



**Divine
Treasures
Network**

2025 ANNUAL REPORT

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EXECUTIVE SUMMARY

The year 2025 marked a foundational period for the Divine Treasures Network (DTN): the Association successfully established its institutional, legal, operational, and strategic frameworks to guide its vision and mission of empowering youth and addressing unemployment and employability challenges in Cameroon.

DTN's Constituent General Assembly, held on January 8, 2025, in Yaoundé with 26 participants, formally introduced the Association's vision, mission, and governance structure and led to the election of its pioneer Executive Bureau. Following the adoption of its Constitution and Internal Rules and Regulations, DTN obtained official legal recognition on March 25, 2025, enabling the Association to operate as a fully recognized legal entity with institutional legitimacy.

To guide its operations, DTN developed and adopted a comprehensive Work Plan and Budget for Year 2025, which prioritized strengthening internal systems, conducting a baseline study on youth employment, developing communication and branding tools, engaging stakeholders, and preparing a five-year (2026–2030) Strategic Plan. Key governance and operational systems were established, including an Administrative Policies and Procedures Manual, staff performance and learning management tools, and time and effort tracking systems to promote accountability, transparency, and effective management.

DTN also implemented a Structured Internship Program, recruiting two post-tertiary education youth interns who gained practical experience in project management, research, and stakeholder engagement. Both interns demonstrated significant professional growth, with one gaining admission into a professional training institute and the other continuing her career development with DTN.

Institutional visibility and public engagement were strengthened through the development of DTN's digital communication and branding tools, including its logo, website, official email systems, and social media platforms. Regular Board, Extended Board, and Committee meetings ensured effective coordination, inclusive participation, and steady progress in implementing key institutional and strategic priorities.

A major programmatic achievement was the successful conduct of a baseline study on youth unemployment and employability in Yaoundé, Douala, and Garoua, involving 106 youth participants and 30 key institutional stakeholders. The study identified critical barriers to youth employment, including the mismatch between education and labor market needs, limited access to career guidance, weak vocational training systems, and insufficient job opportunities. These findings informed the development of DTN's 2026–2030 Strategic Plan, which focuses on promoting youth entrepreneurship, improving access to training and employment, strengthening counseling systems, and mobilizing stakeholders to address youth unemployment.



DTN also strengthened its project development and implementation capacity by establishing standardized project management tools and piloting an innovative business partnership model under its ProBiz initiative. This led to the launch of a pilot, middle-class restaurant enterprise, *Le Trésor Divin*, providing employment opportunities for youth and serving as a practical platform for entrepreneurship and skills development.

Strategic partnerships were expanded through collaboration with civil society organizations, including **No Limit for Women Project** (NOLFOWOP) and **Réseau National des Associations des Tantines** (RENATA), as well as engagement with key government ministries to present research findings and build institutional support for DTN's programs.

Financially, DTN demonstrated strong internal commitment and prudent financial management. The Association generated 2,600,000 FCFA in income, primarily from member contributions, and recorded total expenditures of 1,998,164 FCFA, resulting in a positive balance of 601,836 FCFA. The opening of a dedicated bank account further strengthened financial accountability and transparency.

A member survey conducted in late 2025 provided valuable insights into member engagement, organizational awareness, and governance. While members demonstrated strong commitment, the findings highlighted the need to strengthen member orientation, improve communication of key documents, and enhance engagement through increased in-person interaction and structured participation.

Building on the strong foundation established in 2025, DTN will officially launch full program implementation in 2026, focusing on expanding partnerships, mobilizing resources, implementing its Strategic Plan, and establishing an operational office to serve youth and stakeholders. With strengthened institutional systems, growing partnerships, and a clear strategic direction, DTN is well positioned to expand its impact and contribute meaningfully to youth empowerment, employment, and sustainable development in Cameroon.



MESSAGE FROM THE LEADERSHIP

On behalf of the Board of Directors and Management of Divine Treasures Network (DTN), we are pleased to present this 2025 Activity and Financial Reports to our members and stakeholders.

The year 2025 represents a foundational milestone in the life of DTN. Conceived in January 2025 and legally recognized under Cameroonian law in March 2025, DTN was established to respond to persistent challenges facing young people, particularly in the areas of guidance, skills development, and access to decent employment.

