Restless Development
Agency Accountability Report
2015/16

Contents Page

1. Strategic Commitment to Accountability

"The historical challenges for international development is urgent. And it is as structural as it is strategic. If we are truly committed to change led by the people we are all aiming to serve, this must be reflected in the way our agency works internally as well. With that in mind we plan to turn our own agency upside down and inside out, truly challenging ourselves to see if we are setup to effectively deliver the change at the heart of our strategy. By turning our agency inside out and bringing more voices in, we believe we can create even greater impact with the young people, communities, partners and governments with whom we work. In doing so, we also increase the trust that others have in our agency and work, reinforcing the relationships and collaboration that drives our collective success.

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

- Increase our impact
- Reflect our people–driven model
- Drive our work through the lens of our values

This report sets out our achievements, challenges and our ambition under the broad banner of accountability during 2015/16. I am proud of the work we have achieved, as well as the journey we are on to continue improving our accountability to all of our stakeholders."

Nik Hartley
CEO, Restless Development
August 2017

Our Award Winning Approach: Dynamic Accountability

Dynamic Accountability is our award winning approach 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.

In 2015/16 we were developing and formalising the approach to include it in our emerging Agency Plan. We set out to build on our organisational commitment to radical transparency; going beyond the standard publication of 'after the fact' transparency materials such as programme evaluations and audited accounts we focussed on transparency 'of the process' as well. Through initiatives such as live streaming parts of our Directors Conference; young people and partners in Annual Reviews of our work, and sharing all of our salaries and policies online, we sought to create a more holistic transparency approach. Linked and drawing from our programmatic expertise in youth-led and social accountability, such as our flagship social accountability model Tikambe in Zambia and our global youth-led accountability campaign Youth Power, we formed our new approach to being an accountable agency.

Dynamic Accountability in Action

During 2015/16 we tested our approach in a number of ways:

- **Young people directly contributed to our new Global Strategy:** In designing our new Global Strategy that will govern the agency's direction for the next 15 years, we sought the views of thousands of young people on how they could take a leading role in tackling the most important global issues. As part of our strategy development, a Youth Strategy Team of young leaders from around the world designed and led a global consultation phase, bringing a diverse range of youth voices from 64 countries into our strategy development process, receiving over 5000 responses in total. Full details on this process - our 'Big Conversation' - the raw data, findings, participants, and the methodology behind it has been published online in accessible and editable formats. The Youth Strategy team led the subsequent analysis of responses. These findings were made public in an online report published by Restless Development, titled The Way to a New Strategy.

- **Opening up our Directors' Conferences:** In 2015, we pioneered increasing the transparency and accessibility around our annual Directors Conference, with our Directors engaging online with our staff, volunteers and partners. This was taken further in 2016, where we combined live-tweeting of the conference with daily videos, Facebook Live panel interviews and other sharing mechanisms to spark discussion on our work, how we make decisions, and why.

- **Trustee Board Reports published online**: Since December 2015, we have been publishing our trustee board reports online; in recognition of the support we have for this initiative at all levels of the agency.

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.

What's Next for Dynamic Accountability

In the coming year our focus is on embedding structures and systems to ensure we can live our dynamic accountability approach in practice across our organisation and programmes.

This includes in 2016/17:

● **People Powered Feedback Pilot.** We'll be working with Accountable Now on a pilot project focused on testing and improving how feedback from young people we work with can be used better as part of decision making processes, ultimately ensuring impact can be shared by everyone involved.

● **Youth Leadership at the Heart.** With a new strategy and agency plan in place, we will be working with young people inside and outside of our agency to hold our agency accountable; equipping them with the knowledge and information, empowering them to share their thoughts, feedback and ideas and using this as part of decision making for shared and greater impact.

2. Agency Profile

Pushing Boundaries. Shaping Today. Creating Tomorrow.

If we unleash the power of young people to change our world, every generation will benefit. There are more young people in the world than ever before. Their time to lead is now.

