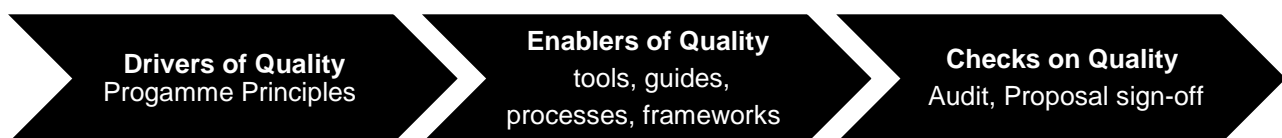# Programme Principles

Welcome to our Programme Principles, one of the key drivers of global programme quality across Restless Development.

On International Youth Day in August 2016, we launched our new strategy. Through our 30 years of experience working with young people, listening to young people during the development of the Global Goals, and through a youth-led Big Conversation in which we consulted over 5000 young people across 64 countries, a set of four unified priorities for core changes that young people demand whatever the situation they face, whatever the challenge emerged: *a voice, a living, sexual rights* and *leadership*. These four fundamental pillars of young people's lives represent the power and change young people want behind every issue, challenge or ambition they take up. However, we also know that development gets sidetracked when we focus on impact alone as it doesn't often lead to the transformational change that must be the ultimate goal of all programming. At the heart of our new strategy therefore lies a new paradigm for development - a model for change which is shaped and driven by young people and which hands back ownership of development to communities. Driven from the grassroots and through a new Youth Collective, we will unleash power of youth-led change on a far bigger scale than we could achieve alone. And in order to do this, Restless Development will need to change. Through ten global hubs delivering against young people's priorities - building, testing and scaling the model - and offering expertise, innovation and research through the continuing development of a Youth Collective.

All of the changes captured in our global strategy have significant implications for how we ensure programme quality across everything we do. Best practice in the sector, alongside Restless Development's own organisational strengths and values, also suggest the need to better embed adaptive management and flexibility. Our Programme Principles reflect these shifts and set out clear standards to drive quality and help us to change the way that we work.

This document sets out what makes a Restless Development programme both 'Restless' and 'Development'. It ensures standardised working where it is needed, while recognising that flexibility and innovation should be at the heart of everything we do. The Programme Principles are built under four important areas of programming, each linking to a set of standards which will support quality across the cycle of programme management. They form the critical underpinning of our new Quality Framework; where **drivers** inform quality, **enablers** support quality, and where **checks** assure quality.

Drivers of Quality
Progamme Principles

Enablers of Quality
tools, guides, processes, frameworks

Checks on Quality
Audit, Proposal sign-off

It is important to view the principles as a whole, joined-up set of standards to guide programming from programme conception to programme close. As such, they should not be understood or used in isolation to one another or as separate guiding standards.

Finally, these principles have been developed through a process which has involved staff and young people from across the agency, with teams in all our hubs and at different levels each inputting their important reflections and lived experience of programming. They are therefore *our* Principles, owned, developed and reviewed by us. This is a resource for everyone; from our 20,000 volunteers to our Programme Officers; the 2.5 million changemakers to our Hub Directors; and from the Youth Collective to our Boards.

Ed Francis, Programme Director

Contents

IMPACT

Young people have told us what matters most to them – they want a voice as active citizens, a sustainable living, to realise their sexual and reproductive rights, and to take on the leadership of the biggest challenges affecting their lives and those of their communities.

These 4 goals go hand in hand, and our approach for impact is to integrate them - increasingly programming across and between these priority areas rather than developing separate programme streams to address integrated development challenges. Instead, we aim to work to ensure gains in all areas collectively, continuously testing, documenting, revising and sharing the effectiveness and outcomes of our approach.

Across our goals our Impact Principles:

- **All programmes[1] are based on evidence, data and information from young people ensuring young people shape the most effective methodologies and content for change**
- **Every programme is underpinned by a clear, measurable change objective, with a measurable development outcome linked to our Results Framework**
- **All programmes align with our results framework, hub, and global influencing strategies and our theory of change**
- **Manuals and materials are up to date, reflective of our theory of change, quality principles, and our values**
- **Training and support for young people and staff supports compliance with the standards that drive our quality**
- **Every programme produces and shares evidence and learning on 'what works' in youth programming**
- **All programmes are appropriate to context and respond to the lived reality of the young people we are working with.**

.

