



QUEEN'S  
COMMONWEALTH  
TRUST

# IMPACT REPORT

FOR THE YEAR ENDING 31ST MARCH 2022



The Queen's Commonwealth Trust  
Registered Charity No 1172107 | Registered Company No 10482169

# Introduction

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The Queen's Commonwealth Trust (QCT) exists to realise the potential of young Commonwealth leaders, aged between 18 to 35, and to support them to transform their communities. We do this through providing three key elements: flexible funding, practical tools and support, and a vibrant network. Young leaders have told us that these are the vital aspects they need to be able to continue supporting and transforming their communities.

In this impact report we primarily consider the 11 Sub-Saharan African (SSA 11) organisations we have been working with substantively over the last two years. During this time, we have worked with over 40 other organisations, 35 of these through rapid response Covid-19 grants and 6 of these through more traditional hands-off grants with the provision of limited practical tools and support. On occasion we refer to the organisations that have benefitted from these other grants, but primarily this report, and the learnings within it, are drawn from the SSA 11.

The young people leading these organisations understand the problems in their local areas and have the right solutions to tackle them. We support their work at a tipping point when our grant can act as a catalyst for sustainable growth and impact.

## In Chapter 1

In each of the SSA 11 organisational reports, you will see a summary of the programmatic impact of the organisations and the young leaders' self-assessment of their organisations' development. We ask them to reflect on the progress of their organisations over the period of the grant to maximise the impact on their communities. Each organisational development chart tells a different story.

The main theme throughout is that tailored support from QCT leads to the organisations becoming stronger, leading to greater impact for their communities.

Our young leaders recognise the value of our approach. By working with us, their organisations achieve the credibility that secures future funding from other sources. This report presents how all young leaders' organisations have improved their financial sustainability and longevity, and thus are able to achieve greater positive social change over the longer-term. It is our aim that, because of engaging with QCT, the organisations receive additional recognition and meaningful support. This should also stimulate investment from others, and thus ensure that their work, and the benefits for their communities, continues beyond the period of our grants.

## In Chapter 2

The practical tools we offer are strengthened by the contributions of our young leaders to the QCT Network. Within this document we provide evidence of the positive impact the network delivers, and this is referred to in detail in Chapter 2. We show where our young leaders are based and the thematic of their work. Our figures reveal that our network continues to develop and strengthen. We look forward to our Platinum Jubilee Youth Ventures Programme and the energy that a further 70 young leaders will bring.

## In Chapter 3

We have reported on the impact of three early grants that also concluded in this financial year. These grants have achieved positive change for communities in the UK and in Africa.



*Women in Sustainable Enterprise (WISE)-One of the 11 SSA organisations supported by QCT trains women entrepreneurs in sales and marketing techniques*



# Executive Summary

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## **Through our support youth-led organisations achieve greater programmatic impact**

We have supported organisations to create jobs, to enable women and girls to earn and improve their livelihoods, to skill up young people for future employment and entrepreneurialism, and to achieve positive environmental and health impact. Ultimate beneficiaries of those organisations we support are often female and young.

Through our work with Acts of Gratitude (AOG) in Rwanda in support of entrepreneurship and social entrepreneurship training, over 250 jobs have been created. As a result of our support of Ukani Malawi, over 50 young mothers are now involved in income generating activities. With Women in Sustainable Enterprises (WISE) 30 women are now involved in ecotourism ventures in Kenya. Through the work of Kisoboka Africa in Uganda, 1,166 individuals have taken small loans from the community savings group, after receiving business training to set up small enterprises. Over 500 women are earning an income from providing vegetable matter and selling the green briquettes produced by Planet Green Africa (PGA) in Malawi. Through Ihandiro Youth Advocates for Nature (IYAN) in Uganda, 170 households are benefiting from environmentally friendly enterprises from beehives to fishponds.

We have supported organisations that upskill students and young people to better prepare them for work, and to be able to benefit in the future from employment or entrepreneurial opportunities, as well as to directly apply for jobs. Through our support of Boundless Minds in Uganda nearly 1,000 young people have gone into entry level jobs or developed their own enterprises, and over 600 students have gained work experience. Our work to support Mentoring Assistance for Youths and Entrepreneurs Initiative (MAYEIN) in Nigeria has equipped over 700 students from lower socio-economic backgrounds with basic digital literacy skills. Through iDebate in Rwanda, we have supported over 600 students to develop their critical thinking and communication skills.

We have also supported organisations that achieve positive environmental and health outcomes. PGA has nearly tripled its production of green briquettes to over 400 tonnes annually, replacing the use of firewood in over 1,700 households in Malawi.

Because of IYAN's work over 1,900 communities in Uganda now use eco-stoves, the majority manufactured by IYAN. The eco-stoves provide more efficient and environmentally friendly cooking than traditional wood fired cooking practices. Both PGA and IYAN's products positively impact health by reducing the smoke generated when cooking, with benefits for women who often do all the cooking.

Roll Back Antimicrobial Resistance Initiative (RBA Initiative) in Tanzania has trained school children across several schools who have then gone on to raise the awareness of over 11,000 students and 3,000 community members on the challenges of, and ways to reduce, antimicrobial resistance.

OneDay Health (ODH) in Northern Uganda has treated over 30,000 patients through QCT's support. ODH focuses on establishing primary health facilities that can become financially sustainable in meeting day-to-day operating costs, and while addressing the substantial initial primary health need it supports a substantial reduction in unnecessary admittance to government hospitals that are always under-resourced.

QCT has supported organisations that are focused on longer-term sustainable impact, not only through up-skilling in a practical and meaningful way, such as seen in the organisations' work outlined above, but also through supporting organisations that are focused on creating sustainable and systemic impact. iDebate, MAYEIN, Boundless Minds and RBA Initiative all work with teachers and schools in support of scale and sustainability.

## **Through our support youth-led organisations are more resilient and sustainable**

QCT supports organisations to achieve longer-term sustainable impact rather than short-term programmatic attainment. We target strengthening organisations because we understand that many entrepreneurs often focus on the service or product they are delivering for their communities, rather than building the organisational infrastructure to deliver and grow. It is this infrastructure that is essential to underpin the longevity of their work and impact, which is where QCT comes in.

