YAREN
Enabling Risky Communities

YAREN ORGANISATION LTD

Annual Report

2025–2026

Financial Year: 1 July 2025 – 30 June 2026

Prepared July 2026

From itinerant work to institutional permanence

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THE YEAR AT A GLANCE

A year of firsts for YAREN

200+ **entrepreneurs trained**
refugee and host-community, across five cohorts in 2025

50 **direct beneficiaries**
unduplicated, reached in Q2 2026 alone

3 **refugee settlements**
reached through consultancy: Kiryandongo, Rhino Camp, Kyaka II

1st **permanent hub**
Ziranumbu Hub opened on 23 March 2026

6 **core team members**
formally contracted during the year

7 **sewing machines**
for the new YAREN FUNDI social enterprise

EXECUTIVE SUMMARY

01 The year in brief

Financial Year 2025–2026 was the year YAREN Organisation Ltd moved from a decade of itinerant, project-by-project community work into its first permanent operational rhythm.

The Ziranumbu Hub opened on 23 March 2026; YAREN's six-person core team was formally contracted; the YAREN FUNDI social enterprise was launched; and the organisation's independently audited financial statements confirm a modest surplus for the second consecutive year. Alongside its own programming, YAREN's Executive Director delivered fee-based consultancy and training services to partner organisations in additional refugee settlements (Kyaka II, Kiryandongo and Rhino Camp), demonstrating both YAREN's technical credibility and a growing, diversified income base.

Milestones across the year

Oct 2025 — **PIT training, Kiryandongo**
51 participants, 13–17 October

Nov 2025 — **PIT Cohort II, Rhino Camp**
50 participants, 17–21 November

Dec 2025 — **PIT Training I & II**
86 participants, 10–22 December

Mar 2026 — **Ziranumbu Hub opens**
First permanent base, 23 March

Apr 2026 — **MHALI Phase 1, ELFA & Entrepreneurship launch**
Jenga Jamaa Cohort 1 begins

May 2026 — **Ebola response & FUNDI market link**
Concept letter from Maryam Katongo (USA)

Jun 2026 — **Global Goals Unity appointment**
ED named Uganda Project Lead

New doors opened. RELON membership application submitted; partnership pipelines opened with UNHCR, the Uganda Office of the Prime Minister, Open Royal University and Global Goals Unity.

ORGANISATIONAL CONTEXT

02 Who we are

YAREN Organisation Ltd is a legally registered non-profit organisation incorporated as a company limited by guarantee under Uganda's Companies Act 2012. Founded in 2017 by Mr. Muganuzi Mushongole Adonis, YAREN operates its primary hub in Ziranumbu, Makindye Ssabagabo, Kampala, and delivers programming across multiple refugee-hosting districts throughout Uganda.

From humble beginnings in Nakivale Refugee Settlement, YAREN has grown into a national refugee-led organisation serving thousands of people across Kampala, Kyangwali (as a service provider) and Bugiri District's Muwayo Town Council, and is looking to expand through collaboration to Rhino Camp, Kyaka II, Kiryandongo and Bugiri District.

WHERE OUR NAME COMES FROM

Y Young

A African

R Refugees

E Entrepreneurs

N Network

> Refugees, when given the right conditions, become entrepreneurs, innovators and community leaders, not aid dependents.
>
> **YAREN's founding conviction**

Vision

To create a better society by improving self-resilience among refugees and vulnerable populations.

Mission

To train and empower refugees and vulnerable populations with skills that enable them to become self-reliant.

Goal

To enable refugees and vulnerable populations to thrive and achieve self-reliance and sustainable livelihoods.

03 CONTEXT
The problem we are solving

Refugee and host-community populations in Uganda face compounding socio-economic challenges that entrench cycles of poverty, unemployment and dependency. These challenges operate across interconnected layers.

