

# Restless Development Minutes of Trustee Meeting

**Attendance:** See table at end of document

**Date:** 24/07/2024

**Recorder:** Richa Sinha

**Location:** Zoom

**Time:** 12.00pm - 3.00pm GMT

**Approved:**

<b>Agenda</b>	1. Welcome and Approval of Previous Members 2. Trustee Spotlight 3. State of the Agency Report	4. Global Governance Update and Charity Objects 5. #FundYouthPower - Research and Campaign <b>Break</b> 6. Financial Position - Q3 Reforecast, Reserves and Cash Flow	7. Internal Audit Results and Risks 8. People Committee 9. Strategy Committee 10. Business Committee 11. Youth Spotlight 12. AOB	
<b>Actions Updates</b>	<b>Actions from Meeting(s)</b>	<b>Lead</b>	<b>Status update/timeline</b>	<b>Progress</b>
1.	To share all staff call invite to all Trustee	Richa		
2.	To invite Barbara to the next meeting	Jenny/ Al		
3.	Al to provide deepdive analysis and more information on review of resource mobilisation strategies	Al		

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4.	Hosting informal, periodic discussions on global topics like fundraising or shrinking civic space to engage global board members.	Kate		
5.	Kate to share Charity Objects revision with all trustees and trustees to provide any feedback by mid-September	Kate		

Agenda	Minutes
Welcome (JW)	<p>JW welcomed all the trustees and announced that this would be OJ's final meeting with us and also confirmed that he remains available to support the members in any other capacity. JW appointed EJ as the new chair of the People Committee and congratulated her on the new role.</p> <p>JW also proposed that Barbara, the chair of the US board, join the global board meetings as a guest for the next few months to improve connections between the US board and the global agency, and to help Barbara better understand and support the Agency's global operations and initiatives. Further approved by all.</p> <p>She also congratulated PS, who was recognized as the Trustee's Values Champion at an event called "Value day ". Further she praised her for advocating change, especially for young women and girls, and for supporting programs and advocacy efforts. The speaker expressed agreement with these commendations and thanked her.</p>
Trustee Spotlight (FB)	<p>FB discussed her involvement with Restless, starting from 2016 when she was in Sierra Leone conducting an entrepreneurial course. She was impressed by Restless's effective long-term programs and their innovative efforts in curbing Ebola through</p>

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	<p>sanitation and youth engagement. This experience inspired her to support and work with the organization. FB then described her initiative called "Generation Restless," which she started to leverage her network in the UK. The initiative aimed to connect young professionals with Restless projects, offering advice and support in various fields such as financial planning and graphic design. The group met regularly, both in person and online, to collaborate on initiatives and provide expertise. She also highlighted a fundraising effort tied to climbing Kilimanjaro. The team organized a virtual week-long series of classes and community events to raise funds, despite COVID restrictions. They managed to raise significant money, partly through a big fundraising dinner, and engaged corporate support to maximize the funds raised. The trip to Tanzania allowed them to see Restless's work firsthand and strengthen their commitment as long-term supporters.</p> <p>FB concluded by noting the importance of utilizing diverse skills and experiences to support the organization's growth and impact, and invited questions or further discussion on her experience. JW expressed appreciation for FB's involvement in meetings and her impactful ideas. She highlighted the upcoming 40th anniversary as an opportunity for everyone to get involved in various ways, not just directly through the organization but also by connecting with broader networks.</p> <p>JW encouraged thinking creatively about how to contribute and praised Fran for inspiring ideas that could shape future initiatives</p>
State of Agency Report (AK and KM)	<p>AK introduced a new video that had been created. They highlighted that a key achievement in the last quarter was the effort to enhance their online presence, specifically through the video, which they encouraged everyone to watch or like if they hadn't already.</p> <p>Further provided a comprehensive update on the organization's recent activities and future plans. They highlighted significant efforts to consolidate and enhance the organization's operations, aiming to better position itself for new opportunities. A notable event was the Kenya Democracy Summit held in Nairobi, which coincided with local protests, allowing the organization to address relevant democratic issues and reinforce its role in current discussions. AK also showcased the organization's recent achievements, including a new video designed to boost their online presence and Gabriel's impactful LinkedIn post on democracy and youth education. Regular blog updates covering crucial topics like the child marriage bill in Sierra Leone, underscoring the organization's thought leadership was also shared.</p> <p>Looking ahead, the organization planned several key events, including a research-sharing event and the Uganda Leadership Conference with a Youth Power Day in November. Additionally, discussed relocating their London office in December as part of a strategic realignment. AK praised the triathlon team for their exceptional fundraising performance. Despite some challenges, including funding reductions, the organization managed to maintain financial stability by securing commitments from all funders through proactive planning.</p>

