

**RESTLESS
DEVELOPMENT**

AGENCY PLAN

2017





HOW TO USE THIS PLAN

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Our Agency Plan is part of a suite of strategic documents for the 2016-2021 period, alongside our [Global Strategy](#), Theory of Change, Programme Principles, Results Framework, Quality Framework, Financial Model and Business Development Principles, Hub Paper and Youth Collective Paper.

Our Agency Plan is split into four sections:

Welcome to Our Agency Plan. Setting our context and explaining why this is not business as usual but a critical part of our strategic ambition.

Spotlights. These four unique elements – our Hypothesis, Youth Leadership, Values and Dynamic Accountability – underpin and drive our entire Agency Plan. They blend the drivers of a high performing organisation with the best of Restless Development, drawing out four key elements that make this plan and our agency unique.

Our Agency Plan Pairings. Each of the chapters of this Agency Plan reflect pairings of our fourteen core business functions – embracing the challenge of pairing areas that might seem to contradict. The resulting constructive challenge and fluid tension will drive Restless Development to be a high performing agency.

How We Will Use this Plan. This plan will only be successful if we track our progress, hold ourselves to account and adapt as we learn. This section explains how we will track progress and embed learning to keep this plan alive and to ensure its success.

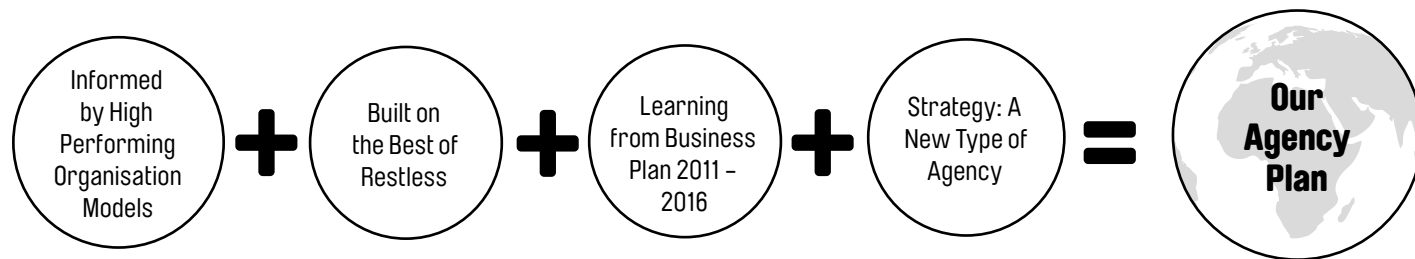
WELCOME TO OUR AGENCY PLAN

Restless Development's Global Strategy diagnoses a historic challenge facing development, responding with a Model for Change that unleashes power at the heart of communities and hands back ownership of development to the very communities we serve via the Restless Model working alongside young people's ultimate Goals.

Restless Development is not just building this theory of change into its new strategy but plans to do so by testing the theory at scale - by transforming our own structures and ways of working beyond ourselves in two radical ways: firstly by scaling and delivering a Youth Collective and secondly by **building a new type of global agency that:**

- No longer acts as a centrally driven development organisation, directing the delivery of pre-identified impact, but as an Agency that responds through an array of mechanisms to help young people drive the change they and their communities identify.
- Will become a uniquely decentralised agency - one where ten focal Hubs around the globe are set up to offer to young people and partners the opportunity to interact on locally driven initiatives and at the same time connect across the network of Hubs and partners globally; linking youth to power and vice versa.

This Agency Plan focusses on our commitment to build a new type of global agency. With an overall view to building an agency that will deliver the entire strategy, and model a new way for development agencies to lead change.



NOT BUSINESS AS USUAL

This business plan has been titled our Agency Plan to reflect that it is not "business as usual". Instead it sets out an hypothesis as to how Restless Development needs to change. Building on strengths as a High Performing Organisation, we are setting out a new structure of development agency for the sector - one that can achieve transformational change and demonstrate a new way of leading change.

This Agency Plan is unique to Restless Development and it is built upon the four unique elements that make us who we are as an agency:

- 1. Our Hypothesis** is the theory behind our Agency Plan: that development must be done differently, not just in local communities, but at the agency level too.
- 2. Youth Leadership:** Our approach and commitment spans across the agency: through youth leadership development, youth partnerships, youth-driven action, youth voice and youth governance.
- 3. Our Values** underpin the ultimate success of this plan: challenging us to be brave and take risks, demanding quality in what we do, and bringing more voices into the way we lead and learn through this plan.
- 4. Our Dynamic Accountability:** by turning our agency inside out and bringing more voices in, we drive greater impact in our work whilst increasing the trust that others have in our agency.

The next section of this Plan shines a spotlight on each of these four unique elements in more detail.



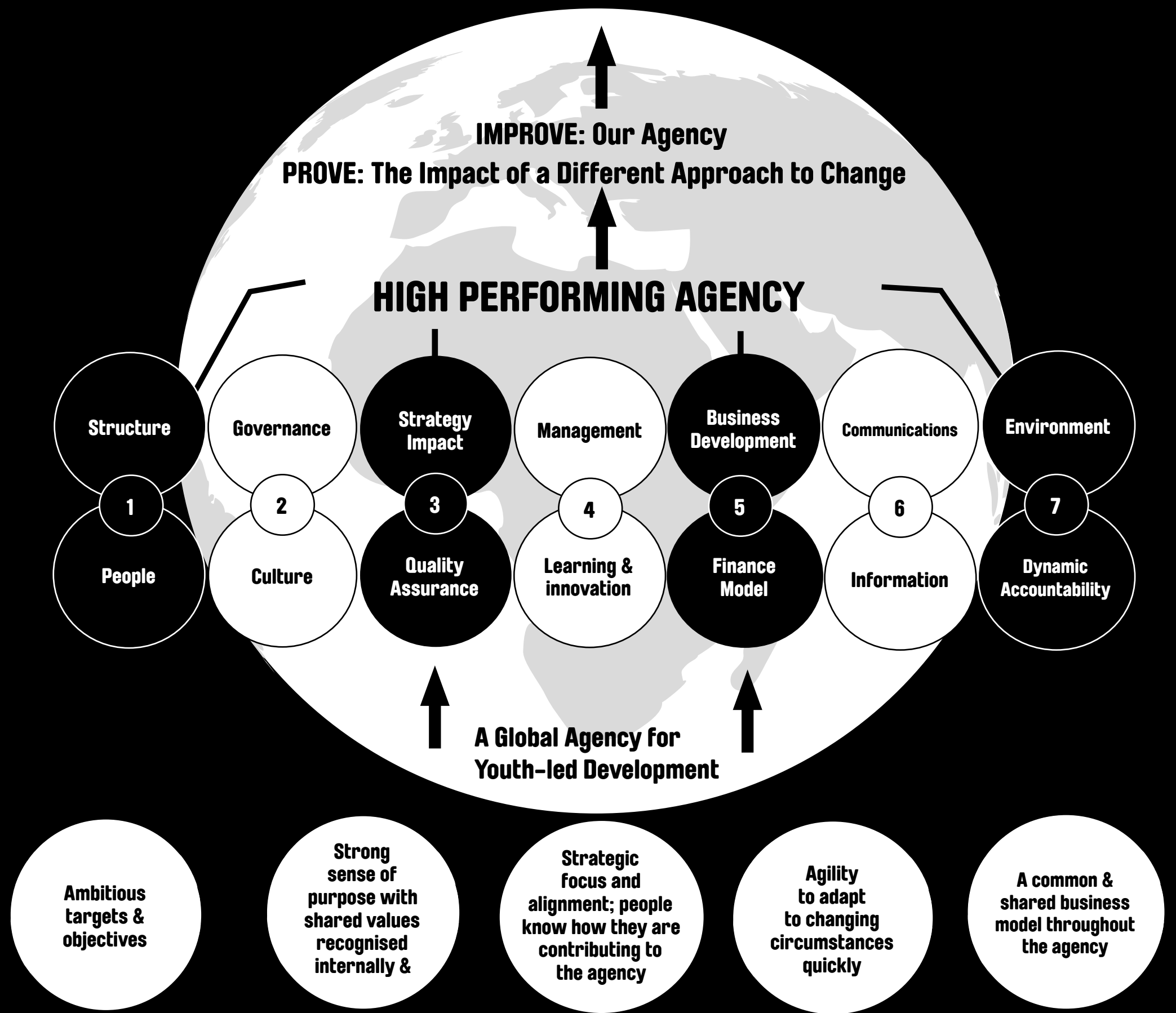
HYPOTHESIS

UNLEASHING THE POWER OF YOUTH TO DELIVER A JUST AND SUSTAINABLE WORLD

RESULTING IN

DELIVERED THROUGH
OUR AGENCY PLAN

DRIVERS OF A HIGH
PERFORMING AGENCY



OUR HYPOTHESIS EXPLAINED

Our Global Strategy calls us to build a new type of global agency.