DTN's journey formally began with the organization of a Constituent Assembly, which brought together committed individuals, experts, and youth development advocates. During this assembly, the vision of DTN was articulated by the initiator of the association, and participants were invited to collectively reflect on and shape the vision, mission, and core values that now define DTN. This participatory process laid a strong foundation for ownership, governance, and shared responsibility.

A Board of Directors was elected, and the draft Articles of Association reviewed and adopted, thus paving the way for the application for legal recognition to be finalized and submitted. We are pleased to note that DTN obtained its legal status within ten days of submission, approved by the Senior Divisional Officer of Mfoundi, Yaoundé—an early indication of the organization's compliance, seriousness, and administrative efficiency.

Beyond legal establishment, 2025 was deliberately dedicated to institutional structuring and credibility building. DTN engaged professional expertise to develop its branding, operational systems, and digital presence. This resulted in the creation of official communication tools, including institutional email addresses, a website, social media platforms, a logo, and standardized letterheads, all of which contribute to transparency, visibility, and professional engagement with stakeholders.

A major achievement of the year was the successful implementation of a baseline study focusing on youth development and unemployment. This exercise significantly strengthened DTN's credibility within the youth development ecosystem and demonstrated our commitment to evidence-based programming. Importantly, the findings of this study informed the development of DTN's 2026–2030 Strategic Plan, ensuring that future interventions are data-driven, relevant, and aligned with national development priorities.

Throughout the year, DTN's actions were guided by its four strategic pillars: Youth Counseling, Education, Training, and Employability. These pillars reflect DTN's holistic approach to addressing youth unemployment, which is quite complex. DTN's approach



starts from orientation and guidance, through skills acquisition, to pathways for employment and entrepreneurship.

As a young organization, DTN is encouraged by the progress achieved within its first year of existence. At the same time, we remain fully aware of the challenges associated with institutional growth, resource mobilization, and scaling impact. The lessons learned in 2025 will continue to inform our governance, partnerships, and programmatic choices as we start to roll out our strategic plan to respond to thousands of trained youth who are unemployed or underemployed,

We express our sincere appreciation to government ministries and institutions, technical partners, experts, founding members, and supporters who have accompanied DTN during its formative year. Your confidence and collaboration have been instrumental in laying a solid foundation for the Association.

DTN looks forward to strengthening partnerships and contributing meaningfully to national and community efforts aimed at empowering young people, promoting employability, and fostering inclusive development.

We invite our members and all stakeholders to engage with this report as a reflection of our commitment to accountability, transparency, and impact—and as a basis for future collaboration.



Oliver Mokom
President General/ Chief Executive Officer
Divine Treasures Network (DNT)



Administrative & Organizational Activities

Constituent General Assembly

DTN successfully organized and held its Constituent Assembly on January 8, 2025, in Yaoundé, with the participation of 26 attendees. During this important meeting, the organization's vision, mission, and Articles of Association were formally presented, discussed, and unanimously agreed to set up a committee to finalize these key documents. The assembly also requested the committee to go ahead and submit the association's application to obtain the legal status with the Senior Divisional Officer of Mfoundi. The assembly also marked a significant milestone in the institutional development of DTN, as it provided the opportunity to conduct the official election of members of the Executive Bureau, thereby establishing the leadership structure responsible for guiding the organization's activities and strategic direction.



Photos #1: Participants at the Constituent General Assembly and newly elected board members. Courtesy DTN on January 8, 2025 in Yaoundé.

Legal Status of DTN

The development and adoption of the Association's Constitution and Internal Rules and Regulations constituted a major resolution of the Constitutive General Assembly. To implement this resolution, a dedicated committee was established and mandated to draft these foundational governance documents. The committee successfully finalized the Constitution and Internal Rules and Regulations in February 2025. In addition, the committee prepared and compiled all other required administrative documents for submission to the Senior Divisional Officer (SDO) of Mfoundi, in accordance with national regulatory requirements.

Following the submission and review of these documents, the association was officially granted legal recognition on March 25, 2025. This milestone marked a significant step in establishing DTN as a formally recognized legal entity, enabling it to operate fully and pursue its mission with legitimacy and institutional credibility. The Constitution, Internal Rule and Regulations, and Declaration of the Association, are attached to this report.

Detailed Work Plan



Following the acquisition of DTN's legal status on March 25, 2025, the detail Work Plan for the rest of the Year 2025 was finalized and officially approved by the Board of Directors on April 15, 2025. The plan helped to ensure that DTN remains organized and focused on achieving its objectives. This was a strong demonstration of the organization's prompt commitment to structured and strategic operations from its earliest days.

