



IDebate
Rwanda



ANNUAL

Annual Report

2025

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A word from Our Executive Director

Dear Friends,

In 2012, we believed something simple: that young Rwandans, given the right tools, could think for themselves, solve their own problems, and shape their own future.

Twelve years later, that belief hasn't changed. But the scale of what we've accomplished together? That's all because of you. You believed in us when we were just starting. You trusted us to expand into new provinces, to partner with more schools, to train more teachers. You supported our students as they learned to debate public policy issues, not as a way to defeat opponents, but as a way to find solutions. You saw what we saw: that young people, equipped with critical thinking and public speaking skills, could become the active, engaged citizens our country needs.

That's 204 schools now. That's thousands of students who've learned that differences can be embraced, that conflict doesn't have to lead to violence, that your opponent in a debate isn't your enemy. That's 530 volunteers who come back every year because they believe in what we're building together. None of that happens without you.

And then came 2025. This was the year we made a choice that might have seemed counterintuitive. After years of rapid growth, we slowed down. We invested in systems, in infrastructure, in the kind of foundation that would let us serve every single one of our partner schools with excellence. We poured resources into our digital backbone, into quality programming, into making sure that when we say we're giving students the tools to change their world, we mean it.

It was the hard choice. But it was the right one. And once again, you made it possible. You trusted us to be strategic. You gave us the space to build for the long term. You believed that teaching young people the art of civil discourse is worth investing in for the long haul.

As you read through this annual report, you'll see the details of what that investment made possible. The programs we strengthened. The systems we built. The students whose lives were changed. But what I want you to remember is this: every page, every number, every story represents your belief in what young people can become. Thank you. For twelve years of partnership. For believing in local leadership. For understanding that this work, this mission of creating the next generation of thinkers, is how we build a better future.

**We are ready for what comes next.
With deep gratitude**

Every page, every number, every story represents your belief in what young people can become. Thank you for twelve years of building a better future together.

Jean Michel Habineza

Executive Director, iDebate Rwanda



Our Founding Story and Mission

Founded in 2012, iDebate Rwanda was born out of the belief that the devastation of the 1994 Genocide against the Tutsi must never be repeated. We envision a society where differences are embraced and conflict is resolved without resorting to violence.

Our mission is to equip Rwanda's youth with the tools to shape their own future. Through debate, we develop critical thinking, communication and leadership skills in secondary students across the country. We teach young people how to engage in civil discourse and disagree on complex public policy issues without treating their opponent as an enemy.

Today, we work with a network of over 204 schools across Rwanda. Through programmes like the Kigali Debate League, Dreamers Academy Camp, Money Makeover Challenge and international exchanges, we are building a generation of informed, active citizens ready to constructively shape the future of Rwanda and East Africa.

2012

Our Programs

Debate Leagues

Our flagship monthly competition where students from across Kigali debate public policy issues in beginners and advanced categories. It serves as the entry point for thousands of young debaters and feeds into national and international platforms.



Dreamers Academy Camp

An annual residential programme bringing together hundreds of students for intensive training in debate, public speaking and leadership. Each year focuses on a theme tied to the Sustainable Development Goals.



Money Makeover Challenge

In partnership with the BK Foundation, we train secondary students in budgeting, saving, investing and credit. The programme culminates in a simulation challenge where teams solve real-world financial scenarios..



In 2024, our work involved strategic consolidation and foundational investment across all programs. This impact is driven by a committed cohort of 530 yearly volunteers, who dedicate their time to power all initiatives. Core structured programs include the competitive Kigali Debate Leagues, the intensive Dreamers Academy Camp, and the foundational Teachers' Debate Institute for educators

Furthermore, iDebate has innovated new programs to build financially literate leaders, such as the successful Money Makeover Challenge (in partnership with organizations like BK Foundation), and provides accessible digital learning resources through the iDebate Hub. This holistic approach, from in-person coaching to online platforms, ensures students and teachers learn how to engage respectfully on complex public policy and financial issues, cultivating a generation of informed, active citizens ready to constructively shape the future of Rwanda.