We are a global agency for youth-led development. We support young people to demand and deliver a just and sustainable world for all.
- Our global agency is run out of strategic hubs in ten countries across Africa, Asia and in the UK and USA, with a wider network of partners across the world.[1]
- We work to make sure young people have a voice, a living, sexual rights, and are leaders in preventing and solving the world's challenges.
- We have been working with young people since 1985 and our work is led by thousands of young people every year.
- We listen to young people, our work is led by young people and together we help young people make lasting change in their communities and countries.

We are committed to transparency as an agency and so the following documents can be found online:
- [Financial Report](#) (2015/16)
- [Annual Report](#) (2015/16)
- [Strategy](#) (2016 - 2021)
- [Agency Plan](#) (2017 - 2021)

[1] We have ten Hubs operating out of India, Nepal, Sierra Leone, South Africa, Tanzania, Uganda, UK, USA, Zambia and Zimbabwe. See *Agency Plan, Governance: Our Approach, Page 18*

3. Report Parameters

This Agency Accountability Report covers our 2015/16 financial year, which runs from 1st October to 31st September each year. This is our first standalone Agency Accountability Report to be published, and is being created and published as part of our membership of [Accountable Now](#).

Reporting Process
In our first year creating this Agency Accountability Report we attempted to use this process as an example of our Dynamic Accountability approach in practice. Activities included:

- Creating a task team of staff to lead on different areas within the report. The team worked with members of staff across the agency to collate information and condensed this into specific report chapters.
- The report was shared back to the task team and staff we had consulted for review and further input.
- The finalised report, once submitted, will be shared across the agency to highlight our commitment to accountability, and ensure staff are engaged, connected and informed to our accountability commitments and activities.
- The report will be used alongside our annual Agency Survey (a survey of all staff reviewing our progress against our Agency Plan) to set targets and activities for the coming year, agreed in consensus by all International and Hub Directors at our annual mobile headquarters.

What's Next: 2016/17

We recognise that we are on a journey to ensuring this is a truly transparent and accountable process both internally and externally. To improve this process for coming years, in 2016/17 we will:

- Challenge ourselves even further. We will go further next year to ensure we are bringing in even more voices from across our stakeholders to ensure it captures a broad perspective of our accountability as an agency, not just our own self-reflection.
- Include more direct feedback and case studies. This would add more depth to our report and bring more energy and life into our work, rather than simply describing it.
- Complete the report closer to the end of the financial year. We have produced a report for our financial year 2015/16 which at times has made the process feel dated.
- Include this report, both how it is written and then how it is used and circulated, in our annual calendar ensuring both the report, and the feedback received from the report, is guiding our work and practices.

4. Governance Structure and Key Structures

The principles behind our Global Structure and Governance are:

- **Nationally Grounded & Driven.** Our strong national boards underpin nationally registered Hubs, ensuring that we are grounded in local context and legal frameworks, adaptive to opportunities and risk, and responsive to young leaders and changemakers.
- **Globally Connected & Cohesive.** We govern a complex, global agency via joined up ways of working and strong cohesion between National Boards and our Global Board of Trustees who hold ultimate governance responsibility for our global agency.
- **License Agreements.** To balance strong, nationally grounded hubs and the need for shared global strategy, direction and oversight of quality, License Agreements and Service Level Agreements govern the relationship between Hubs, International and our Boards.
- **Clarity.** We make simple, clear divisions between the roles of governance and that of the executive and senior leadership team, as well as between boards globally, in order to ensure effective, non-bureaucratic governance at all levels.

Our Global Board of Trustees[1] are the ultimate stewards of our agency's global resources and are responsible for the strategy, operations 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 has twelve members and four committees (Finance and Audit, Investments and Partnerships, People and Programmes & Policy.) The Trustees of our International Board serve on a voluntary basis, and meet quarterly in London, serve on at least one Trustees Committee (meeting quarterly) as well as additional meetings when required.