---

[1] When referring to programmes we refer to all our work; both programmatic delivery and influence and advocacy work

1. A VOICE

Sustainable Development Goals 16 (Peace, Justice and Strong Institutions) and 17 (Partnerships for the Goals) recognise the central importance of young people's voices in development. Young people themselves have also told us that they need a voice to drive change as active citizens. As such our impact in this area will focus on;

● Positive change in young people's priority areas
● Young people are supported to drive change

We recognise that young people have a voice, and that participation is only meaningful when linked to power. All of our work in the voice goal aims to support young people to build the skills, tools, confidence, opportunities, and the enabling environment so that they can exercise this power to create impact in their own lives, their communities and globally. Ensuring that their voice counts means they can bring about transformational change for whole societies.

To achieve that our Voice Principle:

● **All programmes regardless of intended impact utilises youth voice to advance change**

2. A LIVING

Sustainable Development Goal 8 (Decent Work and Economic Growth) recognises the need for a global strategy to address youth employment and to substantially reduce the proportion of youth not in employment, education or training. Young people have themselves told us that they want to play a key role in driving sustainable economies. As such our impact in this area will focus on;

- Young people achieving a decent, sustainable living for themselves and their communities
- Governments, communities and business engaging and investing in activities to drive forward youth employment and entrepreneurship

We support young people to achieve a decent living and hold governments and businesses accountable for investing in youth-driven sustainable economies. All our work on the 'Living' goal combines: i) directly providing young people greater access to livelihoods; ii) influencing decision makers; iii) contributing to the creation of enabling economic conditions for improved youth and community livelihoods; and iv) sharing evidence of what works to help transform economies.

To achieve that our Living Principle:

- **All Living programmes promote decent work[2] and do no harm[3] to young people or the environment.**

---

[2] **Decent work** is productive **work** for women and men in conditions of freedom, equality, security and human dignity. It involves opportunities for **work** that deliver a fair income; provide security in the workplace and social protection for workers and their families. (ILO)

[3] Programming that has no detrimental or adverse effect

3. SEXUAL RIGHTS

Sustainable Development Goal 3 (Good Health and Wellbeing) aims to ensure universal access to sexual and reproductive health-care services - including for family planning, information, education - and the integration of reproductive health into national strategies and programmes as well as to end AIDS as an epidemic. In our Big Conversation, young people identified health and rights as key priorities, linked to zero discrimination and the desire for all groups to lead regardless of gender, age, ability, race, orientation or background. As such our impact in this area will focus on;

- Young people having control over their bodies and sexual and reproductive health
- Sexual Health Services being youth-friendly and non-discriminatory

We support young people to make positive choices about their health. All our work on the 'Sexual Rights' goal combines i) enabling young people to make healthy choices, mobilising communities, and demanding services with ii) influencing policies and transforming whole societies.

To achieve that our Sexual Rights Principle:-

- **All Sexual Rights programmes are based on a rights-approach that advances sexual rights in the long-term whilst working within existing legal structures**

4. LEADERSHIP

Sustainable Development Goal 11 (Sustainable Cities and Communities) aims to bring about resilient[4] communities. On the back of the Global Goal process, the first ever World Humanitarian Summit was held in 2016, reflecting a new global focus and commitment to understanding and resolving humanitarian crises. Young people have called for – and are ready to take up – a leading role on the issues that affect them most. To support that change, our impact in this area will focus on:

- Young people and communities are resilient to shocks and challenges
- Development actors and partners promote youth leadership in responding to challenges

We empower young people and communities prevent and lead the response to emerging crises, we make sure that this is part of a wider approach to invest in young people to build long-term resilience and sustainability through community mobilisation. All our work on the 'Leadership' goal combines (i) the power of youth- and community-led responses to mitigate against or respond to specific challenges with (ii) longer-term investment in young people's agency in bringing about transformative change.