Our Agency Plan is built around a hypothesis that development must be done differently, not just in local communities, but at the agency level too.

Unlike normal business plans that are designed to support a strategy, the way we build our agency is one of the crucial parts of our strategy. Our agency plan therefore aims to both create a new type of agency as promised in our strategy and to improve our performance in the process.

Throughout this Agency Plan we have two ambitions:

- 1. To improve our agency.** We will improve our agency, ensuring it retains the qualities that we take pride in – our values, culture, transparency and agility – whilst ensuring we are embedding high quality performance, strong global governance and a sustainable business model at the centre.
- 2. To prove the impact of a different approach to change.** How development agencies build their own organisations reflects on how they understand change happens. We plan to turn our own agency upside down and inside out, truly challenging ourselves to see if we are setup to effectively deliver the change at the heart of our strategy.

To structure our Agency Plan, we have identified five drivers of our high performing agency, distilled from the well known model of High Performing Organisations:

- 1. Ambitious targets & objectives
- 2. Strong sense of purpose with shared values recognised internally and externally
- 3. Strategic focus and alignment: people know how they are contributing to the agency
- 4. Agility to adapt to changing circumstance quickly
- 5. A common and shared business model throughout the agency

Combining these drivers with the best of Restless Development – as reflected in the four spotlights of this Agency Plan – with our learning from the previous business plan, this Agency Plan sets out the core business function in complementary pairs that reflect our hypothesis in action.

Through this innovative approach our internal practices and approaches will be significantly improved, and externally we will be an agency better able to demonstrate a new model for development – unleashing the power of youth to change our world.



*Hypotheses diagram on previous page

YOUTH LEADERSHIP

Youth Leadership is a standalone, overarching feature of our Agency Plan, rather than appearing in each chapter.

We are a global agency for youth-led change. We are not a youth-led agency in the purest sense (we have many staff who are older than 28). We derive our strength from being clear where:

- Young people lead our work
- Restless Development works with young people
- Restless Development works on behalf of young people

Our Approach draws from years of expertise, synthesising a holistic approach to youth-leadership across the agency. Where other agencies fail by only incorporating young people in some of the areas below, we succeed in holistically empowering young people across our agency. Our commitments:

Youth Leadership Development. We will continue to hire on potential, committing to over 1000 young people taking up roles and formal training as Restless Development staff and Associates

Youth Partnerships. We will empower young people to lead our Restless Model, committing to creating 20,000 new opportunities for Young Leaders to mobilise 2.5 million young changemakers.

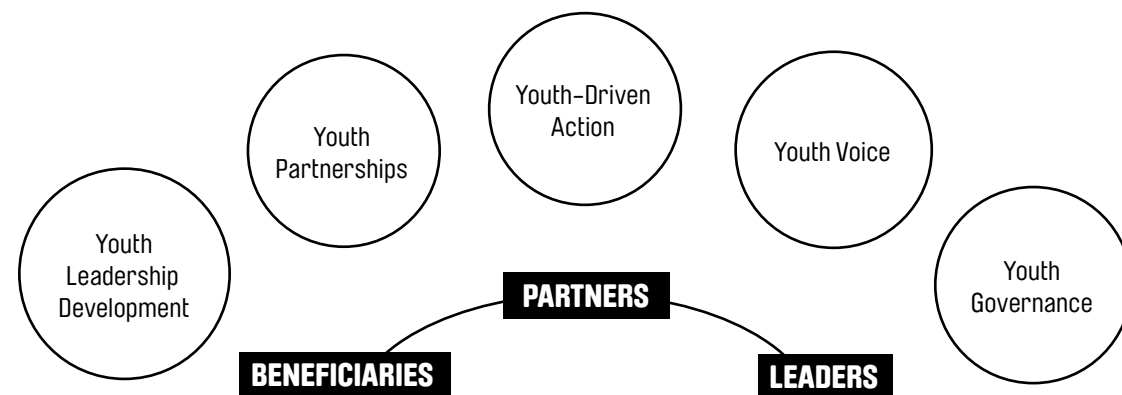
Youth-Driven Action. We will partner with 500 youth-led organisations and movements as part of our new strategy and the Youth Collective.

Youth Voice. A global Youth Team will play a central role in ensuring the Voice of young people is central in all elements of our work, strategy and performance via our Dynamic Accountability approach

Youth Governance. A minimum of 20 young people will serve on our boards globally every year (2 per hub) in addition to broader governance engagement via our Dynamic Accountability approach

Learn more about our approach to Youth Leadership [here](#).

YOUTH LEADERSHIP APPROACHES



OUR VALUES

Our Values make us Restless Development. They drive us, inspire us, challenge us and unite us.

Developed by all of our people across the Restless Development globe, our Values are more than just on posters on the wall. They are alive at the heart of how we work, from the way debate and challenge each other to the way we roll up our sleeves and muck in, from our transparent salary scales and policies applicable to all staff to the youth strategy team that led the way to our new strategy.

We take pride and place high importance on our Values, as you will see reflected in this Agency Plan.

Our Values have guided and shaped this Agency Plan, where we've modelled the dynamic tension of our Values and brand into the paired topics that complement and challenge each other to success. Similarly, the process to develop this plan has embodied our values, including the youth-led Big Conversation, several staff-wide reviews of straw models and emerging models, and engaging a wide range of our people in the technical design of each element in this plan.

Our Values will underpin the ultimate success of this plan – challenging us to be brave and take risks, demanding quality in what we do, and bringing more voices into the way we lead and learn through this plan.

Learn more about our Values [here](#).

HEART

We are who we serve
We are brave



HEAD

We are 100% professional
We prove that young people can



HANDS

We are in it together
We listen and learn



VOICE

We generate leaders
We are proud to carry the banner for youth-led development



DYNAMIC ACCOUNTABILITY

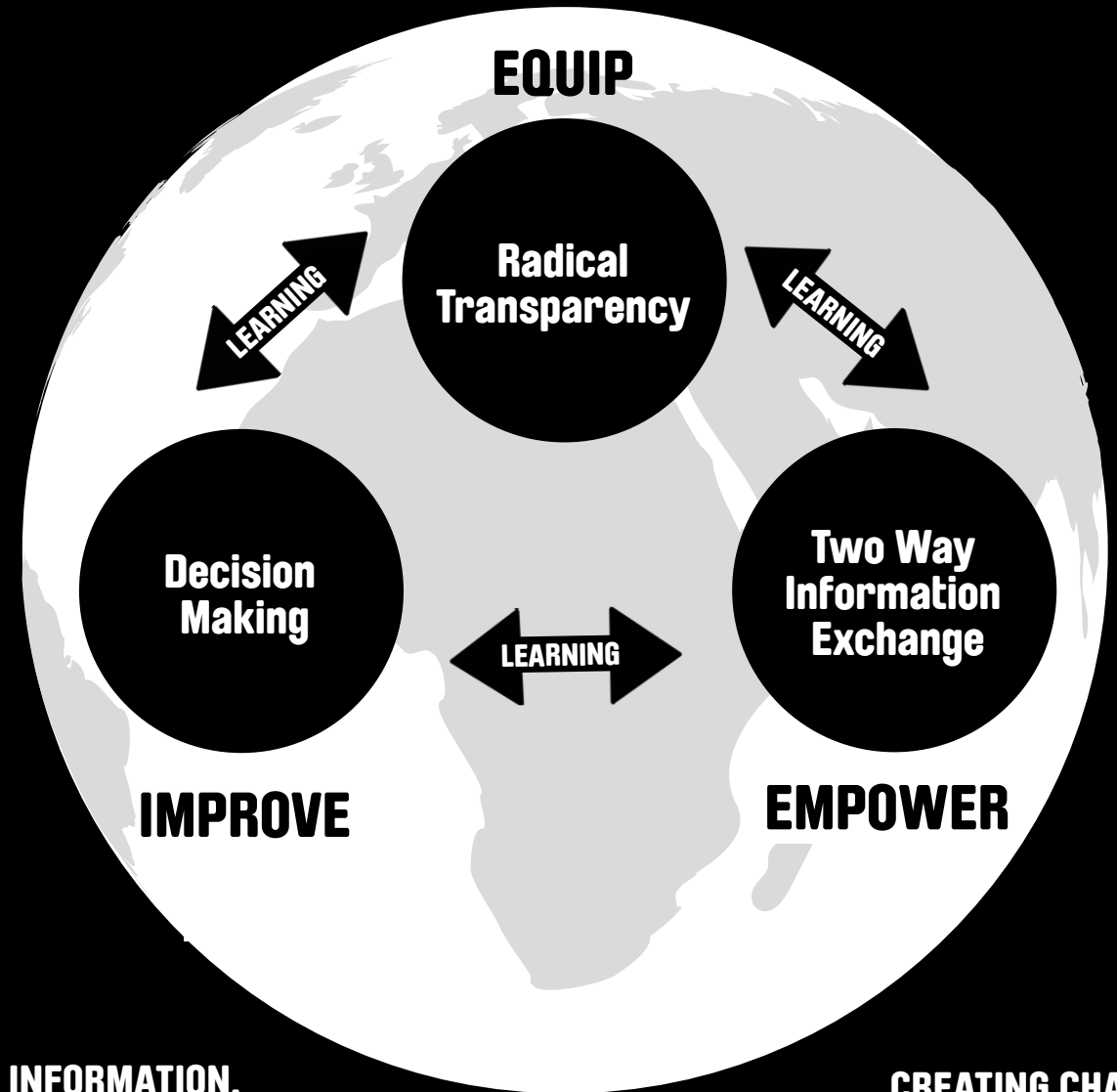
Dynamic Accountability is our approach to being an accountable agency and to transparently working with and learning from young people and partners in order to increase our impact.

