RESTLESS DEVELOPMENT

AGENCY ACCOUNTABILITY REPORT

2019/20

CONTENTS

- Our 2020 Annual report, including our Financial Accounts for 2019/20, is available to view on our website.

On the cover page, Devota, one of our Youth Accountability Advocates, is sharing her findings on gender equality and family planning as part of the Dissemination of Research Findings Dialogue with the community and ward leaders in Iringa , Tanzania.

OPENING STATEMENT FROM PERRY MADDOX, CEO

The last year was one like no other.

Seemingly, everything changed overnight, as we awoke to a virus taking lives, destroying economies, harming mental health, stalling education, and worsening inequality across our world. And in some ways, nothing changed, as those most affected by the pandemic were those already most affected by poverty, exclusion and climate breakdown.

For a moment the world stood still. Young people didn't stand still, though. Young leaders stood up. So did Restless Development. We pivoted our work around the world in a matter of days to support young leaders, stretching our established systems in new ways. But the pandemic was not the only force to reshape our world in 2020. Following the murder of George Floyd, we were again called on to change and to challenge the systemic racism in our world and in our work.

And in this context - of deepening inequality laid bare by the pandemic, of an increasing call to fight racism in our work and in our agency, and of rapid operational innovation - accountability never mattered more. Our ability to bring young leaders together to shape our strategy, to guide our anti-racism work, and to build a youth collective now numbering over 2,000 youth organisations globally showed true dynamic accountability in action. Young people did not simply shape our response to 2020 but they truly led it. Key highlights included:

- **Youth-led adaptation to the pandemic**.

  - Against huge disruption to our work, we found that in times of crisis it is essential that we first listen, learn and then adapt based on the experiences of young people and our partners on the ground. Our significant body of ***youth-led research*** ensured we have been guided by the voices and experience of young people, while youth-led outreach in places like Sierra Leone and youth-led organizing via global solidarity calls rapidly shaped our response and our future strategy.

  - We also accelerated our efforts to strengthen youth civil society globally, building a ***Youth Collective*** that is essential for the sustainability of our strategy. We are responding to what youth civil society tells us they need through our youth-led research 'Shifting the Power' by bringing donors, young leaders and many more together to envision new ways of supporting this dynamic sector as leaders, not recipients of change.

- **Changing our leadership**. Three years ago when I became CEO, we were a leadership team that was 100% white, 100% based in London and 90% UK nationals. Today, our Restless Leadership Team hails from five continents, and is 60% women, 60% People of Color, and 30% under thirty years of age. Let's not call it progress, though. More like a new starting point. There's a lot more to inclusive leadership of a complex, distributed global agency than a few demographics, but this was the year we rapidly changed our leadership representation and talent pipelines to walk the walk on accountable, inclusive leadership.

- **Anti-racism**. Following an extensive global listening exercise following George Floyd's murder, we learned that we needed to dig deeper. Through a second round of smaller group listening exercises, a dynamic group of Restless Leaders built a progressive anti-racism plan and commitments for which we are holding ourselves to account. That 94% of staff are satisfied with our commitment to diversity speaks to our success. That this number decreased from the previous year's 96% is a testament to us asking far harder questions that will continue to drive our growth.

Along the way, we were happy to advance the key areas of improvement flagged in the Independent Review Panel's feedback on our last report, both in the 19/20 financial year, and in the months before writing this report: rolling out our global carbon footprint tool in all countries; adding young members to our national boards and doubling the number of young members on our global board by adding two from the global south; conducting the second consecutive annual 360 review for the CEO; and

continuing to reflect and to learn from complaints mechanisms, particularly by embedding them into the communities that we serve.

As ever, our strategic commitment to dynamic accountability remains one of the four pillars of our Agency Plan, and our programmatic and strategic commitment to youth-led accountability remains a core and rapidly growing area of our work.

Thank you,

Perry

SECTION ONE - WHAT WE HAVE ACHIEVED

The impact we achieve

A1. Our mission statement and theory of change.

Our vision for 2030 is that young people everywhere are able to demand and deliver a just and sustainable world. But, in many places, instead of being listened to and supported to lead change, young people are often ignored and overlooked. **Our mission is to change that by supporting young people to be leaders**. This includes working with young people to identify problems and work on solutions in their communities, and it also includes supporting young people to advocate for long-lasting change that gets to the root causes of issues, like youth unemployment and climate change.

Our Theory of Change outlines how we aim to achieve this mission. It is based on a new model for change, built and led by young people, which will unleash the power at the heart of communities and hand back the ownership of development to them.

A2. Measuring our impact.

Our **Results Framework** allows us to understand, evidence and learn from the results of our work. It is made up of two core parts: an Impact Framework; and a set of overarching learning questions. The Impact Framework includes impact and outcome statements aligned with the four goal areas in our strategy, and within these sit a range of strategic indicators that our Hubs[1] are able to map their programmes to. This provides a structure by which we can both aggregate our results across our wider work, and also ensure alignment between our programmes and our strategy.

The Results Framework was originally designed in 2016 and was informed by a number of processes to ensure the input of other stakeholders, including; an all staff survey looking into programme quality and results; sector scanning, and partner discussions. The indicators within the framework are intentionally broad as this allows significant flexibility for our Hubs and programmes across the world to develop indicators that are appropriate for their context, which importantly, can be shaped with the input of young people and communities they work with.

As we look to update our strategy, the International Programmes team will be leading a review of our Results Framework to be completed by September 2021. We will seek input from staff and the young people who lead our programmes to ensure that it generates insights useful to them, and that it generates the information needed so that young people and communities we serve can hold us to account.

We have a **global reporting system** which enables us to aggregate and measure performance across the global agency. On a quarterly basis, our Hubs will submit programmatic data which allows to:

- Consolidate and present our output level performance against targets; including the number of young people leading our work, and their direct reach by goal area
- A summary of outcome level performance again by goal area, based on both qualitative and quantitative data
- Narrative analysing the factors behind this performance, sharing learning across the agency

Please see here for an example quarterly programme report, and here for an example annual report.

Our global monitoring system is now based on DevResults - an online system used for the collection and analysis of data. This online system has helped to strengthen the quality and consistency of data; and made our processes more efficient so that we can focus more on analysis. We continue to provide training and support to our programme staff in Hubs so they can maximise the use of the system. The current phase of our roll-out plan includes looking to maximise the potential for other stakeholders to access DevResults, and build their understanding of our performance.

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[1] Our work in the 2019/20 financial year was led by ten Hubs spread across Africa, Asia, the UK and USA. Our activities and operations in South Africa have since ceased.

A3. Our impact in 2019/20.

Since the start of 2020 we have seen a significant disruption to our work due to the Covid-19 pandemic and we have adapted accordingly, harnessing our networks of young leaders to be at the front of the Covid-19 response, and utilising digital means to deliver programme activities remotely.

Despite the challenges, we have seen some strong performance against our agency wide output targets:

- We reached 319,321 young people (92% of our global direct reach target)
- We created 74,894 Changemakers (young people we work with through our programmes who go on to lead change in their communities - which was 110% of our annual target)

We also saw some impressive achievements against our strategic outcomes outlined in our Agency Wide results framework (below results taken from our 2019/20 annual programmes report):

Young people and increased personal financial well-being:

In Tanzania 74% of girls trained in entrepreneurship skills have gone on to start an income generating activity, with 77% of these reporting an increase in their income due to these activities.

Young people influence decision makers:

In Uganda, 437 young people influenced six community leaders to publicly condemn negative social norms, attitudes and beliefs that promote gender based violence and economic exclusion of adolescent girls and young women.
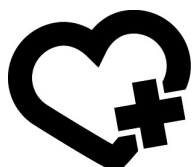
Young people have comprehensive knowledge of Sexual and Reproductive Health and Rights:

In Zimbabwe, 71% of young people trained had comprehensive knowledge on SRHR issues at the end of the Peak Youth tackling HIV programmes, compared to 40% at baseline. The percentage of young people who could correctly use condoms increased from 17% at baseline to 85% at endline.

Young people build resilience and sustainability in communities that prevents and mitigates the impact of shocks and long-term challenges:

In Sierra Leone, our programmes pivoted to raise awareness and sensitise 247,011 community members across the country on how to prevent the spread of Covid-19.

Challenges:

We have faced a number of challenges in 2019/20 in our programming and operations, mostly related to **Covid-19.** Pandemic-related restrictions paused our in-person activities across a number of our countries - at one point just 40% of our programmes were operating, and every one of those had been adapted in some way.