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	<p>Recognition has also been a highlight, with the organization receiving accolades for its power-shifting work and being featured in upcoming interviews and forums. Alex outlined plans for a deeper review of resource mobilization strategies to address declining program funding and major donor support. This included updating the theory of change to better align with sector terminology and improve funding bids. It was added that the organization would be preparing for a celebration event to engage and recognize supporters, emphasizing the importance of community building and strategic engagement. Overall, Alex's update reflected a strong focus on continuous improvement, strategic positioning, and planning for future growth while celebrating recent successes.</p> <p>PW asked AI to compare the effectiveness of traditional donors, like bilateral agencies, with foundations in their fundraising strategies, seeking insights into how each type of funding source impacts their efforts.</p> <p>AI reported that most large grants over £1 million came from traditional institutional and multilateral donors, with minimal contributions from trusts and foundations. This trend also applied to smaller amounts, indicating underutilization of trusts and foundations. AI highlighted a significant opportunity to engage more with this sector and emphasized the need to revise their approach by developing and pitching ideas that align with the expectations of trusts and foundations, as current projects are generally small and short-term.</p> <p>AK further added that the funding environment had been challenging for everyone, with many organizations struggling. They mentioned that the tough market conditions reflect decisions made years ago and acknowledged that their approach has been somewhat business-as-usual. AK emphasized the need to intensify their review and adapt quickly to improve their position, ensuring they don't fall behind. Further highlighted the importance of acting swiftly to enhance their strategy and address current funding difficulties effectively.</p>
Global Governance Update (NP) and Charity Objects (KM)	<p>NP provided a comprehensive update on the global governance reform process initiated at the last conference in Tanzania. She outlined the steps taken to involve national boards in shaping the agency's governance structure, highlighting the facilitative role played by our organization. The process began with individual discussions with board chairs to gather their insights and concerns, followed by group brainstorming sessions. Based on this feedback, a questionnaire was developed to explore various governance models and compliance issues. Recent discussions with national board chairs and global representatives have focused on finding a structure that respects local legal constraints while fostering effective global collaboration. NP noted the strong commitment from the boards to work towards a cohesive governance model and mentions the need for further discussions to finalize the approach. She also indicated plans for a working group to develop a feasible structure and acknowledged efforts to secure resources for future in-person meetings.</p>

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	<p>FB proposed the idea of participating in local board sessions to build connections and improve collaboration. Later KM discussed the challenges of integrating national boards and the importance of involving global board members in upcoming discussions about financial and governance models. She also talked about the complexities and bureaucratic constraints of national boards.</p> <p>Further EK suggested hosting informal, periodic discussions on global topics like fundraising or shrinking civic space to engage global board members. These low-stakes, flexible meetings would foster open dialogue and relationship-building over time. Adapt based on past experiences and integrate these conversations gradually into existing meetings.</p> <p>KM welcomed Eshban's suggestion. She saw value in exploring topical conversations and building relationships but noted the challenge of balancing trustees' time. Periodic discussions could help with understanding and connecting across different entities.</p> <p>JW updated that they recently began holding quarterly meetings with national board trustees, which have been effective for building connections, supporting new trustees, and sharing advice. She had planned to continue these meetings and explore further logistical details for topical conversations.</p> <p>KM provided an update on the charity's objectives, which were originally established over 30 years ago. The current objectives are outdated and do not reflect our recent focus on climate change or comply with modern UK charity law. She has drafted revised objectives that align with English legal requirements and better represent our current mission and activities. These changes are intended to update the objectives to reflect our modern goals and ensure legal compliance. The proposed updates have been shared with a few board members. She further added that she is now seeking feedback from the entire board to ensure a comprehensive review and approval process. She ended with clarity that if no concerns or objections are raised by mid-September, she will proceed with submitting a formal application to the Charity Commission to update the charity's objectives officially.</p>
#FundYouthPower - Research and Campaign (AF)	<p>AI provided an update on the critical funding issues impacting young people and youth-led initiatives. Despite the essential nature of training and support, young people frequently struggle with insufficient funding, which limits their ability to achieve their full potential and make an impact. AI highlighted that, according to a 2022 survey, 72% of young people reported a decrease in funding, with over 60% needing more flexible funding options. Additionally, it was noted that youth climate movements receive less than 1% of global climate philanthropic funding, revealing a significant funding gap. AI also pointed out that only 5.56% of top gender equality donors allocate funds to initiatives focusing on young people. To address these issues, AI announced that the forthcoming State of Civil Society report, titled "Resourcing Youth Power to Thrive," will be released in September at the Summit of the Future in New York. This report, conducted with ten young researchers from around the world, will explore various funding types and their effectiveness.</p>

