

RESTLESS DEVELOPMENT

England & Wales · Charity number 1127488

Details

Other names	STUDENTS' PARTNERSHIP WORLDWIDE
Status	Registered
Legal form	Charitable company
Company number	06741123
Registered	2009-01-13
Register	View on the Charity Commission register

Contact

Address	Restless Development New Wing (T132) Somerset House Strand London WC2R 1LA
Phone	02076333365
Email	info@restlessdevelopment.org
Website	www.restlessdevelopment.org

Activities

Objects: A) THE RELIEF OF POVERTY AND THE IMPROVEMENT OF THE CONDITIONS OF LIFE IN DISADVANTAGED COMMUNITIES AND COUNTRIES IN THE UNITED KINGDOM AND ELSEWHERE B) THE ADVANCEMENT OF EDUCATION AND LEARNING BOTH IN THE UNITED KINGDOM AND ELSEWHERE C) THE PROVISION OF EDUCATION MEDICAL CARE AND TREATMENT OF PEOPLE IN NEED OVERSEAS

Activities: RESTLESS DEVELOPMENT is an INGO with a mission to "harness the collective power of young leaders to create a better world"- working across 4 impact priority areas. It has been operating since 1985 under charity no. 292492. On 1 October 2009 it incorporated as a company limited by guarantee and therefore began operating under the charity no. above. Pl refer charity no. 292492 for accounting history

Classification

- **How:** Makes Grants To Organisations, Provides Other Finance, Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief, Amateur Sport, Environment/conservation/heritage, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** UNITED KINGDOM AND ELSEWHERE
- India
- Nepal
- Sierra Leone
- Tanzania
- Uganda
- United States
- Zambia
- Zimbabwe
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2024-09-30	£8,056,000	£7,730,000	£2,179,000	205
2023-09-30	£7,894,000	£8,227,000	£2,084,000	220
2022-09-30	£8,729,000	£8,983,000	£2,666,000	272
2021-09-30	£8,066,000	£7,830,000	£2,978,000	235
2020-09-30	£10,753,000	£10,971,000	£2,872,000	391

Trustees

Name	Role	Appointed
Edleen John		2020-07-28
Eshban Kwesiga		2023-08-02
Francesca Bowen		2023-08-02
Isabella Mosselmans		2018-04-24
Jennifer Wilson		2018-07-24
Justin Derbyshire		2023-08-02
Lucinda Mundy		2019-07-23
Mafipe Chunga		2022-05-24
Nicola Dean		2023-08-02
Pooja Singh		2023-08-02
Tom William Chandler Allen		2018-11-20
Winnie Achieng Owako		2025-02-05

RESTLESS DEVELOPMENT

England & Wales - Charity number 1127488

Accounts



RESTLESS DEVELOPMENT
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30th SEPTEMBER 2024

Registered Company Number: 06741123
Registered Charity Number: 1127488

CONTENTS	Pages
Report of the Trustees:	
Objectives and Activities	3
Strategic report	8
Financial review	20
Organisational Structure, governance and management	22
Trustees' Responsibilities Statement	24
Independent Auditor's Report	26
Statement of Financial Activities	30
Balance Sheet	31
Cash flow Statement	32
Notes to the Financial Statements	33
Administrative and Reference Details	50

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 30th September 2024.

OBJECTIVES AND ACTIVITIES

Restless Development places **youth power at the heart of everything we do**. Youth Power defines the collective power of young leaders and it can take many forms. At its heart, is a focus on changing behaviour, mobilising community action, strengthening accountability, and informing and influencing policy and practice. At Restless Development, we see the impact of Youth Power. This can be through action and research led by young people as well as through acts of connection, collaboration and advocacy.

What is Youth Power?

Youth Power is:

- **Led by young people.** Young people are organisers, the best people to support other young people and experts in their own communities and lives. Young leaders design and deliver programmes, conduct research and advocate for lasting change.
- **Wide-reaching.** Youth Power is as diverse as young people themselves. After all, being young is only one way young people may identify. As a result, young people understand the importance of inclusion and joining together across divides to demand change.
- **Goal-led.** Objectives can range from global, regional or national goals, like clean water, peace-building, or responsive public services. Or specific local goals, such as creating access to sexual and reproductive health services or local employment initiatives.
- **Improving systems.** Better connected than ever before, young people are joining together across borders to challenge power, demand change and envisage an alternative future to the one defined by existing structures and institutions. This is Youth Power in action. It's a collective of young people organising for change at all levels, developing their own leadership and inspiring other young leaders to shift power as they go.
- **Measurable.** It can be measured in numbers. For example, the number of: girls going back to school; young people that have become financially independent as a result of starting a business after learning entrepreneurial skills; or young people with improved access to contraception. Or it can be measured in powerful stories from young people themselves. These stories are about what it means for young people to find the confidence to use their voice for bringing out the change that they believe in.
- **Inspiring collective action.** Young changemakers are inspired by other young people, connecting across geographic and political divides to respond to everything from Covid-19, to climate change and so much more. This connectivity provides the on-going support and inspiration that's needed for this alternative way of leading change.

We recognise how we work is as important as what we do - hence we have gone further to develop a **power shifting approach**. Recognising systemic and historical inequalities and injustices - we are intentional in our efforts to shift power, enabling young people and communities previously marginalised to lead. We recognise the multiple barriers that so many face - for age, gender, sexuality, disability, ethnicity, religion, sexual preference, geographic location or community. We work to ensure that those who face injustice are able to lead the fight against it, and are not the last to have a say.

We use our new Power Shifting Checklist to guide our work:

1. Prioritise Youth Leadership
2. Prioritise Safety and Happiness
3. Train, Support and Resource Young Leaders
4. Be Open, Dynamic and Accountable
5. Intentionally Shift Power
6. Be Restless: Flex, Innovate and Create

We work on a number of different issues and contexts, all towards creating a better world. The **four impact priority areas** that sit across our work are:

- **EDUCATION & LIVELIHOODS:** We want all young people to have the skills, knowledge, resilience and opportunities that enable them to thrive. We take a youth-led approach to ensuring that every young person has a quality education, and access to training and opportunities that set them up for life. We want all young people, especially women and girls, to be able to stay in school, and be able to make a sustainable fulfilling living when they leave.
- **GENDER & SEXUAL RIGHTS:** We know that bodies, identities, gender and sexualities are subject to discrimination and violation. We empower young people to change attitudes and behaviours, as well as services and policies, to advance and uphold sexual and reproductive health and rights, and gender equality.
- **VOICE & DEMOCRACY:** We believe more just and participatory democracies are possible, where institutions are accessible and responsive to young people. We support young people to lead as active citizens and create change in their communities by influencing social and political structures, and those in power, with evidence-based solutions.
- **CLIMATE JUSTICE:** Young people risk losing the most from climate change, yet they are systematically excluded from conversations to address it. We support young people to be leaders in transitioning to a just and sustainable world by strengthening youth civil society and an intergenerational response.

Our activities - how we deliver our strategy

Our work is focused on training, supporting and connecting thousands of young people to lead change. In 2023/24, **5,221 young people led our work**. These young leaders are diverse - they are volunteers, activists, researchers, campaigners and mobilisers. From leading their organisations to drive change in communities, social entrepreneurs setting up businesses to provide for their families and create local jobs, to young mobilisers responding to climate change and natural disasters and creating awareness on issues such as gender equality, and sexual rights.