While many programmes adapted successfully to online delivery and were able to meet their original objectives and targets, many programmes have struggled to adapt to online delivery. Unequal access to devices and data has meant we were unable to reach many of our young people, with the risk that the most marginalised were being left behind. Those programmes that could reach their target populations online faced digital challenges maintaining engagement in the face of digital fatigue. Our Hub's have responded to these challenges in a number of ways, for example by combining online

delivery with other appropriate, safe approaches such as the use of radio or door-to-door awareness raising (as opposed to mass events).

An uncertain environment has also affected our donors and partners, with delayed decision making and release of funds from donors affecting programming.

A4. Changes in our organisation and sector.

Our leadership:

The **Covid-19 pandemic** has had a profound impact on our sector. The financial shock led us to restructure our International and UK based teams in 2020. This restructure was used to accelerate changes in our agency that we committed to through our strategy; ensuring that we were driven by our Hubs and that our leadership structure was better representative of the young people and communities with whom we work. We have decreased the number of roles we have in the UK, and increased the diversity and representation across teams.

In particular, in 2021 we have launched a new global leadership team which includes representatives from six countries and five continents; three young staff members; and is majority women and people of colour. This compared to three years ago where our UK-based leadership team was 100% white, 90% UK national, and 0% young.

We have also recently recruited two new young trustees, from Nepal and Kenya, following a global recruitment process explicitly aimed at bringing in more young voices from the global south and communities we serve. The increasing remote nature of our operations has facilitated this.

Anti-racism:

In 2020 we saw a surge in Black Lives Matter protests that brought about an overdue reckoning that we needed to do more to challenge institutional racism in the world and in our agency. We have published anti-racism commitments and acted on feedback to accelerate the changes that need to happen. [Progress against these commitments](#) has also been published.

Accountability against these commitments will be crucial. To enable this, we created a global anti-racism action plan, developed by a global anti-racism group we established, and influenced by listening exercises with all our Hubs conducted to understand racism in their context. All actions have timelines, leads and associated KPIs to ensure we can monitor progress, and updates. In terms of impact, the actions themselves have changed our governance, including the change in the representation on our leadership team noted above.

Positive results are sustained

B1. Sustainability beyond the project cycle.

Sustainability is at the core of our programmatic approach. This comes from ensuring that our work transfers leadership and ownership of development solutions to the communities and young people we work with.

We have standards set out in our [Programme Principles](#) (a key strategic document which guides the design, implementation, monitoring and evaluation of all our programmes) which help ensure strong programme implementation and sustainability. For example: *'All our programmes have a clearly defined 'exit strategy' or plan to hand over the programme to young people, communities or partners'*.

In addition to provisions at the level of policy and procedures, we have a number of established programme models that we replicate across our work which shift power and resources to the young people leading our work and prove to be effective vehicles for sustainability. For example:

- Our [Youth-led Research model](#) enables teams of young researchers to not only define and lead research, but also take ownership of the knowledge generating and how that is useful. For example, the [Youth Think Tank](#) across Sub-Saharan Africa supported young researchers

to generate evidence on livelihoods and employment to inform and influence the development sector towards meaningful youth engagement in their work.

- Our accountability models provide young people and communities with the tools to monitor projects; hold decision-makers to account and present their solutions to challenges - as demonstrated by the model for change at the heart of our Development Alternative programme.

We have also progressed significantly in our efforts to build a Youth Collective; a global movement of organisations led by or serving young people held together by the common belief that young people can lead change. Our work to essentially create a thriving youth civil society ensures the sustainability of youth-led change far beyond Restless Development.

In order to build this movement, we have conducted research on the state of youth civil society, and what needs to be done to shift power to them. We have then looked to launch initiatives responding to this research; for example, a series of donor dialogues, bringing together youth civil society organisations and funders to explore ways to create a better resourced, and sustainable future for youth civil society. We have also launched an online platform to strengthen connection and collaboration between youth collective members. We now have over 1,300 organisations signed up, accessing a range of resources.

We seek to generate evidence and insights on the sustainability of our work through our evaluations - which are often guided by OECD DAC evaluation criteria (of which sustainability is one). For example, an external evaluation of our Zimbabwe Hub's 'Enhancing Access to SRHR information and services' included a specific focus on sustainability looking at the extent to which the capacity of young people and local community and disabled people's organisations had been built, and whether network members would continue to collaborate beyond the project cycle.

B2. Our learning.

We have a commitment to innovation and learning embedded as one of the core pillars in our Agency plan. As part of this, we have a number of ongoing programmatic systems that focus on understanding what has worked and what has not from our programme. These include:

- A series of **learning questions** within our Results framework help us to understand what has worked and what has not worked in the implementation of our strategy. Beyond 2019/20 we plan to update the learning questions and put them at the heart of a new Evidence and Learning strategy. In line with this strategy, the International Programmes team will be pulling
- learning reports together on thematic issues, such as disability, that are shared across programme staff, and the focus of discussion in a webinar.
- Our global quarterly **reporting systems** capture and share learning from our programmes across the agency. We share quarterly programme reports with all staff.
- Each Hub conducts an **annual review** - which includes seeking feedback from young people, communities and other key stakeholders - to inform our planning process. Importantly, part of this process involves presenting back key results and learning to these stakeholders. Annual reviews are also reviewed by the International Programmes team to consolidate global learning for the Senior Leadership Team.
- We have implemented a number of other initiatives to generate learning, such as an **annual volunteer survey** to gain feedback from our young leaders across the world. A report summarising the results, learning and recommendations is shared across all staff, and each Hub is provided with a specific report based on their data, and encouraged to discuss this with staff and to formulate an action plan to improve their volunteer support.
- Our growing body of **youth-led research** has also produced valuable insights for our work. This is shared externally - with both full reports available to download online, along with more accessible summaries of key findings (see our Resilient Realities research).

Specific examples of what we have learnt include:

- Our Annual Volunteer Survey highlighted the need to ensure that our **training** not only equips volunteers with the skills and knowledge needed to deliver programmes, but also how to more broadly lead change and multiply leaders.
  - *Responding to this, we have packaged up our experience in youth leadership to create 'Restless Leaders' an experiential leadership programme, which are aiming to pilot by the end of September 2021.*
- Our 'Shifting the Power' research series into youth civil society was led by young people in Iraq, Lebanon, Madagascar and Uganda and highlighted key lessons on **how to strengthen youth civil society**. Example findings included a focus on funding and resourcing, and a need to increase interactions with donors, and the availability of more flexible funding.
  - *To support this, we have planned to launch a series of donor dialogue events bringing together youth civil society organisations and funders.*

We lead by example

C1. Demonstrating excellence in our strategic priorities.

Our strategy means that we do not only seek to have an impact through the programmes we deliver led by young people, but to also strengthen youth leadership beyond Restless Development. We are proud of the leadership role we play and guidance that we provide to other organisations.

- Based on our expertise in **meaningful youth engagement**, we have supported a number of bi and multilateral agencies, governments and international organisations to conduct youth consultations to support them to develop either youth strategies, or get youth voices to input into wider strategy processes. For example, in 2020 we supported the Danish Representative's office in Ramallah in the implementation of their youth agenda by advising on the creation of a youth sounding board.
- Through our **Youth Collective** we are strengthening youth civil society by supporting hundreds of organisations across the world led by or serving young people, offering events; networking opportunities; training and resources and insights from our youth-led research, for example on the global state of youth civil society, which outlines core recommendations for donors and governments.
- We have also played a **membership or coordinating role** in a number of working groups across the world, such as the Department for International Development's Youth Working Group in the UK; coordination of the National Youth Working Group in Uganda; or leading the Community of Practice on Meaningful Youth Engagement as part of the USAID funded Youth Power programme.

C2. Recognition of our expertise.

Our expertise in youth leadership is recognised across the sector. For example:

- As noted above, we are approached by a wide range of aid agencies, governments and international organisations to **provide training; support strategy development and conduct youth-led research or consultations**. For example:
  - In 2020 we were approached by the Dutch Ministry of Foreign Affairs to support a team of young researchers from across Africa and the Middle East to develop a set of Youth Principles guiding solutions to the problems young people are facing relating to their education and work in the context of the Covid-19 pandemic.
- We have **collaborated with a number of significant institutions and partners** and been engaged in a number of **high level forums**. This has included co-leading two official side events at the UNs High Level Political Forum on Sustainable Development; contributing to OECD's annual development report; and sharing experiences from Resilient Realities research with the UN Youth Envoy.
- We have also received **awards** in recognition of our work, such as in December 2020 we received a National Youth Award from the National Youth Development Council in Zambia.
- Importantly, our expertise is also recognised by the young leaders we support. Our 2020 **Annual Volunteer Survey** results are based on over 600 responses, and we found that 97% of

the young leaders we work with felt that Restless Development has supported them to develop as leaders.

C3. Protecting rights.

We continue to embrace diversity and inclusion, the protection of human rights and the promotion of women's rights and gender equality. This cuts across both our operations, including how we recruit and support staff, and our programmes.

