



RESTLESS DEVELOPMENT
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30th SEPTEMBER 2019

Registered Company Number: 6741123
Registered Charity Number: 1127488

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TRUSTEES

Charlotte Eaton, Chair

Anand Aithal

Tom Allen

Appointed: 20 November 2018

Matthew Beard

Appointed: 20 November 2018

Antoinette Boateng

Hannah Bronwin

Affan Cheema

Mark Dickinson-Keen

Jonathan Gorrie

Isabella Mosselmans

Amelia Pan

Appointed: 20 November 2018

Paul Wafer

Jenny Wilson

Lucinda Moore

Appointed: 23 July 2019

FINANCE & AUDIT COMMITTEE

Jonathan Gorrie, Chair

Lucinda Moore

Appointed: 23 July 2019

Hannah Bronwin

CHIEF EXECUTIVE

Perry Maddox

FINANCE DIRECTOR

James Sole

Resigned: 8 November 2019

Segun Olowookere

Appointed: 6 January 2020

BUSINESS DIRECTOR

Gemma Graham (maternity leave from 3 November 2017 until 31 October 2018)

Graham Leigh (maternity cover from 1 January 2018 until 31 December 2018)

PROGRAMMES DIRECTOR

Ed Francis

OPERATIONS DIRECTOR

Natasha Kate Muhwezi

STRATEGY DIRECTOR

Alex Kent (maternity leave from 30 January 2018 until 30 January 2019)

PEOPLE DIRECTOR

Christina Lewis (from 1st April 2019)

STRATEGIC PARTNERSHIPS DIRECTOR

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The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 30th September 2019.

ORGANISATIONAL STRUCTURE, GOVERNANCE AND MANAGEMENT

Restless Development is an agency for youth-led development committed to mobilising young people as an effective human resource in social development efforts, and in empowering young people to take up a leadership role in addressing the most urgent issues facing them at community, national and global levels. Under its global strategy, Restless Development has four primary goals all focused on young people: a voice, a living, sexual rights and leadership.

Restless Development continued to be active with a full-time presence and set of programmes during 2018/19 in India, Nepal, Sierra Leone, South Africa, Tanzania, Uganda, UK, Zambia and Zimbabwe. Restless Development operates in each of these Hubs through a locally registered organisation and treats these organisations as branches for the purpose of preparing consolidated accounts.

Restless Development is an Agency driven by its Hubs. Each Hub has a Hub Director who leads the Hub and the staff who implement the work of the Agency and support volunteers and alumni in the implementation of programmes. The Hub Director also functions as a member of the Global Leadership Team and liaises with a dedicated member of the Senior Leadership Team for support of issues related to strategy and alignment with global Restless Development objectives.

Restless Development International provides support, direction and oversight of all of the organisation's activities. It is led by a Chief Executive Officer, based in London, who is supported by a Senior Leadership Team of seven Directors and a team of salaried employees. The policy of Restless Development is to work towards all Hubs being self-sufficient financially, sourcing funds from government, private sector, bilateral and multilateral institutions, with support as necessary for fundraising from Restless Development International.

Governing Documents

Restless Development, founded originally in 1985, is a Charitable Trust governed by its Memorandum and Articles of Association dated 9 February 2012. It is registered with the Charity Commission (No. 1127488). Restless Development is also a company limited by guarantee; the company's registered number is 6741123.

Following Restless Development's review of the Board in 2017/18 the board committees and membership were reorganised to better reflect our agency, and to ensure time is dedicated to different topics in the quarterly meetings. The new Committee which were launched at the start of this financial year are Finance & Audit, People & Culture, Programmes & Policy, Resource Mobilisation, and External Engagement.

Recruitment and Appointment of Trustees

Board and Committee reviews are used to identify potential gaps during the recruitment of new Trustees. New potential Trustee candidates can be put forward by any Trustee, Patron, the Chief Executive or Senior Leadership Team. Once put forward, prospective Trustees are interviewed by current Trustees, including the Chair, and also meet with the Charity's Chief Executive Officer or a member of the Senior Leadership Team. The interview process is meant to inform both parties, providing the individual with a solid grounding in Restless Development's strategic aims, programmes and priorities, as well as familiarity with the Trustees' Terms of Reference, meetings schedule and expectations. If the prospective Trustee is assessed to be a good fit with the Charity's aims, values and the existing mix of Trustee skills and networks, the current Trustees vote on whether the individual should join the group.

Training of Trustees

Trustees are recruited for their specific skills and experience to meet organisational priorities and ensure a wide range of specialist areas. Training for Trustees is conducted in three ways:

1. Trustees Induction: Each Trustee, following appointment, has an induction meeting with the Chair, the Chief Executive and members of the Senior Leadership Team covering the organisation's background, current focus and strategy and key documents.
2. Trustees Away Days: Trustees hold an annual Away Day where a wide variety of topics are covered, depending on priority areas for Trustee training identified by the Chairman, the Trustees and the Chief Executive.
3. Safeguarding training: 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. Reporting through our Lead Safeguarding Officer (Operations Director), an International Safeguarding working group of nine (all trained) and a further twenty-nine trained Safeguarding Officers in our Hubs have been established to drive a Safeguarding culture throughout the agency. The (Trustee) Safeguarding Officers work with the agency's Lead Safeguarding Officer and International 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.

Restless Development operates planning and budgeting systems with an annual budget reviewed by the Finance & Audit Committee and approved by the Trustees. Any significant changes to these plans are subject to Trustees' approval. Revised forecasts are undertaken quarterly during the course of the year, and reviewed by the Finance & Audit Committee and the Trustee Board. Restless Development's financial reporting system compares actual performance to approved budgets on a monthly basis.

A new Quality Assurance Framework has been introduced across the global agency in 2018/19 to monitor performance against a set of Essential Standards and Key Performance Indicators, mapped across the 14 pillars of Restless Development Agency Plan. Quarterly reporting by Hub, and consolidated, to the Senior Leadership Team and National and International Boards has seen significant improvements in performance whilst driving the changes needed to become a new type of global agency.

OBJECTIVES AND ACTIVITIES

Public Benefit

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the Charity. Restless Development sets out how we will work towards achieving our objectives through our strategy, as outlined below. By monitoring performance our Trustees ensure that we continue to deliver our objectives and benefitting the public.

Mission

Young people demand and deliver a just and sustainable world.

Goals

With over 30 years of experience, and having listened to young people (particularly during the development of the Global Goals and during a Big Conversation where we consulted over 5,000 young people across 64 countries), four enabling goals for young people emerged;

1. **A Voice:** A world where young people are active citizens, where institutions are accessible and responsive to young people, and where young people can influence those with power.

2. **A Living:** A world where young people can drive sustainable economies, where businesses and governments invest in and learn from young people's enterprise, and where young people achieve a decent, sustainable living.
3. **Sexual Rights:** A world where young people realise sexual and reproductive rights for all, where policies, attitudes and services advance people's sexual and reproductive health and rights, helping to end AIDS and enabling young men and women to be free from discrimination.
4. **Leadership:** A world where young people build resilient and sustainable communities, where the agency of young people and communities is at the heart of both preventing and solving arising challenges and emergencies.

When young people have a voice as active citizens, the means to make a living, can claim their sexual and reproductive rights, and are supported to realise their leadership potential they have the ability to solve any challenge in their communities. Success is the meeting point between these four priorities; a world with a generation ready to respond.

A Model for Change

Restless Development believes that the development sector is facing an historic challenge; to hand over development to the communities that we all serve, whilst also translating impact into lasting change. To meet this challenge, at the beginning of the strategy (2016) Restless Development launched a new model for development, a global model for transformative change, led by young people.

The model's premise is that development works when it is embedded at the heart of people's lives from the outset - where development is set up to unleash the power of the community not just to **deliver** against their own needs (urgent or long term) but to **inform** and **influence** the long term societal and structural changes they identify. The model is based on the interdependence of these three pieces working together. It is a model led by young people at all stages: young people are embedded at the heart of communities and trained to build long term trust and mobilise a new generation of changemakers to go on to lead change in their communities.

1. **Deliver:** Where young people directly improve lives through community engagement and mobilisation, with youth leadership at the heart of all interventions.
2. **Inform:** Where young people create and share evidence and understanding of the real life experiences of communities where young people live and work. They act as a knowledge bridge between communities and the institutions that serve global development.
3. **Influence:** Where young people change the cultural norms, policies and systems that affect people's lives, driving accountability from the centre to governments and aid agencies at multiple levels.

Restless Development

This Model for Change is what Restless Development's global strategy is pioneering. But Restless Development is not just building this theory of change into its strategy but plans to do so by testing the theory at scale - by transforming its own structures and ways of working beyond itself in two radical ways:

1. **A New Agency:** Restless Development is building a new type of agency which no longer acts as a centrally driven development organisation, directing the delivery of pre-identified impact, but as an agency that responds through an array of mechanisms to help young people drive the change they and their communities identify. It is becoming a decentralised agency – one where ten focal Hubs around the globe offer young people and partners the opportunity to interact on locally driven

initiatives and at the same time connect across the network of Hubs and partners globally; linking youth to power and vice versa.

2. A Youth Collective: Secondly by building, scaling and delivering a Youth Collective: this will be a Collective which allows thousands of local groups & organisations, and millions of young people, to convene, collaborate, and access global and national development and humanitarian structures and processes.

Youth Leadership

As development structures are mostly set up to work with, but not be fully driven by the agency of those we engage, ownership of the process is removed and with it true power and the ability to build real, sustainable change at the heart of all of our countries and communities. One of the distinguishing features of Restless Development - and central to handing back power - is that its work is led almost entirely by young people unleashing power at the heart of communities and handing back ownership of development to the communities we serve. They lead change in a number of ways; volunteers embedded in communities mobilising communities to action for 3-12 months, activists campaigning for equal access to HIV medication, monitors holding government to account for the services they have promised, Researchers running the end of end research process gaining insights into lived experience, Changemakers in communities who go on to lead change well beyond the lifespan of the programme or Trustees on each of Restless Development's Boards. Over the course of the last five years Restless Development has worked through over 30,000 young leaders, generating over 650,000 changemakers and directly reaching over 7,500,000 people.

The peak youth generation is the largest youth generation in history. Nine out of 10 live in developing countries; they are more connected but more side lined by inequality and injustice than ever before in history. Young people make up the majority of most communities in the developing world, they are more politically active than ever before, more connected and tech-savvy, are organising in new ways, are embedded and available with proven ability to mobilise, and are disposed to take action. Peak Youth therefore offers the biggest-ever opportunity to mobilise the agency of young people and communities to respond, shape and co-lead the issues of our day for better outcomes, whether climate change, failing political systems, shrinking civic space, youth unemployment or malaria prevention. The act of a young person becoming a leader is an act of redressing injustice, claiming power and exercising agency and Restless Development has embarked on an agency wide commitment to multiply Restless Leaders, as it is the foremost way to achieve its strategy, make real the Agency Plan and lead change to transform the world. It is the core essence of everything about Restless Development.

The majority of the young people who lead Restless Development's work are talented and motivated young people, aged 18-28, who volunteer their time to work with Restless Development living full-time in underserved communities. The model is built along the following principles:

- Young people have a primary role in designing, delivering, evaluating and holding to account our work across all elements of the Model for Change – from grassroots programming to high-level influencing work.
- Interventions supporting young people go beyond our traditional concept as 'Volunteers' or 'campaign members' to work more as 'social influencers' and 'change makers' and 'leaders'. Rather than simply delivering our work, these young leaders are using their social capital and peer influence to spark changes in norms, behaviour and agency. Ultimately, they are working with hundreds of thousands of young people to realise their agency and who go on to influence those around them as Changemakers.
- Young people are embedded and rooted long-term (3-12 months) in the communities in which they are driving change; similarly, young people are engaged in leading campaigns, movements and influence work over time (rather than through one-off activities). Interventions are designed so young people build trust with their peers, communities and decision-makers over a long period of time.
- Young people use the Model for Change to drive both short-term outcomes and longer-term, transformative change whether in a rural village or a UN boardroom.

- The change being sought achieves localised impact and is connected to the bigger (usually national and global) picture and back again. Young leaders are broadening their horizons and seeing themselves and their struggle for change as part of a bigger global collective.

Restless Development Volunteers receive no monetary compensation for their work, beyond a simple food, accommodation and transport allowance, with some staying with host families who provide accommodation and access to water. While the particular structure of each programme varies depending on the programmatic objectives and local needs, in general Volunteers receive 2-6 weeks comprehensive training and then are placed in target communities for 3-11 months conducting and organising a range of activities to empower their peers and community members to unleash change themselves. Activities range from programme to programme but most have commonalities:

Deliver:

- Facilitating in schools using interactive non-formal education methods
- Creating after-school youth leadership clubs to build local youth capacity to lead rights, education, leadership, voice and livelihoods promotion activities
- Developing and managing school or community-based youth resource centres, providing access to youth friendly information and resources on health, rights, life skills, leadership and living and topics
- Organising community workshops and festivals to increase awareness amongst teachers and parents of the needs and challenges experienced by young people.

Inform:

- Collecting, analysing and presenting information on the needs of communities
- Running the Monitoring, Evaluation and Learning processes of the programme and ensuring insights are embedded back into the programme design.

Influence:

- Training teachers in the use of non-formal education and participatory learning methods
- Strengthening links between communities and local government service providers in how to make their services youth-friendly
- Working with a range of partners to deliver programmes and in doing so build community and partner capacity to ensure sustainability
- Working with local structures to promote youth participation in decision-making.

STRATEGIC REPORT

1) ACTIVITIES AND ACHIEVEMENTS DURING THE YEAR

At the launch of Restless Development's 5-year Global Strategy in 2016 (linked to a 15-year vision to 2030) a phased implementation plan was devised as follows;

- Year 1: Build and design.
- Year 2: Change our people and operationalise.
- Years 3 - 5: Iterative learning, testing, proving, dissemination and action cycles.