# Executive Summary (Contd)

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All the SSA 11 benefitted at the outset from a facilitated self-assessment and then periodical reviews throughout our engagement. This assessment is across 43 aspects in seven organisational areas and helps to frame the practical consultancy support that we provided to each organisation.

Almost without exception, all organisations that we support require strengthening across the organisational areas of financial management and systems; measuring and reporting impact; and effective safeguarding. For these organisational areas we have an established consultancy provision which we then tailor by organisation. As is evident from the individual analysis in Chapter 1, we have seen near universal and material growth and strengthening across these three areas.

We have provided tailored support for strategy and business planning, including support for organisations working through their strategies for financial sustainability. When we look across the 11 SSA grant recipients, only one young leader considered that their organisation was financially sustainable prior to QCT's engagement. While all consider QCT's engagement to have had a positive effect on their financial sustainability, four consider that they are now financially sustainable, and six are to varying degrees nearing financial sustainability.

Our support also includes the provision or facilitation of specific strategic support, such as that provided to PGA by Boston Consulting Group. This has supported improvements to the briquetting production cycle, which contributed to a 300% increase in briquette production.

Our work on governance is often initiated at the outset of our engagement with organisations, when through our facilitated self-assessment, we engage with board members. Through this process young leaders have reported that board members markedly and positively change how they perceive the young leader's organisation, their own role and responsibilities to the organisation, and their subsequent engagement. Improvements in storytelling and people management tend to develop organically over the course of QCT's engagement as a result of increased confidence in what an organisation is delivering, the associated credibility that comes from QCT's support, and the confidence that comes with secured flexible funding that enables commitments to be made regarding employment of organisational staff.

While all organisations would benefit from further strengthening work, all those that we have worked with are substantially stronger as organisations, which provides them with not only resilience but also credibility when dealing with other potential funding sources.

## **Through our support youth-led organisations receive increased investment from others**

Through our work it is our aim that youth-led projects are more credible with other funders and receive increased support and investment. All 11 SSA recipients have confirmed that during the period of QCT's engagement they have had meaningful engagement with other funders. The majority have credited these approaches as directly relating to the increased credibility and capability resulting from QCT's support. In Chapter 1 we explore the financial sustainability of each of the organisations in more detail and tell the story behind these successes.

## **What is it about our support that leads to improved programmatic outcomes, more resilient and financially sustainable organisations and facilitates increased investment into youth-led organisations enabling greater programmatic impact to be achieved over time?**

We have observed that we take increased risk as usually the first, or one of the first, funders to materially work with the organisations we support. Often this enables us to make an outsized impact for the organisations – and crucially provides the investment at a critical time to make a meaningful difference to whether the young leader will persist with their venture and the organisation exist long into the future. Our early support also allows the young leader and their organisation to sufficiently invest and test the viability of their service or product and develop a case for scaling.

Through our support Boundless Minds designed, tested, launched, and then funded the on-going running costs of their digital work readiness platform that nearly 2,000 students now use. iDebate used QCT's funding to evolve their core offer into an offering for teachers, a new awareness and fundraising channel through a TV debate programme, and to expand geographically.

# Executive Summary (Contd)

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Our provision of flexible funding empowers young leaders and their organisation to use the funds how they are most needed, and for many this flexibility has been key to enabling them to scale their impact. For example, AOG added its second innovation hub in Rwanda. MAYEIN scaled up its digi-bus digital literacy offer to enable it to double its impact. PGA and IYAN both invested in machinery. For PGA this was a contributory factor to the 300% increase in briquette production. For IYAN, this has enabled them to manufacture their own eco-stoves reducing the volatility of costs and supply of eco-stoves to community members while also developing a material income stream for IYAN.

Our provision of practical tools and support is made more effective through the ‘how’ we provide this. Involving young leaders and their teams in a highly collaborative manner when we facilitate the initial self-assessment of organisational state generates buy-in to subsequent consultancy support, while providing the young leaders with ownership of the priorities and path for strengthening their organisation.

ownership of the priorities and path for strengthening their organisation.

Organisational strengthening goes beyond policies, systems and processes to benefits realisation, for example, in the words of Jean-Michel, the founder of iDebate, ‘QCT’s support to develop systems and processes, in particular in financial management, meant that iDebate could properly cost activities which is essential for fundraising, and (iDebate) now has in place clear financial systems and processes which enables better management of the organisation.’

While our network of young leaders develops and grows, explored further in Chapter 2, we have been heartened by organic collaborations that have happened between those we work with, such as Boundless Minds from Uganda providing e-courses and virtual coaching sessions to young people using MAYEIN’s digital training and teacher’s hub in Nigeria.



*Pupil participants in the iDebate Eastern Province Debate League*

“QCT’s support to develop systems and processes, in particular in financial management, meant that iDebate could properly cost activities which is essential for fundraising, and (iDebate) now has in place clear financial systems and processes which enables better management of the organisation”

*Jean-Michel, the founder of iDebate*



# Chapter One

## Acts of Gratitude - Rwanda

### The Need

Figures suggest that 70% of Rwanda's youth population are unemployed, under-employed or living on less than US\$2 a day.

### The Work

Acts of Gratitude (AOG) is a social enterprise that was co-founded by 13 young social entrepreneurs in 2011 in Rwanda. Through its district-based innovation hubs AOG provides young people (aged 16-30) with social entrepreneurship skills training including through the Ingenzi social enterprise programme, co-working spaces, consultancy, connections, and investment support.

### Programmatic Impact

The community that AOG works with has benefited, during the QCT two-year grant, in the following ways:

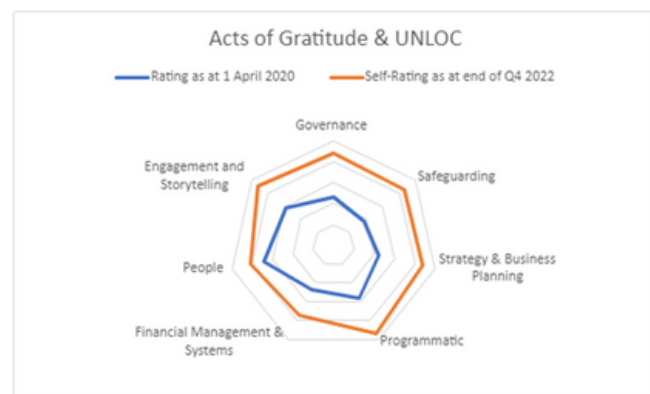
- 266 jobs were created.
- 95 young people were trained on social entrepreneurship skills at the innovation hubs.
- Nine social enterprises benefited from AOG's collaborative consultancy. The consultancy includes business diagnosis and development through the help of peer social entrepreneurs.
- One new innovation hub was established in Bugesera district in Eastern Rwanda, joining AOG's initial hub established in Gasabo, in the capital city Kigali.