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	<p>AI discussed the upcoming Youth Power Summit, which would run parallel to the UN General Assembly in September. This event aims to empower young people by giving them a platform to present, engage in discussions, and interact with decision-makers. AI also highlighted a longer-term campaign to raise awareness about funding practices for young people and to celebrate their achievements. They are looking to build a network of youth champions and encourage broad support for investing in young people. Additionally, AI requested contacts who could be invited to the summit or could contribute to the campaign.</p> <p>JW asked for clarification on two points regarding the long-term campaign and the report. She wanted to know if the campaign is scheduled to launch at the Summit of the Future or if the summit is solely for launching the report, with the campaign being a separate, long-term initiative. Additionally, she inquired about the media and advocacy strategies that will support the report's release, particularly if the campaign itself will not be launching at the summit. She emphasized the importance of having a strong strategy to capitalize on what is expected to be an impressive piece of research.</p> <p>AK outlined that a strong plan is in place to launch the campaign alongside the research release. She added that the campaign would use the research to highlight the issue of inadequate funding for young people and drive meaningful change by engaging key stakeholders and setting clear funding principles.</p> <p>AI further added that they're handling applications through close networks to avoid overwhelming responses and may need to select participants based on their visa status due to difficulties with US visas.</p>
Financial Position (GS and AF)	<p>GS provided an update on the financial position, noting that Social Security income had decreased slightly to £8.1 million, reflecting a 2.5% drop due to program terminations and delays in larger programs. The pre-pipeline deficit stood at £91K, without contributions to reserves. She further added that despite these challenges, there was increased confidence in achieving a balanced position due to overperformance in triathlon income. Regional updates revealed that three hubs were in surplus, but the India hub had shifted from surplus to deficit due to funding issues. This deficit was covered by India's own reserves. The cash flow remained strong, with the business interruption loan repaid, saving on interest. Risk management was focused on pipeline issues, particularly in Zimbabwe and Zambia, but overall confidence was bolstered by additional income and reserves. The budgeting for 2024-2025 showed secured income of £5.8 million, and detailed planning was ongoing. She ended by updating that a potential cash flow pinch was expected in January-February, but reserves were projected to remain at £595,000, maintaining a solid financial benchmark.</p> <p>AI summarized recent fundraising efforts, noting that over £500K had been secured in the last quarter, with an average value of £104K per submission. Performance had improved compared to previous quarters but faced challenges with higher-value opportunities, particularly those above £500K. He further added that the win rate for smaller grants was reasonable, but it dropped</p>