International Exchanges



Through our international exchange programme, we host students from US universities who come to Rwanda to learn about our culture, history and journey as a post genocide society. Participants also visit important historical sites such as the Kigali Genocide Memorial and Rwanda Parliament Museum to gain a deeper understanding of the genocide and the country's healing process.



By The Numbers

204

Schools reached across all provinces
in Rwanda for the first time

517

Students attended (Beginner and
Advanced) with over 60 coaches trained

1500

Students trained
in the Our Financial Literacy Program

2

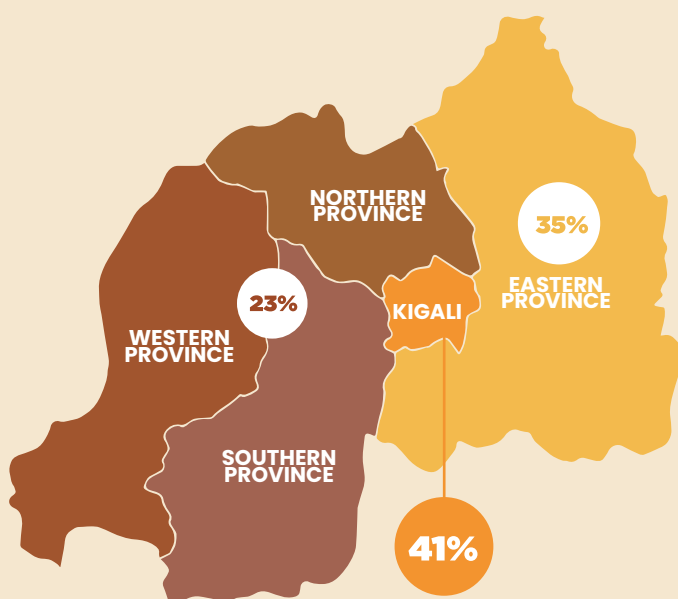
US Universities hosted
(University of Denver and Lynn University)

5000

Enrolments on our hub
from 1020 last year

530

Annual cohort volunteers



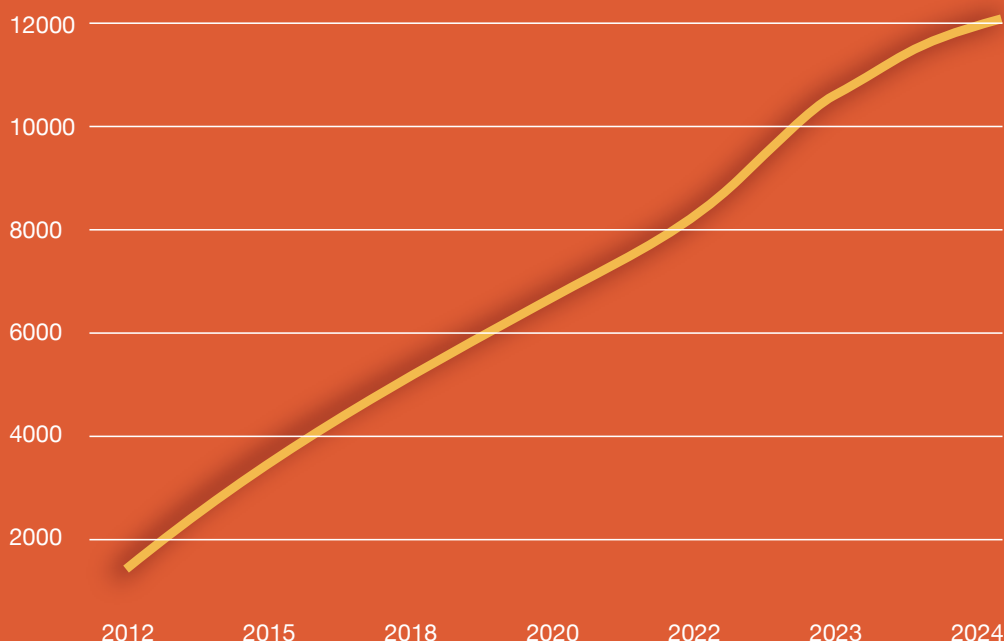
*As shown the Debate reached 402 schools,
41% in kigali, 35% in East and 23% in West and North
and South Provinces combined*