The detail Work Plan was reviewed and validated during an official Board meeting, which also provided an important platform for members to gain a clear understanding of the organization's short-term priorities and operational direction for 2025. The plan focused on strengthening the institutional foundation of DTN through the development of its operational and programming systems, conducting a baseline study to analyze the situation of youth counselling, career plans, education, training, and employability.

Administrative Policies and Procedural Manual

The development of the Administrative Policies and Procedures Manual (APPM) constituted an important step in strengthening the institutional and operational framework of DTN. The Manual established the key policies, rules, and procedures that guide how DTN conducts its activities, manages its resources, and supports its staff, volunteers, interns, members, and stakeholders. It also defined the organization's governance, human resources, financial management, procurement, travel, and communication policies and procedures. The APPM serves as a practical reference document to promote good governance, accountability, transparency, and effective and efficient management across all operations of DTN. A copy of the APPM is attached to this report.

Performance and Effort Management Systems

To enhance staff engagement, accountability, and productivity, a Staff Performance and Learning Management System was adopted from Catholic Relief Services manual system. The system was immediately piloted with two program interns who were undergoing a structured internship program with the Association. The performance & learning system has a self-appraisal and evaluation tool which enables staff, volunteers, and interns to set clear individual goals aligned with the shared goals and strategic priorities of DTN. Throughout the year, supervisors worked closely with the staff/volunteer/intern to monitor and evaluate their performance, with the primary objective of supporting continuous learning, professional growth, and improved performance.

In addition, a timesheet system was developed and piloted with the interns over a six-month period to strengthen accountability and improved monitoring of time and effort dedicated to DTN activities. Both the Performance Management and Timesheet Systems were successfully implemented in 2025 with the interns. Based on the positive results



achieved, these systems will be scaled up beginning in 2026 to institutionalize their use across all staff, volunteers, and intern supporting DTN's operation.

Structured Internship Program

From June to December 2025, two post-tertiary education level youth were recruited as Program Interns under DTN Structured Internship Program. The objective of the program was to assign the interns specific roles and responsibilities to support the conduct of the baseline study. Through this activity DTN experts strengthened the technical and professional capacities of the Program Interns to enhance their employability upon completing the internship. The program identified key areas for capacity development, including general management, project management, teamwork, partnership principle and engagement, and the planning and implementation of field data collection within an operational research context.

The interns worked closely with the DTN teams and actively contributed to supporting and pioneering several of the Association's initial operational activities. They also benefited from close supervision, mentoring, coaching, and target learning opportunities designed to prepare them for successful entry into the job market. During this period of the internship, DTN also piloted its performance, learning, and effort management system using the intern as part of its institutional strengthening process.

At the end of the internship period, both the interns and DTN expressed satisfaction with the outcomes achieved. Both interns made significant progress toward their career development goals. One intern, Chi Chandrika K. gained admission into her dream school, the Institute of Public Relation to be trained as a diplomat, while Awah Laurabel M. was returned by DTN to continue her professional development and career pathway in project management with DTN.



Photo #2: Field data collection activities at the Yaoundé VI Council. Courtesy NOLFOWOP Yaoundé

Digital Communication and Branding

The DTN Board prioritized the design of communication and marketing materials to enhance visibility, active engagement with key stakeholders, and the preparation of a



comprehensive five-year Strategic Plan covering the period from January 2026 to December 2030. Between May and June, as part of its institutional strengthening efforts,



DTN contracted Mr. Mfonyam Che T. of MCT Consultancy, to design and develop the Association’s digital and communication strategy and related communication products. This assignment resulted in the development of key institutional branding and communication tools, including the Association’s logo, website, official emails, letterheads, brochures, and the establishment of its social media presence, particular on Facebook. The consultancy also provided training assistants and technical support in updating and managing the website and social media platform to enhance DTN’s visibility and public engagement.

DTN OFFICIAL LAUNCH!

A new movement for Cameroon’s youth is here!

Join us as we officially launch Divine Treasures Network (DTN).
Come and experience DTN’s Youth Baseline Study Presentation , Unveiling of the 2026–2030 Strategic
divinetreasuresnetwork.org

Although activities on the DTN Facebook slowed after launching the digital communication, due to lack of activities in the social media, DTN and stakeholders expressed strong satisfaction with the quality and professionalism of the digital and graphical outputs produces through the collaboration between DTN and

the consultant. This successful partnership further reinforced DTN’s commitment to promoting digital innovation and inspiring more young people to develop interest, skills, and pursue opportunity in digital and graphic design. From 2026, this will be an area DTN will focus on.

