



Restless Development

Annual Accountability Report 2021/22

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Reporting period: 2021/22 financial year (1 October 2021 – 30 September 2022)

Report completed: September 2023

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The report has been written in line with Accountable Now's updated reporting framework and process, shared with members at the 2023 Annual General Meeting. The report and the accompanying action plan cover Restless Development's global work.

Restless Development is a non profit global agency. We support the collective power of young leaders to create a better world. We are independently registered and governed in nine countries (India, Nepal, Sierra Leone, Tanzania, Uganda, UK, USA, Zambia and Zimbabwe) bound together by our vision for youth power. We are a global team of more than 200 people based in 13 countries and we also host a growing youth collective of over 4,000 youth organisations in over 185 countries. We are committed to creating an agency that paves the way on youth-led change and walks the talk on power shifting.

On the cover page: Rajshree, a Youth Accountability Advocates from Jharkhand, India, using her tablet and special software to collect data from young people on family planning.

Opening statement from our Co-CEO:

In March 2022 we launched a [new global strategy](#) that strives to put Youth Power at the heart of everything we do. Our strategy acknowledges that how we do our work is as important as what we do. We have adopted a power shifting approach, enabling young people and communities who have previously been marginalised to lead change. We are feminist, inclusive, gender transformative and anti-racist in our approach.

Being open, dynamic and accountable is central to this new power shifting vision and it is embedded in our new [Power shifting checklist](#). This has been created to guide the work that we do and to help others that want to ensure all young people have the power to lead change.

The launch of this new strategy has also accelerated our journey to create a new type of agency. We have undertaken the significant task of creating a **power-shifting focused agency model**. This includes a new global support and coordination team that is positioned to work alongside our Hubs, and does not have 'power' over them; a leadership structure bringing more young voices and majority representation from the Majority World; A financial model built on the principles of feminism, inclusion and equality; the development and eventual transition to a truly collective global governance structure; and an agency plan that includes a set of guidelines to ensure we are walking the talk on power shifting. This will be a long and challenging journey, but it is one we are wholeheartedly committed to.

Our growing body of youth-led research continues to paint a picture of youth civil society as a diverse and innovative network that will be essential for tackling the growing number of challenges and crises we face in the world. Our commitment to strengthening wider youth civil society and to support it to thrive through hosting the **Youth Collective** is becoming an ever more central part of our work. We now enable peer-to-peer support and learning to over 4,000 members in 186 countries. Dynamic Accountability is fundamental to this work. Our offer and direction responds to the needs of our members, and our mission is to transfer power, resources and ownership to them.

We have also recognised that our approach to fundraising cannot be separated from our power shifting journey. Our **Resource Mobilisation Strategy** developed alongside the new global strategy includes an explicit focus on prioritising partnerships and resources that shift power to young leaders in the Majority World. Excitingly, we are also starting to be able to offer a growing number of participatory, youth-led funds that transfer power and accountability in the funding process to young people.

We greatly appreciate the opportunity that Accountable Now's reporting process provides us to reflect, learn and to improve our accountability practices, and we are happy with the progress made against the areas flagged by the review panel last year. This has included successfully closing the feedback loop for our last Annual Leaders Survey, ensuring we promptly shared results with the young leaders themselves; and procuring a new online global HR system that will enable us to store, categorise and more effectively analyse complaint data.

Our commitment to dynamic accountability remains stronger than ever.

Kate Muhwezi

Co-CEO

Responses to core questions:

1) What have been your most significant achievements and impacts this year and how has this been validated with your stakeholders?

Throughout our 2021/22 financial year, through a total of **68 active programmes** and allied activities, **3,731 young leaders** have been trained and supported by Restless Development, who in turn have multiplied change in their communities through **107,452 changemakers** (who went on to lead further change in their community). This resulted in **531,346** young people in communities being engaged and supported through different approaches cutting across a range of strategic goal areas, including: gender and sexual rights; education and livelihoods; the voice and leadership of young people; and climate justice.