Further evidence of the benefit of QCT's support can be seen in a success story for the period of the QCT grant. QCT has provided support to several rounds of the Ingenzi social enterprise programme, including to support AOG, and its partner Unloc, to bring Ingenzi online.

One of the attendees, Nina Nyirampeta, of the Ingenzi social enterprise programme, developed her idea about growing chilli for export through discussions with her fellow training cohort before setting up her business. Nina now employs more than 80 farmers and has started making exports to Europe and Asia. She was celebrated on National Television in August 2021 due to her impact on the local community.

### Organisational Impact

AOG has seen growth across the organisation with the strongest growth in safeguarding, strategy and business planning and programmatic aspects as well as governance and engagement and storytelling.



AOG initially focused on the number of individuals undertaking their social entrepreneurship skills training, but in pursuit of financial sustainability, as well as developing something that was required by young social innovators, AOG decided to charge a small admission fee for skills training. This was a bold move that has delivered, and AOG now has a useful income stream derived from skills training.



*Acts of Gratitude Equips young people with practical social entrepreneurship skills*

# Chapter One

## Boundless Minds - Uganda

### The Need

An estimated 83 per cent of all unemployed people in the country of Uganda are aged between 15-24 years old. Of 40,000+ school and university graduates, approximately 70% are unable to find paid job opportunities, largely due to a lack of work-readiness and entrepreneurial soft-skills developed in formal education.

### The Work

Boundless Minds is a social enterprise based in Uganda founded by young leader Benjamin Rukwengye. The organisation seeks to develop a skilled generation of leaders, nurtured by peers who are contributing to positive change in their communities. Boundless Minds has a few key offerings: a digital work readiness platform and mentoring offer; a volunteering programme for high school students to gain work-appropriate skills; and a soft skill toolkit and training programme.

### Programmatic Impact

The community that Boundless Minds works with has benefited, during the QCT two-year grant, in the following ways:

- The Boundless Minds training programme and digital work readiness platform have continued to increase membership since the middle of 2020. 35% of the 2,500 university and vocational student participants have successfully transitioned into entry level job opportunities or developed their own enterprises.
- 655 high school graduates were recruited, trained, and placed in the Boundless Minds' volunteer programme. The majority of these did not have any work experience prior to joining the programme.
- Boundless Minds launched a toolkit to standardise soft skill teaching in Uganda with core modules including communication, collaboration, creativity, and critical thinking. Adoption of the soft skill toolkit by schools will more easily enable schools to offer this crucial aspect of work-appropriate development for students. Roll-out of the toolkit has been slowed by Covid-19 which closed schools, but the soft skill toolkit is now being used by a small number of Primary and Secondary schools and Community Based Organisations.

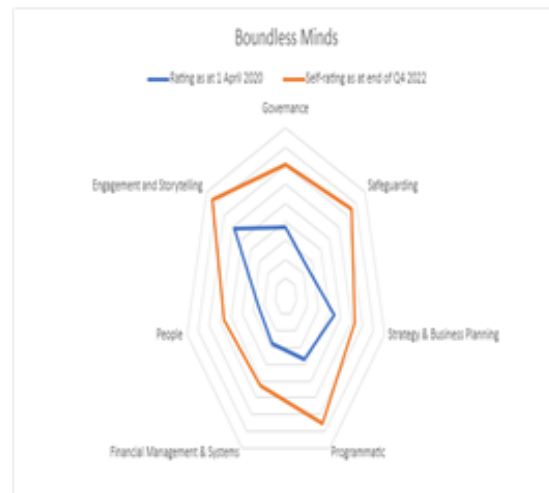
QCT's support was crucial to enabling Boundless Minds to-

design, test, launch and fund the on-going running of the digital work readiness platform and related mentorship initiatives. Our collaboration with Boundless Minds has been central for the development of the soft skills teaching toolkit.



*Boundless Minds is working to equip the next generation of social entrepreneurs with soft skills*

### Organisational Impact



Boundless Minds has self-assessed organisational development over the two years of QCT collaboration and has seen growth throughout.

After our initial support and investment, Boundless Minds has attracted two additional material funders (a US Foundation and a Ugandan Corporate) to help scale its work. QCT funding and support has been instrumental to the development of the service offering and maturation of the organisation, which have both positioned Boundless Minds for success in these funding applications. Boundless Minds is developing creative educational materials which will be sold through online channels to support the generation of income.

# Chapter One

## iDebate - Rwanda

### The Need

iDebate believes that a lack of critical analysis and positive argumentative skills leads to unchecked decisions being made by those in positions of power and influence, to the detriment of local community members and society as a whole.

### The Work

Jean Michel Habineza co-founded iDebate Rwanda in 2012 to teach critical thinking skills to young Rwandans and East Africans. Through debate workshops, training, competitions, and camps, iDebate gives students the skills and tools to become engaged learners, critical thinkers and leaders who are effective advocates for themselves and their communities.

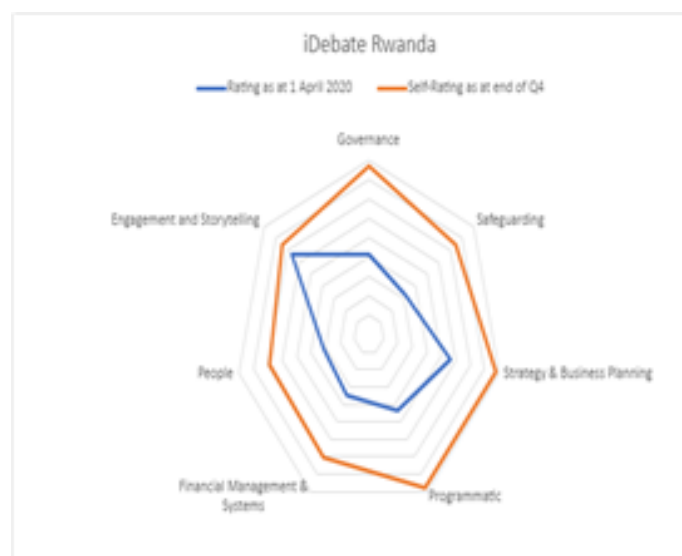
### Programmatic Impact

The community that iDebate Rwanda works with has benefited, during the QCT two-year grant, in the following ways:

- 605 students have worked with iDebate Rwanda and have self-assessed improvements in communication, critical thinking skills and awareness about social and public policy issues.
- 292 teachers have had a year's training in basic debating and are now more confident in their debate coaching skills.
- iDebate Rwanda successfully hosted 13 inter-school debate competitions with 225 students from 45 schools participating in the debate competitions. 380 students and 292 teachers attended debating and coach training sessions, respectively.

