

Restless Development Agency Accountability Report 2017/18



Rajshree, a Restless Development Youth Accountability Advocate, collecting data about child marriage in Jharkhand, India. She will use this information to help ensure her government meets the Global Goal for gender equality.

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We look forward to receiving feedback and recommendations from [Accountable Now's Independent Review Panel](#) on our work, activities and approach to accountability during 2017/18. 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'.

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Acknowledgements

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Opening Statement from Perry Maddox, CEO

Something needs to change in development, and 2018 showed us where. We saw a sector still unfit, unwilling and unable to meaningfully engage the biggest youth generation in history because it continues to treat them by and large as 'beneficiaries.' We saw scandals of safeguarding and sexual abuse shake our sector with root causes in deep power imbalances not just toward 'beneficiaries' but across NGO staff hierarchies. In these conditions - of overlooked agency of those we serve and of such power imbalance - the accountability and trust of our sector has rightly suffered. At its very least, 2018 sounded a wake-up call to all development actors.

Excitingly, the answers are right in front of us, and we spent most of 2018 pushing ourselves as Restless Development to learn and to adapt as an agency to better: tap into the **agency** of young people as leaders today; increase the **power** of southern youth civil society partners as a credible development alternative; and practice dynamic **accountability** in our work.

Grounded in humility and an openness to learn, we used these three themes to help guide our journey as an agency in 2018. This report outlines the progress we made, the lessons we learned, and the direction of travel we're taking to put the power and agency of young people at the heart of our programmes, agency and partnerships. We saw great progress in many of these areas:

- Supporting over 7000 young leaders to build trust and mobilise communities around the world to shape, inform and lead the change they want to see.
- Partnering with and learning from over 900 partners globally, including forming global partnerships that will deepen the networks of young leaders who help to shape the strategic direction of Restless Development and the youth sector at large.
- Strengthening our internal commitment to seeking feedback to guide our agency priorities, notably from our annual agency surveys and in new initiatives such as a listening exercise with our volunteers to help us grow and improve.
- Seeing the concept of dynamic accountability that we created increasingly grow across the sector and embedded in how the biggest development actors work.
- Winning a highly competitive call from the UK Department of Development to increase civil society effectiveness by bringing the agency and power of youth and communities to bear of improving development outcomes writ large.
- Responding to the feedback from last year's Agency Accountability Report and from our partners around the world to continually challenge and support ourselves to improve how we work.

We're not perfect. We had plenty to learn last year as well, and we're not shy about talking about it. As a new CEO I've tried to lead from the front by practicing **radical candour** in my leadership and by helping our staff to grow as values-driven leaders. We're seeing the change, too. In last year's agency survey, staff were asked about what they considered to be the big successes in our agency, and themes around accountability and transparency came out among the most frequent responses. That's something to be proud of for sure, as it shows what really matters to our people globally.

Of course we won't stop there; it's in the name for us. Our restless determination to grow and adapt is core to our understanding and commitment to accountability. Two years into a strategy that brought the notion of dynamic accountability into our agency, we see strong progress. We also see and commit to a continued journey of growth ahead of us. I thank you for taking the time to read and learn about both our progress and where we're heading in this report.

1. The impact we achieve

We Are Restless.

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

Where we work.

We are led by ten hubs across the world. These hubs not only deliver projects, but offer expertise, support and innovation for young people and partners around the world. Find out more about the Hubs we work in [here](#).

[Our Strategy](#)

[Our Theory of Change](#)

[Our Agency Plan](#)

Measuring our impact.

To robustly design programmes that generate transformative change, and to evidence the impact of our new global strategy, we have developed a global Results Framework as part of our Programme Quality Framework. In 2017/18 we undertook an exercise globally to align all our existing programmes to the new Results Framework, as well as ensure all new proposals and designs are aligned, ensuring we are effectively transitioning to our new strategic indicators.

The Results Framework is made up of two parts: i) an Impact Framework and ii) a set of overarching Learning Questions. The Impact Framework helps inform our wider understanding of change across the 4 goal areas while the Learning questions are designed to test our hypothesis through delivery and assessment of our Model for Change, the Youth Collective, and our Agency. A number of processes and documents have informed the development of the Results Framework, which included an all staff survey looking into programme quality and results, sector scanning, partner discussions and learnings from our previous global logframes and impact reporting. This is intentionally an iterative and adaptive framework, ensuring we are continuing to learn and change based on testing with our stakeholders and through our programme monitoring, evaluation and learning systems.

| Restless Development rigorously assesses the effectiveness and impact of its work. | | | | |
|---|-----------------|----------------------------|--------------|-----------------------|
| Strongly Disagree | Disagree | I Don't Know/Unsure | Agree | Strongly Agree |
| 2% | 14% | 6% | 49% | 29% |

Figure 1: Data from our Annual Agency Survey for 2017/18¹

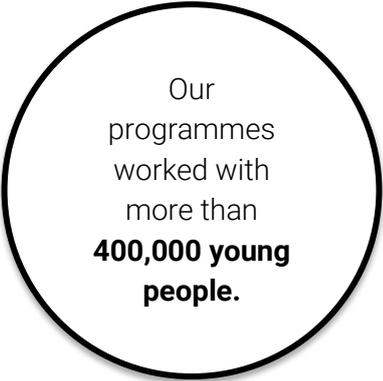
¹ We run an annual Agency Survey, which is a broad survey for staff to share their views and perceptions on how we are performing against our Agency Plan. In 2017/18, 81% of staff globally (253 out of 311) shared their views and feedback using the survey.

Having designed and rolled out a Results Framework which is used across our programmatic work as an agency, we recognise we now need to focus on improving our systems to allow us to effectively monitor progress against this Framework. Our priority for 2018/19 is to design, develop and roll out a new digital monitoring, evaluation and learning database which will enable us to gather and analyse data against our global results framework more efficiently, support agency learning and help improve the quality of our data.

Our [Results Framework](#) is available online.

Our Annual Reports are available online.

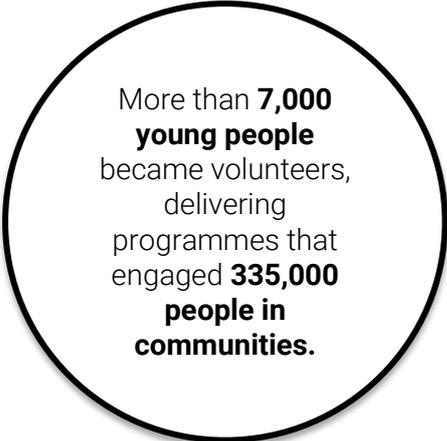
Our Impact in 2017/18



Our programmes worked with more than **400,000 young people.**

*In Nepal, the practice of Chhaupadi – a dangerous practice forcing women and girls to sleep in cow sheds during their period – has been reduced by **73%** in areas we targeted.*

*In Sierra Leone, more than **26,000** young people showed improved knowledge, attitudes and behaviours on how to prevent and treat malaria in their communities.*



More than **7,000 young people** became volunteers, delivering programmes that engaged **335,000 people in communities.**



We worked with **914 partners** including governments and youth-led organisations.

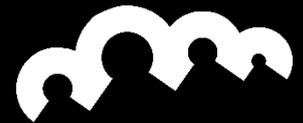
*In Zimbabwe, **95%** of young people involved in our leadership programme went on to participate in policy-making at district, provincial and national level*



133,000 young people participated in programmes to get the skills they need to make a living and succeed in life.



97,000 young people participated in programmes to ensure young people's voices were heard in decisions being made in communities and government.



14,000 young people participated in programmes aimed at building strong communities able to solve challenges they face.



150,000 young people participated in programmes to ensure they have ownership over the decisions that affect their bodies, health, wellbeing and sexual rights.

Alongside our highlights and successes, we have faced difficulties in 2017/18 in our programming and operations. These have included external challenges, such as changes in the political environment including change in government in the UK and Zimbabwe, the introduction of new government policies in Tanzania, elections in Sierra Leone and shrinking civil society which have caused uncertainty and in some cases affected our programme delivery. This includes delays in programme implementation and changing levels of permission to work in institutions which continue to affect the contexts we operate in. Another difficulty we have faced has been in setting robust targets, which limits our ability to interrogate performance. However, following a focus on this through annual planning and with a new data collection and management system being designed and rolled out, we are already seeing improvements in targets for 2018/19 and believe this will continue into 2019/20.

In 2017/18, we recruited a new CEO, Perry Maddox, and new International Board Chair, Charlotte Eaton. Whilst this does represent change within our structure, both were existing members of staff and the board of trustees respectively and the transition has been smooth and well managed.