Our Growth

Students served since 2012

iDebate Rwanda has served over 12,000 students since its founding. Our Debate Leagues and core programming are sparking an early interest in civic discourse and critical thinking, and advanced programs like the Dreamers Academy Camp, the Money Makeover Challenge, and the iDebate Hub are ensuring that older students have access to opportunities that help convert their interest in debate into thriving careers in leadership and civil society. By investing in scalable digital options this past year, we are reaching more students across Rwanda than ever before, while continuing to ground our programming in the core values of peacebuilding and civil discourse.

Cumulative Students & Alumni Reached Over the Years



2012: 100
2015: 1,500
2018: 3,500
2020: 5,500
2022: 7,500
2023: 10,000
2024: 12,000+

Our programs continue to grow and serve students all along the leadership pipeline.



Debate Leagues

70

(2021)

220

(2024)

Our Debate Leagues are where iDebate began. From 2021 to 2024, we grew our school network from 70 to 220 partners, creating unprecedented demand for competitive debate across Rwanda.

That growth revealed an honest challenge: we could not serve 220 schools with the same quality we once delivered to 70. So this year, we made a deliberate choice. We reduced tournament frequency to invest in something more lasting...



98.1% cost
recovery

The centerpiece was **iRank**, our new tournament management system. This digital infrastructure ensures every future competition runs with consistency, professionalism, and full transparency, whether in Kigali or the provinces. By separating this one-time investment from regular operations, our tournament programming achieved 98.1% cost recovery through participant fees and partner support.

We also launched the Pro-Debate Academy, training **30 coaches** from our strongest schools in advanced topics like economics and philosophy. This was a year of building, not expanding. We now have the foundation to scale debate and civil discourse sustainably across Rwanda.

Dreamers Academy Camp



10 DAC celebrated 10 years

358 Participants in 2025



As iDebate's flagship residential leadership program, the Dreamers Academy Camp (DAC) reached a significant milestone this year. We implemented a deliberate strategy to prioritize depth and specialized training over large-scale enrollment, ensuring a premium, high-impact experience for every attendee.

Specialized Partner Module

We strategically leveraged key partnerships to provide deep-impact, real-world skills:

94 Advanced students

received focused modules on reconciliation and civil discourse in training sessions provided by Never Again Rwanda and Echoes of Peace

Peace Building

100 Beginner students

received vital sessions on Sexual and Reproductive Health by HDI

Health and Well-being

Global Citizenship

We successfully expanded our global and regional network by welcoming international participants from Uganda and South Sudan, alongside delegates from US institutions like MSU Denver and Lynn University.





Our Programs



Money Makeover Challenge (MMC)

The Money Makeover Challenge, run in partnership with the BK Foundation, has become our most impactful programme for economic empowerment. It fuses debate and critical thinking with practical financial skills, equipping young people to become responsible investors and entrepreneurs.

In 2024, we trained 1,500 students across two cohorts and through integration into Dreamers Academy Camp. Cohort 1 ran from May to June, engaging 10 schools and 250 students with a focus on urban financial planning. Cohort 2 followed from October to November, expanding to 20 schools and 600 students with case studies focused on rural family finance. Sixty mentors guided students through weekly sessions on budgeting, saving, investing, credit and insurance

2

Cohorts

1500

Students impacted

60

Mentors

Impact Story of Umwamikazi Aristide

The program's success is best summarized by the journey of Umwamikazi Aristide, a student who won the 1st cohort while studying Biochemistry. Admitting she had no prior interest in business, she leveraged the MMC training to secure the necessary capital. Today, Umwamikazi is a proud young entrepreneur running a small, profitable business in Bugesera District. Her story inspires and shows how the MMC transforms critical thinking skills into tangible economic reality.