### Organisational Impact

iDebate Rwanda has self-assessed organisational development over the two years of QCT collaboration, and has seen growth, in governance, programmes, financial management and safeguarding. iDebate Rwanda believes that it is now on the right path to achieve financial sustainability. It has already built the strategy for the sustainability of the organisation through different revenue streams including fees from schools, different funders for each activity, individual donation as well as targets for each activity.



iDebate feels it is now better able to track expenses and understand the real cost of doing business. The organisation has also secured a range of unrestricted and restricted grants from three other funding organisations with a realistic possibility of further funding from a fourth organisation. Working with QCT enabled iDebate to increase organisational credibility meaning that the organisation believes itself to be 'investment ready' in the eyes of other donors.

The organisation has reflected that of note is:

- QCT's willingness to provide seed funding to initiatives, such as the teachers' programme, expansion to the Eastern province, and a TV debate programme, which enabled iDebate to then secure support to scale up these then proven initiatives.
- QCT's support signalled credibility to other funders, with one of the funders requiring support from other donors.
- QCT's support to develop systems and processes, in particular in financial management, meant that iDebate could properly cost activities, which is essential for fundraising. iDebate now has in place clear financial systems and processes which enables better management of the organisation, as well as the ability to access further funding.



# Chapter One

## Ihandiro Youth Advocates for Nature - Uganda

### The Need

With very few alternatives available, local communities rely heavily on firewood from the local Rwenzori mountains for cooking and kerosene candles for lighting. This is leading to several issues including loss of forest cover, increased risk of landslides and food insecurity, all of which exacerbate local poverty.

### The Work

Ihandiro Youth Advocates for Nature (IYAN) is a conservation non-profit organisation in Kasese, Uganda founded by young leader Daniel Misaki. IYAN gives communities access to clean energy solutions through solar and eco-stoves technologies. The organisation is committed to sustainably protecting the environment and has led forest-restoration projects and has promoted eco-friendly businesses.

### Programmatic Impact

The community that IYAN works with has benefited, during the QCT two-year grant, in the following ways:

- Community ownership of 1,961 affordable clean cooking (eco-stoves). Of these, 1,056 eco stoves have been manufactured by IYAN since October 2021.
- 15 youth businesses have been supported with solar power, and solar lighting has been provided to 27 households.
- IYAN has worked on eco-investment with the community and other stakeholders to establish a total of 221 beehives, 67 fishponds and one eco-tourism site, providing benefits to the livelihood of 173 households.

- IYAN has planted 65,300 trees to restore deforested hills. 2,100 of these trees are planted in IYAN's Queen's Forest, a three-acre project landmark dedicated to restoring endangered native tree species of Rwenzori.

### Organisational Impact

IYAN has self-assessed its organisational development over the two years QCT has been collaborating with it, and has seen particularly robust growth in programmatic, safeguarding, governance and engagement and storytelling aspects.



IYAN is not yet financially sustainable, however, through QCT funding there has been a significant improvement and there now exists a strategy to achieve financial sustainability. With the QCT grant, IYAN has been able to shift from procuring eco-stoves to producing its own brand through acquisition of key means of, and materials for, production. This has meant that it is less vulnerable to availability and cost fluctuations that presented challenges when it used to procure the eco-stoves from the Ugandan capital. It has also enabled IYAN to generate some revenue to support the organisational costs.



*The IYAN team running the production of eco-stoves*

# Chapter One

## Kisoboka Africa - Uganda

### The Need

In the Lwengo and Lyantonde Districts of Uganda, systemic poverty, and a lack of access to affordable credit are resulting in large numbers of children in local communities being withdrawn from their education.

### The Work

Kisoboka Africa (Kisoboka) is a non-profit organisation in Uganda founded by young leader Stephen Katende. Kisoboka promotes financial inclusion and economic empowerment in rural communities. Through School Community Banks (SCOBAs) Kisoboka empowers parents and youth, and in particular women, to finance their children's education and improve their family livelihoods. SCOBAs provide a platform where members save, have access to loans, and acquire business skills to start and run businesses to improve household livelihoods.

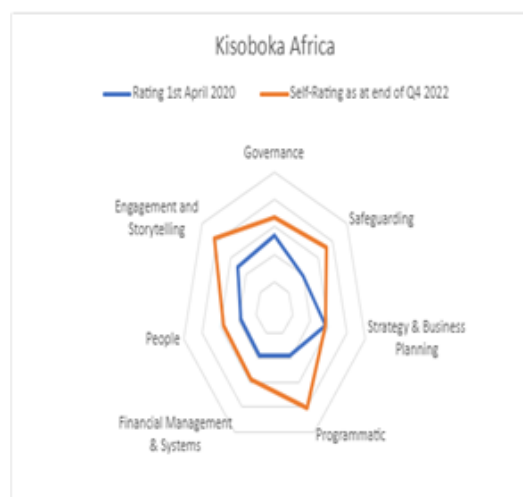
### Programmatic Impact

The community that Kisoboka works with has benefited, during the QCT two-year grant, in the following ways:

- Kisoboka has established 75 SCOBAs which are mostly sustained by the committee members and members themselves. Of the 75 SCOBAs, QCT has provided funding which has enabled Kisoboka to establish and support 53 of the SCOBAs. Cumulatively all SCOBAs have saved UGX 519,901,000 (£108,313), which provides the capital for others in the communities to borrow to start businesses.
- Kisoboka has disbursed UGX 48,000,000 (£10,000) to 11 more recently established SCOBAs since a QCT supported revolving fund was set up. To date, there has been full repayment of maturing loans.