This support to young people was led by seven Hubs spread across Africa and Asia and three satellite offices, through **72 active programmes** in 2023/24, working with people across **22 countries**. Throughout the year we saw the increasing global reach of our work, spurred on with our engagement with wider youth civil society and the global projects working with young people and communities outside our established Hubs.

Data from our global reporting system shows how the thematic focus of the programmes our young leaders deliver will cut across our different impact priority areas: 28% come under our 'Education and Livelihoods' work; 40% under 'Gender and Sexual Rights'; 29% under 'Voice and Democracy'; and 21% under 'Climate Justice'. The interlinked nature of these issues, and the cross-cutting nature of our work means that many programmes will cover multiple areas.¹

Young leaders deliver a wide range of activities in line with our vision and mission, varying from programme to programme. Broadly speaking, the following models underpin much of our work. They are also not discrete, and can be combined to create unique programme designs.

- **Community mobilisation:** Young leaders will implement activities to change behaviours and mobilise action in their communities. This can involve the provision of peer-led education and training, both in schools and the community; further awareness raising activities - through in-person events; radio; or online; and the development of community action plans.
 - Young leaders in Sierra Leone trained young people in informal settlements in financial literacy and numeracy, promoting savings behaviour and overall budget management. These have resulted in the set up of Village Savings and Loans Association that are now actively engaging with formal banking institutions and helping young people to become financially independent.
- **Youth-led accountability:** Young leaders hold decision-makers to account for policies, commitments and responding to problems in the community. This work will often be driven by the data collected by young people, and can involve dialogue to bring together and strengthen the link between different stakeholders, such as decision-makers, service providers and community members.
 - As a result of their advocacy, young people in Zambia were invited by the District Commissioner's Office to be a part of the discussions on the allocation of the Community Development Fund to ensure that it was reflective of their priorities.
- **Youth-led research:** Young people lead participatory research processes to identify challenges and solutions, informing policy and practice.
 - Ten young researchers analysed the types of funding models to understand which approaches work best for young people and exploring the implications of failing to resource youth power adequately. This led to the development of ten #FundYouthPower principles that help shift power to young people, ensure trust

¹These figures add up to more than the 100 because most programmes work across multiple goal areas.

in young people, and establish a collaborative approach between young people and funders.

- **Youth training and empowerment:** Young people are provided with tailored training, support, networks and mentors enabling young people to learn, adapt, grow, and ultimately thrive.
 - We supported 300 young people in Tanzania with start-up kits and training to learn skills in plumbing, electrical and building work, making briquettes and poultry.
- **Funding youth organizations:** Young people leading organizations are provided with flexible funds and a tailored support offer to be able to respond to the unique challenges in their communities.
 - 33 young people between the ages of 10 and 25 years are being funded through the Young Gamechangers Fund in the United Kingdom to lead social action projects in their communities.

Youth Leadership

Our work is unique as it is led almost entirely by young people. Of the **5,221** young people globally who led our work in 2022/23, **41% were male and 59% female**. These young people go beyond the traditional concept of 'volunteers'. Over the past year, **these young people reached 192,211 young people** to multiply leadership and create a wider pool of young people who go on to lead further change in their community.

By adopting a power shifting approach in our work, we are intentional about working with young people and communities who have previously been marginalised to lead change. We recognise the barriers that women, girls, non-binary people, people living with disabilities, and young people with different ethnicities, religion and sexual preferences face in the communities in which we work.

Our interventions are designed so young people build trust with their peers, communities and decision-makers over a long period of time. Time commitments will vary by activity, but many are embedded long term (3-12 months) in the underserved communities in which they drive change. Young Leaders are provided with comprehensive training, and we ensure that they are provided with allowances to cover any costs associated with their commitment.

Working in partnership

In addition to the work we do directly with young people, in the last year we **engaged 2,782 different stakeholders around the world**. These partners include government departments (38%); partner charities (21%); and informal community and youth groups (12% of the total).

As outlined in our strategy above, we are increasingly focusing our efforts on supporting global youth civil society. **The Youth Collective exists to supercharge Youth Power**. It's a network of youth organisations and communities that come together, providing support that enables all young leaders and youth groups to thrive. Our Youth Collective started as an idea in 2016 and developed into an [online platform](#) in 2019 to amplify and multiply Youth Power. The platform allows us to run online events and connect people for in-person

meetings. Now, the Youth Collective is a network of 4,745 groups² led by young people in 186 countries. We brought hundreds of Youth Collective members together to connect, share and learn from each other during five virtual meetings, called **Leadership Labs**, focussing on gender equality, menstrual health, democracy and active citizenship; set up Youth Collective thematic chapters on Enterprise and Democracy and recruited Youth Power Champions to further engagement with the Youth Collective.

We also use our expertise to advise others - from governments to corporates to civil society organisations - on how they can meaningfully engage young people. This could be through supporting strategy development processes via youth consultations or youth-led research.

How do we measure success?

Our global reporting system pulls together results and learning from across our work on a quarterly basis, enabling us to see how we are progressing. Our Hubs provide programme level quantitative and qualitative data through DevResults, our online monitoring and evaluation system. Data from this reporting system has been used to outline our main achievements in the strategic report section below.

Hubs provide data across a number of core disaggregated outputs, such as reach, which can be assessed against consolidated targets. We also have a programme performance self-assessment tool, which enables Hubs to provide an assessment of programmatic progress, based on a number of factors (progress towards objectives; implementation; and stakeholder engagement). Ratings can be pulled together in a consolidated picture.

Our **Global Results Framework** also provides us with a number of shorter-term and longer-term global outcomes under each goal area, which Hubs are able to map their programme outcome indicators against. The new framework will focus on consolidating evidence around key 'learning questions' spread across our impact priorities, and also focus on the concept of power shifting.

Programme level evaluations are conducted by different Hubs throughout the year and can be a source of more detailed outcome level insights.

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.

Our **charitable objectives** are: the relief of poverty and the improvement of the conditions of life in disadvantaged communities and countries in the United Kingdom and elsewhere; the advancement of education and learning in both the United Kingdom and elsewhere; and the provision of educational medical care and treatment of people in need overseas. We carry out these objectives through our strategy outlined above.

² At the end of September 2024.

STRATEGIC REPORT

1) ACHIEVEMENTS DURING THE YEAR

The following section outlines the results we have seen across the world as a result of the 72 different programmes that have been implemented. This information is drawn from our annual impact report, and is structured around the four impact priority areas.

EDUCATION AND LIVELIHOODS: We want all young people to have the skills, knowledge, resilience and opportunities that support them to thrive. We take a young people-led approach to making sure they have a quality education, and access to training and opportunities that set them up for life. We want all young people, especially women and girls, to be able to stay in school, and to make a sustainable, fulfilling living when they leave.