By turning our agency inside out and bringing more voices in, we believe we can create even greater impact with the young people, communities, partners and governments with whom we work. In doing so, we also increase the trust that others have in our agency and work, reinforcing the relationships and collaboration that drives our collective success.

While Dynamic Accountability has a specific section in this Agency Plan, more strategically it links with Youth Leadership, Values and our Hypothesis to differentiate our Agency Plan from business as usual. Through putting our values into action and working with young leaders across and beyond our agency, our approach of Dynamic Accountability will help us to both improve our agency and to prove our vision for how an agency both leads and models the change that is needed in the development sector.

Learn more about our approach to Dynamic Accountability [here](#).

TURING OUR AGENCY INSIDE OUT THROUGH OPENNESS AND SHARING. BEING OPEN NOT JUST ABOUT OUR RESULTS BUT ALSO OUR PROCESS



USING INFORMATION, VOICE AND LEARNING IN CANDID DECISION MAKING, LEADING TO BETTER DECISIONS AND GREATER, SHARED IMPACT

CREATING CHANNELS FOR FEEDBACK, IDEAS AND LEARNING TO BE SHARED BETWEEN OUR AGENCY, YOUNG PEOPLE AND PARTNERS

1 STRUCTURE

Why does it matter how we structure our agency?

How we choose to structure our agency is a reflection of our strategy hypothesis.

Our ambition is to be a truly global agency, driven by Hubs, working through the Youth Collective to achieve scale.

Restless Development is an agency driven initially by 10 Hubs, taking our goals and model to scale through the Youth Collective. We are initially structured with:

- A Global Board
- A Global Executive of: CEO, COO, Business & Strategy Directors
- Four International Units, led by

International Directors for: Programmes, People, Finance, Quality Assurance

- Ten National Boards
- Ten global Hubs led by Hub Directors
- Agile (mobile, dynamic) Global Teams led by a mix of International Heads and Hubs for global support/strategic priorities.

Why is Structure paired with People?

We know that all people have agency, capability and leadership; not just those in a head office or with senior roles. We're building a different type of agency structure in order to empower and unleash our people as leaders.

1

Why is People paired with Structure?

Restless Development is an exciting place to work. Our dynamic approach to People - hiring on potential, providing exciting opportunities to grow and generating leaders - is key to the success of our structural ambition to build a new type of agency driven from hubs and our people at all levels.

Why do we invest in, support and challenge our People?

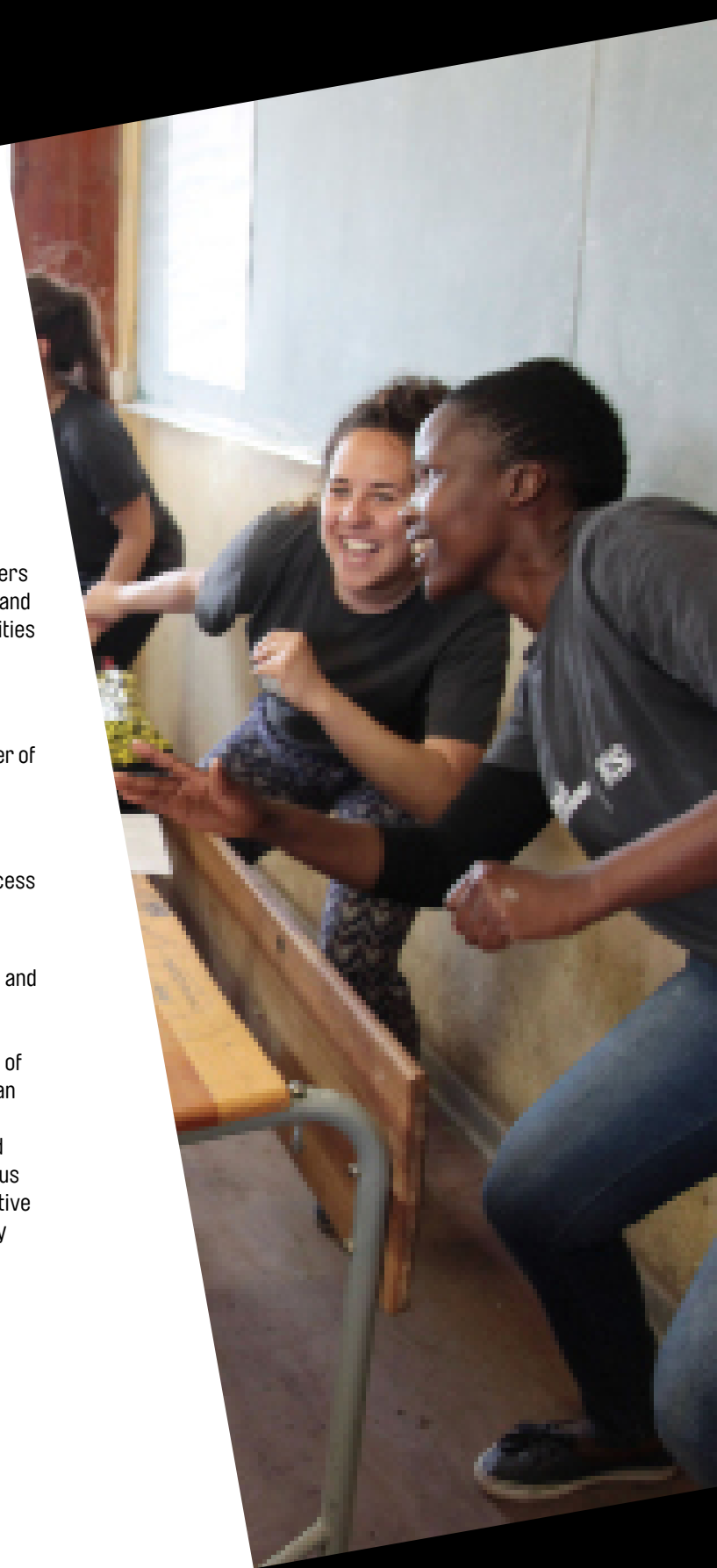
Our people will make our strategy a success, and we believe that our people deserve to be part of an agency where they can succeed and grow as individuals and as a collective.

Our ambition is to build a community of staff, volunteers, and associates who thrive and drive the success of our strategy and agency.

Restless Development has empowered and effective staff teams across our Agency and Hubs mobilising, engaging and linking:

- 20,000 young leaders delivering our work
- 2.5 million changemakers informing, influencing and delivering on the priorities of young people
- 500 local and 50 international partners committed to the power of youth-led change.
- 500 associates - a network of individuals offering expertise, access and ideas

Each staff member and volunteer will be supported and empowered to succeed. People know how they are contributing to the success of the agency. We commit as an agency to care for the personal safety of staff and volunteers who work with us and create fair, and supportive workplaces underpinned by our values and policies.



1 STRUCTURE

OUR APPROACH

Distributed Leadership.

Leadership of our global agency is shared across the different teams that make up Restless Development via: 1) a lean International team with focussed oversight of three core areas and 2) Hubs taking on greater global leadership as drivers of our strategy.

Mobile Headquarters.

We draw from a unique and core strength: annual Directors Conferences

and calendar cycles built around this event to ensure the coherence of distributed leadership and strengthen our collective line of sight via this strategic decision-making forum.

