

**RESTLESS
DEVELOPMENT**



**ACCOUNTABLE NOW
INTERTIM REPORT**

2018/2019

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On the cover page, Josephine is using the DevCheck app to assess the performance of Ssomero Uganda, an adult literacy project in Kampala as part of our flagship programme, The Development Alternative. The information gathered will allow communities and other stakeholders to monitor the progress against development projects, report issues and log when and if those issues are fixed.

OPENING STATEMENT FROM PERRY MADDOX, OUR CEO.

While I write the opening statement for 2019, we face a pandemic that threatens the lives and the well being of all people globally. It doesn't stop there. Our economies and our livelihoods are under threat. Slow progress against the Global Goals is further threatened. The most vulnerable people in the world will be hit the hardest. A global recession is soon to follow. Hundreds of millions could fall into poverty within months.

The role of young people now comes to the fore. The biggest youth generation in history, nine of ten young people live in the developing world where the pandemic now stands to spread rapidly. If the best-resourced countries and healthcare systems in the world have already fallen behind this fight, what then of the developing countries where infrastructure, funding and medical personnel are sorely lacking.

Medical personnel and government alone cannot stop this pandemic from harming countries across Africa, Asia and Latin America. Ordinary people and communities must play a leading role. Making up the majority of almost every community in the developing world, young people are the key to stopping this pandemic.

Today, more than ever, Restless Development recognises the importance of young people exercising their agency, the urgency to shift the power to those actors that are closer to the issues that the development sector is trying to solve, and the centrality of dynamic accountability as a guiding principle for all our work.

These three themes have remained central and guided our work throughout 2019. The past year was also a platform to push ourselves further to explore in depth our offer to young people and position ourselves as thought leaders around some crucial issues in our sector.

In doing so, some of our highlights include:

- We worked with 8,842 young leaders. We had a closer look at who our young leaders are. They are not just traditional volunteers, but also peer educators, community mobilisers, activists, advocates, bloggers, organisers, CSO leaders, influencers, trustees, teachers, reporters, advocates, ... the list goes on and on. Each of the 8,842 young leaders have developed leadership skills during their interaction with Restless Development.

2020 we will see Restless Development focus on how we can multiply young leaders beyond the cohort of young leaders with whom we work directly, generating leaders at scale for the world's biggest challenges.

- We supported over 700 youth organisations and 930 youth businesses, while partnering with over 750 government and development actors. During our interactions with these actors, we made the case for shifting power in favour of young people and communities which should respond, shape and lead on the issues they are facing for better outcomes
- We built a consortium called Development Alternative with valued partners like Accountable Now and ran a co-creation phase with all our partners to design a model for change. Our model will increase civil society effectiveness by handing over agency and power to youth and communities who will lead the monitoring of development projects and will convey a Youth Collective, made of Youth CSOs, donors, and other development actors to tap into the underutilised resource of the largest generation of young people.
- We proactively focussed on the makeup of our workforce and launched our first diversity & inclusion survey to inform a global strategy finalised in early 2020. This process was the kick-start of a wider exercise to understand what diversity means for our agency and how to more effectively apply a diversity & inclusion lens to our decision-making.

- We dug deep into gender within our agency and programming, exploring our gender pay gap and feminist leadership principles, while joining several sector initiatives building women leaders and equality in the sector. We discovered a positive pay gap in favour of women across our agency, tapped into our culture of inclusive leadership, and continue to push ourselves to grow restlessly through further initiatives ranging from training our global teams on feminist leadership approaches to trialling new approaches to power-shifting philanthropy.

More than ever we are restless. Building on our successes from the past year, and our growing accountability portfolio, we are pivoting our work to mobilising young leaders to take action now in the face of the Covid-19 pandemic, in three ways:

Youth Superheroes Stop the Spread. Young people changing their behaviour, role modelling the behaviour to stop the spread, to care for ourselves and for others. Young people influencing their peers in mass to change behaviour. Young people preparing and organising their communities to stop the spread.

Fighting the Misinformation Pandemic. Never has fake news or misinformation been more harmful. Young people create attractive, exciting content to spread core messages for planning, prevention and response to the pandemic via digital channels that youth use. Young people policing fake news and misinformation, myth busting online and provoking engagement. Young people challenging stigma and championing mental and physical wellbeing.

Reclaiming the Power. Young people reclaiming power in the face of this pandemic and the powerlessness it makes us all feel. Youth-led civil society and movements acting on an unprecedented scale. Youth mobilising communities to protect themselves. Youth supporting governments and health workers through collective action. Through our individual acts and collective action, we reclaim power over this pandemic and we take the fight to it.

OUR RESPONSE TO THE IMPROVEMENT ANALYSIS.

In the following pages, we have responded to the feedback of the Independent Review Panel and have given examples of how we are pushing our commitment to improving weaker areas.

Main likes/dislikes from stakeholders and organisation's response (E3).

