



Restless Development  
35-41 Lower Marsh  
London,  
SE1 7RL

Accountable Now  
c/o MACHWERK in der Alten Münze  
Am Krögel 2  
10179 Berlin  
Germany

5 August 2022

**Re: Response to the Independent Review Panel Feedback**

Dear Accountable Now Secretariat,

Thank you for the feedback from the Independent Review Panel regarding our 2020/21 Interim Accountability Report. We appreciate your acknowledgement of our efforts to integrate dynamic accountability across all of our work, and our engagement with the localisation agenda.

Earlier this year we launched our new strategy that put Youth Power at the centre of everything we do. As we strive to progress against this, we are pushing ourselves to shift power to young people and communities across the world. We must listen to and be responsive to these young people and communities, who ultimately lead our work.

As always, we have given careful consideration to the feedback you have provided and aim to maximise the potential it has to improve our work. We have responded to the specific points you have raised in the improvement analysis below, and highlighted the actions we plan to take as an agency.

- **Progress and challenges over the reporting period (A3):**

*The panel remarked that they found the recommendations on overcoming challenges relating to digital programming to be valuable and perceptive, and something that other Accountable Now members could be interested in.*

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We are committed to sharing best practice as an agency, and supporting others where possible to strengthen their work. We would be very happy to share the full best practice paper with other members if useful.

- **Lessons Learned in the reporting period (B2):**

*The panel stated that it would like to see how we have applied the recommendations from the Evidence and Learning Review of 10 years of our work.*

Following an internal roundtable with staff from across the global agency, we identified a number of actions aimed at implementing the recommendations from the review. These were based around the creation of new products and tools, and suggested new processes. For example, one recommendation was on creating a more consistent approach to our livelihoods work. In response, we are considering identifying a thematic lead within the agency, and collating learning in this area to inform programme design. In the next report we will update on our progress in implementing these actions.

- **Main likes/dislikes from stakeholders and organisation's response (E3):**

*The panel appreciated that disruptions the organisation faced hindered its ability to close the feedback loop on its Annual Volunteer survey, sharing findings with volunteers; however, it wondered whether this was a one-off, and if any risk mitigation and management plans were in place if a similar situation were to occur in future.*

A summary of the findings from the most recent Annual Leaders Survey (replacing the volunteer survey) have since been made available on our [website](#). We are also considering the extent to which we can strengthen the [Accountability](#) section of the website so that it is more accessible for the young people we work with, pushing us to think through what information it is most important to share back with them (in addition to the compliance focused documents and policies we make available that may be of more interest to other stakeholders).

With regards to mitigation, our Global Quality Assurance Framework already includes an Essential Standard under the Dynamic Accountability pillar that requires Hubs to share Annual Volunteer Survey findings with volunteers. Looking beyond this specific survey, we are in the process of developing a global results framework, which is likely to focus on how we work, as opposed to purely focusing on the developmental impacts we contribute towards in different thematic areas. There will therefore be an opportunity to

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introduce indicators within the framework to track the application of dynamic accountability and the extent to which feedback is shared back with young people and communities.

- **Protecting confidentiality and anonymity of those involved in complaints (J5):**

*In the next reporting period, the Panel would like to see concrete plans or actions taken to categorise types of complaints and concerns as it felt this was a critical step in handling complaints in a timely manner depending on their severity.*

We intend to generate appropriate categories based on historic complaints, and will create a system to start to track complaint numbers by type over time. This data will be reviewed quarterly and made available to the trustee People and Culture Committee.

*The Panel is also interested in learning more about our reflections on the exclusionary implications of only offering email as a means of communication, particularly given observations made in the report on the 'digital divide'. The panel wondered whether measures would be in place to evaluate the effectiveness of this policy, and/or if attempts will be made to learn from best practice elsewhere.*

Our experience has shown us that staff are confident with raising concerns via email, given the extent to which they communicate via this medium in their jobs. The challenge will primarily exist when it comes to providing an opportunity for community members to raise concerns. In recognition of the huge ranges of contexts we work in (and varying levels of online connectivity), we are considering establishing a global standard that states each Hub requires an alternative, context appropriate offline means by which concerns can be raised. There are cases already where Hubs have made such an alternative available, for example in Sierra Leone there is a toll free number available for people to call to raise safeguarding concerns. We will update on progress against this in the next Accountability report.

*Finally, the panel also invited us to reflect on whether a third party reporting mechanism would strengthen confidentiality protection for Restless Development's stakeholders.*

This was an interesting point of feedback that we have discussed. We reflected that on a day-to-day basis, that would not be a huge value in bringing in a third party mechanism given the low volume of complaints we receive. However, we have decided to research potential third party providers we could escalate to on a

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case-by-case basis if appropriate for individual cases where there may be need for enhanced independence in the handling of the case, or increased protection of confidentiality.

We thank the review panel again for their constructive feedback and look forward to continuing our partnerships with Accountable Now.

Yours sincerely

Kate Muhwezi

Co-CEO

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