

**RESTLESS
DEVELOPMENT**
POWERED BY YOUNG PEOPLE



WE ARE RESTLESS

Annual Report 2019



WE ARE RESTLESS.

Now, more than ever, the world needs young people's leadership to solve our greatest challenges.

Restless Development is about one thing: youth leadership. We generate young leaders. We multiply young leaders.

We support the journey of a young person to become a leader and help them multiply that leadership in their communities and around the world.

Every year we train, mentor, nurture and connect thousands of young people to lead change in their communities and the world at large. Some are social entrepreneurs, setting up businesses to provide for their families and create local jobs, others are youth advocates, campaigning on issues like gender equality, climate justice, HIV and many others. No matter what issue these young leaders focus on, they are all working to achieve the same goal: improve their lives and the lives of people in their communities.

We are activists, advocates, researchers, campaigners, volunteers, staff, partners working side by side to grow and multiply youth leadership around the world.

Where we work.

We are led by 10 Hubs across the world. These Hubs not only deliver projects, but offer expertise, support and innovation for young people and partners around the world.

We have been working with young people since 1985 and our work is led by thousands of young people every year.

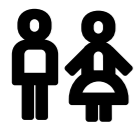
On this page: Rajshree, a volunteer leading a discussion on gender equality and family planning with young people in Jharkhand in India.

Cover image: Aisha, one of our Youth Accountability Advocates who is working with communities and the government to improve health services for women and young people in Tanzania.

Our work in 2019.

Young people leading change.

4,557 volunteers led our programmes, mobilising 134,356 more young people to lead change in their communities.



Expanding our reach.

Through our 66 programmes we have worked with 406,819 young people across our 10 Hubs, exceeding our target by reaching more people.



Partnering to achieve scale.

We worked with 855 partners including governments and youth-led organisations to create more change than we could ever achieve alone.



131,332 young people were supported to make sure their voices influence decision makers and shape policies that affect their lives.



112,290 young people were equipped with the knowledge and skills to ensure they have ownership over the decisions that affect their bodies, health, wellbeing and sexual rights.



70,245 young people were trained in skills they need to make a living and succeed in life.



12,042 young people were trained to help them build strong communities able to solve challenges they face.

“ WHEN IT COMES TO UNLEASHING THE POWER AND POTENTIAL OF THE BIGGEST GENERATION OF YOUNG PEOPLE IN HISTORY, WE ALWAYS WORK IN PARTNERSHIP. ”

- Perry Maddox, Chief Executive Officer

In 2019 our reach extended well beyond our 10 Hubs, supporting youth leaders in 74 countries worldwide.



Our research with **Syrian refugees** and **young Jordanians** on the role of young people in humanitarian action has helped other non-governmental organisations to respond to crises and emergencies in a more accountable and localised way.



In partnership with the Government of Canada, we coordinated a Youth Leaders programme with 16 young people from countries ranging from **Kyrgyzstan** to **Papua New Guinea**, who worked together to support other young people to call for more accountable, responsive and inclusive governments in their countries.

Our impact in 2019.

United States

We supported 32 Youth Think Tank researchers from seven countries in Africa to influence and inform decision makers to adopt their recommendations on youth employment.

We supported young people to advocate for gender equality in eight global and four regional forums, including launching the Global Consensus Statement on Youth-Led Accountability, to which 25 organisations signed up including the UN.

United Kingdom

94% of UK volunteers are in education, employment or training one year after completing our International Citizen Service programme.

Our Youth Stop AIDS speaker tour helped bring about a landmark increase in the pledge from the UK government towards the Global Fund to fight AIDS, Tuberculosis and Malaria.

South Africa

32 young volunteers supported 1,614 young women to advocate for policies and services which meet their sexual health needs and rights. 75% of these volunteers reported an increase in their leadership and advocacy skills.

The number of young people with a good understanding of their sexual and reproductive health rights increased by 62% as a result of our training in the Eastern Cape.

Sierra Leone

85% of young women we trained in entrepreneurship joined a sustainable savings scheme, helping them manage their money and improve their living standards.

32,686 young people gathered data and evidence to identify problems with public services, such as healthcare, and worked with service providers to overcome them.

Zimbabwe

Young people's participation in decision-making in their community rose from 20% to 87% as a result of our work to bring together young people and community leaders.

98% of young women are now making safer sexual choices as a result of our Peak Youth Tackling HIV programme.

Tanzania

75% of young people living in the area where our Kijana Wajibika programme was delivered are now holding their government to account to improve public services.

Following our entrepreneurship, employment and finance training, 92% of young people we trained have found employment and 93% have increased their income.

Zambia

69% of young people who took part in our accountability programme indicated an increase in their awareness of key democratic processes and their ability to hold decision makers to account.

83% of young people reported an improvement in sexual health services offered at health facilities after clinic staff received our training about how to provide youth-friendly services.

Uganda

80% of young interns went on to secure permanent employment after participating in our Youth Entrepreneurship & Internship Programme. 10% of those taking part were young people living with disabilities.

20,400 young people have increased their income and 4,000 youth savings groups have been established as a result of training and mentorship provided by our DYNAMIC programme.

Nepal

81% of students in 200 schools took action to stop incidents of gender-based violence that they witness, as a result of our Zero Tolerance programme.

80% of young people from 51 organisations who we trained have improved their ability to use evidence to advocate for the rights of young people who identify as LGBTQI+.

India

We trained 30 young people who supported 8,000 girls to transition from education to employment, with 3,500 girls certified in computer coding.

Our Youth Accountability Advocates supported 174 other young people to collect and use the power of data to campaign for gender equality.



**“I AM NOT THE
DEVOTA THAT
PEOPLE USED
TO KNOW.”**

I am Devota. I am a young activist who believes that young people should fight for and demand our rights.

I am not the Devota Tweve that people used to know before I started to work as a volunteer with Restless Development in Tanzania.

I used to be very shy and lacked the confidence to speak up in front of people. I couldn't lead a team. I didn't know my own value, ability or capability to make my community and country a better place.