### Organisational Impact

Kisoboka has self-assessed its organisational development over the two years QCT has been collaborating with it and has seen particularly robust growth in programmatic and safeguarding aspects.



Kisoboka is now on the road to sustainability. The organisation credits QCT with introducing the idea of moving forwards sustainability. With QCT's support, Kisoboka designed the revolving fund model to generate a small facilitation fee. Kisoboka has also engaged with QCT to discuss ways of ensuring the SCOBAs are both self-funding and provide some income to Kisoboka to cover core Kisoboka costs.

QCT's technical assistance has supported the organisation to strengthen its capacity thereby increasing its impact and credibility with other funders. This in turn has led to the securing of additional funding.



*Kisoboka - School Community Banks (SCOBAs) members - empowering vulnerable households to live more sustainable lives*

# Chapter One

## Mentoring Assistance for Youths and Entrepreneurs Initiative - Nigeria

### The Need

Oyo State has the largest number of children out of school in south-western Nigeria, with many having to support household income instead of accessing education.

### The Work

Mentoring Assistance for Youths and Entrepreneurs Initiative (MAYEIN) is a registered incorporated trusteeship in Nigeria, founded by young leader Edem Ossai. MAYEIN champions e-literacy education in public schools across three communities in Oyo State and has developed separate Peer Educator manuals on Digital Literacy, Girls' Rights and Participatory Budgeting for high school students.

### Programmatic Impact

The community that MAYEIN works with has benefited, during the course of the QCT two-year grant, through:

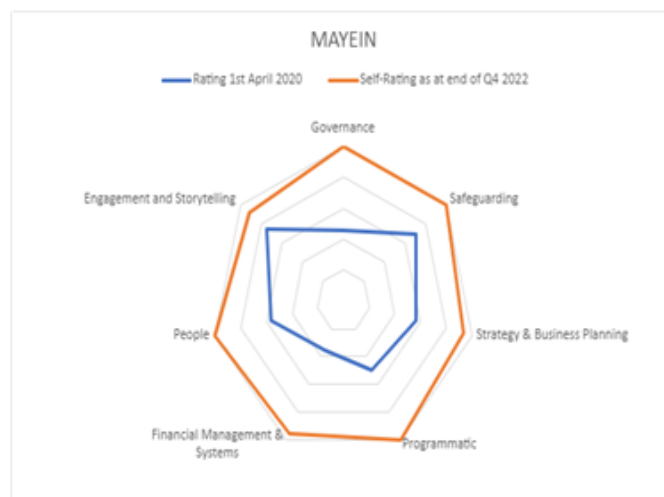
- 782 children have been directly trained by MAYEIN on computer desktop navigation, use of Microsoft Word, PowerPoint, conducting internet browsing, use the Google search engine and online/open-source educational platforms.
- The Ministry of Education has endorsed the expansion of MAYEIN's programme to cover more schools in Oyo State, recognising its importance as a means to respond to the Covid-19 pandemic.

### Organisational Impact

While MAYEIN has seen growth across the organisation, it has seen particularly strong development in financial management and systems and governance.

MAYEIN has identified that QCT's input, especially in the area of technical assistance, has created a more positive approach that has enabled it to continue developing and proactively share its learnings in a structured manner with other youth-led organisations in Nigeria.

QCT's support was both used to continue programmatic delivery when local fundraising dried up during the pandemic, and to invest in infrastructure to enable longer-term financial viability and the ability to scale.



Investments in a second digital bus (digi-bus) has enabled MAYEIN to double its ability to take digital literacy programmes into schools and communities. When it is not being used for programmatic purposes, university students pay a small fee to access the digi-bus and build their digital literacy skills.

MAYEIN's investment in setting up a teachers' hub for hosting digital literacy classes on the basis of paid subscriptions is expected to be the right investment over the longer term. In the meantime, current collaboration with another QCT SSA grant recipient, Boundless Minds from Uganda, has meant that young Nigerians are able to access the teachers' hub for Boundless Minds' e-courses and virtual coaching sessions.



*MAYEIN - equipping children in Nigeria with basic digital literacy skills*



# Chapter One

## OneDay Health - Uganda

### The Need

Approximately 10 million Ugandans live in underserved 'healthcare black holes', with no feasible access to qualified medical treatment within a minimum 5km radius.

### The Work

OneDay Health (ODH) was founded in 2016 by Dr. Nicolas Laing, who moved to Uganda from New Zealand to serve as a doctor in Northern Uganda. ODH identifies locations in Uganda that are not currently served by accessible healthcare facilities. It trains a nurse, and then, in just one day, launches a healthcare facility. The nurses are trained to diagnose and prescribe medication for the 30 most common illnesses that covers 95% of usual healthcare visits. Each ODH centre provides high quality healthcare for communities of between 4,000 and 10,000 people, thus saving lives and reducing the financial burden of healthcare in the most rural communities.

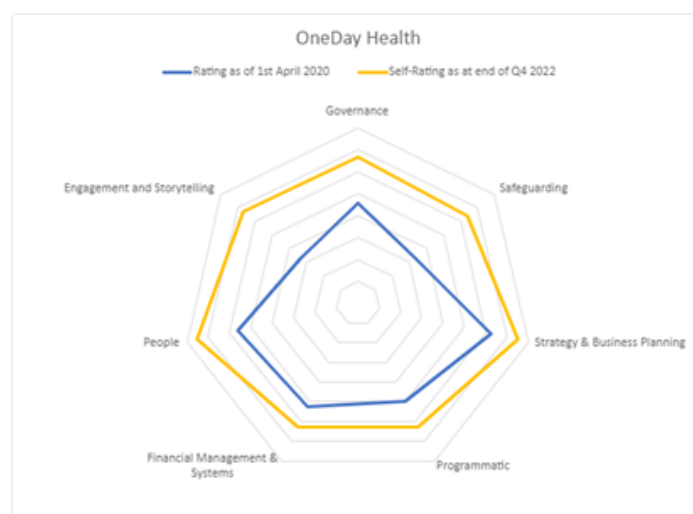
### Programmatic Impact

The community that ODH works with has benefited, during the QCT two-year grant, in the following ways:

- 65,000 patients have been treated since 2020 and 30,000 of those at ODH funded health centres.
- At the end of the granting period 33 health centres are operational, with 23 ODH centres launched during the QCT granting period of which 15 of these were QCT funded.
- Of the 33 health centres, 21 are operating at over 80% financial sustainability, which means their direct operating costs are 80% covered by income generated from patients paying a small fee for a consultation and / or medicines.