ROOT CAUSES

10 drivers identified

- Quality and capacity gaps in proposal development, limiting access to available funding
- Low education levels and limited foundational literacy
- Lack of capacity to implement funded interventions effectively
- High cost of capital for early-stage entrepreneurs
- Absence of credible evidence and data to demonstrate impact to donors
- Weak compliance with grant conditions and reporting requirements
- Limited market access for small and micro enterprises
- Poor infrastructure, including unreliable electricity and internet
- Market fragility and exposure to external economic shocks
- Unfair or hostile policies restricting refugee rights to work and own businesses

SYSTEMIC BARRIERS

- Funding cuts reducing the operating capacity of civil society organisations
- Widespread lack of practical vocational and entrepreneurship skills

PROGRAMME ENTRY POINTS

- Limited funding access and grant-readiness among community organisations
- Insufficient livelihood opportunities for refugees and vulnerable populations
- Language barriers (mainly French- and Swahili-speaking refugees in English contexts)
- Lack of formal academic qualifications limiting employment eligibility

EFFECTS OF INACTION

- Persistent high unemployment among refugee youth
- Entrenched poverty with no pathways to financial independence
- Child labour and exploitation as a coping mechanism
- Lack of business formation, growth and economic scale

YAREN'S OWN PROGRAMMING

04 Our own programmes



ABOVE: Group photo after a mental health session with community members.

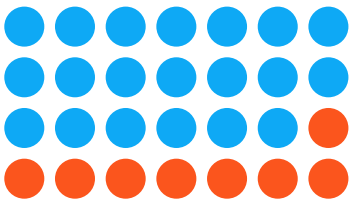
Ziranumbu Hub

YAREN's first permanent operational hub opened in Ziranumbu, Makindye Ssabagabo, replacing a decade of itinerant delivery with a fixed base for training, mental-health programming and the FUNDI enterprise.

MHALI: Mental Health Awareness & Leadership Initiative, Phase 1

Detail	Value
Date	16 April 2026
Participants	28 (20 refugees from DRC, Sudan, Burundi, Ethiopia, South Sudan; 8 host community)
Clinical lead	Dr. Simon Peter Opinyo
Framework	WHO Psychological First Aid (Look, Listen, Link)

28 participants



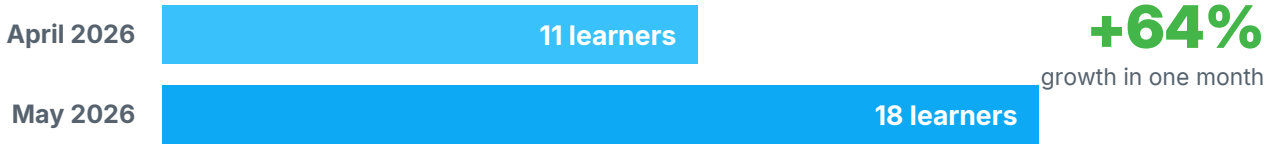
71% refugees (20)

29% host community (8)

All three breakout groups independently identified **matrimonial and family trauma** as the single most critical, under-resourced gap in Uganda's refugee mental-health response, now the anchor priority for MHALI Phase 2. The event also produced a documented breakthrough in social cohesion by deliberately pairing refugee and host-community participants.

English Language for Adults (ELFA): Jenga Jamaa Cohort 1

Commenced April 2026 with 11 learners, growing to 18 by May 2026, across two curriculum levels, facilitated by Glama Sifa and Gideon Akoba. A fee-structure review is under discussion after near-zero fees were found to correlate with casual attendance.







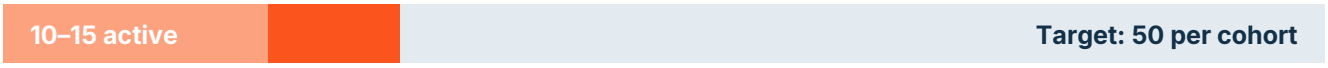
ABOVE: English Language for Adults, running for six months at the hub.