There have been no other significant changes to our strategy, programmes, policies or operations within this period.



Franco, a volunteer and climate activist in Karamoja, Uganda

2. Positive results are sustained

Sustainability is critical to ensuring the impact we seek to achieve with young people and communities goes beyond the length of our programmes. 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 the Youth Collective, 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. Strong programme implementation is key to lasting change. The standards set out in our [Programme Principles](#), a key strategic document which sets the standard and quality for all Restless Development programmes, collectively ensure strong programme management and implementation across all our programmes. 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

We have designed a strategy which has sustainability and collaboration at its core. We are building a Youth Collective; a global movement of people and organisations committed to youth-led change who can create synergies and deliver solutions to some of the most pressing challenges faced by young people and communities. It will enable young people, civil society, and development partners to pool ideas, opportunities, resources in meaningful and tangible ways. All Restless Development programmes must work toward building the youth collective. An essential standard when designing programmes, as stated in our Design Protocol which all programmes must be designed in accordance to, states programmes include a plan to support stakeholders to increase impact, scale and sustainability beyond Restless Development's delivery.

As part of the design protocol, and ensuring we are considering sustainability at the design phase of any programme, we encourage all to ask:

- How can we identify who we need to engage around the challenge that the programme is addressing?
- How can we engage those people through or beyond the programme?
- How can we ensure that they continue to drive change after the end of a programme?
- How can we stay in touch? How to engage different groups? (community groups, radio, social media, email, other)

We also work with networks of young people to ensure our work is both connected and driven by the lived realities of those we seek to represent, and also sustainable beyond the length of any project. For example, our work on ending child marriage in India focuses on both building, and working with, existing networks of young people as the most effective way to achieve change. We have taken an innovative approach to this programme; we are creating a collective of small grassroots CSO's and investing in their skills to mainstream youth to address the issue of child marriage, and also supporting them in organisational development. This is helping them become self-reliant, more effective and sustainable.

An example of sustainability in our programmes includes in Zimbabwe, where a mid-term evaluation in 2017 of our “Strengthening HIV Prevention and Mitigation Efforts among Girls and Young Women in Matabeleland South Province of Zimbabwe programme commented that “The program...strengthened and built the capacity of schools and other government institutions in responding to issues of Gender Based Violence and prioritising Sexual Reproductive Health education for young women and girls.”

An example of how we learn and share from the sustainability of our programmes is through Impact Briefs, which are short summaries of full evaluations which are shared with programme staff and leadership teams in order to share the key areas of impact and learning from a programme evaluation, including on sustainability. See an example of impact brief on our Teacher AIDS Action Programme Evaluation [here](#).

Learning

Learning & innovation ensures that we are continually adapting and improving our agency and as individuals, linking performance, quality and dynamic accountability with organisational development to increase our impact.

Our ambition is to build a culture of continuous development that fosters both incremental and radical innovation by explicitly linking learning to the performance, quality and the impact of our work.

We apply our approach to learning in a variety of different ways:

- **Agency.** As an agency, we have built our approach to learning into our Agency Plan, testing our staff’s perception of how we learn through our annual Agency Survey and building learning into our key internal spaces, from our leadership team meetings, quarterly staff workshops in all Hubs to our Directors conference.
- **Programmatic.** A key part of Results Framework is a series of learning questions which will help us learn about what worked and didn’t work over the length of our strategy, as well as to build an evidence pool around the key areas of our strategy and theory of change. These are built into all evaluations, to ensure we are actively learning through our programmes.
- **Individual.** Individual learning, and linking this to the wider programmatic and agency wide learning, is critical to success. We have created the ‘Restless Way’, a learning agenda for all individuals to complete when they join Restless Development. This is built around a blended package of online and offline learning mechanisms including an online e-learning platform titled Maarifa (knowledge in Swahili) which has mandatory modules including values, strategy and safeguarding.

| Restless Development’s approach to assuring quality increases agency learning, knowledge and sharing | | | | |
|--|----------|---------------------|-------|----------------|
| Strongly Disagree | Disagree | I Don’t Know/Unsure | Agree | Strongly Agree |
| 1% | 8% | 4% | 62% | 25% |

Fig 2: Data from our Annual Agency Survey for 2017/18

Transparently sharing learning is a core part of Dynamic Accountability, our 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.

Through the development of our data management system in 2018/19, we plan to be in a position to more effectively present what we learned as agency in this report. As an indicative example of how we currently learn as an agency, and use it to improve our work, please see a case study below on our internal Youth Leadership and Innovation Team.

Spotlight on: Youth Leadership & Innovation Team

In March 2018, we formed a Global Youth Leadership and Innovation Team made up of young staff members in each of our Hubs who aimed to:

- Practice youth leadership in action, by designing and delivering projects which will contribute to the success of our Agency and Agency Plan.
- Work together as part of a Global Youth Leadership and Innovation Team to support, connect and learn from each other, ultimately improving the projects.
- Use Dynamic Accountability in practice, bringing in voices from across their Hub and Agency to improve decision making.

Example projects included in India developing online and offline training resources focused on the environment, and in Tanzania creating an online resource bank to document learnings and feedback, to make them easily searchable and accessible to all staff. We presented our findings, learnings and proposed next steps at the annual Directors Conference in November 2018. Learnings from this project included:

- Working with individuals in other Hubs or Units that they otherwise wouldn't which all acknowledged was a valuable learning exchange
- Simple project management tools were used to help planning and accountability which team members shared were useful
- Balancing time commitments in role to time needed to advance a project which only had a 5-6 month window of design, implementation and evaluation
- Staff turnover impacted the projects, specifically in Zambia and Nepal where staff leading the project left during its implementation

These learnings led to direct adjustments of the project as we moved into a second year. Specifically, we decided to all focus on one project rather than ten mini projects, meaning the roles, responsibilities and time commitments could be more balanced over the year, reflecting the difficulty in finding time to prioritise the project and limit the impact of staff turnover on an individual project.

3. We lead by example

Working in partnership and collaboration is critical to achieving our strategic priorities. We are proud of the leadership role we play and guidance we provide to other organisations in order to ensure the success of our strategic goals. One way we do this is through sector membership in or coordination of working groups and initiatives. Examples include:

- In the UK we are active members of Bond, the UK network for organisations working in international development. In 2017/18 our CEO was an active member of the Cross Sector Campaign for Aid, coordinated by Bond, and we also worked closely with members ahead of the DFID Safeguarding Summit in August 2018.
- In Uganda we coordinate the National Youth Working Group, bringing together organisations working with, or led by, young people in Uganda to share, learn and collaborate. We are currently working with key stakeholders in the group to understand how it can work more effectively, with the aim for 2018/19 to have a new Terms of Reference for the group with strengthened coordination and convening of the youth sector in Uganda.
- In India our Hub Director Nalini Paul chairs the national [Alliance on Sexual Reproductive Health and Rights](#), which is a consortium of six Indian NGOs, working with a wider 50 NGOs, with complementary expertise and a shared goal to achieve.

We listen and learn from our primary stakeholders, young people, to ensure our programmes and ways of working is what they want, need and will achieve the goals we have set out in our strategy. Examples include:

- **Young People.** As part of our annual review process, which takes place annually in all our Hubs, young people in India stated that the programmes have been helpful in influencing the community and that they are confident in bringing positive change in their community.
- **Partners.** Richard Dzikunu, a Global Leader with our Youth Power campaign and an Accountability Advocate from Ghana, won a [UN Sustainable Development Goal Action Award](#) for his work [using data to tackle maternal mortality in Ghana](#) with the [extensive findings](#) having been included in Ghana's National Health Policy Strategy.
- **National and International Organisations.** In Sierra Leone, we were recognised as ['Outstanding International NGO of the Year'](#) at the Sierra Leone NGO Awards. This was awarded to Restless Development Sierra Leone for the innovative role played by hundreds of young Restless Development leaders in 2018 to mobilise communities, strengthen health systems, educate girls, fight malaria, and hold the newly elected government to account for public service delivery.