Diversity, Equity and Inclusion and Racial Equity in our Agency:

We now have a **global Diversity, Equality and Inclusion strategy**, with clearly defined goals and metrics to hold us to account. This strategy pushes for diversity in our recruitment; our inclusive working culture; and our external relations - building partnerships with organisations who can strengthen our knowledge in this area. We have also become increasingly data driven; over the past two years we have collected and analysed diversity data, at both a global and Hub level. This looked at factors such as age, gender, disability, religion and education. This has in turn led to the development of Hub specific action plans, focusing in on relevant national issues such as tribalistic or caste discrimination or the promotion of local language.

In June 2020 we published a statement in support of Black Lives Matter and other movements actively **fighting racism**. Following this, we made a number of concrete commitments built off an extensive global listening exercise that we hope will be major steps in pushing the protection of rights and inclusivity of our work. Other examples include a diversification in our International team, and steps to remove internal 'white privilege', ensuring international staff do not receive preferential treatment over national colleagues.

Aside from these more operational changes, we have also taken a number of steps to **restore power to communities around the world**, providing an alternative to traditional power structures. We have started to design new programmes focusing on decolonising development; pursed funding and partnerships in line with our anti-racist journey; and in our external communications, actively commissioned more diverse voices.

Our Programmes:

Restless Development's programmes and initiatives are always based on gender awareness and a strong agency level commitment to **gender equality**. To support this, we have a specific Gender principle (and set of sub-principles) within our Programme principles, which guide the design and delivery of our work. For example, *"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"*. We have a Gender Committee, where staff from across our Hubs drive different initiatives to increase our understanding of our approach to gender and how we can become more gender transformative. Our Zambia Hub provides an excellent example of the progress we have made in making our programmes more gender transformative. Their recent annual review reflecting back on 2019/20 highlighted how gender transformation was at the centre of their intervention design and implementation. For example, in the Ubononshi Youth Empowerment programme, self reflection activities were found to allow boys, young men, girls and young women to reflect on gender biases that affect their lives.

More broadly, Within our Programme Principles we also have a principle focused on **'Inclusion and Participation'** which includes a commitment to ensuring all our programmes are inclusive, and engage young people regardless of their age, sexuality, gender, ethnicity and background. This also includes commitments to: making reasonable adjustments to our work; recognising diversity in learning requirements; and building the capacity of staff to work with a diverse range of young people.

We have seen an increase in **disability inclusion** across our programmes; for example, the Peak Youth Tackling HIV programme in Zimbabwe has worked with young women and girls living with disability, empowering them so they are less vulnerable to HIV and Gender Based Violence.

C4. Minimising negative impact.

As a values led agency, how we work is as important as what we do. We minimise our agency's negative impact in a number of ways, through our comprehensive safeguarding policy and systems; our code of conduct; our approach to programme design and implementation; and in the unique way we engage local partners through the Youth Collective.

Safeguarding: We are committed to preventing harm, and to promoting the health, well-being and human rights of children, young people and adults. Our approach is one of continual learning and adaptation, which involves listening and learning from our experience, the experience of people we serve, our partners and the development sector at large. We have robust measures in place to equip us to prevent and respond to issues of safeguarding across our agency and activities. Our safeguarding policy details the framework through which Restless Development can establish a culture of safeguarding at all levels throughout the organisation and communities where we work.

In the past year our safeguarding preparedness was owned by our hub leadership teams. We have shifted the ownership of safeguarding away from a centralised system towards a more tailored approach of case management and incident response. Hub safeguarding working groups have been pivotal in leading operations towards safe programming whilst ensuring staff receive appropriate support.

Our Code of conduct provides guidance for all staff and volunteers on the standard we expect them to uphold. It is read and signed by all staff and volunteers on starting their work with us.

Programme design and implementation: At the heart of our Programme Principles is a commitment to do no harm to those we work with. Prevention of harm is a primary objective of our safeguarding principle, throughout programme design, inception and implementation. Our national and programme level risk assessment templates guide our teams through a thorough process of consulting relevant stakeholders; identifying and prioritising risks and threats; and planning mitigation. One final step is a commitment to share the findings with our staff and young leaders.

The impact of Covid-19:

The Covid-19 pandemic has posed an unprecedented risk to our staff, volunteers and communities we serve. In response to this in 2020, new risk assessments were conducted again for all programme areas, which also provided useful insights into community perceptions of the risks they faced. Guidance was shared with all programme staff for the delivery of activities, and Covid-19 specific safeguarding resources were created, recognising the unique challenges the pandemic posed, for example through increased online engagement.

Supporting local organisations: Over the past year we have accelerated our strategic commitment to strengthen youth civil society. We are responding to what youth civil society tells us they need through our youth-led research ('Shifting the Power') by bringing donors, young leaders and many more together to envision new ways of supporting this dynamic sector as leaders, not recipients of change.

C5. Environmental stewardship.

We updated our Environmental Principles in 2019, which outline our commitment to protecting the natural environment in five focused ways: managing our carbon footprint; greener programming; building our staff knowledge and commitment; ensuring sustainable financing decisions; and engaging our Restless networks. Our principles are driven forward by a global 'Green Network' or staff, with representatives from each Hub.

Our interim Accountability report from 2019 highlighted that only 74% of our staff believed that we understood and mitigated our environmental impact, and were aware of and understood our Environmental principles and how they can contribute. We committed to a number of corrective measures, and the progress against these is highlighted below:

- **Improving our Carbon Footprint tracker model:** We now have a carbon footprint dashboard based on a range of data, including waste, utilities and travel, expanded beyond the flight data we previously focused on. Data is also broken down by Hub and shared across the wider staff team.
- **Launch of green action plans for each Hub:** These are now in place in half of our Hubs across the world.
- **Re-induction sessions:** At the start of our 2019/20 financial year a session was held with staff in each Hub re-introducing them to our Environmental Principles as part of our annual reinduction process.

Our **programme** principles include a commitment to reducing our environmental impact and to increase the sustainability of our programmes. We have made some progress in this area. We are increasingly empowering young people to take a lead role in the decisions on climate that affect them most - for example, by supporting young climate activists, such as those attending COP in the UK in 2021, or by conducting youth-led research in Uganda on the impact of climate on young people's livelihoods. There are still further steps we can take to push the commitment into action; for example by ensuring all new programmes have strong environmental impact assessments.

We have a number of systems in place to track our environmental impact:

Agency Survey: Through our annual Agency Survey we ask staff to assess understanding and perceived progress against our environmental commitments. The data below shows the percentage of respondents reporting that they either agree or strongly agree.

	2017/18	2018/19	2019/20
Restless Development understands and mitigates its impact on the environment across its agency, operations and programmes.	75%	74%	76%
I am aware of and understand our Environmental Principles and how I can contribute to their success	66%	74%	79%

Although we have seen some improvements in the scores, especially in terms of staff's understanding of our Environmental principles, it is important to note that these environmental questions received the lowest level of positive response in our agency survey compared to all the other pillars of our agency plan.

Data from our **Quality Assurance framework** also demonstrates performance against our environmental commitments at the end of the 2019/20 financial year.

	% of Hubs achieving ES or KPI
Essential Standard	
Ethical fundraising framework	78%
Carbon footprint tool	11%
Carbon footprint action plan	22%
Staff inducted in Environmental principles	56%
% met across all Hubs	*42%*
Key Performance Indicators	
Actions from Carbon Footprint plan	0%
Sustainable financing in procurement	78%

The above presents a mixed picture with clear areas of improvement, particularly in terms of the

development of the carbon footprint tool and associated action plan. As noted above, a new improved tool is in place (and now operational in 75% of our Hubs). We plan to continue with this roll out.

Carbon footprint: We have seen a significant reduction in our carbon footprint as a result of the hugely reduced number of flights being taken by both staff and volunteers. This relates to both travel restrictions in response to Covid-19, but also the end of the International Citizen Service programme, where young volunteers from the UK took part in 12 week placements in our Hubs. The final volunteers from the programme returned in the first half of 2020.

Our new Carbon footprint tracker tool takes data from a much broader range of categories, including flights, travel, utilities, waste and materials, as compared to figures from previous years based purely on flights. As a means of comparison our estimated Carbon Footprint for our second quarter in 2019/20 was 48,619kgs (with 2,364kgs relating to flights). This compares to an annual figure relating to flights only of 888,182kgs from 2017/18 cited in our last Annual Accountability report.

Building on the insights provided by this data, our Hubs are putting in place action plans to reduce their Carbon footprints.

SECTION TWO - OUR APPROACH TO CHANGE

D1. How we identify and partner with key stakeholders.

