Restless Development
Agency Accountability Report
2016/17

RESTLESS DEVELOPMENT

Neema Kiwia, a Restless Development volunteer working on the Mabinti Tushike Hatamu project in Tanzania.

Contents Page

1. Strategic Commitment to Accountability

Amidst a changing and challenging landscape for development characterised by shrinking civic space, increasing regulation, declining public support and populist political shocks, the onus on development actors to clearly make the case for development has never been more important.

At Restless Development, we know that the way to make this case is not through words but through the very way that we work as an agency and as a sector. How matters as much, if not more than, what we do as an agency and a sector. For this reason, Restless Development embedded four strategic imperatives across our Agency Plan - a five year strategic vision of how we will change, grow and improve as an agency - which we launched in 2017.

These four pillars - values, youth leadership, dynamic accountability, and a bold vision for how we will become a global agency driven by hubs - reflect our commitment to becoming a new type of agency for change. They form the core of our commitment to going beyond simple one-way transparency and to truly opening our agency - successes and challenges alike - to the young people and communities that we serve through our award-winning Dynamic Accountability approach. These areas draw from the 'best of Restless' and our core DNA as an agency, but they will equally challenge us in areas where we don't yet have all the answers, where we are seeking to stretch ourselves, and where we will take risks and be willing to fail as we trial new approaches. We have created our Agency Plan so that these approaches will be tested and shared not just within Restless Development but more broadly across the sector over the five years to come.

In our 2015/16 fiscal year, we formed our concept of Dynamic Accountability, establishing it firmly in our minds and in the sector, winning the Bond Transparency Award. In 2016/17, we focused heavily on testing the approaches that will accelerate our global strategy and make real our commitments to the four pillars at the heart of our vision for a new agency. This drive has taken many forms: our global participatory process to create our Agency Plan; collaborating with Accountable Now and the Global Standard to see our concept of dynamic accountability taken to scale across the sector; embedding dynamic accountability as a core offer in our most important strategic bids and external partnerships; and stepping up our commitment to youth leadership internally.

At Restless Development we aim to be disruptive, not dissident. Internally, our strategic commitment to accountability over the last year is intentionally disruptive. We took four areas in which we were comparatively already stronger than most and challenged ourselves to step up our commitments to living our values and to practicing dynamic accountability. Externally, as we entered 2018, a sector-wide safeguarding scandal exposed the fundamental need for new models of development that build from the agency, power and leadership of people rather than that of INGOs. We hope that our work over the years to come and our commitment to accountability as an agency will help to not only make the case for a post-INGO model of change but also to create models and approaches that can be used by others.

We therefore hope that our commitments to accountability will both disrupt and challenge us internally as well as externally in the sector more broadly. Not all of our approaches will work. We will fail at times. We will learn from ourselves and others. In so doing, we hope to model, test and prove the case for a new type of development agency fundamentally grounded in a strategic commitment to accountability.

Perry Maddox
CEO, Restless Development

Our Award Winning Approach: Dynamic Accountability

Dynamic Accountability is our award winning approach (ONE Bond Transparency Award for Restless Development dynamic accountability work) to being an accountable agency and transparently working with and learning from young people and partners in order to increase our impact. By bringing more voices in, it will increase the trust that others have in our agency and work, reinforcing the relationships and collaboration that drives our collective success.

Our Principles for Dynamic Accountability

We recognise accountability as an interaction between the agency and its stakeholders, which in our case are the young people who are central to our aims and operations as an agency. Our Dynamic Accountability approach is driven by the following agency principles:

1. **Radical Transparency:** Turning our agency inside out through openness and sharing, we are going beyond standard compliance-level transparency. Radically, we are transparent not just with our results (finances, programme reports and evaluations) but also with our 'internal' processes (from our policies and salaries to strategic thinking and board reports to manuals and information about our approach.) With this radical approach, we are going above and beyond compliance to be compelling and proud of the information we choose to share with the world.

2. **Two Way Exchange:** We know that true transparency requires a two-way exchange of information and influence. Traditional transparency risks being a one-way flow of information especially if that information languishes on a website or in a database unseen by those who might use it. We believe that true accountability is an interaction between the agency and its stakeholders. Only when we open up a two-way flow and discourse can our openness and transparency bring in more voices into the leadership, governance and management of our agency, and ultimately make our work better.

3. **Linking Learning & Performance:** These efforts will only bear fruit if they increase the impact of our work. Therefore, it is essential that we link the voice, information and influence gained through our dynamic accountability approach to our organisational learning and performance systems. In doing so, we intentionally design for dynamic accountability to improve our performance for young people over time.

Dynamic Accountability in Action

In 2016/17 we formalised our approach and included in within our Agency Plan, as well as starting to build methods to test and pilot our approach to Dynamic Accountability. We tested our approach in a number of ways:

- **People Powered Feedback Pilot.** We worked with Accountable Now and CPC Analytics on a pilot project to test and improve how feedback from our Youth Power Partners could be used better as part of decision making, ultimately ensuring impact

can be shared by everyone involved. We published the findings of the [study online](#) and hosted an internal and external webinar on our findings.

- **Directors Conference Dynamic Accountability.** For our annual Directors Conference we strengthened our approach to bringing more voices into the conference. We shared key briefing documents with staff, asked specific questions and incorporated their responses into sessions to ensure Directors were equipped and able to make the best decisions possible. Find out more by reading our blog about the experience: [_"Equip, Empower and Improve: Dynamic Accountability in Practice"_](#)

2. Agency Profile

Young people have the power to solve the challenges we face in our world, but they are being ignored and overlooked.

We work with young people so that they can lead in solving those challenges. Whether that means supporting communities to end child marriage or prevent HIV, we work with young people to change their lives and the lives of people in their communities.

We are run out of hubs in ten countries across Africa, Asia and in the UK and USA, with a wider network of 921 partners across 45 countries in 2016/17. We have been working with young people since 1985 and our work is led by thousands of young volunteers and advocates every year.

Breaking down our operations and activities in each of our Hubs, as of 31st September 2017 (the end of our financial year):

India
Staff: 16   **Our partners:** SRHR Alliance, MPN Alliance, Action India, Macquarie University Australia, Madras Christian College   **Our donors:** UNDP India, Rutgers, VSO International, International Centre for Research on Women (ICRW), Australia Volunteer International (AVI), Women Deliver   Find out more here.
Nepal
Staff: 78   **Our partners:** Restless Development Nepal is unique in that all of its work is delivered through local partners. Currently it has a network of 40 local partners.   **Our donors:** UN Trust Fund to End Violence Against Women, the Dutch National Postcode Lottery, UNICEF, Dance 4 Life, UNFPA, Read Global, and VSO International   Find out more here.
Sierra Leone
Staff: 55   **Our partners:** Christian Aid, Oxfam-IBIS, Sierra Leone National Youth Commission (NAYCOM), BBC Media Action, Age International, Help Age, RADA, ANFEG , AADSL, Girl Guides Association, Girls Empowerment Network, Sierra Leone District Youth Councils, Save the Children, Population Council, Youth and Children's Action Network, Girls to Girls Network, Sierra Leone Scouts Association, Girls Empowerment Network, CODOSAPHA, Men Association for Gender Equality (MAGE), Young Men's Christian Association (YMCA),

Federation of Urban Slums, Youth Development Movement, Sierra Leone Urban Research Centre, Building Resources Across Communities (BRAC)
Our donors: The Department for International Development (DfID), United Nations Children's Fund (UNICEF), One Girl Australia, Comic Relief, United Nations Development Programme (UDNP) and the Red Cross

Find out more [here.](#)

South Africa

Staff: 23
Our partners: Department of Health, Department of Basic Education, Department of Social Development, WSU, University of Fort Hare, Friends of Cintsa, Ingwe FET College, South African Police Service, District Municipality and Local municipalities within our Districts of operation, Society for Family Health/ PSI International, SA Partners, Community Media Trust, Future First Global.
Our donors: The Department for International Development (DfID), VSO International, Big Lottery Fund, European Commission, Health Focus South Africa, Vodacom, USAID.

Find out more [here.](#)

Tanzania

Staff: 65
Our partners: Heifer, PSI, Intrahealth, PACT, Railway Children of Africa, MIICO, VSO, Raleigh, Tanzania Bora Initiative
Our donors: NoVo Foundation, The Department for International Development (DfID), USAID, MasterCard Foundation, European Commission, SIDA, MaVC

Find out more [here.](#)

Uganda

Staff: 65
Our partners: Dance4Life, Rutgers, Reproductive Health Uganda, Uganda Association of Private Vocational Institutions, GOAL, Mercy Corps, VSO, MercyCorps, KENVO, Mastercard Labs, Plan International Uganda, Trailblazers Mentoring Foundation, Joy for Children, Straight Talk Foundation, Family Life Education Program, Reach a Hand Uganda, Family Life Education Programme (FLEP), NAFOPHANU
Our donors: Big Lottery Fund, European Commission, Vitol Foundation, Porticus Foundation, Segal Foundation, Mastercard Foundation, Cafe Direct, Plan International, Amplify Change, Netherlands Ministry of Foreign Affairs, The Department for International Development (DfID), VSO International

Find out more [here.](#)

UK

Staff: 41
Our partners: Accountable Now, Stop AIDS, UNDP, UNFPA, MTV SAF, Plan International, CIVICUS, UN Missions, UN Youth Envoy, FHI 360
Our donors: VSO International, MTV Staying Alive Foundation, Plan International, Danida, Danish Mission to the UN, USAID

Find out more [here.](#)

USA

Staff: 3
Our partners: FHI 360, UN Youth Envoy, RTI International
Our donors: USAID, the MasterCard Foundation. The NoVo Foundation, The Sperry Fund, the Permanent Mission of Denmark to the United Nations.