During the third year into the delivery of Restless Development's strategy therefore, the focus was on developing the environment to learn, test, prove, disseminate and take action to both prove and improve our models. This year has seen a number of new and innovative programmes designed, resourced and delivered, including continued progress in the embedding of the strategy in design and delivery. Restless Development has also made significant advances in the area of programme quality - building on the progress of 2017/18 with the finalisation of the Programme Quality Framework, there has been significant progress in the

alignment of our programmes to our global results framework and other elements of the Programme Quality Framework. The focus of the year can be summarised as three distinct but connected areas:

Leveraging Global Programmes

2018/19 was an exciting year for flagship programming, with three major global programmes secured or extended with further funding.

- a. **Development Alternative:** Restless Development secured £7.8m of funding from DFID's UK Aid Connect Fund, enabling a consortium made up of 7 partners and led by Restless Development to test and develop new ways of doing development that are truly led by young people and their communities. Achievements were:
 - Designed the business case for the Development Alternative (UK Aid Connect) and secured ministerial funding for the full implementation phase
 - Met all co-creation objectives
 - Consulted 192 organisations from 30+ countries to inform the design of our CSO approach.Through the programme, the Consortium will:
 - Prototype, scale, and evidence Models for youth-led community engagement and youth civil society effectiveness in 8 diverse contexts
 - Build an evidence bank that proves the case for youth, for living, and for accountability
 - Build a youth collective – convening 480 volunteers, 200 CSOs, 100 development partners.
- b. **International Citizen Service (ICS):** 360 volunteers completed placements and achieved development impact in communities, as well as personal development and active citizenship for young people across Uganda, Nepal and the UK. Highlights include:
 - Delivered quality extension for ICS 2 and secured a second extension to the end of 2020
 - Highest satisfaction rates with in-country support: in-country volunteers: 95%, UK Volunteers: 78%
- c. **Bill and Melinda Gates Foundation:** Building a global youth movement to drive accountability for family planning and gender equality in India and Tanzania:
 - 47 Youth Accountability Advocates trained, and data collected from over 21,000 young people
 - Additional investment secured from Gates continue programme until 2020.

Upgrading Systems

Upgrading systems was a key focus of the year, and investment to drive this upgrade centred around two major areas:

- a. **Programmes Conference** bringing together representatives from across all our 10 hubs focussed on how to lift the quality, learning and innovation of the design and delivery of all Restless Development's programmes. Focussing on four themes of programme design, learning, supporting young people, and resourcing, Programmes staff were trained on the key pillars of our Programme Quality Framework and a set of 8 Commitments were developed and signed up to by Hubs in order to drive the radical change needed across programmes. Commitments focused on:
 - Minimum standards in designing programmes
 - Radical and incremental innovation in programme design and delivery
 - Dynamic accountability mechanisms and adaptive management
 - A move from output to outcome monitoring¹ to ensure improved impact reporting
 - Volunteer support and welfare
 - Delivering recommendations from the Safeguarding benchmarking
 - Proposal sign-off to drive quality and innovation of proposals

¹ Piloted strategies to collect outcome-level data on a regular basis. Strategies will be defined in 2020 and aided by the new online MEL system

- 5-10% MEL activity spend in budgeting.
- b. **Online MEL System** procured, built and launched which will revolutionise how the agency collects, manages and uses monitoring and evaluation data. Built in partnership with DevResults, a digital MEL specialist, the system will provide greater efficiency, accessibility and security to the capture and use of data as well as be used more effectively to demonstrate impact across its programmes. Achievements include;
- A competitive procurement process with DevResults being awarded the contract
 - Initial data audit across all Hubs
 - Training for staff by DevResults in USA
 - Build of the system with a focus on 2 Hubs
 - Remote and in-person training for all Hubs
 - Hub-led approach to building the system requirements in each of our Hubs
 - Soft launch and demonstration at Directors Conference
 - Reporting ready for Q1 2019/20.

Innovation, Quality & Learning

A number of initiatives were launched this year with an aim to drive innovation, to improve quality and to promote learning. Achievements include:

- a. **Listening Exercise and Annual Volunteer Survey.** This year Restless Development launched two global mechanisms to listen, learn from and make improvements to the experiences of the young people who drive the majority of its work: volunteers. The Listening Exercise took place with over 500 volunteers across more than 20 programmes in each Hub and an Annual Volunteer Survey was conducted with nearly 600 volunteers and alumni across a range of programmes. Six overarching recommendations were produced, discussed at Directors Conference and are currently being implemented to improve the volunteer experience
- b. **Research.** Restless Development held a global launch of its 5-pillar research vision, developed a package of support to help guide hubs how to deliver its youth-led research methodology in practice, delivered its first research support visits to 3 Hubs: Sierra Leone, Zimbabwe, and Zambia, have trained 100+ young researchers through our Uganda hub alone, more globally and conducted two flagship research projects in collaboration with Cambridge University
- c. **Evaluations.** A total of 42 evaluations were conducted to measure the outcomes and impact of Restless Development's programmes
- d. **Programme Support.** Improvements in every area of ICS performance: diversity & inclusion, training, safety & security, safeguarding, placement satisfaction, personal impact, community impact, Action at Home, with complex medical incidents safely resolved through support, advice and liaison with medical advisers
- e. **Safety, Security and Safeguarding.** Comprehensive annual review of safety and security architecture in each hub, significant reduction in number of critical and crisis incidents (0 crises across agency) and developed enhanced training content and methodologies on safety, security & safeguarding
- f. **Volunteer Journey.** Finalised and launched a new Volunteer Journey as part of the Programme Quality Framework that defines a set of standards across three connected elements; a Personal Learning Journey, a Leadership Journey and a Lifelong Active Citizenship Journey
- g. **Programme Funding.** Managed a 50% win-rate on all proposals submitted. Achieved through deep engagement in proposal design and delivery processes with a focus on strategic fit, logical design flows, donor expectations, and thorough sign-off of every proposal submitted above £150K alongside the finance team
- h. **Annual Planning and Budgeting.** A streamlined and revised annual planning and budgeting cycle in place in which young people and stakeholders were present at each Hub Annual Review, guiding design and improvements for the following year
- i. **Quality Assurance Framework.** The launch of the updated Quality Assurance Framework designed to track performance across the Agency and in line with each chapter of the Agency Plan.

PROGRAMME OVERVIEW

Programme Outputs, Approaches and Impact:

2018/19 was the third year of delivery of our 5-year global strategy. This year saw strong programmatic achievements:

- 66 programmes delivered across our 10 Hubs
- Directly engaged 406,819 young people regularly through our programmes, achieving 105% of our global consolidated target, and worked with a further 173,982 community leaders, gatekeepers, teachers, and parents
- Reached a further 3.2m people through campaigns and radio shows
- Created 134,356 Changemakers (young people who we work with through our programmes who go on to lead change themselves in their communities)
- Led by 4,557 Volunteers embedded at the heart of communities building trust and mobilising others to lead change
- Worked with 855 sector partners (including governments, CSOs, youth led organisations)
- Measured the outcomes and impact of our work by conducting 42 Evaluations

Highlights from our Programmes - Approaches and Results

Below is a summary of our approaches and the results of key programmes delivered in 2018/19 under the four goal areas. It is worth noting that in line with our holistic model for change, most of our programmes do not fall under a singular thematic area- rather they are integrated across the four goal areas. They have a main goal theme but integrate other goal areas to support programme aims and ambitions by responding to all four priorities for young people.

Voice Programmes - 2019/20 Approaches

A world where young people are active citizens, where institutions are accessible and responsive to young people, and where young people can influence those with power.

Youth-led accountability - holding governments to account for improved service provision

Our Strengthening Accountability and Building Inclusion (SABI) project in Sierra Leone (in partnership with Christian Aid) supports young leaders and communities to use data to demand improved services in their communities. This year we collected data from 7,500 pupils, head teachers and parents on the effectiveness of the new Free Education Policy. Our Gender Equity and Social change programme in India equips young people with the knowledge, skills and spaces to collect and interpret data in order to mobilise citizens to take action and to hold their governments to account on progress against SDG 5 and FP2020 commitments. In Tanzania the 'Kijana Wajibika' programme trains young leaders (Youth Accountability Advocates) to undertake data driven advocacy and accountability initiatives in Dar es Salaam, Dodoma, Pwani, Morogoro, Iringa and Kilimanjaro. The 'Towards a More Accountable South Africa' works with young people to lead a coordinated, youth-led accountability movement, to assist in the development of youth-led Community Based Organisations (CBOs) to engage in participatory governance processes, and to hold government to account for policy and budget commitments affecting youth.

Youth Engagement in Policy & Decision-making - creating spaces for meaningful youth engagement

In Uganda as part of the Youth Power in Governance programme we set up 10 District Youth Working Groups as meaningful spaces for young people to engage with decision makers. Our Ishiwi Programme in Zambia works with young people to become more engaged in democratic processes, better represented in decision-making that affects their lives and empowering them to hold decision makers to account through a combination of peer education, radio programming and interventions in schools and communities.

Youth-generated Insights - to root design in reality

In Sierra Leone we surveyed 18,000 people to collect data around health service provision in 90 communities across every district of the country, the findings of which were used to support communities to demand

improved services. In addition, 32,686 young people across communities in Sierra Leone were engaged in evidence gathering/ contextual analysis of citizens' perception data generated by Young People on accessibility, utilisation and quality of service delivery in health, education & social protection sectors. In India and Tanzania our Technology Enabled Girls Ambassadors programme is a mobile based peer to peer research methodology raising the voice of young women by collecting data and conducting interviews about their lives.

Network Strengthening - building partners for scale

In Zambia our Tikambe 'Let's Talk' programme monitors and advocates for the full implementation of the Eastern and Southern Africa Commitments, building an evidence base to understand gaps and weaknesses, challenging norms to open up Sexual and Reproductive Health and Rights (SRHR) discussions at local level, as well as strengthening civil society and youth capacity in accountability. This is done through the National Alliance that includes 30 Community-based Organisations/NGOs together with youth-led research, youth indabas (dialogues), capacity building of organizations and regular networking. In Nepal we're working with a coalition of LGBTI Civil Society Organisations to strengthen their voice and advocate for improved rights for LGBTI young people.

In **2018/19, 131,332 young people** raised their voice as part of Restless Development programmes, engaging with decision-makers at all levels to advocate, influence and hold them to account for the delivery of improved services.

A few key results of our work include:

- In **Sierra Leone 916 Community Action Plans were developed by Young People** on accessibility, utilization & quality of service delivery in health, education & social protection sectors.
- **5 youth SRHR priorities**, like commitment to combat child marriages, gender equality, youth friendly health services, end teenage pregnancy and family planning were **incorporated in local government plans & budgets** in the five districts where My Voice My Rights programme is being implemented in **Uganda**.
- In **Nepal 80% of youth members from civil society organisations** who received training on evidence generation now have an **improved ability to lead evidence-based advocacy** to claim the SRHR rights of LGBTI youth.
- In **South Africa 32 Dreams Ambassadors supported 1,614 young women** to advocate for policies and services which meet their SRHR needs. **75% of our ambassadors reported an increase in their leadership and advocacy skills, whilst 78% of the young women they engaged reported an increase in self-efficacy.**
- In **Tanzania** the Kijana Wajibika (Youth be Responsible) programme found a **38% increase in decision makers and government institutions responsiveness to issues raised by young people**. The programme has seen a **25% increase in the number of citizens asserting their rights** and demanding improved performance from their government. **Issa Mohamed**, a Youth Accountability Advocate in Dodoma city said, **"the community trust of young people on my street have been growing day after day...different people are consulting me on youth issues and now I am in two development committees at street and ward level."**
- In Sierra Leone the Business Brains Programme aims to increase young women's education, voice and leadership to make decisions about their own lives. In 2019, the programme worked with **4337 young people**. One of them was **21-year-old Fatmata**, who lost her father when she was young and her mother could not afford to support her education. Fatmata became a One Girl Scholarship beneficiary to continue her schooling, where she found the Business Brains programme. **Fatmata said "I was trained to be a community advocate; advocating for transformative change of**

young girls in communities that have little or no access to report matters that affect their lives.”

Living Programmes - 2019/20 Approaches

A world where young people can drive sustainable economies, where businesses and governments invest in and learn from young people’s enterprise, and where young people achieve a decent, sustainable living.

Youth-Led Research - informing our living work by maximising young people’s leadership.

Leading the Mastercard Foundation’s [Youth Think Tank](#), we recruited, trained and supported young researchers to create vital insights on the youth employment challenge in Africa, developing policy-level insight on a range of areas. [Getting by: Young People’s Working Lives](#), a report exploring young people’s experiences and opinions of work in developing economies, was also developed. This collaboration included a workshop with the World Bank, ILO, DFID and Mastercard leading to: [Making a Life: a Youth Employment Agenda](#).

Women’s Economic Empowerment - a central and cross-cutting theme to our living work

Our women and girl-centered approach is pivotal in much of our programming. Our Tushike Hatamu (Girls Let’s be Leaders) programme in Tanzania, an intersectional approach is used to create employment and entrepreneurship opportunities for young women from disadvantaged communities. 65% of community members reached through the programme reported improved attitudes toward girl’s rights in the areas of education and employment. Our STEM for Girls Life programme in India works with 3,500 adolescent girls to implement a Science, Technology, Engineering and Mathematics (STEM) curriculum whilst also providing career and coding skills.

Agriculture & Enterprise - youth leadership to increase agricultural productivity

Our DYNAMIC programme in Uganda is increasing the employment, income and resilience of young people aged 15-24. DYNAMIC engages public and private sector actors to increase productivity of agribusinesses and non-farm enterprises. Further, The East Africa Youth Inclusion Project (EAYIP) in Tanzania is a groundbreaking programme that targets young people in agriculture at scale. The 5 year project will equip 25,000 young people aged 15-24 with the skills to create youth-owned businesses accompanied by employment opportunities.