Our key stakeholders are young people, parents, community leaders, volunteers, staff, civil society organisations (local, national and global), local and national governments, private sector partners and bilateral and multilateral organisations.

In 2019/20, a total of **3,523 young volunteers** led our programmes, which created **74,894 changemakers** - young people who go on to lead change themselves in their communities. The total number of young people we reached through our programmes was **319,360**.

We ran 56 programmes and engaged a total of **1,226 partners** (with 630 of these being new partners in 2019/20). Much of this engagement included the provision of training and support. The figures includes:

- 239 youth groups and 373 civil society organisations and community based organisations
- 196 NGOs and INGOs, and
- 200 national and local government institutions
- 19 bilateral and multilateral partners
- 117 Private sector organisations

The nature of our vision means we focus on supporting youth leadership in young people themselves and youth-led organisations:

- In 2019/20 we saw significant momentum in our efforts to build a **Youth Collective**, which included over 700 civil society members from 156 countries, which are all either led by young people or serving young people and include groups, networks, movements and organisations. The Youth Collective is diverse and includes organisations in all corners of the world, working on many different issues. Joined by the shared belief that young people can lead change, the Youth Collective represents a new opportunity to scale and strengthen partnerships with civil society through a collective that believes in the power of young people to tackle the biggest problems our world faces. The Youth Collective is co-owned and led by youth civil society organisations from around the world, supported by an Advisory Group of eight organisations.

- We know that the **definition of "youth"** varies, and can be as much described as a stage of life as it can a fixed age category. For our programmatic and strategic purposes where required, we sometimes identify young people as between 15 - 24 years (as defined by the UN). As young people partner and lead Restless Development's work, we use different approaches and forums for engaging with them.

We conduct a variety of **stakeholder mapping and analysis exercises** within our programmes. Consultation and co-design exercises we conduct with young people also help to sense-check assumptions, identify wider networks and places of influence, and ensure our programmes are informed by a diverse set of voices from a wide range of stakeholders. For example, we consulted with over 50 young people to develop, user-test and optimise the Youth Collective platform. We continue to engage members to shape the direction of travel and future offers of the collective - through bi-annual online surveys, among others - ensuring the platform remains relevant and we proactively respond to youth civil society's most pressing challenges. Our **internal reporting systems** also ensure that we have a comprehensive global mapping of the different types of stakeholders we are engaging and the nature of our relationship with them (e.g. training or partnering on implementation).

D2. How we work.

Our strategic model is built around long term, community engagement led by young leaders. Regular and continuous engagement with our wide variety of stakeholders is a fundamental part of achieving our strategic goals.

Our **Design Protocol** outlines a number of core standards and questions to guide the design of our programmes. The protocol sets out the importance of engaging young people and key community members on the priorities, design and direction of the programme, and also the empowerment of these stakeholders to take ownership of the programme in the long-term. Initial design workshops could be through in-person consultations.

Engagement with stakeholders should continue throughout the programme. Our **annual review process** provides a key mechanism for engaging with young people and communities; sharing the results and learning from our work; and getting their input on future direction and focus. In 2020 the impact of Covid-19 and restrictions on physical gathering meant much of the review process was conducted offline. For example, In Zambia young people and partners (e.g. CSO staff, teachers and health professionals) were consulted through WhatsApp messages. Our plan was to hopefully reintroduce in-person engagement in 2021 if safe. This did prove possible, for example in Tanzania, where a two day meeting was held with 114 participants. Feedback was sought through interactive methods such as sharing change stories and responding to testing statements.

Finally, we would also highlight the growth in our portfolio of **youth-led research** in 2019/20 providing the opportunity for us to engage with a wide range of young people, and focus on the issues as defined by them. Over the course of the year we trained and supported a large number of youth co-researchers to conduct and publish research on issues such as youth livelihoods and unemployment; youth-led accountability; sexual health and rights; the state of youth civil society and the impact of COVID-19, among others. We also shared our expertise in this research approach, and supported partners, businesses, donors and INGOs to adopt it.

As we look ahead to the unfortunate likelihood of continued Covid-related restrictions we will be looking to build our expertise in adapting our programmes to allow continued stakeholder engagement. This will mean an increase in digital programming (which we will support by the development of a best practice paper in digital programming), but also in identifying other means; e.g. door-to-door awareness raising and radion, or engaging marginalised stakeholders who are not digitally connected.

D3 . Working in partnership.

We work in partnership with civil society and grassroots organisations, NGOs, INGOs, businesses, movements, individuals, communities, governments, aid agencies, and donors to deliver transformative change. Partnerships are based on common visions and goals; alignment with our values; and a commitment to youth-led development and youth leadership. We also have a set of partnership guidelines to support the practical development of partnerships, outline a set of minimum standards.

We increasingly work in consortia, such as the Development Alternative or We Lead (a global consortium of six organisations focused on strengthening the Sexual and Reproductive Health and Rights of young women). Multi-stakeholder collaborations allow us to amplify youth voices in new contexts and countries, achieve more ambitious outcomes, and generate more sustainable impact.

We also have a range of examples at a more national or local level:

- In Nepal, through our Amplify Change funded work we were able to strengthen nationwide advocacy for LGBTIQ issues, working with 52 local LGBTIQ organisations to boost their legal standing, enhance their community organisation and their ability to coordinate successful advocacy at the national level.
- In Sierra Leone we worked alongside eight development partners to improve the health and well being of women and children.

Through the Youth Collective we also have a strategic commitment to strengthening youth civil society and local partners. This includes developing more transformative forms of capacity building, ensuring youth civil society can have a voice, and not more traditional 'donor mandated' capacity strengthening. We are also pushing to ensure these local partners have access to increased flexible

and strategy funding. For example, the We Lead consortium has committed to sharing 50% of the total funds with local communities of action led by rightsholders.

We listen to and elevate the voices of our stakeholders

E1. / E2. Avenues for Stakeholder feedback / Engagement in activities and decision-making.

We provide spaces for stakeholders to continually feed into our decision making processes, ensuring they inform how we develop and implement our programmes. We believe this leads to a greater impact for the young people, communities and partners we engage through our programmes. Formal and informal mechanisms for seeking stakeholder feedback include:

External stakeholders:

- Annual volunteer survey
- Baseline, Midline and End-line evaluations of projects
- Consultation with government, donors and partner NGOs
- Youth-led design groups for programmes
- Regular meetings with community leaders (e.g. political leaders, health officials or head teachers) and members alike to update on our progress and to align our work
- Partnership surveys with consortium members
- Global policy consultation exercises
- Bi-annual Youth Collective baseline surveys
- Youth led research and market assessments

Internal stakeholders:

- Quarterly All-Staff Workshops
- Annual Agency Survey with all staff
- Wellbeing survey to staff

We use stakeholder feedback to adapt and improve programmes throughout their design, delivery and evaluation, and ensure we close the feedback loop in all engagements with stakeholders. For example, in the Development Alternative, young leaders come back to community members to share updates about the progress of programmes and number of fixes achieved thanks to their feedback. They also involve community members in the generation of solutions to the problems identified in programmes happening in their communities.

Our annual review is a critical part, alongside our ongoing stakeholder feedback mechanisms, for understanding our progress, successes and areas for improvement. Each Hub runs an annual review which includes a variety of stakeholders to learn from young people, community leaders and civil society organisations as part of our global annual planning and budgeting process.

Internally, feedback from staff across all hubs also strongly shapes the direction of travel of the organisation and helps identify priorities areas of work. We collect feedback every year from staff through our annual agency survey, which helps to make changes in our agency. In 2020, following the outbreak of the COVID-19 pandemic we introduced quarterly wellbeing surveys, to understand how staff members were feeling professionally and personally about the pandemic, and how Restless Development could support mental health during a challenging time. Staff responses have led to the implementation of flexible hours, the closure of the India Hub for a two week period to protect staff wellbeing during the most challenging months of the pandemic in India, and informed the return to the office, among others.

COVID-19 taught us that even in times of crisis, it is essential we first listen, learn and then adapt our programmes based on the experiences of our partners on the ground. This is how we approached the adaptation of our programmes when the pandemic hit; led by the actions of young people working in the communities. In a period where most donors were pulling out of communities, we worked with existing networks to amplify local responses. In Sierra Leone we launched a nationwide Covid-19 response work in April 2020 and have so far reached 26,056 people. Response activities include

door-to-door sensitisation by Community Mobilisers; hand washing demonstrations; community sensitisation through Mobile PA Systems/Megaphones; distribution of materials; community radio discussions with stakeholders, and visual and audio prevention messages for broadcasting over TV and radio.