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	<p>significantly for larger ones, prompting a review of strategies. Happily updated that the school's triathlon had exceeded expectations by raising over £1.2 million, which helped offset underperformance in major donor targets. Efforts were underway to recruit more trustees, adjust U.S. targets, and review resource allocation to improve results. The retrospective analysis was intended to guide future strategies, including a surge support plan to better target high-value opportunities. Additionally, guidance for hubs was developed to manage expectations and budgeting issues. Planning for the 40th anniversary and the youth power summit in New York was also underway, aiming to enhance visibility and fundraising.</p> <p>Justin asked for a review of the figures discussed and requested an update on any additional funding confirmed for the triathlon since the business committee meeting held last week.</p> <p>GS responded that the overperformance compared to the original forecast for June was £80K. However, taking into account various fluctuations, the net impact was a £50K surplus for the year. This amount helps cover any risks associated with the pipeline items and maintains confidence in the existing pipeline.</p>
Internal Audit Results and Risks (SS)	<p>SS discussed several updates and changes to the internal audit program. This year, the program incorporated quality assurance questions related to essential standards and personnel, with indicators reported quarterly to ensure compliance. The previous rating system, which often resulted in negativity, has been replaced with color coding to improve reporting. He added that despite these changes, audit completion faced delays; only two locations, India and UK and the USA, were audited in the last two days of the previous week. Performance varied across different hubs, with at 70% performance of Nepal, but improvements are underway with new staff and leadership actively involved. He added Country-specific performances were notable: Uganda achieved a 90% score in management and leadership ,Sierra Leone reflecting a 7% increase to reach 87% He also updated that Tanzania stand at 92% with 1% decrease from last financial year , Zambia at 90% and Zimbabwe at 83%.</p> <p>He further added that financial resources continue to be a challenge, with the finance team under pressure to meet both local and global compliance requirements, affecting audit quality and support. In Nepal, with a large staff and a new team, efforts are ongoing to assess and support their performance. The cost-effectiveness of in-person audits remains a concern, leading to consideration of more remote audits. Additionally, one-day auditor training proved insufficient, prompting plans for more comprehensive training sessions. Unforeseen funding challenges caused some auditors to be unavailable temporarily, impacting audit timelines. Looking ahead, SS would plan to improve audit processes, enhance training, share best practices, and complete pending audits. In terms of risk management, there is a focus on addressing cash flow issues, people retention, succession planning, and phishing incident responses, with strategic adjustments being reviewed to improve these areas.</p>

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People Committee (EJ)	EJ conveyed her enthusiasm for getting started and encouraged feedback. She emphasized the need for a reset in the team and charity's strategic vision, particularly focusing on aligning the upcoming people's strategy with the management of employees, volunteers, stakeholders, and funding sources. She noted that previous committee highlights, such as fair share recognition and values day, were acknowledged, and safeguarding remained a key concern. Edleen mentioned slight changes in risk factors, including global safety and the impact of new leadership. Overall, she believed the organization is in a good state and stressed the importance of building momentum and finalizing the new vision currently in draft.
Strategy Committee (NA)	NA conveyed that a meeting will be scheduled for late August or early September to thoroughly review the campaign strategy. She confirmed that all accountability processes and related documents were circulated via email, with no concerns raised, allowing the meeting to proceed as planned.
Business Committee (LM)	LM appreciated AI and Genevieve to cover most of the key points. Additionally. She emphasized the need to review and tackle challenges from Q3 and to support the team in focusing their efforts effectively on upscaling. Additionally, mentioned that there was an extensive discussion about reassessing the ambitious goals for this year, particularly concerning the US, and aligning these goals for the next year. She stressed the importance of having an open and candid discussion about this in the next meeting, especially if the board chair attends, to ensure transparency and alignment with the trustee group.
Youth Spotlight – <b>Sangita Mahajan</b>	SM shared her journey working with Resource Development Nepal, detailing her career progression from a program officer to a program manager. She described her significant contributions, including managing youth information centers, advocating for national youth policies, and leading projects that impacted thousands of young people. Sangita highlighted her role in localizing the Sustainable Development Goals in Nepal, developing life skills training packages, and initiating various impactful community activities. She expressed gratitude for the opportunity to share her experiences and achievements with a global audience.
AOB (JW)	<p>Here are two items for AOB:-</p> <ol style="list-style-type: none"> <li>1. <b>Approval for Registration Extension:</b> Request approval to extend the registration for the Regional Office of South Asia (Liaison Office in India) by renewing the commission grant which expires at the end of this year. Further it is approved by all trustees.</li> <li>2. <b>Upcoming all staff call Meeting:</b> Reminder of the scheduled all staff call meeting on October 3rd at 11:30 AM GMT to discuss potential opportunities. Ensure it is added to your calendars.</li> </ol>

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Attendance: Trustees	30 Jan 2024	8 May 2024	24 July 2024	11 Sep 2024	Attendance: Staff	30 Jan 2024	8 May 2024	24 July 2024	11 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	●	●	●	
Pooja Singh	●	●	●		Richa Sinha	●	●	●	
Nicola Dean	●	●	○						
Justin Derbyshire	●	○	●						
Francesca Bowen	●	●	●						
Eshban Kwesiga	●	○	●						

● In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

\* Via Zoom

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