To achieve that our Leadership Principle:

- **All Leadership programmes responding to a specific crisis or challenge begin by listening to young people and communities, to identify those challenges and the solutions rather than imposing pre-identified impact and methods**

---

[4] Resilience refers to the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth (USAID)

DESIGN

Our Model for Change recognises that a new paradigm for development is emerging, driven by a new generation across the globe, one that builds power in individuals, communities and countries. It recognises that transformative change only happens when the individuals are involved not only deliver, but also influence and inform every aspect of development at the same time.

The way we design, implement, and measure our programmes and approaches must therefore be driven by the power of those we engage, creating ownership and therefore the ability to build real, sustainable change at the heart of all of our countries and communities.

Our programming prioritises long-term gains over short-term wins. To do this, we both *deliver through* and *realise* the model for change across young people's ultimate priorities.

Our Design Principle;

- **All our programmes and interventions are designed using the methods and theory set out in our Review, Design and Planning Toolkit**.

5. OUR MODEL FOR CHANGE

Our Model for Change recognises the power that a young person has to change and shape their own lives, communities, and world. The model's starting premise is that it works when it is embedded at the heart of people's lives from the outset - where it is setup to unleash the power of the community not just to *deliver* against their own needs (urgent or long term) but to *inform* and *influence* the long term societal and structural changes *they* identify. The model is based on the inter-dependence of these three pieces working together. This holistic model is rooted in the capability of each young person to drive transformative change - and as such should be seen as both an end in itself and a means to achieving the 4 goal areas.

The Model for Change recognises that transformative change only happens when young people are empowered to:

▪ **Deliver:** Where young people directly improve lives through community engagement and mobilisation, with youth leadership at the heart of all interventions.
▪ **Inform:** Where young people create and share evidence and understanding of the real life experience of communities where young people live and work. They act as a knowledge bridge between communities and the institutions that serve global development.
▪ **Influence:** Where young people change the cultural norms, policies and systems that affect people's lives, driving accountability from the centre to governments and aid agencies.
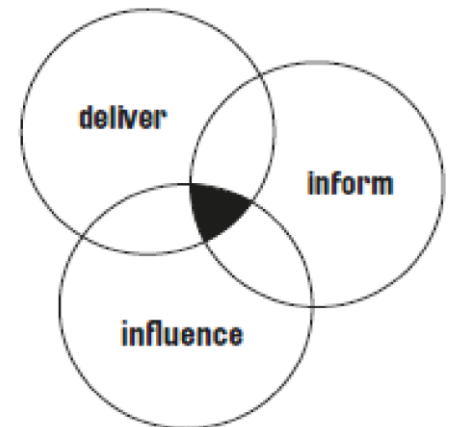
The choice of three verbs for the Model is not coincidental. Inform, Influence and Deliver are the actions that reflect agency being acted out and are equally applicable to the lives of an individual young person (who must be able to inform, influence and deliver the change in their lives) as to our programmes (which must do all three of these to create lasting, transformative change).

Model for Change Principles:

● **All programme designs combine "Deliver", "Inform" and "Influence" through clear outcomes connecting them into one holistic design.**

● **The model is led by young people at all stages, who are embedded at the heart of communities and trained to achieve two complementary components in parallel: a) build long term trust of people and structures; b) mobilise a new generation of changemakers linked into these**

● **Included in designs are resourced components that helps test, improve, document, and share learning from Our Model for Change for wider replication and uptake.**

6. YOUTH LEADERSHIP

Young people at the heart of long-term change with meaningful reach and / or scale – is unique to our Model for Change and our Goals. We recognise young people as agents of change and leaders across the programme cycle, rather than as beneficiaries. In practice, this means our programmes and interventions enable young people to work more as social influencers, change makers and leaders. Rather than simply delivering our work, these young leaders use their social capital and peer influence to spark horizontal, and vertical changes in norms, behaviour and agency.

We recognise different levels of Youth Leadership and that some of our work is done *for* young people but as far as possible our work will be done *with* and/or *led by* young people. The design of our work is based on or is directly youth-led, through consultation, participatory action, research, monitoring, evaluation and learning.