- We reached 55,550 people under this impact priority area, which is a slight increase on the figures from last year. Most of this reach has been accomplished through in-school and out-of-school education focussed programmes, training young people on financial literacy and supporting their entrepreneurial journeys.
- 42,759 in-school adolescent girls through programmes in **India** and **Sierra Leone** were engaged through sessions on the Right to Education and Science, Technology, Engineering and Mathematics (STEM) to motivate them to stay in school and pursue their education.
- 777 out-of-school adolescent girls in **Zambia**, **Tanzania** and **Sierra Leone** have been able to go back to school as a result of economic empowerment initiatives and, challenging gender and social norms including early child marriage in their communities.
- We have also seen multiple programmes successfully focus on **supporting groups of young people, especially women, to access financing** to support income generating activities and set up businesses.
 - In **Sierra Leone**, improved financial literacy and linkages has led to 70% of the young women engaged through our financial inclusion project, maintaining an active bank account, 29% maintaining an active mobile money account and 30% of the Village Saving and Loans Association (VSLA) now actively engaging with the formal banking system. Findings also revealed that our financial literacy and numeracy sessions improved 79% women's basic financial management skills, such as counting and reading.
 - 2,822 young people in **Tanzania**, **Zambia** and **Sierra Leone** have been able to kickstart their own businesses and find jobs such as starting a movie studio, pig and poultry farming in the agriculture sector and becoming mobile money agents, enabling them to become financially independent.

Spotlight: Global Education Monitoring Report

We supported the United Nations Educational, Scientific and Cultural Organization (UNESCO) to recruit and train young people to run eight regional consultations with over 1500 young people in their networks. This was across Africa, South Asia, Southeast Asia, Europe, Arab States, Caribbean, Latin America and the Pacific. The leaders asked about what challenges and opportunities the young people face when they use technology in education. The report, titled '[Technology in Education: A Tool on our terms](#)' advocates for decisions about technology in education to put learners first - ensuring its use is effective, appropriate, equitable, evidence-based and sustainable. Through this collaborative effort, young people have outlined their vision and painted a clear picture of what "technology on our terms" should look like.

In the report, young people worldwide are advocating for technology that enhances, not controls, the learning experience. It includes a call to action governments to ensure the use of technology in education places learners' best interests at the center, for technology to be affordable and universally accessible from an early age, to work jointly to develop personalized learning approaches and to reduce barriers to girls' access to technology products and services. They also asked for technology to be appropriate by making education content suitable for the local context, for youth and teachers to be trained, for youth to be involved in decisions about the design, implementation and evaluation of technology in education.

GENDER AND SEXUAL RIGHTS: Bodies, identities, gender and sexualities are subject to discrimination and violation. We support young people to change attitudes and behaviours, as well as services and policies. We also support them to advance and uphold sexual and reproductive health and rights (SRHR), and gender equality.

- We reached 94,597 people through our gender and sexual rights work. It represents a 38% decline on the previous year. The limited figures relate partly due to active programmes either being at their inception phase or nearing the end, limiting the amount of activity.
- We have seen **increased uptake and awareness of sexual and reproductive health services** as a result of community awareness sessions and peer-to-peer learning and **countering gender and social norms, especially around child marriage through increased stakeholder engagement** across our work:
 - A total of 21,538 stakeholders (gate keepers) such as local councils, parents and religious leaders were engaged in developing strategies to challenge social norms like early child marriages in Tanzania, Zimbabwe, Zambia, Uganda and Sierra Leone. In **Sierra Leone** specifically, 5,400 parents and caregivers participated in developing community by-laws to prevent violence against children (VAC), adopting non-violent discipline methods to promote healthier family environments.

- 40,786 young people and community members have participated in Intergenerational dialogues to address the issue of child marriages in **Uganda, Zambia and Nepal**.
- Multiple programmes across **Tanzania, Zambia and Uganda** have supported 61,783 young people to access SRH information and services such as UTI & HIV testing and contraceptives through Community Health Educators.
- Intergenerational and Social Action and Analysis Dialogues in **Uganda and Zambia** have resulted in creating a safe and supportive environment for girls to stay in school with 91.8% of girls expressing confidence that their parents would support their right to attend primary school, 90.8% reporting the same for secondary school and 80% believing that adults would support their right to choose their spouses.
- We hosted various global spaces with young people; notable being the youth-led **Youth Power Summit** in New York which provided a unique platform for young leaders to take centre stage, share bold solutions, and hold decision-makers to account; a session during the **Feminist Futures Festival** on behalf of the Walking the Talk consortium; and supporting the [WhatGirlsWant campaign](#) calling for the inclusion of girls' rights, needs, and demands in efforts that shape their future.

"I now encourage my daughters to openly discuss the challenges they face and share any information they have about sexual and reproductive health. I set aside time for these conversations—every Thursday at 5 p.m. They love the idea, and now they confidently speak up. I guide them and correct any misinformation, which I find very rewarding."

— Community leader from Madi Okollo Town Council, Uganda.

Spotlight on: State of Youth Civil Society research

Every year we publish our State of Youth Civil Society - this youth-led research gives us a global sense check on how youth civil society is doing, including what's supporting it and what's getting in the way of it thriving. This year's report focused on analyzing the type of resources that enable youth civil society to thrive, identify alternative resourcing mechanisms, and explore the implications of failing to resource youth power adequately.

Led by 10 young researchers from across the globe, [Resourcing Youth Power to Thrive](#) engaged directly with funders to understand the kinds of funding mechanisms that have worked for funding youth power and calls on traditional donors, private sector funders, development practitioners and governments to align with what young people say works for them, by implementing the ten **#FundYouthPower principles**:

1. Put young people in the driving seat.
2. Compensate young people fairly for their part in the process.
3. Make the application process easy and accessible.
4. Don't just fund the usual suspects, fund traditionally marginalised excluded groups and individuals as well.
5. Provide unrestricted, core and long term funding.
6. Treat each young person as an individual.
7. Invest in young people beyond finances.

8. Prioritise mental health and well-being support
9. Look to the future. Develop sustainability plans with the grantees.
10. Monitor together.

VOICE & DEMOCRACY: We believe more just and participatory democracies are possible, where institutions are accessible and responsive to young people. We support young people to lead as active citizens and create change in their communities by influencing social and political structures, and those in power. As you will see, this impact priority runs across all of our work.

- We reached 30,572 people under this impact priority area, which represents a slight decrease on the figures from last year (8% decrease on 2022/23). This has been due to limited community engagement activity and more focus on using the evidence generated for accountability and improved service provision.
- 22,753 young people have engaged duty bearers in community dialogues to address pressing issues related to corruption and miscommunication in the distribution of school bursaries, limited participation and access to flexible funds for young people and procurement of equipment funded by the Constituency Development Fund (CDF) in **Zambia** and **Sierra Leone**. As a result, young people were invited by the District Commissioner's office to be part of the district level discussions related to the allocation of the Community Development Fund (CDF), following a letter they had written advocating for the inclusion of youth in these decision-making spaces.
- The **Tanzania** hub was one of the local organisations tasked by the national government to engage young people to bring a youth perspective to the country's upcoming National Development Plan as well as educate first time voters on exercising their right in a responsible manner for the upcoming elections. Through the Kijana Wajibika project, we worked with 9 youth focused CSOs across 9 regions to create civic awareness among young people. 77% of young people we engaged participated in the elections; with 4% being candidates for various positions.
- Over 270 young activists participated in **Democracy Moves 2024 Annual Conference** themed "Youth Power for Inclusive Democracy: Exploring New Innovations in Evolving Civic and Governance Spaces", held in Nairobi, Kenya. The conference spotlighted concerns of the next generation about global democratic erosion and rising youth discontent with the state of democracy; coincided with a Gen-Z protest in Nairobi, underscoring the urgent need for youth activism.