We understand that, in listening to the opinions and experiences of the young volunteers who lead our work, we are building trust and making our programmes ever more relevant and impactful. Our latest **Annual Volunteer Survey** found that:

- 96% of our volunteers feel that whilst volunteering they were listened to and their views respected
- 96% of volunteers feel that Restless Development values its volunteers and recognises their contribution
- 97% of volunteers feel that Restless Development has supported them to develop as a leader

As an example of the positive feedback received, a volunteer from Zambia stated: "Restless helps young people discover how powerful their voices are in decision making.

Feedback from volunteers has gone on to further shape our programmes and the support we provide. For example, the survey highlighted the need to ensure that training not only equips volunteers with the skills and knowledge needed to deliver programmes, but also how to more broadly lead change and multiply leaders. We are responding to this by packaging up our experience in youth leadership to create 'Restless Leaders' an experiential leadership programme, which we are aiming to pilot by the end of September 2021.

Engaging stakeholders beyond programmes:

We are committed to youth leadership not only in our programmes, but in our wider strategy. The priorities in our current strategy were shaped by the voices of young people through the [Big conversation](#); our Youth Collective is co-owned and led by youth civil society organisations across the world; and our global advocacy messaging is driven by our youth-led research - as is the case with our [Education and Livelihoods focused work](#). As we update our strategy in 2021, we will be seeking to consult with young people, potentially through a youth reference group and a consultation process launched on International Youth Day.

E3. Stakeholder likes and dislikes.

We are able to pull out a range of useful feedback from stakeholders from the sources noted above. Good examples include the test-learn-adapt MEL strategy from the Development Alternative; the design and ongoing assessment of the Youth Collective through bi-annual surveys, and our youth-led research. Here are some examples of the main likes and dislikes expressed:

- **Annual Agency Survey:** The staff feedback the survey collects is based around the pillars within our agency plan:
    - We found that 98% of staff strongly agreed or agreed with the statement 'Restless Development holistically empowers young people across the many levels of our work and agency'
    - We scored lowest under the environment pillar, with only 76% of staff agreeing with the statement 'Restless Development understands and mitigates its impact on the environment across its agency, operations and programmes.' Steps in response to this have included the creation of a more comprehensive quarterly carbon footprint tracker.

- **Annual volunteer survey:** This was based on feedback from over 600 volunteers:
    - We received hugely positive feedback on the level of support provided and the perception of their contribution: '98% of volunteers feel that their volunteering has had a positive impact.'
    - Volunteers also highlighted the need to ensure the provision of financial support and equipment is continually reviewed. In 2021 we will be contributing to external

research into fair volunteer compensation, which will help strengthen our work in this area.

E4. Sustainability beyond the immediate intervention. *(Please also see response to B1 above)*

External evaluations have provided evidence of how our programmes have strengthened the capacity of different stakeholders For example:
- Through our **Colours of the Rainbow programme in Nepal**, 24 local organisations were able to develop organisational plans; and 75% of organisations trained acquired knowledge in at least two core areas (financial management, fundraising, project monitoring and advocacy).
- As part of **Zimbabwe's programme 'Enhancing Access to SRKR information and services for young people'** the external evaluation noted that the 'engagement and training of parents and youth advocates including YPWD [young people with disabilities], and other community structures such as health workers, was the most strategic approach in ensuring project continuity as they continuously cascade SRHR information to others.'

Youth-powered advocacy and influencing

F1. Identifying and gathering evidence to support our advocacy positions.

Throughout all our work with young leaders, we train and support young people to demand for change at the local, national and international level, informed by the data and evidence they generate. We firmly believe young people are experts in their own reality, and no one else can tell their stories better than themselves. For example, in India we worked closely with 250 Accountability Advocates to mobilise young people on the impact of Covid-19 on access to SRHR services, gender and domestic violence, and child early and forced marriage, among other issues they identified as a priority in their communities. Young people are now planning advocacy campaigns around these issues and are actively advocating with the government and other stakeholders.

Our advocacy positioning, recommendations and messaging is informed by a combination of our national work in our hubs; through our broader youth-led networks; and our specific youth consultations and growing body of youth-led research. This means that the voices of young people, as our primary stakeholders, play a leading role in shaping our advocacy work.

Resilient Realities is a youth-led report, which explores how young people between the age of 18 to 30 are organising during the COVID-19 global pandemic. In this research researchers are driven by the key question: How is youth civil society responding to the COVID-19 crisis?

Resilient Realities is not meant to be a comprehensive global study of youth civil society and COVID-19, instead each co-researcher sought to open a window into the stories of resistance and resilience of their regions and communities.Through several creative and participatory activities and their own reflections as youth civil society members, researchers shared insights about how youth civil society had adapted its ways of organising to better respond to the pandemic from the ground up, often times before slow and oppressive government responses. They shone a light on the entrenched inequalities our societies are built on, and how the pandemic is an opportunity to build back in more inclusive and just ways. Following the leadership of young people, engaging excluded voices and creating horizontal spaces for connection, reflection and care, are essential factors to make sure that youth civil society can survive, thrive and continue to envision and enact new realities.

"Youth organisations, groups and movements showed an incredible capacity to reorient themselves and respond with agility and flexibility in an uncertain context that requires experimenting, risk-taking and boldness."

— Jimena, Young Researcher

Recommendations for donors and governments from the research included for example:

> 1. Investing in and learning from youth civil society can scale up the resilience of communities to crises.
> 2. Young people have been at the frontline of the Covid-19 response: it's time to make room for them at the policy-making table.

F2. Youth lead advocacy.

Young people also directly lead our advocacy work. In 2019/20 alone, over 200 young advocates represented Restless Development and themselves at a wide variety of decision-making spaces, bringing their experience and ideas to inform and influence on the power of youth-led development. Young leader partnered with:

- Civil society organisations such as ActionAid (co-leading an event at the High Level Political Forum) and CIVICUS (through the Youth Collective Advisory Group and a session at the UN World Data Forum in October);
- UN Agencies such as UNFPA (youth speaker at the Africa Regional Forum on Sustainable Development) and the UN Youth Envoy (sharing Resilient Realities report and inviting researchers to an informal briefing to learn from their experiences);
- OECD (collaborating on their annual Development Cooperation Report, which will feature case studies from Resilient Realities);
- Governments and National Statistical Offices, such as Madagascar, Canada and Uganda, who have been engaged through the Development Alternative;
- Media outlets, such as Forbers, who recently interviewed a young researcher about Resilient Realities recommendations.
- In the UK, young people partnered with the Centre for Countering Digital Hate to run the Youth Against Misinformation campaign. As part of this campaign, 1,191 items of misinformation on Covid-19 were found and reported in social media channels.
- 455 young people held community dialogues on changing social norms, attitudes and beliefs that promote Gender Based Violence and Economic Exclusion of adolescent girls and young women, through Uganda Girls Advocacy Alliance programme.

Transparency, dialogue and stakeholder safety

G1. Sharing core documents.

Accountability and transparency are core values of Restless Development. We want everyone we work with, especially young people, to be engaged and informed participants in all we do. Radical Transparency is one part of our [Dynamic Accountability model](#).

We share a wide variety of documents and information relating to governance, finance, programmes, policies and performance through a dedicated [accountability](#) page on our website. This also includes organisation commitments, such as those underpinning our anti-racism work; key principles guiding our work such as on gender and the environment; our code of conduct and employee handbook so that we are transparent on our internal operations; our global salary scales; and minutes from our trustee meetings.

We also commit to sharing information with individuals through our [Open Information Policy](#), which clearly sets out the information we will make publicly available, either on our website or by request (including in other languages or formats to ensure accessibility). It also sets out exceptions, why these are exceptions and the appeals process if individuals are not satisfied with the decision and response they have received. Staff are trained on our Open Information Policy on an annual basis as part of our all staff reinduction to ensure they are confident and equipped to manage requests from our stakeholders and to proactively share information we commit to making available.

We take part in the International [Aid Transparency Initiative (IATI)](#), a voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development, and humanitarian resources in order to increase their effectiveness in tackling poverty.

Our Hubs share the results and learning from our work with communities through annual review workshops, and gain their feedback to further shape what we do. In the future we are also looking to increase the number of evaluations from our work we are able to share online.

G2. Transparent, equitable salary scales.

We pay staff based on their location and are committed to fair, equal salaries across our hubs. Our salary scale is calculated to ensure all staff on equivalent grades – from the UK to Uganda, from Sierra Leone to Nepal – receive a fair and comparable wage in line with their peers in other Restless Development locations. We are currently reviewing our global salary scale and this will be changed in the next financial year to remove the International/National remit distinction in line with our global strategy, vision and commitment to our people.

Formerly, "international" roles were those with a global remit and were considered more senior given their larger geographic remit. As we have evolved in recent years to become a global agency driven by our hubs this distinction is no longer suitable. We see all roles as equally driving our global impact. We believe the international and national distinction in our pay scales have unintentionally created structural racism within our organisation. The new Global Salary Scales will create salary parity between international teams (currently the majority of whom are based in London) and our national teams (the majority of whom are based in the global south).