I used to think that as a young female, I couldn't stand alone to fight for others. But Restless Development completely changed my life. Through training I realised that, as a young person, there is so much I can do to turn the table around for my fellow young people and the development of my community too. The training gave me remarkable skills and confidence to believe in myself that I can do amazing work.

This year, as a result of the impact my work has had, I was selected as an Africa4Her Champion by the Young African Leaders Initiative Network and awarded a volunteer award by the United Nations for my contribution to the achievement of the Sustainable Development Goals.

Working as a Youth Accountability Advocate with Restless Development has been the greatest opportunity of my life.

I created and trained a team of changemakers and youth networks. I have been working hand in hand with them in restoring the trust between them and local leaders, which strengthened the working relationship among them and increased the rate of cases of violence against women and girls being reported. The ward leaders selected me to join them in the Ward Development Council meetings where I educate them on the effects of gender-based violence and the importance of family planning. This education is key to the local leaders who often receive complaints of gender-based violence from community members.

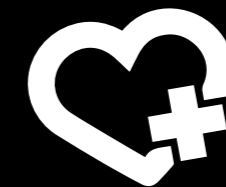
My story is testimony to my fellow youth and community at large that change is possible. I try to instill the belief in young people that anything is possible if we are passionate about it and if we dare to give back to our communities. I tell young people that they can start with the little they have, like I did, and keep their head up in learning, unlearning and relearning new skills, which will take them where they wish to be.



My message to you.

We young people are the present and future for our communities, countries and the world. The international community, especially development agencies and supporters, should believe, trust and invest in the power of young people to unlock their potential, to claim their seats around the table, and to stand firm to demand accountability from decision makers.

- Devota



In Tanzania, one in three girls get married before their 18th birthday and many are forced to drop out of school. Devota is one of 38 Accountability Advocates in India and Tanzania who have been trained by Restless Development to collect data in order to educate communities and hold leaders to account on their commitments to gender equality.



“THE TRAINING I RECEIVED HAS TRANSFORMED ME.”

I am Mwila, I am a member of a Community Savings Group in my community in Zambia.

I'm a happy woman who is very passionate about helping others. I joined the savings group and Mubanga [a Restless Development volunteer] started coming to teach us about savings, businesses and investments. I learnt that even when I just have 50 kwacha (roughly £2.50), I can start a business and earn a profit, make a budget and support my family.

I also have a vision of expanding my business. I'm hoping that the profit I'm making from selling fritters will help me venture into the business of selling maize [corn that forms the basis of nshima, a staple dish in Zambia]. The training I received from Restless Development has transformed me.

In my community, most women are housewives. I encourage them not to entirely depend on their husbands to provide. I tell them about the importance of a woman being financially independent and how it leads to her entire family being financially empowered. I recruit these women to our Community Savings Group so that they are able to start their own businesses too.

After I noticed the benefits of our Community Savings Groups, I initiated the formation of a youth savings group where young people save and borrow money.

I'm happy that the group has transitioned into a skills centre where young people are learning different skills in tailoring and catering and I'm proud that the group now makes clothes, which they sell in the community.

Part of the income from their sales is invested as savings in the group and later shared out as loans. Some of the members of the groups have even started their own businesses while others have used the savings to further their education.

From what I have learnt from Restless, there are so many ways to help young people take care of themselves. It is important so that they become leaders.



My message to you.

I would like to tell our supporters that women are very powerful beings. If we can be financially empowered, we will be able to support our families. I would like to ask you to continue funding projects like Tusunge Lubono "Let's Grow Our Wealth", which give us skills to start our own businesses.

– Mwila



The training Mwila received is part of our project 'Tusunge Lubono – Let's Grow our Wealth' – which was driven by 85 young volunteers. Together they educated 21,831 other young people in financial literacy in the rural and peri-urban communities in Kasama, Mongu and Kabwe. The project has also supported the establishment of 11 savings groups and supported 93% of the targeted 19,400 young people to improve their financial literacy, financial habits and ability to make informed decisions about accessing financial services.



“IF I DO NOT PLAY MY PART IN PROTECTING THIS PLANET WHO WILL?”

I am Javenic, a 22-year-old environmentalist, youth leader and community activist with a fervent desire to make a positive impact in society and inspire others – especially young people – to become positive changemakers.

Coming from the small island of Saint Lucia, I have witnessed and experienced the impacts of climate change first hand. This has fuelled my desire to contribute to solving the crisis through grassroots climate activism and advocacy.

From the age of eight, I sought to play my part in my community. But it wasn't until I attended the regional youth climate change conference in Jamaica that I realised just how vulnerable our region was to the impacts of climate change.

With other young people, I identified an urgent need to get more people involved in climate advocacy and activism, specifically young people. We took action and formed a regional Youth Climate Change Activists movement in the Caribbean to look at the issue of climate change. Our group is now the lead voice for Caribbean Youth at both a regional and international level.

As a leader, it is important to be able to recognise a need in society and dedicate your efforts to this cause. You must also serve as a mentor, inspiring and developing others to become effective leaders too.

It is in building a track record of success and engaging people from all walks of life, that I have been able to build connections and influence others to adopt sustainable daily living practices.

As an environmentalist, the fact that there is still a lack of environmental awareness within my community, means that there is still a great deal of work to be done. However, by setting a good example and through my involvement and extensive participation at various levels, I have had a positive effect on my fellow young people and community.

Now youth often ask me “How can I get involved?” My experience with Restless Development has reaffirmed my belief that as young people we have the potential to create a pathway for the society which we want to live in.

In March 2019, I was invited by Cambridge University and Restless Development to their Getting By workshop on youth unemployment. It was not only an amazing learning experience, but also a catalyst for me wanting to do more for the betterment of society and for looking at climate change as not only a challenge but also an opportunity for job creation.



My message to you.

Your support in whatever form is greatly appreciated and vital to the changes we need to make. I urge you, as we commence this decade of intensified sustained youth-led action, to continue to support young people and encourage other partners to get involved too.

– Javenic



Without global action on climate change, the Caribbean region will warm a further 2–3C over the 1C already seen in the last century. The change in climate will pose a significant challenge to already water-stressed islands, with a rise in sea levels consuming the beautiful beaches upon which tourism and many families’ livelihoods in the region depend.