The sustained support and commitment from the BK Foundation are critical to this success, allowing us to close the financial literacy gap and empower Rwanda's youth with the tools they need to navigate and thrive in the modern economy.

Looking Ahead: Money Makeover 2.0

Financial Literacy Reimagined



75,000
Youth by 2028

Building on this proven success, we are launching Money Makeover 2.0, a digital evolution designed to reach 75,000 youth by 2028. This strategy moves the challenge from a localized competition to a national movement by creating a scalable ecosystem centered on

1 National Visibility via Television:

The MMC TV Series will feature a Shark Tank-inspired competition, showcasing top student financial projects to over 500,000+ viewers nationwide. This initiative elevates financial literacy into a national conversation and cements the BK Foundation's status as the corporate leader in youth empowerment.

2 Experiential Learning through Gamification:

The WeaWalk initiative introduces a physical, gamified learning board used in workshops to simulate real-life financial choices (savings, investment, debt). It provides a collaborative, safe environment for students to master the financial cause-and-effect that governs their lives.

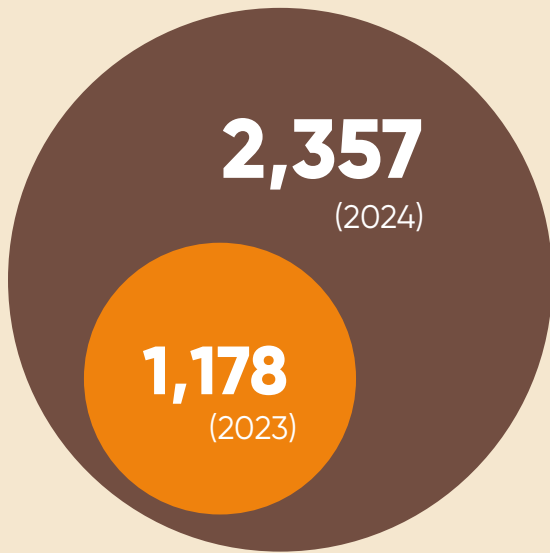
3 Digital Ecosystem Integration:

The core of our scalability is the Money Makeover Mobile App. This adventure game allows students to practice financial decision-making through quests and challenges, projected to facilitate 50,000+ new youth savings accounts. Crucially, the app will integrate BK's digital tools into its challenges, nurturing automatic and lasting brand loyalty for the BK Group while securing a digitally literate generation.





iDebate Hub



iDebate Hub User Growth
(2023–2024)

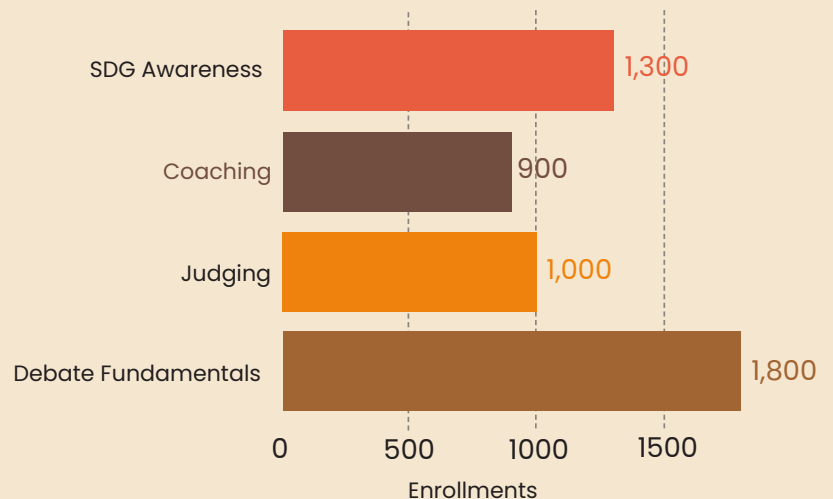
Growing from 70 to 220 schools created a new challenge: How do you train thousands of volunteers, coaches, and judges consistently across three provinces?