Financial Literacy & Inclusion - youth access to financial services

The Let’s Grow Our Wealth Project in Zambia equips 22,000 young Zambians, and 300,000 parents and community members, with knowledge and access to youth friendly and gender equitable financial services to enhance socio-economic well-being. In India we are rolling out an intensive 90 hour digitised curriculum to young people focusing on basic literacy, digital literacy and financial literacy.

Business Skills - change won’t happen without a step change in youth skill-building

Our International Citizen Service programme in Nepal works with young people to provide the knowledge and skills to reach their livelihood goals through peer-led sessions, career fairs, and vocational training. The Business Brains programme in Sierra Leone supports young people in entrepreneurship and business skills resulting in 100% of the young people we’ve worked with either starting or successfully expanding their businesses.

In **2018/19, 133,000 young people participated in Restless Development programmes** to get the skills they needed to earn a sustainable living; advance their career, demand greater workers’ rights, and start or grow a business.

A few key results of our work include:

- In **Uganda**, our Youth Entrepreneurship & Internship Programme equips young people, including those with disabilities, with skills and experiences that prepare them to work, lead, and contribute to development efforts - **80% of young interns went on to secure employment**.
- In **Tanzania**, our East Africa Youth Inclusion Programme achieved a **22% increase in income** realised in youth businesses trained by Restless Development in vocational skills, while **92% of young people acquired employment opportunities** following participation on the programme.

- Our DYNAMIC programme in **Uganda** is increasing the employment, income and resilience of out-of-school youth aged 15-24. **20,400 young people have increased their income** and **4,000 youth saving groups have been established** and are fully operational following training and support.
- In **Zimbabwe**, our Peak Youth Tackling HIV programme aims to empower young people to have the skills and knowledge to mitigate the effects of HIV and engage in sustainable livelihoods. In March 2019, **22-year-old Nyasha Chikombe** joined Restless Development as a young leader and was trained on, proposal writing, goal setting, business management and financial literacy through a micro-finance institution, Empower Bank. He commented **“Once we had the knowledge on writing proposals we felt empowered to start our own business.”** Together with 15 other young people Nyasha started a savings and loans group called Winners. They all contributed USD\$10 per month to lend at a 10% interest rate, which has raised USD\$4,396. **Nyasha is now the proud owner of his own business.**
- In **Tanzania** our Mabinti Tushike Hatamu (Girls Let’s be Leaders) supported **585 young women** to complete a business start-up and development package. Diana, one of the young women trained now earns TZS 7,000 – 10,000 from her sales every day. She said **“This helps girls not to be dependent on their families or husbands through getting their own income hence it increases their participation in decision making and reduce their vulnerability.”** 93% of young women have increased income 70% reported being no longer reliant on parents and 85% have been able to establish their own businesses.

Sexual Rights Programmes - 2019/20 Approaches

A world where young people realise sexual and reproductive rights for all, where policies, attitudes and services advance people’s sexual and reproductive health and rights, helping to end AIDS and enabling young men and women to be free from discrimination.

Behaviour Change Communication - for safe SRHR behaviour

In Nepal the goal of Save the Date programme is to reduce child marriage and spread awareness on SRHR and gender inequality by targeting both young people and adults. This programme is implemented through dance4life’s innovative model of providing SRH education in schools using music and dance to involve and inspire young people. In Zambia our Tikambe (‘Let’s Talk’) Programme ensures that young people are less vulnerable to SRH risks through a combination of peer-to-peer education, radio programming, interventions in clinics, schools and communities. Zambia also runs a Youth hotline which places young volunteers in Marie Stopes International’s Hotline Center to answer calls from young people, referring them to SRH services and providing Comprehensive Sexuality Education through the phone and outreach activities. The Get Up Speak Out (GUSO) programme focuses on empowering young people to voice their rights, increase their access to quality SRHR information and education and to increase the use of youth friendly SRHR services.

Girls Programming - gender transformative programming

Our girl-centred programming is a core focus of our sexual rights programming. In Tanzania our Mabinti Tushike Hatamu (MTH) or Girls Let’s be Leaders Programme focuses on empowering young girls to access their sexual rights through education sessions and income generating activities, and the Kijana Tunaweza (Youth People Can!) project focuses on building on our work under MTH to support girls groups to tackle both economic and social drivers of HIV and teenage pregnancy. In Zambia our Girls 2030 project works with career and counselling teachers in schools, supporting them to facilitate Sexual Health Education and Career Clubs in school and has proven successful in reducing unwanted pregnancies and an improvement in safe sexual practices. The Girls Like Us programme in Zambia works with young women including commercial sex workers, providing education, information, and referral services and alternative livelihood opportunities.

Coalition building - building partnerships for scale

In India Restless Development as part of the SRHR alliance aims at measurably improving the organizational capacity and leadership of 150 CSOs and 200 youth leaders to reach out to a wide range of stakeholders resulting in a strong, a coalition of civil society actors advocating for change, delivery of an increased range of services reaching hard-to-reach young people. The Colour of the Rainbow programme in Nepal contributes to

an enabling environment for LGBTI people in Nepal to claim their sexual and reproductive health and rights in a stigma-free society through a package of support for CSOs focusing on LGBTI issues, strengthening the national LGBTI CSO network and supporting LGBTI youth campaign for their rights. In Zimbabwe our Sexual and Reproductive Health Network comprises of seven community based organisation (CSOs) working collectively to advocate for improved sexual and reproductive health and rights of young people in Zimbabwe (including young people living with disabilities) through youth-led, data-driven accountability for commitments made by duty bearers on SRHR at local, national, regional and global level.

Evidence and Data for Global Commitments - knowledge is power

Our Gender Equality Programme in India and Tanzania trains young people as Youth Accountability Advocates and equips them with knowledge, skills and platforms to effectively interpret and use data in order to mobilise citizens to take action, and hold their governments accountable within the framework of Sustainable Development Goal 5 and Family Planning 2020. In Zambia our Tikambe programme supports young people to build an evidence base to understand gaps and weaknesses in Sexual Health provisions and allows young people to monitor and advocate for the full implementation of the East and Southern Africa Commitments to SRHR. In Sierra Leone Our Saving Lives II Programme works towards reducing maternal, neonatal and under-5 mortality through generating data and research on lived experience to generate demand for health services and using the data for accountability purposes.

In **2018/19**, Restless Development's programmes reached **112,290 young people** through behaviour change communication programmes, building evidence for advocacy and working with a network of partners to ensure young people can lead safe and healthy lives, free from discrimination.

A few key results of our work include:

- We worked with the parents of young people in schools in **Zambia** to encourage them to support their children to **access SRHR services**. As a result, **100% of those parents** reported delivering SRHR information and support to young people and **100% of young people** reported being supported to do so by their parents.
- **87.1% of young people** who participated in Tanzania's Mwanamke Tunu programme which focuses on improving poor rural women's access to family planning, comprehensive post abortion care and gender based violence services **reported improvements on their SRH knowledge**. **93.4% of young people** in the targeted intervention sites **accessed services** provided through the programme, including: including legal support for GBV, Family planning services, social protection, and education including return to school. There was an **84% increase in out-of-school girls** attending and receiving SRHR and HIV/AIDS targeted services through the programme.
- Our Peak Youth Tackling HIV programme in **Zimbabwe** raised the percentage of young people who have a comprehensive knowledge of HIV and AIDS from **40% to 74%**, with **98% of young women** reached now **making safer choices** about their sexual behaviour.
- In **Zimbabwe 82% of young women and girls** who were engaged as part of our programme in Matebeleland are now **accessing youth-friendly SRHR services**, including counselling on SRH matters, obtaining condoms, and testing for pregnancy, HIV and STIs

Leadership Programmes - 2019/20 Approaches

A world where young people build resilient and sustainable communities, where the agency of young people and communities is at the heart of both preventing and solving arising challenges and emergencies.

Building resilience and sustainability in communities - preparedness for shocks

Our Zero Tolerance Gender Based Violence Free Schools programme is a collaborative effort between USAID, UNICEF and Restless Development Nepal, and aims to reduce the prevalence of school-related GBV activities and establish child and adolescent-friendly procedures to respond to incidents of GBV when they occur. The programme has generated 5,448 Changemakers who have gone on to lead change in this area in

their communities. The SAMBHAV Programme, also in Nepal supports young girls and boys, particularly from marginalized communities, to transition into and remain in school, improve their learning, and become empowered members of their communities. Young Champions provide young people with peer support and activities that focus on sport, learning and life-skills and boost Government efforts to provide a safe environment for learners leading to increase retention and completion rates.

Leading responses to shocks, challenges - mobilising communities to take action

In 2019 heavy monsoon rain caused flash floods and landslides in many parts of Nepal. We mobilised alumni, partners and networks to respond to the aftermath, and working with Mercy Corps and the Government of Nepal we distributed immediate relief materials and non-food items. Our work in this area not only responds to sudden climatic and humanitarian shocks but also on long-term and ongoing challenges such as the fight against malaria. The Fighting Malaria, Improving Lives Programme funded by Comic Relief and GSK ensures that young people identify the need and lead the efforts in the development of youth-friendly Malaria services. In delivering the programme, young people conduct action research to generate evidence on the knowledge, attitudes and behaviour of young people regarding malaria prevention and treatment. This research, led by and for marginalised adolescent young people, informs the development of sustainable youth-friendly malaria services across communities in Sierra Leone.

Systems strengthening and Service Provision - building improved and sustainable services

Our Pull Slum Pan Pipul programme in Sierra Leone works with a coalition of partners including BRAC and YMCA to strengthen systems and structures in 23 of Freetown's informal settlements by strengthening community based organisations to lead the development of their own communities. Our Anakazi Leaders Programme in Zambia has trained over 400 young women in institutions of higher learning where they are supported to take part in their college's governance structures as well as being mentored on business and leadership. The Voice for Action programme is a youth-led social accountability intervention which seeks to improve service delivery in schools and improve accountability for decision making. 60 student councils have been established, and the project provided 90 governance structures in the 30 schools that it was implemented in to facilitate interaction between learners and service providers.

In **2018/19, 12,042** young people led Restless Development's Leadership programmes to build resilience in communities, lead the response to shocks and challenge, strengthen systems and mobilise communities to take action.

A few key results of our work include:

- Our **Voice for Action** Programme in Zambia worked with nearly **300 young people** to engage in dialogues with school management to devise mechanisms for feedback. **80% of the issues** presented by young people to school administration/PTA have received feedback within a 6-month period. **George Makani, 17 years old, said "The Voice for Action programme has made me aware of what I should do in the sense that I can influence change in my school."**
- As well as this **93% of community members** stated that the government's responsiveness to their needs had improved, while **65% of citizens have raised an issue** on education delivery and quality (in the last 6 months to one year) with their local elected and community leaders and **100% of service providers** were reported as aware of their roles and responsibilities in delivering quality education (according to education standards criteria) by providers at school, district, provincial and national levels and citizens/service users
- **The Pull Slum Pahn Pipul** programme Sierra Leone, worked to increase income opportunities for young women through trainings, saving, apprenticeship and mentorship. Key achievements seen in 2018/19 were 71% of targeted young women employed or setting up a business who are **able to contribute to household income**, 80% of targeted young women who received training through the programme are employed or self-employed, and **200 women reported joint financial decision making** (like budget allocation).
- In Uganda Amony Fiona from Apigekwee Village joined the **Girls' Advocacy Alliance (GAA)** project to be part of the team that brings about change in her community. As well as **mentoring 32 other young girls** in computer skills, agriculture and governance, she also led on research about access to agricultural financing services for girls and young women. In 2019, a total of **29 Village Savings and**

Loan Associations comprising of 207 (122 females, 85 males) were trained on group dynamics, leadership and criteria for accessing government economic empowerment programmes, **60 private sector actors and SMEs committed to increased investment** in practical skills training and **7 local governments** are effectively monitoring the implementation of laws and policies that protect adolescent girls and young women from GBV and EE.

- In our Zero Tolerance programme in **Nepal**, the percentage of students who viewed gender-based violence (GBV) as unacceptable **increased by 33%** and **81% of students who witnessed a GBV incident took some kind of action.**
- An increase from 9% to 95% of young people worked with, especially from marginalised groups who engage in after school activities, a strategy employed to increase school retention. As well as this there was an increase from 71% to 99% of young people who stated they felt comfortable and confident to attend school after the close of the project.

Highlights from our Global Advocacy:

- **Policy and Advocacy Reports**
 - [‘Youth leadership, Participation and Accountability 2.0’](#) in partnership with UNFPA ESARO,
 - [‘Shifting Power to Young People’](#) in partnership with ActionAid Denmark,
 - [‘Getting By, Young People’s Working Lives’](#) in partnership with Cambridge University.
- **BMGF Accountability in Action for Gender Equality** - 56 Youth Accountability Advocates (YAAs) have been trained and mobilised in India and Tanzania to drive a movement for gender equality through data-driven accountability of SDG5 and FP2020. In 2018/19 YAAs built and strengthened networks of changemakers to tackle specific issues. For example, in India, YAAs working across Jharkhand presented to the Family Planning Cell their findings that young people lack knowledge and awareness of family planning, and subsequently invited to join the Family Planning Cell to support the promotion and awareness raising campaigns for quality contraception use amongst young people. In Tanzania, four YAAs working in the Namtumbo District identified and presented that young people did not have access to youth friendly sexual and reproductive health services to the District Commissioner. Subsequently a monthly family planning mobile clinic has been instituted in the areas without any health centre.
- **Global Goals:**
 - **On International Youth Day 2019**, in partnership with Project Everyone, we launched an open letter to world leaders calling for urgent action to accelerate the Sustainable Development Goals in order to avoid ‘decades of disaster’ for both people and planet. Over 70 activists and youth leaders from more than 30 countries supported the letter launch, including Amika George, Trisha Shetty, Nimco Ali, Edward Ndopu and Adelle Onyango; and further endorsed by global leaders including Chair of the Elders, Mary Robinson and former Foreign Minister Somaliland, Edna Ismail Aden. Since launch more than 500 hundred activists have added their support and the letter, which was formally presented at the United Nations General Assembly in 2019 to UN Deputy Secretary General Amina Mohammed. The letter was featured in [UK Glamour Magazine](#).
 - Restless Development established a **Youth Power Partnership** with Project Everyone and Action For Sustainable Development to launch a global Youth Power Fund and Youth Power Panel and Campaign in 2020 to support young people drive forward action on the Global Goals and hold governments accountable to their commitments.
 - **Goalkeepers Youth Action Accelerator Advisory Committee:** Restless Development joined this Advisory Committee in 2018, alongside other members including the Obama and Bush Foundations and Action For Sustainable Development. The programme was led by CIVICUS as part of the BMGF Goalkeepers initiative. In addition to our strategic advisory role, we provided advocacy training and support to the Goalkeepers during International Civil Society Week in 2019 and ahead of the United Nations General Assembly 2019.
 - **UK Voluntary National Review:** We wrote our first ever technical submission to the UK International Development Committee with the aim of influencing the UK Government’s 2019 Voluntary National Review (VNR) towards the Sustainable Development Goals. We supported two young people to attend and participate in the DfID roundtable youth

consultation on their VNR, and we also fed into the sector-wide Bond coordinated report on the UK's SDG progress.

