

Restless Development Minutes of Trustee Meeting

Attendance: See table at end of document

Date: 31/01/2024

Recorder: Richa Sinha

Location: Zoom

Time: 12.00pm - 3.00pm GMT

Approved:

Agenda	1. Welcome and Approval of Previous Members 2. Trustee Spotlight (JW)	3. State of the Agency Report (AK) 4. Year of Youth Collective (AK) 5. Break 6. Risk- New top 6 (KM)	7. People Committee (OJ / KM) 8. Strategy Committee (PW, NA) 9. Business Committee (LM) 10. Youth Spotlight (Rachel and Chimbu) 11. AOB (Jenny)(AK and KM)	
Actions Updates	Actions from Meeting(s)	Lead	Status update/timeline	Progress
1.	Share internal audit and Quality assurance framework guideline with Pooja	Sachin (Richa will communicate to him)		
2.	Hub to re-submit budget forecasts including EUAU project.	Genevieve		
3.	Safeguarding training to all Trustee	Ngosa		
4.	Declaration of Interest Forms to be signed by all Trustee	Richa		

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Agenda	Minutes
Welcome (JW)	JW welcomes everyone and invites updates from Trustees. Apologies sent by EJ(Trustee)
Trustee Spotlight (JW)	<p>JW, through her trustee Spotlight, provided an overview of COP28, the UN climate summit that took place at the end of the previous year. She noted the significant growth in attendance at COP events over the years, with nearly 100,000 participants in the recent one held in Dubai.</p> <p>She highlighted the purpose of COP events as gatherings for parties to the UN Framework Convention on Climate Change to discuss progress on tackling climate change. However, she mentioned the diverse array of participants at COP events, including business sectors and organizations with different goals, some of which are not directly involved in negotiations.</p> <p>While there were positive aspects such as major announcements on transitioning away from fossil fuels and significant pledges in climate finance. She also expressed concerns about the influence of fossil fuel companies and greenwashing in the negotiations.</p> <p>She further highlighted the challenges faced by civil society in accessing COP events due to costs and visa difficulties. She also discussed her role at COP28, leading advocacy efforts on food security and climate change for the UN agency she works for. Despite recognizing the flaws in the COP process, she emphasized the importance of participating in such events while also considering other platforms and opportunities for climate action. She also talked about the Africa climate summit, held this year, was pretty huge and also mentioned regional climate weeks and lots of other platforms that are emerging.</p> <p>She talked about the launch of the G2C2 program (global girls creating climate change), as one of the big focus of the work. Also talked on youth involvement in climate diplomacy and highlighted the youth climate delegates program, around 100 young people positioned in high level spaces to engage in the decision-making.</p> <p>ND agreed with the analysis of the event, particularly emphasizing the incorporation of the youth climate champion role into the COP structure as a positive step forward. Despite controversy within civil society, she said that this was an opportunity to keep on their radar. They suggest not focusing too much energy solely on the event, highlighting the significance of the youth climate champion role as one of the main outcomes on the youth side. They also note the last-minute mobilization efforts by the youth (referred to as "restless") as indicative of the importance of this role.</p>