Protecting rights

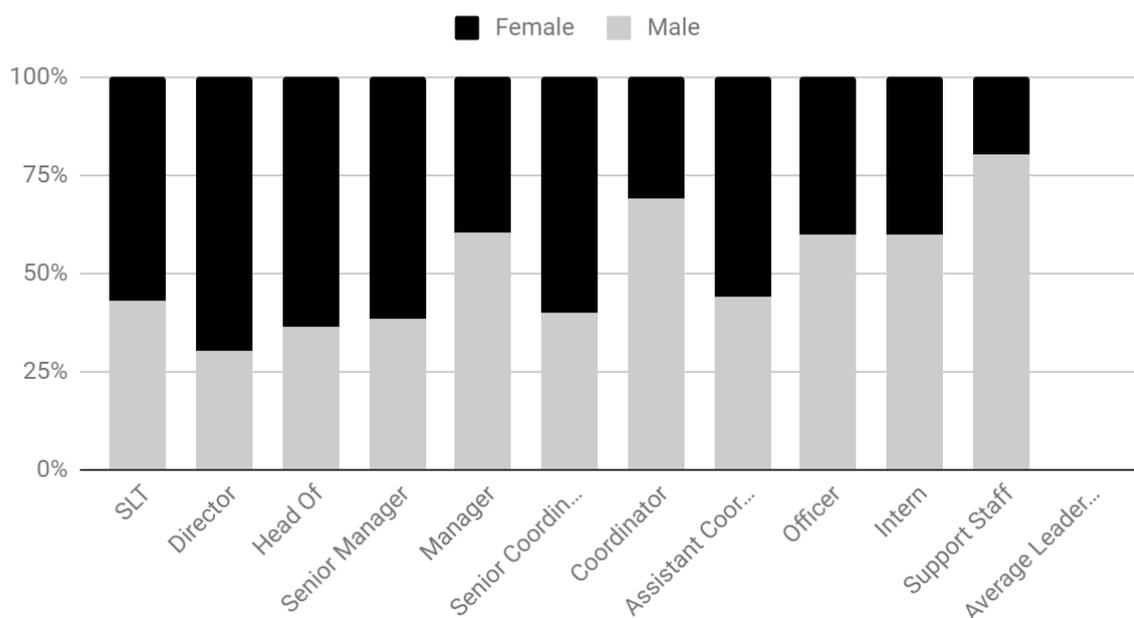
We are firmly committed to working in an inclusive way, protect human rights and promote women's rights and gender equality. We practice this at the programmatic level - from project design to implementation - and as an organisation - how we recruit and support staff to making inclusive, supportive workplaces.

Our Agency

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. The table below shows our figures for 2017/18 and the percentage change since 2016/17. Given our overall staff number has decreased by 27%, we are pleased that the number of women in our agency has actually increased slightly by 1%, and the representation of women in senior positions (Senior Manager and above) remains over 50%.

Gender by Position Level



The decrease of 14% of staff aged under 28 is significant and something we intend to attempt to understand and address in 2018/19. One possible reason for this decrease is that our highest group of leavers in 2017/18 was our youngest staff (officers and assistant coordinators) due to a combination of contracts ending, redundancy and resignations and our overall staff count has reduced.

We used this data 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. This included introducing shared parental leave in all of our hubs, including 3 months

paid paternity leave, bespoke non salary benefits by hub and testing a new internal mobility policy to enable more internal movement between offices.

| | | 2016/17 | 2017/18 | % Change |
|---------------------------------|---------------|---------|---------|----------|
| Number of Staff ² | | 431 | 311 | -27% |
| Gender | Female | 42% | 43% | +1% |
| | Male | 58% | 57% | |
| Age | Under 28 | 38% | 24% | -14% |
| | Over 28 | 62% | 76% | |
| Native to Country of Employment | National | 94% | 93% | -1% |
| | International | 6% | 7% | |

Figure 3: Sample information from our global People Data

Our Programmes

Restless Development recognises that gender equality is a fundamental human right and that gender equality is a precondition for advancing development, transforming change and reducing poverty across the world.

For Restless Development, gender equality means that all human beings, both women and men, are free to develop their personal abilities and make choices without limitations set by stereotypes, gender roles, or prejudices. Gender equality means that: i) the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally; ii) women are entitled to live with dignity and without fear and as equal partners in society. We also recognise that much more needs to be done, that gender equality remains an unfulfilled promise.

Our programmes and initiatives are always based on gender awareness and a strong agency-level commitment to gender equality. We have a Gender Committee, with staff from across all of our hubs, who drive initiatives to increase our understanding of our approach to gender and how we can become more gender transformative as an agency. In 2017/18 the Gender Committee ran a gender audit of our programmes to understand where we are now, and how we can improve in the future, which was presented for discussion and review at our annual Directors Conference with a commitment to make diversity and inclusion a priority for 2018/19.

² Our overall number of staff reduced from 431 in 2016/17 to 311 to 2017/18. This was primarily due to normal programme cycles, with large programme grants ending during 2017/18, and before new grants started. At time of writing, in March 2019, we have 334 members of staff globally.

We understand that this often requires consciously using different approaches to working with different genders in order to achieve gender equity. Our Gender Principles are:

- All programmes comply with Restless Development's Gender Principles; considering the approach and impact of the programme through a non-binary lens.
- All programmes specifically address gender across the model, resourcing activities appropriately and not assuming that outcomes for all genders will be the same with the same activities
- All programmes and activities focusing specifically on gender and women / girl empowerment, especially on issues of Gender Based Violence, are led by trained and sensitised staff and volunteers
- All programmes ensure equal participation of women and girls, supporting them to actively participate in spaces, dialogue, and activities (with the exception of activities specifically aimed at sensitising and engaging men and boys)

Minimising negative impact.

We attempt to minimise our agency's negative impact on stakeholders we work with in a number of ways, recognising the importance of, at the very minimum, doing no harm through our work and aiming for significant positive impacts on people's lives through the delivery of our strategy. As a values led agency, how we work is as important as what we do. Conducting ourselves in the right way will increase our impact and reach. We ensure this in practice through:

- [Values](#). We are a values driven agency, and they are core to who we are and how we work. We commit to being accountable to young people and acting professionally in order to achieve our goals.
- [Safeguarding Policy](#). We have an extensive Safeguarding Policy which sets out our commitment to prevent harm, and to promote the health and wellbeing of children, young people and adults. This policy is designed to inform, guide and direct staff and volunteers in the use of Restless Development's safeguarding framework. It details the framework through which Restless Development can establish a culture of safeguarding at all levels throughout the organisation and communities where we work.
- [Staff and Volunteer Code of Conducts](#). Our staff code of conduct provides guidance for all staff and volunteers on the standards we expect them to uphold. It is read and signed by all staff on joining Restless Development, as well as re-read and re-signed when any changes are made to it. All volunteers working with Restless Development also read, review and sign up to meeting our code of conduct.
- [Programme Principles](#). This is a core strategic document which sets out our programmatic commitments and sets out clear standards to drive quality and consistency in our programmes and ensure no harm is done through our programmatic work. This includes chapters and standards on safeguarding, accountability, youth leadership and working in partnership.
- [Dynamic Accountability](#). This is our approach to being a transparent and accountable agency to all we work with, through open dialogue and a focus on learning. By turning our agency inside out and bringing more voices in, we believe this will lead to even greater impact for the young people, communities, partners and governments we work with. This approach is built into all of our programmes and agency wide initiatives.

Environmental management.

We know 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 and engaging our Restless networks.

In 2017/18 we designed and rolled out a new Quality Assurance Framework to test our quality and performance against all areas of our Agency Plan, including against our environmental commitments. We will begin measuring our agency against this framework in 2018/19.

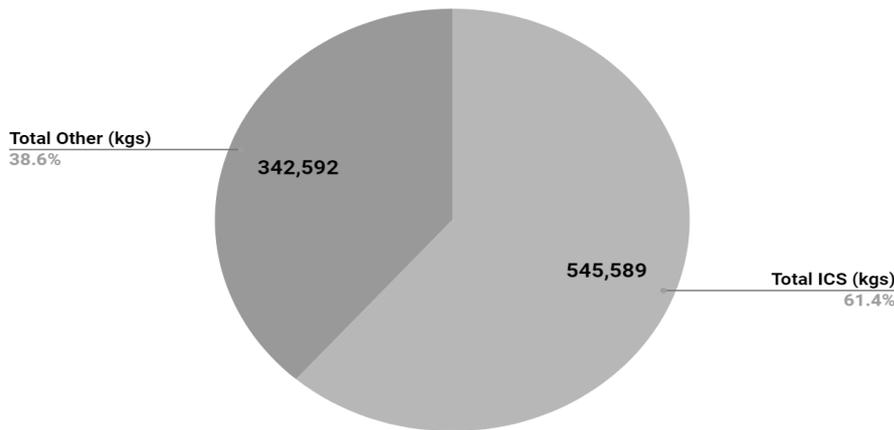
| Essential Standards |
|---|
| Nationalised sustainable procurement policy in place |
| Ethical fundraising framework in place |
| Carbon Footprint measurement tool in place |
| Carbon Footprint reduction action plan in place |
| All staff inducted in Environment Principles |
| Key Performance Indicators |
| # outstanding actions from carbon footprint reduction action plan |
| Sustainable financing considered in all supplier decisions |
| Environment score from annual agency survey |

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 2017/18, our main contributor to our carbon footprint continued to be flights.