Find out more [here.](#)

Zambia

Staff: 52
Our partners: BBC Media Action, Ministry of General Education, Ministry of Health, Ministry of Community Development, Health Centres and Schools, Bankers Association of Zambia, Bank of Zambia, Barclays bank FNB, Covemont bank, Zambia National Commercial bank
Our donors: SIDA, Comic Relief, FSDZ, UNICEF, The Department for International Development (DfID), Amplify Change, British Council, Irish Aid, Egmont Trust, VSO International

Find out more [here.](#)

Zimbabwe

Staff: 10
Our partners: SaFAIDS, VSO, LEAD
Our donors: European Commission, Samworth Foundation, VSO International, The Department for International Development (DfID), USAID, International Youth Foundation, Egmont Trust

Find out more [here.](#)

International

Staff: 23

We have a small International function which is sits in different offices around the globe which is empowered by and on behalf of the global agency to lead the success of: 1) our strategic ambition & vision; 2) our sustainable business growth; and 3) the high performance of our agency.

We are committed to transparency as an agency and so the following documents can be found online:

- [Financial Report](#) (2016/17)
- [Annual Report](#) (2016/17)
- [Strategy](#) (2016 - 2021)
- [Agency Plan](#) (2016 - 2021)

You can also find our full range of documents online relating to governance, legal, operations and policies here as part of our [Open Information Policy.](#)

3. Report Parameters

This Agency Accountability Report covers our 2016/17 financial year, which runs from 1st October to 31st September each year. This is our second standalone Agency Accountability Report to be published, and is being created and published as part of our membership of [Accountable Now](#). You can read our first Agency Accountability report [here](#) and the feedback we received from Accountable Now's Independent Review Panel [here.](#)

The feedback from the Independent Review Panel was presented to the Senior Leadership Team in February 2018 as part of their monthly boardroom meeting. Recommendations were proposed and priority areas for focus were agreed. We have used the feedback included from the Independent Review Panel to both improve our systems and processes and to ensure we are including all relevant information more effectively in the body of our Agency Accountability Report. Due to the timing of the reports submission, the improvements recommended and actions taken will not reported on until our 2017/18 report. We are working to ensure we can use the feedback in more real time through our future reporting timeline (see below.)

If you would like further information about the contents of this report, please contact info@restlessdevelopment.org asking for our Strategic Initiatives Manager (Alexandra Stewart, at the time of writing.)

Reporting Process
In our second year creating this Agency Accountability Report we attempted to write and submit it within six months of the end of our financial year (31st March 2018) in order to make it a more relevant and current document. We ended up working to a revised deadline of 31st July 2018.

We submitted our first Agency Accountability Report on 31st September 2017 and received feedback on 29th December 2017. Therefore in order to submit a report for 31st March (now moved back to 31st July 2018) we have run a more streamlined approach to its information gathering, writing and consolidation to ensure it can be submitted in a timely manner. We will ensure on the back of the submission of this report to:

- Publish the report online for all stakeholders to access
- Proactively share with all staff and trustees, to ensure further engagement
- Go beyond sharing and dissemination, and use our feedback and learnings from this report to design a new process and vision for our agency accountability reporting in future (see below)

Following the submission of this report we will be working to an annual reporting calendar and will be using our 2018/19 financial year to:

- Develop a vision for our Agency Accountability Reporting
- Align our reporting to the new Global Standard Reporting Framework

- Create an inclusive and participatory annual process for collecting information and consolidating it into an Agency Accountability Report.

We are committed to being a transparent and accountable Agency, and we recognise that we are on a journey to making this happen, especially in how this report is compiled, consolidated, shared and used. By using 2018 to create a shared vision across our agency and build a participatory and inclusive process which uses our Dynamic Accountability approach in practice we believe this will help our agency in the long term to meet our commitments to our stakeholders.

Other Reporting Considerations

There are no material content limitations in this report. The most significant change since our 15/16 report is the implementation of a new global strategy and Agency Plan which was under development during 2015/16.

Our structure is one of a uniquely decentralised agency - where ten focal Hubs around the globe are set up to offer to young people and partners the opportunity to interact on locally driven initiatives and at the same time connect across the network of Hubs and partners globally; linking youth to power and vice versa. Whilst a limited number of staff have been directly involved in the creation of this report, the information that is generated is collected and validated by our Hubs around the globe.

4. Governance Structure and Key Stakeholders

Our Global Board of Trustees[1] 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.

Our Global Board of Trustees in 2016/17 had twelve members and four committees (Finance and Audit, Investments and Partnerships, People and Programmes & Policy.) Our committee structure enables our Trustees to effectively integrate and engage with the leadership teams and their areas of work, as well as provide effective oversight to strategy, operations and risk. We also invite external experts to join our committees to provide a wide range of support and insight. We have also invited young people and ex-volunteers to join our committees to share their experiences and ideas, and have had committee members then be recruited to the Board of Trustees, proving the structure is not only effective for what we need in terms of oversight and support but also in terms of training and experience for members themselves.

We are registered with and regulated by the Charity Commission in the UK. Our Company Secretary (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 following areas:

- Leadership selection
- Strategic thinking
- Financial oversight
- Guidance and Support
- Networking
- Fundraising
- Public Relations

The Trustees of our International Board serve on a voluntary basis (with no financial remuneration), and meet quarterly in London, serve on at least one Trustees Committee (meeting quarterly) as well as meeting annually for an Away Day. 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. As part of the management,

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[1] See Restless Development Charity Commission, People

the chair conducts an annual review of the CEO's performance which gets 360 degree feedback from across the organisation and wider stakeholders.

Our Trustees are appointed on a four yearly term, with the possibility a second term extension, if agreed at the Annual General Meeting (AGM) by the other members of the Trustee board for a further four years. Board members are recruited following an open and interactive recruitment process in accordance with our recruitment policy.

Our Trustees run an annual internal review, with feed in from across management and the Board, and fed back through and annual session at the Away Day. This was last conducted by a Board member, Charlotte Eaton, with considerable HR experience in May 2016. During 17/18 we are going to undertake an external board review run by an external consultant and managed by the Chair of the Board of Trustees.

The Trustees (and Senior Leadership Team) complete an annual Declaration of Interests which is then published online here (see Trustees - Register of Interest) The 2016/17 Register of Interest can be viewed here. By disclosing relevant personal, occupational, or financial connections or interests we will ensure that conflicts of interest are identified and resolved, thereby preserving the objectivity and credibility of our Agency's programmes and decision-making processes.

We currently provide a number of spaces and opportunities for internal stakeholders to connect with our trustees including:

- Directors of our Country Hubs join our Trustees quarterly meetings to present sessions on their work
- Trustees (global and from national Boards) attend our annual Directors Conference for up to four days of business
- We share minutes and papers from Board meetings with Hub Directors, who in turn share with their board, for comment and discussion.

Internal engagement with Trustees is currently focused at our senior tier of staff. We do not currently have in place specific mechanisms for staff (outside of senior management) across our agency to engage and feedback to our board of trustees in a regular and systematised way. We will be reviewing this during 2018 to decide the best and most appropriate approach to ensure internal stakeholders can engage meaningfully with our highest governance structures, beyond ad hoc and informal occasions.

What's Next: 2017/18

Our priorities for 2017/18 include:

- Reviewing and updating our Service Level Agreement and License Agreements to ensure they reflect the new structure of our Global Agency as set out in our Strategy.
- Running a review with our Hubs on the make-up and effectiveness of their national boards. After completing this audit we will use it to tailor the guidance and training needed to Global Directors to ensure we have good governance in all of our Hubs.
- Run an external board review with our Global Board of Trustees. This will help our trustees and senior leadership team to reflect on how they work as a board and where they could make changes.

5. Programme Effectiveness

Progress against our goals:
- 415,008 young people reached by our sexual and reproductive health and rights programming
- 65,518 young people reached by our living programming
- 104,706 young people reached by our voice and leadership programming

Working with Stakeholders

The peak youth generation is the largest youth generation in history. These young people are more connected than ever but more sidelined by inequality and injustice. Development systems have not yet been able to mobilise this generation for positive change at scale. We know that when this power is unleashed at the heart of communities and the ownership of development is handed back to those communities, long-term sustainable development is set in motion.