### Organisational Impact

While ODH has seen growth across the organisation, it has seen particularly robust growth in engagement and storytelling as well as safeguarding aspects. ODH has continued to develop its financial sustainability through the strengthening of the organisation. As it has built more health centres it has improved planning for a more financially secure future.



QCT's consistent funding over two years has supported ODH to grow rapidly to a more substantial size. QCT's organisational strengthening work has supported improvement to financial management systems, financial planning and ODH has invested in hiring a part time accountant. QCT's support has also led to the strengthening of, amongst other systems, safeguarding at ODH.

Sandra, one of the ODH nurses, has commented that the improved safeguarding has developed her ability to serve the communities: "For me the most valuable part was the safeguarding training. We sometimes get tricky situations with abused women and young children coming for help and now I feel safer managing these situations."



*OneDay Health - providing affordable and accessible healthcare to rural Ugandan communities*

# Chapter One

## Planet Green Africa - Malawi

### The Need

In Malawi, the local communities are highly dependent on trees and nearby forestry to provide fuel for cooking and a source of lighting. This is causing poor health amongst families, particularly women and mothers who spend prolonged periods cooking in the kitchen and is causing rapid deforestation to the area.

### The Work

Planet Green Africa (PGA) is a social enterprise that was started in 2017 by sisters Mwayi and Atu Kampesi from Blantyre, Malawi. The social enterprise produces eco-friendly cooking briquettes from recycled agricultural waste and partners with local women in Malawi to both source the agricultural waste and to sell the final briquette product, which is used as an alternative cooking fuel to firewood.

### Programmatic Impact

The community that PGA works with has benefited, during the QCT two-year grant, in the following ways:

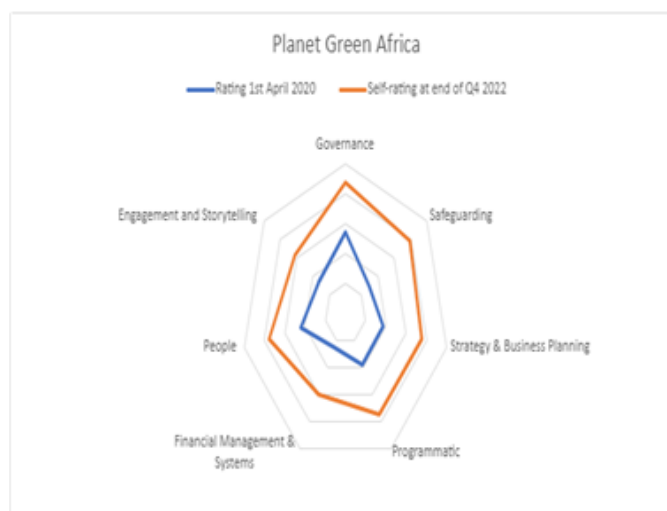
- 1,700 households have adopted the use of briquettes.
- 506 women in rural Malawi are currently earning an income from selling raw materials to PGA and a subset of these from selling briquettes.
- 1,000 trees have been planted.

QCT has provided funding, organisational development support and facilitated the provision of technical support. As a result, PGA has been able to purchase machinery and improve the production process, thereby increasing both production capacity and resultant income streams for rural women by over 300%.

One individual story that demonstrates PGA's overarching impact is best illustrated by one of the women earning an income selling briquettes. This door-to-door distributor is a widow, and has indicated that since becoming a distributor, the income that she is now able to earn has allowed her to not only ensure there is enough food on the table, but she has also been able to send her daughter back to school.

### Organisational Impact

While PGA has seen growth across the organisation it has seen particularly rapid growth in safeguarding, programme development and strategy and business planning.



QCT's support has enabled the development of financial systems, improving the rigour of financial monitoring and accounting.

During the two years of the QCT grant, PGA has developed as an organisation and has secured contracts for the provision of briquettes from organisations that have similar values to PGA. QCT is currently working with PGA to see how to further scale their waste management briquetting operations to ensure greater environmental and livelihoods impact, as well as to enable PGA to be self-financing in the future.



*PGA - turning agricultural waste into safe and renewable energy*

# Chapter One

## Roll Back Antimicrobial Resistance Initiative - Tanzania

### The Need

Increasing levels of antibiotic and over-the-counter drug misuse is causing increased resistance to medicines. Those who suffer from serious bacterial infections and diseases such as HIV and Malaria – all of which are particularly prevalent in sub-Saharan Africa – are therefore more at risk if medicines become ineffective.

### The Work

Roll Back Antimicrobial Resistance Initiative (RBA Initiative) is a non-governmental organisation in Tanzania that raises awareness and promotes behavioural change about antimicrobial resistance (AMR). It was established by Erick Venant and works with both rural and urban communities, working with schools, colleges and universities, health professionals, private individuals, and policy makers to encourage them to mobilise and help prevent the spread of antimicrobial resistance.

### Programmatic Impact

The community that RBA Initiative works with has benefited, during the QCT two-year grant, in the following ways:

- 11,390 school children in 21 schools were trained by RBA Initiative AMR champions through the RBA Initiative campaign to raise awareness among school children and to make them ambassadors of positive behavioural change. The AMR champions substantially increased their knowledge through AMR school clubs, when evaluated three months after training.
- 3,723 community members were reached by trained RBA Initiative AMR champions and key AMR messages shared to promote positive behavioural change regarding antimicrobial use.

### Organisational Impact

RBA Initiative has seen growth across the organisation, as RBA Initiative's organisational systems and infrastructure were very nascent when QCT came on-board, QCT's organisational strengthening has been material to the organisation's development and its improved capacity and capability to deliver.



QCT's support has also helped build credibility for RBA Initiative. Due to this increased credibility RBA Initiative has secured two other funding agreements, one of which was to implement the RBA Initiative Bajaj campaign as part of the world antimicrobial awareness week which reached 5,495 community members. The Bajaj campaign involved getting messages out to the community through use of Bajajs (three-wheeled motorcycles or tuk-tuks that are commonly used for transport around the city). While this initiative was co-funded by another donor, this financial support was provided because of QCT's organisational development training which increased both RBA Initiative's credibility and further donors in RBA Initiative's ability to deliver.