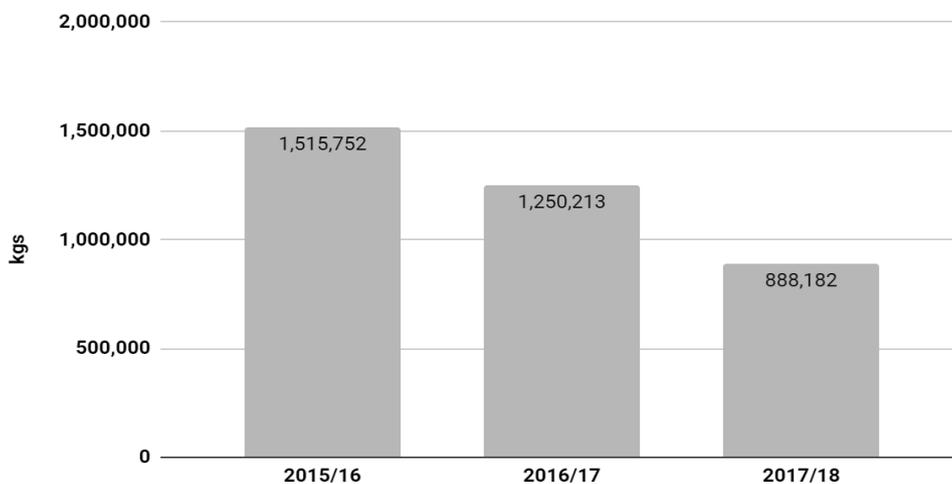
Restless Development's Carbon Footprint (kg) in 2017/18



Our total carbon emission in kg in 2017/18 was 888,182kgs. This is compared to a figure of 1,250,213kg in 2016/17 and of 1,515,752kg in 2015/16. 61.4% of this total figure, compared with 81.9% 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. The ICS programme was extended into 2017/18 (having been initially due to end at the end of 2016/17), however we only sent 2 cycles of volunteers in 2017/18 made up of 186 young people, in comparison to 2016/17 where we sent 4 cycles made up of 417 young people.

The flights categorised as 'Other' include support and review visits between countries we operate in and attendance of young people, volunteers and staff at events, conferences and workshops. This figure has increase from 226,410 in 2016/17 to 342,592 in 2017/18 as we are now using our central travel agents to book flights from all countries we operate in, so this represents inclusion of more data rather than a significant increase in flights. Year on year our carbon footprint is falling, primarily due to the fluctuations of numbers of volunteers on the ICS programme.

Restless Development Carbon Footprint Comparison



We recognise that measuring and reducing our carbon footprint is only one way to reduce our negative environmental impact as an agency, and we are committed to innovative ways to give this area of our work the focus it deserves. These include:

- An internal Youth Leadership and Innovation Team designed an all agency 'Go Green' challenge, to encourage all offices within Restless Development to compete to make their offices more environmentally friendly, which includes introducing recycling, planting trees and reducing printing. This will be rolled out across all offices in 2018/19.
- In our programming, using digital data collection methods to reduce the amount of printing needed. With 62 active programmes in 2017/18, this small change has led to a significant reduction in printing across the agency. We will be ensuring this approach is built into our new data management system in 2018/19.
- Using our ethical procurement guidelines to help us make more environmentally friendly decisions. This has included in the Action at Home phase of our International Citizen Service changing venues, as the venue we used to use did not have recycling facilities.
- Supporting young people through our programming, such as supporting [Franco](#) in Uganda. He's passionate about the environment and trains farmers to adapt to climate change.

As part of our annual Agency Survey, we asked our staff the following questions to assess understanding and perceived progress against our environmental commitments:

| Restless Development understands and mitigates its impact on the environment across its agency, operations and programmes. | | | | |
|---|-----------------|----------------------------|--------------|-----------------------|
| Strongly Disagree | Disagree | I Don't Know/Unsure | Agree | Strongly Agree |
| 2% | 14% | 19% | 51% | 14% |

Fig 5: Data from our Annual Agency Survey for 2017/18

We will be addressing this in 2018/19 by focusing on the environment commitments in the Quality Assurance Framework, as a measurable way to understand our progress in this area.

| I am aware of and understand our Environmental Principles and how I can contribute to their success | | | | |
|--|-----------------|----------------------------|--------------|-----------------------|
| Strongly Disagree | Disagree | I Don't Know/Unsure | Agree | Strongly Agree |
| 2% | 17% | 15% | 47% | 19% |

Fig 6: Data from our Annual Agency Survey for 2017/18

We will be addressing this in 2018/19 by reviewing and refreshing these principles to ensure they are still relevant and fit for purpose since their initial development in 2014/15. We will also be building the updated principles into an e-learning module as part of our wider induction and learning framework.

4. Key stakeholders are identified with great care

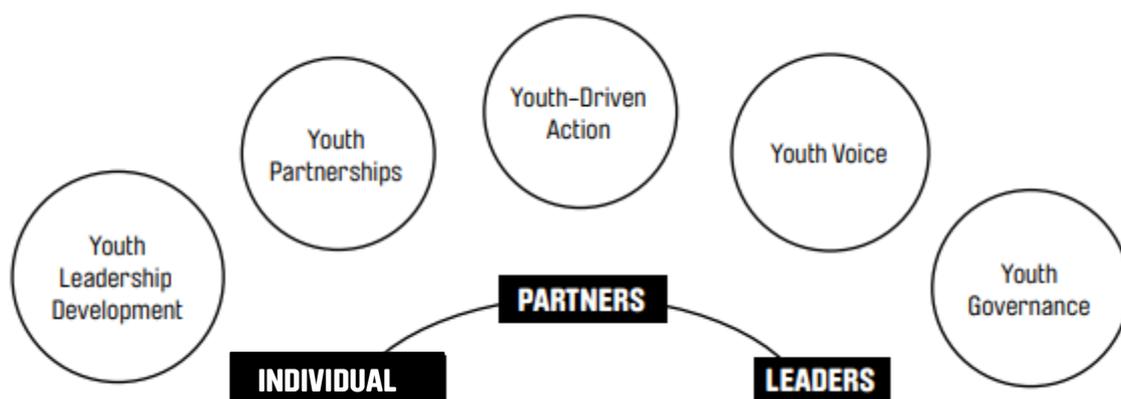
Our key stakeholders are young people, parents, community leaders, volunteers, staff, civil society organisations (local, national and global), local and national governments, private sector partners and bilateral and multilateral organisations.

In 2017/18, we partnered with 1,422 organisations. This included:

- 879 civil society partners
- 436 national and local government institutions
- 51 bilateral and multilateral partners³
- 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'. We know that the definition of "youth" varies, and can be as much described as a stage of life as it can a fixed age category. For our programmatic and strategic purposes, we identify young people as between 15 - 24 years (as defined by the UN). As young people partner and lead Restless Development's work, we use different approaches and forums for engaging with them. We 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:



Within our programmes, stakeholders are identified through stakeholder mapping activities in the areas where programmes are delivered, consultations with young people who are involved in the programme already to identify their wider networks and through joint programme design workshops which includes the input from a variety of stakeholder. We also take time when developing the Theory of Change in programme designs to identify key actors and stakeholders, what role they will play and how they will be involved in achieving the impact we set out to achieve. For example in Uganda for our Youth Internship programme we identified our key stakeholders through a stakeholder mapping exercise, joint program design workshops and national or district consultation meetings.

³ This includes country and regional offices

How we work.

Our strategic model is built around long term, community engagement led by volunteers. Regular and continuous engagement with our wide variety of stakeholders is a fundamental part of achieving our strategic goals. We do this by building stakeholder engagement into our monitoring, evaluation and learning systems and how we deliver our programmes.

As part of our Programme Quality Framework we have a Design Protocol. This protocol ensures consistency across our wide range of programmes in the diverse range of countries we operate in. This protocol sets out that when designing programmes we must ensure young people identify and work with other young people and key community members on all aspects of the programme, ensuring that we are considering our key stakeholders and how we work with them when designing programmes.

