduct, and maintain organisational integrity.

## Integrity Management

Integrity and safeguarding remain non-negotiable principles for us. All staff and board members sign the Code of Conduct, which outlines organisational values and the zero-tolerance policy regarding misconduct, exploitation, abuse, fraud, and corruption.

## Integrity Reporting

In 2025 we received one report of a

safeguarding-related incident within the Federation: the case was reported through our dedicated channel, investigated, and addressed through our disciplinary protocols. The case was handled in accordance with our safeguarding and integrity procedures, ensuring confidentiality, and victim-centred support. Adequate corrective measures were taken.

## Conflict of Interests

In 2025, no conflicts of interest arose involving members of the Managing or Supervisory Boards. All board members have signed and complied with our Code of Conduct.

## Complaints Procedure

We maintain a formal and accessible Complaints Procedure for external stakeholders. All complaints are logged in a central register and reviewed to support continuous organisational improvement.

## Compliance & Accountability of Partners and Affiliates

We continued to closely monitor the operations in Nigeria and Zambia alongside strengthening the management and governance capacity of the two entities. In Zimbabwe and Mozambique, we conducted our internal audits of the programmes and finances and provided technical assistance to close gaps.

## Trademark Protection

Following the successful global registration of the Young Africa name and logo in 2024 with the World Intellectual Property Organisation, we continued to enforce and protect our intellectual property in 2025. This ensures consistent branding across the Federation, and safeguards the integrity of the Young Africa models.

# POLICIES

In 2025, Young Africa International (YAI) strengthened our policy framework to ensure that governance, safeguarding, operational quality, and organisational integrity remain aligned with international best practice and the requirements of the Dutch Charity Regulator (CBF). As a growing organisation working with adolescents and young adults across multiple countries, YAI recognises the importance of maintaining a robust and up-to-date suite of policies that guide behaviour, protect beneficiaries and colleagues, and ensure consistent standards across all affiliates.

## YAI'S POLICY FRAMEWORK SERVES FOUR CORE FUNCTIONS:

1

### Safeguarding and Protection

Providing a safe, respectful and empowering environment for all our beneficiaries, staff and partners

2

### Governance and Accountability

Providing clear standards for decision-making, oversight, and ethical conduct.

3

### Operational Consistency

Ensuring that all affiliates operate with the same quality standards, regardless of country context.

4

### Regulatory Compliance

Meeting the requirements of the CBF, ANBI, GDPR, and other national and international standards.

## Policy Development & Updates in 2025

In the course of the year, we reviewed and added to our policies.

## Safeguarding and Child Protection

Following the comprehensive review of the Safeguarding & Child Protection Policy in 2024, YAI implemented a strengthened safeguarding framework in 2025. This included:

- rollout of new safeguarding posters and “Speak Up” animations across all centres,
- rollout of new safeguarding posters and “Speak Up” animations across all centres,
- refresher training for all staff, volunteers, and students,
- integration of disability inclusion measures,
- updated reporting channels and incident management protocols, with focal persons and dedicated phone lines and email addresses to report breaches, aligned with international integrity standards.

Safeguarding at YAI applies to all beneficiaries, not only minors, reflecting our commitment to protecting every young person who engages with our programmes.

## Integrity & Accountability Policies

YAI continued to pay diligent attention to implementing our comprehensive Integrity Policy, which includes anti-fraud, anti-corruption, and whistleblowing protocols, as well as a Code of Conduct which is signed by all staff, volunteers and board members.

## Policies on Fundraising, Reserves and Investments

YAI formalised three key financial governance policies in 2025:

Fundraising Policy - defining the desired balance between fundraising



costs and income, ensuring responsible stewardship of donor funds.

Reserves Policy - outlining the purpose, size, and use of reserves and funds, directly linked to YAI’s risk analysis and continuity planning.

Investment Policy - governing the management of donated shares and bonds, ensuring ethical, prudent, and transparent investment practices.

These policies strengthen YAI’s financial stewardship and long-term sustainability, ensuring that resources are managed responsibly and in alignment with donor expectations and regulatory standards.