Johnson (wearing purple shirt) with volunteers from our Making Periods Normal project educating young men on menstruation and sexual health.

“MY FAMILY HAS BEEN MY STRENGTH TO DREAM BIG IN LIFE.”

I am Johnson Nayak and I am proud to carry the banner for youth-led development.

I am a passionate development professional driven by my values and my belief in the potential of young people to unleash positive change in their communities.

My journey as a leader began when I volunteered with Restless Development on our International Citizen Service programme in India and then joined as a member of staff in 2013. I have been provided with many different training opportunities to build my capacity in the area of sexual health and rights.

From a volunteer to a full-time staff member, I have supported the implementation of multiple, big, complex programmes in diverse places across India. I have been a mentor to volunteer peer educators and young leaders of Restless Development and have worked closely with hundreds of volunteers across Delhi, Bihar and Odisha, unleashing their capacity and preparing them for different leadership opportunities.

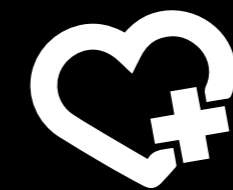
Under our Plan-It Girls programme in Delhi, one of the programmes implemented under my leadership role, we organised careers fairs in 10 government secondary schools for girls. The initiative had participation from the private sector, civil society organisations and Government agencies, extending support and direction to 4,000 young girls in creating pathways to employment. This is something I really take pride in.



My message to you.

I hope the governments, agencies and institutions that support young people will invest more in them. Institutional development and meaningful engagement of young people is key to transforming lives. And as we grow in the increasingly complex development sector, we need to take a look at where we are and reflect on whether we are heading in the right direction.

– Johnson



More than 50% of India's population is below the age of 25 and more than 56% is below the age of 35. One in four women aged 20-24 were married before they were 18 and over a third of married adolescent girls have experienced physical, emotional and sexual violence by their spouses.

Big issues facing young people.

In 2019, we looked more deeply into issues that we knew needed confronting head-on.

Our research shed light on problematic trends that the world is failing to address – in particular youth unemployment and a struggling grassroots youth civil society sector.

Most importantly, we studied these issues working with the people affected by them, by using our youth-led approach to research, and supporting young people to use evidence to campaign and collaborate for the kind of change they want to see.

Fundamentally, what all our findings tell us is that the development sector and its programmes need to shift a significant amount of power to young people and communities in the majority world, to the individuals and groups most affected by the problems being addressed.

The need to transfer power to communities is nothing new, but facing up to it and challenging ourselves to overcome it has been difficult. More needs to be done collectively.

Youth civil society.

Without youth civil society, mobilising and connecting vast networks of young people to bring about change is an impossible task. Youth civil society's experience, insights and perspectives on delivering change are desperately needed.

But youth civil society is only just managing to survive rather than thrive, according to a report we published in consultation with 200 civil society organisations. The challenges facing youth civil society are currently too great: from access to funding; to coordination between youth civil society organisations, NGOs and development partners; to the lack of power and access they have to help them be effective. This report was part of our work leading a group of organisations collectively called the Development Alternative.

Over the next four years, the Development Alternative will work with over 200 youth civil society actors – along with governments, development partners and the private sector – to strengthen the youth sector and create a package of support for grassroots organisations.



**DEVELOPMENT
ALTERNATIVE**

Restless Development has founded the Development Alternative, a group of organisations that is committed to testing and developing new ways of doing development that are truly led by young people and their communities.

In 2019, the group began work to co-design alternative models for development in partnership with youth-led and -focused organisations. These models focused on ensuring young people and communities define, own and lead solutions to the problems they face, and therefore result in lasting impact.

How young people are making a living.

In 2019, we worked with a group of young people from eight countries to put a much-needed spotlight on the looming youth unemployment crisis.

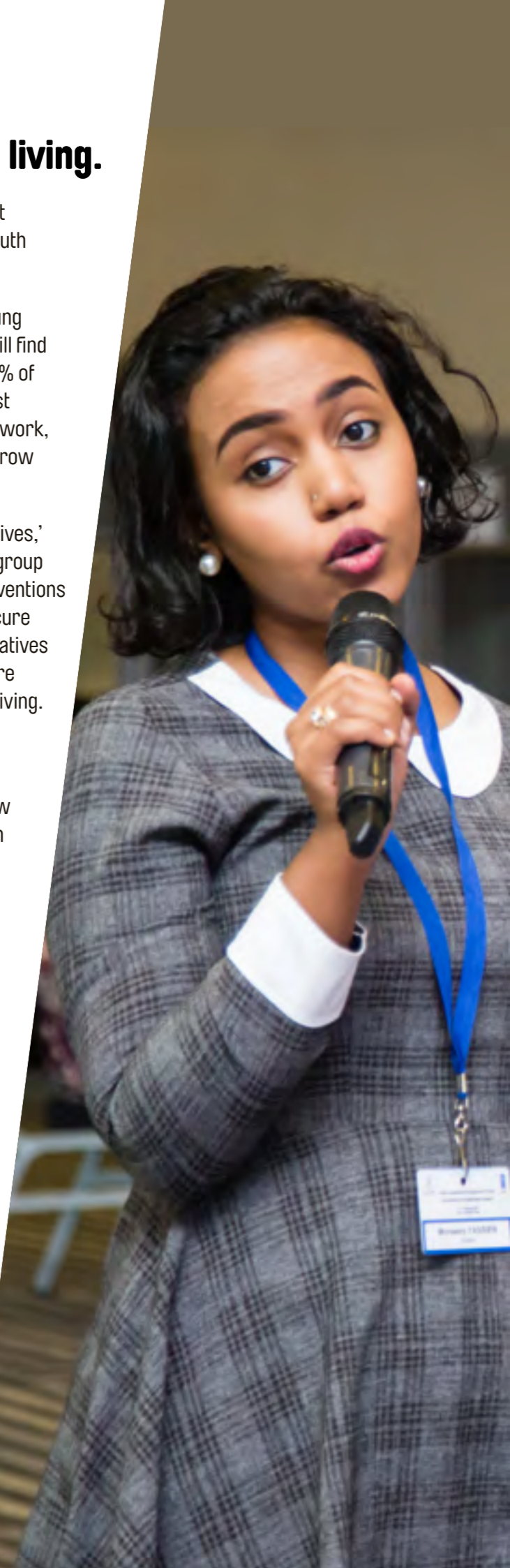
In the next decade, the World Bank estimates one billion young people will enter the labour market but only 40% of them will find employment, if the job market remains unchanged. With 90% of young people living in low-income countries, where the vast majority are unemployed, underemployed or in precarious work, the situation will worsen as youth populations continue to grow until 2100.