Another essential standard within our design protocol is that young people are part of the Programme Design Team of any new programme and part of discussions on programme design in inception, and play a meaningful role in ongoing design activities and programme reviews.

Working in partnership.

We work in partnership with civil society / grassroots organisations, NGOs, INGOs, businesses, movements, individuals, governments, aid agencies, and donors to deliver transformative change via our model, Youth Collective, and through directly implementing programmes.

All of our partnerships are founded in a clear alignment of objectives, values, operating principles (from inclusivity to value for money), and strategic vision of the two organisations. Partnerships also expand our reach and enable us to both not duplicate efforts, whilst have a bigger impact, adding value and not putting undue pressures on teams and hubs, thereby lessening our impact. Our partnerships must be guided by our Partnership Guidelines, which sets minimum standards for working with partners.

Through our partnerships and the Youth Collective, we use and promote the Model for Change, offering expertise, innovation, research and youth-led programmes around the world. For example, in Zimbabwe we have two projects funded by the European Union and Samworth Foundation which have brought together Community Based Organisations (CBOs), government departments and members of community structures committed to youth led change, who are supporting young people to identify issues that affect them and to hold public authorities to account on service delivery. It is through this collaborative working that we will build a Youth Collective committed to youth-led change.

We are committed to building the capacity and capabilities of grass-root youth-led and youth-focused organisations, and catalysing expertise and innovation from the grassroots up to national and global spaces.

In 2017/17 we developed a set of [Partnership Guidelines](#) which, as set out in our Programme Principles, all partnerships must comply with. Our Partnership Guidelines, and how we work with partners more widely, is guided by our values:

| Our Values | How our values guide our work with partners: |
|---|--|
|  <p>HEART: We are young professionals accountable to young people. Young people are at the core of everything we do. Our passion and energy drive us. We take initiative, innovate and try new things.</p> | <p>Our partnerships are based on a shared vision of development and on aligned organisational values</p> |
|  <p>HEAD: We work in the context of poverty. We measure our results and use our resources efficiently. We care about getting the right results. We act professionally and always seek to improve our work</p> | <p>Our partnerships are based on mutual accountability and trust and depend on clearly defined roles and responsibilities</p> |
|  <p>HANDS: We are connected with our partners, with each other and with those we serve. We develop solutions as a team. Our rules and policies apply equally to all. We are generous with our expertise, our tools and our time.</p> | <p>Our partnerships participatory and inclusive and based on a 'do no harm' approach</p> |
|  <p>VOICE: We all have a leadership role. Everyone's opinion is valuable and we bring all voices to the table. We give young people the opportunity to succeed and to fail, generating leaders through experience. We are proud of our work and tell our story with conviction.</p> | <p>We promote local ownership and decision making</p> |

Through 2017-18 we worked with 914 sector partners in our programmes and beyond, with particular focus on engaging youth-led and youth-focussed organisations.

| Stakeholders | Total in 2017/18 |
|---------------------------------------|------------------|
| CSO / CBOs | 173 |
| NGO / INGOs | 240 |
| Youth Groups + Youth Power Partners | 272 |
| Religious Institutions | 2 |
| Private Sector Institutions | 83 |
| Bi-lateral/ Multi-Lateral | 11 |
| Government | 119 |
| Community Groups, e.g. Women's Groups | 5 |
| Others | 9 |
| Total | 914 |

Figure 7: Stakeholder groups we worked with in 2017/18

5. We listen to, involve and empower stakeholders

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
- Annual Agency Survey
- 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 adapt and improve programme throughout their design, delivery and evaluation. For example, in Zimbabwe we committed to sharing results from evaluations, monthly reports and case studies with young people and other stakeholders. Local authorities have commended our approach and have encouraged other partners to follow suit, following our agency wide commitment to sharing results with stakeholders.

Our annual review is a critical part, alongside our ongoing stakeholder feedback mechanisms, for understanding our progress, successes and areas for improvement. Each Hub runs an annual review which includes a variety of stakeholders to learn from young people, community leaders and civil society organisations as part of our global annual planning and budgeting process. In Tanzania they brought together a total of 85 people from 4 communities we are working with, including volunteers, changemakers, community leaders, council and local government staff and civil society organisation staff. An example of what we learnt through this process was the need to improve documentation and sharing of case studies for strong and more visible evidences among stakeholders.

Internally, an example of how we collect and use feedback from staff to make changes in our agency is through our annual Agency Survey. The scores and feedback are used as part of our annual Directors Conference, and key decisions about priorities and focuses for the coming year are made using this data. For example, we asked staff how far they agreed with the statement "I receive effective performance management that reflects on my goals, performance, wellbeing and professional development." After 6% strongly disagreed, and 14% disagreed it was agreed to prioritise this in 2018/19 to ensure staff do feel supported through effective performance management by setting up an internal Community of Practice focusing on improving this area of our internal operations.

Our volunteers are critical partners in achieving our strategic aims as an agency. As individuals who are embedded, often long term, in a community and delivering the Restless

Development Model for Change, it is essential we listen, learn and adapt our programmes based on their experiences. In Sierra Leone, we recruit volunteers as part of the Strengthening Accountability, Building Inclusion (SABI). Volunteers gather and generate evidence of citizens' experiences of accessing and using state services in the health, education, social protection, water and energy sectors which they in turn use to hold local and national government to account. We ran a detailed debrief and telephone survey with former volunteers to find out their experience on the project. Following this we have invested time to improve the quality of the volunteer training and to give more practical hands on sessions so that volunteers have more confidence to deliver in the field, including through an extra day of training. We believe these changes have been well received following feedback we have received from volunteers as part of our annual review process:

"I am elated to state that my volunteer journey was very rewarding for me. I believe this is the best thing that has happened to me due to the revolution it brought to my personality. Rising above the multiple challenges faced, broadening of my network with community people and other youths, the respect earned and professionalism demonstrated by all the staff, have been my greatest source of motivation."

Matilda Luseni, SABI Youth Accountability Volunteer, Freetown Jan – Sept 2017



Neema, a volunteer training other young women in cloth making to earn an income in Karamoja, Uganda.

6. Our advocacy work addresses the root causes of problems

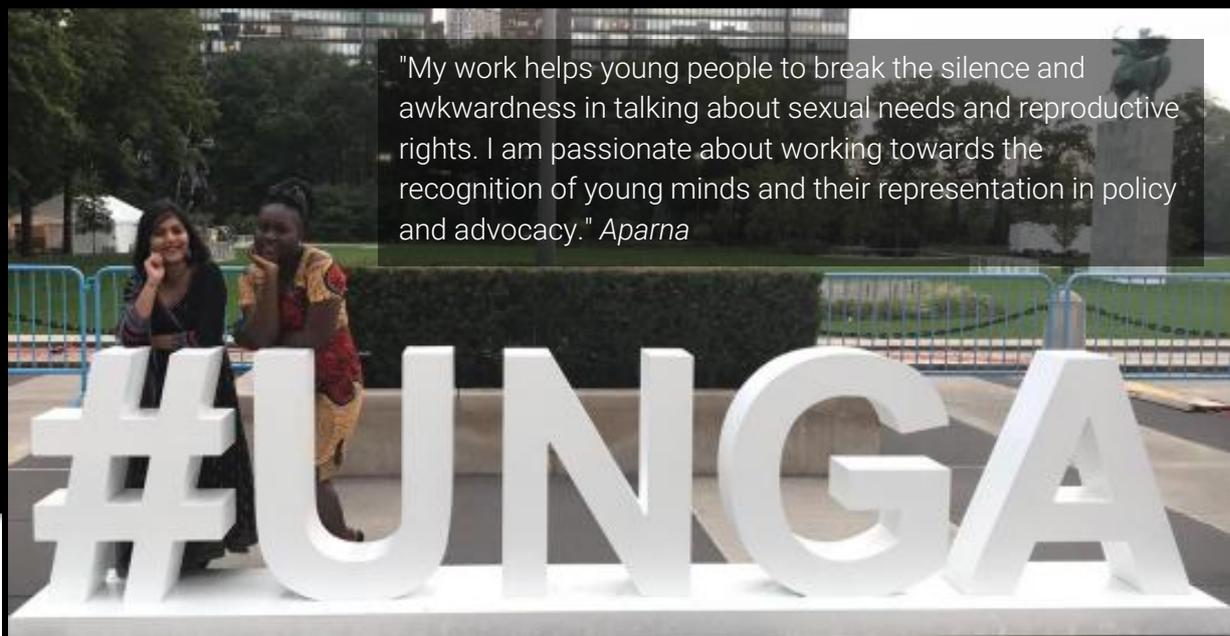
Through our [youth-led, data-driven accountability work](#) - where young people are trained and supported to push for change using collected and analysed data to build key national advocacy asks on a range of development issues, we have a number of examples of where we have developed advocacy positions 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.