## Operational and Programme Policies

YAI continued to refine operational policies to support the quality delivery of our programmes. This includes updates to the Finance & Administration Policy, Human Resources Policy, IT Policy, and Travel & Safety Policy, ensuring alignment with organisational growth and evolving programme needs.

# MESSAGE FROM THE SUPERVISORY BOARD

As we present our Annual Report and Accounts, we do so against the backdrop of an extraordinary year—one marked by global political instability and significant uncertainty arising from the termination of the US Government foreign assistance programmes. We are particularly mindful of the concerns raised by UNESCO in its 2025 Global Education Monitoring Report regarding the sharp decline in global investment in education.

Despite these challenging global developments and their potential impact on our work, the Management Board has demonstrated resilience, adaptability, and sound leadership in achieving a number of commendable milestones during the year.

Among the highlights was the successful launch of the Mastercard TVET Project in Nigeria, which is now being implemented at full scale with appropriate controls and oversight mechanisms firmly in place.

In addition, Young Power was formally established as a social enterprise venture—an important initiative that reflects Young Africa's commitment to innovation and to ensuring the long-term relevance and sustainability of the organisation.

In November, Young Africa further demonstrated its leadership in the field of technical and vocational education and training through the successful organisation of the TVET Network Conference. The conference brought together keynote speakers and experts from across the sector, including the UNESCO-UNEVOC Lead on Inclusion and Youth Employability, whose contributions inspired and energised the Southern African TVET community.

During the conference, Young Africa also launched its e-Learning Platform, an innovative initiative aimed at expanding access to its TVET curriculum.

With all Chairs of the international and local Young Africa Boards present at the conference, the occasion also provided an important opportunity to strengthen the Forum of Chairs in its role of promoting and safeguarding the principles of good governance across the organisation. The Forum serves as a platform for Board Chairs to meet regularly and deliberate on governance-related matters.

During the year, the Supervisory Board conducted its annual self-assessment, facilitated by Bateleur Partners, as a follow-up to the governance workshop held in the previous year. In addition, the Board completed the annual performance assessment of the Chief Executive Officer.

The Board is pleased to report that all activities undertaken in 2025 were

completed within the organisation's total generated income for the year—further evidence of prudent financial management, effective internal control, and professional stewardship of resources.

We also note that an extensive search process was undertaken to fill a vacancy on the Board. By year-end, two suitable candidates had been identified, with final selection expected to take place during the first quarter of 2026.

Looking ahead, the Board remains fully committed to Young Africa's long-term vision and strategic objectives. We look forward to continued collaboration with employees, volunteers, partners, and stakeholders throughout 2026 as we pursue our mission of providing vocational training and entrepreneurship opportunities to young people across Africa in accessible, engaging, and innovative ways.

Amsterdam, 30 June 2026  
Frans van Midde  
Chair of the Supervisory Board



## Composition of the Supervisory Board (as of 31 December 2025)

### Frans van Midde

#### Chair of the Board

Internal Auditor at Cordaid  
Member since January 2021

### Eduard Holtz

#### Member of the Risk Committee

Sr. Partnership Manager Government at  
Amref Health Africa  
Member since January 2021

### Kees Cluistra

#### Chair of the Audit Committee

Financial Director at Van Gelder Groep  
Member since January 2021

### Hubert Visser

#### Member of the Audit Committee

Partner at Forvis Mazars  
Member since October 2021

### Bas Beek

#### Chair of the Risk Committee

Director Programmes at Edukans  
Member since January 2021

### Dr Mary Muchena-Stredwick

#### Member of the Risk Committee

CEO of Folkestone Rainbow Centre (UK)  
Member since December 2023

### Hilke Tol

#### Chair of the Governance Committee

Independent Organisational  
Consultant/ Interim Manager  
Member since January 2021

# INTRODUCTION TO THE ABRIDGED YOUNG AFRICA INTERNATIONAL CONSOLIDATED FINANCIAL REPORT 2025

We, as Young Africa International (YAI) are committed to financial transparency, professional management, and accountability.