Youth Leadership Principles:

- **All programmes draw on a synthesised holistic approach to youth-leadership including Hart's Ladder of Participation[5], the Three Lens Approach to Youth Participation[6], and the Five Approaches to Youth Leadership in Action[7]**

- **All programmes meaningfully engage young people in design and clearly articulate to what extent they will lead implementation, oversight and review**

- **All programme designs aim to unleash the potential of young people - supporting, training and providing guidance o that they are empowered to become leaders, partners and agents of change, not just beneficiaries**

- **All programme designs include youth-led evaluation of the programme at strategic moments against clear criteria**

---

[5] Hart, R. Children's Participation: The Theory and Practice of Involving Young Citizens In Community Development And Environmental Care, 1997. Unicef
[6] Youth Participation in Development: A Guide for Development Agencies and Policy Makers, DFID/CSO Youth Working Group, 2010
[7] Nurturing Youth Leadership in the Global South, Restless Development, 2013

7. ACCOUNTABILITY

Much of our work is based on strengthening the capacity of young people to hold decision-makers and duty-bearers to account, drawing on Restless Development's unique track record in youth-led, evidence-driven accountability. We always seek to strengthen the 'critical friend' relationship between young citizens and their governments with a long-term view to achieving better development outcomes together.

Accountability Principles:

- **All programme designs directly address if and how they can contribute to youth-led accountability monitoring against key agency and national priorities**

- **All programme designs draw upon the seven discrete modules of Restless Development's data-driven, accountability methodology which outlines our tested approach to empowering young people with the data, skills and networks needed to hold targeted decision-makers accountable on identified development commitments**

- **All accountability programmes adequately resource evidence generation and use by young people themselves, have clear policy targets, and clear influencer targets (e.g. policy makers or decision-makers) for relationship building.**

8. GENDER

Restless Development recognises that gender[8] equality is a fundamental human right and that gender equality is a precondition for advancing development, transforming change and reducing poverty across the world.

For Restless Development, gender equality means that all human beings, both women and men, are free to develop their personal abilities and make choices without limitations set by stereotypes, gender roles, or prejudices. Gender equality means that: i) the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally; ii) women are entitled to live with dignity and without fear and as equal partners in society. We also recognises that much more needs to be done, that gender equality remains an unfulfilled promise.

Our programmes and initiatives are always based on gender awareness and a strong agency-level commitment to gender equality. We understand that this often requires consciously using different approaches to working with different genders in order to achieve gender equity.

Gender Principles:

- **All programmes comply with Restless Development's [Gender Principles](#); considering the approach and impact of the programme through a non-binary lens.**

- **All programmes specifically address gender across the model, resourcing activities appropriately and not assuming that outcomes for all genders will be the same with the same activities**

- **All programmes and activities focusing specifically on gender and women / girl empowerment, especially on issues of Gender Based Violence, are led by trained and sensitised staff and volunteers**

- **All programmes ensure equal participation of women and girls, supporting them to actively participate in spaces, dialogue, and activities (with the exception of activities specifically aimed at sensitising and engaging men and boys)**

---

[8] Gender: socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Gender is relational and refers not simply to women or men but to the relationship between them

9. INCLUSION AND PARTICIPATION

Restless Development believes in unleashing the power of young people - all young people. We believe that to achieve our vision of young people demanding and delivering a just and sustainable world, we must strive to break down those barriers that may inhibit a young person's ability to access, engage with and lead. We will always seek to uphold universal human rights[9], recognising that change is complex and difficult and that the path to best uphold rights may involve working practically, from the inside out, with those who have opposing views to ours. Our programmes are reflective of the global diversity of young people in their concept, design and delivery.

Before considering principles in this area it is important to note the very clear distinction between diversity and inclusion. When considering diversity within our work and agency, we are focusing primarily on the "who" - who are the young people we engage with, who are the partners we work with. When considering inclusion within our work and agency, we are focusing on the "how" - how are we engaging with diversity. It is therefore vital for us an agency committed to unleashing the power of all young people, that we proactively take steps to ensure we have the mechanisms in place to engage and support young people.