*RBA Initiative - fighting global antimicrobial resistance by training school children to make them ambassadors of positive behaviour change to prevent AMR*



# Chapter One

## Ukani - Malawi

### The Need

Long-standing systemic gaps in education, health and entrepreneurship prevents young women and girls in Malawi from realising their full potential, limiting their opportunities to support themselves and their families now and access positions of power and influence in the future.

### The Work

Ukani Malawi is a non-profit organisation that champions women's empowerment and gender equality. It was founded in June 2016 by Temwa Chiremba and Modester Mangilani. The organisation delivers programmes such as The Breaking Red Project, which trains girls in menstrual health hygiene management, and the Seed Grant Initiative, which provides young mothers in rural Malawi with start-up capital to run and manage small scale businesses.

### Programmatic Impact

The community that Ukani Malawi works with has benefited, during the QCT two-year grant, in the following ways:

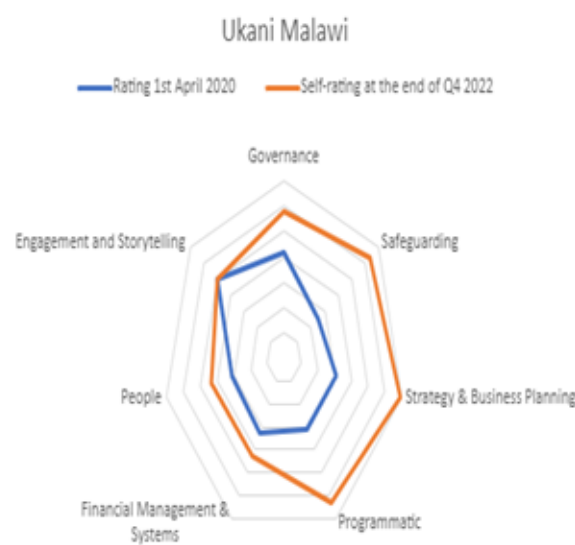
- 54 young mothers have become involved in income generating activities as a result of Ukani's Seed Grant Initiative.
- 350 girls have benefitted from UKANI's menstrual health hygiene management initiatives.
- 220 women have benefitted from cervical information and screening services.

### Organisational Impact

While Ukani Malawi has seen growth across the organisation it has seen particularly robust growth in safeguarding, strategy and business planning and programmatic aspects.

Ukani Malawi is currently exploring securing institutional funding and generating funding through its own social enterprise (Bloomkins), which runs the following income generating initiatives:

- Produced and supplied over 3,000 reusable menstrual pads to private organisations to generate income.
- Generates revenue through a hair salon.
- Women from the community, other than young mothers, pay for tailoring training classes.



These enterprises have been useful in helping raise funds that will be useful post the QCT funding period. During the QCT grant period, it received funding for and implemented two additional projects. Ukani Malawi credits QCT funding with boosting its credibility, which was instrumental in Ukani Malawi's success at receiving this funding.



*Ukani Malawi trains young mothers in technical vocational skills and business management as well as giving them access to a sewing machine on a one-year loan, which they can use to kick start their business*

# Chapter One

## Women in Sustainable Enterprise - Kenya

### The Need

A lack of opportunity for women in the Lake Victoria region of Kenya means that they are often forced to work long hours and in unsafe conditions to fulfil domestic responsibilities. The Lake Victoria region is underutilised in terms of potential resources the region offers for ecotourism and agricultural enterprises.

### The Work

Founded in 2016, by Caroline Odera, Women in Sustainable Enterprise (WISE) is a non-profit organisation that provides entrepreneurship support to women and girls within the fishing villages of the five counties in the Lake Victoria region in Western Kenya. WISE focuses on supporting sustainable livelihoods, training for women in Information Technology, and leadership development.

### Programmatic Impact

The community that WISE works with has benefited, during the QCT two-year grant, in the following ways:

- All 30 women who participated in the four-month business development programme run by WISE are now participating in ecotourism ventures. The business incubation programme, which supports the development of entrepreneurial skills and networks, takes participants from idea origination and design thinking, through business model canvassing to pitching practice with potential investors. Mentorship is provided throughout the programme and WISE have created an e-commerce platform for women in the creative economy to then market and sell their products and services.
- 90 girls were trained and the majority of these are still involved in leadership roles. WISE's leadership development offer includes life-skills training for teenage girls who experience low self-esteem and have confidence issues. WISE supports them to use their voices and get into leadership roles, no matter how junior.
- 50 women were trained and developed conical gardens to improve food security. Of these over 15 are using these to grow vegetables to sell and therefore to provide an additional livelihoods income stream.

### Organisational Impact

WISE has seen growth across most parts of the organisation, with particularly strong growth observed in safeguarding and financial management.



Before QCT funding, WISE has not fully explored financial sustainability beyond donor funding. During the second year of the grant, the organisation developed the idea of establishing an e-commerce platform to market and sale products and services produced by women entrepreneurs and agribusiness from the conical gardens established in the community.

WISE considers QCT's support to have been crucial in terms of helping put in place internal systems such as improvements to financial management, safeguarding and monitoring and evaluation. Through this support, WISE were able to attract funding from two other organisations.



*WISE - empowering women and girls in sustainable enterprise in Kenya*

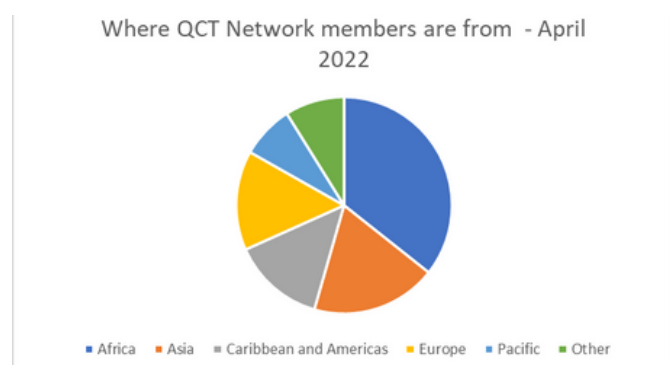
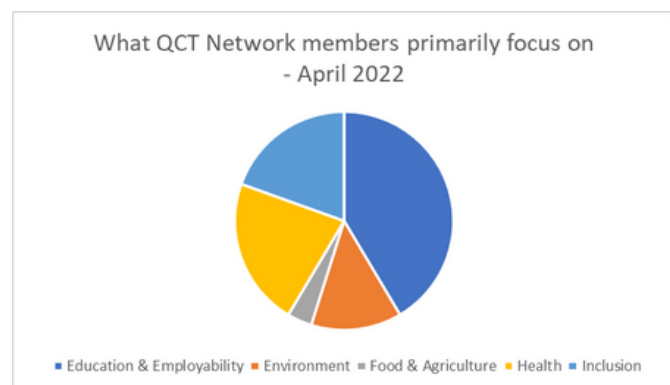
# Chapter Two

## Our Network of Young Leaders

We provide access to a network of young leaders, aged 18-35 years and from across all the Commonwealth countries, who are actively leading and effecting positive social change. This cross-Commonwealth connection helps young leaders support each other and access insights and resources to further their work and impact.