- **Getting By: Young People's Working Lives** - In partnership with Cambridge University we launched a report '[Getting by: young people's working lives](#)' which looks into young people's experiences and opinions of work in developing and emerging economies. Murray Edwards College and Restless Development also hosted a three-day workshop to discuss solutions to the growing youth unemployment crises and find out what it really means for young people to make a living. We supported the participation of five young people from Ghana, Kenya, Palestine, St Lucia and Zambia in the workshop who self-identified as The Gamechangers.
- **Youth Stop AIDS**
 - **Replenishment of the Global Fund** - In partnership with STOPAIDS, Restless Development supported [Youth Stop AIDS](#) campaigners to successfully contribute to the efforts that resulted in the UK government pledging up to £1.4bn over three years to the Global Fund to fight AIDS, Tuberculosis and Malaria in its 6th replenishment. This amount represented more than the 15% increase that civil society identified was needed from all donors. Campaigners hosted and spoke at five public and three decision-maker targeted Speaker Tour events, across which we supported four young people from the UK and one young person from Malawi to share their experiences of living with HIV to inspire people to take campaign action sending postcards to MPs asking them to write to the Secretary of State on the importance of the Global Fund replenishment and the UK committing a strong pledge. 20 young campaigners attended the annual Youth Stop AIDS Day of Action, including a parliamentary drop in session where they spoke to their MPs about the importance of the Global Fund. Following this, one MP submitted an Early Day Motion which obtained 34 signatures.
 - **Access to Medicines** - In partnership with STOPAIDS, Restless Development supported Youth Stop AIDS campaigners to contact their MPs regarding the People's Prescription campaign calling for increased access to existing medicines, for example by overriding patent monopolies; increased transparency of and access to publicly funded research and development (R&D) of drugs; and the piloting of new R&D models where incentives don't result in market monopolies. This contributed to the Labour Party releasing its Medicines for the Many Paper calling for better access to affordable medicines for all.
- **Open Government Partnership (OGP)**: Restless Development coordinated and facilitated the participation of 20 youth advocates to engage in the OGP 2019 Global Summit, in partnership with the Government of Canada, Accountability Lab and the OGP, and has gone on to support the formation of an OpenGov Youth Collective to ensure strengthened youth engagement in the design and implementation of OGP National Action Plans. We successfully supported the nomination of Glynnis Cummings-John (Head of Sierra Leone Hub) to secure a position on the OGP Steering Committee, which is the first time the Committee has ever recruited a youth representative. In her role Glynnis has been working to ensure OGP and member governments start taking more concrete actions to meaningfully engage young people in their strategic planning.
- **Youth participation in high-level platforms**: In 2018/19 we supported and trained more than 50 youth advocates to engage in high level influencing processes and platforms, including the **Africa Health Agenda International Conference** (Rwanda), **High Level Political Forum** (USA), **International Conference on Family Planning** (Rwanda), **African Youth SDG Summit** (Ghana), **Commission on the Status of Women** (USA), **Fifth Session of the Africa Regional Forum on Sustainable Development** (Morocco), **Open Government Partnership Global Summit** (Canada), **United Nations General Assembly** (UNGA).

Challenges and Learning in 2018/19:

Overall Challenges

The overall challenges that arose during the year in the delivery of the strategy were as follows:

1. **Youth Civil Society**: Our recent research has shown that youth activists and civil society are woefully under-funded and under supported, further challenged by lack of coordination and access to power. This has

led to strengthened focus in our global advocacy work to strengthen youth civil society and ensure that youth-led organisations and movements are supported, invested and connected. By growing a global Youth Collective, we want to help strengthen youth organisations and protect the ecosystem and environment in which they operate.

2. Changing Global Politics: We are witnessing worrying trends around the world and in several of the countries Restless Development works where the space in which civil society can operate is under threat and shrinking, with new laws being passed that limit freedom of association, assembly and expression. Our Restless Development values are under threat by global political changes that seek to polarise countries and communities.

3. Climate Change: Climate change is not only the greatest threat facing our planet, but is intrinsically connected to other global crises such as poverty and inequality: it's devastating effects are, and will, hit the world's most vulnerable hardest. While we have seen incredible momentum and action led by young activists around the world in 2018/19, there remains a lack of traction and progress to deliver critical change to mitigate the climate crises at scale. 70% of the young people in our Youth Power network told us that climate change is a priority for them, therefore our ambition is to strengthen and scale up our work with youth networks to ensure climate action and system change.

Programme Learning in 2018/19

A Spotlight on the Listening Exercise and Volunteer Survey

Restless Development launched two global learning initiatives - a Listening Exercise and a Volunteer Survey - in order to better understand the experiences of the thousands of volunteers engaged in our programming. A pilot process was launched where young people were invited to shape the consultation themselves and a Youth Team was set up to guide the project. Consisting of a series of in-depth Focus Group Discussions as well as a global survey with current and recently returned volunteers, we heard from volunteers across half our programmes and in each of our Hubs.

They told us their experiences were largely positive, with 86% rating the support they received as good or excellent, 94% feeling safe most of the time, 98% having an impact on the community and 98% wanting to be engaged further as part of the youth collective.

In addition to this:

- 91% think Restless Development values its volunteers
- 97% are proud to volunteer with Restless Development
- 92% felt listened to and that their views were respected
- 91% feel Restless has empowered and supported them to succeed

The findings and recommendations highlighted 6 core areas for improvement however:

Communications – Volunteers want improved and more regular communication with staff before, during and after their placement to feel better supported, and would like more realistic expectations set ahead of time about the realities of what placements will be like

Volunteer Support – Volunteers want improved support from staff whilst on placement including a focus on professional and career development to ensure volunteer growth is tracked and ongoing support provided

Resourcing – Volunteers want the resources they need to fulfil their roles including stipends paid on time, access to mobile technology and the internet and a better system of medical allowances

Safety, Security & Safeguarding – We must strive to ensure that where possible volunteers always feel safe in their communities

Better planning of placements – Volunteers want placement planning to be improved including better handover between volunteer cycles as well as updated training manuals, guides and resources

Alumni Engagement – Volunteers want ongoing engagement post-volunteering including a clear path to employment opportunities within and outside of Restless Development.

Our Global Directors analysed the feedback and recommendations during the Directors Conference, and developed a number of core strategies to respond to these 6 areas and improve the design of our programmes and the support and training our volunteers receive.

The Board and Young People will now hold us to account for these strategies and a Volunteer Survey for 2020 will be administered to evidence improvements made.

Learning from our Evaluations

All our evaluations share a mixed methods methodology reflecting the importance of capturing youth voice as an important stream of evidence and data, alongside the statistical data that demonstrates progress towards outputs and outcomes. Across our evaluations, Restless Development has surveyed, talked to and interviewed thousands of young people to understand the impact of our programmes and the changes that they have led to, both on an individual and societal level. This allows our evaluations to demonstrate progress towards our goals, answering our learning questions, and evidencing the long-term changes for communities and young people.

Young People leading transformational change

Central to our learning questions is whether young people and communities are best place to lead in their communities. Evaluations across 2018/19 show that young people do lead transformational change and that Restless Development programmes lay foundations for communities to lead their own change. For example, the evaluation for Strengthening HIV Prevention and Mitigation Efforts among Girls and Young Women in Zimbabwe found that the programme sets in motion and provides the enablers to effective sustainable change. The project initiated anti-Gender Based Violence (GBV) committees at ward and district level which coordinated initiatives to raise awareness and solutions to GBV issues at ward level. The My Voice My Rights programme in Uganda evaluation found that through the programme, young people have been able to influence Jinja's District Government to prioritise increasing the availability and accessibility of contraceptives for young people.

The value of collaboration

A number of evaluations pointed to the effectiveness of collaborating with community stakeholders to achieve our programmatic goals and objectives. For example, the evaluation of the Sustainability Accountability and Building Inclusion programme in Sierra Leone found that collaborating with community stakeholders, such as development NGOs and health service providers, is an effective route to cultivate better relationships between young people, the broader community and service providers. The evaluation for Tanzania's Mabinti Tushike Hatamu found links between project implementers, local government and community peer educators was significant to the successful implementation of the programme. Collaboration also means working with traditional, cultural and faith-based network leaders. The Strengthening HIV Prevention and Mitigation Efforts among Girls and Young Women Programme in Zimbabwe found this was critical to combating Gender Based Violence because working with traditional and respected male voices gave power to women's voices and helped changed mindsets.

Lifting the incomes of Young People is vital

Evaluations demonstrated the universal need for Restless Development's Living Goal. Many evaluations conducted across 2018/19 pointed to the need for programmes that support young people into work, or support them to create their own living opportunities. The Pull Slum Pahn Pipul (Sierra Leone) evaluation found that the business skills development component of the programme was the most attractive aspect of the programme to young people, the inclusion of which not only enabled young people to make a living, but also

encouraged more young people to join the programme. The evaluation of the ICS Uganda programme found that young people not only value enterprise skills for their own gain, but see them as benefiting the entire community. The Zambian Girls Like Us programme evaluation identified the link between reducing HIV infections and livelihood options for young people, especially women.

Young People prioritise and value being part of decision making

Across 2018/19, evaluations demonstrated how much young people value and want to be part of decision making in their communities. The evaluation of Asikhulume, Let's Talk, Ngatitaur Project in Zimbabwe found that young people felt the major impact of the project was the creation of opportunities and spaces for them to raise issues on social development and civic and social rights. While the evaluation for the Ugandan programme, My Voice My Rights, found that greater emphasis should be placed on training young people to claim for sexual and reproductive health rights through training on advocacy because of how well young people responded to the programme. The Save the Date programme evaluation found that young people were keen to use their new found awareness and knowledge to advocate to end child marriage in Nepal.

Our programmes work best when they are inclusive

The importance of diversity and inclusion was a constant theme throughout Restless Development's evaluations. It was acknowledged that this often meant different things given the context of the programme. For example, a key finding of the Ugandan ICS programme was that all future project design should consider including young people with disabilities as a critical inclusion factor. This was echoed by the evaluation for the Zambian programme, Tikambe Let's Talk programme, which recommended that those with disabilities be included in all aspects of programming. While the evaluation for Tanzania's Mabinti Tushike Hatamu highlighted success in changing community attitudes on out of school adolescent girls' empowerment, citing a growth in the number of parents that were supportive of girls' development and rights.

Other Learnings from 2018/19

Strategy IV ready: Through continuous learning in our programmes, by listening to young people as well as learning from the wider sector we understand that the world is continually changing and that we need to adapt and change with it. As we enter the fourth year of our five-year global strategy, there are elements within our existing strategy that are under-represented (such as climate change) and we must help carve out a role for how the Peak Youth generation can respond to these and other global challenges.

Living: Our evidence—and that of our partners—has shown that supply-side interventions targeted at skilling young people do not work without demand-side interventions that target job creation. We need to innovate through our designs to combine our models for delivering business and life skills curricula with delivering business development services and influencing for policy change to support job creation.

Data: Many of our hubs acknowledge needing to engage more with data and needing more staff time and skills to focus on data collection, management and analysis. Many of these challenges will be solved by the new online Monitoring, Evaluation and Learning system to be launched next year but data is set to play a bigger role in both how we deliver our programmes as well as what we deliver, and we must as an agency be ready for this.

Coordination on the big issues: Across our Hubs, we are all working towards the same end, but often through different means and through a number of sometimes complementary and sometimes conflicting ways of working, and sometimes without the knowledge of what others are doing - whether internally or externally across the sector. We need a better joined up line of sight across the agency and externally on some of the big thematic discussions, to improve our work, be more efficient and to offer thought leadership in these areas to the sector.

Safeguarding: We've strengthened our safeguarding systems and processes over the year as referenced elsewhere in this report, but one of the areas we know that continues to need strengthening is an off-line mechanism through which all stakeholders can report confidentially. We're currently piloting strategies as to how best to do this with a view to being rolled out over the coming year to complement our online processes.

Dynamic accountability: We have understood this year that to properly practice dynamic accountability the two way processes of meaningful engagement with all stakeholders - requires not only a set of bespoke strategies but also an understanding of the different reasons for doing it, whether for adaptive management, building trust, shifting power or making resource decisions.

Lifting Impact: The quality of our evidence is fundamental to the achievement of our strategy. We know that we create strong evidence from our programmes as to what works and what doesn't, but we are often challenged in the way we utilise our findings. We're embarking on a process to lift our strategic impact through strengthening the evaluation cycle and through improved impact communication strategies.

2) FINANCIAL REVIEW

Financial objectives

Restless Development's financial objectives are to maintain a strong and effective control framework to ensure that programmes have the resources they need to be completed effectively. In line with the organisation's values, Restless Development strives to ensure that resources are deployed efficiently and transparently.