In 2016, Restless Development launched a new global strategy to unleash the power of youth globally to tackle development challenges. This movement for change, powered by young people, is already changing the way that development works. In 2017, Restless Development worked to catalyse this movement, engaging young people in their hundreds of thousands, alongside our partners, including governments, civil society organisations, youth-led organisations and individuals who have offered their support to our mission. We are working to be "bigger than the sum of our parts", bringing together a range of partners who are invested in the power of young people to change the world, to prove that there is an alternative way of "doing" development.

In 2016/17, we partnered with 1,422 organisations. This included:

- 879 civil society partners
- 436 national and local government institutions
- 51 bilateral and multilateral partners[2]
- 56 private sector organisations

Building a Youth Collective underpins how we work with our stakeholders - from young people to civil society organisations to private sector or governments - ensuring through our partnerships and interactions we are strengthening and building a collective that believes in the power of young people to tackle the biggest problems our world faces.

Our primary partners are young people, and we work with them to make lasting change in their communities and countries; young people are changemakers not 'affected stakeholders'. As young people partner and lead Restless Development's work, we use different approaches and forums for engaging with them. We have an overarching Youth Leadership model which sets out how we commit to the role of young people at all levels across our agency. These are:

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[2] This includes country and regional offices.

- **Youth Leadership Development:** We hire on potential, with young people recruited in all our Hubs to lead our work. We are committing over the next five years to 1000 staff, volunteers and associates taking up roles or formal training with us. We support the young people we hire on potential to thrive and succeed through our award winning Maarifa Online Learning platform.
- **Youth Partnerships:** Our work is led by young volunteers who work long-term within communities to tackle challenges they are facing. For example, through the Disha programme in India, working in Delhi's urban slums, 25 skilled young female trainers are mobilising 270 young changemakers, facilitating access to skills workshops and life-changing career opportunities.
- **Youth-Driven Action:** We are partnered with youth-led organisations around the world who we work with to deliver our mission. In Sierra Leone, we work with four youth-led organisations – Rehabilitation and Development Agency (RADA), Advocacy Network for Good Governance (ANFeGG), Cause Canada Sierra Leone Partnership and AADSL - alongside INGO Christian Aid on the Strengthening Accountability and Building Inclusion (SABI) project as part of the national Ebola Recovery programme. Young people work with communities to collect data and use it to develop action plans which they can use to hold service delivery organisations to account.
- **Youth Voice:** In all of our programmes, through our peer educators we engage young people through community consultation, community scorecard processes in programme design, in programme review workshops and in youth-panels leading events. For example in India we have built in youth aspiration mapping as with young people into all of our programmes.
- **Youth Governance:** Our international and National Board of Trustees have two young people serving as Trustees, often having participated in our programmes or the wider youth sector, to bring the perspectives and experiences of young people to the boardroom.

Internally, the design of our work is based on or is directly youth-led, through consultation, participatory action, research, monitoring, evaluation and learning. Our Youth Leadership principles, which are used in all programmes we develop include:
- All programmes draw on a synthesised holistic approach to youth-leadership including Hart's Ladder of Participation[3], the Three Lens Approach to Youth Participation[4], and the Five Approaches to Youth Leadership in Action[5]
- All programmes meaningfully engage young people in design and clearly articulate to what extent they will lead implementation, oversight and review
- All programme designs aim to unleash the potential of young people - supporting, training and providing guidance o that they are empowered to become leaders, partners and agents of change, not just beneficiaries
- All programme designs include youth-led evaluation of the programme at strategic moments against clear criteria Meaningful Youth Engagement

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

Externally, Restless Development promotes programmes that engage young people as partners and leaders, in which young people are empowered, while at the same time able to access and learn from the life experience and expertise of adults. Whilst recognising that youth can be both beneficiaries and partners in development action, this approach moves a step beyond by involving and supporting youth as leaders to engage, listen to and collaborate with; in achieving effective development outcomes. Achieving meaningful youth engagement in development can therefore be recognised as an incremental process, in which individual projects and programmes can engage youth on one of a range of different levels.

Spotlight on:
Solutions for Youth Employment Meaningful Youth Engagement Consultation

Solutions for Youth Employment (S4YE) is a multi-stakeholder coalition among public sector, private sector, and civil society actors that aims to provide leadership and resources for catalytic action to increase the number of young people engaged in productive work.

The S4YE Coalition is committed to incorporating youth voice and engaging with youth more consistently in its work. Restless Development was contracted as a "Youth Participation Specialist" by the S4YE Coalition in August 2017 to consult young people and S4YE partners on how young people could and should be involved, and to develop a set of recommendations to guide and inform the S4YE Coalition on how to meaningfully engage young people.

Throughout September and October 2017, Restless Development facilitated three youth consultations in India, South Africa and Colombia with 27 young people who work on youth employment and entrepreneurship at a grassroots level in their national context. These young leaders were all recruited from existing national youth networks, partners, volunteer alumni, and S4YE partner youth networks to participate in a 3-day workshop with experienced youth facilitators from Restless Development. The findings and recommendations from the consultations were packaged and presented in this report for implementation.

Photo: Agner Quiñonez Quiñonez presenting a session on governance in the S4YE Columbia consultation.

Spotlight on:
Youth Leading the World 2030: A Review of Danida's Youth-Related Engagements

Restless Development was contracted by Danida and the Danish Ministry of Foreign Affairs to undertake a review of their youth related engagements, to support the realisation of their new strategy "The World 2030" launched in 2017. Restless Development used a range of methods to review and assess existing capacity in meaningful youth engagement. A central component which ensured young people were active contributors - and not just the subject of - the review, was the creation of an International Youth Panel.

The Panel, made up of 6 Danish and 5 international youth representatives were convened twice over the review period and ran an online "Youth Conversation", reviewed drafts of the report, and shaped the seminar launch, attended by the Minister for Development Cooperation. The Youth Panel, supported by Restless Development and a review team which undertook field visits and hosted youth focus groups, helped to identify 19 recommendations to unleash young people's agency, ensure quality, deliver on DANIDAs thematic priorities, align funding and partnerships and roll out the strategy internally. The findings and recommendations from the consultations were packaged and presented in this report for implementation.

Photo: Members of the International Youth Panel leading a focus group.

Alongside our youth leadership approach, we also work with a variety of others partners to build the case for youth-led change and development, reflecting our mission to unleash the power of young people to deliver a just and sustainable world. We work closely with community partners (including local government, schools and other service providers), national governments, bi and multilateral organisations, the private sector and development organisations to effectively and efficiently deliver our work. For example in India, as part of the SRHR Alliance, we formed a two year partnership in 2016 with 10 CSOs directly and 50 CSOs through the Alliance to create a movement against child marriages in Bihar and Jharkhand states in India. This will not only contribute to a collective in action but also inform our future programmes.

During 2016/17 we also worked in partnership with USAID to support the meaningful engagement of young people in the Youth Power Action DREAMS program which seeks to

reduce HIV infection amongst adolescent girls and young women across 10 sub-saharan African countries. We built upon existing knowledge from within the agency to develop a tailored training package, which strengthened participants understanding the benefits and methodology behind meaningful youth engagement, and provided practical tools and guidance to put knowledge into practice. The training was delivered by Restless Development staff in five countries to both US Government Staff and USAID Youth Power Action DREAMS implementing partner organisations.

We are proud of the achievements young people have made at the influencing level during 2016/17, which included five youth advocates attending the 2017 UN General Assembly, which is a crucial moment to influence global leaders in order to make sure the Global Goals are achieved. Across the 5 days in the UN the advocates directly met with 7 different Country Missions, Government representatives who are based in New York to represent and pursue the interests of their Capitals, as well as a large number of civil society organisations. We also held a joint side event with the Permanent Mission of Denmark to the UN, the Commonwealth Secretariat, the Secretary General's Envoy on Youth, UNFPA and Women Deliver. The event showcased how Governments and young people can work together, supporting the amazing work many young people are already doing on the ground to ensure gender equality commitments are upheld, whilst also highlighting the need to include the rights and lived realities of the LGBTI community when we discuss and take action on gender equality. Renae Green, a Trans-activist and our Youth Advocate from Jamaica was a speaker alongside Jayathma Wickramane, Secretary General's Envoy on Youth, Richard Dzikunu, a Restless Development Accountability Advocate from Ghana, Dr Josephine Ojiambo, Deputy Secretary General, Commonwealth Secretariat alongside others.

Stakeholder Feedback

We provide spaces for stakeholders to continually feed into the way we develop and implement our programmes which leads to even greater impact for the young people, communities, partners and governments we work with. Within our programmes this includes initial inception meetings with stakeholders, monthly support and supervision visits from staff members and hosting review meetings with stakeholders on a quarterly basis.