Photo #3: DTN website welcome page

Monthly Meetings

Apart from the Constituent Assembly held in January 2025, Board, Extended Board, Committees meetings were regularly organized throughout the reporting period to guide the establishment and operationalization of DTN. In accordance with the DTN Constitution, Board meetings are required to hold on a quarterly basis. However, recognizing that 2025 was a formative and learning year, the Board, during its first meeting, resolved that Extended Board Meeting (EBM) would be held monthly. The purpose of these meetings was to ensure close planning, coordination, and review of progress made by the various committees responsible for laying the



Photo #4: A Committee meeting to develop the digital communication strategy for DTN. Courtesy DTN



institutional and operational foundation of the Association. The EBM brought together all registered members of DTN and meetings were conducted through virtual platforms to ensure board participation and inclusiveness, especially members participating from out of Yaoundé.

From June to December, EBMs were held on a monthly basis, each with a defined agenda and clear objectives. Key objectives of these meetings included the following:

- Review and evaluate the Detailed Work Plan;
- Promote active participation and ownership among members;
- Review and approve the baseline study protocol and related resources requirement,
- Guide the strategy planning process through a series of dedicated meetings, and
- Present the findings of the baseline study as well as the draft strategic plan for the 2026-2030 period.

EBM also served as an important platform for sharing critical institutional updates, including the opening of the DTN's bank account, updates on members, interns, and consultants.

EBM provided valuable opportunity for members to remain engaged, informed, and aligned with the vision and mission of DTN. During these meetings, the President General consistently delivered inspiring and mobilizing messages, encouraging members to remain committed to the Association's long-term vision. For example: *"Although the goal of achieving transformational impact for youth is ambitious, it remains attainable through collective commitment, dedication, and belief in the mission of the Association"*.

Committee meetings were held regularly, mainly in-person and in smaller working groups of three to five members. These meetings provided a focused environment for addressing technical and operational matters requiring detailed discussions and timely resolution. The most active committees during the reporting period included Baseline Study Research cluster and the Partnership and Stakeholder Engagement Committee.



Programmatic activities

Baseline Study and Strategic Plan for the 2026-2030 Period



Photo #5: Young women participating in a FGD in Yaoundé. Courtesy NOLFOWOP

The Divine Treasures Network conducted a baseline study on youth employment and employability gaps in Cameroon to generate evidence on the barriers and opportunities affecting young people's transition from education to productive employment. The study aimed to provide essential information to guide DTN's programs and strategies to reduce youth unemployment and underemployment, while examining their causes, consequences, coping mechanisms, and the role of education, training, local leadership, and institutions.

Using a qualitative exploratory approach, the research combined focus group discussions with youth, key informant interviews with institutional stakeholders, and a desk review of national education policies and literature. The study was carried out in Douala, Garoua, and Yaoundé—three major economic and cultural hubs of Cameroon—with data collection conducted by trained facilitators from partner organizations, No Limit for Women Project (NOLFOWOP) and Réseau National des Associations des Tantines (RENATA). Overall, the research included 15 focus group discussions involving 106 youth participants and 30 key informant interviews with stakeholders from government, private sector, civil society, vocational training centers, youth organizations, community leaders, and parents. The findings provided a strong evidence base to inform DTN's strategic interventions aimed at improving youth employability and employment outcomes in Cameroon.

The study found that youth unemployment and underemployment in Cameroon are caused by a mismatch between education and labor market needs, limited access to job information, weak vocational training systems, lack of career guidance, socio-cultural barriers, and the limited capacity of the formal sector to create jobs. These challenges force many young people into informal, insecure employment and prolonged economic dependence, while also contributing to frustration, migration, poor mental well-being, and the loss of valuable national talent.



Photo #6: Parents also participated in the discussions on youth unemployment in Douala. Courtesy of RENATA

Despite these difficulties, youth



demonstrate resilience through entrepreneurship, skill diversification, apprenticeships, and support from community, faith-based, and non-governmental organizations. Local councils, community leaders, and NGOs also play an important role in promoting youth employment initiatives, although coordination among stakeholders remains weak.