Principles and financial management policies adopted in the year

Restless Development's policy is to maintain effective financial management systems and processes, to continually improve financial operations and systems and to work with the most efficient methods of operation regarding budgeting, accounting and financial reporting. Restless Development seeks to be responsive to the financial reporting and other requirements of its donors, as well as to the restrictions imposed by governments under whose laws Restless Development operates.

Restless Development manages the use of available resources through an annual planning and budgeting process. The annual, global budget is reviewed by the Finance and Audit Committee and approved by Trustees. To monitor the use of resources it uses an accounting system and chart of accounts maintained in accordance with the principles of fund accounting to ensure appropriate allocation of funds in keeping with the charity's objectives and the commitments made to donors. Additionally, Restless Development ensures that the company accounts give a true and fair view of the organisation's operations as well as complying with statutory reporting requirements. The Financial Statements comply with applicable law and the requirements of the Charities Statement of Recommended Practice 2015.

Financial performance in 2018/19

Restless Development has recorded income which is steady compared to 2017/18. However, there was a decrease in restricted income reflecting a number of restricted programmes across the portfolio that will soon be coming to an end, this is offset by an increase in unrestricted funding. There is slightly higher proportion of income from the overseas Hubs (£9,727,000 (78%) in 2018/19 compared to £9,448,000 (75%) in 2017/18. Expenditure has slightly increased in 2018/19, the marginal increase reflects increased costs in unrestricted charitable activities.

	2018/19	2017/18
Income	12,459	12,642
Expenditure	(12,447)	(12,269)
Foreign exchange gain/(loss)	130	(223)
Increase/(decrease) in total funds	142	150
<i>Of which:</i>		
Increase/(decrease) in free reserves	210	(130)
Increase/(decrease) in designated reserve	60	-
Increase/(decrease) in fixed asset reserve	(12)	(41)
Increase/(decrease) in restricted reserve	(116)	321
Total	142	150

The impact of movements in foreign exchange rates in 2018/19 has been a £130,000 gain, which was due to a weakening of British Sterling against the US Dollar, coupled with weaker currency in Nepal, Sierra Leone and Tanzania. Foreign currency balances held at year end are translated at the exchange rate on the balance sheet date and therefore can be subject to fluctuations. Where appropriate, funds are held in hard currencies such as GBP and USD, however ultimately the majority of Restless Development's activities occur in sub-Saharan Africa and South Asia and therefore exchange rate risks can never be completely eliminated.

Reserves Policy

Restless Development has a reserves policy which is regularly reviewed by Trustees against the current risks faced by the organisation. Restless Development adopts an approach that provides a benchmark against which Trustees assess the adequacy of unrestricted reserves. This approach aligns the unrestricted reserves benchmark closely with the risks the organisation has identified on the Risk Register by going through an exercise to cost the potential impact of the risks crystallising in order to calculate unrestricted reserves benchmark.

Based on the Risk Register as at April 2020 the benchmark for Free Reserves is £1,320,752 (2017/18: £1,070,378) with key factors as set out in the principal risks and uncertainties section below. These include current risks associated with Covid-19, with the effect that the benchmark has increased.

At 30 September 2019, Restless Development had total funds of £3,303,000. Restricted funds were £1,879,000 and designated funds totalled £60,000 which has been designated during the year for costs associated with winding down the South Africa Hub in 2019/20. This was a decision made before the Covid-19 pandemic due to the hub struggling to secure sustainable funding for a number of years. Free reserves at 30th September 2019 were £1,117,000 (2017/18: £907,000) which represents 85% of the current benchmark set by the Trustees. The benchmark used by trustees takes the average of three approaches. The first approach quantifies the risks and sums all of the risks that have a probable likelihood of occurring. The second approach takes the total of the two most expensive risks and the third approach uses a weighted average based on the likelihood and probability for each of the top ten risks on the risk register. The organisations reserves will continue to be closely monitored over the next 12 months.

Fundraising Objectives

Alongside Restless Development's Global Strategy and Agency Plan sits a Financial Model that guides our financial sustainability and resourcing decisions. Securing funding to be able to deliver our strategy and achieve our goals requires appropriate and consistent investment in order to operate effectively. A Fundraising and Partnerships Strategy is developed by each Hub, as well as by Restless Development International. Restless Development aims to secure the funding it needs to deliver its programmes effectively, from sources and partners who fully support the mission and values of the organisation, without becoming

over-reliant on any single donor. Restless Development strives to engage each of its supporters in work in the field, and so maintains a full and transparent reporting and communications system to ensure that donors are well informed of the successes and challenges being faced in the programmes which they are supporting.

Fundraising approach and performance

The charity undertakes fundraising activities through sponsored school's triathlons, fundraising events and sponsored events and an annual gala dinner in line with the Fundraising Code of Practice set by Fundraising Regulator. Restless Development does not employ professional fundraisers to generate income for the charity, nor do we engage in cold-calling, door-to-door or street fundraising. Restless Development is registered with the Fundraising Regulator and adheres to the Fundraising Code of Practice. No complaints have been received by the charity regarding any fundraising activities.

In 2018/19, fundraising activities raised £596,020 compared to £636,000 in 2017/18. This decrease was a result of one key fundraising event not taking place in 2018/19. However, this was offset by growth in the triathlon events.

3) PLANS FOR FUTURE PERIODS

Over the course of the coming year, Restless Development will continue to design and deliver innovative programmes with youth leadership at their heart as well as respond and adapt to the challenges raised by Covid-19. The focus for the coming year for our strategy and programmes will be four-fold;

1. **GLOBAL PROGRAMME DELIVERY & LEVERAGE.** Successful delivery of Phase 1 of Development Alternative and ICS 2 Extension leading to extended funding for those grants by September 2020 and further leveraged funding:
 - Secured Phase 2 of the Development Alternative
 - Depending on the tender content and process, secure ICS 3
 - £12m Programme Funding secured
2. **EVIDENCE, LEARNING & IMPACT.** Strategic research, evidence, and quality data drive design, learning and impact across all of our work through:
 - One flagship evaluation/research product developed per Hub
 - All Hubs and International Units fully reporting through our online system
 - New strategies for dynamic accountability and adaptive management embedded into programme cycle
 - Programme design standards met
3. **VOLUNTEER JOURNEY, SUPPORT & WELFARE.** Guided by feedback from Young Leaders, all our volunteers are fully supported throughout their volunteer journey, and the welfare of our volunteers is our first priority through:
 - Standardised Volunteer Journey training package developed and rolled
 - 100% of recommendations from Listening Exercise and Annual Volunteer Survey implemented
 - Safety, security and safeguarding considerations embedded into all stages of the Programme Cycle
4. **STRATEGY DESIGN.** Process run by October 2020 to design the updated strategy with core thematic areas analysed;
 - Climate Crisis
 - Power and Inequality
 - Data

A major catalyst for achieving the above will be the focus that the agency puts into successfully delivering the Development Alternative. With Co-creation being finalised, 2019/20 will see full implementation of the programme in four countries and a suite of products and evidence as to the efficacy of the model created.

Alongside the programmatic focus on leverage, impact, welfare and strategy development, Restless Development is embarking on two other strategic processes in the coming year; 1) the development and roll-out of a new Business Development Strategy and 2) in line with the redesign on strategy, the Agency Plan will undergo a review and a proposal for the new Agency Plan agreed at Directors Conference in 2020.

The core concept of Restless Leaders will be a key focus for the agency in 2020. Aligned with our core offer to the world, our expertise and our values we will further refine the concept, embarking on a Restless Leaders Conference to launch it and a strategy process to define it.

Restless Development will continue to evolve as an agency to support the delivery of the strategy, through the delivery of the milestones set out in the Agency Plan. As part of this, Restless Development will review its leadership structure, aligning Global Governance, National and International Leadership structures and accelerate areas such as environment and information.

Restless Development will continue to work against the set of financial standards which comprise the Financial Model. With the vision of a financially sustainable agency driven by Hubs the Financial Model will work effectively to enable good decision-making, free up management time and to invest in innovation and growth. As part of this the Business Development Principles will continue to be implemented, ensuring that Programme Funding reflects the new strategy, that unrestricted funds are being used to drive innovation and strategic funding is prioritised in order to build the Youth Collective further and deliver at scale.

Programming across the agency was heavily impacted by the outbreak of the Coronavirus in early 2020 with the majority of programmes being delayed, cancelled or only partially implemented due to restrictions put in place to counter the pandemic. Restless Development looked to mitigate this impact by pivoting current programmes to a Covid-19 response, developing a set of new programmatic offers to respond to the outbreak and negotiating with donors to align expectations.

In response to Covid-19, Restless Development have designed a three pillar offer in which young people role model their behaviour to stop the spread, fight the misinformation pandemic through the digital channels most used by young people, and by reclaiming the power over this pandemic through our individual acts and collective action.

4) SAFEGUARDING

Statement from CEO:

“At Restless Development, the safety and well-being of staff, volunteers and the people of the communities we serve is paramount. We commit to respond appropriately to any claims or concerns that are raised. We also work hard to prevent incidents from occurring: from our programme design principles to do no harm; to our code of conduct; to our robust recruitment systems for staff and volunteers; and to the policy frameworks and training that govern our behaviour and response to these important issues. Above all, we commit to a culture of continual learning and improvement, ensuring that we challenge ourselves to continually improve our strong systems and to ensure the safety and wellbeing of all those that we work with.”

Restless Development has a dedicated team for safeguarding who ensure policies are adhered to:

- Led globally by the Lead Safeguarding Officer (a Senior Leadership Team Director); and a full-time Head of Safeguarding who is trained as a safeguarding officer; and supported by a headquarters staff team of 7 who are all trained as safeguarding officers.
- Led in each country by Hub Directors who received our advanced Safeguarding training in 2018/19 and are supported by a further 19 (advanced) trained officers across the Hubs;

- Overseen at a governance level by two members of the International Board of Trustees who are also trained as safeguarding officers.
- In addition to these trained safeguarding officers and leaders, all Restless Development staff globally are trained annually in safeguarding (online module and in person session), and all volunteers receive safeguarding training upon joining. All staff and volunteers sign our code of conduct which we believe sets very high standards of behaviours and reflects the values of Restless Development.

Key systems and process include:

- Restless Development has a Safeguarding Policy which outlines the process that must be followed in the event of suspicion of harm being done to a child or a vulnerable person by Restless Development's staff, volunteers, operations or programmes. As part of this policy, an established crisis management plan governs the response for all serious incidents. In addition, it has an investigation process, referred to internally as a case conference and explained in detail in the Safeguarding Policy, for any issues related to safeguarding.
- Restless Development's Whistleblowing Policy in which concerns can be emailed to a dedicated account. Any disclosures received through this email address or any other means are investigated appropriately in line with our policies and procedures.
- Restless Development's Policy for Reporting Serious Incidents to the Charity Commission outlines the process by which serious incidents are reported to the Board of Trustees and Charity Commission.
- All the above policies were assessed by the Charity Commission in January 2019 and the Commission has since confirmed that they are satisfied that Restless Development meets their required assurance thresholds about its approach to Safeguarding.
- We run rigorous risk assessments within all our programmes and implement measures to protect young people and vulnerable adults who we work with as part of our design process and annual planning and budgeting sign-offs by International for all Hubs globally.
- We have introduced a Safeguarding Code of Conduct for all staff, volunteers and partners. The Safeguarding Code of Conduct sets the standards of behaviour we expect from all persons associated with the agency from the outset of their engagement with us and fosters a safeguarding culture from day one.

Key actions and steps in 2018/19:

Leadership: Each Hub has set up their own internal safeguarding working groups with the purpose to deepen our leadership across the agency. In 2018/19 each Hub developed their own action plans and committed to the following actions:

- a donor mapping exercise to fully understand all donor requirements on reporting safeguarding incidents
- a partner mapping exercise to establish the level of safeguarding practices across all implementing partners, and to address any identified weaknesses through planned support.

Hubs also committed to a quarterly training activity with all staff to drive the culture of Safeguarding deep within all our teams, using best practices from our programmes to address social norms where these may conflict with our safeguarding standards.

Review: In March 2019 Restless Development commissioned an external global review of its safeguarding systems and processes. The review identified that Restless Development is doing very well in meeting safeguarding responsibilities in regard to strategic leadership, governance, staff development, volunteer training, safer recruitment and crucially, in handling all safeguarding concerns.

The review identified best practice approaches including a strong organisational vision and leadership from trustees and the Senior Leadership Team. The process for raising and managing concerns works well supported by each Hub having their own robust policies and processes. Frameworks for solid partnership are in place, underpinned by a flexible approach to implementing safeguarding practice which is responsive to local needs. An agency survey identified that safeguarding is embraced as everyone's responsibility.

The review included a benchmarking exercise to measure the agency's safeguarding compliance against best practice standards in the sector. The standards used included Department for International Development (DfID) - Enhanced Due Diligence for Safeguarding; Keeping Children Safe, Child Safeguarding Standards and How to Implement Them, 2014; Bond 12 Commitments to Change in Safeguarding. Restless Development measured very well against the compliance standards

Reporting: Restless Development reported all serious incidents to its Trustees, the Charity Commission, local authorities where relevant and appropriate donors where required. Restless Development were granted quarterly bulk reporting status by the Charity Commission in January 2019 as a result of their standard review of Restless Development. Of the 10 safeguarding incidents reported to the Charity Commission in this period, only 2 were circumstances where the alleged perpetrator was a representative of the charity. Additionally, a consortium wide reporting protocol for serious incidents has been drafted for the Development Alternative.

Communication: Restless Development publishes both its policy and commitments on its website, together with our whistleblowing policy.

Training: Restless Development requires all volunteers and staff to be trained on safeguarding upon joining and annually thereafter. An online Safeguarding training module is mandatory for all staff to compliment the in-person training sessions. All Directors were last trained in May and June 2019 when they received our advanced Safeguarding training module.