Formal and informal mechanisms for seeking stakeholder feedback include:

- Annual Multi-Stakeholder Review
- Baseline, Mid-line and End-line evaluations of projects
- Consultation with government, donors and partner NGOs
- Regular meetings with community leadership (political leaders, health centres, schools, etc.) to update on our progress and to align our work
- Quarterly All-Staff Workshops
- Training programmes conducted for partner NGOs/CSOs
- Global policy consultation exercises
- Programme debriefings
- Youth led research and market assessments
- Dissemination of evaluation reports.
- Day to day conversations that come from having our volunteers embedded full-time and long-term in communities

We use stakeholder feedback to inform the design of project proposals. An example of this was in Sierra Leone when we used our U-Report function to get recent up to date information about malaria treatment and prevention to inform our programme design for an initiative now supported by Comic Relief GSK Partnership.

We work with networks of young people to ensure our work is connected and driven by the lived realities of those we seek to represent. For example in India we are part of Sustainable Development Solutions Network (SDSN) and Youth Action 2030 Group of the UN to represent youth voices in these forums and bring those voices back to inform our programmes on youth action on the Global Goals.

Spotlight on:
Youth Power

Youth Power is a campaign to achieve the Global Goals to end poverty, inequality, and climate change. The campaign support young people and their collective power to turn these promises into reality. The Youth Power Global Leaders help lead the Youth Power campaign. They have been recruited from all around the world to help shape the direction of the campaign and design key global moments and actions to support Youth Power. They lead the delivery of this global campaign within their countries and play an active role in the decision making across Youth Power's work on data-driven accountability, global advocacy, local to national campaigning, and communication.

In 2017 we recruited 15 new Youth Power Global Leaders to sit in the Network's Board and support our decision making process. Key activities included:
- Deciding key digital moments for the year
- Joining interviews as panellists to select young advocates that represented us at the High Level Political Forum in July.
- Leading digital actions including Facebook and Twitter chats.

Photo: Primrose Manyalo participating in a Global Goals March in Mufakose-Harare on International Youth Day 2016

Whistleblowing & Complaints

We have a comprehensive whistleblowing policy which can be accessed by all internal and external for all internal and external stakeholders 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. This whistleblowing process is part of a full safety, security and safeguarding policy which is published online. When a concern is raised through our whistleblowing email, it will be confidentially accessed by our Director of Finance and Director of Quality Assurance who will open an investigation into the concerns raised.

Whilst we have spaces as part of our programming to collect feedback and ideas from communities, such as focus groups and review meetings, in 2018/19 we will be looking into strengthen how we work with communities to ensure they feel confident to provide feedback and report complaints on issues that affect them on an ad hoc basis.

Complaints enable us to learn from and reflect on our work. We provide spaces for people to submit complaints online and in person, and will follow a structured process to resolve a complaint and agree relevant next steps and actions. For example, complaints raised by volunteers who were part of the International Citizen Service programme - where volunteers from the UK volunteer overseas for 10 - 12 week overseas placements alongside national volunteers - regarding long travel and effectiveness of training sessions enabled us to develop an action plan which involved reviewing our training sessions and looking into alternative travel arrangements.

Monitoring, Evaluation and Learning in our Programmes

All programmes utilise the agency of young people as leaders in how we measure the impact of our work through our robust and appropriate Monitoring, Evaluating and Learning (MEL) systems. We use youth-friendly, creative and appropriate methods (apps, participatory video, youth and gender sensitive tools) to engage key audiences, and to support our campaigns and policy work with quality information and evidence.

As part of our programme principles, all programmes actively share analysis of their impact and progress internally across the global agency and with project/ programme stakeholders, our website is one such method.

We have a strong background in setting up robust programmatic and MEL systems that feeds into and supports evidence based programing. For example in Nepal, we conducted a series of baseline, mid-line and end-line evaluations during 2016/17. One of the requirements of these evaluations was to involve young change makers in the data collection and to continue to use this approach and tools to ensure consistency between evaluations. These evaluations involved 12 districts, more than 2,500 people surveyed and the participation of more than 100 young change-maker data collectors. We also ensured that dissemination of the evaluations was planned to ensure the sharing and learning internally (and the evidence-based decision making) and through local partner organizations, international partner organizations, young leaders and change makers.

We actively learn from our work, and use the evidence generated to make effective decisions and adapt our programmes and how we work. As part of our annual planning process we include an annual review which involves using our Dynamic Accountability approach with

variety of stakeholders to engage them in where we are doing well and how we could continue to improve our work. The findings of these annual reviews are presented to the Hub level Leadership Team and a consolidated picture presented to the International Senior Leadership Team in order to guide our work.

Gender and Diversity Integration

We are firmly committed to diversity and inclusion as an agency. We practice this at the programmatic level - from project design to implementation - and as an organisation - how we recruit and support staff to making inclusive, supportive workplaces.

Organisational. Through our recruitment and equal opportunities policies, we seek to recruit, retain and develop staff and young leaders from all sectors of the community, ensuring that candidates and staff do not receive less favourable treatment on the basis of gender, sexual orientation, marital status, social status, caste, race, ethnic origin, religious belief, age, HIV status, disability, or any other factor that cannot be shown to be relevant to performance. Our recruitment policies are set to eliminate direct discrimination. We have specific policy statements for gender, age and nationality.

Our strategy and our values do not set specific targets with regard to gender and diversity. In our Employee Handbook, we aim to have a 50-50 make up of male and female staff, have a majority of staff native to where a particular operation is based, and aim for 51% of our global staff to be under 28 years old. Figure X below shows our figures for 2016/17 and the percentage change since 2015/16. We will use this information in 2017/18 to guide the policies and practices we have in place to try and ensure we are closer to meeting our aims in relation to young staff members and gender balance.

		2015/16	2016/17	% Change
Gender	Female	41%	42%	+1%
	Male	59%	58%	
Age	Under 28	29%	38%	+9%
	Over 28	71%	62%	
Native to Country of Employment	National	92%	94%	+2%
	International	8%	6%	

To improve how we approach gender as an organisation, we also completed a Gender Audit in each of our Hubs during 2016/17 to review all of our work - from programmes, communications and people - through a gender lense. The audits were run by a global Gender Committee made up of staff members in all of our Hubs and involved all staff being interviewed or completing a survey to gather their reflections. Recommendations on the back of this audit will be presented to Directors at the 2017/18 Directors Conference to ensure recommendations can be taken forward and embedded across our agency.

To increase opportunities for young people to lead in our agency, we have a Youth Leadership approach with 5-year commitments to increasing the role of young people and young staff within our agency and work. This has involved creating a Youth Leadership and Innovation Team (made up of ten women and one man) designing and delivering projects which contribute to the success of our Agency Plan, including one project which focuses on gender equality.

Programmatic. Our programmes are all led and delivered by young people, with intentional design to reach a broad range of diverse stakeholders.

Our young leaders and peer educators are embedded in the communities where they lead programmes, building trust and mobilising young people through their long-term presence in communities. By working at this depth, these young leaders reach and mobilise local changemakers who represent a diverse range of people and are able to reach groups who are at risk of being excluded. Our non-formal education approach to training young people ensures we reach people regardless of literacy levels. We work through youth group structures in addition to schools so that we also reach those outside formal education. We also work with the community at large, regardless of age.

Our programmes are inclusive, engaging young people regardless of their age, sexuality, gender, ethnicity and background. We ensure our programmes respond to the needs and requirements of the young people we partner with, making reasonable adjustments to ensure a diverse range of young people are informing and leading interventions and programmes. We assess and respond to diversity in learning requirements when designing and disseminating resources - e.g. toolkits, evaluations & reports.

In 2016/17 we aligned all of our programmes to our new strategy and Programme Principles, which include a set of principles directly relating to gender. This will include considering the approach and impact of the programme through a non-binary lens and ensuring the equal participation of both young women and men. Programmes focusing specifically on gender and women/girl empowerment, especially on issues of Gender Based Violence, are led by trained and sensitised staff and volunteers.

Advocacy and Campaign Positions.

Through our youth-led, data-driven accountability work - where young people are trained and supported to push for change using collected and analysed data to build key national advocacy asks on a range of development issues, we have a number of examples of where we have developed advocacy positions that have been rooted in first-hand data collection. These young people known as 'Accountability Advocates' are based in/from the communities where data is collected, and ensure community sensitisation and outreach before commencing their work. To this effect, data and information collected is with consent from those taking part, and done in a way that is respectful and culturally sensitive to the community. Building trust and feedback loops with community members are key steps in our proven model for youth-led, data-driven accountability.

More broadly, our global advocacy positioning, recommendations and messaging is informed by a combination of our national work in our hubs, through our broader youth-led networks such as Youth Power, and specific youth consultation. Examples in 2016/2017 are as follows -

- [Youth Leading the World 2030: A Review of Danida's Youth Related Engagements Summary Report](#)
- [Solutions for Youth Employment Summary Report](#)
- [4-Pager Advocacy Positioning Paper for the UN High Level Political Forum 2017](#)
- [2-Pager Advocacy Positioning Paper on Gender Equality for the UN General Assembly 2017](#)

Capacity and Partnership Building

Our approach has at its heart a commitment to capacity building for partners at all levels, with increasing focus on convening and promoting increased Southern CSO engagement in advocacy and influencing. Partnerships are based on shared vision, comparative advantage, inclusiveness, and increasing depth and scope of impact. We reach out beyond 'target implementation groups' and countries, supporting alliances and networks and individual partners. This is achieved through technical, strategic, and influencing capacity-building in grassroots delivery, policy engagement at national level, and with major aid agencies and civil society alliances at pivotal policy moments.