We published a report 'Getting By: Young People's Working Lives,' carried out in partnership with Cambridge University and a group of young people, that found many existing employment interventions are failing – young people are gaining skills but unable to secure employment. We used the report to call for employment initiatives that drive demand for a young, skilled workforce, and that are based on young people's first-hand experience of making a living.

The research also made one thing very clear: we need to start listening to young people. The voices of young people are conspicuously missing from the conversation about how they can make a living, and there is a widening gulf between their perspectives and policymakers.

“ We need to focus on two main questions: What type of jobs will these 400 million get? What will the 600 million with no jobs do? As a young person, I want to have my voice heard and participate in the decision making for the future of youth employment and making a living. Working with Restless Development was an opportunity for me to share my frustrations, worries and views as a young person who is struggling to make a living. ”

- Moneera (pictured), a 22-year-old social entrepreneur from Sudan and one of the eight researchers who worked on the Getting By Report.





Standing side by side with young people.

In 2019, we strengthened our work with existing supporters and forged new partnerships. Our fundraising partnerships are not about charity, they are about working side by side to invest in young leaders who are changing their own lives and their communities for the better.

Corporate partnerships.

A key component of Restless Development's corporate partnerships is being able to reward the committed and passionate people who dedicate their time to supporting our work.

In June, four employees from two of our long-standing corporate partners travelled to Uganda on the trip of a lifetime to meet inspiring volunteers who lead our programmes on sexual and reproductive health rights for young people and communities, and making a decent and sustainable living.

A highlight of the trip was visiting our Get Up Speak Out programme and meeting a group of teenage mothers who run small start-up businesses to support themselves and their families, and come together to support each other.

“One of the reasons I'm an advocate for corporate social responsibility is because I believe businesses are well equipped to invest in change... I know we can unlock incredible potential at the intersection of business and charity. I've seen it first hand.”

– Carrie from IP Integration (pictured above, second left).

Double the impact.

In 2019, we took part in our first ever match fundraising appeal through The Big Give. For one week, every donation made to us was doubled, pound for pound. We raised an incredible £73,412 through the appeal, thanks to a fantastic

response from our networks rallying together, as well as new supporters. These funds will be used to generate and support young leaders around the world and multiply the work they do to solve some of their biggest challenges.

We are so grateful for the generosity shown to us through this amazing opportunity; we are very lucky to have such a supportive network who not only gave generously but encouraged their families, friends and colleagues to get involved too. Thank you so much to everyone who helped and a special thank you to our match funders who made all of this possible.

Schools partnerships.

Over the past four years, more than 9,000 young people have participated in the Flight Centre Schools Triathlon, raising over £1 million for Restless Development and local charities.

Oliver, Raiyaan and Rohan from Cumnor House School in Croydon have been supporters of the Schools Triathlon for several years. Their teams – Pixel Wolves, Superhumans and Thunderbolts – raised an incredible £727.

“It is very important that young people are given the best opportunities in life – this motivated me to do the Schools Triathlon and make a difference.”

– Raiyaan

The boys had amazing ideas on how to fundraise as much as they could for Restless Development. Oliver baked cakes, organised a concert, a board games event and an auction. Rohan decided to sell some of his artwork, books and toys for sponsorship money.

The Schools Triathlon Series encourages young people to work in teams, with many participants saying that the triathlons have inspired them to keep active. The boys even said that the best thing about the event was the 'really friendly and supportive atmosphere throughout the whole day.'

Many triathletes also used the Schools Triathlon as an opportunity to fundraise whilst taking action on the Global Goals – goals that, if achieved, will end injustice and inequality, and climate change. Triathletes organised sponsored litter picks and river cleaning around their local community, sold homemade recycled candles and secured matched funding from local businesses.



Soniya, a member of staff from our Nepal Hub.

Our people.

So much of our work relies on the connections, bonds, shared values and wellbeing of our people, from volunteers to trustees. Our work can be tough and is not without its challenges. Supporting our people to be happy and healthy, striving for diversity, and anchoring ourselves using our values is essential to life at Restless Development.

In 2019, we invested more time in improving our approach to diversity and inclusion. We took a data-led approach to create our first global diversity and inclusion strategy, undertaking our first-ever global diversity data collection exercise across all dimensions of diversity. This data has helped us to understand our workforce better and we will be developing specific diversity and inclusion action plans in each of our Hubs in 2020.

How we looked in 2019.

349 staff. | **4,557** volunteers. | **66** programmes. | Working with partners in **74** countries.

Our global staff and volunteer demographics.

- **96%** were under 30
- **94%** were nationals of the country in which they volunteered
- **93%** were African (83%) and Asian (10%)
- **44%** were female

Each year, we survey our staff. This is what they told us in 2019.

- **99%** of staff are proud to work with Restless Development
- **98%** of staff think Restless Development has strong values that are upheld and acted by staff (or exposed and challenged when not upheld)
- **97%** of staff think Restless Development is transparent and accountable to its stakeholders (young people, communities, partners and staff)
- **96%** of staff think Restless Development encourages, welcomes and values diversity in its workplaces and programmes

What we have learned.

We listen and learn, always seeking to improve our work. 2019 was another year to learn and adapt by listening to young people and their communities, and through collaboration with our partners.

Listening to our volunteers.

We launched two global learning initiatives – a Listening Exercise and a Volunteer Survey – to help us better understand the experiences of the thousands of volunteers who lead so much of our work.