In order to ensure roles are fairly mapped against this scale, we have a Values and Behaviour Framework which sets out the required behaviours, against our values, which should be expected at the different role levels. As part of beginning a recruitment process, the hiring manager must use this framework to ensure roles are recruited at the right level. This ensures our Global Salary Scale remains fair and equitable in a decentralised system of recruitment.

By using a transparent salary scale which is equitable and developed from cost of living data we are confident that we are not undermining local civil society organisations and their ability to recruit staff. We are also committed to supporting the economies we work in, by aiming to recruit staff who are native to the country they are operating in, with our people data from 2019/20 showing that 94% of staff in our Hubs are native to the country they work in.

1. **Simple, transparent and understandable.** The scale should be easy to read and to understand, simple to use for setting salaries, and available for all staff to see.

2. **Equitable, global scales.** For staff doing similar jobs, we use consistent job titles in every country. For staff in different countries, we set individual salaries on a net basis, meaning that different tax regimes, nationality and cost of living are taken into account so that take-home pay in different countries is comparable regardless of nationality, tax requirements, etc.

We have completed a gender pay gap analysis, even though we are not legally required to do so (as we have under 250 UK based employees. Overall, we continue to see a positive pay gap in favour of women (connected to the fact that 65% of Heads and Directors globally are female - 2021 analysis).

Please see our 2019/20 Global Salary scale shared online for the salaries of the five most senior positions in the organisation (CEO and four Senior Leadership Team Directors - all London based). The salary scale can also be used to calculate the ratio between the top and bottom salary in each of our country of operations; in the UK the CEO salary is 4.6 times. the lowest salary on the scale.

G3. Protecting personal data.

Restless Development takes protecting the privacy of individuals we work with seriously and takes all reasonable steps to ensure their information is secure. It's important that they feel completely comfortable and confident that their personal information is safe in our care. We have a Privacy Statement which sets out how we will meet our responsibilities to keep personal data safe and secure

Our International Board of Trustees are ultimately responsible and have ownership for ensuring we are acting in accordance with our legal requirements in the countries we operate in. They have designated the implementation and delivery of our Data Protection Policy to our Senior Leadership Team. They

are responsible for ensuring this Data Protection Policy is implemented, ensuring all staff understand their responsibilities within the Policy and are effectively equipped to meet these responsibilities.

All staff within Restless Development are responsible for the understanding and implementation of the guidelines. Failure of individual staff members or volunteers to comply with our policies will result in disciplinary action. We will ensure all individuals receive training appropriate to their role and responsibilities.

G4. Financial transparency.

We commit to financial transparency, as we recognise the importance of our stakeholders knowing who funds our work. We have a wide variety of income sources – from governments to individuals to trusts and foundations. In 2019/20, our five largest donors were:

Donor Name	
Department for International Development (Foreign, Commonwealth and Development Office)*	£3,739,000
VSO International	£1,729,000
SIDA SWEDEN	£856,000
MasterCard Foundation (MCF)	£767,000
Ford Foundation	£236,000

* Following departmental merger of June 2020

SECTION THREE - WHAT WE DO INTERNALLY

Staff and volunteers are enabled to do their best

H1. Recruitment and employment.

We have a global recruitment and induction policy which is used by all Hubs. All recruitment and induction at Restless Development is decentralised, with Performance Managers taking responsibility for the recruitment of their teams. These guidelines ensure consistent recruitment processes and best practice across Restless Development globally. Our Values are core to everything we do and have been built into each stage of the recruitment process.

Breakdown of staff by age and gender from our latest people data can be found below. Note - the 2019/20 data also shows that 94% of staff in our Hubs are native to the country they work in.
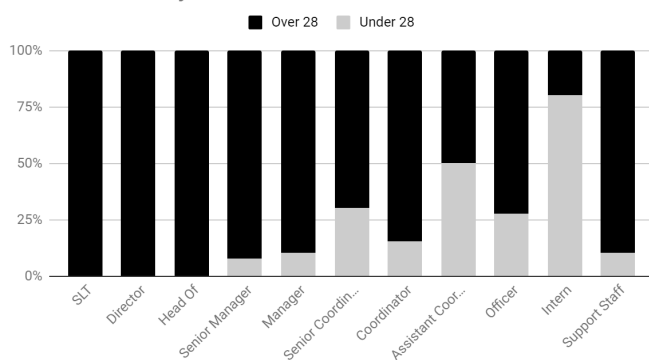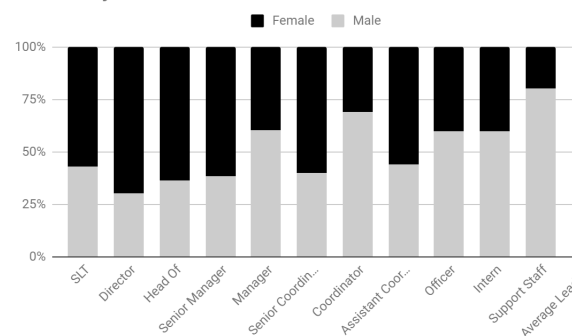
Restless Development encourages, welcomes and values diversity in its workplaces and programmes				
Strongly Disagree	**Disagree**		**Agree**	**Strongly Agree**
1%	5%		51%	43%

Figure 8: Data from our Annual Agency Survey for 2019/20

We were happy to see through our annual Agency Survey that in 2019/20 staff feel that we encourage, welcome and value diversity as an agency. However, we know there is more we can be doing. Throughout the course of 2020/21 will focus on expanding our approach to Diversity and Inclusion, ensuring that a global awareness of inclusion exists amongst all our people and that it cuts through all policies and practices of the agency. Our Diversity, Equity and Inclusion strategy outlines a number of ways to strengthen diversity in the workplace, for example by advertising in spaces that reach out proactively to certain groups. The strategy also outlines steps to encourage people to be themselves at work, for example through the formation of Employee Resource Groups.

We have captured diversity, equity and inclusion data for two years across the agency to better understand our global teams. Based on this data hub leadership teams and international leadership teams have created an action plan to improve representation. As part of this process and in line with a move to shift more power to hubs, a large percentage of roles have moved from our international teams and into hub units.

H2. Supporting staff performance and development.

Restless Development prides itself on giving our staff the flexibility, time and space they need in order

to prioritise their wellbeing and grow as individuals; inside and outside of work. Restless development will continue to grow our flexibility model to ensure that all members of staff, no matter what country or level they work in can access flexibility in order to put their wellbeing at the forefront.

In 2019/20, 86% of staff completed the Agency Survey with an average satisfaction rating from the 'People Survey Questions' of 91% positive responses. This average satisfaction rating remained the same from 2018/19.

Question	2018/19 Score	2019/20 Score	Difference (+/-)
	% of answers either Agree or Strongly Agree		
I am proud to work with Restless Development	99%	98%	-1%
I am valued and my contribution is recognised by Restless Development.	97%	95%	-2%
I have a good work / life balance.	79%	82%	+3%
I receive effective performance management that reflects on my goals, performance, wellbeing and professional development.	85%	89%	+4%
I feel empowered and supported to succeed in my role	95%	93%	-2%
I have grown significantly in my professional development in the past year.	92%	90%	-2%
I feel able to express my views openly and they are listened to.	94%	93%	-1%

We have global performance and development guidelines which are used and applied by all of our Hubs. These guidelines aim to enable staff members to fulfil their potential by enhancing their existing capabilities and building new skills based on the needs of Restless Development, the particular job that they do and where they want to go in their career. It is hoped that this will bring mutual benefit to the agency, enabling the staff member to do their job better and to develop their skills.

This type of personal development needs to be led by the staff member and supported by Restless Development who will aim to provide: challenging roles; self-development opportunities; on-going support; training opportunities; individual training and development assessment and planning; assistance in career planning; identifying and evaluating potential.

All staff at Restless Development have access to our E-Learning programme - Maarifa. All staff undergo mandatory learning through this platform such as safeguarding. A further suite of learning is available to all staff to help build their development. Maarifa plays a key part in the Restless Way - our global induction for all incoming staff - ensuring that they have access to the right information and have the same onboarding experience to all their peers no matter where they are located within the agency. By the end of 2019/20, all staff completed the mandatory modules on Maarifa, whether new joiners or existing staff, to ensure everyone is equipped with the knowledge and information to work for Restless Development.

The People team supports all staff within **Performance Management**, ensuring that meaningful goals for individuals are in place and monthly updates are shared. Restless Development will be focussing on mapping our current talent to ensure all performance is achieved and under performance is

addressed and improved as soon as possible. Restless Development will aim to create a knowledge bank of all talent within the agency in order to ensure an agile and mobile talent pool that can diversify and grow when required, individually as well as for the overall agency.