Importantly, beyond these topline outputs, we have seen evidence across the world demonstrating the impact the young leaders we have trained and supported have had in their communities. Here are just a few examples of the changes documented in our annual impact report:

- Through our **Voice and Democracy** work, we have seen increased responsiveness to young peoples' priorities by civic leaders and decision makers, as well as an increase in knowledge and skills of young people to monitor and influence.
 - *The endline evaluation of the Kijana Wajibika programme in Tanzania showed that 80% of young people and communities showed an improved understanding of accountability and decision making processes and 56% participated in decision making processes as a result of the intervention.*
- Under our **Livelihoods** work, we have seen multiple programmes successfully focus on supporting groups of young people, especially women, to access financing to support income generating activities.
 - *In Sierra Leone, we supported and trained 1,667 women living in 37 informal settlements in financial literacy. As a result, 74 saving groups have been created, with all the women reporting an increased access to loans to set up strong businesses that can withstand shocks, as well as increased income.*
- We have seen extensive community engagement to increase awareness and knowledge related to **sexual and reproductive health and rights** across our work:
 - *In Zimbabwe we used a mobile based service to drive the outreach and uptake of sexual and reproductive health services and awareness on menstrual hygiene management amongst 1,700 young people. 80% of the young people reached showed an improved understanding of safe practices during menstruation.*

The 2021/22 financial year also saw the end of the **Development Alternative**¹, which aimed to shift power to young people and communities so that they can hold development actors to account, and lead the design of solutions to the problems they identify. Under the consortiums 'Model for Change' (its flagship approach to accountability), a total of 33 projects with a combined value of £97 million were monitored across Uganda and Madagascar. Out of a total of 181 problems identified (e.g. with respect to accessibility and inclusion), 105 solutions were identified through meetings with 4,208 community members and young people, resulting in a fix rate of 58%.

This has been supported by the development evaluation that showed that development actors and communities are supportive of the approach and have supported the establishment of functioning

¹ The Development Alternative was a consortium led by Restless Development and delivered in partnership with six organisations: Accountable Now, Integrity Action, dot.Lebanon, War Child, Intrac, and Y Care International

accountability mechanisms, across the programme sites. It also found that there has been a positive change in the views of communities and development actors about the capability and legitimacy of young people to take on a leadership and monitoring role in community development.

Validating results

These achievements have often been validated through evaluations which typically rely on feedback from the young people and communities that we work with. In our work we have also conducted listening exercises, which are a series of open and honest conversations with key stakeholders to gather feedback. The tool prioritises viewpoints of communities, especially active participation of marginalised groups, that can help lead to more democratic and inclusive exchange of knowledge.

2) How have your organisation's accountability processes been impacted by significant internal or external changes over the reporting period?

A new Global Strategy

On 30 March 2022 we finalised and launched our new [Global Strategy](#), putting Youth Power at heart of everything we do – the collective power of young leaders to create a better world. Importantly, the new strategy has also emphasised our new power shifting approach, which embraces a feminist, inclusive and anti-racist way of working. We created a [Power shifting checklist](#), composed of six key items to guide both our work, and others.

The strategy, our direction and the resulting changes in how we work have been influenced significantly by research and stakeholder feedback. This has included a [review of 10 years of evidence on what works when it comes to youth-led change](#), and our latest annual state of Youth Civil Society research – ‘[Youth Power in a Pandemic](#)’. This youth-led publication was the result of a partnership with more than two dozen youth civil society organisations and movements, and input from 868 members of youth civil society groups, across 87 countries. The strategy was also informed by global consultations held across all our Hubs, and importantly, a Strategy Reference group composed of seven young leaders from our network played a leading role in putting into the process. This group was over 50% female, and 85% from the Majority World, representing a diversity of backgrounds.