Empowered Hubs.

Each hub plays a dual role: 1) leadership of national strategy, business decisions and performance, and 2) shared global leadership of strategic themes. Key ways of working underpinning Hubs include

globally-focussed Hub Directors and cross-hub interconnectivity.

Focussed International.

International is empowered by and on behalf of the global agency to lead the success of: 1) our strategic ambition & vision; 2) our sustainable business growth; and 3) the high performance of our agency.

Shared Vision of Success.

Our staff and volunteers uphold our values and high standards based on a shared understanding of success in our strategic vision, values and culture, and quality frameworks.

We Generate Leaders.

Our people develop as leaders to drive our collective success, embodied in how we hire on potential, involve people at all levels of our agency in our planning and decision making, build a group of go-to expert associates, and trust young people to lead our work.

Valued Diversity.

Our people feel welcome, supported and included in all their diversity because of our proactive approach to inclusivity, putting in place practices that value diversity and creating fair, supportive workplaces.

Joining & Journey.

An attractive offer engages our people (volunteers, staff, alumni, associates) from the outset and inspires a lifelong journey as changemakers with our agency and Youth Collective.

Wellbeing & Safeguarding.

The safety and wellbeing of our people is paramount. From strong safeguarding systems to a progressive approach to wellbeing, we prioritise and continually seek to adapt and evolve to care for our people.



PEOPLE

2 GOVERNANCE

Why does it matter how we govern our agency?

We need robust oversight of our strategic direction, risk portfolio and executive performance, underpinned by sound legal frameworks, to ensure the sustained success of our strategy and the accountability of our agency.

Our ambition is global governance that enables us to succeed in our strategy, to ensure legal and regulatory compliance, to protect against risks and to reinforce our values and restlessness as we grow.

Restless Development's Global Board of Trustees are the ultimate stewards of our agency's global resources and are responsible for the strategy, operations and financial management of Restless Development. National boards play the same role across our 10 hubs.

Key principles include:

- National Registration. All hubs are registered as the strongest possible national entities.
- Global Link. License Agreements govern ways of working between hubs and boards globally.

- Trustees. Members are made up of diverse backgrounds and experiences.
- Our Boards reflect our culture and values in practice – from the young people

Why is Governance paired with Culture?

Our Boards reflect our culture and values in practice – from the young people on every board to our transparent publication of board reports to the way our boards hold us to account for our decisions and performance. Our boards are not only guardians of values; they embody our values-led culture in practice.

Why is Culture paired with Governance?

Values matter most when we make difficult decisions. Our values and culture make Restless Development unique, both inspiring us and asking us the hard questions that challenge us to succeed. Nowhere is this more important than in our governance, where our highest bodies must be held to account by our values and must hold us all to account



Why do we need to continue to prioritise a values-led culture?

We believe that our unique values and culture drive our success. We must proactively cultivate the culture that can deliver an ambitious strategy, with our values remaining at the heart of that culture as we change and grow.

Our ambition is for our culture and values to inspire and guide us as we transform our agency and achieve our strategy.

Restless Development is an agency with a dynamic culture underpinned by strong values. Our:

- Values ask questions rather than answer them. The complementary nature and positive tension in our values encourage us to have the right discussions. Our Values are continually tested openly in decision-making.
- Culture is values-driven, risk-taking and innovative, results-based and

unapologetically demanding quality, open and dynamic, and underpinned by our belief in the agency of all people as leaders and changemakers.

- Line of sight across teams, functions and diverse teams improves our impact via values and culture that are shared by the entire agency.
- Values and culture help us to prove the case for youth-led change.



CULTURE

2 GOVERNANCE

OUR APPROACH

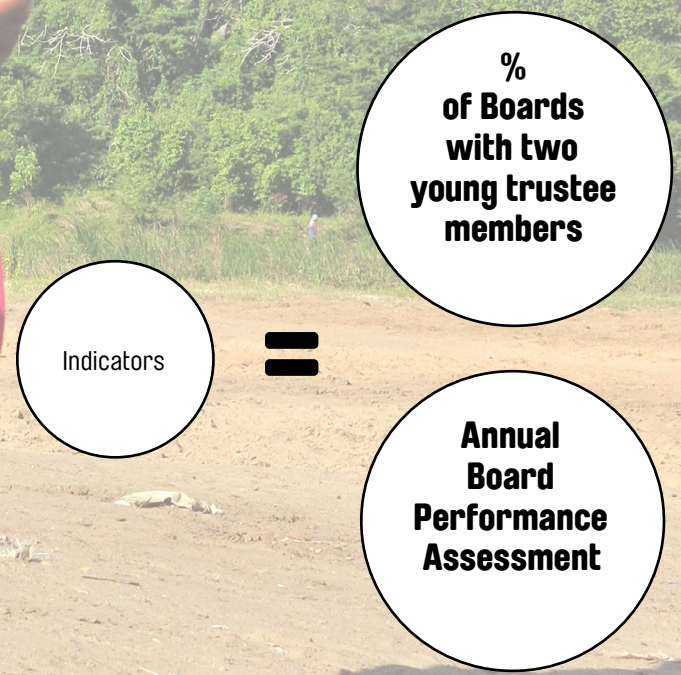
Nationally Grounded & Driven. Our strong national boards underpin nationally registered Hubs, ensuring that we are grounded in local context and legal frameworks, adaptive to opportunities and risk, and responsive to young leaders and changemakers.

Globally Connected & Cohesive. We govern a complex, global agency via joined up ways of working and strong cohesion between National Boards

and our Global Board of Trustees who hold ultimate governance responsibility for our global agency.

License Agreements. To balance strong, nationally grounded hubs and the need for shared global strategy, direction and oversight of quality, License Agreements and Service Level Agreements govern the relationship between Hubs, International and our Boards.

Clarity. We make simple, clear divisions between the roles of governance and that of the executive and senior leadership team, as well as between boards globally, in order to ensure effective, non-bureaucratic governance.



Purposeful Culture. We actively cultivate and nurture an open, innovative and organic culture that enables us to live our values, to achieve the ambition set out in our strategy and to inspire others to become part of driving the transformative change that we are striving to achieve.

Line of Sight. A clear line of sight across the agency builds clarity of strategy, shared culture

and values, and understanding for each person of how they are part of our collective success.

The Restless Way. We develop, institutionalise and embed the organic initiatives that are integral to our agency, capturing our organic successes (e.g. flexible teams, committees and bottom-up initiatives; empowering staff to create, participate in and lead change; and

risk-taking balanced with results-focus) to reinforce and scale what makes Restless Development unique.

Values in Practice. We invest in our values – we make spaces such as Values Day, empower leaders such as our Values Champions and create resources including training materials – to reflect our commitment to keeping our values alive and at the heart of what we do.



CULTURE

3 QUALITY ASSURANCE

Why do we need a Quality Assurance function?

We are committed to ensuring the high quality and performance of our work as an Agency, Hubs and a Youth Collective. We have chosen to concentrate this function in order to ensure our success as a uniquely decentralised agency.

Our ambition is a new Quality Assurance function empowered within the agency to lead the high performance and quality of our work, both in how we are built and how well we deliver our work.

Key principles include:

- Performance & Quality. A holistic approach integrates how well we design and run our agency with the assurance of the quality in all of our work.
- Impartial & Interconnected. Quality Assurance is empowered by the agency to independently assess and resource support for our agency-wide success. The unit connects with the broader agency to develop and agree quality standards, to build and manage key systems and to deliver support where needed.
- Radical Honesty. We aspire to excellence and will not apologise for acknowledging, challenging & fixing failure.
- Adaptive Response. All units receive a standard base level of support; beyond this support will adapt to changing performance and quality ratings to target support for maximum impact.

Why is Strategy Impact paired with Quality Assurance?

We can only focus on transformative change, strategic ambition and building a dynamic Youth Collective if we have confidence that we are doing the basics right and that we are performing well.

3

Why is Quality Assurance paired with Strategy Impact?

In our Strategy, we are setting out to make the case for a new way of leading change. Quality Assurance helps to to make this case by ensuring consistent quality across our agency and that we put our strategic ambition into practice in our work.

Why do we measure our strategic impact?

Our theory of change positions our strategy as a response to a broken development sector, offering a new paradigm for change. If we are to prove this new approach, we must rigorously assess the effectiveness and impact of our work, applying learning internally and sharing beyond Restless Development.

Our ambition is our strategy realised in full, providing irresistible evidence of how our response has proven successful a new development paradigm.