The Trustees (and Senior Leadership Team) complete an annual Declaration of Interests which is then published online here (see Trustees - Register of Interest) The 2015/16 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.

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:

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[1] See Restless Development Annual Review 2016, 'Governance', p36 for list of Trustees

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

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.)

What's Next: 2016/17

Our priorities for 2016/17 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 for 2016 - 2021.
- Running an audit with all of our Hubs on the make-up and effectiveness of their local board of trustees. After completing this audit we will use it to tailor the guidance and training needed to Global Directors to ensure we have good local governance in all of our Hubs.
- Run a skills audit with our Global Board of Trustees to both identify the skills needed on our Board of Trustees and Committees and gain a better understanding of the skills and expertise within our current board members. This will then help us to ensure our trustees are working in the right committees based on their skills sets and to identify and recruit for positions (either within our Board or the Board Committees) to fill identified skills gaps.

5. Programme Effectiveness

Working with Stakeholders

We are a global agency for youth-led change. We derive our strength and credibility from being clear where:

- Young people lead our work
- We work with young people
- We work on behalf of young people

We work with young people to make lasting change in their communities and countries; young people are changemakers not 'affected stakeholders'.

This is evident when it came to creating our new global strategy during 2015/16 where we asked young people to take the lead. A Youth Strategy Team composed of young leaders from around the world designed, led and analysed a global consultation that reached 64 countries that shaped our new strategy. They published all of the findings, raw data and insight online, but more importantly they brought a diverse range of youth voices into shaping our new strategy – our most ambitious and dynamic strategy to date. This process was featured in successive Accountable Now conferences as best practice in the sector. We will also be using learnings from this group, and other experiences of young people leading our work, to ensure it improves our internal processes in supporting young people to lead this type of work and the experience of young people taking part in the process.

As young people partner and lead Restless Development's work, we use different approaches and forums for engaging with them. We have an over-arching Youth Leadership model which sets out how we commit to the role of young people at all levels across our agency. These are:

- **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.[2]
- **Youth Partnerships:** We empowered young people to lead our work, from 421 young community mobilisers in Nepal leading the response to rebuild communities following the 2015 earthquake[3], to two young advocates representing young people globally as Youth Delegates at the United Nations General Assembly.[4]
- **Youth-Driven Action:** We are partnered with youth-led organisations around the world who we work with to deliver our mission. For example in Nepal we worked with youth-led organisations PeaceWin and KIRDARC to implement the Abolish Chhaupadi project (a practice used where young women and are discriminated against during their periods.)[5]

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[2] Restless Development Annual Review 2016, "Developing a thinking, doing, thriving workforce", p28
[3] Restless Development Annual Review 2016, "Leading Communities in Recovery", p12
[4] Restless Development Annual Review 2016, "Being heard at the highest level", p9
[5] Restless Development Annual Review 2016, "Leading Communities in Recovery", p12

- **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.[6]
- **Youth Governance:** Our international and National Board of Trustees have two young people serving 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.

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.[7]

We are proud of the achievements young people have made at the influencing level during 2015/16, which included presenting 30 ideas on how to put youth at the heart of the British Government's development priorities which were presented to the Secretary of State by young people. During the same period we also organised a UK wide Youth Summit for International Citizen Service return volunteers alongside government, civil service, civil society and celebrities to debate and shape the future of our world in line with the launch of the Sustainable Development Goals. This was the first time that young people have been so involved in shaping recommendations about how a multilateral agency can meaningfully partner with and support young people to lead in the implementation of their strategy. We have used this experience during 2015/16 to inform our best practice approach to supporting young people to work with multilateral agencies.

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.

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[6] Restless Development Annual Review 2016, "Pioneering Youth-Led Accountability", p15

[7] Restless Development Annual Review 2016, "Working in Partnership to Extend Reach", p24

Internally, our whistleblowing process provides a channel for staff, young leaders and board members to raise any concerns they may have about the agency which they do not feel comfortable raising with a senior member of staff. Externally, stakeholders can reach out to any young leader or staff member to submit a complaint which is addressed if it is within their remit, otherwise it will go through an escalation process. Staff can also raise complaints on a stakeholder's behalf under the whistleblowing policy.