In their feedback, the Panel noted that likes and dislikes from stakeholders were not clearly identifiable. As a response, we have selected a set of likes/dislikes we have received from stakeholders and we have focused on how we are addressing the dislikes.

Annual Volunteer Survey and Listening Exercise

In 2019 Restless Development launched two global learning initiatives – a Listening Exercise and a Volunteer Survey – to help us better understand the experiences of the thousands of volunteers who lead so much of our work. Consisting of a series of in-depth focus group discussions and a global survey, we heard from over 1000 volunteers and alumni across our programmes and in each of our ten Hubs. A Global Youth Team made up of volunteers, alumni and young staff members from six different countries came together to analyse the results. Our volunteers told us their experiences were largely positive, but also shared six clear areas where we can learn and improve. The team delivered these findings and recommendations to our Global Directors, who developed a number of strategies to inform the design of our programmes and improve the support we provide to our volunteers.

Like.

Findings from the Annual Volunteer Survey indicating what volunteers like are below:

- 97% of volunteers report that volunteering with Restless is having a positive impact on their life;
- 97% of our volunteers are proud to volunteer with Restless Development;
- 98% of volunteers said they would like to continue on their journey leading change part of a global youth collective.

During the focus group discussions conducted for the Listening Exercise, when asked what volunteers like most about volunteering with Restless Development, volunteers really appreciated the opportunity given to them by Restless Development to lead and effect change in their communities, and become role models for their fellow young people. Another main reason why young people love volunteering with Restless is the skills and career development they gain from the experience.

Dislike.

Both the Annual Volunteer Survey and the Listening Exercise highlighted that training was one area of improvement. In the survey, 94% of volunteers rated the training that Restless Development provided to them before they started volunteering as good or excellent and 85% felt that the training fully prepared them for the challenges they faced during the placement. A recommendation that came out of the Listening Exercise was to strengthen training to better prepare volunteers for placements, by providing more extensive initial training, more comprehensive training manuals, more preparation for challenges volunteers may experience on placement and more training on specific skills required on placement.

In response to this, Restless Development has committed to overhauling our training and developing a core standardised global training package to be rolled out across all our Hubs and programmes, which provides volunteers with the skills, support and understanding of our strategy needed to achieve maximum impact in communities.

Annual Agency Survey.

In 2019, we ran our annual agency wide staff survey which provides a structured way to let our voices be heard and practice Dynamic Accountability. Last year we asked our workforce to:

- Rate the agency's performance against each pillar of our Agency Plan;
- Express staff satisfaction and how our people are feeling;
- Share thoughts and ideas across all the areas of the Agency Plan ahead of the annual directors' conference.

Key findings that emerged from the survey results were discussed during Directors Conference and shaped our priorities and goals for the current fiscal year.

Like.

98% of our global staff members agreed or strongly agreed that "Restless Development holistically empowers young people across the many levels of our work and agency". Among the reasons staff mentioned when asked to motivate their response, we identified two main themes:

- We don't speak on behalf of young people, but we encourage and support them to speak with their own voice. In one of our staff own words "we just don't work for young people, but rather they are involved, they represent themselves in all our implementation. Because they are involved, their capacity is being built through training to empower them with skills, knowledge and information".
- We give young people opportunities to lead at every level of our work, from volunteers to board members. Some staff members mentioned their personal experience of feeling empowered as a young person because they were recruited on potential and given the space to lead beyond their job description.

Dislike.

Just 74% of our staff members believe that “Restless Development understands and mitigates its impact on the environment across its agency, operations and programmes” and are “aware of and understand our Environmental Principles and how I can contribute to their success”.

We recognise that, despite having principles in place, our internal processes are not geared up to fully understand and mitigate our agency wide impact and that our workforce is not largely aware of our commitments in the first place. Due to a lack of information, we were not in a position to be fully accountable in this area of work. In response to this, Restless Development has decided to implement some corrective measures in those areas:

- During 2019, we started a consultancy project to review and improve our current carbon footprint tracker model in order to expand its capability to more than just flight tracking and to enable Hubs to feed in into the tool with their own local data;
- We committed to launch green action plan for each hub to reduce and/or offset our impact in regards to operations and programmatic activities;
- Each hub delivered a session to re-introduce our Environmental Principles during our annual re-induction to deepen the understanding of our commitment and to empower our staff to look at their daily jobs through an environmental lens.

Governance structure and recruitment of Trustees/Board members (J1).

Restless Development is committed to recruiting Trustees based on their expertise, passion, drive and potential contribution to our mission. All our trustees are recruited with a fair and proper recruitment process and decisions to recruit are based on skills and expertise that the individual can contribute to the board.

Currently, all our boards global (UK based) and national (based in each hub) have/are recruiting at least two young people who are full members and contribute to the board activities as equal members. As Perry Maddox, our CEO likes to say: “they are trustees who happen to be young” to express how their role is crucial in the governance of our agency.