In response, DTN developed a five-year Strategic Plan (2026–2030) aimed at empowering youth for self-employment, improving access to certified training and employment opportunities, strengthening counseling and training quality systems, and mobilizing stakeholders to address youth unemployment. The plan, which became operational from January 2026, also defines the resources required to ensure effective implementation and sustainable impact. (Full report of the baseline study and the strategic plan are available as Attachment to this report or DTN website at <https://divinetreasuresnetwork.org>).

Building Project Management Capacity

In preparation for the design, development, and implementation of projects as the main funding mechanism for DTN’s 2026–2030 Strategic Plan, the programming team established essential systems and tools to strengthen proposal development and project implementation. These included a standardized Concept Note/Paper template to clearly present project ideas within five pages, a comprehensive Full Project Development template, and participation in a foundational Project Management course to enhance the team’s technical capacity.



*Photo #7: DTN conducting interviews for RESTAURANT LE TRESOR DIVIN.
Courtesy DTN*

Under Strategic Objective 1 (SO1), which focuses on the Promotion of Small Businesses (ProBiz), DTN developed a Concept Paper introducing an innovative partnership model that connects sponsors or investors with viable business opportunities. This model targets individuals who have the financial resources but lack the time, expertise, or managerial capacity to start and manage a business. DTN serves as a trusted partner by developing business plans, establishing operations, recruiting qualified youth, providing management expertise, and empowering young people for self-employment.

This approach led to the establishment of a pilot business partnership and the launch of a small restaurant enterprise, LE TRESOR DIVIN. The restaurant provides employment primarily to young people and serves as a practical platform for building their skills in entrepreneurship and business management while contributing to job creation and youth empowerment.



Partners and Stakeholders Engagement

DTN actively engaged with a wide range of stakeholders, including individuals, institutions, and organizations, to lay the foundation for long-term partnerships in youth development and employment initiatives. Notably, collaboration with No Limit for Women Project (NOLFOWOP) and Réseau National des Associations des Tantines (RENATA) enabled joint data collection for the baseline study conducted between August and October 2025 in Yaoundé, Douala, and Garoua.

The baseline study also provided an important platform for DTN to introduce its mission and strategic vision to key actors, including government institutions, private sector organizations, vocational training centers, youth associations, and civil society organizations that participated in the research process.



Photo #8: Partnership meeting between DTN and NOLFOWOP in August 2025. Courtesy NOLFOWOP

Building on this momentum, DTN organized high-level meetings toward the end of the year with the Ministry of Youth and Civic Education, Ministry of Employment and Vocational Training, and Ministry of Secondary Education to present the study findings and the organization's Strategic Plan.

DTN held two separate informal consultative meetings with individuals affiliated with the Ministry of Secondary Education and the Ministry of Employment and Vocational Training. These interactions were conducted in a personal, consultative, and exploratory capacity and did not constitute official engagements with the respective ministries.

The purpose of these discussions was to introduce DTN, share key findings from the baseline study, and present the Association's Strategic Plan for 2026–2030, while also gathering initial insights on potential collaborative prospects with both ministries.

The consultation with the Ministry of Secondary Education revealed a positive appreciation of DTN's strategic orientation and the evidence generated through the baseline study, particularly regarding the identified mismatch between education and labor market needs. To help address this challenge, the DTN learned that a **tripartite pilot model** involving:

1. Training institutions
2. Companies/employers
3. Local councils (as decentralized government actors)

Within this framework:

1. Training institutions would deliver theoretical instruction.



2. Partner companies would provide practical, hands-on training opportunities.
3. Local councils could play a facilitative role, including supporting coordination and exploring incentives such as tax considerations for participating companies.

It was further suggested that companies involved in such partnerships should contribute to curriculum design to ensure stronger alignment with labor market demands.

The consultation with the Ministry of Employment and Vocational Training provided strategic guidance on how DTN could approach future institutional collaboration.

Additionally, the informant explored any future plans by DTN to establish training centers should be developed in consultation with the Ministry to ensure compliance with regulatory frameworks, alignment with national standards, and long-term sustainability.

For both ministries, DTN could consider pursuing a formal Memorandum of Understanding (MoU) as a pathway toward establishing official partnerships.

DTN plans to continue strengthening institutional engagement by extending similar consultations to other relevant ministries and development partners during the first quarter of 2026.