We will prove and improve our strategic impact through:

- Programme, Hub and Youth Collective Principles. Guiding drivers, enablers and checks of success for our Goals, Restless Model, Youth Collective and Agency.
- Results Framework. A qualitative framework to measure the results of our Theory of Change in practice.
- Learning Questions. A series of strategic, agency-wide questions shaping our learning discourse in relation to and going beyond our Theory of Change.
- Agency Plan. A measurable hypothesis and plan for how to build a different type of development agency.
- diverse teams improves our impact via values and culture that are shared by the entire agency.
- Values and culture help us to prove the case for youth-led change.



STRATEGY IMPACT

3 QUALITY ASSURANCE

OUR APPROACH

Structured. Led by an independent and impartial Quality Assurance unit, clear and transparent processes monitor, assess, rate and allocate support to ensure high performance and quality of our agency and Youth Collective.

Rating & Response. A graded system rates performance and quality by unit and theme. Ratings trigger bespoke support mechanisms to provide more intense support and training to weaker areas and more freedom to high performing areas.

Collaborative, Integrated Design. Standards and systems are co-developed by Quality Assurance with relevant technical leads, building from existing tools (e.g internal audit, risk register, financial indicators and dashboards) and creating an integrated system to assess performance and quality across our hubs and agency.

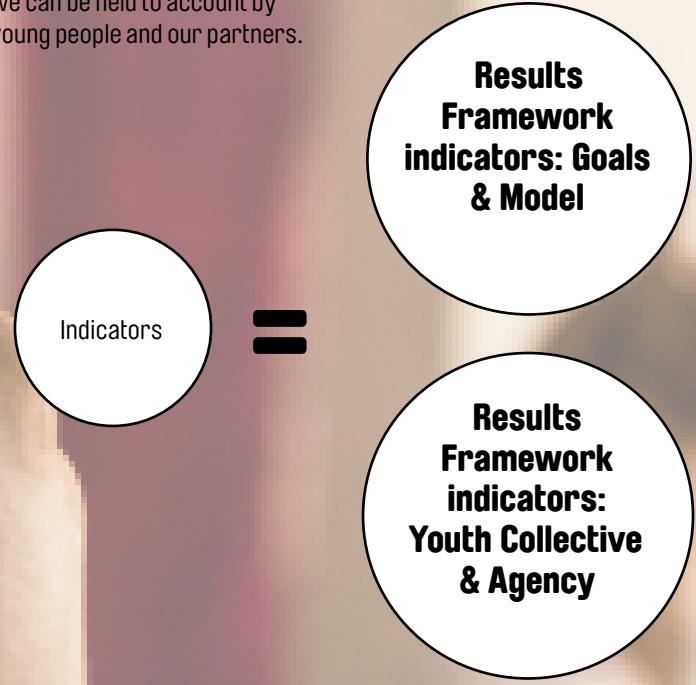
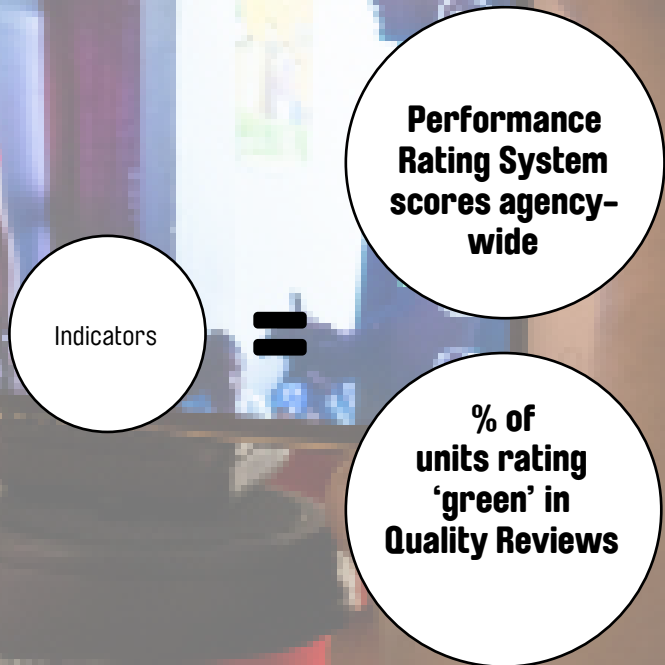
Learning & Accountability. Explicit links are built between performance and quality processes as well as with dynamic accountability approaches to maximise the benefit of these processes to increase organisational learning, knowledge sharing and adaptation.

Design for Success. The Programme Principles set out the principles that underpin our work and the standards to guide the way we design, manage and partner to ensure sustained success. Guiding documents for Hubs, Youth Collective and Agency Plan complement the Programme Principles, adding similar guidance and depth in these areas.

Asking the Right Questions. The Results Framework sets out our learning questions that frame and guide how and what we ultimately want to learn from delivering our strategy, opening up broader agency-wide questions about our work to improve and prove our theory of change and agency.

Linked to Leadership. Regular reporting flows to management and governance, and externally through dynamic accountability, ensure that the production and use of data and evidence from these frameworks guides decision-making and continual improvement

Accountable Impact. The Results Framework sets out an Impact Framework, through which the outcomes and impacts of our work will be tracked globally and to which we can be held to account by young people and our partners.



STRATEGY IMPACT

4 MANAGEMENT

Why does our management approach matter?

The way that we set ambitious targets & objectives, track

and measure performance and adjust our approach based on results forms the backbone of our management approach. To continually adapt and improve our agency we must employ this discipline in our agency, team and individual plans.

Our ambition is that our management practices and systems that increase our impact, value for

money, and evidence base. These systems must accelerate, not hinder, our progress as a means, not an end, to increasing our impact.

We manage:

- Through evidence-based decision-making. We manage for impact by making decisions based upon, and creating systems to generate, evidence of performance.
- Globally through the leadership of the Quality Assurance unit who oversee our agency performance and quality.

- In each unit via leadership teams and management committees to bring many voices and skills into decision-making across technical areas.
- As individuals via goal setting, regular performance management and performance reviews linking individual performance with professional development.

Why is Management paired with Learning & Innovation?

Our management processes guide our performance and decision-making. Our approach to management provides the rigour and systems for evidence-based decision making through which innovation, learning, reflection and new ideas can be systematically built into our agency.

4

Why is Learning & Innovation paired with Management?

We are our most "restless" when learning, innovating, creating and being brave to turn convention on its head to increase our impact. To remain an innovative and adaptive agency as we grow, learning and innovation cannot be in pockets, they must work with and within management systems to drive continual improvement.

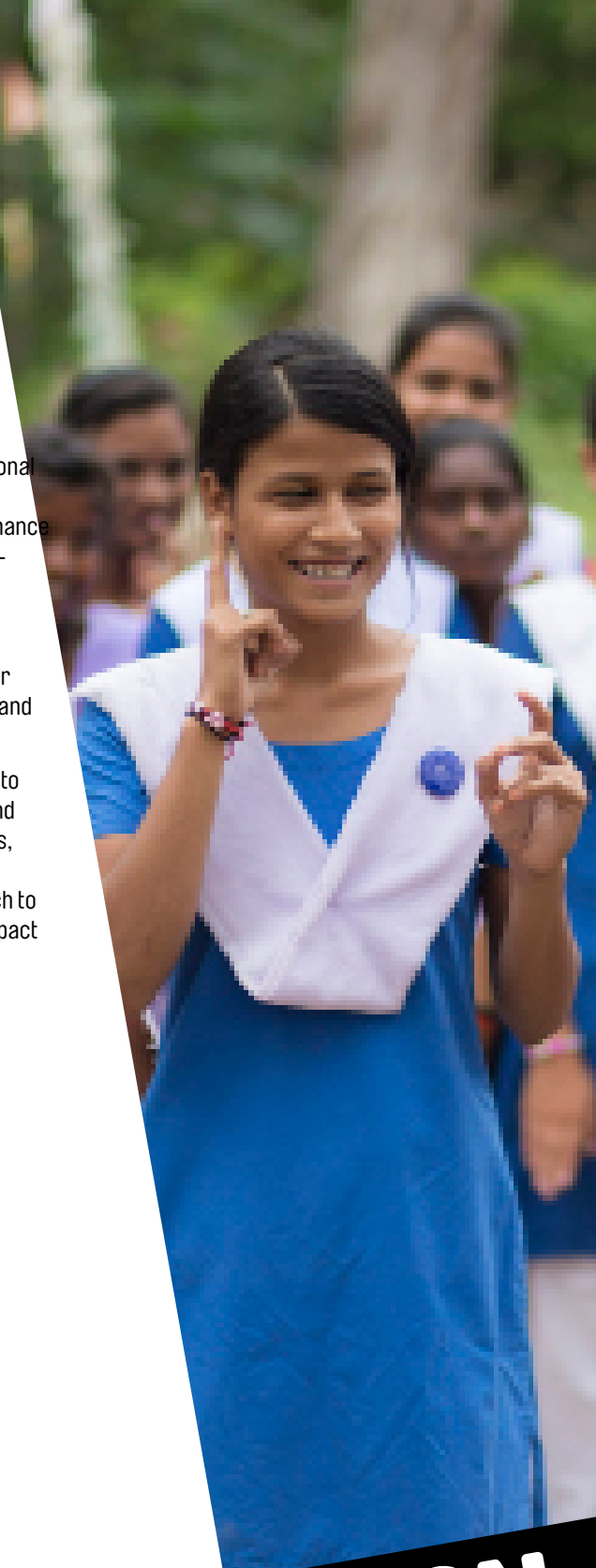
Why measure the impact of learning & innovation?