Entrepreneurship Training: Jenga Jamaa Cohort 1

Launched April 2026 using YAREN's Entrepreneurship Pipeline, with 10–15 active participants against a 50-per-cohort target. Mobilisation intensified in Q3 2026 through a new village-coordinator role.



Enrolment against cohort target



Active participants reached 20–30% of the cohort target in the first quarter.

YAREN FUNDI

YAREN's handbag and tailoring social enterprise launched with 4 YAREN-owned manual sewing machines and 3 community-partnered electric machines, building an earned-income stream for the organisation.

USD 15,000
projected Year-1 revenue
approximate

USD 4,200
net income to YAREN
returned to the operating budget

Month 5–6
self-funding
expected break-even point

7 sewing machines

1 2 3 4 5 6 7

- **4 YAREN-owned manual machines**
- **3 community-partnered electric machines**









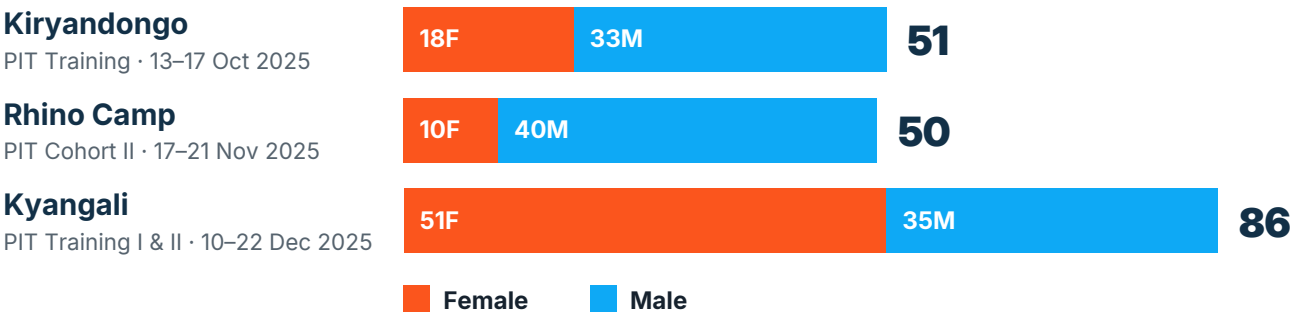
ABOVE: FUNDI materials and machines for textiles.

EARNED INCOME & REACH

05 Consultancy & technical services

Beyond its own programming, YAREN generates earned income and extends its impact by providing fee-based facilitation of Personal Initiative Training (PIT) to partner organisations in other refugee settlements. In late 2025, YAREN's Founder & Executive Director, Muganuzi Mushongole Adonis, was contracted by the African Youth Action Network (AYAN) to design and facilitate PIT training under AYAN's Hilton Foundation–funded Pathpreneur Project, contributing directly to the "Training/Consultancy fees" income line in YAREN's audited financial statements.

Participants trained by engagement



Engagement details

	Kiryandongo Refugee Settlement	Rhino Camp Settlement / Innovation Center
Dates	13–17 October 2025 (5 days)	17–21 November 2025 (5 days)
Partner	AYAN Pathpreneur Project, funded by the Hilton Foundation	AYAN Pathpreneur Project, funded by the Hilton Foundation
Participants	51 (18 female, 33 male; 6 nationals, 45 refugees: South Sudanese, Burundian, Kenyan, Sudanese)	50 (10 female, 40 male; 45 refugees, 5 nationals, predominantly South Sudanese)
Facilitator	Muganuzi Mushongole Adonis, YAREN Founder & ED	Muganuzi Mushongole Adonis, YAREN Founder & ED
Supervised by	Margaret Nyaketcho, AYAN Field Coordinator	Chudier, AYAN Field Coordinator
Content	Self-starting mindset, future orientation & barriers, opportunity identification & innovation (SCAMPER), financial planning & SMART-PI goal setting, action planning	Self-starting mindset, future orientation & barriers, opportunity identification & innovation, financial planning (co-facilitated by Patrick Kanyehamba), action planning

Kiryandongo

Feedback was strongly positive, with trainees highlighting a new understanding of proactive versus reactive behaviour, opportunity identification and goal setting. Recommended follow-up: pre-arranged translation for Juba/Khartoum Arabic speakers and continued mentorship.