Inclusion and Participation Principles:

- **All programmes are inclusive, and engage young people regardless of their age, sexuality, gender, ethnicity and background**

- **All programmes respond to the needs and requirements of the young people we partner with, making reasonable adjustments to ensure a diverse range of young people are informing and leading interventions and programmes.**

- **All programmes assess and respond to diversity in learning requirements when designing and disseminating resources - e.g. toolkits, evaluations & reports.**

- **All programmes ensure sufficient resources are used to ensure a) staff capacity and capability in working with a diverse range of young people and b) that reasonable adjustments can be made to enable young people's access to the agency**

---

[9] Human rights principles are: universality and inalienability; indivisibility; interdependence and interrelatedness; non-discrimination and equality; participation and inclusion; accountability and the rule of law.

10. ENVIRONMENT

Restless Development recognises the global shift towards sustainable development, which seeks to balance social, economic and environmental factors when implementing development solutions. In this context, Restless Development is committed to taking steps to: 1) reduce our environmental on the planet, and 2) increase the sustainability of our work.

Our programmatic work has the opportunity and should contribute positively to sustainable development and the environment. Our programmes and initiatives often operate in countries which are most vulnerable to the effects of environmental degradation and climate change. We therefore must ensure that our programmes strive to do no harm, and we must reflect on how appropriate greener practices can be incorporated into our work.

Our Environmental Principles:

- **All programmes align to our [Global Environment Principles](), which sit across the business functions of our agency to enable greener programming**

- **At the annual planning and design stage, every programme or intervention conducts an environmental impact assessment by completing a checklist and making adjustments where possible.**

- **All programme activities are planned and assessed with a view to reducing negative environmental impacts (including use of vehicles, fuel, mode of travel, ethical procurement)**

PROGRAMME IMPLEMENTATION AND SUSTAINABILITY

Restless Development understands sustainability as relating to leadership and ownership of development solutions and change processes by young people and communities, our relationships within and beyond the Youth Collective, and agency-level growth and development.

Sustainability requires long term planning as well as short-term (evidence-based) decision making to ensure that we are continually assessing and course-correcting to drive transformative change led by young people. We apply these three lenses to drive quality in:

Programmatic sustainability: to ensure that the impacts of our work go beyond a project's life, generating evidence and influencing to facilitate long-term transformative change.

Financial sustainability: refers to ensuring a steady flow of funds and generating the *right* income to maintain and scale our agency's work

Agency sustainability: The systems, structures and processes which support our people to deliver our strategy

Strong programme implementation is key to lasting change. The standards set out in this Programme Principles document, collectively ensure strong programme management and implementation across all our programmes.

Programme Implementation and Sustainability Principles:

- **All our programmes are accompanied by an implementation plan including timelines, activities linked to budgets, procurement**
- **All our programmes have a clearly defined 'exit strategy' or plan to hand over the programme to young people, communities or partners**

11. VALUE FOR MONEY

Restless Development recognises that Value for Money should be at the centre of everything that we do, and will lead to better outcomes for young people and the communities where we work. Our Model for Change is our biggest asset to delivering Value for Money. By building social networks with transformative potential, we deliver the greatest impact against our available resources.

As an agency we are economical, efficient, effective and equitable and our Value for Money strategy follows these 4 Es. We deliver high quality by focusing on our strengths, using information to make the right decisions, and investing in people and resources. This does not mean doing everything at the lowest cost possible, but achieving the maximum impact for the right cost, and enabling us to use resources as effectively as possible. For Restless Development, the first consideration will always be to deliver impact and value for money through the 4 Es.

Value for Money Principles:

- **All programmes comply fully with Restless Development's finance policies**

- **All programmes comply with the financial model and are fully costed**

- **All programmes and initiatives will incorporate strong value for money assessment principles as part of their learning agenda - resourced and with clear outputs to enable flexible decision making in implementation (adaptability / reassessment / course correcting)**

12. PLANNING AND BUDGETING

Restless Development utilises planning and budgeting processes as spaces through which to effectively deliver our strategy. This applies to annual planning and budgeting processes, to oversight of programme portfolios, and to individual programme plans and budgets from proposal design to programme reporting and compliance. If we plan and budget accurately across these levels, we will be financially sustainable and able to generate the change we want in society.