Young leaders commit to contribute to the QCT Network and share knowledge and support with others upon joining the QCT Network. The QCT Network builds upon the Queen's Young Leaders Programme and, as an open network, has since grown organically. As well as connecting and collaborating with other young leaders, QCT Network members can access opportunities, partnership offers and have exclusive access to training, guest webinars by successful and renowned social entrepreneurs and digital meetups. They have opportunities to apply for QCT's funded programmes and to feature on QCT's digital channels.

QCT Network members are from across the five Commonwealth Regions (Africa, Asia, Caribbean and Americas, Europe, and the Pacific) and across QCT's five Thematic areas (Agriculture and Food, Environment, Education and Employability, Health, and Inclusion):



Over the course of the last six months, we have been working particularly to strengthen the engagement of QCT Network members. At year-end we are seeing over 150 members actively and regularly engaged on a weekly basis. Regular engagement is important for those that we work with for to establish and connect in a meaningful way with their peer networks.

We seek to support young leaders to find and access practical resources and support. This year members have had access to a strengthened and updated set of Leading Change resources that had been developed in collaboration with Cambridge University and are open to all on our website. QCT Network members have also had exclusive access to modules from Harvard's Social Innovation and Change Initiative – of which the first set of modules focused on impact. QCT Network members also have access to online resources developed by QCT for Safeguarding and Financial Management.

This year we have partnered with BetterUp to provide on-demand coaching to our young leaders to support them as they lead and build their social purpose organisations. Coaching builds confidence, resilience, and mental fitness, supporting the young leaders to help their organisations deliver greater impact across the Commonwealth. A Reflection Point is triggered after at least three months and three coaching sessions. 40 QCT members using BetterUp completed Reflection Points at year-end with 98% reporting that BetterUp was a valuable use of their time; 93% reporting that collaborating with their coach had made them more effective at their job; and 96% reporting that their coach had helped them to make meaningful progress towards their goals.

This citation from one of our grant recipients conveys the impact: 'My experience with the BetterUp coaching platform has been life changing. The coaches are truly phenomenal humans who are working with us to become the best versions of ourselves, to learn, grow, and above all, harness our strengths to be better at our jobs. They challenge us, hold us accountable, and never TELL us what to do, but rather help us by exposing us to different methods, models, and ways of thinking. This has resulted in some real change and growth that has been inspired by our coaches, but ultimately driven by US, which is therefore more sustainable and likely to be maintained.'



# Chapter Three- Early Grants

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## Camfed

Camfed, and through it the Camfed Association of young women leaders (CAMA), supports young women and girls to stay in school in Africa. QCT has supported Camfed with an innovative grant to finance a revolving fund. This is available to CAMA members to access loans to enable small businesses to scale, with part of the interest payment being in the form of social give-back activities. 29 borrowers across Zambia and Malawi have accessed the QCT financed revolving fund with 93% reporting improved ability to enact positive social change over the past six months, and the benefits of the multiplying effect of the social give-back activities are readily apparent.

In the six months until March 2022, the borrowers reported social give-back activities totalling over 750 hours, or four hours a borrower per month. Social give-back activities relating to business include the provision of business training or mentoring to over 1,000 people in Zambia and Malawi; and the provision to over 600 people of other business-related givebacks such as provision of business skills, knowledge, and resources, guidance on money management, use of business profits to support others, and encouraging others to start a business, amongst other activities. 31 people were supported with business internships.

Over 750 people have been supported with non-business related givebacks by borrowers including the provision of material support and home visits to vulnerable community members; delivery of community sensitisations and advocacy; payment of school fees and donation of school-going necessities; and support for young people to build self-esteem.

## GirlDreameer

GirlDreameer is a non-profit organisation based in Birmingham, UK that supports the personal and professional development of young women of colour to tackle social inequality and pursue their dreams. It provides opportunities for growth, both personally and professionally, through innovative programmes, resources, and digital content.

QCT has provided financial support to GirlDreameer to roll out their new strategy. Every GirlDreameer programme over the last year has been consistently oversubscribed by an order of magnitude of at least 15 times. As a result of participating in a GirlDreameer programme, 75% of GirlDreameers go on to secure their next step (Trusteeship, start their social enterprise, secure funding) within six to nine months.

In terms of confidence and self-belief, 85% of those who participate in GirlDreameers' programmes assess: "I strongly believe in my ability to achieve my goals/dreams", up from 25% prior to participating in a GirlDreameer programme.

## OnSide Youth Zones

OnSide Youth Zones give young people somewhere to go, something to do and someone to talk to. They are inclusive environments, where 8–19-year-olds from different communities mix and learn to respect difference, and where young people of all ability levels – including those with disabilities – take part in enriching activities at their own pace. QCT has supported Blackburn OnSide Youth Zone and Croydon Legacy Youth Zone with enterprise funding.

The funding provided to Blackburn Youth Zone (BYZ) through the Queen's Commonwealth Trust has enabled them to support 40 young people aged 11-16 with a range of digital and social enterprise skills. In partnership with The Making Rooms, the young people participated in working groups to develop key enterprise skills. These skills included: how to design and develop a product with user centred design; use of 2D and 3D design software and prototyping for small batch manufacturing; creating a brand and branding, website, and social media marketing; cost and product pricing.

The funding to Croydon Youth Zone was provided in support of their enterprise programme which supported a series of 12 social enterprise sessions and access to business networks and mentors.



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