Rhino Camp

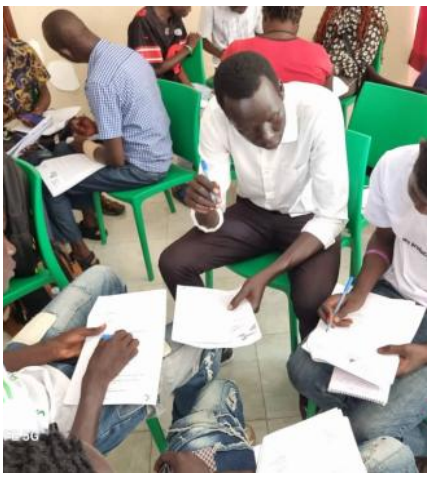
The training closed with strong participant testimony, including reflections on cross-community trust-building (one participant noted a police officer sitting among trainees as equals) and requests for advanced follow-up PIT sessions and mentorship.



ABOVE: PIT participants and facilitators at AYAN Kyaka II.





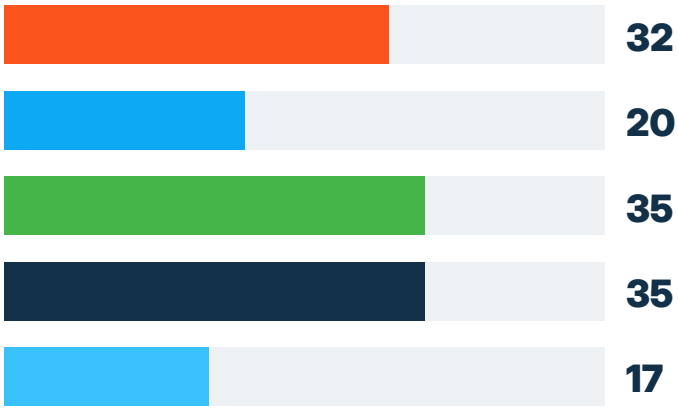


ABOVE: PIT sessions in Kiryandongo and Rhino Camp: team games, energisers and group work.

YAREN'S OWN PROGRAMMING

06 Who we reached

Current direct beneficiaries of YAREN's own programming, by category. The total is an unduplicated estimate, so some categories overlap.



Total direct beneficiaries (unduplicated estimate)	50

WORKING TOGETHER

07 Networks & partnerships

Africa CDC
PROGRAMME HOST

Founder completed MHLP (9th Cohort), Nairobi, Apr–May 2026

RELON
NETWORK

Membership application submitted, Q2 2026

UNHCR
UN BODY

Cooperation outreach initiated

Office of the Prime Minister
GOVERNMENT

Outreach on hub registration & coordination

AYAN
CONSULTANCY PARTNER

Ongoing; PIT delivery in Kiryandongo & Rhino Camp

Global Goals Unity
NETWORK

ED appointed Uganda Project Lead, June 2026

Open Royal University
PROSPECTIVE ACADEMIC PARTNER

Education partnership in discussion

Maryam Katongo (USA)
PROSPECTIVE PARTNER

Concept letter on FUNDI market linkage, May 2026

YORGHAS / Field Ready / The MBA Academy
FORMER PARTNERS

Existing relationships

REFLECTION

08 Challenges & lessons

CHALLENGE	OUR RESPONSE
Operational financial deficit	Multi-channel grant applications; FUNDI earned income; RELON referrals
Low enrolment vs. target (18 actual vs. 50 target per cohort)	Village-coordinator role; intensified mobilisation and digital outreach
Near-zero training fees reducing perceived value	Fee-structure review underway
Ebola outbreak (May 2026)	Awareness flyers, sensitisation sessions, flexible scheduling
Insufficient classroom furniture	Included in Q3 procurement; exploring donor in-kind support
Language barriers in PIT trainings (Juba/Khartoum Arabic)	On-site translation arranged; recommend pre-planning by settlement demographics

Key lessons

1. **Launch before you feel ready.** MHALI Phase 1 generated YAREN's most powerful evidence base yet, and was held two days before the Executive Director's departure for Nairobi.