In 2016/17 we facilitated partnerships with:

- **Young people,** supporting youth advocates to attend the UN General Assembly and UN High Level Political Forum and co-hosting an event with the All Party Parliamentary Group for the Sustainable Development Goals for young people to engage with parliamentarians about the role young people can play in delivering the Global Goals.
- **Technical youth-led development agencies** working at a local and national level, such as the Youth Power campaign, with membership increasing from 57 Partners (youth led/focused) in 2016 to 177 partners in 45 countries in 2017.
- **Stakeholders (private sector, government, aid agencies, youth)** seeking knowledge and resources. For example in South Africa through our Safeguarding Young People programme we have improved and expanded Sexual Reproductive Health and Rights (SRHR) for adolescents and youth by building the capacity of Government and Civil Society partners at national and provincial level through strengthening co-ordination, knowledge and information sharing.

Spotlight on:
My Voice, My Rights Programme in Uganda

Young people need information and skills that enable them to make health decisions about their sexual health. More than half of the population of young people in Uganda reside in rural areas where there is limited access to SRHR education and services; leaving them vulnerable to an array of issues including sexual abuse, sexually transmitted diseases (STDs) and unplanned pregnancies.

Funded by Amplify Change, My Voice My Rights is a two year initiatives that was launched in 2015 with an objective of increasing the number of young people from rural areas who have access to SRHR education and youth-friendly health services in the districts of Jinja and Mayuge.

Completed in November 2017, the programmes has:

- Supported 10 community based organisation to integrate comprehensive sexuality education (CSE) in their work; established partnerships with 10 schools to include CSE in their curriculum and trained their teachers on how to deliver CSE sessions, which has given 5,572 youth both in school and out of school access to SRHR information.
- Established partnerships with 12 health service providers, both public and providers, to bring health services closer to the rural areas through community outreaches and trained them on how to provide youth friendly services. Four of the health centres have since set up youth corners and committed a day a week for the youth to access services.
- Recruited and trained 10 young people on advocacy and supported other youth-led organisations to lead joint advocacy campaigns on SRHR issues at both district and national level. Together with Restless Development, they have formed a loose coalition called the "Youth Noize Coalition" to lead the process. In recognition of their efforts, the coalition members were recently consulted by the Ministry of Health to input into the review process of the National Adolescent Policy.

Photo: Community outreach event in Mayuge district, Uganda

We leverage learning through increased capacity investment, enabling better monitoring of programming to inform work delivered by partners, strengthen youth and child focused policy, and to bring innovation from the grassroots into resources shared to the sector and beyond. Leadership and participation in learning groups, conferences, networks, and strong relationship management processes and culture are underpinned by our Values. The model is applied through different levels:

- **Local:** We have developed and applied a community model to the delivery of programmes, working through existing healthcare, child protection, and education structures, as well as through network, community and volunteer models to create sustainable impact after programmes close. An example of this includes in Uganda through our Girls Advocacy Alliance programme where we seek to combat violence against girls and young women and increase their economic participation through the effective implementation of existing legal frameworks. We recruited a team of 24 youth advocates to form the Gender Advocacy Team that led all aspects of the project, including leading 48 focus groups with local government leaders to assess the implementation of the framework in different districts.
- **National:** We work with a variety of partners, including governments, in order to achieve our strategy. In Zambia, we made a presentation to the parliamentary committee on Youth and Sport in January 2017 on the subject of Youth Participation in the Decision Making Process in Zambia. The submitted paper provided substantial recommendations to the Members of Parliament and policy makers informed by critical evidence generated through Restless Developments' direct delivery work in schools, communities and Colleges of Education.
- **Global:** Through our provision of technical leadership to fora such as the UN Bangkok Regional Hub Case for Space Conference, which was influenced by the Case for Space research conducted by Restless Development, War Child and Youth Business International in 2016 we have proven our ability to convene the sector on broad, sector wide issues such as shrinking civic space and the need for meaningful youth engagement.

6. Financial Management

We know that effective financial management is not simply adhering to a list of rules and procedures. For successful financial management in all areas of our agency, we have set out policies and procedures which ensure we are also adhering to our Restless Development values and mission. These are outlined at the start of our Finance Manual as:

- We exist to benefit the lives of young people and the funds which we receive are for that purpose.
- We work in the context of extreme poverty, and in the middle of a development sector where resources are commonly misused and/or wasted – we are different, and universal adherence to our finance management systems and procedures is one way in which we show that we are different
- We are proving that our work can only be done with the trust of all stakeholders, communities, young people, volunteers, staff, donors and governments, and so our finance management systems must show how we transparently and reliably utilise our resources for the programmes and operations which fulfil our mission, not for any personal gain
- We are reshaping the role of young people in societies which do not yet believe that young people can successfully take on leadership roles with serious responsibility. In order to prove that young people can lead and hold responsibility, we must hold ourselves to a higher standard of professionalism, and effective finance management is one of the principal ways in which we do this.

In line with Charity Commission requirements, we publish our annual financial report through external auditors (Haysmacintyre) and our reports can be found on our website and on the Charity Commission website.

We have a commitment to transparency in sharing and reporting relevant financial information. We report our financial data to the International Aid Transparency Initiative (IATI) which can be accessed here.

Value for Money

We apply the UK Government's Department for International Development's Value for Money (VfM) model to all funding, expanding the Value for Money impact to include all of our programmes. Organisational investment in financial management, VfM approaches, and learning and evidence for impact are reflected in significant progress in VfM across a number of areas:

- We have **developed & refined tools** to understand and manage significant cost drivers (global salary scales, annual planning & budgeting, internal audits). In the last 5 years, Restless Development has strengthened systems to manage increased complexity and growth and enable better VfM monitoring and assessment through project-based

finance systems, use of Full Cost Recovery models & sharing best practice between partners and beyond through Bond and the PPA Learning Groups.

- **Systems strengthening to improve design**: VfM is built into our Global Finance Policies, internal audit programmes, and organisational finance policy setting out how partners manage economy in the programme cycle.
- **Increased VfM capacity** enables us to maximise impact. For example, evaluation of models and methodology has been used to strengthen reach and impact. Restless Development's volunteer-led model is both effective and needs relatively low cost inputs for maximum reach and outputs when compared to staff-led models, enabling delivery of more for less.
- **Use of learning for increased impact**: Adopting VfM principles at the programme level enables flexibility and rapid response to emergency situations, as seen in Sierra Leone and Nepal, where we were able to flex and rapidly scale up existing volunteer-led programmes to respond to emergencies, and in which deep understanding of VfM principles enabled quick and context-appropriate decision making.

Examples of how apply our Value for Money approach include:

- **Economy:** Use of procurement committees & annual supplier reviews globally; tender analysis for large procurements, supplier contract reviews for office equipment. We test how effective these procedures are in our annual internal audit process.
- **Efficiency:** we tracks efficiency at a project level, monitoring against agreed donor targets (budget and logframe): at country level, carrying out annual planning & budgeting reviews to see how to improve efficiency, and as part of our Agency Plan against set milestones.
- **Effectiveness:** Internal audits run across all operations since 2009 to ensure that sufficient controls are in place to support optimal delivery of programmes. These internal audit programmes initially focused on compliance with financial policy and procedures but, with pro bono support from external audit firms, evolved to include financial compliance, programme quality, people & performance management, Investment & Partnerships and strategy. Internal audits are conducted by global staff from within the organisations or by dedicated internal audit specialists
- **Equity:** Young people will play a vital role not only in delivery and governance (all national and global boards have at least 2 young members), but also the management and leadership of this initiative via strong engagement in existing project management structures. This unique approach ensures that young people are fully empowered to lead in all parts of the project management framework rather than as 'beneficiaries' or token 'partners' only as is common in most multi-country initiatives of this scale.

Financial Management.

Operating globally via 1) global and nationalised finance policies, 2) a global chart of accounts and accounting system (Financial Force) and 3) consolidated global accounts, Restless Development produces real-time data from all hubs that is monitored, reviewed and acted upon both in each Hub and centrally. Both Hub and Global Leadership teams review financial performance monthly, with quarterly reporting to national and global boards for governance

oversight. Restless Development's Value for Money approach applies the 4Es approach to both prove and improve the VfM of its work, reflected in multiple external evaluations.

All of our Hubs also run the following financial activities to ensure financial accountability across our agency:

- Prepare monthly management accounts to track activities, reforecast our budgets on a quarterly basis prepare cash flow forecasts to see our liquidity and monitor our cash spending.
- Produce donor reports, including financial information and activities, to ensure that we are achieving our objectives for each project and our spending is in line with donor budgets.
- Use FinancialForce, a cloud based accounting software, which can create detailed reports which can be used for analysis across the agency.
- Prepare and review Hub and Global risk registers on a quarterly basis, with action plans created to mitigate risks.