Complaints enable us to learn from and reflect on our work. As an example, a complaint made by a volunteer concerning their International Citizen Service (ICS) placement – a volunteer programme which includes a 10 to 12 week placement - in 2015 reflected an overall low satisfaction rate with the programme support volunteer's received. The report written in response to this complaint outlined recommendations and an action plan which was used to implement changes to aid improvement in the programme, contributing to a higher positive feedback and satisfaction of future cycles of volunteers.

During 2016/17 we plan to update our approach to stakeholder feedback in line with our new Dynamic Accountability principles, ensuring best practice and learnings is shared between our Hubs.

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. The use of our "Rupantaran" training package to promote Adolescent Development and Participation in Nepal is an example of evidence based programing after it was first designed and pre-tested in two districts before used as part of national programming. Based on the nature of different projects, relevant sections are being utilized to catalyze positive changes among communities and young people. This includes:

- The curriculum now being delivered through 4 partner NGOs to at risk populations (People Living with HIV/AIDS, LGBTI, Sex Workers, Drug users) with 40 partner volunteer peer educators working in 15 districts nationwide and;
- Training 150 district level staff from the Ministry of Youth and Sports and Department of Women & Children in 6 districts to improve the youth programmes delivered by these staff.

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. A 2015/16 staff-led Diversity and Inclusion workstream informed the creation of our commitment to Valued Diversity in our new Agency Plan that will guide our strategic approach to Diversity and Inclusion for the next 5 years.

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 where a particular operation is based, and aims for 51% of its global staff to be under 28 years old. In the year 2015/2016: 41% of staff were female and 59% male; 29% were under 28; and 92% were native to the country they were working in. We will use this information in 2016/17 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.

To improve how we approach gender as an organisation, we also designed and developed a Gender Audit tool in 2015/16. Run by a global Gender Committee made up of staff members in all of our Hubs, it will be used to guide our approach to gender in staffing as well as by all of our Hubs to improve our ability to track and measure our impact on marginalized groups like vulnerable girls and transgender youth. To increase opportunities for young people to lead in our agency, we have created a Youth Leadership approach with 5-year commitments to increasing the role of young people and young staff within our agency and work.

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 will be beginning the process of aligning all of our programmes to the new Programme Principles which were developed alongside our strategy, including the gender principles set out in this document. 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.

We endeavour for all of our public positions to be an amplification of youth voices. Currently,

our advocacy focus areas and policy positions are all derived from our four goal areas (voice, sexual rights, living and leadership) which were created in consultation with almost 5000 people in addition to other stakeholders during our Big Conversation.

Our campaigns are formulated through a variety of channels. Our biggest global campaign, Youth Power, was formulated with over 130 partners after the Action/2015 coalition came to an end through a desire to keep pushing for similar work on accountability for the Sustainable Development Goals (SDGs). It is currently steered by a network of partners and young Global Leaders. In other campaigns, we have been able to realise our ambition of having campaigns designed and led by young people. For example, our Climate Change Campaign was conceived by a network of young leaders. There was no formal exit-strategy; however, after supporting these young people for a year helping them to develop their skills, they successfully connected with networks, ensuring the movement's long-term sustainability.

Most of our advocacy is led by young people; we build their capacity and skills to engage in high-level spaces meaningfully and support them to share on the issues that matter to them.

Examples of this include:

- We supported Youth Advocates to attend and participate the United Nations High Level Political Forum and United Nations General Assembly and share on how they were holding their governments to account for the implementation of the SDGs at the national level.
- We empowered 18 Global Youth Researchers to lead the Case for Space, a global research and advocacy initiative which investigated and analysed current conditions for child and youth development and presented considerations for future action in line with the new Sustainable Development Goals
- We co-hosted with UN Agencies a large Asia-Pacific Conference which focused on the Case for Space research and how to put into practice young people at the heart of the SDGs.