We are seeing that this new strategy, and the emphasis on the concept of power shifting, is having a significant impact on our accountability processes. The **Power Shifting checklist** makes explicit reference, and commitment to the concept of dynamic accountability, acting as a mechanism to further embed this in both the implementation of our strategy and our operations.

The Power Shifting principles within the Strategy have also had a significant impact on how we **run our agency**. An ambitious new agency model has been built based on staff consultations, moving towards a structure and way of working aligned with the concept of dynamic accountability (see Question four for more details).

Finally, our approach to **Resource Mobilisation** has also incorporated this concept of Power Shifting, recognising the role that funding has in our ability to adopt a power shifting approach. Our Global Resource Mobilisation strategy has an objective to ‘prioritise partnerships and resources that shift power to young leaders in the global south’. This includes targets for the percentage of funding to be redistributed to youth civil society, and the ‘percentage of our funding arrangements classified as power restoring’ as per our internal definition².

² This includes a funded co-creation phase for a programme with young leaders of youth-led civil society organisations; youth-led research being a part of the design process, bringing in the voices of young people; or a proportion of a grant designated for redistribution to youth civil society organisations as flexible income.

3) How has your organisation learned from reported incidents, complaints and grievances received in the past year?

A Quarterly Safeguarding report is shared with both our internal Restless Leadership team and our global board of trustees, which captures the number, location and type of incidents and Causes for Concern raised, along with the status of our response and a summary of what happened. This relates to any incidents escalated to the global team. The number of Safeguarding, and Safety and Security incidents are also recorded in our global board minutes, along with any that have met the reporting threshold meaning that they need to be shared with the UK Charity Commission. Trustee Board reports for the 2021/22 financial year [can be accessed here](#).

For the last financial year, a total of seven incidents were reported to the board, including two safety and security related incidents, and five safeguarding related incidents (of which three were reported to the Charity Commission). Outside this incident management system, with a focus on safeguarding and safety and security, we do not produce a summary of wider complaints we receive, reported into our confidential@ email.

We recognise the **importance of learning from all reported incidents**. The reports summarising the investigation of any incidents will include a focus on reflections for further learning and identify actions that will prevent similar situations in the future. Reports are often shared with those involved in the investigation, and our global Safeguarding lead so that they can maintain an overall picture of emerging trends. Actions can be very Hub or programme specific; however, more cross cutting learning and actions can be found in our quarterly Safeguarding global reports.

Actions from the 2021/22 financial year include:

- Reviewing our plans for working online with young people and the steps we need to take to ensure appropriate safeguarding standards, with resources to be added to our internal induction website.
- Confirming our duty of care towards different stakeholders with all staff, and ensuring all stakeholders are aware of Restless Development's role in responding to an incident.

Currently, we do not have a structured process in place to capture complainant feedback on our incident management or complaint handling process. If we do receive a complaint / feedback regarding our handling process, we will respond to this through our standard approach.

4) Internally, how has your organisation practised a more dynamic approach to accountability?

We believe that how we build our agency, and how we operate internally, reflects our understanding of how change happens. Following the launch of our new global strategy, and in line with our continued commitment to ensure we are led by young people and communities, we have continued on a journey to turn our agency upside down and inside out. **We are building a new type of global agency that no longer acts as a centrally driven development organisation.**

Practically, this ambition has been driven through the development of **a new power-shifting focused agency model**, which includes: a staff and organisational and governance structure that is collective and global, and brings in more young voices and representation from the Majority World; a financial model built on the principles of feminism, inclusion and equality; an annual management cycle; and an agency plan. The process to develop this began in the 2021/22 financial year, when several internal changes have taken place, and as highlighted in the action planning section below, significant other changes have followed in 2022/23.

The wide ranging commitments to changing how we operate internally are based on a broad consultation process that included International and Hub teams; representative groups (young staff, our Restless for Racial Justice group; and young leadership team members); and a wider staff survey.