"In April 2024, the Community Development Officer selected me to attend a course on GBV prevention and gender issues in Mbeya. After the training, the ward leadership identified me as a GBV/gender focal person at the ward"

- a young person from Mwendapole ward Tanzania.

Spotlight: Summit of the Future and Pact of the Future

The United Nations Summit of the Future, held in New York in September 2024 provided an opportunity for world leaders to address global challenges and adopt a new agreement to guide international cooperation. This Summit was a crucial moment for the young people that we work with as the impact of the negotiations would shape their future. This is why it was important for us to be involved in the processes leading up to the Summit to ensure that young people and their priorities are included in the final outcome.

As part of the Summit of the Future process, we participated in the Future Generations Forum (Cardiff) and the CSO Conference (Nairobi), laying the groundwork for us to join and engage with the imPACT Coalitions, including on Future Generations and the Feminist Caucus.

through these, we advocated for language on flexible funding, accountability for the youth-focused chapter and partnership with young people, as well as engagement with the UK Government on their position, resulted in adoption of [Pact for the Future](#) that reflects commitments to, and provides avenues for us to further programming around strengthening youth participation in global and national decision making through the establishment of consultation mechanisms, creating conducive environments, developing core principles for meaningful youth engagement, resources for youth-led organisations, and flexible funding through a global youth investment platform. In addition, it also calls for the promotion of sustainable consumption and production patterns, the conclusion of a legally-binding agreement on plastic pollution, reversing biodiversity loss and protecting ecosystems.

CLIMATE JUSTICE: Young people risk losing the most from climate change, yet they are systematically excluded from conversations to address it. We support young people to be leaders in transitioning to a just and sustainable world by strengthening youth civil society and an intergenerational response to climate change.

- We reached 11,492 young people through our work on climate justice. This presents a substantial increase from the previous year, majorly due to climate change related work in India, Nepal and Uganda.
- 1,146 young people were engaged through the "TagMe Campaign", a digital initiative focused on raising awareness about landslides in **Nepal**. The campaign empowered participants to report incidents, while also advocating for policy reforms to enhance environmental protection efforts in the country.
- In **Tanzania**, 12 civil society organisations were trained to raise their awareness in climate change and are now actively participating in the implementation of climate action activities. These include restoration of mangrove forests along the Lindi Municipal coastline, and tree plantation and waste management in the Ubungu Municipality.
- The **Nepal** hub signed a Memorandum Of Understanding with government schools and youth groups, completed the circular economy curriculum and Trainer Of Trainers (TOT) for [climate smart schools](#) as well as publishing research studies on

the assessment of climate and environment concerns in two provinces, which will form the basis for advocacy in the next year.

Spotlight: Youth Climate Funds

Youth Funds highlight our continuing commitment to shifting power to young people and youth-led organizations so that they can lead changes that respond to the priorities of their peers and communities.

The Youth Climate Action Lab programme in India funded five youth-led organizations in Bengaluru, a city in Southern India through a Youth Fund with the aim to amplify and fund innovative work being done by young people to tackle climate change. The organizations used the Youth Fund for the following:

- Building a Youth Parliament to raise awareness amongst different stakeholders on fighting plastic waste through a campaign around reusing cutlery and reducing plastic waste that targeted wedding halls.
- Developing toolkits and gamification of climate change and knowledge sharing with adolescents and young adults.
- Create awareness on the importance of safe drinking water as an essential determinant of better health outcomes by supporting community-led action to build resilience through water management strategies and climate action.
- To create awareness on composting, solid and wet waste management.
- Rejuvenation of a community well that will now provide safe drinking water to more than 400 households.

Our reach:

Our total direct reach for the year was 192,211. This is a 33% decrease on the previous year and is due to the changing nature of our programmes that do not require extensive community engagement.

Reach over the past five years:

	2019/20	2020/21	2021/22	2022/23	2023/24
Cross Cutting					8470
Voice & Democracy	52,584	15,240	87,817	33,492	30,572
Education & Livelihoods	34,451	34,200	6,406	57,119	55,550
Gender and Sexual Rights	171,800	99,474	286,777	151,789	94,597
Leadership ³	9,752	54,006	81,360	-	-
Climate Justice ⁴	-	-	-	3,140	11,492
Total	268,587	202,920	462,360	245,540	200,681

³ The new strategy does not identify leadership as a separate impact priority area, rather a running theme across all our work. This is why there are no reach numbers to update for 2023/24 under this area.

⁴ This impact priority area was introduced in the 2022/23 under consideration.

Breaking this figure down further, **66% of those reached were female and 34% were male⁵ and 0.3% were reported as having a disability**. Our disability engagement has reduced from the past year (2% in 2022/23) but remains low as Hubs have found it challenging to reach people with disabilities through routine community engagement activities that are not tailored to their specific needs.

Outside of these young people we have reached directly with our activities, we have a **wider indirect reach of millions** taking into account online events, meetings, campaigns and awareness raising on radio. Our wider reach also includes others, such as parents, teachers and community members.

Our impact on Youth Civil Society:

We continued in our efforts to strengthen youth civil society, supporting grassroots youth-led organisations and youth-led change at scale.

- The Youth Collective is now a network of **4,745 groups** led by young people in **185** countries.
- We renewed our commitment to supercharge Youth Power through growing the Youth Collective by creating a **Youth Collective Strategy** that focussed on nurturing, connecting, celebrating and funding young people and youth-led organisations; setting up thematic chapters for education and democracy; focussed on recruiting and building a dedicated team to update and rebrand the website and newsletter; and future growth and engagement with the network.
- Our **annual Youth Collective Impact Assessment survey** showed impressive results:
 - 64% of members in 2024 have shared that they observed positive changes within their organisations since they joined the Youth Collective; an increase from 46% in 2022.
 - They felt that their respective organisations have benefited from engaging with the Youth Collective through forming credible relationships with other like-minded organisations.
 - 66% of the organisations reported to have gained new skills and knowledge through their engagement with the Youth Collective.
- **Leadership Labs** continue to provide a space for young people and their organisations to connect and learn from each other. Four Leadership Labs were conducted, intersecting with different networks and impact priority areas, such as
 - Commemorating 16 Days of Activism through a Youth Collective and Democracy Moves collaboration that focussed on strategic advocacy for gender equality, addressing violence against women in politics and the role of men in promoting gender equality; and an in-person lab in Honduras with a Community of Action participant (We Lead programme) on their work around menstrual health.
 - 'Empowering Youth for Climate Justice, Bridging the Gap in Climate Action through Powershifting, and Youth Resourcing'; partnership between the We

⁵ The proportion of young people who identified themselves as 'other' (which includes those people who do not share their gender identity or do not see gender as binary) was negligible.

Lead programme represented by the Jordan Community of Action participant and Democracy Moves.