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 such as the conference to End Sexual violence in Conflict, the SDGs, and the World Humanitarian Summit.

In 2015/16 we facilitated partnerships with:

- **Young people,** linking them through global platforms such as the Action2015 and Have You Seen My Rights campaigns, and at relevant moments such as International Youth Day and DfID's Youth Summit in 2015.
- **Technical youth-led development agencies**, response-ready youth organisations on the ground who form a "go to" for development partners and partner NGOs wishing to invest in youth-led change, such as the 40 grassroots Nepali organisation

who work closely with Restless Development to lead a range of interventions from sexual health to emergency response.
- **Stakeholders (private sector, government, aid agencies, youth)** seeking knowledge and resources. We provide a range of resources for partner governments, aid agencies, companies and CSOs who have demonstrated a rapidly increasing demand for expertise and help with working with the youth sector.

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.
- National: We have developed the capability to work in complex consortia in challenging environments. Nowhere is this better evidenced than in the Consortium's work via the SMAC Consortium, delivering Ebola Prevention in Sierra Leone, from which learning was formally incorporated into the Government of Sierra Leone's Ebola Response Plan.
- Global: Through our leadership of expert advisory groups such as the United Nation's Major Group of Children and Youth (UN MGCY) and provision of technical leadership to fora such as the Global Summit to End Sexual Violence in Conflict, we have proven our ability to convene the sector. This is supported by contributions to policy papers including the UN MGCY's Position paper on Indicators for the SDGs.

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.

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 through the significant progress made in VfM across a number of areas. Our Monitoring, Evaluation and Learning activities and feedback loops with communities through our Dynamic Accountability model (see below) as well as on-going commissions evaluations to assess the effectiveness of its programmes and inform future programme design.

Effectiveness measurement examples in 2015/16 include:

- Development of tools and evaluations to assess young people's engagement, including 121 project evaluations during 2015/16.
- Self-reflective learning pieces including developing a Value for Money study in partnership with our PPA Consortium in June 2016

- Needs-based capacity building services to more effectively allocate resources across networks and partnerships with use of OECD-DAC criteria in evaluation sign-off to ensure that efficiency, effectiveness and economy are measured in evaluations.
- Use of BOND effectiveness tool to assess the quality of evaluation reports. Testing of 8 evaluation reports in 2015/16 produced an average close to 70% on the scale.
- Internal audits run across all operations since 2009 to ensure that sufficient controls are in place to support optimal delivery of programmes. These internal audits 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.
- Independent, external audits in all of our hubs. At a minimum, external audits happen annually after each fiscal year, with many more external donor audits during the year providing independent verification of our financial effectiveness, accounts and controls.

As part of our Department for International Development PPA Strategic Grant (2011 - 2016) we conducted a final external evaluation, part of which was to look into our Value for Money as a consortium (with Youth Business International and War Child.) The evaluation (page 38) concluded: *"Each member of this Consortium has delivered substantial value for money for themselves, and good value for money for DFID and in YBI's case for their network members. It is not yet clear whether value for money has been delivered for all stakeholders, especially beneficiaries. Consortium members would have to do further data collection and analysis to determine this."* We have incorporated this recommendation into the development of our Agency Plan and our Programme Principles to ensure we are measuring Value for Money for all of our stakeholder groups.

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 1516 and their values in GBP:

Donor Type	Value in GBP
Bilateral & Government	6,866,433
Corporate	91,980
Major Donors	9,897
Other Unrestricted Revenues	1,664,163
Partner Organisations	4,263,994
Trusts & Foundations	1,833,863
Total	*14,730,331*

Our five largest donor during our financial year 15/16:

Donor Name	Value in GBP
VSO International	2,667,075
DFID PPA	2,247,702
UNICEF	1,589,806
SIDA Sweden	1,144,961
GOAL	831,326

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 developed, through a series of staff champions across all of our Hubs, a set of Environmental Principles in 2014 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 2015/16, our main contributor to our carbon footprint was flights.