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<p>State of Agency Report (AK and KM)</p>	<p>AK initiated discussions on the youth collective and its significance for the upcoming year. She talked about a leadership conference that brought together GLG and six other young leaders, emphasizing collective leadership and succession planning. The conference theme, "collectively restless," aimed to unify efforts and set the tone for future endeavors. Discussions also touched upon the need to measure impact, especially regarding youth power, and highlighted upcoming events such as the shift the power summit and the US board event hosted by the new chair, Barbara. She updated that the leadership conference served as a platform for shaping the agency's vision, focusing on collective leadership and the importance of being more than the sum of its parts. There was recognition of the need to shift power dynamics and ensure young people are central to decision-making processes. Furthermore, the report mentioned the appointment of a new head of people and upcoming external opportunities, such as participation in CSW and the UN General Assembly's "summit of the future," signaling a commitment to global engagement and advocacy.</p> <p>She also discussed future plans, including the State of Youth Civil Societies focusing on youth-powered funds and the challenges of funding. Moreover, there was praise for a campaigning session led by Tom, emphasizing its impact on subsequent meetings. She further added that the report concluded by inviting further engagement from colleagues, suggesting opportunities for training sessions and a continued focus on connecting with the youth collective to address their concerns and amplify their voices.</p> <p>KM updated for significant progress made regarding the organization's governance and financial models. The leadership conference marked the beginning of this journey, with discussions centered around the agency model introduced last year. Notably, she added that new board chairs have been appointed, including Mohammed Jalloh and Achievement Dhlakama in Zimbabwe, alongside Barbara Spitzer in the US. Meetings have been conducted with all board chairs to prepare for the governance redesign process, with only the Zimbabwe chair remaining. Excitement mounts as consultations with national boards on the proposed financial model are set to commence, following feedback from the business committee. Additionally, She added that the organization is gearing up to present quality assurance data aligned with the new agency model, indicating ongoing progress and alignment across its seven hubs and satellites.</p> <p>Furthermore, KM highlights the forthcoming redesign of internal audits to align with the new framework, reinforcing the organization's commitment to enhanced governance and financial transparency. The comprehensive approach to reporting and consultation underscores a collective effort to ensure alignment and effectiveness across all levels of the organization. This coordinated effort signals a pivotal moment in the organization's trajectory</p>
<p>Year of Youth Collective (AK)</p>	<p>AK emphasizes the importance of youth empowerment and collective action. Following a conference where the theme of unity and visioning took precedence, discussions revolved around Restless Development's role in amplifying youth power on a larger scale. There's a recognition of the need to expand efforts and bring ambitious plans, seeking feedback and insights to guide the</p>

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	<p>way forward. She emphasized on thinking bigger and bolder, envisioning what could be achieved with significant resources. The focus lies not just on current initiatives, but on dreaming and executing transformative projects. She updated that Collaboration and communication are central to their strategy, aiming to harness wisdom and connections to steer towards greater impact and scale.</p> <p>AK highlights the often-overlooked power of youth-led initiatives that are shaping communities worldwide. These initiatives, driven by the energy and innovation of young people, range from beach cleanups to climate protests, demonstrating the immense potential for positive change. Despite being integral to societal progress, youth-led action is frequently undervalued and underfunded. She updated that Restless Development, recognizing this gap, established the Youth Collective in 2016 to amplify youth power. With 4,500 members across 185 countries, the collective aims to provide opportunities for connection, support, and funding to empower young leaders globally.</p> <p>She also discussed the challenges of youth that include issues of trust, inequality, isolation, and insufficient funding. Despite these obstacles, the Youth Collective is committed to nurturing and celebrating youth power. By fostering connections, providing support and learning opportunities, and advocating for youth-led funding, the collective seeks to supercharge youth initiatives and reach 100,000 members. Their vision extends beyond individual projects to a global mechanism that truly unleashes the potential of youthful society, creating a more sustainable and equitable world for all.</p> <p>In response to enquiries, she clarifies that an ideal £10 million fund is intended to support youth-led initiatives globally, including both existing hubs and new beneficiaries. By involving young people in the decision-making process regarding fund allocation and criteria, the collective ensures that resources are directed where they are most needed and can have the greatest impact. AK further added that this initiative represents a significant step towards recognizing and harnessing the transformative power of youth worldwide, ultimately shaping a more inclusive and dynamic future.</p>
<p>Financial Position (GS or SMI, AF)</p>	<p>AF updated on Q1 progress that achieved an impressive milestone by securing just over £3 million in funding, exceeding our targets. It was mentioned that the success can be attributed largely to two EU-funded initiatives. These projects have significantly increased the average value of successful proposals, from £150k two quarters ago to £450k this quarter.</p> <p>Updated about the hiring of Jessica Kepler as Growth and Partnership Senior Manager in the US, focusing on major donors, and Marissa Stephenson Stewart as Philanthropy Director in the UK, specializing in major donors and corporate partnerships.</p> <p>Discussions were held on strategic funding and program development. It was further highlighted that the major donor fundraising efforts, particularly in the US, are progressing well, with plans underway for a fundraising event in New York and a</p>

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forthcoming appeal in the UK. Triathlon preparations are also in full swing, with ten high schools lined up for participation, marking our largest event yet.