- In-person Leadership Lab, 'Solidarity: Feminism and Colonialism', held with the Lebanon Community of Action.
- Through a youth-led and participatory process, we supported the Steering Group under the **Young Gamechangers Fund** to make decisions on where the first round of funding would go. From 350 applicants, over 30 projects have been selected - including both individual young people and youth-led organisations, across the UK and covering a range of issues, such as LGBTQ+ issues, mental health and homelessness; with an average grant size of GBP 19,000 that would be rolled out from March. We have also been building a support offer for the grantees, focussing on providing one-to-one support and mentorship for their projects.

2) CHALLENGES AND LESSONS LEARNT

We have identified a number of common challenges and lessons learnt in the delivery of our work over the past year. Some of these are a continuation from previous years, and relate to wider global context.

- **Political tensions, restricted civic space, and global conflict** have impacted some operations throughout the year. Election campaigns and increasing restrictions from governments on civic freedoms, resulting in a shrinking of civic space, have been observed as a global trend, which is not confined to a single country. Some of our impact priorities have been impacted more than others, for example, tightening laws around sexuality have had an impact on our work on sexual rights.
- **Challenges in the global economy** of a high inflationary environment and fluctuation of the pound sterling have resulted in the potential for financial losses and impacted on programme delivery. We have responded by continuing to monitor this situation closely and taken steps to mitigate the impact by budgeting in local currencies and with tight budgetary controls. The financial losses have also brought fragility to our cashflow at times; however, we have been able to navigate this by careful planning and management.
- **Challenging funding landscape** brought by shifting donor priorities in multiple hubs, limited funding flexibility and restrictive registrations that impact limit sub-granting and engagement with informal groups has limited the extent to which we have been able to work with young people and youth groups who necessarily may not have the required credentials to receive funds, but need it.
- **Delays in fund disbursements** by donors across multiple Hubs has led to subsequent delays in activities and has required the revision of work plans, in some cases hampering the efficiency and effectiveness of our work.

Plans for Future Periods:

The following section outlines our plans for the years ahead framed around the three pillars that we apply to the leadership of our organisation: Strategy; Business Development and Operations. The direction is grounded in our strategy; the changing global context around us; and the lessons we have learnt over the past year. In particular, we would highlight the following factors:

- **Our commitment to shifting power:** This concept lies both at the heart of our strategy and how we operate. We are committed to distributing leadership and breaking down any inherent structural racism in our agency.
- **The changing face of youth leadership:** Our experience and research shows us that while youth civil society is increasingly threatened and underfunded, it is also increasingly optimistic. In the face of this, our purpose is to enable youth-led change, by strengthening youth civil society so that new opportunities, movements, enterprises and initiatives are possible.
- **A changing world:** We recognise the ongoing global uncertainty we face and the numerous, interconnected crises we face. We must ensure our resilience and flexibility in the face of these.

Strategy:

The focus for 2024/25 will be on the recognising, celebrating and amplifying youth power via the Youth Collective. This includes:

- **Rolling out our Youth Collective strategy:** We will continue in our efforts to take forward our Youth Collective Strategy, building national and regional plans to expand our thematic Youth Collective networks, and focusing our fundraising to ensure the sustainability of the Youth Collective.
- **Impact where it matters:** We will continue to focus on what matters most to young people, for example concentrating on protecting women's rights, growing our portfolio of work on climate and education, and embedding young people in democratic processes under our voice and democracy work. Maintaining our approach to research and learning, we will ensure youth led research informs our programme design and delivery as well as our advocacy and influence work.
- **State of Youth Civil Society Report:** The State of Youth Civil Society report is Restless Development's annual global, youth-led publication that explores the realities that youth civil society and social movements are experiencing. The 2024 research report will focus on analysing the types of resources that enable youth civil society to thrive, and explore the implications of failing to resource youth power adequately.

Business Development:

Our vision for Business Development is to successfully re-position Restless Development in the funding market, working with our high performing, diverse and inclusive team to mobilise funds that will shift power directly to young leaders around the world.

Our fundraising is made up of:

- **Programme Funding:** We will secure more long-term (three years or more) fully-costed restricted funding for our currently under-resourced strategic areas.
- **Strategic Funding:** We will increase our financial sustainability as an agency by securing both global and Hub level strategic funding by 25/26.
- **Unrestricted Funding:** We will rebuild and grow all types of unrestricted income, progressing from 18% in year one of strategy; to 25% in year two; and 30% in year three, focusing in particular on scaling the Schools Triathlon series to £3m+ by 2028.

Operations:

October 2023 saw the launch of our [new power-shifting agency model](#) and [Agency in Action checklist](#) - holding us to account on our feminist, inclusive, gender transformative and anti-racist approach to how we operate. In 2024 we:

- Launched of re-imagined **values**, redefining what they mean to us through our power-shifting lens.
- Set up a **global governance** working group from across our national Boards to explore what a truly collective governance structure could look like.
- Received feedback on our **financial model** from all our national Boards, taking recommendations forward in its design and implementation.
- Drafted a **collaborative agreement** which will define and document how we all work together whilst protecting our individual autonomy.
- Began a full **review of global policies** to reflect our power shifting approach which will then be followed by nationalisation of these policies.
- Implemented a **quality assurance framework** aligned to our agency plan ambitions, monitoring our performance and progress towards our change ambitions.

Safeguarding

The safety and welfare of staff, young leaders and the communities we work with is paramount. **Our safeguarding systems are designed to cause no harm through our work.** Our commitment remains to do everything in our power to ensure that harm caused by anyone linked to us is reported, investigated, with appropriate measures taken.

Safeguarding is overseen at a governance level by two members of the Global Board of Trustees. Global accountability is delegated to the Lead Safeguarding Officer (our Head of People) and a Safety and Safeguarding Manager. Each Hub Director is a Lead Safeguarding Officer and a Hub based Safeguarding Lead trained to maintain local standards, compliance

and processes. The Hub Safeguarding Lead becomes a member of the Global Community of Practice led by the Safety and Safeguarding Manager.

As a minimum requirement, each Safeguarding Officer is trained and receives enhanced safeguarding training every two years. Additional training is provided through our annual all-staff re-induction process and quarterly staff workshops (QSWs).

Reporting: Restless Development reported all serious incidents to its Trustees, the Charity Commission, local authorities where relevant and appropriate donors where required. During the report period, four safeguarding and safety causes for concern were reported which were minor incidents were recorded and reported to trustees. None of these were reported to the Charity Commission as they were not serious incidents therefore did not meet their threshold for doing so.

Election preparedness interventions were conducted for India and Tanzania to ensure safety of all staff and program continuity during that time. Over the course of the year unrest in the MENA region escalated which called for active safety and wellbeing support for affected staff members. Fortunately no harm came to our staff and partners during this period.

Plans for this year:

- We will complete the **onboarding of the Safety and Safeguarding Manager** and fully take over the function and pick up any outstanding tasks.
- We intend to launch and roll out the safeguarding reporting pathways to ensure a high standard of accountability across the agency.
- Build the capacity of the Community of Practice and convene the Safeguarding and Incident Management Working Groups in order to enhance the safeguarding culture.
- Ensure all **safeguarding training** will be delivered for **all global Trustees**.