Our 2025 Financial Statements relate to Young Africa International (YAI), which comprises the consolidated financial statements of all entities over which we exercise control.

## Compliance & Reporting Framework

These financial statements have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). Our full financial report is available [here](#).

## 2025 Financial Performance vs. Budget

In 2025, we continued to diversify our funding base by engaging new partners, resulting in recognised income of €6,040,910, around 52.03% increase over 2024. We had €2,835,889 as deferred income for the project being implemented in 2026 under current liabilities.

Our expenditure rose from €3,852,752 in 2024 to €5,472,320 representing an increase of 42.04% year on year.



# BUDGET OUTLOOK 2026

As we enter the final year of our 2024—2026 Strategic Plan, our 2026 budget is designed to consolidate our growth, while ensuring the long-term financial sustainability of our federation. Our primary financial objective for 2026 is to fund the activities necessary to reach our target of half a million youths empowered since our inception.

## Strategic Financial Focus: Scaling for Impact

Our 2026 budget has two main focuses:

- **Implementation in New countries of operation:** A significant portion of our 2026 expenditure is allocated to the implementation of the Mastercard Foundation “Youth Employability Booster” project in Nigeria and the operational launch of our training activities in South Africa.
- **Revenue Diversification & Innovation:** To reduce reliance on fluctuating government grants necessitated by the rapidly changing donor landscape, we are budgeting for increased contributions from philanthropic partners and foundations.



## Budget Summary 2026

Category	Actual 2025
Income	
- Governments	€3,608,568
- Foundations and other NGOs	€1,850,177
- Lotteries	€417,529
- Donations and Gifts	€164,635
Total Income	€6,040,910
Expenditure	
SO1: Train Youth (Target 120k)	€4,413,358
SO2: Enhance Impact	€721,393
SO3: Strengthen Federation	€66,255
Management and Administration	€152,809
Fundraising	€118,504
Total Expenditure	€ 5,472,320
Efficiency Ratio (Target 85%)	95%

### Commitment to Efficiency

We remain committed to direct at least 85% of total expenditure to our mission-specific objectives.

# YAI CONSOLIDATED REPORT 2025

## Abridged Consolidated Balance Sheet

Amounts in this section are expressed in Euro, unless otherwise stated

	Consolidated	Consolidated
	31/12/2025	31/12/2024
	€	€
<b>Assets</b>		
Fixed and Financial Assets	680,579	726,291
Receivables	113,091	146,189
Cash and bank	3,201,238	3,348,010
	3,994,908	4,220,490
<b>Liabilities</b>		
Total equity	814,794	354,522
Liabilities	3,180,114	3,865,968
	3,994,908	4,220,490

## Abridged Consolidated Statement of Income & Expenditure

Income	Consolidated	Budget	Consolidated
	2025	2025	2024
	€	€	€
Income from donations and gifts	144,563	250,000	85,885
Income from corporates	12,500	-	12,500
Income from Government organisations	3,608,568	4,862,687	2,960,031
Income from NGOs	1,850,177	4,593,362	656,004
Income from Lotteries	417,529	624,000	203,720
Other Income	7,572	-	55,427
<b>Total income</b>	<b>6,040,910</b>	<b>10,330,049</b>	<b>3,973,566</b>
<b>Expenditure</b>			
Spent on our objective	<b>5,201,007</b>	<b>8,668,665</b>	<b>3,383,832</b>
Expenses of own fundraising	<b>118,504</b>	<b>685,863</b>	<b>207,451</b>
Management & administration costs	<b>152,809</b>	<b>559,195</b>	<b>261,469</b>
<b>Total expenditure</b>	<b>5,472,320</b>	<b>9,913,723</b>	<b>3,852,752</b>
Income from investments less financial costs	-60,420	-	21,026
<b>Results</b>	<b>508,170</b>	<b>416,326</b>	<b>141,840</b>

## HEAD OFFICE

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## FOUNDING & SUPPORT OFFICE

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Empowering Youth