Restless Development's Carbon Footprint (kg) in 2015/16

Total Int
11.6%

Total ICS
88.4%
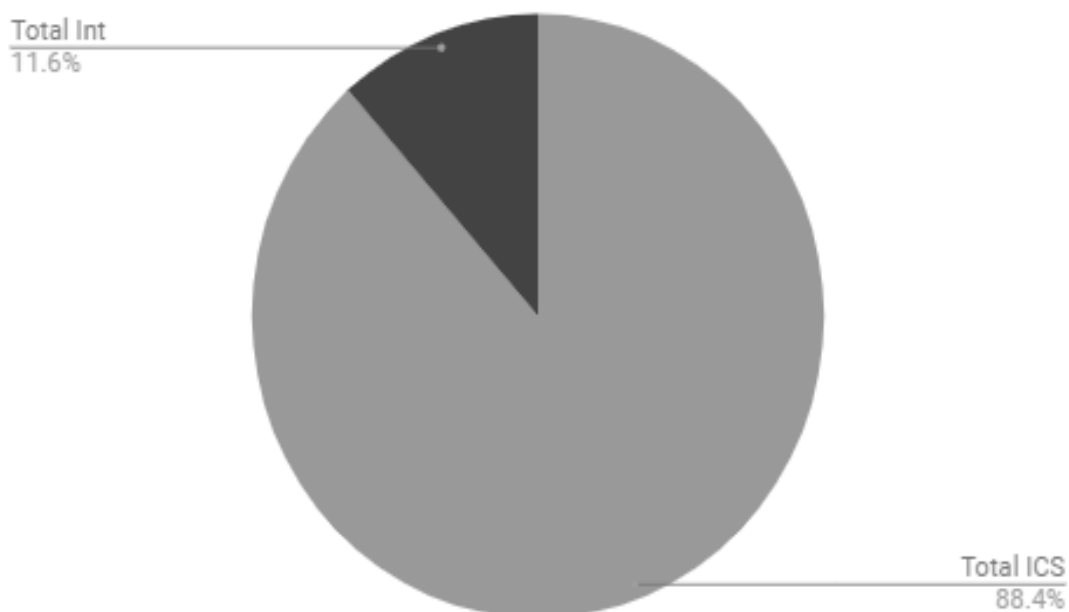
Our total carbon emission in kg was 1,515,752. 88.4% of this total figure was made up of flights which were part of the International Citizen Service (ICS) programme where young people take part in 12 week overseas placements. In 2015/16 513 UK volunteers travelled overseas as part of this programme. This programme is an essential part of meeting our strategic commitments and goals and whilst we cannot reduce the number of these flights, we will be considering:

● How and where we can reduce our International Support flights without hindering our ability to achieve our strategic goals and aims.
● How we can combine our push for greener programming and reducing our carbon footprint, using the expertise of our staff who deliver the Restless Model in our Hubs.
● Publish our Carbon Footprint figures online, as well as our commitments to reducing these over the next 12 month period.

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)

Our focus for the next financial year is to create tools, guides, processes and frameworks to ensure our environmental programme principles can be implemented effectively.

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. The chapter on the environment, featured above, was developed through a wide staff consultation then developed further by a small working group from our operations, fundraising and campaigns team.

Sustainable financing decisions

During 2016 this has been a particular area of focus, with a cross team working group focusing on implementing a number of initiatives in this area. Activities have included:
● Developing ethical procurement guidelines to ensure staff have more knowledge and support during procurement processes to avoid social, economic and environmental damage.
● Adding an environment caution to our Ethical Fundraising Framework to ensure we are scrutinising the partnerships we have with private sector partners who have caused significant environmental damage through their work.
● Ensuring our pension provider has an environmental option for staff if they choose to use it when we moved over to the mandatory government pension scheme.
● Exploring ethical banking options available to a medium sized global NGO through discussions with partners (KPMG, WWF, Triodos).