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.

Sources of Funding

Type of donors in financial year 16/17 and their values in GBP:

Donor Type	Value in GBP
Bilateral & Government	3,188,039
Multilateral	2,591,819
Corporate	257,344
Major Donors	82,105
Events	347,720
Individuals	103,233
Other Unrestricted Revenues	1,276,263
Partner Organisations	4,366,592
Trusts & Foundations	2,748,403
Total	14,961,517

Our five largest donor during our financial year 16/17:

Donor Name	Value in GBP
VSO International	3,409,715
Unicef	1,871,426
DFID	904,111
SIDA Sweden	703,856
MasterCard Foundation (MCF)	513,285

For purposes of transparency, we also publish our implementation and funding partners on our website and update this annually as part of our Open Information Policy.

7. Environmental Management

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

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

As an agency accountable to young people we need to mitigate our own impact on the environment, whilst proudly and pro-actively aiming to tackle climate change through our programmes. We have a set of Environmental Principles which were developed by staff champions across our Hubs outlining our commitment to protecting the natural environment in five focused ways:

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

Managing our Carbon Footprint

As part of our Environmental Principles, we committed to measuring our carbon footprint to understand the impact that the whole agency has on the planet. From there, we intended to develop plans for managing our carbon footprint, targeting key areas in which units can reduce their negative impact on the environment and areas where we can improve our use of energy and resources.

In 2016/17, our main contributor to our carbon footprint continued to be flights.

Restless Development's Carbon Footprint (kg) in 2016/17

Total Other (kg) 18.1%

Total ICS (kg) 81.9%
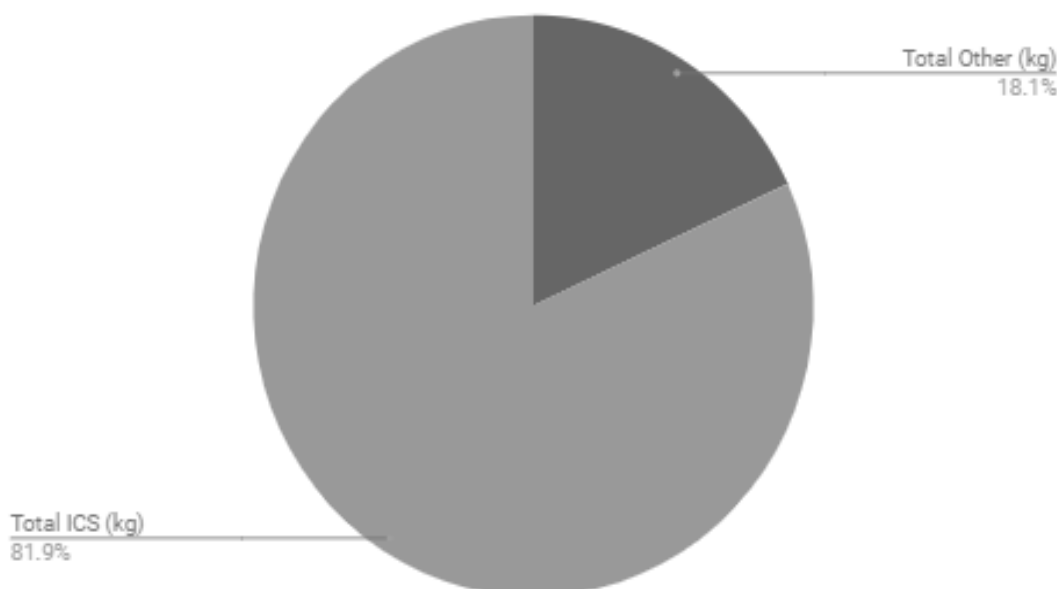
Our total carbon emission in kg in 2016/17 was 1,250,213kg. This is compared to a figure of in 2015/16 of 1,515,752kg. 81.9% of this total figure, compared with 88.4% in the previous year, was made up of flights which were part of the International Citizen Service (ICS) programme where young people take part in 12 week overseas placements.

Restless Development Carbon Footprint Comparison
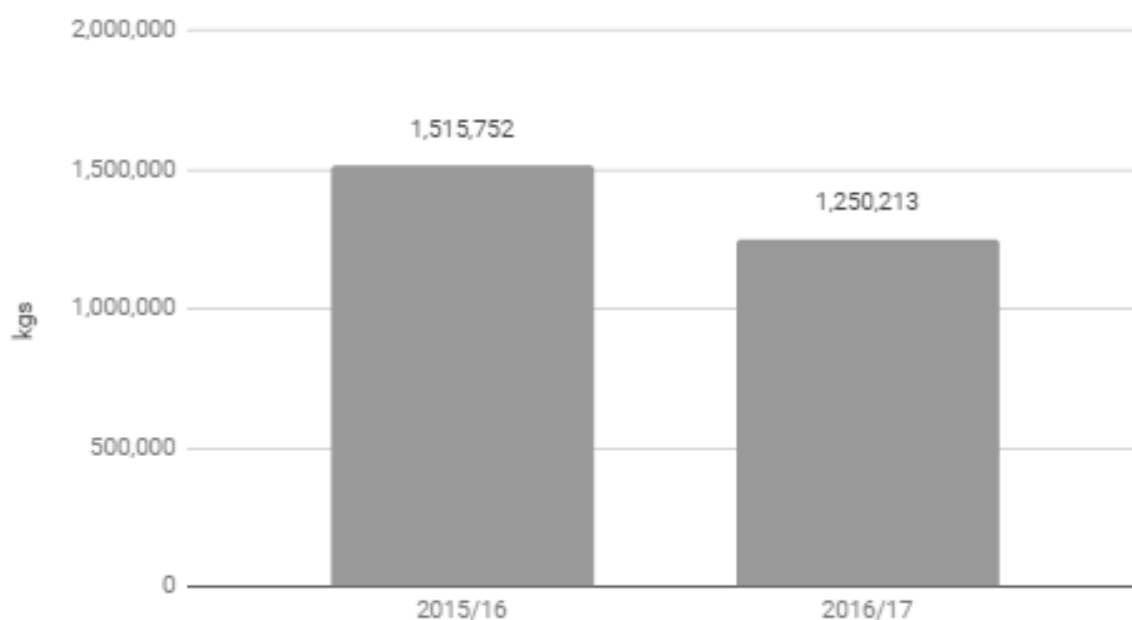
In 2016/17 417 UK volunteers travelled overseas as part of this programme, this is compared to 513 volunteers who travelled overseas as part of this programme in 2015/16 and explain the reduction in carbon emissions during this period. This programme is an essential part of meeting our strategic commitments and goals and the varied number of flights per year will continue to increase or decrease our carbon footprint accordingly throughout the length of the programme.

Our proportion of Other Flights has also increased this year, from 175,176kg (11.6% of total) to 226,410kg (18.1% of total). A main contributor for this increase is that more flights which are part of other programmatic work are being booked via our central travel agent and therefore being included in our overall carbon footprint total. For example, this now includes youth advocates travelling to New York to attend the UN General Assembly and staff members flying to different countries to deliver capacity building training workshops for youth-led organisations as part of our partnership with MTV Staying Alive Foundation. This gives a more complete picture of our carbon footprint, and we will continue to work with our Hubs to include their carbon footprint data in our global picture.

Whilst our overall carbon footprint has decreased during 2016/17, we made minimal progress in actively reducing our flights as an agency or in exploring the opportunities available in greener programming or carbon offsetting. We remain committed to publishing our carbon footprint figures online in an accessible format in 2017/18.

Greener programming

In 2016 we developed Programme Principles as part of our suite of strategic documents to underpin our Strategy. The Programme Principles set out the standardised ways of working across all Restless Development programmes, with the environment chapter stating:

- All programmes align to our Global Environment Principles, which sit across the business functions of our agency to enable greener programming
- At the annual planning and design stage, every programme or intervention conducts an environmental impact assessment by completing a checklist and making adjustments where possible.
- All programme activities are planned and assessed with a view to reducing negative environmental impacts (including use of vehicles, fuel, mode of travel, ethical procurement)

We have not yet begun the process of developing the tools, guides, processes and frameworks to ensure our environmental programme principles can be implemented effectively, however intend to develop and roll these out before the end of our 19/20 financial year.

Building our staff knowledge and commitment

In 2016 we developed an Agency Plan as part of a suite of strategic documents to underpin our Strategy. One chapter of the Agency Plan was focused on the Environment, and how we as an agency would both improve our own work in this area and simultaneously prove that there is a different way to approach change in this area.