As part of the shift towards this new model, we saw a number of practical changes throughout the 201/22 financial year in our operations. We saw a gradual increase in the number of 'International'³ team members based in the Majority World. This included the recruitment of a new Safeguarding lead based in Zambia; a Senior Manager to lead our Research function based in Zimbabwe; and a co-Finance Director recruited in India. Many of the changes were the result of natural attrition in our staffing structure, which provided an opportunity to **accelerate our commitment to shifting power within our global team**. We also saw the transition towards a more global composition on our board, with the addition of two Africa-based trustees bringing expertise across our Finance and People functions.

The end of the financial year saw us replace the 'International team', once synonymous with our UK team, with a **new Pod**, a global support and coordination team, made up of people from all over our global agency. The Pod focuses on supporting our work globally by raising funds; coordinating, consolidating and supporting the global agency; providing quality assurance; and leading some of our multi-country global initiatives. Crucially, this Pod is positioned to work alongside our Hubs, and does not have 'power' over them.

Other internal changes to note also include the formation of a **new Young Staff network**, set up by the young members on our Restless Leadership Team. This is a space for anyone under 30 to join, connect and help shape the agency. The group initially played the role of a critical friend throughout the development of our agency model - holding us to account on youth leadership.

Outside these staffing and structural changes, we would also highlight our [Annual Young Leaders survey](#), which provides valuable feedback from the young people who lead our work (formally called our Annual Volunteer Survey). The results from the 2022 survey paint a positive picture, with 99% of respondents sharing that they feel Restless Development has supported them to develop as a leader, and 99% also felt that their contributions were recognised and valued. The survey did also lead to several recommendations for us to consider on how we support young people in our work, for example, by providing adequate compensation for their time.

5) How has your organisation worked towards being dynamically accountable to your external stakeholders?

The nature of our work means that we listen to and collaborate with young people, wider youth civil society and communities. This section outlines three strategy approaches we have adopted to do this.

Youth civil society

Our new Global Strategy has increasingly emphasised the central role the **Youth Collective** plays in our work. This is an inclusive global community for youth-led organisations that Restless Development hosts. We continue to deepen our engagement with and strengthen youth civil society through the Youth Collective, enabling peer-to-peer support and learning; and transferring power and ownership where possible. According to our Annual Impact report, at the end of the 2021/22 Financial Year we had a total of 3,991 members signed up to the digital platform.

Our offer to the Youth Collective continues to be shaped by its members, for example through the annual survey of members. Results from January 2022 showed that organisations most valued connections that they are able to form with like-minded organisations (71%), followed by increased access to funding opportunities (69%). We responded by deepening access to networking, training and funding opportunities through sharing of global and regional newsletters in English, Spanish and Arabic.

³ The International function was responsible for establishing and driving a global vision and strategy for our work; ensuring policies, systems and processes are in place to drive operational and programmatic performance; governance oversight; and compliance to regulatory and legislative frameworks.

Our ongoing youth-led research into the status of Youth Civil Society (see 2022 [Youth Power in a Pandemic report](#)) also provides a valuable source of feedback to direct our work. This has also encouraged us to push to ensure more equitable, flexible and sustainable funding for youth civil society. In response to this, we have operationalised youth funds for education in Sierra Leone and Climate in India.

Youth-led research

Our [Youth-led research](#) approach is fundamentally about shifting power by changing the narrative of who is the expert, who owns knowledge and who gets to generate that knowledge. Throughout the year we have conducted and finalised key research pieces that have allowed us to partner with young people and capture insights on issues that matter most to them. Crucially, this research has then gone on to shape our programmes and what we advocate for. For example:

- 20 young researchers in Zimbabwe were trained and supported to [identify the current level of knowledge on the relation between global heating and health](#). The findings were used to lead advocacy initiatives to counter prevailing myths and misconceptions, and develop community-based solutions.
- Led by 12 youth researchers, 3,294 young people were surveyed across 70 countries to feed into the '[By Us, For Us: Rewiring Education for a New Generation](#)'. The research found that there is a mismatch between education and current work opportunities making the transition from school to work difficult; and that accessing high-quality education is a challenge for many which has been exacerbated by the COVID-19 pandemic. There is an urgent need for governments, educational institutions, employers and civil society organisations to come together to act on recommendations that can rewire education to make it fit for purpose. The research has formed the basis of our #MakeEducationWork campaign, which has reached 12 million people globally as well as informing programme design under our Education and Livelihoods impact priority area.

Power shifting programming

Much of our programming seeks to not only be responsive to young people and communities, but to enable them to lead change. For example, We Lead⁴ is an innovative programme that aims to strengthen the influence and position of young women whose sexual and reproductive health and rights are neglected the most. The programme targets young women and adolescent girls who: live with HIV; face vulnerability and discrimination; live with a disability; and/or are affected by displacement.

Our role has included providing training in youth-led research and youth-led accountability to civil society organisations within the Communities of Action, so that they can share this training with other rights holders. Training and evaluation data showed a 90% increase in participants' knowledge of our accountability and monitoring approach. This has then gone on to inform the rights holder's work. For example, rights holders from Honduras have been collecting evidence on violations related to sexual and reproductive health, and those from Guatemala used the accountability model to develop their advocacy plans.

⁴ Led by Hivos and funded by the Dutch Ministry of Foreign Affairs, the consortium-led programme has five other civil society organisations: Positive Vibes, Restless Development, Fondo Centroamericano de Mujeres, FEMNET and Marsa.

Action plan

The below action plan outlines our agency-wide priorities that aim to strengthen our accountability practices. These all align with our strategic commitment to the concept of power shifting in everything that we do, and our mission to create a new type of decentralised global agency.

A core element of this following the launch of our strategy, is the creation of a **new agency model** (noted above). Actions one to three below, have pulled out the elements of this model development process most relevant to our accountability practice:

1) **Creation of a Global Leadership Group and Global Board composition in line with the concept of powershifting**

The current status:

As part of our transition to a global leadership model increasingly driven by both young people and representatives from our Hubs, in 2021/22, we continued to have three young staff members joining our Restless Leadership team (previously Senior Leadership Team), along with Hub Directors from Africa and Asia. The membership of our global board of trustees included four young members, and four based in the Majority World (with two of those being young trustees).

Our commitment:

- Following our Global Leadership conference in November 2022, we committed to launching a **new Global Leadership Group (GLG)** in January 2023 that will be responsible for driving our global strategy; maintaining our financial sustainability; and making decisions on behalf of the global agency. This revised management structure will include young people, increased representation from the Majority World (through inclusion of all Hub Directors), and a balance of Pod and Hub representation.
- As part of our GLG 2025 vision, we are also committing to a **stretch target of 50% of the members being under 35**, and the majority of staff being based in the Majority World (targets we also have for the Pod).
- We also committed to recruiting a young, Majority World based **Power Shifting Director**, who will be part of the GLG, and lead on mainstreaming power shifting throughout the organisation. This role was planned from November 2022.
- We will also continue to evolve the **composition of our Global Board**, which will include increasing the proportion of board members based in the Majority World, and also recruiting a new Majority World based Power Shifting trustee by August 2023 to support driving through power shifting initiatives at the board level.

How does this respond to stakeholder feedback

A broad, global consultation process has been undertaken to inform the development of our new agency model. This included consultation exercises with International and Hub teams; representative groups (young staff, Restless for Racial Justice group; and young leadership team members); and a staff survey. Feedback has resulted in changes to different straw models developed.

2) **Finalise a New Agency Plan to ensure we are walking the talk on Power shifting**

The Current Status:

Our Agency Plan outlines a set of ambitions and guidelines that aim to drive our performance. Our last plan was committed to build a new type of agency, and was built around the central hypothesis that development can be done differently, setting out to provide the impact of a different approach to change, not just at the community level, but also in how we run our agency.