H3. Safety and Security.

The safety of our people has taken precedence during the COVID-19 pandemic. As an agency we were swift in responding to concerns from staff members, volunteers and stakeholders. We ensured that all of our people returned to their home countries where it was safe to do so, including our 50 overseas volunteers on the ICS programme. We continued to support our people with COVID preparedness and offered expertise when a response was necessary. We continue to support staff as a first responder as well as offering ongoing psychosocial support.

Beyond the pandemic, Restless Development is committed to providing a place of work that is free from bullying and/or harassment and ensuring the work environment facilitates the provision of achieving efficiencies and productivity in an atmosphere of mutual respect, collaboration, openness, safety and equality. We have a Dignity at Work Policy as part of our Employee Handbook which applies to employees and volunteers both in the workplace and at work associated events such as meetings, conferences and work related social events, whether in offices, programme sites or off site. Bullying and/or harassment by the employer, by employees and by non-employees, such as partners, donors or other stakeholders of Restless Development will not be tolerated.

To accompany this policy, we also have a **Code of Conduct** which provides guidance for all staff and volunteers on the standards we expect them to uphold. We have a wide variety of prohibited behaviours which include sexual harassment, abuse and exploitation. Our Code of Conduct is available to view online.

Safeguarding:

Restless Development has seen a considerable decrease in the number of safeguarding related incidents during the 2019/20 period. This could be due to numerous factors including the COVID-19 pandemic reducing face-to-face activities internationally and a reduced capacity globally. However, we have seen a lot of progress in the area of safeguarding in this period.

The safety of our staff and volunteers and the people we work with is our first priority, and we have a zero-tolerance approach to sexual assault and issues related to safeguarding. As part of our safeguarding policies, we are committed to preventing harm, and to promoting the health, well-being and human rights of children, young people and adults. We have robust measures in place to equip us to prevent and respond to issues of safeguarding across our agency and activities. Staff and volunteers receive annual re-induction training, and must complete a mandatory programme when joining the agency.

This year our safeguarding preparedness was owned by our hub leadership teams. We have shifted the ownership of safeguarding away from a centralised system towards a more tailored approach of case management and incident response. Hub safeguarding working groups have been pivotal in leading operations towards safe programming whilst ensuring staff receive appropriate support. Each Hub Director is a Lead Safeguarding Officer.

We also have a whistleblowing process as part of our full set of safety, security and safeguarding policies. A confidential email provides a safe means to raise concerns outside of main reporting lines.

A review of our safeguarding processes was conducted in 2019 and made a series of recommendations to build expertise and capacity in the agency. A commitment to implement 75% of the recommendations has been achieved.

Resources are handled effectively for the public good

I1. Fundraising and resourcing.

Fundraising and resourcing is essential to ensuring we can deliver our strategic aims. How these

funds are secured, ensuring the funding received is in line with our values and goals, is a critical factor taken into account in all funding and resourcing decisions.

We have an [Ethical Funding Policy](#) which sets out the criteria upon when we will accept or refuse funding from a Private Sector organisation. Whilst we recognise that funding from the Private Sector presents significant opportunities for us as an agency, we need to ensure that any funding decisions are made on the right basis and that, where appropriate, safeguards are put in place to protect our reputation and integrity. The Ethical Funding Policy is published in the 'transparency' section of our website and is available to the public. This includes our 'exclusion' and 'caution' lists for organisations operating within certain industries.

For Programme Funding, we run a Bid/No Bid process which helps guide whether to submit a proposal based on a series of criteria which needs to be met. This includes asking whether there are any ethical considerations that would be included on our exclusion or caution list. If this is the case, a full Ethical Funding Review will be completed, and by including it at the earliest stage of our funding decisions it ensures that we are considering ethical standards as part of all funding opportunities.

We publish our income/ expenditure, institutional donors, major donors and corporate partners in our annual report which is available in the [Accountability](#) section of our website.

Our Global Safeguarding Policy also includes guidelines and a tool for the consideration of partners, which can include funding organisations. The policy also gives minimum standards for e-safety, the use of media and image sharing.

Our partnerships with our major donors at Restless Development are built similarly to our wider programmes from mutual trust, integrity and transparency. We are confident in our ability to have open and honest conversations with our donors about our funding needs, and our restrictions within this which may be a contradiction to our wider aims. We are clear with all supporters who have specific requirements or requests, that we will only do so if it works for our wider mission and the young people we work for, and any compromises to this will result in refusal of funding.

I2. Measuring progress against our goals.

We track progress against our strategic objectives through a system of **quarterly and annual global programmes reports**, which are based on data collected through robust Hub level MEL systems. Reports focus on progress against key strategic output indicators against targets - such as the number of young changemakers we work with - and consolidated progress against outcome indicators, aligned with our global results framework. The introduction of DevResults, our online reporting system, has increased the efficiency of the system, and our capacity to analyse and understand data.

Reports are shared across the global agency with all staff, and analysed by the Senior Leadership Team and Global Trustee committee. Our ability to use the monitoring data to inform decision-making is strengthened by the narrative Hubs also provide outlining the factors behind their performance, and the alignment of the reporting with our financial reforecast process - enabling the presentation of programmatic data and financial data in the same meeting.

Beyond this global reporting system, programme evaluations and the annual review process will also generate insights to inform future design and funding decisions at a Hub level.

The restricted nature of much of our funding limits the flexibility we have to redirect it to different areas dependent on performance; however, this is easier at a programme level. More significant programmes, particularly those operating across multi-countries, will also have their own frameworks in place to review programmatic and financial data. For example, with the ICS programme a clear link could be seen between programmatic data and income given the payment by output nature of the contract. As a result of challenges relating to volunteer retention - apparent through programmatic data - a decision was taken to reinvest in the structure of the pre-departure team in late 2019.

I3. Financial management and controls

We know that effective financial management is not simply adhering to a list of rules and procedures. Our controls are strengthened by the fact that our policies and procedures are explicitly aligned to our organisational values and mission. The introduction to our Finance Manual clearly outlines that it is the responsibility of all staff to understand and comply with the manual, to ensure that we responsibly and transparently manage and account for our funds and spend them in pursuit of our mission and objectives. The manual also makes explicit links between our values and financial policies, for example:

- *Heart: Take personal responsibility for safeguarding the resources we have been entrusted with on behalf of young people by following our Policy and supporting good financial management. Demonstrate a commitment to integrity and challenge behaviour that is not in line with our values.*

We have **robust procedures and policies in place to reduce the risk of funds being misused** across the agency. We have clear separation of powers in all of our financial systems to ensure no member of staff is involved in more than one stage of our processes, for example the person who enters the payment in our banking system cannot approve the payment. All payments require dual authorisations, and our finance policy sets out transaction limits and required authorisation levels.

In line with Charity Commission requirements, we publish our annual financial report through external **auditors** (Crowe UK) and our reports can be found on our [website](#) and on the [Charity Commission website](#). Importantly, in addition to these external audits, we also run a global **'internal audit'** programme where staff are trained, and audit another Hub. The audit focuses on processes and controls, with finance being a key element of the programme. Results and management actions are reviewed globally and monitored. We use our internal audit programme as both a monitoring and learning tool. Audits are typically conducted in person; however, Covid-19 restrictions meant this was not possible in 2020, so the process has been adapted so a series of online audits could be conducted in 2021.

We have a zero tolerance policy towards **fraud and bribery** and a number of systems in place to prevent it. These include compulsory training for all staff through the annual reinduction process on our anti-fraud and anti-bribery policies; and management of the risk through our global risk register - where fraud and bribery is one of our top ten wide agency risks. Our Whistleblowing policy also provides a confidential means for stakeholders to raise concerns. In order to continue to raise awareness and build capacity in this area, our Finance Director has also committed to share articles and podcasts on fraud in the sector across Directors and Finance Managers.

Governance processes maximise accountability

J1. Governance structure.

Our [Global Board of Trustees](#)[2] are the ultimate stewards of our agency's global resources and are responsible for the strategy, operations, risk management and financial management of Restless Development. Our National Boards play the same role across our 10 Hubs. The key principles include:

1. **National Registration:** All hubs are registered as the strongest possible independent national entities, rather than as INGO branches.
2. **Global Link:** License Agreements govern ways of working between empowered hubs and boards globally.
3. **Trustees:** Members are made up of diverse backgrounds and experiences.
4. **Young People:** All boards include at least two young people.

We are registered with and regulated by the [Charity Commission](#) in the UK. Our Company Secretary

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[2] See [Restless Development Charity Commission, People](#)

(our Director of Finance) updates the Charity Commission with our Annual Financial Reports, our Annual Return and any changes to our Charity (including members of our Board and contact details.)