Rather than direct this project ourselves, we asked young people in our network to shape the consultation and a Youth Team was set up to guide the project. Consisting of a series of in-depth focus group discussions as well as a global survey, we heard from volunteers across half of our programmes and in each of our Hubs.

They told us their experiences were largely positive, and also shared clear areas for us to learn and improve.

Volunteer Survey Results

98% of volunteers said they felt they had an impact on the community in which they worked

97% are proud to volunteer with Restless Development

94% of volunteers said they felt safe while volunteering with Restless Development

92% felt listened to and that their views were respected

Improving our volunteers' experiences.

The Youth Team first analysed the results and delivered their findings and recommendations to our Global Directors, who developed a number of strategies to improve specific areas such as:

- Improved support to volunteers on their placement with a particular focus on their professional and career development;
- Ensuring that volunteers feel as safe as possible in their communities;
- Support for volunteers once they conclude their placements including a clear path to employment opportunities within and outside of Restless Development.

Our Board and young people will now hold us to account for these strategies and a Volunteer Survey for 2020 will provide evidence of improvements and areas for further improvement.

91% think Restless Development values its volunteers

91% feel Restless Development has empowered and supported them to succeed

86% of volunteers rated the support they received as good or excellent.

Based on responses from 558 volunteers, Restless Development Volunteer Survey, August 2019



Learning. We must always reflect, adapt, and strengthen how we run our agency to best serve young people.

Climate & environment. Restless Development has a long history of environmental and climate action, but we reflected last year that we need to be clearer about our work, our commitment and our stance on these issues. In 2019, we reviewed our Environmental Principles to turn them into more practical policy and procedures. We also started work to review and adapt our carbon footprint model and make it more adaptable to our Hubs. We began a process to clarify our strategy and to understand how best we can contribute on climate and other environmental issues in 2020.

Living. Evidence from our work – and that of our partners – has shown that interventions targeted at supporting young people to gain skills do not effectively decrease youth unemployment without interventions that target job creation. We need to reflect this in the design of our programmes by combining business and life skills training with opportunities for employment, for example through partnerships with the private sector.

Diversity & inclusion. As a values-driven agency, the diversity of our people and the inclusivity of our culture is very important to us. We stepped up our commitment this year with our first-ever global diversity and inclusion strategy, gathering data, and holding agency-wide training and conversations about how we can challenge ourselves to ensure our high standards are met. We want our staffing to truly reflect the people our work serves, and we want to continually grow our progressive, values-driven culture to ensure that all of our people thrive as their full selves at work.

Restructure. The largest-ever restructure of our 'international function' (our equivalent of a head office) took effect in 2019, reshaping how our global agency works. We listened to our teams in one to ones and in town-hall-style meetings, informing a restructure that reduced the size of our international function and cost by 15%, yet improved performance by drawing more expertise from around the agency into our global leadership.

Leadership. We reconceived what leadership means to us by creating more space to reflect on the kind of leadership culture we want to build – transformative, feminist, accountable, collective – because it allows us all to bring our full selves to work and, in so doing, increases the performance and wellbeing of our people, from volunteers to trustees.

Safety, security and safeguarding.

Incidents.

In the period between October 2018 – September 2019 a total of **10 non-critical safeguarding incidents** were reported to our Board of Trustees and the Charity Commission, who confirmed that ‘all cases were handled appropriately and responsibly by Restless Development’.

In the same period, we recorded **a decrease from 2018 in the number of critical and crisis level safety and security incidents** due to the introduction of an improved comprehensive safety and security induction and staff experience in taking mitigating actions to prevent incidents from occurring.

Strengthening safeguarding.

In 2019, we took steps to review and strengthen our safeguarding systems.

Review. In 2019, Restless Development contracted an external consultant to run an independent review of its safeguarding systems and culture. The review found that we are meeting our safeguarding responsibilities in regard to strategic leadership, governance, staff development, volunteer training, safer recruitment and, crucially, in handling safeguarding concerns that are raised.

The review identified best-practice approaches, including a strong organisational vision and leadership from trustees and the Senior Leadership Team. The process for raising and managing concerns works well, supported by each Hub having their own robust policies and processes.

Frameworks for solid partnership are in place, underpinned by a flexible approach to implementing safeguarding practice which is responsive to local needs. An agency survey identified that safeguarding is embraced as everyone’s responsibility.

The review included a benchmarking exercise to measure our safeguarding compliance against best-practice standards in the sector. The standards used included the Department for International Development (DFID) – Enhanced Due Diligence for Safeguarding; Keeping Children Safe, Child Safeguarding Standards and How To Implement Them, 2014; and Bond 12 Commitments to Change in Safeguarding. Restless Development measured very well against the compliance standards.

Leadership and training. Each Hub set up their own internal safeguarding working groups to deepen our leadership on safeguarding across the agency. Hubs deliver quarterly training to all staff to drive the culture of safeguarding within all our teams. All Directors were trained in our advanced safeguarding training module in 2019.

Going forwards.

In 2020, we will work hard to implement the recommendations from our 2019 review, which includes a curriculum of professional training for volunteers and staff, and a process to engage volunteers and community members in developing safeguarding resources, systems and processes. We aim to work with young people more closely to support them to hold us and the wider sector to account for protecting their wellbeing and preventing harm.

“ The safety and wellbeing of staff, volunteers and people in the communities we serve is the top priority for us at Restless Development. It is important that strong systems underpin everything we do. We work hard to prevent incidents from occurring: from protections included in our programmes; to training we provide our staff and volunteers; to risk management and personnel recruitment systems; to values we look for in new and existing staff. If an incident does occur, our commitment is to respond appropriately to any claims or concerns that are raised. Above all, our approach is one of putting people and wellbeing first, backed up with continual learning and adaptation that involves listening and learning from our experience, the experience of people we serve, our partners, and the development sector at large. ”

– Perry Maddox, Chief Executive Officer

Safeguarding is a collective responsibility, but we do have a dedicated team who lead our approach. Our safeguarding team includes our lead Safeguarding Officer who is our Operations Director, our Head of Safeguarding, and our Senior Safety and Security Managers. They are supported by a staff team of seven trained safeguarding officers and their work is overseen by two members of our international Board of Trustees who are trained as safeguarding officers. In each of our country Hubs, our Directors are trained in our advanced safeguarding training and are supported by a further 19 advanced trained officers across the Hubs.