Planning and budgeting are integrated processes that involve the right people and teams working together at all stages of design and implementation processes in an informed, communicative, and connected way, with a shared understanding of goals and priorities. Through fully costing our programmes, designing them with an eye to how we will deliver them, and supporting ownership and understanding of programme plans and budgets, we are all able to deliver quality.

When we design programmes, we use realistic cost assessments and consult across teams. We use financial and programme information (Management Accounts / programme reports) to be transparent and open with donors and partners regarding the true cost of our work; avoiding under-cutting ourselves, and assessing and mitigating risks that run from our programmes up and across our whole agency.

To achieve that:

- **All programmes include (at least) an annual review and planning workshop at the start of each new programme year to feed evidence back into design and plans.**

- **All programme plans and budgets are designed collaboratively by Finance, Programmes, Monitoring, Evaluation and Learning teams (MEL), and Partnership / Fundraising teams, and lay-out and clearly communicate ownership and responsibility for all activities, budget lines, and mechanisms for reporting against programme progress and spend.**

- **All programmes are planned, designed and budgeted for using Restless Development's Planning and Budgeting Templates reviewed annually by the Senior Leadership Team and Trustees**

13. END TO END MANAGEMENT OF THE PROGRAMME CYCLE

Restless Development understands that embedding our programme, fundraising and monitoring systems in a high-quality, consistent cycle is critical to the success of our agency strategy. It allows us to take all of these areas of our work further – to ensure that innovation, sustainability and youth leadership is also built at its core.

This matters because in a development sector facing funding challenges, reduced civic space and increased scrutiny around transparency, value for money and 'leaving no one behind' - the need for a high quality, end to end approach has never been more relevant. Only with a fully joined up cycle - from design through to learning - can we ensure we are fully delivering our Model for Change to the highest standard, with an eye towards evidence, quality and learning at every stage.

Our aim and understanding of the end to end cycle is therefore to embed youth engagement at the heart of a high quality design, delivery, reporting and learning cycle to ensure the success of the Restless Model.

End to End Management Principles:

- **All programmes are based on clear needs set out by young people as per design standards in this document**

- **Donor cultivation and partnership plans are in place and used to develop funding portfolios and funding decisions are made using our business development principles**

- **All programmes are launched via an initial inception workshop with staff from the field, Finance, Programmes, MEL, and Partnerships. Partners are included in inception workshops where appropriate.**

- **All systems and processes for data capture, reporting (internal and external), and project management are clear, and communicated**

- **All programmes use systems and processes to enable evidence-generation (programmatic and financial) , encourage feedback loops, support decision making, course-correction, and sharing and learning across Fundraising, Programme, MEL, and Finance staff at all levels**

- **All programmes have a clear exit strategy, including project close meetings, reporting requirements, asset management, learning objectives (e.g. via a final evaluation), donor communications, and community sustainability strategy.**

- **Senior Programmes and Finance staff have oversight of programme activities at hub level, and support cross-unit planning and reviews, risk management, problem-solving, capability and capacity building (internal and external), and sharing and learning at both the project and management-decision making levels.**

14. MONITORING, EVALUATION & LEARNING

Restless Development monitors and evaluates our programmatic work to ensure progress against deliverables, to establish best practice, to learn from success and failures, as well as to provide robust evidence to prove our youth-led approach. We support young people with the tools and skills to design, continually assess, and ultimately to shape, influence and inform our work at individual Hub and Global levels. We use youth-friendly, creative and appropriate methods (apps, participatory video, youth and gender sensitive tools) to engage key audiences, and to support our campaigns and policy work with quality information and evidence.

We use our systems and draw on our expertise and community feedback to document, package, and share learning and evidence to improve future practice for all of our partners: young people, community based and grassroots organisations, private sector partners, aid agencies, governments, and INGOs.