*Our answer, developed in partnership with Mastercard Foundation, is the **iDebate Hub**.*

Launched in late 2023, the Hub became central to our learning strategy in 2024. In one year, we reached 2,357 users and over 5,000 course enrollments across 8 structured programs covering debate fundamentals, judging, coaching, and SDG awareness. Every tournament judge and coach must now complete Hub certification before participating, ensuring consistent quality whether a competition happens in Kigali or Musanze.



Course Enrollments by Category (2024)



The Hub represents the same logic as our iRank investment: building permanent digital infrastructure that eliminates geographical barriers and makes quality training available to any student in Rwanda. It hosts our curriculum manuals, video resources, and foundational training, all accessible from a phone. This is just the beginning. We plan to double our investment in the Hub, expanding its role as our central knowledge system and automating more of our learning pathways. As our school network continues to grow, the Hub ensures we never have to choose between reach and quality.

Our Volunteers

Every year, hundreds of young Rwandans finish high school and face the same question: what now? For 530 of them this year, the largest cohort in our history, the answer was iDebate.

Most of our volunteers join us straight out of secondary school. Many were debaters themselves. They arrive with energy and curiosity but limited professional experience. Within months, they are running tournaments, managing budgets, coordinating logistics across provinces, and leading outreach campaigns. They learn project management, marketing, and team coordination not in a classroom, but by doing the work. Running tournaments teaches logistics. Managing budgets teaches accountability. Coordinating across provinces teaches leadership. By the time they leave us, they have already practiced being professionals.

Our 530 volunteers are the engine behind everything we do. They make it possible to reach 204 schools with quality and consistency. And in return, we give them a launchpad into adulthood

The 2024 Cohort of 530 young, dedicated volunteers - the largest in our history



Valued Partnerships

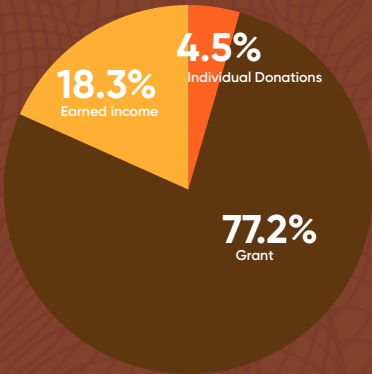
We could not do this work alone, and we are grateful we do not have to. Our partners have trusted us with their resources, their expertise, and their belief in what we are building. Some invested in our digital infrastructure, giving us the ability to train thousands from a single platform. Others walked alongside us into new territory like financial literacy, helping us design programs we could not have imagined on our own. Some took a chance on new sponsorship models that keep our tournaments accessible. And our 204 partner schools welcome us into their communities, rally their students, and make debate part of how they teach young people to think. Every partner brings something different. Together, you allow a small organization to reach nationally without losing what makes our work meaningful. We are deeply thankful for each one of you. This mission belongs to all of us.