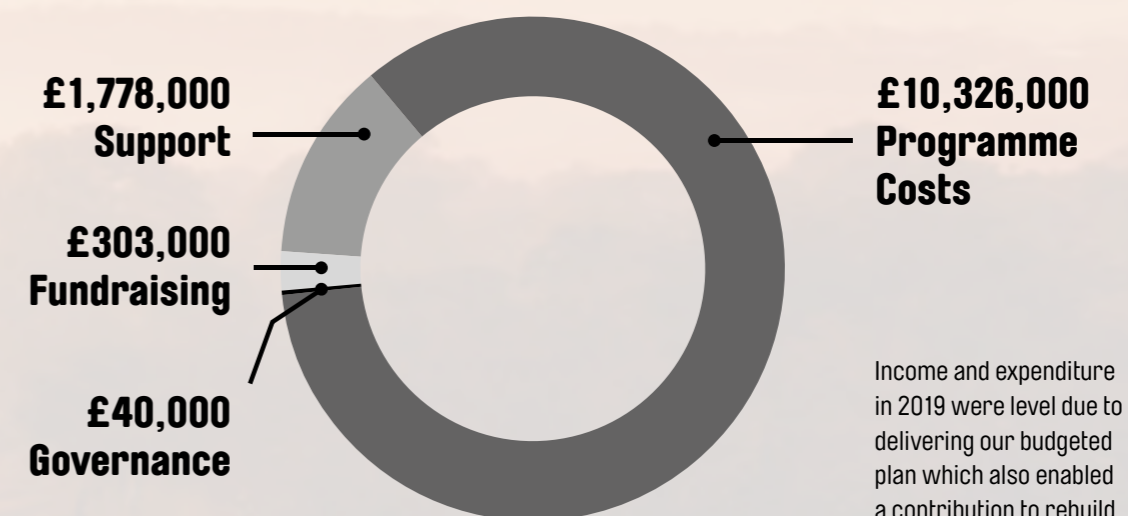
Our full safeguarding policies and commitments are available on our website
www.restlessdevelopment.org

Financial accounts.

TOTAL INCOME: £12,459,000



TOTAL EXPENDITURE: £12,447,000



Income and expenditure in 2019 were level due to delivering our budgeted plan which also enabled a contribution to rebuild reserves.

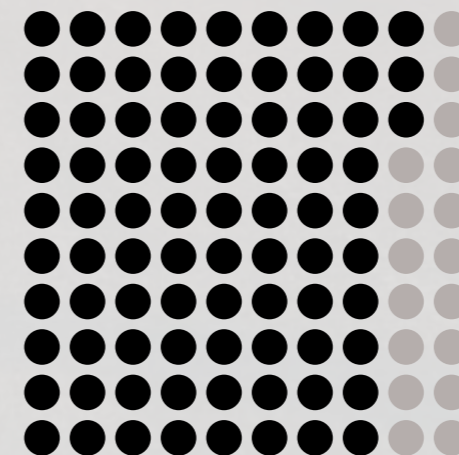
GLOBAL SALARY SCALE

We are proud to have a unique transparent and equitable single Global Salary Scale (GSS) across all of our locations.

This GSS is calculated to ensure all staff on equivalent grades – from the UK to Uganda, from Sierra Leone to Nepal – receive a fair and comparable wage in line with their peers in other Restless Development locations, regardless of their nationality.

Our staff also have consistent daily allowances for food and accommodation when travelling, whatever the position of staff or purpose of travel (training, workshops or partnership work).

This unique Global Salary Scale is on one sheet of A4, including every salary across all of our staff levels and countries, and is available publicly on our website.



FOR EVERY **£1** YOU GIVE,
83P IS SPENT DIRECTLY ON OUR
WORK WITH YOUNG PEOPLE.

Statement of financial activities.

	Unrestricted Funds	Restricted Funds	2019 Total	2018 Total
	£000's	£000's	£000's	£000's
Income from:				
Donations and legacies				
Grants and donations	1,187	10,676	11,863	12,006
Unrestricted Fundraising	596	-	596	636
Total income	1,783	10,676	12,459	12,642
Expenditure:				
Raising funds				
Fundraising costs of grants and donations	(303)	-	(303)	(302)
Charitable activities				
	(1,256)	(10,888)	(12,144)	(11,967)
Total expenditure	(1,559)	(10,888)	(12,447)	(12,269)
Net income/(expenditure)	224	(212)	12	373
Foreign exchange gains/(losses)	34	96	130	(223)
Net movement in funds	258	(116)	142	150
Reconciliation of funds				
Total funds brought forward	1,166	1,995	3,161	3,011
Total funds carried forward	1,424	1,879	3,303	3,161

The Statement of Financial Activities includes all gains and losses recognised in the year, and all information required for a statement of total comprehensive income. All income and expenditure derive from continuing activities.

The financial information given here is a summary extracted from the audited financial statements for the year ended 30 September 2019 as approved by the Trustees on 31 May 2020. The auditor's report was unqualified.

A copy of the financial statements has been submitted to the Charity Commission and Companies House.

The summarised financial information on these pages may not contain sufficient detail to allow for a full understanding of the charity's financial affairs. For further information, the full financial statements, the auditor's report on those financial statements and the Trustees' report should be consulted.

Copies of these can be obtained from the charity's head office at: 35-41 Lower Marsh, London, SE17RL, UK or online at restlessdevelopment.org/resources.

Registered auditors: Haysmacintyre LLP. All figures are given in Pound Sterling (£).

Balance sheet.