Spotlight on: Youth Accountability Advocates

This year the Bill & Melinda Gates Foundation invested in our accountability work and helped us to take it further by supporting 33 Youth Accountability Advocates in India and Tanzania to advocate for gender equality (SDG5 and the FP2020 commitments).

In October, two Accountability Advocates trained as experts on gender equality and family planning, data collection and media engagement. Aisha from Tanzania and Aparna from India, participated in and shared their work at the UN General Assembly (UNGA) in New York.

"I feel that my work is really transforming lives in my community for the better, especially for the many young girls and women who were not aware of Gender Based Violence and Violence Against Children issues and their rights as women." *Aisha*



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 2017/2018 are as follows:

- [SheDecides Youth Consultation on regarding sexual rights of young people in East and Southern Africa](#)
- [Youth Power at the Commonwealth Youth Forum](#)
- [Guiding Principles for Decision Makers developed jointly by Plan and Restless Development following consultations ahead of the Commonwealth Heads of Government Meetings](#)

Our advocacy, driven by young people.

Young people we work with directly lead our advocacy work. In 2017/18 alone, young advocates represented Restless Development and themselves at a wide variety of decision-making spaces, bringing their experience and ideas directly into the informing, influencing high level spaces. This includes:

- Omang from India and Judith from Tanzania attending the **High Level Political Forum**, bringing their first hand experiences of data driven accountability on sexual reproductive health and rights to the highest forum of the UN.
- Eva from Kenya, Francis from Ghana, Ysabel from the Philippines and Aminata from Sierra Leone attending the **Open Government Partnership** meeting in Tblisi, Georgia. They co-created with a wider group of youth representatives the “NextGen OGP: Youth and the Future of Open Government” side event, which went on to win best side event of the conference for its innovative format and clear outcomes. Their influence in this space cannot be underestimated: while the opening plenary of the Global Summit did not mention young people at all, by the end of the week one of our youth delegation was invited to speak on the closing high-level panel alongside the incoming OGP chairs, who made strong statements about putting youth and gender equality at the heart of their agenda.
- Pooja from India, Alusine Diamond-Suma from Sierra Leone and Gezire and Lombe from Zambia attended the **Commonwealths Head of Government Meeting (CHOGM)** in London to deliver training to 50 youth delegates attending the Forum on how to hold their governments accountable for the commitments they make at CHOGM 2018.
- Becky from the UK Youth Stop AIDS Network attended the **International AIDS Conference** in Amsterdam, as the first official youth delegate to join the Department for International Development in this space.

7. We are transparent, invite dialogue and protect stakeholders' safety

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

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

We take part in the [International Aid Transparency Initiative \(IATI\)](#), a voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development, and humanitarian resources in order to increase their effectiveness in tackling poverty. We publish our financial information on an annual basis, and began exploring in 2017/18 how we can continue to publish programmatic data.

We are also a member of [Accountable Now](#), a cross-sector platform for internationally operating civil society organisations (CSOs). Together, we strive to be transparent, responsive to stakeholders and focused on delivering impact. We have signed the [12 Accountability Commitments](#) of the [Global Standard for CSO Accountability](#) and seek to respect human rights, be independent and work ethically and professionally. We develop an Annual Accountability Report which is reviewed by Accountable Now's Independent Panel, and published on Accountable Now and our website.

Within our Hubs, we host an annual stakeholder review where we share the past performance from our programmes with representatives from communities, giving them the opportunity to shape our learning.

Transparent, equitable salary scales.

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:

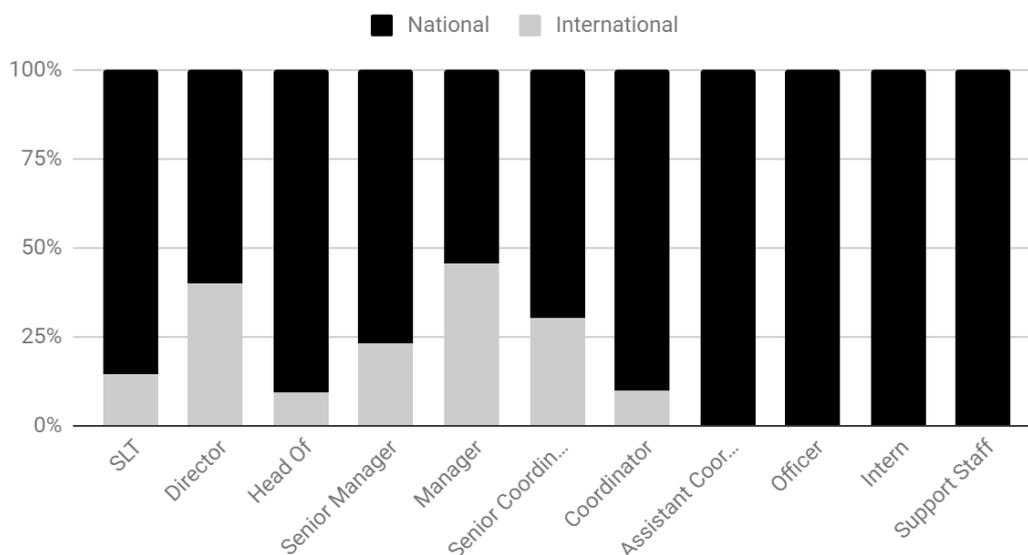
1. **Simple, transparent and understandable.** The scale should be easy to read and to understand, simple to use for setting salaries, and available for all staff to see.
2. **Equitable, global scales.** For staff doing similar jobs, we use consistent job titles in every country. For staff in different 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.

Our current Global Salary Scale runs from 2016 - 2021 and, as affordability allows, will align our salaries to the 50% percentile of salaries in our sector. We are currently in the third year of our current scale and will be beginning the process of running a full review of our pay, salary and monetary reward in our agency in 2018/19.

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

By using a transparent salary scale which is equitable and developed from cost of living data we are confident that we are not undermining local civil society organisations and their ability to recruit staff. We are also committed to supporting the economies we work in, by aiming to recruit staff who are native to the country they are operating in, with our people data from 2017/18 showing that 93% of staff in our Hubs are native to the country they work in.

National of Hub by Position Level



A full overview of our Hubs broken down by programmes, staff and volunteer numbers is here. Based on our Salary Scale, our Drivers/Receptionists receive 11% of the Directors salary (100%) and the CEO receives 165% of the national Director salary. We have not been able to map our roles against our Global Salary Scales for 2017/18 to understand the distribution of our roles and salaries, both within Hubs and at a global level, however commit to providing this information in 2018/19.

Gender Pay Gap

The gender pay gap measures the difference in gender pay across a whole organisation, whereas equal pay compares one job with another. In 2017/18 we measured⁴ our gender pay gap in our London, UK office only for the first time and published our results online in a blog titled [“We have a gender pay gap of 15%. This is what we’re doing about it.”](#) Whilst we are not legally required to report against the gender pay gap (we have less than 250 staff in the UK), our work on gender rights, inclusion, transparency and dynamic accountability meant that collecting and sharing this information with all the people we work with will ultimately build trust and confidence in the communities we serve and hold us to account.

We found that Restless Development had a mean gender pay gap of 15%, and a median of 11%. Principally, this means that Restless Development’s London office has less representation of females at the most senior levels than it does at the most junior. This is confirmed when we look at our pay quartiles. Of the lowest paid quarter of staff, 69% are female, whereas at the highest quarter, 53% are female. You can see the ratio of males and females in each quartile at Restless Development in the table below.

| Pay Quartiles | Male | Female |
|-----------------------|------|--------|
| Top quartile | 47% | 53% |
| Upper middle quartile | 23% | 75% |
| Lower middle quartile | 31% | 69% |
| Lower quartile | 31% | 69% |

We have already been working on improving our gender pay gap through our work on diversity & inclusion, and building our ways of working to accommodate flexible-working. We have core working hours, support working from home, and have had our first job share at Director level in 2017/18. We offer equal occupational maternity & paternity leave, we have trialled blind application processes, and train staff on unconscious bias. We have a global gender committee, we consider representation in succession planning, and we are widening our reach in recruitment strategies.

In 2018/19, we plan to:

- Measure our global gender pay gap in our other nine hubs, to understand if there is a gap, and to develop plans to address any gap.
- Work through our Gender Committee’s in hubs to understand how we can increase knowledge and understanding of a gender transformative approach in our programmes and agency
- Use and present new data around gender and our people to our Senior Leadership Team and Trustees to help guide decision making in our agency

⁴ To measure our gender pay gap we followed the [regulation guidelines](#).