Engaging our Restless Network

Between January- December 2016 a climate change campaign was run by Restless Development involving 30 young climate campaigners in the UK. This campaign represented an opportunity for Restless Development to trial a new model of youth-led campaigning in which the young campaigners would develop their own campaign strategies and tactics. These tactics included awareness raising in local contexts e.g. through community action like holding stalls at university events, mailing out seed bombs etc. This was a trial of youth-led campaigning and whilst it is no longer formally supported as a Restless Development campaign, engaged campaigners have continued the group under the name 'The Last Half' and run sporadic activities related to the initial aims of the campaign.

What's Next: 2016/17

Using the framework of our new Agency Plan and Environmental Principles, in 2016/17 we plan to:

- Update and roll out the Environmental Principles, including new targets for the short, medium and long term.
- Establish a carbon footprint reduction commitment given we now have a realistic picture of our carbon footprint, including publishing this commitment online.
- Relaunch the London Office Green Team, and use this as a best practice model for our other Hubs wishing to make their own office more environmentally friendly.

8. Human Resources Management

In 2015/16, over 400 full-time staff were employed across our ten global hubs in the UK, USA, Asia and Africa, and more than 3000 young leaders volunteered with us. Between 2013 and 2016 our staff size grew by 54%.

Supported by our global People team of 4 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.

In 2015/16 our People team updated the Restless Development website to include sections on 'What We Do For You' and 'Life at Restless Development' to ensure anyone considering working for Restless Development, or already employed by Restless Development, had an easy, accessible way to view our non-salary benefits and culture in practice.

We are proud to have a transparent and equitable Global Salary Scale (GSS) across all of our global locations, published online in 2015/16 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.

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 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.
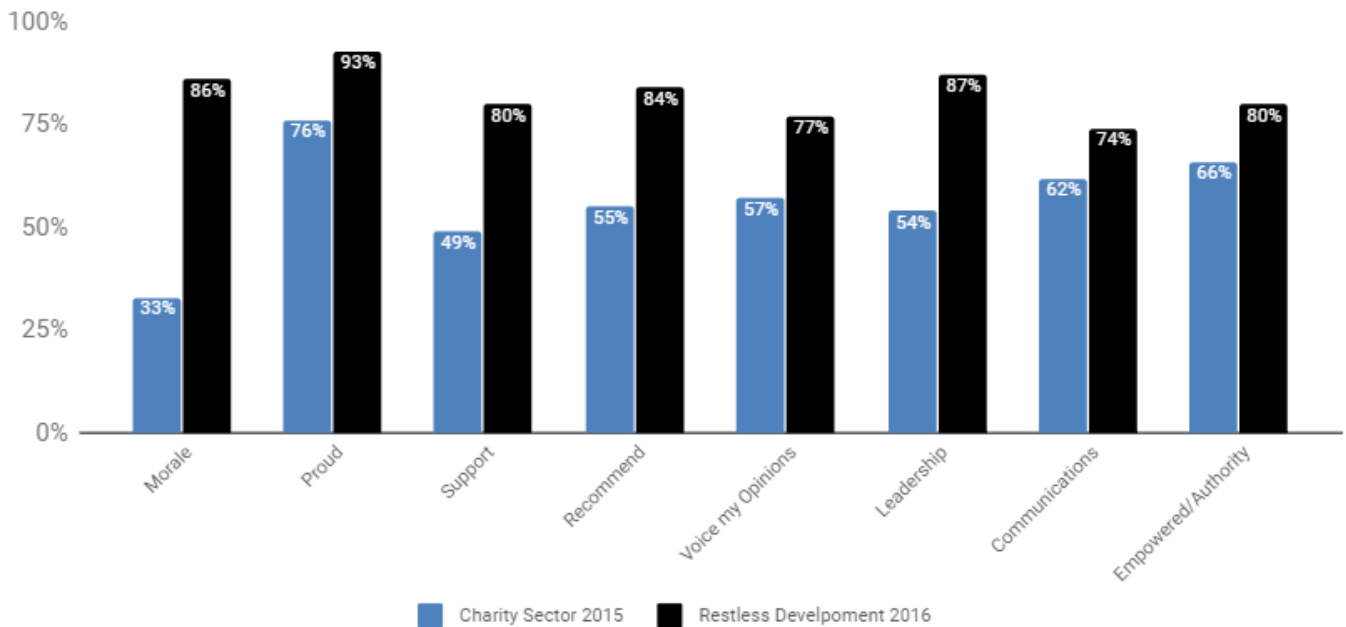
This type of personal development needs to be led by the staff member and supported by Restless Development who will aim to provide:

- 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 2015/16 we began a process of reviewing our 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. Our next steps is to finalise this review and package them into a simple, clear non-salary benefits package before rolling it out across the global agency.

An agency-wide staff satisfaction survey in 2016 revealed the impact of these approaches on staff, with Restless Development consistently outpacing charities of similar staff sizes on a range of key elements of staff satisfaction, as detailed in the following table.

Restless Development vs. Charity Sector

	Morale	Proud	Support	Recommend	Voice my Opinions	Leadership	Communications	Empowered/Authority
Charity Sector 2015	33%	76%	49%	55%	57%	54%	62%	66%
Restless Development 2016	86%	93%	80%	84%	77%	87%	74%	80%

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.

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 have 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.

During 2016/17 we will be beginning the process of aligning all of our current projects and programmes to these principles (where they are 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 will begin the process of aligning existing projects and programmes to our new Programme Principles, and ensuring 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.

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.

We prioritised strengthening our risk systems in 2015/16, with more sophisticated policy frameworks approved and progress made against due diligence assessments. In 2015/16 we created a new:
- Safety and security policy with a more nuanced understanding of residual risk
- Safeguarding policy and systems
- Policy linking reserves to the risk register, monetising the top 10 risks and holding reserves related to the key risks rather than the traditional fixed 3 months of core expenditure.

Our key priority for 2016/17 is to design and roll out a new way of identifying and managing risks across the agency, including a simple dashboard which will help staff and trustees recognise and manage multiple risks, recognising few risks operate in isolation.

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**

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.

The communications team are in the process of creating a set of Story Principles and developing a centralised sign-off submission system, with the plan to roll out these principles to all staff in 2016/17.

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 the last 12 months. After joining The Fundraising Regulator, we are currently in the process of developing a more comprehensive complaints procedure to ensure it meets the standards specifically relating to 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 was pivotal in setting the direction of our agency for the future, including:

- The development of a new global strategy, placing young people's priorities at the heart following a global 'Big Conversation' with 5000 submissions from our stakeholders: young people, partners, donors and community members.
- Testing and establishing our vision to go from radical transparency to dynamic accountability. We committed to truly turning our agency out by working with and learning from young people and partners in order to increase our impact.

During 2015/16 we set out to test, experiment and learn from what works and what doesn't under the broad banner of accountability, and to ensure this was then incorporated into our new Agency Plan which was launched alongside our strategy and will guide our agency over the next five years.

As an agency we are proud of what we have achieved this year to improve our work - and in turn our accountability to our stakeholders - in areas such as environmental management, value for money, governance and safeguarding. 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.

We have set out our priorities for 2016/17 throughout this report, but an over-arching priority which touches all areas of our work will be to embed our Dynamic Accountability approach across our agency. This needs to be embedded in what we do – through learning from pilots and consultations taking place this year - but also how we do it – our processes, practices and procedures. By bringing more voices into our work over the coming year, it will increase the trust that others have in our agency and work, whilst also reinforcing the relationships and collaboration that drives our collective success.

We look forward to receiving feedback and recommendations from [Accountable Now's Independent Review Panel](#) on our work, activities and approach to accountability during 2015/16. 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'.