Our Commitment:

- We will **finalise a new agency plan by September 2023** to help ensure that we are walking the talk on powershifting. This will be built around the central hypothesis that in order to achieve our mission, we must address systematic inequalities in everything we do.
- This plan will aim to drive our high performance through monitoring and measuring eight quality areas, and our power shifting impact through monitoring and measuring against the six items of the Power shifting checklist.

How does this respond to Stakeholder Feedback:

As noted above, and in common with other elements of the model, the plan has been drafted as the result of staff consultations, surveys, focus group discussions and individual interviews with staff and trustees, alongside interactive feedback sessions held with global Directors (in June and July 2022).

- 3) **Creation of a new financial model with the principles of feminism, inclusion and equality at its heart**

The Current Status:

Our previous financial model was developed in 2016/17, and included a focus on ensuring full cost recovery from programme or institutional funding to ensure that unrestricted income could be invested in growth and innovation. As the world around us has changed, and the funding environment, we have decided that we need to rethink this model to ensure our financial sustainability, and importantly to what extent it can align with the principles at the heart of our strategy.

Our Commitment:

- **By the end of 2023 we will have agreed a new financial model (signed off by our GLG)**, driven by the power shifting agenda. This means it will finance collective leadership, governance and decision making (**feminism**); continue the distribution of our global leadership group and Pod (**inclusion**); and allocate costs and resources to ensure access and benefits to all parts of the agency (**equality**).

How does this respond to Stakeholder feedback:

The model responds to the power shifting principles at the heart of our strategy, but also to the feedback we have received from Hub Directors and the Global Leadership group through interactive sessions at both the global leadership conference in November 2022, and an Annual Planning meeting in July 2023.

- 4) **Conducting an agency-wide internal baseline assessment against the power shifting checklist**

The current status:

The [Power shifting checklist](#) within our new Global Strategy launched in March 2022 includes six items that outline what power shifting practically means. We are committed to following these checklist items, in how we engage with young people and communities externally, but also in how we engage with internal stakeholders.

Our commitment:

- In order to support our implementation of the checklist we will be conducting a global, internal assessment - cutting across our strategic and operational functions - of how we are currently performing against each checklist item. This **baseline assessment** will be completed by the end of **October 2023**, and will then form the basis of future actions to strengthen our implementation of the checklist.

- This action aligns to our plans to monitor our power shifting impact through the Agency plan.

How does this respond to stakeholder feedback:

The Power shifting checklist items were heavily influenced by inputs from Youth Civil Society through our State of Youth Civil Society research (e.g. our 2022 youth-led publication '[Youth Power in a Pandemic](#)'⁵). We also received input from the Young Strategy reference group noted above. Based on this, we would be confident that this action, and the commitment to progressing against the checklist, responds to the needs and priorities of young leaders.

5) Further embed the use of community feedback and the concept of dynamic accountability in our community level programming**The current status:**

We have developed multiple approaches to embed dynamic accountability within our work, such as the 'Test, Learn, Adapt' model at the heart of the [Development Alternative programme](#) and Listening Exercises we have conducted with our young leaders.

Our Commitment:

- We will aim to more systematically embed mechanisms to gather and respond to feedback from young people and communities in our work by developing and sharing a **best practice guidance note on Learning and Adaptation systems** by December 2023 with all our Hubs.
- We will then further explore ways in which as part of our new global evidence review process (starting in 2023) we will ensure all Hubs have some mechanism in place to apply these systems.

How does this respond to stakeholder feedback:

This commitment is about ensuring we centre the voice and feedback of young people and communities in our programmes. One of the key metrics within our [Annual Young Leaders Survey](#) 2022 highlights that 57% of the young people who lead our work strongly agree that they feel listened to and their views are respected, with 42% agreeing. This commitment aims to maintain this positive result.