Protecting personal data

Restless Development takes protecting the privacy of individuals we work with seriously and takes all reasonable steps to ensure their information is secure. It's important that they feel completely comfortable and confident that their personal information is safe in our care. We have a [Privacy Statement](#) which sets out how we will meet our responsibilities to keep personal data safe and secure. In 2017/18 we formed a cross team working group to update and align our policies, systems and practices to ensure we are compliant with the General Data Protection Regulation which was introduced in May 2018.

Our International Board of Trustees are ultimately responsible and have ownership for ensuring we are acting in accordance with our legal requirements in the countries we operate in. They have designated the implementation and delivery of our Data Protection Policy to our Senior Leadership Team. They are responsible for ensuring this Data Protection Policy is implemented, ensuring all staff understand their responsibilities within the Policy and are effectively equipped to meet these responsibilities.

All staff within Restless Development are responsible for the understanding and implementation of this guidelines. Failure of individual staff members or volunteers to comply with our policies will result in disciplinary action. We will ensure all individuals receive training appropriate to their role and responsibilities. Some staff will have enhanced responsibilities based on their roles, the individuals they work with and the type of data they process and they will receive enhanced training to recognise this increased responsibility when handling data.

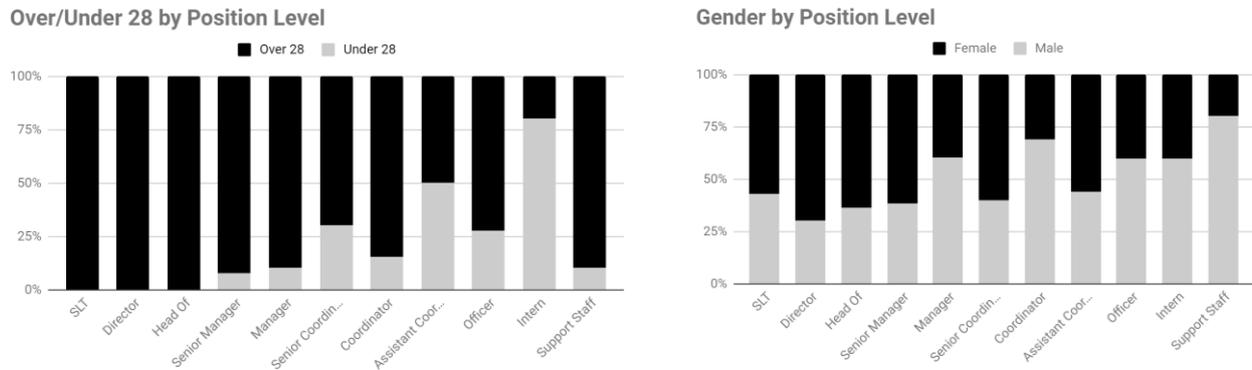
Financial transparency

We commit to financial transparency, as we recognise the importance of our stakeholders knowing who funds our work. We have a wide variety of income sources – from governments to individuals to trusts and foundations. In 2017/18, our five largest donors were:

| Donor Name | Values in GBP |
|---|----------------------|
| UNICEF | £3,003,143 |
| VSO International | £2,526,190 |
| SIDA SWEDEN | £1,274,158 |
| MasterCard Foundation (MCF) | £733,863 |
| Department for International Development (DFID) | £648,658 |

8. Staff and volunteers are enabled to do their best

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.



| Restless Development encourages, welcomes and values diversity in its workplaces and programmes | | | | |
|--|-----------------|----------------------------|--------------|-----------------------|
| Strongly Disagree | Disagree | I Don't Know/Unsure | Agree | Strongly Agree |
| 0% | 4% | 4% | 55% | 37% |

Figure 8: Data from our Annual Agency Survey for 2017/18

We were happy to see through our annual Agency Survey that in 2017/18 staff feel that we encourage, welcome and value diversity as an agency. However, we know there is more we can be doing. Throughout the course of 2018/19 will focus on expanding our approach to Diversity and Inclusion, ensuring that a global awareness of inclusion exists amongst all our people and that it cuts through all policies and practices of the agency. This includes introducing a mandatory e-learning module on Diversity and Inclusion to our induction programme, the Restless Way. We will focus on challenging ourselves, as an agency, within this area to ensure that we encompass and endorse all areas of inclusion.

Supporting staff performance and development.

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

In 2017/18, 81% of staff completed the survey, with an average satisfaction rating from the 'People Survey Questions' of 85% positive responses. This is a 2% increase from 2016/17 where we received a global average of positive response of 83%.

| Question | 2017/18 Score | 2016/17 Score | Difference (+/-) |
|---|---|---------------|------------------|
| | % of answers either Agree or Strongly Agree | | |
| I am proud to work with Restless Development | 95% | 95% | No Change |
| I am valued and my contribution is recognised by Restless Development. | 87% | 83% | + 5% |
| I have a good work / life balance. | 79% | 66% | + 13% |
| I receive effective performance management that reflects on my goals, performance, wellbeing and professional development. | 74% | 76% | - 2% |
| I feel empowered and supported to succeed in my role | 87% | 89% | - 2% |
| I have grown significantly in my professional development in the past year. | 87% | 86% | + 1% |
| The following question was introduced in the 2017/18 Agency Survey. We look forward to understanding any trends in the data next year. | | | |
| I feel able to express my views openly and they are listened to. | 83% | N/A | |

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

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

All staff at Restless Development have access to our E-Learning programme - Maarifa. All staff undergo mandatory learning through this platform such as safeguarding. A further suite of learning is available to all staff to help build their development. Maarifa plays a key part the Restless Way - our global induction for all incoming staff - ensuring that they have access to the right information and have the same onboarding experience to all their peers no matter where they are located within the agency. By the end of 2018/19, all staff will have completed the mandatory modules on Maarifa, whether new joiners or existing staff, to ensure everyone is equipped with the knowledge and information to work for Restless Development.

The People team support all staff within Performance Management, ensuring that meaningful goals for individuals are in place and monthly updates are shared. Restless Development will

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

Safety and Security

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

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

In 2018/19 we will be developing an all staff training module on sexual harassment to be completed as part of our mandatory Restless Way e-learning suite.

Safeguarding

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

This year our safeguarding procedures underwent an external review, which found them to be detailed, appropriate and effective. All staff undertake a detailed safeguarding training as part of their induction, and we run an annual, mandatory training as part of our annual re-induction programme. Alongside this, we test staff knowledge and understanding of our safeguarding and their responsibilities within it as part of our internal audit process (which is run annually in all Hubs.)

We are committed to continued learning and in 2018 introduced new measures to further strengthen of our safeguarding policies. To find out more about how we will be approaching the protection and safety of the individuals we work with please find information in our Annual Report (to be published April 2019).

9. Resources are handled effectively for the public good

Fundraising and resourcing is essential to ensuring we can deliver our strategic aims. How these funds are secured, ensuring the funding received is in line with our values and goals, is a critical factor taken into account in all funding and resourcing decisions.

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

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

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

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

Measuring progress against our goals.

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 programming.

For example in Zambia, we conducted 8 baseline, mid-line and end-line evaluations during 2017/18. This range of evaluations all involved feedback and input from a wide variety of

stakeholders, including young people reached through our programmes, wider community members aware of our work, volunteers and partners. Following discussion at the Annual Review that this information could be used more effectively we committed to using Programme Quality meetings not only for information-sharing, but to utilise this learning in our programmes going forward as well better packaging and sharing our learning with communities, young leaders and partners.

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](#).

Operating globally via 1) global and nationalised finance policies, 2) a global chart of accounts and accounting system (FinancialForce) 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. We run a global 'internal audit' programme where staff are trained, and audit another Hub. The audit focuses on processes and controls, with finance being a key element of the programme. Results and management actions are reviewed globally and monitored. We use our internal audit programme as both a monitoring and learning tool.



Youth volunteers gathering data to achieve gender equality and family planning targets in India.

10. Governance processes maximise accountability

Our [Global Board of Trustees](#)⁵ 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 17/18 had thirteen members and 5 committees (Finance and Audit, External Engagement, Resource Mobilisation, People & Culture 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 areas of: leadership selection; strategic thinking; financial oversight; guidance and support; networking; fundraising and public relations.