What Are We Doing Going Forwards:

Restless Development continues to strive to keep improving, we not only want to ensure that we learn from every case we have, and that we are adopting best practice across the sector, but that we are pushing that boundary further and exploring innovative ways to continually enforce a strong culture of safeguarding. To do that we have/are/will:

- Continue to provide global leadership to support Hub Safeguarding Working Groups. Each Hub, will develop action plans to improve safeguarding practice and continue to build an organisational culture based on the principle of safety for all. All Safeguarding Officers across the agency will receive further advanced training.
- In the next year the People, Operations and Finance Team will conduct a review to harmonise policies through a safeguarding lens to ensure consistent language is used, all guidance agrees and there is no duplication.
- Following on from the external review the target for the forthcoming year is to implement 75% of the recommendations to build current best practice. This includes a curriculum of professional for volunteers and staff, a process to engage volunteers and community members in developing safeguarding resources, systems and processes.
- The Development Alternative will provide an opportunity for sector leadership in the domain of youth focused safeguarding. A dedicated Safeguarding Working Group will lead this work which includes a series of learning opportunities to strengthen knowledge and expertise in this crucial piece of work.
- Focused on the key review recommendation young people will be more closely engaged in holding Restless Development and the wider CSO and Education sector to account for protecting their wellbeing and preventing harm. This includes 11 young people representing the agency at a high profile DfID/Foreign Office hosted Wilton Park Conference 'Making Tertiary Education #SafeToLearn'
- Through the Development Alternative young people will be instrumental in developing youth centred safeguarding systems. This work will begin in January 2020 through a dedicated lunch and learn session hosted by the Head of Safeguarding.

5) PRINCIPAL RISKS AND UNCERTAINTIES

Restless Development works in areas that can carry a high risk, often as a result of difficult communications, logistics, financial and security challenges. Restless Development has developed robust procedures to assess risk and to design and implement effective measures to reduce both the likelihood and the potential impact of identified risks occurring.

Risk Control

Regular risk assessments are carried out to manage the activities of Restless Development and focus its resources. The Trustees have assessed the major risks that the charity faces, in particular in relation to its operations and finances, and are satisfied that the charity is taking the action necessary to mitigate its exposure to the key risks identified.

A formal Risk Register (including emerging risks) is reviewed on a quarterly basis by the Senior Leadership Team and the relevant Trustee Committees, with any significant changes in circumstances brought to the full Board of Trustees as necessary. The Trustees are satisfied that systems are in place to monitor and manage exposure to major risk. Due to the financial and political instability of some countries where Restless Development works, the organisation requires active acceptance and management of some risks when undertaking activities in order to achieve the objectives of the charity.

Restless Development uses its Risk Register to monitor the principal risks identified. Trustees are satisfied that this is an appropriate means of managing risks and uncertainties that might have the potential to affect the performance, future prospects or reputation of the charity, including its viability. The organisation has a sound financial base which is supported by strong controls and an established fundraising strategy.

Major Risks

The following major risks have been identified at an organisational level, and the table below portrays our current management approach to mitigate each risk as at April 2020. The impact and likelihood of each risk has been adjusted in our detailed risk register to reflect the current global Covid-19 pandemic, and our systems to mitigate each risk adjusted accordingly. These risks and associated systems are monitored each quarter through the risk register by the Senior Leadership Team and by Trustees:

<p>Safeguarding & Security: Restless Development is responsible for causing harm to an individual or group of people because of our ability to maintain our duty of care to our people and the communities we work with.</p>	<ul style="list-style-type: none"> ● 38 trained safeguarding officers across the agency, meet monthly across Hubs ● Periodic review of Safeguarding policy, including whistleblowing channels ● Compulsory annual safeguarding training for all staff & volunteers ● Included in internal audit ● Additional safeguarding training pack developed for Covid-19 pivoted programmes ● Members of Covid-19 sectoral safeguarding preparedness working group, and Project Soteria
<p>Major Incidents and Disasters: Sudden, large scale incidents and/or disasters coupled with apparent Management neglect cause actual harm as well as reputational damage, loss of donor confidence and multiple donor withdrawal.</p>	<ul style="list-style-type: none"> ● National level risk assessments conducted annually, with escalation protocol, and adjusted to include Covid-19 mitigations ● Biweekly updates to all hubs on coronavirus response and trends, as well as predicted virus transmission rates globally ● Business continuity plan in place, and activated in response to Covid-19 with almost all offices closed globally ● Incident management and evacuation plans in place

<p>Donor Diversity: Reliance on large and/or short term grants/contracts from a small number of donors leads to a going-concern risk for the global agency.</p>	<ul style="list-style-type: none"> ● National risk registers reviewed quarterly ● Fundraising strategy and revenue model of diversification in place ● Focus on increasing supporter fundraising and unrestricted giving ● Increased presence in the USA to diversify our funding base ● Clear accountability systems in place for targets, sign off process for submissions ● Hub donor communications guidance produced to help maintain existing relationships through Covid-19, and leadership to hubs on the necessity and urgency of going out to all partners proactively and quickly with our Covid-19 offers ● Actively pursuing Covid-19 response funding from new prospects
<p>Fraud & Bribery: Risk of a major fraud or bribery incident that poses a reputational, financial or other threat to the entire organisation.</p>	<ul style="list-style-type: none"> ● Programme of internal audits with follow-up on control improvements ● Finance policies and procedures, including anti-fraud and anti-bribery policies limit ability of staff to commit fraud ● Mandatory annual training in fraud for all staff ● Cash management controls between International and Hubs and within Hubs. ● Guidance for Hubs on counter fraud given the increased risk due to the Covid-19 and teams working from home.
<p>Governance: Governance structures are not fit for purpose to comply with national registration and accountability standards or are unable to provide assurance of accountability in the relationship between Hubs and International. Boards do not co-operate effectively.</p>	<ul style="list-style-type: none"> ● Annual conference session to review governance ● SLT oversight of governance challenges ● License Agreements, Independent Registration & Constitutions, National Boards in place in all Hubs ● CEO sits on US board ● SLT dial in to national Board meetings ● 2 x extraordinary meetings for Global Board on Covid-19 response held in March & April
<p>Senior Leadership: Failure of executive oversight of our work in Hubs and/or internationally (through under-performance, high rates of attrition, inability to attract talent and unplanned succession) undermines the agency's ability to function effectively.</p>	<ul style="list-style-type: none"> ● Accountability mechanisms including full induction programmes, performance management, quality assurance framework, audit and review visits ● Systems include: recruitment tools, induction guide for Directors, end of probation reviews to on-board well ● Additional check ins and connection points across all Directors to monitor burnout and wellbeing during Covid-19
<p>Programmes Performance: Significant under-delivery of programmes and commitments against key stakeholder expectations leading to lost income and/or damaged reputation.</p>	<ul style="list-style-type: none"> ● Monthly and quarterly data reporting against agreed targets to Leadership & Trustees (with feedback system) ● Annual evaluation calendar in place ● Programme Quality Compendium guiding expected standards of activity delivery ● Annual Review and Planning Workshops in all Hubs ● Annual Volunteer Feedback Survey to improve programming

	<ul style="list-style-type: none"> • 3 pillar Covid-19 response offer designed and used to pivot existing programmes • Monitoring and reporting systems adapted to reflect Covid-19 response work
<p>Flexible Income: Lack of flexible income (strategic or unrestricted) leading to an inability to build the Agency's Finance model through Agency Contribution and Waterworks, risking the proper performance of its oversight/support Units and ultimately risking the going concern status of the Agency.</p>	<ul style="list-style-type: none"> • Unrestricted Funding Plans in place • Agency Contribution & Waterworks model in place and integrated into support tools • Business Development Principles in place within Agency Plan • Financial Sustainability Planning for each Hub via the Planning & Budgeting process • Where possible events converted to virtual throughout Covid-19 • Re-deployment of team to target changing corporate landscape in response to Covid-19
<p>Planning for Growth and Change: Staff, capacity and investment does not keep pace with the big changes taking place - major funding streams closing and new different types of funding coming on line, a new strategy requiring new (technical) capacity across all Hubs and International.</p>	<ul style="list-style-type: none"> • Directors Conference to agree strategy, business and agency priorities • Annual Reviews in all Hubs • Quality Assurance Framework to track performance across Hubs and International • Global and National Risk Registers in place and reviewed by Leadership and Governance on quarterly basis • Programmes pivoted to respond to Covid-19, agreed with donors, and aligned to our offer • New business focussing on medium-term Covid-19 response funding alongside long-term strategic income opportunities
<p>Consortium Partner Performance: Negatively affects programme, financial, or other delivery leading to under-delivery and reputational risk / loss of confidence from key stakeholders. This might arise because of: Key persons involved in the implementation of the Development Alternative leave respective consortium organisations; Conflicts of interests emerge within Consortium; Failure to deliver or demonstrate results and/or consortium value</p>	<ul style="list-style-type: none"> • Partner roles and responsibilities outlined via quarterly updated work-plans and budgets • Governance structures ensure mutual accountability and performance oversight of Consortium • Reporting and review of targets taking place Quarterly to track performance • Executive monthly and quarterly meeting to ensure internal performance and oversight • Due diligence conducted for all partners • Consortium work pivoted to Covid-19 response, with partner agreement

Restless Development also faces some inherent risk resulting from the locations that it works in and the way that services are delivered. Restless Development mitigates this risk by completing annual safety and security reviews within each of its Hubs, by maintaining insurance cover and by ensuring that staff members and volunteers receive training in safety and security relevant to the programmes that they will be working on.

Internal Audit: Restless Development runs an annual internal audit programme testing process and controls across 13 areas: Procurement and Expenditure, Use of Vehicles, Fixed Assets, Staff Floats, Monthly Financial Processes, Donor Management, Leadership Team Function, Payroll, Employment, Learning, Fraud and Bribery, Safety, Security and Safeguarding, and Communications. Internal Auditors are selected and trained from within the agency and facilitated to audit a hub other than their own.

A full internal audit was conducted across all Hubs within the agency, with improved scores from 2017/18 being noted globally (from 84% in 2017 to 87% this financial year). Given the consistent high performance across several Hubs, we had planned for a shift to a risk-based internal audit programme in 2020 to better and more effectively respond to areas or hubs of higher risk. However, with only 3 out of 10 internal audits completed, the programme for 2020 has been cancelled due to the restrictions enforced locally and globally in response to Covid-19. We plan to resume the internal audit programme early in 2021.

6) KEY MANAGEMENT PERSONNEL AND PAY POLICY

The Trustees of Restless Development define Key Management Personnel as being the Senior Leadership Team, a team of seven Directors led by the Chief Executive, who are in charge of directing and controlling, running and operating the Charity on a day to day basis. All trustees give their time freely. Details of directors' remuneration are disclosed in note 5 to the accounts.

Restless Development operates a published Global Salary Scale, the purpose of which is to ensure that all staff across the organisation are paid equitably, irrespective of nationality or location: the Global Salary Scale comprises a set of economically equivalent salaries for a set of defined staff grades across each country where Restless Development operates. Staff grades are defined internationally based on standard Job Descriptions which set out roles and responsibilities.

The Global Salary Scale is benchmarked periodically against external market data to ensure that salaries are competitive in all the countries where Restless Development operates. In 2015/16 Restless Development carried out a review of its Global Salary Scale and has launched a new five-year salary scale aligned to the new five-year strategic timeframe. The approach taken to the review was, for each country, to source external market data and, using principles of economic equity between countries, to align salaries to the fiftieth percentile of the market data over the next five years, ensuring that planned increases are affordable.

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also the directors of Restless Development for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), and the Financial Reporting Standard 102.

Company law requires the charity trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

AUDITORS

A resolution proposing the appointment of auditors to the Charity will be put to the annual general meeting.

STATEMENT AS TO DISCLOSURE TO OUR AUDITORS

In so far as the Trustees are aware at the time of approving the Trustee's Annual Report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- The Trustee's, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Trustees and signed on their behalf by:



Charlotte Eaton, Chair of Trustee Board

Date: 29 May 2020

Independent Auditor's Report to the Trustees of Restless Development

Opinion

We have audited the financial statements of Restless Development for the year ended 30 September 2019 which comprise the Statement of Financial Activities, the Balance Sheet, Cash flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2019 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 31, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose.

**INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 30TH SEPTEMBER 2019**

**RESTLESS
DEVELOPMENT**

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Tim Redwood
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30TH SEPTEMBER 2019

**RESTLESS
DEVELOPMENT**

		Unrestricted Funds	Restricted Funds	2019 Total	2018 Total
	Notes	£000's	£000's	£000's	£000's
INCOME FROM:					
<i>Donations and legacies</i>					
Grants and donations	2	1,187	10,676	11,863	12,006
Unrestricted fundraising		596	-	596	636
Total income		<u>1,783</u>	<u>10,676</u>	<u>12,459</u>	<u>12,642</u>
EXPENDITURE ON:					
<i>Raising funds</i>					
Fundraising costs		(303)	-	(303)	(302)
<i>Charitable activities</i>					
		(1,256)	(10,888)	(12,144)	(11,967)
Total expenditure	3	<u>(1,559)</u>	<u>(10,888)</u>	<u>(12,447)</u>	<u>(12,269)</u>
Net income/(expenditure)	4	224	(212)	12	373
Foreign exchange gains/(losses)		34	96	130	(223)
Net movement in funds		<u>258</u>	<u>(116)</u>	<u>142</u>	<u>150</u>
Reconciliation of funds					
Total funds brought forward		<u>1,166</u>	<u>1,995</u>	<u>3,161</u>	<u>3,011</u>
Total funds carried forward	11	<u><u>1,424</u></u>	<u><u>1,879</u></u>	<u><u>3,303</u></u>	<u><u>3,161</u></u>

All income and expenditure derive from continuing activities.