Learning & Innovation ensures that we are continually adapting and improving our agency and as individuals, linking performance, quality and dynamic accountability with organisational development to increase our impact.

Our ambition is to build a culture of continuous development that fosters both incremental and radical innovation by explicitly linking learning to the performance, quality and the impact of our work.

We learn and innovate:

- As a starting point expressed in our values, inherently the responsibility of our agency and all its people.
- As an agency, guided by Learning Questions in our Results Framework designed to validate our strategy itself and to drive continuous improvement in the way we organise, prioritise and deliver against our strategy.
- As individuals, linking professional development to agency performance through on-the-job experience, coaching and mentoring, and opportunities for all staff to train and develop.
- With clear links to performance and quality functions, reinforcing a holistic approach to increase the impact of learning and innovation.



LEARNING & INNOVATION

4 MANAGEMENT

OUR APPROACH

Distributed Decision Making. Distributed leadership ensures that decision-making lies as closely to those working on the issues, favouring agency and innovation over bureaucracy.

Accountability. Staff are accountable for their performance, and our individual performance is synonymous with that of teams we lead. Accountability is matched with responsibility to empower our teams with agency to lead their work.

End to End. We understand management as an end to end process across design, fundraising, delivery, learning and reporting. This interconnected view requires holistic management looking beyond any one link in the chain.

Adaptive Management. Our strategic frameworks (from this Agency Plan to our Programme Principles and Financial Model) are flexible, agile tools to be adapted based on results, learning and our dynamic accountability approach.

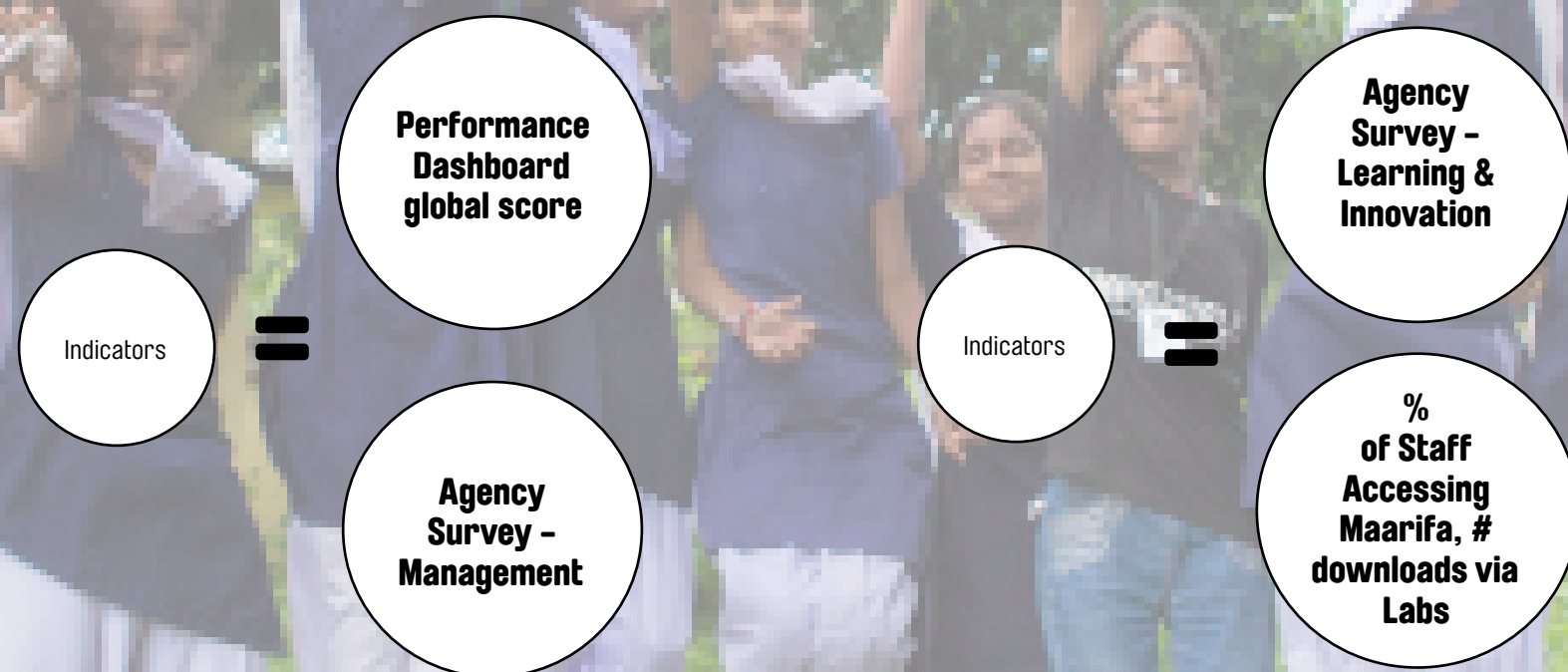
Evidence-Based. Evidence and learning drive our management for impact and guide how we make decisions, requiring us to ensure that we collect the correct information to guide these processes.

Commitment. While often organic, learning and innovation is also systematically resourced, creating the space, time and budgets for us to learn and innovate to increase our impact.

Measured. We recognise and measure the success of innovation and learning in order to increase the effectiveness of these processes. From our Results Framework to Agency Survey, we track the effectiveness and impact of our learning and innovation to continually improve.

Multi-tiered. Learning and innovation happen at multiple levels, from the individual journeys of each of our people to our learning and innovation as an agency to underpinning our culture to our work through Labs. Our success is in linking individual journeys with our agency's, reinforcing our success and line of sight while learning from failure and challenges.

Linked to Performance, Quality & Dynamic Accountability. Learning is a key bridge between performance, quality and accountability that leads to agency innovation and development. We build our quality frameworks to reflect and reinforce this flow.



LEARNING & INNOVATION

5

BUSINESS DEVELOPMENT

Why move from a focus on fundraising to Business Development?

Business Development represents a shift in emphasis from securing and increasing income to driving a sustainable growing business.

Our ambition:

The success of our global agency's business, increasing our strategic assets and value with each investment secured. Key principles include:

- Hubs generating business that together will fund the complete agency and ensure the success of our global strategy.
- Restless Development is not a public facing agency though we are working to increase unrestricted sources of income from targeted supporter audiences.
- For our agency, financial sustainability must be built from our grant and contract portfolio, using full cost principles and prioritising long-

term flexible or strategic funding that allows us to invest in our assets, such as cutting-edge research and highly skilled people.

- Hubs & International will work collaboratively to ensure the success of this new financial model based on a set of agreed Business Development Principles

Why is Business Development paired with Financial Model?

Only with the foresight and discipline of an accurate Financial Model can we ensure we are pursuing sustainable funding opportunities which fund the entirety of our work.

5

Why is Financial Model paired with Business Development?

Only through 10 hubs generating business and income that funds the agency as a whole does our Financial Model become real and able to resource our global strategy.

Why develop a five year Financial Model?

We need to challenge our financial modelling, as well as our practice and culture, to build on the strengths of our previous financial model to sustainably resource the agency in order to achieve the objectives of this Agency Plan and our strategy.

Our ambition:

The model will ensure sustainability, allow us to invest in innovation and remain a nimble and responsive agency. At the same time it will:

- Steer us in the right direction, showing what we need to do and how we need to change to ensure success.

- tests our expenditure and income assumptions and resulting financial sustainability.
- Model different scenarios and gain information to inform decisions.
- Be based upon our "waterworks model".

The "waterworks model" ensures the use of unrestricted funds is constantly replaced by new institutional investments, and lifting unrestricted income back into the Financial Model for strategic use. Over time this enables investment in strategic growth, or in innovative, higher risk initiatives, that in turn attract further investment.