	2019		2018	
	£000's	£000's	£000's	£000's
Fixed assets		276		334
Current assets				
Debtors	1,387		714	
Bank and cash	2,560		3,895	
		3,947		4,609
		4,223		4,943
Creditors: amounts falling due within one year		(920)		(1,782)
Net assets		3,303		3,161
Represented by:				
Funds				
Restricted		1,879		1,995
Unrestricted				
Fixed Asset Reserve		247		259
Designated Reserve		60		-
Free Reserves		1,117		907
		3,303		3,161

Cashflow.

	2019		2018	
	£000's	£000's	£000's	£000's
Cashflows from operating activities		(1,247)		706
Cashflows from investing activities				
Additions to property, plant and equipment	(123)		(115)	
Proceeds from the disposal of fixed assets	35		9	
Net cash used in investing activities		(88)		(106)
Cashflow from financing activities				
		-		-
Net increase in cash and cash equivalents		(1,327)		641
Cash and cash equivalents on 1 October	3,895		3,295	
Change in cash and cash equivalents due to exchange rate movements	(8)		(41)	
Cash and cash equivalents on 30 September	2,560		3,895	

Thank you.

Our ambition has grown and so have the problems we're trying to solve. We would like to thank our supporters for standing with us, investing in our work, providing us with their expertise and rooting for us as we keep driving forward.

Donor Partners.

ActionAid Denmark
AmplifyChange
Australian Volunteers International
BBC Media Action
Bill & Melinda Gates Foundation
The British Council
British High Commission
Chemonics International
Christian Aid
Comic Relief
Comundo Zambia
Dance4Life
DANIDA
Delegation of the European Commission to South Africa
Delegation of the European Commission to Tanzania
Delegation of the European Commission to Uganda
Democratic Governance Facility (DGF)
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
UK Department for International Development (DFID)
Embassy of the Netherlands in India
Family Planning 2020
FHI 360
Financial Sector Deepening Zambia (FSDZ)

Ford Foundation
Girl Effect
Girls Not Brides
Global Challenges Research Fund
Global Volunteer Network (Nepal)
Heifer International
Hivos – People Unlimited
International Center for Research on Women (ICRW)
India@75 Foundation
Irish Aid
IsraAID
Macquarie University
Marie Stopes Zambia
Mastercard Foundation
Mercury Phoenix Trust
MTV Staying Alive Foundation
National Lotteries Commission (South Africa)
Network of Humanitarian Action (Nepal)
New Venture Fund
Norwegian Agency For Exchange Cooperation (Norec)
NoVo Foundation
Oxfam GB
One Girl Australia
Permanent Mission of Denmark to the United Nations
Peoples d'Himalaya
Plan International Uganda
Plan International UK

Producers Direct
Project Everyone
Quest Alliance
Save the Children International
Segal Family Foundation
STOPAIDS
Swedish International Development Cooperation Agency (SIDA)
The Egmont Trust
The Patter Family Foundation
The Queen's Young Leaders Programme
The Tony Blair Institute for Global Change
United Nations Development Programme (UNDP)
United Nations Educational, Scientific and Cultural Organization (UNESCO)
United Nations Population Fund (UNFPA)
United Nations Children's Fund (UNICEF)
University of Cambridge
United States Agency for International Development (USAID)
Voluntary Service Overseas India
Voluntary Service Overseas International
Voluntary Service Overseas Nepal
WaterAid
Wilton Park
Women Deliver

Corporate partners and pro bono support.

Baringa
Cazenove Capital
Clarity PR
Marlborough College Summer School
Murray Edwards College, Cambridge University
Deloitte
Flight Centre
Global Hotel Alliance
IP Integration
Knight Frank
Orrick
Premier League
Virtual1

Exceptional volunteers and champions.

Annie Thomlinson, Claire Turner, Danielle Dempsey, Elise Bailey, Flora Paterson, Francesca Bowen, Hannah Graham, Helena Carter, Jim Sewell, Katie Batchelor, Lauren Powell, Margo Piliero, Nikki Jones, Oliver Lubbock, Olivia Robinson, Poppy Robinson, Rosie Oakley, Sarah Dickins, Sophie Dannreuther, Tessa Murray, Theo Clarke, Tiffany Borzi, Vanessa Kortekaas, Will Millner, the Youth Stop AIDS Steering Committee.

UK individual donors.

In the UK, our incredible individual supporters have donated a combined £104,600 to Restless Development this year. We are so grateful for this generosity, which allows us to continue our vital work.

US individual donors.

Frank Moore
Frank Rango
Invemed Associates
J. Ira and Nicki Harris Family Foundation
Kenneth and Miriam Zuckerman
Nancy Abraham
Nathan Gantcher Family Philanthropic Fund
Peter Sackmann
Rudnick Foundation
Russell Reynolds Associates – in honor of Peter Drummond-Hay
Yeatman Family Foundation



“ THANK YOU FOR HELPING US TO SUPPORT, MOBILISE AND MULTIPLY YOUNG LEADERS WHO IN TURN MOBILISE COMMUNITIES AND COUNTRIES TO RISE TO THE BIGGEST CHALLENGES OF OUR TIME. ”



I am a proud young leader. My journey with Restless Development started in 2017 as a research volunteer and now, as a member of staff, I lead one of our biggest campaigns, Youth Power, which is mobilising thousands of young people to achieve the Global Goals by 2030.

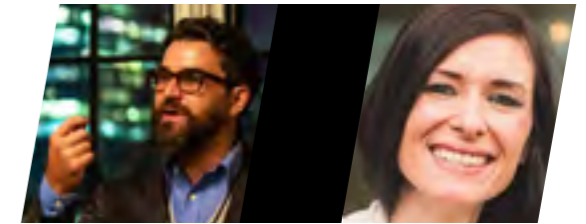
Since joining Restless Development, I have seen first hand how we place young people at the heart of our programmes from design through to delivery, reporting and learning. Growing young leaders and changemakers is the cornerstone of our work because we believe that when we multiply young leaders, they have the power to influence decision makers and contribute to changing the world we live in.

2019 was such a great year for us at Restless Development and all of the successes in this annual report are owed to friends and supporters like you.