The Trustees of our International Board serve on a voluntary basis (with no financial remuneration), and meet quarterly in London, serve on at least one Trustees Committee (meeting quarterly) as well as meeting annually for an Away Day. They are recruited through a fair and open process, and can serve for up to two terms. The Chair of Trustees manages our Chief Executive Officer, and they meet regularly to ensure effective coordination between the oversight and leadership functions of the Agency. In 2017/18 a board review and 360 review of the CEO's performance did not take place, which we recognise as critical parts of a well-functioning board and senior leadership team. We will be working with our trustees in 2018/19 to understand their ambition for reinstating these practices.

⁵ See [Restless Development Charity Commission, People](#)

Two Trustees are nominated and trained as Safeguarding Officers. They have oversight of and ultimate responsibility for a comprehensive set of policies, reporting processes and agency training plans that are led through the Operations Unit. The Trustee Safeguarding Officers work with the agency's Lead Safeguarding Officer and Safeguarding team on both the ongoing Safeguarding processes and any incidents as they arise. As and when a Trustee with this responsibility stands down a new Board member is identified and trained.

In 2018/19, we will be working with all Hubs to meet the governance essential standards and key performance indicators as set out in our [Quality Assurance Framework](#).

Our governance in practice.

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

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

Our board play the most senior role in reviewing and responding to concerns and complaints. The relevant committees review information related to safeguarding, finances, staff and fundraising as they arise if they meet a certain threshold, or on a quarterly basis. In 2017/18 we developed a Reporting Serious Incidents to the Charity Commission Policy which sets out clearly the purpose, process, roles, responsibilities and timelines for reporting incidents to the Charity Commission, including the role of the trustees in this process.

Managing complaints, concerns and feedback.

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

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

We do not have a dedicated policy or guidance for feedback and complaints, and will be working with Accountable Now and the wider network in 2018/19 as part of the 100 Day Feedback Challenge to develop internal and external guidance, as well as a simple online system for individuals to share comments and complaints.

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

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

Our whistleblowing policy is published online, and in 2018/19 we will be working with Accountable Now as part of the 100 Day Feedback Challenge to improve our whistleblowing website page to ensure it clearly lays out the process followed and timelines involved.

Number of complaints: 6

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

Safeguarding. We are committed to the safety, protection and wellbeing of our staff, volunteers and young people we work with. Restless Development's Trustees take ultimate responsibility for the welfare and protection of children, young people and vulnerable adults within the context of Restless Development's work. It is however recognised that despite varying levels of accountability, safeguarding is everyone's responsibility.

We have an extensive Safeguarding Policy which sets out our policy, principles to follow, duties and prohibited behaviours, roles, responsibilities, reporting and more. Staff and volunteers receive annual re-induction training, and must complete a mandatory induction programme when joining the agency.

Number of complaints: in 2017/18 there was a total of 12 safeguarding causes for concern raised. These included reports of abuse or harm allegedly taking place outside the responsibility and reach of the agency's operations. Each cause for concern was reported directly to the Safeguarding Lead (Operations Director) or Safeguarding Deputy (Senior Safety & Security Manager) and actions were determined in compliance with our Safeguarding Policy, including support for survivors and disciplinary action where appropriate. More complex cases were brought to the International Safeguarding Group for wider consultation.

Resolution: Of the 12 causes for concern received, 3 were identified as safeguarding breaches, i.e. where harm was alleged to have been caused in connection to the operations of the agency. These 3 cases were investigated rigorously while maintaining a survivor-centred approach at all times. Appropriate medical, psycho-social and legal assistance was offered to those affected and disciplinary action carried out. All allegations of safeguarding breaches were reported to the Charity Commission and where appropriate to other regulators and donors. All reported cases with the Charity Commission, donors and regulators are now closed. The Charity Commission is satisfied with the process and actions undertaken by Restless Development.

International Citizen Service (ICS) Programme. As part of a VSO-led consortium, Restless Development is delivering the DFID-funded International Citizen Service (ICS) programme. ICS is a development programme that brings together young people aged 18 - 25 from the UK and developing countries to volunteer in communities across countries in Africa and Asia. Through ICS, young people will have positive development impact in host communities, develop personally, and become life-long active citizens.

There is a protocol in place to manage complaints, and we view complaints as an opportunity to learn and improve for the future, as well as a chance to put things right for the person who has made the complaint.

Number of complaints: In 2017/18 there were 9 complaints received by ICS volunteers, out of a total of 360 volunteers in that period (representing 2.5% of the total). Complaints covered a range of different issues and challenges, both before, during and after the ICS placement. These included concerns over the medical clearance process, the recruitment and selection process, logistics on placement such as transport, the quality of training materials or delivery and the in-country management of incidents.

Resolution: In the case of each complaint, an investigation into the issues raised was made, led by the Head of ICS and Senior Safety & Security Manager, the complainant was responded to in full and where appropriate, a series of recommendations were put in place. 1 of the complaints was not resolvable as it was a request to alter our selection criteria; the other 8 were all resolved.

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

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

Number of complaints: In 2017/18 there was 1 fundraising complaint received.

Resolution: We were contacted by the Fundraising Regulator in May 2017 regarding a complaint that had been made directly to them, however this case was closed without any investigation.

Staff. We have an internal grievance procedure which supports our staff to raise concerns, and for a formal process to follow if needed. Managers will encourage the individuals for whom they are accountable, to raise issues, queries or complaints on a day-to-day basis and will deal with them fairly and promptly. The Grievance Procedure emphasises the right of each employee to raise a grievance, have it considered and to obtain an objective and reasonable response in a finite time-scale. Our employee handbook sets out the four stages of a grievance procedure, with the final stage of a grievance involving a relevant third party.

Number of complaints: In 2017/18 there were 0 formal grievances received from staff.

Resolution: N/A

Financial. We have robust procedures and policies in place to reduce the risk of funds being misused across the agency. When we receive complaints of concerns about financial mismanagement, we investigate these according to the policy and procedure set out in our finance policy.

Number of concerns: In 2017/8 there were 14 incidents of financial concerns raised.

Resolution: These were a combination of allegations of theft, conflicts of interest and falsification of documents and were fully investigated according to the process set out in the Finance Manual. 11 were found to be unsubstantiated, and three were found to be substantive and led to appropriate action being taken with staff members (retraining, disciplinary or dismissal). All allegations have been reported to the Charity Commission and where appropriate to other regulators and donors. All reported cases with the Charity Commission, donors and regulators are now closed with all satisfied with the process and actions undertaken by Restless Development.

Confidentiality and anonymity

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

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

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

11. Leadership is dedicated to fulfilling the 12 Commitments

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

- Annual performance reviews. The Annual Performance Review is an opportunity to reflect on performance over the year, to look back on the goals set at the beginning of the review period and to help reflect on achievements and learnings. A key part of this is a 360 degree feedback mechanism, to ensure staff are learning from their colleagues feedback.
- Annual agency survey. The Agency Survey is an annual survey for all staff globally to complete, and has been run twice. Responses form part of the backbone of how we track our Agency Plan's success as well as our staff satisfaction over the years to come.
- Quality Assurance Framework. This framework was designed in 2017/18, and tests our quality and performance as an agency against all areas of our Agency Plan, which includes essential standards and key performance indicators Dynamic Accountability. All directors will be held to account for their Hub/Units performance against the Framework.

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

We apply dynamic accountability internally as an agency too, recognising staff as a key stakeholder in decision making. The main ways we do this is through surveys (such as our annual Agency Survey and People Survey), consultations (such as our strategy development process, compiling of this report and as part of our annual directors conference) and ways of working (such as communities of practice made up of staff across the agency to share leadership in key areas such as finance, people and programmes).

This report covers all parts of our Agency, which is made up of ten Hubs and one International unit, which is empowered by the whole agency to ensure Restless Development is a high performing agency, sustainable business and achieving our strategy. We combine a selection of comprehensive data and illustrative examples to make it a thorough and interesting report for a wide range of audiences to engage with.

12. Conclusion

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.

As an agency we are proud of what we have achieved during 2017/18 to improve our work - and in turn our accountability to our stakeholders - in areas such as programme design, embedding quality across our agency, stakeholder feedback, advocacy efforts and working in partnership. We know there is more we can do, and commit to testing new, innovative and exciting ways to learn from those we work with, day in, day out. 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 look forward to working with young people around the world to learn and to adapt as an agency in 2018/19 to better tap into the **agency** of young people as leaders today; increase the **power** of southern youth civil society partners as a credible development alternative; and practice dynamic **accountability** in all of our work.



Faraja, a community member and business woman in rural Tanzania, was inspired & trained by Youth Accountability Advocate Judith