AF: Several key points regarding risk and strategic considerations were discussed like the decision to discontinue the "Choose a Challenge" university partnership due to its underperformance and lack of control over outcomes; capacity building within the fundraising team, particularly in targeting major donors and corporates; balancing efforts between global projects and hub proposals for optimal income generation, etc. Also, highlights about the efforts are underway to align fundraising goals with programmatic objectives to foster more ambitious and sustainable fundraising strategies.

PW: Raised the points related to capacity building within the fundraising team, particularly targeting major donors and corporates, while recognizing strain on the global resource mobilization team. He emphasized on balancing efforts between global projects and hub proposals for optimal income generation.

AF: answered and highlighted the fact that the organization has been actively addressing the challenge of securing core funding through weekly sessions for hub directors and fundraisers, focusing on identifying prospects, making contact, and articulating the need for unrestricted funding.

GS- showed a presentation that provided a detailed overview of financial updates, with secured income reaching £7.5 million, marking a 6% growth from budgeted income. Highlighting the significant impacts include securing EU/AU lot 1 and lot 2 with Lot 1 across African hubs, contributing an estimated additional £300K.

She further added that the pre-pipeline deficit stands at £416K, showing a reduction in risk. and the post pipeline deficit remains £50k. Cash flow analysis reveals potential cash shortage by February, addressed with control measures. She demonstrated the re-forecast summary across hubs-

- pre-pipeline deficit is £77K, with a post-pipeline surplus forecast of £33K.
- Global income sits at 2.9 million, with a deficit of 289K, offset by hub balances.

Changes from the approved budget in September include a decrease in the global projects pipeline, resulting in a £200K deficit, partially compensated by factors like UAE project contributions and frozen costs. Unrestricted fundraising sees a stretch target of £8K. Overall, the presentation highlights the main drivers behind the financial movements and strategies for managing immediate risks.

She updated the risks and assumptions that includes

- the fundraising targets in the US

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	<ul style="list-style-type: none"> ● stretch target of £80K in unrestricted fundraising, ● the delivery of triathlons on a larger scale. ● uncertainties in some hub forecasts, particularly regarding £120k of unrestricted income in the Tanzania budget, and ● pending sign-offs for Zimbabwe hub carry-forwards. <p>Despite these risks, income growth across hubs appears balanced, with notable increases in Zimbabwe but a reduction in Zambia due to project rephrasing. GS demonstrated a historical data that shows a steady deficit, aiming to reduce it to £50k possibly through reserve contributions generated from the reforecast process, presenting a position with reduced risk compared to the original budget.</p> <p>Last slide was of the cash flow forecast that depicts three distinct lines, with the purple line representing cash flow projections incorporating mitigated actions, indicating stability around the \$2K level until February and March, followed by a sharp increase in cash inflow from triathlon events beyond April.</p>
<p>Risks - the new top 6 (KM)</p>	<p>KM: gave reflection on the past year's challenges and the board's efforts to avoid staff layoffs despite freezing future investments. Acknowledged the success of the multi-hub, multi-year higher value program but highlighted the increased reliance on unrestricted funds to cover gaps. She briefly touched upon a new approach to risk assessment, integrating it into strategic updates during the quarterly GLG meeting.</p> <p>She emphasizes the need to explore the full context of risks, including their impact across operations, such as incident response and mitigation. Despite financial constraints affecting investments and talent development, there's optimism for improvement in cash flow as the year progresses. The focus has been on maintaining basics rather than investing in visionary projects, particularly in talent development, where there's a clear gap.</p> <p>She also described Quality Assessment Framework as a system for assessing and ensuring the quality of various aspects within an agency. It involves self-reporting data by hubs, focusing on essential standards and key performance areas. She further added that the framework aligns with eight quality areas of the agency plan. The goal is to use this data as a management tool rather than just a reporting tool. The framework identifies areas of improvement, such as in Tanzania, Zambia, and Sierra Leone, and plans to adjust internal audit programs to corroborate self-reported data. Additionally, there are plans to expand the framework to include USA, UK, and South Asia offices, each with tailored essential standards and KPIs. Lastly, she added that set of key performance indicators for the "pod" to assess fundraising and other global agency tasks quarterly is being developed. This framework aims to enhance agency performance and accountability.</p>