Key Management Personnel and Pay Policy

The Trustees of Restless Development define Key Management Personnel as being the Global Leadership Group, led by the Co-Chief Executive Officers, 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 Trustees 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, competencies and behaviours 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 2022/23 Restless Development carried out a review of its Global Salary Scale in preparation

to launch a new five-year salary scale. Whilst the ambition to align to the fiftieth percentile of the market in each country was maintained, following an extensive staff and young leader consultation, banding was introduced within each role level to recognise length of service whilst discouraging stagnation, additional benefits were equalised across all role levels, parenting leave was equalised for all parents, and qualification for sick pay was brought forward to day 1 (from the completion of probation). This new scale was introduced in October 2023 and is expected to be implemented incrementally over the next 5 years.

Risk

The global risk register is defined as six key risks:

- Income - Lack of flexible or strategic income to sustain the agency's financial position
- Cashflow - The Agency runs out of cash and we are unable to meet our financial commitments.
- Reputational Risk - negative perception damages our brand and reputation and we suffer a loss of trust in the communities in which we operate.
- Demonstrating Impact - failure to demonstrate the impact of our work leads to a loss of credibility. This is intrinsically linked to successful programmatic delivery and implementation of the global strategy.
- People Retention and Succession - Inability to attract and retain talent at all levels of the agency undermines our ability to function effectively and deliver quality work.
- Incident Mitigation and Response - Restless Development is responsible for causing harm to our people and the communities we work with because of our inability to maintain our duty of care or due to apparent management neglect.

During 2023/24 the Agency had a stable cashflow situation with a 12 month horizon, therefore this risk was considered low. However, when considering future secured income the challenging funding environment and relatively high dependency on restricted income meant that **Income Generation** continued to be considered one of the highest risk areas.

During 2023/24 **incident mitigation and response risk** was raised to a high level due to concerns around the unrest in the MENA region (where one staff member is located) and also due to an increase in the number of causes for concern. There was also a change in the Safety and Security manager, raising the risk level during the handover period. This was subsequently reduced during Q1 24/25 due to the increased capacity in this area.

The previously high risk around **People Retention and Succession** was reduced during 23/24 due to the successful onboarding of the new Head of People, based in Zimbabwe and the progression in conversations around the global governance model. This therefore stabilised at a moderate level of risk.

FINANCIAL REVIEW

Financial performance in 2023/24

Restless Development's income has grown by 2%, which is driven by 3% growth in unrestricted fundraising income. The unrestricted fundraising increase is caused by a £380,000 increase in event related income. This was due to adding a further three schools to the triathlon event series and a 21% increase in participants.

This growth in unrestricted fundraising income offsets a 3.5% decrease in programmatic income due to several large programmes concluding, particularly in the Sierra Leone Hub, such as the Jersey Overseas Aid funded Financial Inclusion for Women in Freetown project and the Tusonge Lubono II project, in Zambia hub.

The Power up appeal required £80,000 funds to be set aside to support Sierra Leone Hub in 2022 of which £34,000 has been utilised in 2024 for a vehicle purchase and the remainder will be utilised in the final year of the project in 2025.

Income from the overseas Hubs (£4,770,000) made up 53% of total income compared to (£4,105,000) 52% in 2022/23. Restricted reserves increased due to a number of new programmes commencing and funds being received in advance of programme activities.

Financial review summary		
	2024	2023
Income	8,056	7,894
Expenditure	(7,730)	(8,227)
Foreign exchange gain/(loss)	(231)	(249)
Increase/(decrease) in total funds	95	(582)
Of which:		
Increase/(decrease) in free reserves	(39)	(76)
Increase/(decrease) in designated reserve	(34)	-
Increase/(decrease) in fixed asset reserve	(25)	(4)
Increase/(decrease) in restricted reserve	194	(502)
Total	95	(582)

The impact of movements in foreign exchange rates in 2023/24 has been a £231,000 loss, which was due to some significant depreciation of African currencies during the year. The largest movements were in ZMW which depreciated 33% during 2023/24 and the TZS in Tanzania which depreciated 21%. 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. Further work will be continued to mitigate this risk in the current year.

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.

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 six risks on the risk register.

Based on the Risk Register as at April 2024 the benchmark for Free Reserves is £661,941 (2022/23: £713,396). At 30 September 2024, Restless Development had total funds of £2,179,000. Restricted funds were £1,528,000 (2022/23 £1,335,000) and Free reserves were £556,000 (2022/23: £595,000) which represents 84% of the current benchmark set by the Trustees.

In addition to these measures the trustees use a secondary measure to compare the free reserves with 3 month average running costs (made up of admin, governance, fundraising and support staffing). When looking at 3 month average running costs our reserves are at 74% of this target.

The organisation's reserves continue to be closely monitored with the ambition of rebuilding them incrementally, recognising that due to the USAID grant terminations this is unlikely in 2024/2025.

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. 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 its work, 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 -

In 2023/24 the charity undertook fundraising activities through school triathlon events and in person fundraising events. 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 and UK Fundraising Standards. No complaints have been received by the charity regarding any fundraising activities.

In 2023/24, fundraising activities raised £1,736,000 compared to £1,356,000 in 2022/23. This increase is due another two events being added to the triathlon series and a 21% increase in participants.

ORGANISATIONAL STRUCTURE, GOVERNANCE AND MANAGEMENT

Restless Development continued to be active with a full-time presence and set of programmes during 2023/24 in India, Nepal, Sierra Leone, Tanzania, Uganda, Zambia and Zimbabwe. Restless Development operates in each of these Hubs through a locally registered organisation with its own national Board of Trustees and treats these organisations as branches for the purpose of preparing consolidated accounts. A Trademark Licence Agreement is held between the UK entity and all other Hubs allowing the collective use of the Restless Development brand.

The agency also operates through three satellite offices in the UK, the US and Delhi. These offices offer a service function to the agency such as fundraising and administration. They have various registration identities and are not led by Leadership Teams – instead, they are under the guidance of the Global Leadership Group.

Each Hub has a Hub Director who, with their leadership team, leads their team of 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 Group representing their team and country in our collective leadership of the broader agency.

The 'Pod' provides support, direction and oversight of all of the organisation's activities. It is led by Co-Chief Executive Officers supported by the Global Leadership Group (GLG) which is a representative group of leaders from across all Hubs and Satellites with the responsibility for the sustainable health and impact of the global agency. It collectively leads the direction of the global agency and makes decisions on behalf of the global agency. 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 the Pod.

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.

The global Board of Trustees accommodates three committees to reflect our agency, and to ensure time is dedicated to different topics in the quarterly meetings. The Committees are Business; People & Culture and Strategy.

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 Restless Leadership Team member. 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 Restless Leadership Team. The

interview process informs 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 Global Leadership group 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 Chair, 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. The (Trustee) Safeguarding Officers work with the agency's Lead Safeguarding Officer and team on both the ongoing Safeguarding processes and any incidents as they arise.

Restless Development operates planning and budgeting systems with an annual budget reviewed by the Business 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 Business Committee and the Trustee Board. Restless Development's financial reporting system compares actual performance to approved budgets on a monthly basis.