Monitoring, Evaluation and Learning Principles:

- **All programmes utilise the agency of young people as leaders in monitoring, evaluating and learning from our programmes**

- **All programmes have a robust and appropriate Monitoring, Evaluation and Learning (MEL) plan in place which includes specific plans for how learning will be shared with communities and young people, and inputted into current and future programme/ project design.**

- **MEL components for all programmes are adequately and sufficiently resourced including communications costs to publish, package, and disseminate products (as a general rule between 5 and 10% of budget).**

- **All programmes actively share analysis of their impact and progress internally across the global agency and with project/ programme stakeholders. Wherever possible, impact data and evaluations should also be shared externally and through the Youth Collective.**

- **All MEL plans subscribe to Restless Development ethical standards (consent forms, ethical research guidelines, confidentiality pledges) that promote human rights and the privacy and dignity of young people and communities.**

- **All programmes include monitoring outputs and outcomes specifically by gender and age disaggregating data wherever possible**

15. SAFEGUARDING

Restless Development considers the welfare and protection of children, young people and vulnerable adults to be an organisational imperative with primacy over the success of programmes or strategic objectives. Wherever we are working, we take a zero tolerance approach to the harm of children, young people and vulnerable adults. We recognise that safeguarding is everyone's responsibility and that we as individuals and as a global agency have a responsibility to put in place reasonable measures to ensure, as far as possible, the safety and wellbeing of the children, young people and vulnerable adults with whom we work, and to protect communities from any harm that could be caused by our programmes.

Prevention of harm is a primary objective. Programme design, inception, and implementation plans (including community risk assessments, risk registers, and MEL activities), will therefore include assessment of risks and harm to target participant groups, mitigation plans, and active feedback from staff, volunteers, and participants to anticipate and overcome those risks.

Safeguarding Principles:

- **All programme staff and volunteers will be trained in safeguarding and their role in ensuring the people we work with come to no harm**

- **All programmes will include a mechanism through which staff, volunteers, or communities can report concerns they have about any harm caused by our programmes to children, young people or vulnerable adults, ensuring that principles of inclusion and confidentiality are upheld.**

- **Risk assessments including safety and security risks will be conducted annually for all programmes and programme areas and a national risk assessment compiled on an annual basis**

16. TRANSPARENCY AND DATA MANAGEMENT

Restless Development is committed to pro-active transparency in all we do. Transparency is an essential part of our programmes and organisational philosophy and values, ultimately facilitating trust, credibility, and helping us to be more accountable in our work, as well as supporting us to build stronger relationships with partners, donors, communities, staff, volunteers and young people we work with. Our approach goes beyond our programmes and partnerships - from joining the boards of Bond and Accountable Now to chairing the PPA Learning Partnership, we have leveraged sector leadership to influence, shape and help lead the sector toward higher a transparency ambition.

We understand *transparency* to mean the open sharing/publication of our work, results, and performance. This is just one element of what it means to be *accountable*. Our approach is increasingly to focus on *dynamic accountability* - that transparency becomes a two-way exchange of information, and that the act of being transparent brings in more voices into the leadership, governance and management of our agency, ultimately making our work better. Through our work in this area we are setting out an (in)direct challenge to the development industry that treats people as 'beneficiaries' and transparency as a passive, one-way sharing of information. This speaks to our broader strategy assertion that development is broken because it does not put the agency and capability of people and communities at the heart of change.

Transparency and Data Management Principles:

- **All programme external evaluations are designed as a resource for learning beyond the programme itself and are published online**

- **All programmes generate relevant and timely programmatic information such as themes, focus, partners; and output, outcome and impact data and are published online every quarter**

- **All programmes generate data that can be collated, quality checked, and published in an accurate and timely manner in line with IATI compliance.**

- **All programmes include training for staff and comply with our Open Information Policy by providing timely, accurate and relevant information when requested by stakeholders regarding our programmes and programmatic activity, in line with the policy.**

- **Sensitive programme data is kept securely, only accessed through password protection systems**

PARTNERSHIP

Restless Development works with partners to unleash the power of youth-led change on a far bigger scale than we could achieve by ourselves. We have credibility, expertise, alliances, and access to youth populations - all of which help us to prove that - with the right support and enabling environment - young people can drive change and address development challenges themselves.

Through our partnerships and the Youth Collective, we use and promote the Model for Change, offering expertise, innovation, research and youth-led programmes around the world.

We are committed to building the capacity and capabilities of grass-root youth-led and youth-focused organisations, and catalysing expertise and innovation from the grassroots up to national and global spaces.