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<p>People Committee (Oyindamola)</p>	<p>EK begins by noting that many points they intended to discuss have already been covered such as recruitment and risk management in terms of talent retention. Restless is actively addressing the risk of talent loss by developing leadership programs. EK mentioned data from Bamboo HR showing staff turnover, particularly in Tanzania due to contract renewals. He highlighted the importance of reflecting on such transitions. He appreciated the Restless Development Lexicon that brought attention to terms commonly used in the organization, such as "localization" and "pod," shedding light on their significance. EK also discusses their involvement in safety and safeguarding meetings, which provide comprehensive briefings on protocols and processes. Overall, the discussion revolves around recruitment, talent retention, contract renewals, terminology clarification, and safety protocols.</p>
<p>Strategy Committee (Paul)</p>	<p>PW updated that the Strategy committee had a fruitful discussion about Restless' role in advocacy and influencing. They pondered over the organization's expanding global scope and how to make strategic decisions without imposing top-down control. One idea was to identify a shared thematic focus, possibly centered around voice and democracy, to unify Restless's efforts. He also discussed the concept of the "Restless Way," a shared approach to community programming, and whether a similar approach could be applied to advocacy. He added that the committee acknowledged the need for further exploration and planning, especially regarding the Youth Collective and the four dimensions of Restless's strategy. They also noted upcoming events like CSW (Commission on the Status of Women) as crucial opportunities for external engagement</p>
<p>Business Committee (Lucinda)</p>	<p>LM discussed several points with regard to the Business Committee. Firstly, She mentioned the Siegel loan, recommending its approval for use over the next two months during a cash crunch, contingent upon a follow-up discussion in April to address mitigation plans and future concerns. She also discussed ongoing audits, emphasizing trustee responsibilities in areas such as reserves policy, risk management, accounting policies, and going concern. She highlighted positive progress in areas like the repo line and new staff positions, but noted ongoing risks, particularly in Tanzania. The committee emphasized the need for strategic focus and balance, aiming to build reserves while addressing challenges. Lastly, She discussed upcoming discussions on global governance and funding models, considering how to balance global contributions with local priorities and the impact on the organization as a whole.</p>
<p>Youth Spotlight - UK Youth Power (Chimbu and Rachel C))</p>	<p>The Youth Spotlight initiative, led by Chimbu, focuses on the Youth Stop AIDS programme for HIV. They aim to eliminate new HIV cases and related stigma by 2030. Their goals include influencing decision-makers on access to medicines, human rights, and funding for the global response. They have 10 campaign leaders who plan events and campaigns, mainly through social media. Rachel discusses the Young Gamechangers Fund initiative aimed at supporting youth-led organizations and projects in the UK. The fund is unique in that it not only supports organizations but also individual projects by young people aged 10 to 25. A steering group comprising 13 members from across the UK oversees the allocation of funds, ensuring that both organizations and individuals are fairly considered. The fund emphasizes empowering young people and shifting decision-making power to them. She also updated that additionally, upcoming projects, such as "Walking the Talk," are being developed to further empower youth. The project team collaborates closely to ensure the success of these initiatives and plans to integrate collected data into</p>

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	future projects
AOB (JW)	<ul style="list-style-type: none"> ● Safeguarding training for all Board members ● Declaration of Interest Forms

Attendance is reflected in the table below. Members of the Global Board of Trustees are listed first; Global Leadership Group members are listed subsequently.

Attendance: Trustees	30 th Jan 2024	8th May 2024	24th July 2024	11th Sep 2024	Attendance: Staff	30 th Jan 2024	8th May 2024	24th July 2024	11th Sep 2024
Bella Mosselmans	●				Candie Cassabalian	●			
Jenny Wilson	●				Alex Kent	●			
Paul Wafer	●				Natalie Agboeze	●			
Mafipe Chunga	●				Kate Muhwezi	●			
Oyindamola Johnson	●				Sunil Mahawar	○			
Tom Allen	●				Genevieve Seddon	●			
Lucinda Moore	●				Nikita Khanna	○			
Diwakar Uprety	●				Nalini Paul	●			
Amisa Rashid	●				Yande Kalengo	●			
Edleen John	○				Al Farrington	●			

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Pooja Singh	●				Richa Sinha	●			
Nicola Dean	●				Sachin Saini	○			
Justin Derbyshire	●								
Francesca Bowen	●								
Eshban Kwesiga	●								

● In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

* Via Zoom