6) Creation of best practice and internal guidance to support the re-granting of funds to youth-led organisations**The current status:**

Our new global strategy has an increased focus on supporting and strengthening youth civil society, which includes helping them to access flexible funding to support their sustainability and growth. This can be through partners or other institutions, but we are additionally starting to establish our own [youth-led funds](#) in this area. These aim to not only shift resources to youth civil society, but the power in terms of how funding decisions are made.

Our commitment:

- Building on the appetite across our Hubs to engage in this area, we will **develop practical guidance and examples of best practice on how to effectively re-grant funds to youth-led organisations, in a power shifting way, by December 2023.**

How does this respond to stakeholder feedback:

This commitment clearly responds to the feedback we have received from youth civil society through

⁵ Which is part of a wider series of research into the state of Youth Civil Society

our youth-led research on the funding challenges they face. For example, through this spotlight report on [What will it take to fund and resource youth CSOs differently](#). We have also received many useful insights through our [Donor Dialogue](#) events bringing together funders and youth civil society to discuss creating a better resourced, more equitable and sustainable future for youth-led change.

7) Roll-out of a new online HR system, allowing us to strengthen recruitment processes and our capacity to respond to complaints and grievances.

The current status:

In the 2021/22 financial year our management of HR data and employee information was maintained in local paper based filing systems in our Hubs or on similar files/spreadsheets stored on our google drive. We lacked global oversight of our recruitment processes and handling of employee data and were not able to easily and consistently access data or share it between hubs as needed. We also struggled to provide accurate data on our workforce such as headcount, turnover and diversity metrics as we relied on data coming from different sources that then needed to be collated - this often led to time lapses and out of data information because of the reliance on manual reporting mechanisms.

Our commitment:

- **By December 2022 we aimed to roll-out a new, global cloud-based Human Resource Information System (HRIS)** to be used by all Hubs, with increased functionality supporting: performance management; applicant tracking and recruitment; employee lifecycle management; our potential to collect Diversity, Equity and Inclusion data; and also to store information on complaints and grievances. This will offer a number of benefits, including increasing our potential to tackle bias in recruitment processes.

How does this respond to stakeholder feedback:

This commitment is based on regular feedback received from staff, including Hub Directors and our global People Community of Practice on the challenges they experienced in HR management and the handling of employee data. The feedback helped shape the priority requirements for the new system. The commitment also responds to the request from our trustee People and Culture committee for more data.

Annex one: Progress against actions from our last report

Last year we proposed several actions in response to the feedback we receive from the Independent Review Panel on our Interim [Agency Accountability report for 2020/21](#). We have provided an update on progress against these, in order to help close the feedback loop:

Applying recommendations from the Evidence and Learning Review of 10 years of our work. The panel has asked for a further update on how we had progressed in applying these recommendations. Here are some examples of our progress:

- In order to support a more consistent approach to our livelihood programming - and other impact priority areas - we have identified thematic leads within the agency to collate learning and best practice to inform programme design.
- We have continued to grow the number of technical research partners we work with to strengthen our research and evidence base.

Closing the feedback loop with our young volunteers. The panel asked what mitigating steps could be put in place to ensure this always occurs with any feedback mechanism.

- Aligned with our new Global Results Framework (currently in development), we will be conducting an internal assessment against the Power shifting checklist (noted above), which will cover feedback on accountability processes, and should act as a check to ensure that full dynamic accountability is in place.

Categorising complaints and concerns. The panel was keen to see concrete plans to categorise complaint types to assist complaint handling.

- We previously stated our intention to generate appropriate categories based on historic complaints, and to create a system to track complaint numbers by type over time, reviewing data quarterly through the Trustee People and Culture Committee. This is still something we need to progress further, building on our incident monitoring and management system noted above, and importantly, also making use of the capabilities of our new online global HR system.