Our Partnership Programme Principle:

- **All Partnerships comply with Restless Development's Partnership Guidelines**

17. WORKING WITH PARTNERS & CONSORTIA

We work with civil society / grassroots organisations, NGOs, INGOs, businesses, movements, individuals, governments, aid agencies, and donors to deliver transformative change via our model, Collective, and through directly implementing programmes.

All of our partnerships are founded in a clear alignment of objectives, values, operating principles (from inclusivity to value for money), and strategic vision of the two organisations. Partnerships also expand our reach and enable us to have a bigger impact, adding value and not putting undue pressures on teams and hubs, thereby lessening our impact.

Working with Partners and Consortia Guidelines:

- **In any programme where we are working with partners, we will use existing tools to deliver quality in: joint design, project inception, co-implementation, reporting, MEL, and project close.**

- **All programme partnerships are formally documented and codified using Memorandum of Understanding, pre-teaming agreements, or contracts which clarify the roles, deliverables, and reporting, as well as liabilities for both / all parties.**

- **All programme partnerships will include an agreement on programming principles and their practical application, to be set up before any joint working is launched.**

- **All programme plans and budgets adequately resource and plan for relationship management to ensure that the right people are engaging at the right moments, to ensure that delivery against commitments is in line with the initial programme design and budget, and to support information sharing and learning objectives.**

- **All programme partnerships include a learning and sharing element to strengthen the organisations involved, as well as development of learning products and best practice guidelines to be shared with and beyond the Youth Collective.**

18. WORKING WITH THE YOUTH COLLECTIVE

The Youth Collective exists to take youth power (change delivered in the model) to scale. It is the vehicle through which we will build a movement of those committed to youth-led change – from young people to youth-led partners to investors - supporting them to lead global change collectively.

We and the members of the Youth Collective, our partners, youth changemakers and associates will build momentum, connect, and catalyse change - with young people at the forefront, demonstrably delivering, influencing, and informing creative transformative change for themselves and their communities.

We as an agency are opening our doors and offering our expertise, resources, access to respond to priorities identified by young people, collaborating and convening others to build momentum and bring about a paradigm shift in development.

Working with the Youth Collective Principles:

- **Programmes will plan for and resource the Youth Collective through developing a live asset map and tracking system, a global database, and youth engagement strategies and offers to ensure that young people can take action on issues that are important to them.**

- **Through partnership plans and targeted strategies to convene Coalitions, all programmes will look to support and bring together youth-led partner organisations to support, share learning and maximise impact on delivery and influencing**

- **All programmes will feed into a strategic research, learning and sharing agenda. This means that all programmes will budget and plan for production, dissemination, and monitoring of clearly defined products that are shared via the Youth Action Lab and are used by members of the Collective to bring about demonstrable and meaningful change**

- **All programmes will establish their own labs - offline spaces (forums, events or resource centres) to innovate, build evidence and share learning and actions**

19. QUALITY AND EQUITY IN PARTNERSHIP

Restless Development adheres to principles of do no harm, equity, and shared ownership and responsibilities across the programme end to end; taking a rights-based approach to partnership.

We commit to building capability and capacity with partners, providing them with appropriate training, monitoring and support. We assess partners to ensure that their priorities, values, and approaches align to ours, and that they are ethically compatible. We assess risk for both downstream and upstream partners as part of due diligence and partnership building processes; and collaborate with partners to ensure that we are compliant with funder regulations and that delivery, monitoring, and reporting are of the highest standard.

Quality and Equity in Partnership Principles:

- **In all Programmes that require our partners to engage young people, our partners receive training on meaningful youth engagement and are supported to adhere to appropriate standards for working with young people (safeguarding, inclusion, diversity, and youth participation).**

- **All programmes delivered with and through partners support the growth and development of partners through capability assessments, technical support plans, mentoring, and monitoring, and ensure that feedback loops are in place for partnerships.**

- **All programmes make provisions to meaningfully engage partners in planning, budgeting, design, and implementation.**

- **In all programme partnerships, training plans include the principles of 'do no harm'. This means valuing, respecting, and promoting staff wellbeing and welfare across our partnerships; not putting undue pressure on, taking excessive margins, or taking credit for the work of our partners.**