**BALANCE SHEET
AS AT 30TH SEPTEMBER 2019**

**RESTLESS
DEVELOPMENT**

		2019		2018	
	Notes	£000's	£000's	£000's	£000's
FIXED ASSETS	6		276		334
CURRENT ASSETS					
Debtors	7	1,387		714	
Bank and cash		2,560		3,895	
			3,947		4,609
			4,223		4,943
CREDITORS: amounts falling due within one year	8		(920)		(1,782)
NET ASSETS			3,303		3,161
REPRESENTED BY:					
Funds					
Restricted	10		1,879		1,995
Unrestricted	11				
Fixed Asset Reserve			247		259
Designated Reserve			60		
Free Reserves			1,117		907
			3,303		3,161

The financial statements were approved by the Trustees and authorised for issue and signed on their behalf, by:



Jonathan Gorrie, Chair of Finance & Audit Committee

Date: 29 May 2020

Registered Company Number: 6741123
Registered Charity Number: 1127488

**CASHFLOW STATEMENT
FOR THE YEAR ENDED 30TH SEPTEMBER 2019**

**RESTLESS
DEVELOPMENT**

		2019		2018	
	Notes	£000's	£000's	£000's	£000's
Cash flows from operating activities:					
<i>Net cash provided by (used in) operating activities</i>	A		(1,247)		706
Cash flows from investing activities:					
Purchase of property, plant and equipment		(123)		(115)	
Proceeds from the sale of property, plant and equipment		35		9	
Net cash used in investing activities			(88)		(106)
Cash flow from financing activities			-		-
Change in cash and cash equivalents in the reporting period			(1,335)		600
Cash and cash equivalents on 1 October			3,895		3,295
Cash and cash equivalents on 30 September	B		2,560		3,895

NOTES TO THE CASHFLOW STATEMENT

A RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

Net (expenditure) / income for the reporting period (as per the statement of financial activities)		142		150
Adjustments for:				
Depreciation charges		158		190
Revaluations		(8)		(41)
(Profit)/loss on the sale of fixed assets		(5)		(2)
(Increase)/decrease in debtors		(672)		1,252
Increase/(decrease) in creditors		(862)		(843)
Net cash (used in) provided by operating activities		(1,247)		706

B ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand		2,560		3,895
Total Cash and cash equivalents		2,560		3,895

ACCOUNTING POLICIES

Restless Development is an incorporated charity (Registered Charity Number: 1127488 and Registered Company Number: 6741123), registered in England and Wales. The address of the registered office is 35-41 Lower Marsh, London. Restless Development meets the definition of a public benefit entity under FRS 102. The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

- a) **Basis of preparation**
The financial statements are prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) and applicable accounting standards (FRS 102) and Companies Act 2006.
- b) **Going concern**
The trustees have reviewed the charity's financial position, levels of cash and reserves and forecasts for 2020 and 2021. They do not consider there to be any material uncertainties regarding the charity's ability to continue as a going concern. Therefore, the trustees have a reasonable expectation that the charity has sufficient resources to continue operating for the foreseeable future and thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.
- c) **Cash and bank in hand**
Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.
- d) **Financial instruments**
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.
- e) **Creditors**
Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.
- f) **Foreign currency translation**
The charity's functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.
- g) **Voluntary income, including donation, grants, legacies and volunteer contributions is recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability.**

The following specific policies apply to categories of income:

Performance based contracts: where Restless Development provides goods and/or services in return for a fee as part of its charitable activities such contracted income is recognised as incoming resources in the SOFA to the extent that Restless Development has provided the goods and/or services thereby earning the right to consideration by its performance.

Grants from governments, institutional donors and trusts & foundations: where related to specific conditions; are recognised as income in the SOFA when the conditions have been substantially met and the associated expenditure is incurred. Grants that are not subject to specific performance deliverables or conditions are recognised in full in the SOFA when they become receivable. Where income is received in advance of its recognition in the SOFA it is deferred as a

liability until certainty exists that the conditions imposed can be met. Where entitlement occurs before incoming resources are received the income is accrued.

Donated services and facilities are included as 'Voluntary income' at their estimated value to the charity when received, and under the appropriate expenditure heading depending on the nature of service or facility provided, at the same value and time.

- h) Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising salary and other central costs, is apportioned on the basis of agreed donor budgets and where applicable, staff time attributable to each activity. All expenditure is accounted for on the accruals basis.
- **Fundraising costs** represent all expenditure incurred to raise income from various sources.
 - **Volunteer-led activity costs** and expenses represent all expenditure incurred in order to implement charitable activities. It also represents a proportion of support costs based on the input to the charitable activities from central costs.
 - **Support and administration costs** represent that proportion of central costs incurred in the management of the organisation.

- i) Fund accounting
Restless Development's funds fall into the following categories:

Restricted Funds are only available for expenditure in accordance with the donor's directions. Income and expenditure on these funds are shown separately within the statement of financial activities. Unspent funds are carried forward to the next financial year.

Unrestricted Funds are those that have not had a restriction placed on them by the donor and are available to spend on any activities that further the objectives of the charity.

Fixed asset Funds represent the assets of Restless Development.

Designated Funds are set aside at the discretion of the Trustees. They currently comprise:

- Funds for investment in the South Africa Hub in 19/20.

- j) Individual fixed assets costing £250 or more are capitalised at cost. Tangible assets are depreciated on a straight line basis over their estimated useful lives using the following rates:

Asset category	International
IT assets	33%
Office furniture	20%
Vehicles	20%
Used vehicles	50%

- k) The Trust is a registered charity and therefore is not liable to corporation tax in accordance with charity law.
- l) Critical accounting judgements
In preparing financial statements, management may have to make judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. It is the opinion of the Trustees that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities in the next financial year.

2. GRANTS AND DONATIONS	2019 £000's	2018 £000's
UK grants and donations	1,857	2,855
Overseas grants and donations	10,006	9,151
	-----	-----
	11,863	12,006
	=====	=====

3. TOTAL EXPENDITURE	Direct costs £000's	Support costs £000's	2019 Total £000's
Volunteers' costs and other expenses	5,645	-	5,645
Grants made to consortium partners	722	-	722
Overseas & Programme staff costs	3,959	-	3,959
Head office staff costs	-	1,438	1,438
Support costs – Finance, HR, IT	-	340	340
Statutory audit	-	15	15
Internal and grant audit costs	-	24	24
Trustee indemnity insurance	-	1	1
Fundraising	-	303	303
	-----	-----	-----
	10,326	2,121	12,447
	=====	=====	=====

No expenses were reimbursed to trustees during the year.

PRIOR YEAR	Direct costs £000's	Support costs £000's	2018 Total £000's
Volunteers' costs and other expenses	5,982	-	5,982
Grants made to consortium partners	112	-	112
Overseas & Programme staff costs	4,270	-	4,270
Head office staff costs	-	1,242	1,242
Support costs – Finance, HR, IT	-	333	333
Statutory audit	-	15	15
Internal and grant audit costs	-	13	13
Trustee indemnity insurance	-	1	1
Fundraising	-	301	301
	-----	-----	-----
	10,364	1,905	12,269
	=====	=====	=====

No expenses were reimbursed to trustees during the year.

4. NET INCOME FOR THE YEAR	2019 £000's	2018 £000's
This is stated after charging:		
Auditor's remuneration (including VAT): Audit	15	14
Operating lease charge for the year:	128	132
	=====	=====

5. STAFF COSTS	2019 £000's	2018 £000's
Wages and salaries	4,719	4,897
Social security costs	372	420
Pension costs	213	164
	-----	-----
	5,304	5,481
	=====	=====

The average number of employees in the year was:

	Volunteer-led Activity No.	Fundraising No.	Governance No.	2019 Total No.	2018 Total No.
UK	15	7	29	51	62
Overseas	263	5	19	287	316
	-----	-----	-----	-----	-----
	278	13	47	338	378
	=====	=====	=====	=====	=====

Under the Global Salary Scale the total amount of salary and other benefits paid to its eight Key Management Personnel for their services to the charity was £582,914 (2017/18: eight personnel, £598,414).

	2019 No.	2018 No.
£60,000 - £69,999	3	3
£70,000 - £79,999	-	-
£80,000 - £89,999	-	-
£100,000 - £109,999	1	1
	-----	-----
	4	4
	=====	=====

Maternity leave and part time working means that only four members of Key Management Personnel are included in the table above. Note that the basis of calculation has been updated to only include the individual's gross pay and benefits and excludes pension and national insurance payments, 2018 figures have been calculated here on this basis too.

The Trustees received no remuneration or reimbursed expenses in either this year or the previous year. Redundancy payments totalling £nil were made in the year (2017/18: £21k) relating to Key Management Personnel.

The charity operates a defined contribution workplace pension scheme in the UK. Pension contributions are charged to the Statement of Financial Activities as they are incurred. The charity has no obligations other than the contributions payable in the year.

6. TANGIBLE FIXED ASSETS

	Office Furniture £000's	IT Assets £000's	Motor Vehicles £000's	Total £000's
Cost				
At 1 October 2018	113	498	606	1,217
Additions	4	92	27	123
Revaluations & foreign exchange	3	6	16	25
Disposals	(1)	(28)	(66)	(94)
	-----	-----	-----	-----
At 30 September 2019	119	569	583	1,271
	-----	-----	-----	-----
Depreciation				
At 1 October 2018	78	392	413	883
Charge for the period	15	75	67	158
Revaluations & foreign exchange	3	3	12	18
Disposals	(1)	(26)	(37)	(63)
	-----	-----	-----	-----
At 30 September 2019	95	445	456	995
	-----	-----	-----	-----
Net Book Value				
At 30 September 2018	35	106	193	334
	=====	=====	=====	=====
At 30 September 2019	25	124	127	276
	=====	=====	=====	=====

7. DEBTORS

	2019 £000's	2018 £000's
Trade debtors and accrued income	1,262	635
Prepayments	125	79
	-----	-----
	1,387	714
	=====	=====

8. CREDITORS: amounts falling due within one year

	2019 £000's	2018 £000's
Trade creditors and accruals	717	1,518
Other taxation and social security	203	264
	-----	-----
	920	1,782
	=====	=====

9. OPERATING LEASES

Total commitments under operating leases are:

	Property £000's	Office Equipment £000's	2019 Total £000's	2018 Total £000's
Within one year	122	6	128	132
Two to five years	129	22	151	422
	-----	-----	-----	-----
	251	28	279	554
	=====	=====	=====	=====

Property lease and office equipment commitments are in respect of the lease for Restless Development's UK office.

10. RESTRICTED FUNDS	Balance 1 October 2018 £000s Restated	Income 2019 £000s	Expenditure 2019 £000s	Balance 30 September 2019 £000s
Action Aid Denmark	-	5	(5)	-
Amplify Change	249	772	(669)	352
Australian Volunteers International	26	26	(47)	5
Barclays Bank PLC	-	-	-	-
BBC Media Action	-	285	(271)	14
Big Lottery Fund	20	(9)	(11)	-
British Council	3	-	(4)	-
British High Commission	-	8	(8)	-
Cabinet Office (Government)	-	-	-	-
Christian Aid	(14)	52	(38)	-
Comic Relief	89	271	(363)	(3)
Comundo	-	4	(1)	3
DANCE FOR LIFE	31	129	(145)	15
Democratic Governance Facility(DGF)	57	238	(271)	24
DFID	407	2,413	(2,721)	99
EC/EU	211	267	(562)	(84)
Egmont	5	55	(42)	18
Embassy of the Netherlands	6	-	(2)	4
FHI360	-	35	(35)	-
Ford Foundation	131	(1)	(130)	-
FSDZ	2	172	(142)	32
Gates Foundation	229	455	(311)	373
Girl Effect	51	150	(122)	79
Girls Not Brides	-	3	-	3
GIZ	-	18	(25)	(7)
Heifer International	(18)	191	(176)	(3)
Hivos	3	114	(111)	6
ICRW	30	103	(126)	7
International Youth Fund (IYF)	2	-	-	2
India@75 Foundation	-	-	(2)	(2)
IPPF	-	-	-	-
Irish Aid	5	-	(2)	3
IsraAid	-	12	(12)	-
Making All Voice Count (MAVC)	-	-	-	-
Marie Stopes International	-	9	-	9
MasterCard Foundation(MCF)	(81)	791	(710)	-
MERCURY	6	17	(14)	9
MTV Networks International	-	1	(1)	-
Nasscom Foundation	-	(5)	5	-
National Lotteries Commission	-	1	(1)	-
NBC	-	-	-	-
New Venture Fund	-	(15)	(8)	(23)
NOREC- Norwegian Agency For Exchange Cooperation	-	28	(18)	10
Novo foundation	79	148	(116)	111
One Girl Australia	(7)	229	(143)	79
Oxfam	12	-	1	13
PACT	(71)	69	(1)	(3)

Permanent Mission of Denmark to the United Nations	-	-	-	-
Plan International	-	-	-	-
Plan Uganda	25	100	(99)	26
Porticus Foundation	14	120	(78)	56
PSI	(158)	161	(2)	1
Queens Young Leaders	-	-	-	-
Quest Alliance	-	24	(25)	(1)
Samworth Foundation	5	-	-	5
SIDA SWEDEN	401	1,168	(1,067)	502
Stop Aids	10	(5)	(5)	-
The Patter Family Foundation/The Hunger Project	-	23	(23)	-
UN Trust	-	-	-	-
UNDP	(2)	14	(12)	-
UNFPA	(39)	548	(510)	(1)
UNESCO	(0)	6	(6)	0
UNICEF	79	318	(376)	21
USAID	(18)	47	(39)	(10)
United Nations Population Fund	-	37	(37)	-
University of Cambridge	-	10	(10)	-
VSO India	3	-	-	3
VSO International	(1)	993	(991)	1
VSO Nepal	-	4	(6)	(2)
Women Deliver	3	(2)	-	1
Zambia Gov'ce Fndn	-	4	-	4
Zing	-	-	-	-
Other donors	38	46	(13)	71
Other Trusts & Foundations	172	19	(133)	58
Total	1,995	10,676	(10,792)	1,879

Deficits in the funds above relate to expenditure received in advance of funding.