Capacity Strengthening and Learning

To ensure that DTN staff, interns, and some members are adequately equipped with the knowledge and skills required for effective project management, a series of capacity-building initiatives were implemented. These included tutorials, webinars, free online training on management soft skills, and a structured course on project management essentials. In addition, the baseline study and the strategic planning process provided valuable practical learning opportunities, enabling DTN members and interns to strengthen their competencies through hands-on experience.

The project management course was delivered through recorded video sessions and comprised eight modules facilitated by Dr. Leslie C. Chingang over eight weeks from October 10 to December 11, 2025. A total of six participants enrolled in the course, of whom three successfully completed all requirements and received certification from DTN.



Lessons learned

Member Survey on DTN Activities, Engagement, and Organizational Systems

A survey was conducted among sixteen registered members of the Divine Treasures Network (DTN) to evaluate key organizational activities and assess member engagement. The survey aimed to determine members' awareness of DTN's operational and program systems, evaluate their level of involvement in advancing the Association's shared objectives, and gather suggestions for improving its functioning. Participants were also invited to propose suitable dates for the next Annual General Meeting (AGM) scheduled for March 2026. The findings provided valuable insights and lessons to inform planning and strengthen implementation efforts for 2026.

Out of the sixteen registered members, ten completed the survey, representing a participation rate of 62.5%. The gender distribution of respondents was balanced. The results indicated that 60% of respondents had been involved with DTN since its constituent assembly, while 40% joined the Association as new members between June and December 2025. Similarly, 60% reported that they became members at the Association's inception, whereas 30% were introduced and recruited through existing members, highlighting the important role of internal networks in expanding membership.

In terms of operational awareness, 60% of respondents acknowledged that DTN has established operational systems consistent with an organized association. However, not all aspects of these systems were fully understood. Notably, 10% of respondents indicated that they did not understand how DTN operates as an association. This gap in understanding was further reflected in members' familiarity with key administrative documents. Although the Administrative Policies and Procedures Manual was distributed to all members upon its release in July, 80% of respondents reported having read only portions of the document. This suggests a need for additional orientation and capacity-building to ensure members fully understand the Association's governance and operational framework.

The survey also assessed members' familiarity with DTN's key programmatic documents, particularly the baseline study and the Strategic Plan, both of which were developed during the last quarter of 2025 and serve as critical tools for guiding DTN's strategic direction and engagement with stakeholders. While 60% of respondents reported reading the full baseline study report, 40% had reviewed only the executive summary. Regarding the Strategic Plan, 40% of respondents reported having read the full document and demonstrated familiarity with its four strategic objectives, while 50% had read only the executive summary. These findings suggest varying levels of engagement with key organizational documents and may reflect differences in members' preferences for document length or depth of content. However, they also highlight the importance of ensuring that members fully understand the context and evidence base underpinning



DTN's strategic priorities, including the baseline study on the causes, consequences, and impact of youth unemployment.

The survey further explored members' perspectives on meeting formats. During 2025, most meetings were held virtually. However, the majority of respondents expressed a preference for more in-person meetings, with virtual meetings used only when necessary. This feedback underscores the value members place on direct interaction to strengthen collaboration, engagement, and organizational cohesion.

Finally, respondents were asked to propose suitable dates for the next AGM in March 2026. Half of the respondents recommended holding the meeting during the last week of March. Meanwhile, 30% suggested the first two weeks of the month, and 20% proposed the third week. These responses provide useful guidance for scheduling the AGM at a time that maximizes member participation.

Overall, the survey provided important lessons regarding member engagement, awareness of organizational systems, and familiarity with key strategic documents. The findings highlight the need to strengthen communication, improve member orientation, and promote deeper engagement with DTN's governance and strategic framework to support more effective implementation of its objectives in 2026.

What are the lessons learned?

Based on the survey findings, DTN can draw several important lessons to strengthen its governance, member engagement, and strategic implementation. These lessons are outlined below:

1. Strengthen Member Orientation and Institutional Familiarization

The survey revealed that while most members recognize that DTN has operational systems, not all fully understand how the Association functions, and some members have only partially read key administrative documents. This highlights the need for structured orientation sessions for both new and existing members. Regular onboarding and refresher sessions would help ensure that all members understand DTN's governance structure, policies, procedures, and their roles within the Association.

2. Improve Communication and Accessibility of Key Documents

Although important documents such as the Administrative Policies and Procedures Manual, the baseline study, and the Strategic Plan reports were shared, many members reported reading only summaries or parts of these documents. This suggests the need for more effective communication strategies, including simplified briefs, short promotional videos, presentations, or discussion sessions, to help members fully understand these materials. Ensuring members internalize these documents is essential for aligned decision-making and effective external representation.