Restless Development considers this as a minimum requirement for all our hubs and therefore this is an Essential Standards in our Quality Assurance Framework which is monitored quarterly and verified once a year. Looking at factors such as gender and geographical representation, there is little global guidance as such to recruit trustees based on the above-mentioned factors.

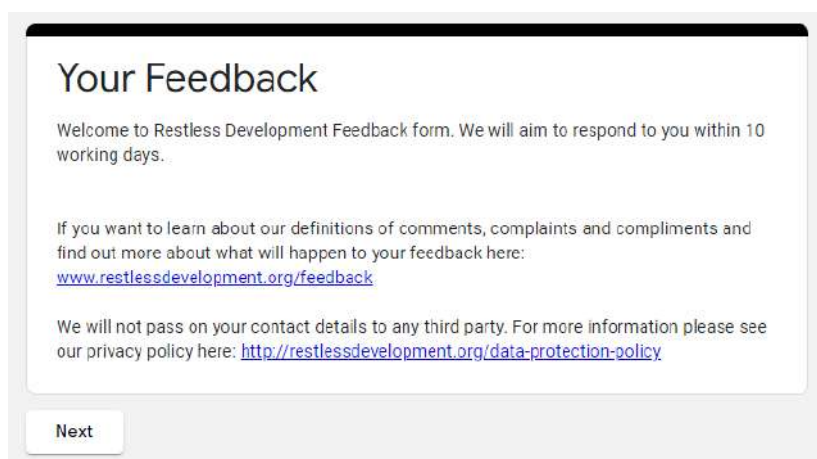
However, during 2019, we have developed a comprehensive global Diversity & Inclusion strategy that looks at all layers of our agency and specifically at how and from where we attract our talents (including trustees). Principles around recruitment are the following:

- Increase supply of diverse talent in each Hub;
- Reviewing recruitment and selection strategies for each staff member, volunteer, advocate, trustee to ensure a diverse reach;
- Using up to date Diversity & Inclusion templates for job ads and job descriptions;
- Adding a mandatory Diversity & Inclusion question in all first-round interviews;
- Arranging a diverse interview panel where possible;
- Advertising in spaces that reach out proactively to certain groups (where required).

This strategy, approved during our annual Directors' Conference, underpins the actions plans that every Hub is currently developing and actions will be measured using specific metrics.

Complaints handling mechanisms & overview of complaints (external) (J3)

In 2019 we took part in the Accountable Now 100 Day Challenge to improve complaints and feedback mechanisms. As a result of this challenge, an online form is now available on our website.



Your Feedback

Welcome to Restless Development Feedback form. We will aim to respond to you within 10 working days.

If you want to learn about our definitions of comments, complaints and compliments and find out more about what will happen to your feedback here: www.restlessdevelopment.org/feedback

We will not pass on your contact details to any third party. For more information please see our privacy policy here: <http://restlessdevelopment.org/data-protection-policy>

Next

In the form, we drew a distinction among complaints, compliments, comments and suggestions providing our definitions for the three categories and outlining expected timeframe for our responses.

Type of Feedback *

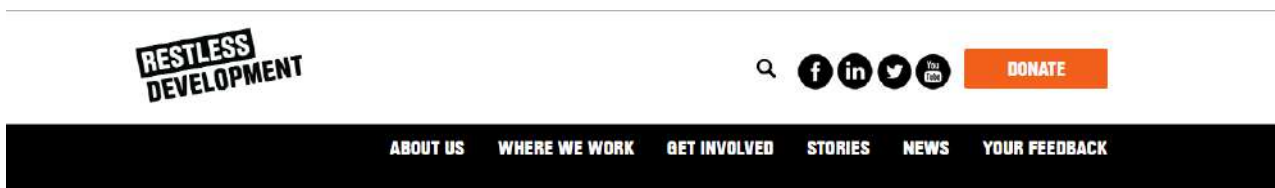
Comment / Suggestion

Compliment

Complaint

The form and the email address feedback@restlessdevelopment.org linked to it are regularly checked by our Compliance Manager.

To give more visibility to the form, we have created a tab in the top menu of our website instead of nesting it under the “Contact Us” page.



In doing so, we hoped to encourage more people to reach out and share their feedback. Due to internal capacity, we are still due to launch a social media campaign to promote the form more widely.

The governing body and management are held accountable for fulfilling strategic promises (K1).

In 2017/18 we transitioned CEOs. As such our outgoing CEO did not receive a 360 review, and in agreement with our board chair, we waited to run the full 360 review for new CEO, Perry Maddox until he had completed his first full year in post. We can confirm that he received his first annual performance review in July 2019, conducted by our Board Chair, which included an extensive range of 360 input from colleagues. In regards to the Board Review, Restless Development is committed to conducting a Board review biannually and is, therefore, planning to run this process in the 2019/20.

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