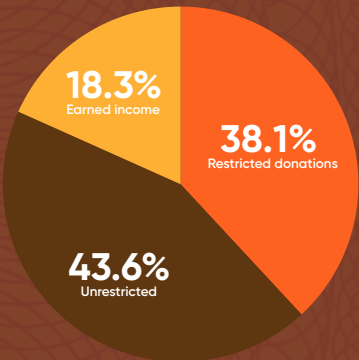
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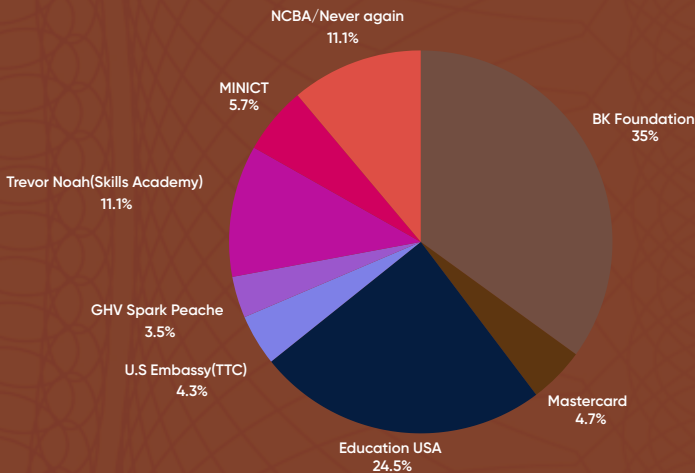
Financial Report



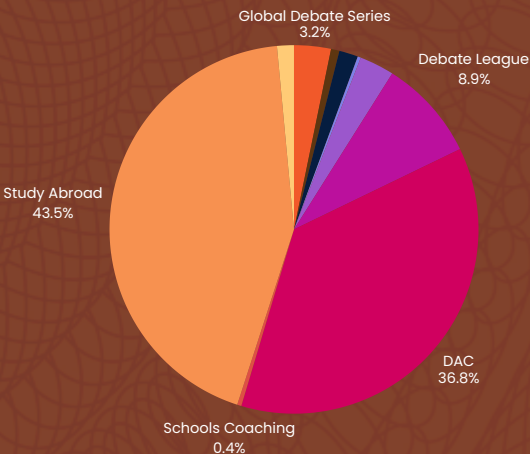
Income Breakdown



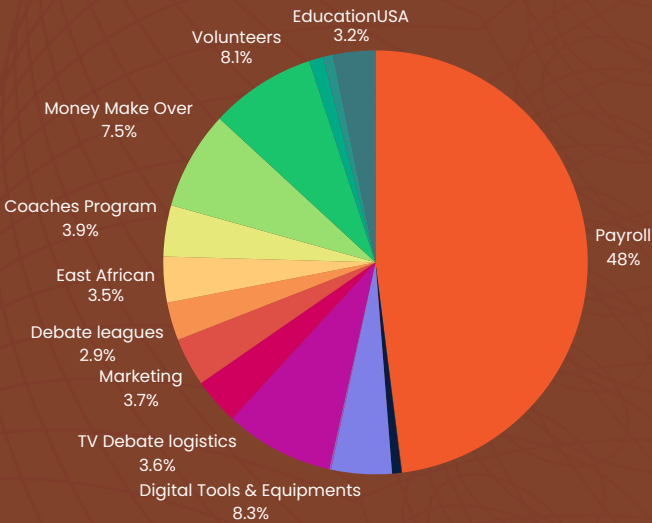
Income Type Breakdown



Restricted Donations / Grants



Earned Income (2025) cont'