The Trustees seek to work closely with the Chief Executive and Senior Leadership Team of Restless Development to achieve its goals, and are responsible for providing support, guidance and decisions in the areas of: leadership selection; strategic thinking; financial oversight; guidance and support; networking; fundraising and public relations.

The Trustees of our International Board serve on a voluntary basis (with no financial remuneration), and meet quarterly, serve on at least one Trustees Committee (meeting quarterly) as well as meeting annually for an Away Day. They are recruited through a fair and open process, and can serve for up to two terms. The Chair of Trustees manages our Chief Executive Officer, and they meet regularly to ensure effective coordination between the oversight and leadership functions of the Agency.

In order to strengthen our governance structure and ensure it is accountable to and representative of the people we serve, we changed our global board of trustees from having to be London-based to meeting virtually. That has opened up recruitment for trustees from the majority world - and meant that we could proceed with plans in 2021 to add two young trustees from the Global South to the board, doubling the number of young members. In 2019/20 a 360 review of the CEO's performance took place, after a break in the process in 2017/18.

J2. Our governance in practice.

We have a Finance and Audit Committee which has been set up by our International Board of Trustees to contribute time, activity and ideas to the areas of financial management, financial reporting, internal controls and compliance. The committee meets four times a year, ahead of our full Board of Trustees Meeting, to ensure these areas of our work are reviewed and scrutinised to the level of detail required. This committee offers recommendations to the Senior Leadership Team and Board of Trustees in order to guide and support decision making around resource allocation and risk.

Each of the five committees at the global level discuss relevant risks aligned to their committee focus, assign risk ratings and agree mitigating actions to reduce or maintain an acceptable risk level. This is reviewed quarterly in the committee space, and in the wider board meetings.

Our board plays the most senior role in reviewing and responding to concerns and complaints. The relevant committees review information related to safeguarding, finances, staff and fundraising as they arise if they meet a certain threshold, or on a quarterly basis.

J3 / J4. Managing complaints, concerns and feedback.

We work hard to achieve our strategic goals in a way that upholds high standards, builds trust with the people we work with and will lead to long-term sustainable change. However, it is essential that the people we work with - both internally and externally - have the opportunity to raise concerns and complaints if they do not believe we are meeting these standards. We provide a number of channels and opportunities across all areas of our work to get in touch with us, and they clearly understand the steps that will be taken after a complaint or concern is shared.

A major achievement has been the inclusion of a community complaints response mechanism. We have seen over the past few years a dramatic increase in the number of safeguarding concerns reported through our complaints mechanisms by community members. This has resulted in the agency being able to act swiftly and also use communities in the management of complaints and incidents.

We take complaints seriously and commit to investigate and resolve them in a way that is fair, timely and objective for all individuals involved. Our Employee Handbook sets out in detail what happens from the stage of an individual raising a formal complaint and the full process which follows, including stages of the process and individuals and timing involved.

Additionally, in 2018/19 Restless Development conducted a listening exercise across all hubs with alumni from different programmes. The feedback from this exercise resulted in changes to

programme design and volunteer support across the global agency. Some key areas that were identified include communication with volunteers, resourcing programmes so volunteers are able to perform their role and an investment in training volunteers.

Whistleblowing: We have a comprehensive [whistleblowing policy](#) which can be accessed for all internal and external stakeholders to raise any concerns they may have about the agency which they do not feel comfortable raising with a senior member of staff. This policy is on our website and also part of our [Global Employee Handbook](#). Staff can also raise complaints on a stakeholder's behalf under the whistleblowing policy. The Whistleblowing process enhances the existing process for raising a concern, it does not replace it. In the first instance staff should continue to report up through their Performance Manager.

This whistleblowing process is part of a full set of safety, security and [safeguarding](#) policies which are published online. When a concern is raised through our whistleblowing email, it will be confidentially accessed by our Director of Finance and Director of Operations who will open an investigation into the concerns raised.

Number of complaints: 10

Resolution: All complaints were investigated and resolved, and where appropriate action was taken.

Safeguarding Reporting: Restless Development reported all serious incidents to its Trustees, the Charity Commission, local authorities where relevant and appropriate donors where required. During the report period, five incidents reached the threshold for reporting to the Charity Commission. All incidents were swiftly resolved with appropriate actions in place. All learnings from the incidents have been embedded into programme designs for future mitigation.

Fundraising Reporting: We are members of The Fundraising Regulator, which holds the Code of Fundraising Practice for the UK. They set and maintain the standards for charitable fundraising, aim to ensure that fundraising is respectful, open, honest and accountable to the public and regulate fundraising in England and Wales.

If someone is disappointed by something they see in our fundraising, we request they email a member of the fundraising team in the first instance, and we aim to respond fully within 10 working days. In most cases, a response will be given much sooner but in particularly complex cases it could take longer to fully investigate, in which case we'll keep the person updated. If they are still unhappy after we have provided a full explanation, they are asked to raise a complaint with the Fundraising Regulator, the independent regulator of charity fundraising.

Number of complaints: In 2019/20 there were 0 fundraising complaints received.

J5. Confidentiality and anonymity.

As part of our whistleblowing policy we clearly set out our commitments to confidentiality and protecting the anonymity of those involved. Our policy set outs:

"Every effort will be made to keep the identity of an individual who raises a concern under this policy confidential, at least until any formal investigation is underway. If it is necessary for you to participate in an investigation, the fact that you made the original disclosure will, so far as is reasonably possible, be kept confidential and all reasonable steps taken to protect you from victimisation or detriment as a result of having made a disclosure.

In order not to jeopardise the investigation, you will also be expected to keep the fact that you have raised a concern, its nature and the identity of those possibly involved, confidential. There may, however, be circumstances in which, because of the nature of the investigation or disclosure, it will be necessary to disclose your identity."

Leadership is dedicated to fulfilling the 12 Commitments

K1. Holding Leadership to account.

Our leadership, governance, management and wider agency have commitments set out on transparency and accountability. We have a number of mechanisms to ensure that our people are held to account for fulfilling their strategic promises on accountability, as well as the wider delivery of our strategic aims and goals as an agency. This includes:

- **Annual performance reviews:** The Annual Performance Review is an opportunity to reflect on performance over the year, to look back on the goals set at the beginning of the review period and to help reflect on achievements and learnings. A key part of this is a 360 degree feedback mechanism, to ensure staff are learning from their colleagues feedback. **These reviews are conducted for all senior staff, including the CEO (led by the board chair).**
- **Annual agency survey:** The Agency Survey is an annual survey for all staff globally to complete. Responses form part of the backbone of how we track our Agency Plan's success as well as our staff satisfaction over the years to come.

Data from the 2020 survey shows that the following results in response to our strategic commitment to dynamic accountability:
- 96% of staff feel that Restless Development is transparent and accountable to its stakeholders
- 93% report that Restless Development effectively brings the voices of its stakeholders into decision making.

Quality Assurance Framework. This framework was designed in 2017/18, and tests our quality and performance as an agency against all areas of our Agency Plan, which includes essential standards and key performance indicators Dynamic Accountability. **All directors will be held to account for their Hub/Units performance against the Framework.**

Consolidated data from our QA dashboard shows 97% achievement of the Dynamic Accountability essential standards committed to by Hubs. These include ensuring feedback to stakeholders is central to annual reviews; that Annual Volunteer Survey findings are shared with volunteers; and that Directors share the annual Directors conference presentation with all staff.

K2. Discussions with staff on our commitment to accountability.

We believe it is the role of all staff and volunteers we work with to apply the principles of Dynamic Accountability within their role. We embed decision making, autonomy and responsibility within all of our roles as we believe, as outlined in our values, that everyone has a leadership role to play, no matter their role in the agency. We also explicitly set this commitment to distributed decision making in our Agency Plan, stating "distributed leadership ensures that decision-making lies as closely to those working on the issues, favouring agency and innovation over bureaucracy."

We apply dynamic accountability internally as an agency too, recognising staff as a key stakeholder in decision making. The main ways we do this is through surveys (such as our annual Agency Survey and People Survey), consultations (such as our strategy development process, compiling of this report and as part of our annual directors conference) and ways of working. The changes in our leadership structure to be implemented from 2021 onwards also increase the number of voices from across our agency into our global leadership - structured around three teams focused on strategy; resourcing; and the performance of our agency.

K3 . The scope of this report.

This report covers all parts of our Agency, which is made up of nine Hubs and one International unit, which is empowered by the whole agency to ensure Restless Development is a high performing agency, sustainable business and achieving our strategy. The report is based on the global policies, procedures and standards all Hubs are committed to operate by, and contains illustrative practical examples from across multiple Hubs.