Name of Fund

Description of Fund

Amplify Change

Provided funding in Zambia, Zimbabwe, South Africa, Nepal & Uganda for programmatic work.

Australian Volunteers International

Funded volunteer-led health education work in India and Nepal.

Big Lottery Fund

Funded programmatic work in the Karamoja region of Uganda.

The programme supports young people to access sustainable livelihoods and play an active leadership role in peace-building initiatives.

Bill & Melinda Gates Foundation	Funding youth-led accountability projects in India and Tanzania.
British Council	Provided core programmatic funding in Zambia.
Cabinet Office	Funding to support youth delegates to attend the 2018 Commonwealth Heads of Government Meeting in London.
Christian Aid	Funding Youth Accountability Volunteers in Sierra Leone
Comic Relief	Funded a number of mainly urban livelihoods programmes in Sierra Leone, Zambia and Zimbabwe
Dance4Life	Provided funding to support the roll-out of a youth and music initiative engaging young people in a global campaign to address HIV and AIDS.
Democratic Governance Facility	Funding for a youth-led accountability programme in Uganda
Department for International Development	Aid Connect funding for a consortium-led programme and a Social Accountability Building Inclusion programme in Sierra Leone.
Egmont Trust	Funds work in Zimbabwe and Zambia with children affected by HIV and AIDS.
Embassy of the Netherlands	Funding for SRHR programmes in India
European Commission/ European Union	Funding for youth-led accountability programmes in South Africa and Tanzania
European Commission in Zimbabwe	Funding for youth voice and accountability programmes in Zimbabwe.

FHI360	Fund the Dreams project predominantly in South Africa, working to reduce HIV/AIDs in adolescent girls and young women and Food 4 Peace in Uganda engaging youth to collect and analyse information about their local food system.
Ford Foundation	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes.
Financial Sector Deepening Zambia	Working to provide financial education to young people from an early age within the school system to ensure that they are equipped with the knowledge and skills that they need to make prudent financial decisions throughout their lives.
Girl Effect	Funding the Technology Enabled Girls Ambassadors (TEGA) programme in the regions of Bihar, Maharashtra and Rajasthan in India and establishment of a new programme in Tanzania
Heifer International	Funding for East Africa Youth Inclusion Project in Tanzania
Hivos	Funding to support SRHR programmes in Zambia
ICRW	Funding to provide a platform for empowerment, employment and entrepreneurship for young girls in the regions of Delhi and Jharkhand in India.
IPPF Zambia	Provided programme funding in Zambia.
International Youth Foundation	Funds programmatic work in Zimbabwe.
Irish Aid	Funds work on sexual reproductive health education in schools in Zambia.
IsraAid	Funding to empower community structures to manage their disaster risk reduction through youth capacity building in Sierra Leone.

Making All Voices Count	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes.
MasterCard Foundation	Provided funding for a Youth Think Tank project in Uganda.
Mercury Phoenix Trust	Funding our Girls Leadership Programme in Ruvuma, Tanzania which promotes HIV prevention.
Nasscom Foundation	Funding for training youth on digital literacy in the Tamil Nadu region in India
National Lotteries Commission South Africa	Funding youth programmes in South Africa
National Bank of Commerce (Tanzania)	Funding youth programmes in Tanzania
Novo Foundation	Funding for the Mabinti Tushike Hatamu Project in Tanzania to test and evaluate theories for reducing vulnerability of out of school girls to HIV, AIDS, pregnancy and gender based violence.
One Girl Australia	Funding business skill development to support girls to remain in or return to education in Sierra Leone.
PACT	Funding for Kizazi Kipya Project in Tanzania working with orphans and vulnerable children on livelihoods and sexual rights.
Permanent Mission of Denmark to the United Nations	Funding for our global advocacy work on Youth Power including - funding to run major events at High Level Political Forum and UN General Assembly and youth action days.
Plan International	Funding the consultation for 'Solutions for Youth Network' in India
Plan Uganda	Funding the Gender Advocacy Alliance programme in Uganda

PSI	Provides funding for a family planning programme in Tanzania.
Samworth Foundation	Funds livelihoods work targeting orphans and vulnerable children in Zimbabwe.
SIDA	Funds programmatic activity in rural communities in the Southern Highland region of Tanzania through a strategic grant.
Staying Alive Foundation	Funds capacity-building for youth-led and youth-focussed organisations across over thirty developing countries.
Students Stop Aids Campaign	Funding contribution to run the Youth Stop AIDS Campaign
UNDP	Funds Restless Development to run and manage a Youth friendly Business Development Centre in Newton, a peri-urban community in Western Rural about one hour from Central Freetown, Sierra Leone, as well as our graduate internship programme.
UNFPA	Funds a number of our programmes in Sierra Leone but also programmes in Nepal, South Africa and Zambia.
UNICEF	Has funded a number of our sexual and reproductive health programmes in India, Nepal, Tanzania, Sierra Leone, Zambia and Zimbabwe.
UN Trust Fund for violence against women	Funded projects in Nepal.
USAID	Funds youth livelihoods in Uganda.

VSO	Funds UK youth on development placements across our Hubs, through which they gain valuable experience and build local youth capacity through peer education.
VSO India	Funds the national youth engagement network in India through which ICS alumni engaged in activities such as SDG workshops and District meetings.
Women Deliver	Supporting sexual and reproductive health rights work in India through documentary films
Zambia Governance Foundation	Funding to train young Zambian volunteers to assess their communities' access to services and start-up grants, to enable them to hold their governments to account for service delivery.
Zing	Provides funds for programmatic work and supports our infrastructure.

10. RESTRICTED FUNDS – PRIOR YEAR COMPARATIVES	Balance 1 October 2017 £000's Restated	Income £000's	Expenditure £000's	Balance 30 September 2018 £000's Restated
Action Aid Denmark				-
Amplify Change	3	615	(369)	249
Australian Volunteers International	19	32	(25)	26
Barclays Bank PLC	-			-
BBC Media Action	-			-
Big Lottery Fund	69	155	(204)	20
British Council	72	400	(469)	3
British High Commission	(0)			(0)
Cabinet Office (Government)	-	21	(21)	-
Christian Aid	(4)	21	(31)	(14)
CIFF	-			-
Comic Relief	32	514	(457)	89
Comundo	-			-
DANCE FOR LIFE	6	237	(212)	31
Democratic Governance Facility(DGF)	0	147	(90)	57
DFID	(59)	1,130	(664)	407
Dulverton Foundation	-			-
Dutch Government	-			-
EC/EU	581	125	- 495	211
Egmont	23	40	(58)	5
Embassy of the Netherlands	7	-	(1)	6
FHI360	(6)	99	(93)	-
Ford Foundation	97	109	(75)	131
FSDZ	(27)	168	(139)	2

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2019**

**RESTLESS
DEVELOPMENT**

Gates Foundation	(0)	517	(288)	229
Girl Advocacy Alliance	-			-
Girl Effect	(3)	115	(61)	51
Girls Not Brides	-			-
GIZ	-			-
Goal	-			-
Heifer International	34	103	(155)	(18)
Help Age International	-			-
Hivos	0	38	(35)	3
The Patter Family Foundation/The Hunger Project	-			-
ICRW	29	168	(167)	30
India@75 Foundation	-			-
International Youth Fund (IYF)	6	3	(7)	2
IPPF	17	-	(17)	-
Irish Aid	34	1	(30)	5
IsraAid	-	9	(9)	-
Making All Voice Count (MAVC)	(5)	5		-
Marie Stopes International	-			-
MasterCard Foundation(MCF)	22	589	(692)	(81)
MERCURY	18	-	(12)	6
MTV Networks International	-	59	(59)	-
Nasscom Foundation	7	(2)	(5)	-
National Lotteries Commission	-	20	(20)	-
NBC	-	19	(19)	-
Novo foundation	132	54	(107)	79
NOREC- Norwegian Agency For Exchange Cooperation	-			-
One Girl Australia	0	143	(150)	(7)
Open Society Foundation	-			-
Oxfam	16	(4)		12
Packard Foundation	-			-
PACT	(45)	(3)	(23)	(71)
Permanent Mission of Denmark to the United Nations	4	3	(7)	-
Plan International	(6)	54	(48)	-
Plan Uganda	3	118	(96)	25
Porticus Foundation	14			14
PSI	(23)	(3)	(132)	(158)
Samworth Foundation	8	30	(33)	5
Saving lives	-			-
SIDA SWEDEN	70	1,582	(1,251)	401
Stop Aids	-	32	(22)	10
UN Trust	(4)	13	(9)	-
UNDP	(18)	50	(34)	(2)
UNFPA	(1)	188	(226)	(39)
UNESCO	(0)	9	(9)	(0)
UNICEF	131	1,285	(1,337)	79
USAID	(3)	50	(65)	(18)
VSO India	0	6	(3)	3
VSO International	64	2,206	(2,271)	(1)
Women Deliver	(0)	3	-	3
Zambia Gov'ce Fndn	4	(4)	-	-
Zing	13	(10)	(3)	-
Other Trusts and Foundations	223	65	(115)	173
Other Donors	120	209	(292)	37
	-----	-----	-----	-----
	1,674	11,533	(11,212)	1,995

11. ANALYSIS OF FUNDS

	Restricted Reserves £000's	Unrestricted Fixed Assets Reserve £000's	Designated Reserve £000's	Unrestricted Free Reserves £000's	2019 Total £000's	2018 Total £000's
Tangible fixed assets	29	247	-	-	276	334
Current assets	1,850	-	60	2,037	3,947	4,609
Current liabilities	-	-	-	(920)	(920)	(1,782)
	-----	-----	-----	-----	-----	-----
	1,879	247	60	1,117	3,303	3,161
	=====	=====	=====	=====	=====	=====

ANALYSIS OF FUNDS – PRIOR YEAR COMPARATIVES

	Restricted Reserves £000's	Unrestricted Fixed Assets Reserve £000's	Unrestricted Free Reserves £000's	2018 Total £000's
Tangible fixed assets	75	259	-	334
Current assets	1,920	-	2,689	4,609
Current liabilities	-	-	(1,782)	(1,782)
	-----	-----	-----	-----
	1,995	259	907	3,161
	=====	=====	=====	=====

12. RELATED PARTY TRANSACTIONS

During the year, Restless Development worked closely with an affiliate organisation, Restless Development USA. Whilst there is no common direct or indirect control, at 30 September 2019, Restless Development USA owed Restless Development £258,973 (2018: £14,194). This was comprised of £131,538 of income allocations, £368,921 of expenditure, which mostly relates to sub-granting to other Restless Development hubs and £7,396 of cash transfers. The Chief Executive of Restless Development also served as a member of the board of Restless Development USA during the financial year to September 2019.

13. OVERSEAS ORGANISATIONS

In order to operate in some countries, Restless Development is required to register as an NGO in local regions. These organisations are treated as branches of Restless Development and their accounts are included within the accounts of Restless Development.

A list of all overseas organisations controlled by Restless Development is as follows:

Organisation name	Country of Registration	Income	Expenditure	Surplus/ (deficit)	Net Assets
		2019 £000's	2019 £000's	2019 £000's	2019 £000's
Restless Development Nepal	Nepal	798	(798)	-	2
Restless Development Tanzania	Tanzania	1,555	(1,555)	-	41
Restless Development Uganda	Uganda	1,725	(1,730)	(5)	1
Restless Development Sierra Leone	Sierra Leone	2,425	(1,883)	542	(53)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2019

**RESTLESS
DEVELOPMENT**

Restless Development SPW India Project Trust	India	446	(424)	22	75
Restless Development South Africa	South Africa	948	(995)	(47)	(21)
Restless Development Zambia	Zambia	1,172	(1,172)	-	1
Restless Development Zimbabwe	Zimbabwe	659	(659)	-	89
		-----	-----	-----	-----
		9,727	(9,216)	511	135
		=====	=====	=====	=====

OVERSEAS ORGANISATIONS – PRIOR YEAR COMPARATIVES

Organisation name	Country of Registration	Income 2018	Expenditure 2018	Surplus/ (deficit) 2018	Net Assets 2018
		£000's	£000's	£000's	£000's
Restless Development Nepal	Nepal	1,415	(1,415)	-	2
Restless Development Tanzania	Tanzania	1,734	(1,734)	-	39
Restless Development Uganda	Uganda	1,390	(1,391)	(1)	4
Restless Development Sierra Leone	Sierra Leone	990	(1,154)	(164)	(614)
Restless Development SPW India Project Trust	India	556	(549)	7	48
Restless Development South Africa	South Africa	941	(951)	(10)	26
Restless Development Zambia	Zambia	1,910	(1,968)	(58)	1
Restless Development Zimbabwe	Zimbabwe	512	(535)	(23)	87
		-----	-----	-----	-----
		9,448	(9,697)	(249)	(407)
		=====	=====	=====	=====

15. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES: 2018

	Unrestricted Funds £000's	Restricted Funds £000's	2018 Total £000's
INCOME FROM:			
<i>Donations and legacies</i>			
Grants and donations	473	11,533	12,006
<i>Charitable activities</i>			
Project recoveries	636	-	636
	-----	-----	-----
Total income	1,109	11,533	12,642
	-----	-----	-----
EXPENDITURE:			
<i>Raising funds</i>			
Fundraising costs of grants and donations	(302)	-	(302)
<i>Charitable activities</i>			
	(936)	(11,031)	(11,967)
	-----	-----	-----
Total expenditure	(1,238)	(11,031)	(12,269)
	-----	-----	-----
Net expenditure	(129)	502	373
Foreign losses	(42)	(181)	(223)
	-----	-----	-----
Net movement in funds	(171)	321	150

Reconciliation of funds

Total funds brought forward	----- 1,337	----- 1,674	----- 3,011
Total funds carried forward	----- 1,166 =====	----- 1,995 =====	----- 3,161 =====