3. Enhance Member Engagement and Ownership



The mixed levels of engagement with operational and strategic materials indicate that some members may not yet feel fully connected to DTN's mission and strategic direction. Encouraging active participation through working groups, thematic committees, and regular engagement activities can help strengthen members' sense of ownership and commitment to the Association's goals.

4. Recognize the Importance of Internal Networks for Membership Growth

The survey showed that a significant proportion of members joined through referrals from existing members. This demonstrates that current members are key ambassadors for the Association. DTN can build on this by developing a structured membership growth strategy that leverages member networks while ensuring new members receive proper orientation.

5. Promote Greater Understanding of the Strategic Foundation of DTN's Work

The baseline study and Strategic Plan form the foundation of DTN's strategic direction, yet not all members have fully engaged with these documents. This indicates a need to strengthen internal learning and dialogue around DTN's strategic priorities, particularly the evidence and context underlying its focus areas. This will enable members to communicate more effectively with stakeholders and contribute meaningfully to program implementation.

6. Increase Opportunities for In-Person Interaction

Members expressed a strong preference for more in-person meetings compared to virtual ones. This suggests that physical meetings play an important role in strengthening relationships, trust, and collaboration. DTN should consider adopting a hybrid meeting model that combines periodic in-person meetings with virtual sessions for flexibility.

7. Improve Participation and Inclusiveness in Organizational Processes

Although the survey achieved a reasonable response rate (62.5%), not all members participated. This highlights the need to encourage broader participation in organizational consultations to ensure that decisions reflect the perspectives of the entire membership.

8. Use Member Feedback to Improve Planning and Scheduling

Members provided clear input on preferred timing for the AGM, with most favoring the last week of March. This demonstrates the value of consulting members in planning key events, which can improve attendance, participation, and overall effectiveness.

Overall Key Lesson

The most important overall lesson is that DTN has made strong progress in establishing its operational and strategic foundation, but it must now focus on deepening member understanding, strengthening engagement, and improving internal communication. Doing so will ensure that members are fully equipped to contribute to DTN's mission and support its growth and impact in 2026 and beyond.



Financial Activities

Finance remains a critical resource for a young and growing organization such as DTN. In 2025, the organization’s primary sources of funding were membership registration fees, which generated 400,000 FCFA (15.38% of total income), and special contributions from members, amounting to 2,200,000 FCFA (84.62%).

In line with its financial policies and procedures and to ensure sound financial management, DTN opened a bank account with a commercial bank in Yaoundé in July 2025. The account operates with three authorized signatories from among DTN members, strengthening accountability and transparency.

Regarding expenditures, the largest share of spending was allocated to the baseline study, particularly for field data collection activities. This was followed by stipends covering transportation and communication allowances for interns and staff. By the end of the financial year, DTN recorded a positive balance of 601,836 FCFA. A detailed breakdown of the financial report is presented in the tables below.

DTN sincerely commends the strong spirit of volunteerism and generosity demonstrated by its members throughout 2025 in support of its vision and mission. This commitment, combined with a growing culture of collaboration and strong networking, positions DTN to achieve significant impact even with limited financial resources.

Financial Analysis of the Year 2025

Table 1: Income/Expenditure report for 2025

A. INCOME		B. EXPENDITURE		C. BALANCE	
Item	Amount (FCFA)	Item	Amount (FCFA)	Item	Amount (FCFA)
Membership registration	400,000	Consultant Fees	300 000	Total Income	2,600,000
Special contributions	2,200,000	Stipends for Interns	600,000	Total Expenditure	1,998,164
		Stipends for staff	300,000		
		Partner Cost for baseline study	660,000		
		Bank Charges	100,000		
		Bank Commissions	38,164		
TOTAL INCOME	2,600,000	TOTAL EXPENDITURE	1,998,164	BALANCE	601,836



2026 Proposed Plan and Budget

The year 2026 marks the official launch of DTN's programming activities, with a strong emphasis on targeted stakeholder engagement and the consolidation of strategic partnerships. DTN intends to establish functional collaborations with government institutions, private sector actors, and professional training centers and Universities to effectively implement its 2026–2030 Strategic Plan. To this end, the Association plans to formalize partnerships through Memoranda of Understanding with key ministries, including:

- Youth and Civic Education,
- Secondary Education
- Employment and Vocational Training,
- Small and Medium-Sized Enterprises.