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 each of 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 charity's auditor is unaware, and
- Each of the Trustee's, having made enquiries of fellow trustees, has 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:


Jenny Wilson (May 27, 2025 13:35 GMT+1)
Jenny Wilson, Chair of Trustee Board

Date: **27/05/2025**

Independent Auditor's Report to the Trustees of Restless Development

Opinion

We have audited the financial statements of Restless Development (the 'charitable company') for the year ended 30 September 2024 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 2024 and of 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 Companies Act 2006.

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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; 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 25 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

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- ◆ competence, capabilities and skills to identify or recognize non-compliance with applicable laws and regulations; and
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom (FRS 102), the Charities Act 2011 and the Companies Act 2006) and those that relate to the Code of Fundraising

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ performed substantive testing of expenditure including the authorization thereof; and
- ◆ tested journals to identify unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ review of the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available 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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott Audit LLP

Hugh Swainson (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL
28 May 2025

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30TH SEPTEMBER 2024**

	Notes	Unrestricted funds £000's	Restricted funds £000's	2024 Total £000's	2023 Total £000's
INCOME FROM:					
Donations and legacies					
Grant income	2	357	5,963	6,320	6,538
Unrestricted fundraising		1,736	-	1,736	1,356
Total income		2,093	5,963	8,056	7,894
EXPENDITURE ON:					
Raising funds		(1,090)	-	(1,090)	(759)
Charitable activities		(1,102)	(5,538)	(6,640)	(7,468)
Foreign exchange gains/(losses)		1	(232)	(231)	(249)
Total expenditure	3	(2,191)	(5,770)	(7,961)	(8,476)
Net movement in funds	4	(98)	193	95	(582)
Reconciliation of funds					
Total funds brought forward		749	1,335	2,084	2,666
Total funds carried forward	14	651	1,528	2,179	2,084
		=====	=====	=====	=====

All income and expenditure derived from continuing activities.

The notes on pages 33 to 50 form part of these financial statements.

**BALANCE SHEET
AS AT 30TH SEPTEMBER 2024**

		2024	2023
	Notes	£000's	£000's
FIXED ASSETS	6	165	236
CURRENT ASSETS			
Debtors	8	573	749
Bank and cash		1,948	1,773
		2,521	2,522
		2,686	2,758
CREDITORS: amounts falling due within one year	9	(507)	(567)
Amounts falling due in greater than 1 year	10	-	(107)
NET ASSETS		2,179	2,084
REPRESENTED BY:			
Funds			
Restricted	12	1,528	1,335
Unrestricted	14		
Fixed Asset Reserve		49	74
Designated Reserve		46	80
Free Reserves		556	595
		2,179	2,084

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

Justin Derbyshire
Justin Derbyshire (May 27, 2025 13:37 GMT+1)
Justin Derbyshire, Chair of Business Committee
Registered Company Number: 06741123
Registered Charity Number: 112748

Date: **27/05/2025**

**CASHFLOW STATEMENT
FOR THE YEAR ENDED 30TH SEPTEMBER 2024**

		2024		2023	
	Notes	£000's	£000's	£000's	£000's
Cash flows from operating activities	A		399		(102)
Cash flows from investing activities:					
Additions to property, plant and equipment		(77)		(81)	
Net cash used in investing activities			(77)		(81)
Cash flow from financing activities					
Loan Repayments			(147)		(40)
Net decrease in cash and cash equivalents			175		(223)
Cash and cash equivalents on 1 October			1,773		1,996
Cash and cash equivalents on 30 September	B		1,948		1,773
			=====		=====
NOTES TO THE CASHFLOW STATEMENT					
A RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES					
Net (expenditure) for the reporting period (as per the statement of financial activities)			95		(582)
Adjustments for:					
Depreciation			112		90
Revaluations			35		54
Loss on disposal of fixed assets			1		-
			-----		-----
Operating surplus (deficit) before working capital changes			243		(438)
Decrease in amounts receivable			176		380
(Decrease) in amounts payable			(20)		(44)
			-----		-----
Cash generated from/(spent on) operations			399		(102)
			=====		=====
B CASH AND CASH EQUIVALENTS					
Cash and cash equivalents consists of cash on hand and at bank			1,948		1,773
			-----		-----
Total Cash and cash equivalents			1,948		1,773
			=====		=====

The notes on pages 33 to 50 form part of these financial statements

1. ACCOUNTING POLICIES

Restless Development is an incorporated charity (Registered Charity Number: 1127488 and Registered Company Number: 06741123), registered in England and Wales. The address of the registered office is New Wing (T132) Somerset House, Strand. 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 2019) 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 2025 and 2026. Forecasts include discounted income pipelines, secured funding and the impact of pipeline income not becoming secured. 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 tangible assets of Restless Development.

Designated Funds are set aside at the discretion of the Trustees. They currently comprise: £46,000.

j) Individual fixed assets costing £300 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	Depreciation rate
IT assets	33%
Office furniture	20%
Vehicles	20%
Used vehicles	50%

k) Restless Development 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. DONATIONS

	2024	2024	2024	2023
	UK	OVERSEAS	TOTAL	TOTAL
	£000's	£000's	£000's	£000's
Grants	1,550	4,770	6,320	6,538
Donations	1,736	-	1,736	1,356
	-----	-----	-----	-----
	3,286	4,770	8,056	7,894
	=====	=====	=====	=====

2. DONATIONS (CONTINUED)

	2023	2023	2023
	UK	OVERSEAS	TOTAL
	£000's	£000's	£000's
Grants	1,077	5,461	6,538
Donations	1,356	-	1,356
	-----	-----	-----
	2,433	5,461	7,894
	=====	=====	=====

3. ANALYSIS OF TOTAL EXPENDITURE

	2024 Direct costs	2024 Support costs	2024 Total
	£000's	£000's	£000's
Volunteers' costs and other expenses	2,022	-	2,022
Grants made to consortium partners	502	-	502
Overseas & Programme staff costs	2,868	-	2,868
Pod Staff Costs	-	797	797
Support costs – Finance, HR, IT	-	410	410
Statutory audit	-	33	33
Internal and grant audit costs	-	7	7
Trustee indemnity insurance	-	1	1
Fundraising	-	1,090	1,090
	-----	-----	-----
	5,392	2,338	7,730
	=====	=====	=====

3. ANALYSIS OF TOTAL EXPENDITURE (continued)

	2023 Direct Costs £000's	2023 Support costs £000's	2023 Total £000's
Volunteers' costs and other expenses	2,466	-	2,466
Grants made to consortium partners	642	-	642
Overseas & Programme staff costs	3,227	-	3,227
Head office staff costs	-	771	771
Support costs – Finance, HR, IT	-	321	321
Statutory audit	-	29	29
Internal and grant audit costs	-	11	11
Trustee indemnity insurance	-	1	1
Fundraising	-	759	759
	-----	-----	-----
	6,335	1,892	8,227
	=====	=====	=====

4. ANALYSIS OF FUNDRAISING EXPENDITURE

	2024 £000's	2023 £000's
Event costs	770	460
Communications and Marketing costs	22	15
Staff Costs	249	284
Other Costs	49	-
	-----	-----
	1,090	759
	=====	=====

5. NET INCOME FOR THE YEAR

	2024 £000's	2023 £000's
This is stated after charging:		
Auditors remuneration (including VAT):	28	24
Statutory Audit	5	5
Grant Audit		
Depreciation	112	114
Foreign exchange losses/(gains)	231	249
Operating lease charge for the year	161	151

6. STAFF COSTS

	2024	2023
	£000's	£000's
Wages and salaries	2,838	3,066
Social security costs	227	277
Pension Costs	158	189
Redundancy costs	-	5
	-----	-----
	3,223	3,537
	=====	=====

The average number of employees in the year was:

	Volunteer-led activity No.	Fundraising No.	Governance No.	2024 Total No.	2023 Total No.
UK	5	8	4	17	17
Overseas	121	13	54	188	203
	-----	-----	-----	-----	-----
	126	20	58	205	220
	=====	=====	=====	=====	=====

Under the Global Salary Scale the total amount of salary and other benefits paid to its twenty five Key Management Personnel for their services to the charity was £1,180,439. (2022/23: twenty five personnel, £1,168,992).