In our new annual Agency Survey, a broad survey of staff's views on how we are performing against our new Agency Plan, we asked the following questions to assess understanding and perceived progress against our environmental commitments:

Question	Strongly Disagree	Disagree	Don't Know/Unsure	Agree	Strongly Agree
Restless Development understands and mitigates its impact on the environment across its agency, operations and programmes.	3%	19%	16%	52%	11%
I am aware and understand our Environmental Principles and how I can contribute to their success	4%	18%	10%	53%	15%
Average positive responses				66%	

We will bring these results to the 2017 Global Directors Conference to discuss and agree as a global leadership team an approach for addressing these areas, which were one of our lowest scores in our survey.

Sustainable financing decisions

Following progress made during 2015/16 in this area, our focus in 2016/17 was to ensure the tools and guidelines which had been developed (such as our ethical procurement guidelines and including an environmental caution to our Ethical Fundraising Framework) were understood, accessible and used by staff. Our ethical procurement guidelines were included in our updated Finance Manual which are being rolled out to all staff through training sessions in 2017/18.

Engaging our Restless Network

In November 2016 we hosted the Youth Power Green Week as part of the global Youth Power campaign. Over 22 Youth Power Partners from 18 countries in Asia, Africa, Europe and USA raised awareness of the effects of climate change and the threat it poses to the overall achievement of the Global Goals, (most notably Goal 13), and pushed world leaders to ratify and implement the 'Paris Agreement'.

We continue to support our UK Action Network to participate in activities relating to reducing environmental impact, such as through weekly newsletters, an active Facebook group and the WeAreRestless blog (with notable examples published in 2016/17: The quality of the air we breathe and the plight of pollution, Molly Milson; 6 ways to save money and save the planet, Sophie Foreman; How can we motivate people to conserve energy, Meg Kneafsey; Young people leading the clean up in Nepal, Connor Moylett; 13 Sustainable Cities Around the World, Laura Beresford and How can we ensure we don't leave African youth behind in the climate agenda?, Michael Asudi)

8. Human Resources Management

As of 31st September 2017 we had 406 staff employed across our ten global hubs in the UK, USA, Asia and Africa, and 1,384 young leaders volunteered with us.

Supported by our global People team of 2 based in the UK, the Head of Operations in Hubs oversee the human resources function, ensuring we excel in areas such as: legal compliance; attraction and retention; and wellbeing of our people. Our 4 larger hubs in Uganda, Tanzania, Nepal and Sierra Leone have HR professionals working within their Hub.

We have a website page dedicated to [Our People](#) and [working at Restless Development](#), including diversity and inclusion statements, what life at Restless Development is like and what you can expect from us an employer. We also have a page dedicated to our global directors and trustees in line with our commitments to transparency.

We are proud to have a transparent and equitable [Global Salary Scale (GSS)](#) across all of our global locations, published annually for all staff and stakeholders to see. Our GSS 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. It is unique in our sector, reflective of our values and based on the following core principles:

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.

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 2016/17 showing that 94% of staff in our Hubs are native to the country they work in.

We have a global recruitment and induction policy which is used by all ten 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.

We have an extensive [Employee Handbook](#) which all staff can access and use. Amongst others, it sets out our Dignity at Work Policy, Equal Opportunities Policy, Conditions of Employment, Disciplinary procedures and Grievance Procedures. These set out the details of the policy and procedures and process to follow.

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 (Restless Development's Restless Leaders approach)

In 2016/17 we launched updated global and country-specific non-salary benefits to ensure we had global benefits which all staff could access and use, as well as more specific and targeted benefits dependent on country context. These have been rolled out across the global agency and it ensures staff have access to both global, agency wide standard benefits and country context bespoke benefits, ensuring equity across the ten countries we operate in. We also began a review of medical insurance to understand the different medical care available to staff in different countries, with the intention to provide a base level of medical support to staff across the ten countries we work in either through state healthcare or private healthcare.

We run an annual Agency Survey which includes satisfaction questions to understand the our impact of these approaches on staff. In 2017 67% of staff completed the survey, with an average satisfaction rating of 83% positive responses. This is a 10% increase from 2015/16 where we received as global average of positive response of 73%.[6]

Question	2016/17 Score	2015/16 Score	Difference (+/-)
	% of answers either Agree or Strongly Agree		
I am proud to work with Restless Development	95%	93%	+2%

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[6] *In 2016/17 we introduced a broader, annual Agency Survey which retained some, but not all, of our previous three yearly People Survey. Where the exact questions was not asked in 2016/17 we have chosen the most equivalent question and included the score from that question as a comparison.*

I make a positive impact through the work I do at Restless Development.	95%	80%	+15%
Restless Development encourages, welcomes and values diversity in its workplaces and programmes	91%	78%	+13%
I am valued and my contribution is recognised by Restless Development.	83%	74%	+9%
I have a good work / life balance.	66%	53%	+13%
I receive effective performance management that reflects on my goals, performance, wellbeing and professional development.	76%	72%*	+4%

The results of this survey will be presented to all Global Directors at the annual Directors Conference in December 2017 whereby they will discuss and agree how to address the lower scoring areas, including work life balance and effective performance management.

Safety, Security and Safeguarding

Through all of our work we adhere to our Global Safeguarding Policy, which was packaged into a formal policy in 2015/16 and rolled out to all of our staff through face to face trainings and the creation of a compulsory e-learning module. It was built upon the UN Convention on the Rights of The Child and six key principles:

- EMPOWERMENT: The importance of beginning with the assumption that each individual is best-placed to judge that individual's wellbeing.
- PROTECTION: Support and representation for those in greatest need.
- PREVENTION: Prevention of harm is a primary objective.
- PROPORTIONALITY: A proportional and least intrusive response appropriate to risk.
- PARTNERSHIP: Local solutions through services working in communities.
- ACCOUNTABILITY: Accountability and transparency in delivering safeguarding.

The policy is mandatory for all Restless Development staff members, volunteers and trustees to abide by, with the policy designed to support, guide and inform staff and volunteers in their roles, responsibilities and use of the framework. It is updated and managed by a Senior Safety and Security Manager, and we have trained Safeguarding Officers in our Board of Trustees, Senior Leadership Team and Hubs. All staff complete a mandatory e-learning course as part

of their induction, which is monitored by our Quality Assurance Team. In 2017/18 we will also begin to test and verify understanding of our Safeguarding, Safety and Security policies through our annual Internal Audit process.

Incidents

We have a code of conduct in place and a comprehensive and transparent process to follow for responding to grievances, which can be found in Section 11 of the [Global Employee Handbook](). All files are kept confidentially and securely and held centrally by the People team. In 2016/17 there was one formal grievance, with restructure and an end of contract the catalyst, which was fully investigated according to the process set out in the Employee Handbook and seen through to an appeal which was not upheld.

During 2017/18 we will be reviewing and updating our systems for the recording, management and communication of incidents to ensure continuous improvement across our agency. This will include but not be limited to: sessions with our International Board of Trustees in Q1; in-depth training and review session during the 2018 board away day; as well as, dedicated focus during our annual Director's Conference in November 2017. As part of this system improvement process, we will review whether to publish our global incident numbers online. We do not currently publish incident figures online or in our annual report, as we are not sure that there is benefit to publishing top-line figures (given the confidentiality of such matters to those affected we obviously do not publish details) and indeed are concerned that this level of superficial reporting could actual cause more harm/misconceptions than it does good. As a balance and an important control/quality check on our executive, we currently share the number, nature and trend analysis of all global incidents with 1) the People Board Committee and the International Board of Trustees on quarterly basis, 2) all global Directors annually, as well as reporting incidents to donors and the Charity Commission based in line with all relevant standards. While we grapple with the sensitivity of publishing online or not, we rely on these channels (board - composed with young people and members of the global south, global directors - the majority of whom are from the global south, external regulators, donors) to ensure that we remain highly accountable as an agency if unsure about whether we should publish such figures as part of our progressive transparency offer. To date, we have found this nuanced approach to be the most meaningful way to both support and protect the individuals involved in incidents, whilst also meeting our wider accountability commitments as an agency, recognising that transparency is only one part of Dynamic Accountability.

We have taken the feedback from the Accountable Now Independent Review Panel seriously regarding publishing of incident numbers, and we believe we have taken steps in the right direction since the feedback to improve our accountability in this area, and will be reflecting further on our approach as part of our systems review in 2017/18.[7]

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[7] Given we are not alone in grappling with this decision regarding publication of incident figures, we would welcome insight from organsiations who do publish such figures online as to their experiences with this approach.

9. Responsible Management of Impacts on Society

Impact

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

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

We developed Impact Principles during 2015/16 which underpin how we ensure impact across our Goals:

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

In 2016/17 as part of our annual planning process we aligned our current projects and programmes to these principles (where they were not already) as well as rolling out new projects and programmes with these principles at the heart of how we ensure impact through our work.

Accountability within our Programmes

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

Our Accountability Principles:

Designed alongside our new strategy and learning from our global accountability work, we will be looking to roll out these principles in all of our accountability programming globally over the course of our next strategy:

- All programme designs directly address if and how they can contribute to youth-led accountability monitoring against key agency and national priorities
- All programme designs draw upon the seven discrete modules of Restless Development's data-driven, accountability methodology which outlines our tested approach to empowering young people with the data, skills and networks needed to hold targeted decision-makers accountable on identified development commitments
- All accountability programmes adequately resource evidence generation and use by young people themselves, have clear policy targets, and clear influencer targets (e.g. policy makers or decision-makers) for relationship building.