Building on progress initiated in 2025, DTN will continue developing and implementing interventions for the first Strategic Objective (SO1) under the technical leadership and oversight management of the Program Manager for SO1. In this planning year, the SO1 Program Manager will accelerate efforts in implementing the Promotion of Small Businesses (ProBiz) model, continue to pursue and support the government of Cameroon's special program to support youth unemployment, which was announced by the Head of State during his swearing in policy speech last year.

DTN will also continue developing the internal database designed to connect qualified youth with potential employer institutions as part of the second Strategic Objective (SO2). This year, we will ensure that the initial elements of the construction of the database are assembled, such as enrolling qualified youth for the DTN's programs and projects, and building a strong partnership with potential employers.

Activities under the fourth Strategic Objective (SO4) will be expanded following the appointment of a dedicated and experience Program Manager. This individual will provide strategic leadership and technical guidance to strengthen DTN partnerships and deepen stakeholder engagement. He or she will spearhead awareness, sensitization, and advocacy initiatives aimed at increasing stakeholder commitment to addressing youth unemployment and underemployment. The SO4 Program will collaborate closely and supervise a new appointed Project Manager for Youth Mental Health & Psychosocial Support. Together, they will advance youth orientation, counseling, and coaching initiatives designed to foster a transformative mindset and enhance employability. A key responsibility of the Project Manager will be to promote strong mental health among young people-particularly students-by addressing challenges such frustration, negative attitudes, limited perceived opportunities, and the growing inclination to migrate to migrate in search of better prospects.



DTN plans to secure a suitable office space and that will serve as a hub for stakeholder meetings and as a welcoming center for youth and parents seeking information, orientation, and career counseling services. Expenditures on office rental, equipment, supplies, and utilities will be carefully managed to ensure financial sustainability. The Association anticipates a gradual increase in expenditures related to stipends for volunteers of the programming teams, the Program & Administrative Assistant who will manage the office on a full-time basis, transportation and communication expenses, with the expectation that future donor funding may offset part of these operational costs.

A major priority for 2026 therefore, will be accelerating resource mobilization efforts to fund this plan, through special contributions by members, friends, and well-wishers, membership dues, grant applications and small-scale funding opportunities to pilot projects, particularly under Strategic Objectives 1 and 4 (SO1 and SO4). DTN is planning to raise about 80% of its revenue for operational costs (15 million FCFA) for 2026 from special contributions, meaning that there will be a structured approach to achieve this which should involve increase visibility, promotional activities at home and abroad, and enhancing new member enrollments. DTN will adopt a prudent investment approach, directing available financial resources toward project development while sustaining the active members who are instrumental in advancing the association's goals.

The proposed budget, presented to the General Assembly, reflects these strategic priorities and is contingent upon DTN's success in securing funding for the proposals it intends to submit.



Revenue Budget

Table 2: Revenue estimates for 2026

Income	2026 Income Amount (FCFA)
Balance B/F from 2025 (in the bank account)	601,836
Membership Fees	1,250,000
Members Annual dues	625,000
Contributions for launch event collected in 2025	790,000
Special Contribution	15,000,000
TOTAL	18,266,836

Expenditure Budget

Table 3: Expenditure projections for 2026

Item	2026 Total Amount (FCFA)
Stipends to staff and volunteers	6,000,000
Board meetings	1,200,000
Office Furniture/Equipment	800,000
Office Rents, Utilities & Supplies	2,852,000
DTN Association Life	348,000
Strategic Plan Review/Evaluations/Learning	180,000
Proposal Development Fund	500,000
Promotional gadgets	170,000
DTN Sign post (in the new office location)	150,000
Intl Membership registration (grant & donor intel)	250,000
Social media, Webmail, website charges	40,000
Local Taxes	75,000
Bank charges & commission	140,000
TOTAL	12,705,000

This total expenditure budget represents a 5-fold increase compared to 2025 budget.



Attachments

The following documents are considered as appendices to this report:

1. Constitution of Divine Treasures Network
2. Internal Rules and Regulations
3. Letter of Declaration of Divine Treasures Network issued by the SDO of Mfoundi March 25
4. Administrative Policies and Procedural Manual
5. Baseline Study Report
6. 2026-2030 Strategic Plan