2. **The community names its own priorities.** Every MHALI breakout group independently identified matrimonial and family trauma as a gap outside the original programme design.

3. **Social cohesion is MHPSS work.** Deliberately mixing refugee and host-community participants produces measurable attitudinal shifts.

4. **Fees shape perceived value.** Near-zero fees for ELFA and Entrepreneurship training have contributed to casual attendance.

5. **Staff accountability systems matter from the start.** Clear expectations and documented performance frameworks need to be embedded immediately.

GOVERNANCE & TEAM

09 Our people





ABOVE: YAREN's full-time and half-time staff.

Governance

YAREN is governed by an Executive Board Committee and a Technical Advisory Board; operations are headed by the Executive Director.

Name	Role
Tom Rasto	Chairperson
Claude Mugisho Buhendwa	Treasurer
Muganuzi Mushongole Adonis	Secretary / Founder & ED
Charmele Rungushu	Member
Dr. Innocent Mubuto Kuzindamolo	Member
Kamira John Byokali	Member
Joe Bullock	Technical Advisory Board
Shane J Deep	Technical Advisory Board
Lori Fisher	Technical Advisory Board

Team

The people delivering YAREN's programmes day to day.

Permanent · Probationary volunteer · Part-time volunteer

Muganuzi Mushongole Adonis
Founder & Executive Director

Newton Solomon Balenzi
Programs Director

Anikua Jenavive
Associate Programs Director

Nakandi Brenda Birungi
Director of Finance

Glama Sifa
Head of Training & Language Instructor

Benjamin Kembo Ntole
Director of Communication

Styven Osea Itongwa
Office Attendant & Community Mobilizer

Samson Abioya
Security Guard

Gideon Akoba
Support Instructor

10 Looking ahead

Q3 2026 PRIORITIES

☐ MHALI Phase 2

Launch with a dedicated Matrimonial & Family Counselling track

☐ ELFA assessments

Conduct mid-line assessments and Level 1 → 2 learner transitions

☐ Scale cohorts

ELFA + Entrepreneurship to a combined minimum of 50 active trainees

☐ FUNDI production

Move to full production; pursue the Maryam Katongo (USA) market-linkage partnership

☐ Funding

Submit at least 3 new grant applications; finalise RELON membership

☐ Infrastructure

Fire extinguisher, first aid kit, ID cards and classroom furniture

THANK YOU

Built together

YAREN's progress in FY2025–2026 (a permanent hub, a formally contracted team, an audited surplus for the second year running, a growing consultancy practice reaching three refugee settlements, and the launch of an income-generating enterprise) was made possible by the well-wishers, board members, AYAN and community partners who backed YAREN through its transition from itinerant work to institutional permanence.

We look forward to building on this foundation together in FY2026–2027.



Pitching our water project at MajiPreneur.

IN PICTURES

Learning at the hub





Group work: preparing presentations.





Group presentations during entrepreneurship training.





Entrepreneurs taking a test.

IN PICTURES

In the field



Our one acre of cassava in Arua, West Nile.





One acre of sweet potatoes in Kyegegwa, Kyaka II (South West).





Youth training on financial literacy in Kampala.





Financial training in Kyangwali.



YAREN Organisation Ltd

Training and empowering refugees and vulnerable populations through skills, innovation and self-reliance, since 2017.

CONTACT

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