Programme Implementation and Sustainability

We understand sustainability as relating to leadership and ownership of development solutions and change processes by young people and communities, our relationships within and beyond our partnerships, and agency-level growth and development.

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

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

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

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

We believe strong programme implementation is key to lasting change. We have set standards out in our Programme Principles which collectively ensure strong programme management and implementation across all our programmes.

During 2016/17 we aligned our existing projects and programmes to our new Programme Principles, and have developed and rolled our training to ensure staff are supported to implement the Principles throughout the length of a project.

Our Programme Implementation and Sustainability Principles are:

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

Anti-Corruption Procedures

We have a number of ways as a global agency that we work to reduce the possibility of corruption in our agency. These include:

- A comprehensive risk management system (more details below) at all levels and in all areas of our Agency
- Adopting a zero tolerance anti-bribery policy which staff are informed of in their inductions and participate in annual anti-fraud and bribery training. This clearly sets out definitions and responsibilities, as well as prevention techniques, communications and reporting protocols to follow in cases of suspected fraud, bribery or corruption.
- Comprehensive staff policies, including our Employee Handbook and Finance Manuals which all staff are inducted on when joining the agency.

If corruption or fraud is reported or detected, incidents will be fully investigated by our Finance Director and Quality Assurance Director in line with the policy set out in our Employee Handbook. These will be managed to completion and reported to our Finance and Audit Committee on a quarterly basis. Where necessary (based on scale, severity and type of incidents) will be reported to the relevant donors and the Charity Commission. In 2017/18 we will finalise a full policy outlining our procedures for reporting to the Charity Commission.

Fraud Prevention

We have a variety of measures in place to prevent and deter fraud, which includes:

- **Risk Assessment:** Regular assessments of the risk of fraud as well as operational issues that impact the control environment, should be discussed regularly by the Management Committee and Board. Risk should be assessed and documented on the Risk Register and plans developed to mitigate significant risks.
- **Fraud Training:** All staff receive annual training in fraud and bribery. This training aims to ensure that staff are aware of what constitutes fraud and bribery, our policies and how they should respond.
- **Robust Recruitment Processes:** Our staff and volunteers are critical to the success of our agency. Our recruitment processes aim to ensure that we continue to build an organisation centred on ethics and integrity. These are supported by our Values.
- **Financial Policies:** Central to the prevention of fraud are our Finance Policies. These help us to maintain a strong control environment.
- **Whistleblowing Policy:** Where possible staff should report fraud and suspected fraud to their line manager. Where this is not appropriate we have a whistleblowing process which gives all staff and volunteers an alternative mechanism to report concerns.
- **Internal Audit:** We operate an annual Internal Audit process. This uses a toolkit to test the control environment and to ensure that processes are in place and being followed.

Risk Management

We have prioritised as an agency robust risk management both at the agency and programmatic level through an explicit strategic approach and by improving key policies, systems, and processes.

We manage risk at several levels:

- Strategic risk is managed through the global risk register as above, with the same process conducted in each Hub with national boards;
- Hubs run three-tiered risk assessment process: Annual national risk assessments of macro level risk, local risk assessments conducted before programmes being, and youth-led local risk assessments;
- Incident Management, Safeguarding and Child Protection: all directors trained in these areas and ensure staff are trained. Quality and performance against these risk standards are tested via
    - A monthly global performance dashboard
    - An annual internal audit programme
    - Annual Senior Leadership Team review visits
    - Quarterly reviews by four International Board Committees.

Having strengthened our risk systems in 2015/16 by introducing a more sophisticated policy framework and strengthening our due diligence assessments, in 2016/17 we have designed and rolled out a new way of identifying and managing risk across the agency including identifying emerging risks and ensuring these are accurately scored and brought onto the risk register as needed. We have also updated our quarterly updates to trustees to include different groupings and mappings of risks to show direction of travel (whether risk is increasing/decreasing across the agency) and clustering types of risks to show broader risk areas.

10. Ethical Fundraising and Communications

We have built a number of guidelines, policies and principles to ensure that all of our fundraising and communications activities accentuate the positive, and show the young people we support as what they are – strong, talented individuals who deserve their place in their community and the world.

Consent forms
All photographs, videos, or other images will be taken in accordance with the standards and ethics laid out in the Global Safeguarding Policy. Although the consent form may vary between countries, they are underpinned by informed consent. Whereby the focus isn't simply on getting a signature on a piece of paper, but that the purpose of collecting the story and the ways in which it could be shared are explained in a relevant way to be understood and then decided upon by the subject.

As an agency we engage with the staff who are placed closest to the programmes and context, to guide communications, above and beyond the consent forms on whether it's safe and appropriate to share stories.

Branding

Anyone involved in creating or commissioning work for Restless Development is required to read our Brand Guidelines, which explain the basic elements that make up or identity, the thinking behind our brand and how to execute it. Pages 36 – 41 outline our four tone of voice principles:
- Confident, not confrontational.
- Serious, not soulless
- Practical, not pessimistic
- Inspiring, not insincere

'Restless Development is straight talking and honest. We accentuate the positive and show the young people we support as what they are – strong, talented individuals who deserve their place in their community and the world. We aim to avoid needy images or shock factor in our direct marketing.' **Restless Development Brand Guidelines**

These brand guidelines are due to be updated in 2017/18 to ensure our identity and brand documents are fully up to date and in line with our latest strategy and agency plan.

Story Principles

Our values guide all of the work that we do. Particularly how stories are captured and shared from around the world about the inspiring people we work with. We have a Supporter Planning Manager in the fundraising team and part of their role is to collate stories from country

programmes for the fundraising team to use. It is unusual for a fundraising team to have such a direct link to the field.

Before volunteers or staff visit one of our Hubs, they are given a Capturing Stories Toolkit, created in collaboration with VSO, to address the lack of understanding about global poverty in the UK that is undermining support for international development. For our ICS programme, pre-departure training includes innovative training and support for overseas volunteers to capture and share genuine and powerful stories; inspire action by others, and become lifelong campaigners against global poverty.

In 2016/17 our communications team began to develop a story safety guide to ensure we are acting in line with our values, principles and data protection standards when capturing individual's stories. They include specific chapters on protection, control, decision making and publicity as well as having appendices including consent forms and example interview questions.These principles are being finalised in 2017/18 and will be rolled out to all staff and volunteers, with a priority to train staff who are likely to collecte case studies and stories as part of job description.

Ethical Fundraising & Transparency

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.

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

Complaints

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. As part of this, we have made a commitment to report how many fundraising complaints we receive each year - there has been none in this reporting period. In June 2017 we developed a more comprehensive complaints procedure (published online [here)](#) to ensure it meets the standards specifically relating to fundraising. The procedure also outlines our approach to being open, honest and transparent; which applies to fundraising in equal measure to other areas of our work.

If someone is disappointed by something they see in our fundraising, we request they email info@restlessdevelopment.org 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.

11. Conclusion and Next Steps

As set out in our Dynamic Accountability principles, we recognise accountability as an interaction between the agency and its stakeholders, which in our case are primarily the young people who are central to our aims and operations as an agency.

This year we worked as a global agency to embed these principles which had been developed and launched as part of our new Agency Plan. We embedded it in our project designs for future proposals and adapted our current work to ensure we were truly being transparent, bringing more voices in and using this to strengthen our decision making processes.

As an agency we are proud of what we have achieved during 2016/17 to improve our work - and in turn our accountability to our stakeholders - in areas such as risk management, working with stakeholders, partnership building and stakeholder feedback. We are also looking forward to improving our accountability to our stakeholders during the years to come; and it is something we intend to do together *with* our stakeholders. Only by opening up two way exchanges can we truly share the impact of our work, and deliver the ambition within our strategy together with our partners, communities and young people we work with.

In 2017/18 we will align ourselves to the new Global Standard for CSO Accountability, which has been developed in consultation by nine civil society accountability networks to create a shared and global understanding of Civil Society Accountability with Dynamic Accountability at its core. Through this process, we will be working with young people, civil society organisations and our wider stakeholders to disrupt and transform how we work to ensure we are embedding Dynamic Accountability in all parts of our strategy and agency plan. This is not about accountability reporting; this is our opportunity to challenge ourselves to ensure our stakeholders - from young people to community members to civil society organisations to governments - are engaging with and shaping how we work. Ultimately modelling, testing and proving the case for a new type of development agency fundamentally grounded in a strategic commitment to accountability.

We look forward to receiving feedback and recommendations from Accountable Now's Independent Review Panel on our work, activities and approach to accountability during 2016/17. If you have read this report and would also like to share thoughts, feedback or ideas, please get in touch with info@restlessdevelopment.org using the subject line 'Agency Accountability Report'.

Report compiled: February to July 2018
Report written by: Alexandra Stewart
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