FINANCIAL MODEL

BUSINESS DEVELOPMENT

OUR APPROACH

Global collaboration. Our Agency acts as an interactive, collaborative hub network, designing multi-country, multi-partner offers for strategic donors via the Youth Collective.

High quality budgets. Full costing of our work and in-depth understanding of donor requirements informs how we build budgets.

Decision making. We seek “good money” opportunities and choose “loss leaders” with a calculated risk, assessing opportunities and using the Financial Model to understand the impact of the funding on the bottom line and our sustainability.

Unrestricted income. Unrestricted income flows are prioritised in line with Hub Business Development Plans and Financial Model scenarios.

Global Prospects. Securing strategic funding as a top global priority successfully ensures the sustainability of our business.

Principles. Financial Model principles are consistently and transparently applied in budgets, proposals and financial decision-making.

Management: The Financial Model is used as a tool for quarterly review by the Senior Leadership Team and Hubs to inform business decisions.

The Full Cost. Budgets and proposals are fully-costed, helping donors understand what they are investing in and helping us to inform Business Development.

Value for Money. Value for Money strategy underpins financial model and guides business decision-making to improve and prove our economy, efficiency, effectiveness and equity.

Waterworks. Waterworks model strengthens and broadens unrestricted income streams by securing new sources and maximising the impact of unrestricted once in our system.



FINANCIAL MODEL

6

COMMUNICATIONS

Why are communications central to our success?

Communications increase our strategic impact by focussing on how we engage our audiences to inform and influence change.

Our ambition is that our communications inspire change as a reflection of our Restless Model.

We are committed to doing communications differently:

- Show, not tell our audiences our transformative story, ultimately persuading them to help unleash the power of youth to change the world.
- Thought-leaders. We are prepared to carve out the agency's position on clear messages we want the sector and the world to know.
- Global. We are a truly global network of communicators. All staff are supported to be audience-focused and to possess the right tools to tell our story.
- Method is message. The "how" of our communications matters, as the process of creating content by and with young people and our staff is central to the authenticity and impact of this content.

Why is Communications paired with Information?

Accurate, accessible and real-time information means we can produce stronger, more compelling and ultimately more impactful external communications. For our people to be story-tellers and thought-leaders, they must access and engage with our internal information, ideas and expertise.

6

Why is Information paired with Communications?

External communications brings in new perspectives, voices and information into the agency, helping to further develop internal information and knowledge. External communications products also effectively share our story and information internally.

Why do we need to strengthen our information flows?

Our use of information is core to the success of all all of our agency functions. As a core element of our Restless Model, the quality and effectiveness of our information flows underpin our success as individuals and an agency.

Our ambition is for all staff to have access to real-time, accurate and relevant information when they need it.

Our staff, volunteers, partners and wider network will not only have access to this information, but be encouraged and enabled to interact with it, adapt it, share it and learn from it.

Our information channels are set up around the following principles:

- Access. Improving our ability to find the information that we need
- Connection - Improving our linkages between people within our Agency and Youth Collective
- Collaboration. Increasing value addition between people using information, going beyond sharing to creating value
- Line of Sight. Building our core culture and shared purpose through our use of information



INFORMATION

6 COMMUNICATIONS

OUR APPROACH

Global communications.

Hubs speak directly to their prioritised national and international audiences, supported by the Communications Team. Global communications draw from and build upon Hub content for global messaging.

Youth storytellers.

Young people are primary spokespeople and content creators. Communications are not limited to one anonymous organisational voice.

Thought leadership.

We demonstrate and position our expertise in issues to interest and influence others, explaining the broader 'why' and not limiting our communications to the 'how' and 'what' of Restless Development's work.

Lifestyle. Youth-led change is relevant to people's lives, increasing the depth of engagement beyond the development sector with the Youth Collective and the breadth of new audiences who can relate to it.

Information at the Heart of a Youth Collective.

Information from the Youth Collective drives the success of our strategy. The information we collect, use and share information across Platforms, Coalitions and Labs proves the power of youth-led development at scale and improves our understanding of how we work with the Youth Collective.

Labs and a Global Agency.

A global, connected information and content management system between Labs and internal information flows is accessible to the people when they need it to enable effective learning, programme design and decision making.

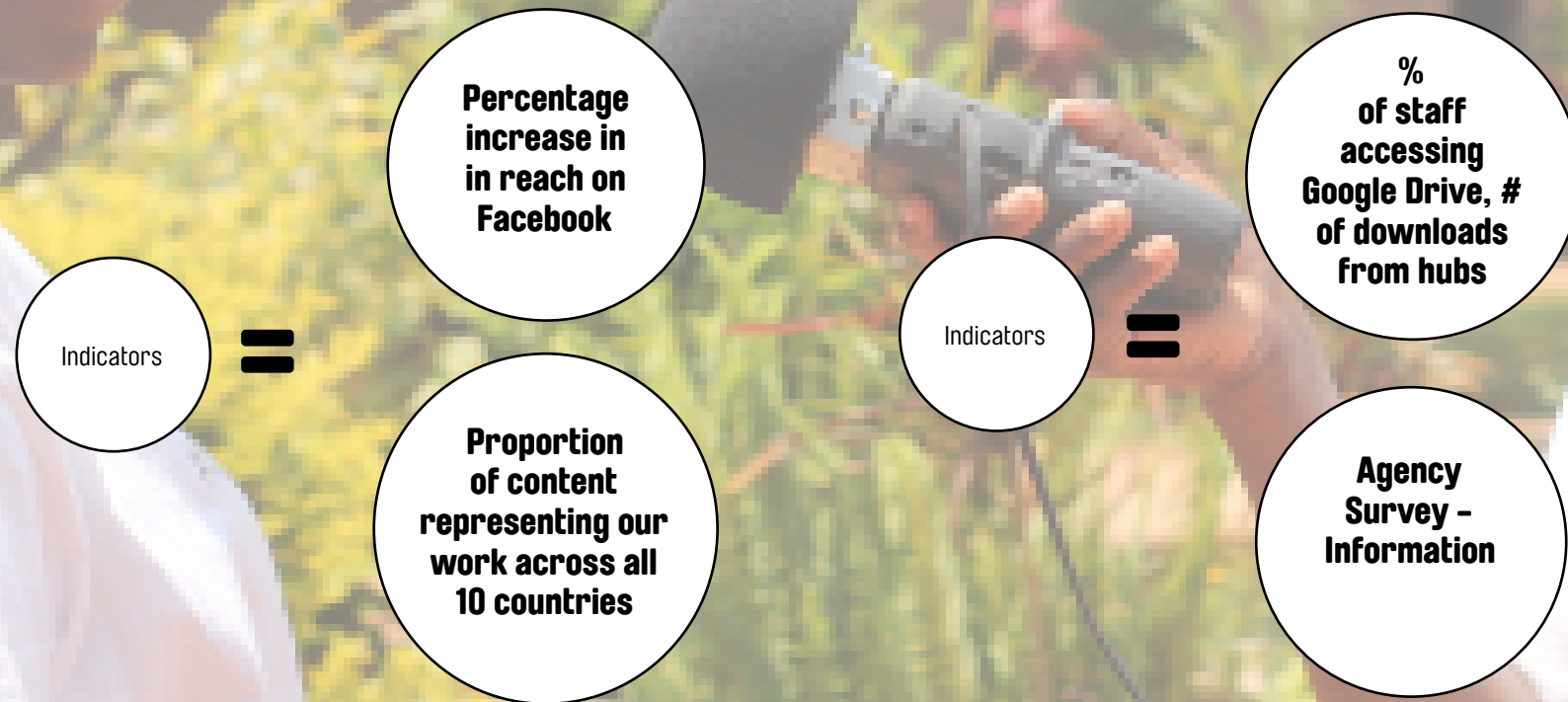
Culture of Information Sharing.

Information exchanges that are informal and personal are effective and inspiring across our agency. Understanding,

engaging in and measuring this cultural trend allows us to building upon our unique information culture and link our people.

Circular, not linear, cycle.

Connected two-way flows of internal information and external communications generate information directly from young people, guide how we influence, and underpin staff connection and learning.



INFORMATION

7 ENVIRONMENT

Why will we focus on the environment?

We know that those who have contributed the least to climate change – young people – will face the biggest impact of climate change if we do not take steps to reduce our impact on the planet.

Our ambition is to be an agency which will protect the natural environment and ensure its ability to support life for future generations, through our agency, operations, programmes and a Youth Collective.

As an agency accountable to young people we need to mitigate our own impact on the environment, whilst proudly and pro-actively aiming to tackle climate change through our programmes.