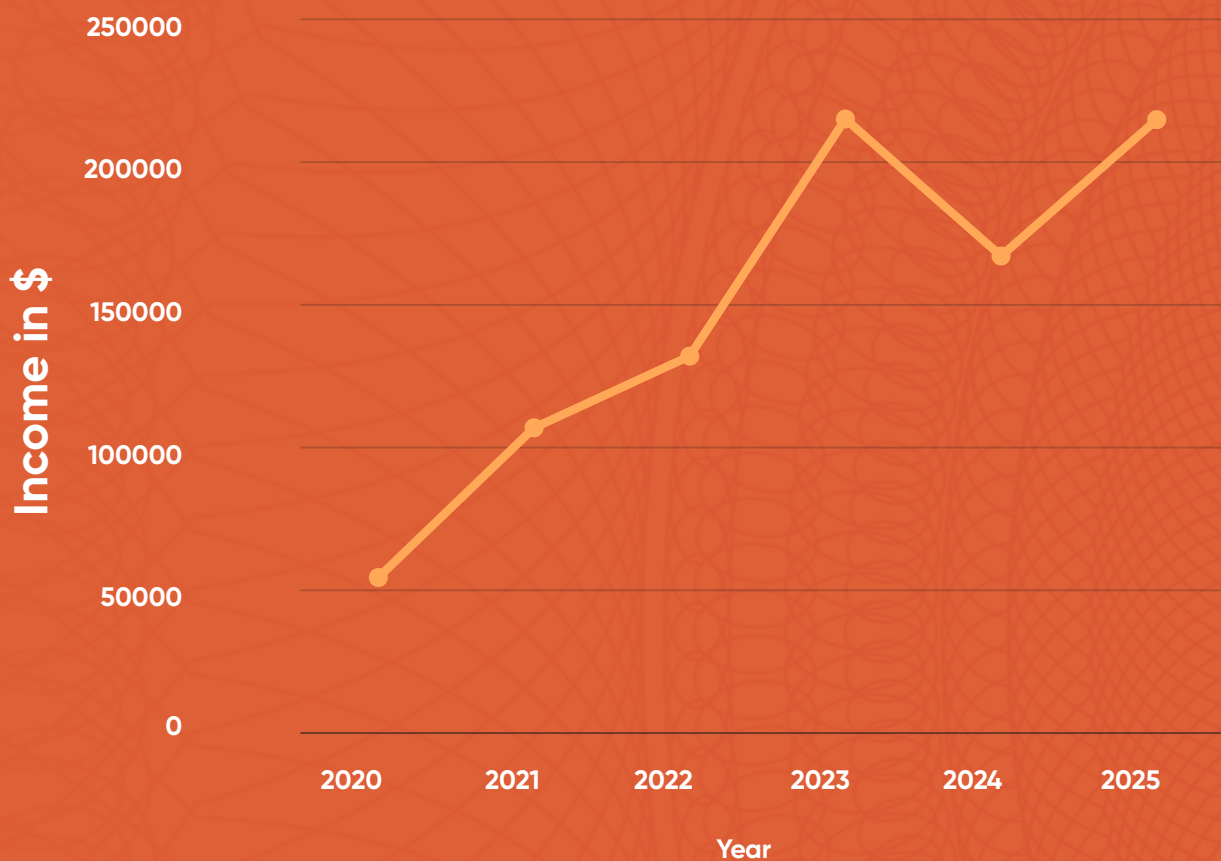


Expense Breakdown(2025) cont'

Between 2020 and 2024, iDebate Rwanda experienced notable shifts in its financial performance, marked by varying levels of income generation and expenditure as the organization expanded its programs and operational capacity. Income grew significantly from 2020 to 2023, driven mainly by grant funding and a gradual rise in earned revenue, enabling the organization to record positive net balances in three of the five years. However, 2022 and especially 2024 recorded financial deficits, the latter due to expenses increasing beyond available revenue—reflecting both growth in activity and the pressure it placed on operational costs. Throughout the five-year period, administration and program spending represented the largest expense areas, mirroring the organization’s commitment to delivering impact while sustaining internal systems. Overall, the financial report highlights a trajectory of growth, increased program delivery, and evolving revenue streams, while underscoring the need for strengthened financial sustainability to maintain future operations and impact.

Financial Report

Income insights graph



Year	2020	2021	2022	2023	2024	\$2,025.00
Total Income	\$54,497	\$106,916	\$132,049	\$215,106	\$167,102	\$214,867.00
Total Expense	\$30,826	\$78,213	\$149,077	\$179,400	\$212,641	\$169,514.88
Net Income / (Loss)	\$23,671	\$28,703	-\$17,028	\$35,707	-\$45,539	\$45,352.12

Overall Summary

2021

Thank You

IDebate Rwanda