Our work is not without its challenges. Youth civil society – made up of organisations that are vital in driving social change – is only surviving, not thriving as it should be. As the founder of a youth-led grassroots organisation in Zambia, I know this well, but I believe that true change can happen if we take collective action supporting young people and communities to thrive.

A big thank you to each and every one of you for supporting all the work reflected in this annual report. Thank you for making it possible for passionate young leaders such as myself to be enthusiastic about waking up every single day, striving to make this world a better place.

Faith, Youth Campaigns Senior Manager.



We're in it together.

When it comes to unleashing the power and potential of the biggest generation of young people in history, we always work in partnership.

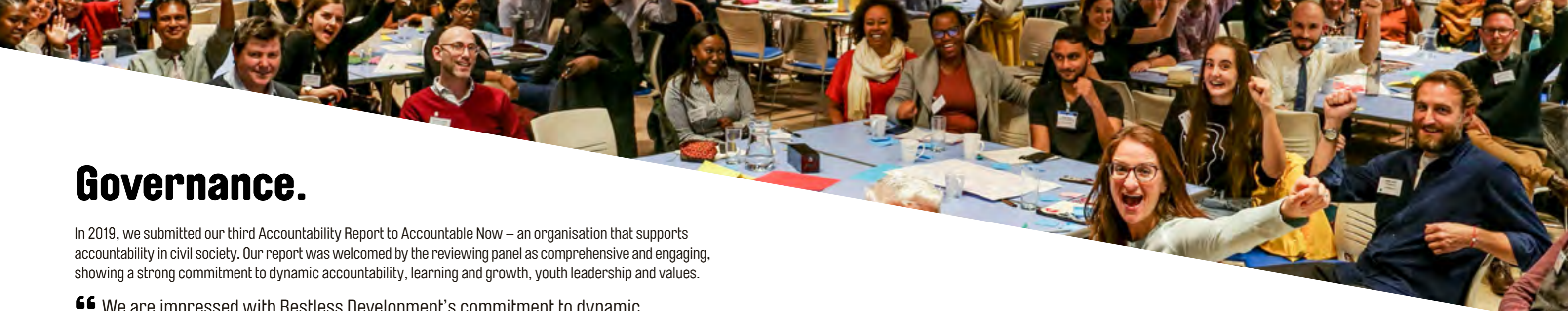
Thank you to everyone who has helped to make the incredible stories and impact contained in this annual report possible.

From well over 5,000 dedicated young leaders and staff leading our work every day, to our supporters who give so generously to make our work possible, to some of the biggest development actors and governments in the world who believe in youth power, to over 4,000 young triathletes taking local action and raising money for global change, to the businesses with whom we are building an entirely new understanding of corporate citizenship, to the volunteers who make up our ten boards around the world... we are lucky to be surrounded by partners and friends like you.

We're about one thing at Restless Development: youth leadership. Thank you for helping us to support, mobilise and multiply young leaders who in turn mobilise communities and countries to rise to the biggest challenges of our time. Because together is the only way we can make a real difference in the lives of hundreds of thousands of people, our most important partners, around the world every day.

We couldn't and wouldn't do it alone. It is only together that we are restless. We hope you have enjoyed reading about what we achieved together in our annual report.

Charlotte & Perry, Board Chair & CEO.



Governance.

In 2019, we submitted our third Accountability Report to Accountable Now – an organisation that supports accountability in civil society. Our report was welcomed by the reviewing panel as comprehensive and engaging, showing a strong commitment to dynamic accountability, learning and growth, youth leadership and values.

“ We are impressed with Restless Development’s commitment to dynamic accountability, and finds its ways of working to be strong. [We are] pleased to see that the CEO is leading the way by demonstrating ‘radical candour’ in his leadership and helping staff grow as values-driven leaders. ”

-The Accountable Now review panel

Founder.

Jim Cogan OBE

Patrons.

Baroness Anne Jenkin
Jamie Drummond

Ambassadors.

Lord Dholakia OBE
Hadeel Ibrahim
Michael Brearley OBE

Trustees.

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Amelia Pan
Anand Aithal
Antoinette Boateng
Hannah Bronwin
Isabella Mosselmans
Jenny Wilson
Jonathan Gorrie
Lucinda Moore
Mark Dickinson-Keen
Matt Beard
Tom Allen
Paul Wafer

This is a snapshot of our Board of Trustees, as of 30th September 2019. For the full list of outgoing and incoming trustees for 2020, please see our Annual Accounts and Financial Statement on our website.

Senior Leadership Team.

Chief Executive Officer
Perry Maddox

Operations Director
Kate Muhwezi

Business Director
Gemma Graham

Strategy Director
Alex Kent

Finance Director
James Sole

Strategic Partnerships Director
Katie Rowberry

Programmes Director
Ed Francis

People Director
Christina Lewis

Hub Board Chairs.

India
Dr Miriam Samuel

Nepal
Anil Chitrakar

Sierra Leone
Domini Boima

South Africa
Alice Barlow-Zambodla

Tanzania
Deus Msipotwa Kibamba

Uganda
Joseph Munyangbo

UK
Charlotte Eaton

USA
Andrew Wood

Zambia
Mafipe Chunga

Zimbabwe
Vinece Dube

Hub Directors.

India
Nalini Paul

Nepal
Ravindra Shakya

Sierra Leone
Owen Doel

South Africa
Natalie Agboeze

Tanzania
Suzi Harris (Until December 2018),
Haika Mawalla (From October 2019)

Uganda
Catherine Rodgers

UK
Rosanne Palmer-White/
Keith Short (maternity cover)

USA
Jean Manney


Zambia
Helen Bryer/Candie Cassabalian
(maternity cover)


Zimbabwe
Farai Muronzi

US Board of Directors.


Andrew Wood, Chair
Ambar Januel
Emily Godfrey, Clerk
Jamie Bedson
Josh Ezrin
Kate Roberts, Treasurer
Nicole Ng
Sami McCabe
Perry Maddox (ex officio)


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DEVELOPMENT
POWERED BY YOUNG PEOPLE

 restlessdevelopment.org

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 [Restless Development](https://www.youtube.com/RestlessDevelopment)

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Company no.6741123