We developed a set of Environmental Principles outlining our commitment to protecting the natural environment in five focused ways:

- Managing our carbon footprint
- Greener programming
- Building our staff knowledge & commitment
- Sustainable financing decisions
- Engaging our Restless networks

Why is Environment paired with Dynamic Accountability?

Our Environmental approach will be strengthened by bringing in more voices and learning from what works. Being accountable for our impact on the Environment builds trust in our agency, and in doing so we learn from our Dynamic Accountability approach.

7

Why is Dynamic Accountability paired with Environment?

Our approach of bringing the outside world into our agency's work via Dynamic Accountability mirrors and strengthens our internal commitment to responsibly managing our external impact on the environment.

Why do we need to be transparent and accountable?

By turning our agency inside out and bringing more voices in, we can have even greater impact in our work while increasing the trust that others have in our agency.

Our ambition is to be an accountable agency by transparently working with and learning from young people and partners in order to increase our impact.

As an agency we have embraced dynamic accountability to:

- Increase the impact of our work, unleashing the power of young people within our agency
- Reflect the principles of the Restless Model (inform, influence, deliver) in our business functions and decision-making
- Model a dynamic two-way flow and a new way of structuring how a development agency engages with others to lead change.
- Put our values into action, underpinning a wide range of functions across our agency and influencing what we do, how we do it and why we do it.



DYNAMIC ACCOUNTABILITY

7

ENVIRONMENT

OUR APPROACH

Carbon Footprint.

A holistic approach to our carbon footprint and commitment to its reduction is guided by a baseline and annual reviews given our changing agency shape and structure.

Greener Programming.

Sustainable development principles are embedded in our Programme Principles and reflected in our Leadership and Voice goals.

Global Green Principles.

Global green principles developed across all business functions of our agency are reviewed and updated annually to ensure we are adapting based on organisational change and programmatic learning.

Sustainable Financing.

Clear business development and finance policies guide ethical fundraising, procurement and investment processes in line with our Environment commitments.

Sharing, Learning & Transparency.

A learning and adaptive approach draws from and shares with our partners and networks to adapt and shape our Environment commitments and approach as new expertise and approaches are developed.

Radical Transparency.

Our transparency offer goes beyond just our results by sharing insight on how our 'internal' structures and processes work, turning our agency inside out through openness and sharing.

Two-Way Exchange.

Two-way channels for feedback, ideas and learning bring in more voices to the leadership, governance and management of our agency, ultimately making our work better.

Linking Learning & Performance.

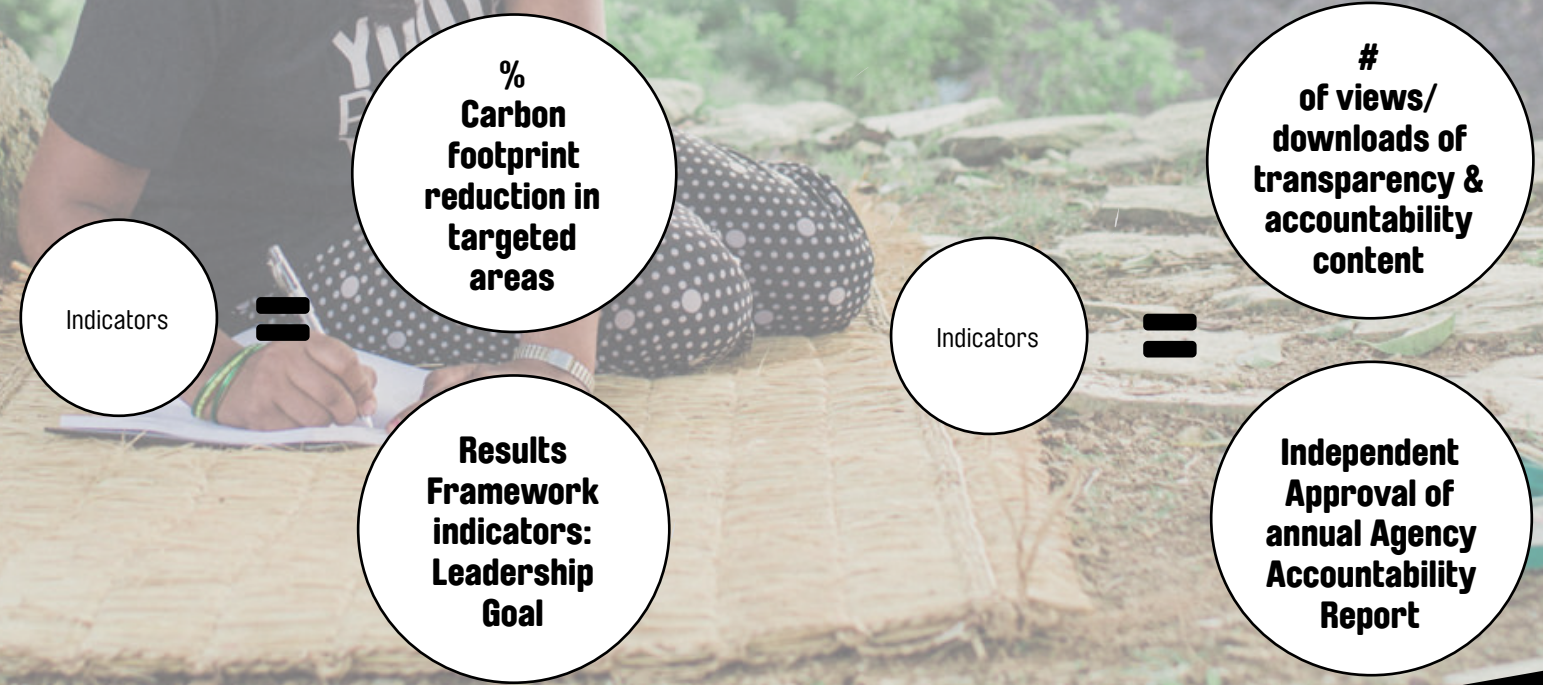
Information gained through our dynamic accountability approach shapes to our organisational learning and performance systems to ensure we are adapting based on the feedback we receive.

Strategic Alignment.

Our dynamic accountability approach aligns to, draws best practice from and helps to shape our related external-facing work such as Youth Power and the Restless Model

Digital Accountability.

Simple technology applications document and offer people the opportunity to engage with key moments like volunteer trainings, conferences and staff sessions.



HOW WE'LL MEASURE SUCCESS

Our Agency Plan is set out to both simultaneously improve our own agency to contribute to the achievement of our strategy, whilst also proving to the wider sector the impact of having a different agency model to achieve change.

We must therefore measure progress of our Agency Plan to test our hypothesis. We must track our progress, hold ourselves to account and adapt our agency based on learning as we grow.

Via the prove and improve indicators for each element of our agency plan, we are creating a [robust measurement framework](#) that helps us to track our performance and to more importantly adapt and evolve our approach for success.

In the first year of the strategy, we will:

- Measure baselines for all indicators and set out our 5-year aspirations for each indicator based upon the baselines.

- Agree the best way of setting milestones or phasing for our Agency Plan in a way that holds us to account for our 5-year aspirations but does not become too rigid or narrow.
- Publish an updated version of this Agency Plan with the baseline and aspirations included.
- Link Agency Plan indicators with our Quality Assurance function and Results

Framework to ensure that the way we track our Agency Plan adds value to the tracking of progress of our broader Strategy.

- Create an Agency Survey to qualitatively measure the success of our Agency Plan, and provide a blueprint for learning and improving.

LEARNING & ADAPTING

Our Agency Plan must be a live and learning tool if it is to drive the success of our strategy and demonstrate a new way of leading change. To make this happen this we will:

Link with Agency-Wide Learning. Via the Learning Questions in our Results Framework, Agency Plan tracking will both share evidence to inform those learning discourses and to draw information from the Learning Questions to learn and adapt.

Draw on Dynamic Accountability. We will open up the discussion of how our agency is doing both within our people and beyond, leveraging dynamic accountability processes to bring more perspectives to bear on our Agency Plan's success.

Inform Decision-Making. By linking Agency Plan tracking with management, leadership and governance flows, we will bring regular Agency Plan performance data to decision-making spaces to

guide agency behaviour. In addition, Annual Reviews of the entire Agency Plan will serve as key moments for agency-wide reflection on progress.

Ask Bigger Questions. We will holistically reflect on the performance of our Agency Plan annually in a participatory process with a view to not only the indicators but also to the drivers of our high performing agency and spotlights in this plan.

In all of these steps, we will remain open to adaptation and committed to continual improvement. If this means we need to revisit the structure or indicators in this plan, we will do so in a transparent and candid manner, as we want this to be a living tool that guides our success.



**RESTLESS
DEVELOPMENT**