	2024	2023
£60,000 - £69,999	3	1
£70,000 - £79,999	2	1
£80,000 - £89,999	1	2
	-----	-----
	6	4
	=====	=====

Note that the basis of calculation includes the individual's gross pay and benefits. The Trustees received no remuneration or reimbursed expenses in either this year or the previous year.

No redundancy payments were made in the year (2022/23: £5k 2 individuals). 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.

7. TANGIBLE FIXED ASSETS

	Office Furniture	IT Assets	Motor Vehicles	Total
Cost	£000's	£000's	£000's	£000's
At 1 October 2023	93	442	510	1,045
Additions	23	19	35	77
Revaluations & foreign exchange	(10)	(50)	(73)	(133)
Disposals	-	(19)	-	(19)
	-----	-----	-----	-----
At 30 September 2024	106	392	472	970
	-----	-----	-----	-----
Depreciation				
At 1 October 2023	(82)	(369)	(358)	(809)
Charge for the period	(6)	(40)	(66)	(112)
Revaluations & foreign exchange	5	43	50	98
Disposals	-	18	-	18
	-----	-----	-----	-----
At 30 September 2024	(83)	(348)	(374)	(805)
	-----	-----	-----	-----
Net Book Value				
At 30 September 2023	11	73	152	236
	=====	=====	=====	=====
At 30 September 2024	23	44	98	165
	=====	=====	=====	=====

8. CAPITAL COMMITMENTS

There are nil (2023: nil) capital commitments as at 30 September 2024

9. DEBTORS

	2024	2023
Trade debtors	126	163
Accrued Income	401	538
Prepayments	46	48
	-----	-----
	573	749
	=====	=====

10. CREDITORS: amounts falling due within one year

	2024	2023
Trade creditors	320	371
Accrued Expenses	61	65
Deferred Income	85	-
Other taxation and social security	41	91
CBIL loan	-	40
	-----	-----
	507	567
	=====	=====

11. CREDITORS: amounts falling due in greater than 1 year	2024	2023
CBIL loan	-	107
	-----	-----
	-	107
	=====	=====
Loans	2023	2023
Less than one year	-	40
1-2 years	-	40
2-5 years	-	67
	-----	-----
	-	147
	=====	=====

The Covid Business Interruption Loan was repaid in full in 2024.

12. OPERATING LEASES

Total commitments under operating leases are:

	Property £000's	Office Equipment £000's	2024 Total £000's	2023 Total £000's
Within one year	-	-	-	6
	-----	-----	-----	-----
	-	-	-	6
	=====	=====	=====	=====

13. RESTRICTED FUNDS

	Balance 1 October 2023 £000s	Income 2023/24 £000s	Expenditure 2023/24 £000s	Balance 30 September 2024 £000s
Aga Khan Foundation	-	140	(74)	66
Akamai Foundation	1	-	(1)	-
CIPE	-	28	(28)	-
Dasra	6	-	(6)	-
DSTI	-	45	(45)	-
EdelGive Foundation	7	19	(26)	-
FCDO	-	303	(303)	-
Ford Foundation	24	59	(80)	3
Foundation Botnar	-	110	(110)	-
FSDZ	-	60	(60)	-
Garden Trust	18	-	(18)	-
Girl Effect	-	13	(13)	-
GIZ Zambia	10	60	(70)	-
Global Affairs Canada	23	599	(556)	66
Global Fund for Children (Co-op Foundation)	144	413	(224)	333
Habitat for Humanity Tanzania	7	-	(7)	-
Howard Delafield International (HDI)	13	6	(13)	6
Hivos	-	1,128	(821)	307
Jersey Overseas Aid (JOA)	125	344	(457)	12
Jhpiego	33	114	(91)	56
Kindernothilfe	14	49	(49)	14
Malala Fund	6	56	(32)	30
Marie Stopes International	23	49	(60)	12
MERCURY	-	38	(23)	15
MTv Staying Alive Foundation	-	50	(33)	17
NOREC- Norwegian Agency For Exchange Cooperation	3	-	-	3
Plan Zambia	8	33	(35)	6
Save the Children Zambia	17	4	(21)	-
SIDA SWEDEN	-	257	(245)	12
Stichting Benevolentia	44	14	(55)	3
Swiss contract	2	100	(102)	-
Tackle Africa	17	-	(11)	6
The Alliance to End Hunger	-	40	(38)	2
The European Commission	-	541	(258)	283
The L'Oréal Fund for Women	23	3	(26)	-
The Patter Family Foundation/The Hunger Project	4	-	(4)	-
Tides Foundation	-	57	(24)	33
UNAIDS	1	-	(1)	-
UNESCO	-	56	(47)	9
UNFPA	116	102	(173)	45
UNICEF	117	184	(288)	13
United Nations Population Fund	123	378	(429)	72

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2024**

University of Cambridge	-	70	(62)	8
University of Warwick	102	5	(92)	15
USAID	-	173	(155)	18
Wellcome Trust	-	130	(130)	-
WHO	-	72	(63)	9
Others	304	61	(311)	54
	-----	-----	-----	-----
	1,335	5,963	(5,770)	1,528
	=====	=====	=====	=====

<u>Name of Fund</u>	<u>Description of Fund</u>
Aga Khan Foundation	Funding for Covid-19 response programme in Tanzania.
Akamai Foundation	An education and livelihoods programme focussing on STEM for older adolescent girls in India
CIPE	Supported in conducting five Entrepreneurship Exchange series to foster collaboration and knowledge sharing between young entrepreneurs and private sector members. The series focuses on exploring barriers to youth entrepreneurship, creating solutions, and fostering a thriving youth civil society of entrepreneurs.
DSTI	Supported the delivery of the e-Upshift programme in Sierra Leone to facilitate learners to uptake the E-upshift curriculum.
EdelGive Foundation	An organisational strengthening grant as part of the GROW (Grassroots, Resilience, Ownership and Wellness) Fund. It is a first-of-its-kind initiative aimed at building the capabilities, resilience and future readiness of grassroots organisations, in turn facilitating their efforts to effect change at the grassroots.
Foreign Commonwealth and Development Office (FCDO) (British Government)	Every Adolescent Girl Empowered and Resilient - Leave No Girl Behind, a social accountability programme in Sierra Leone focusing on gender and education.
Ford Foundation	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes and the Africa Youth Partnership grant across Tanzania, Zambia and Sierra Leone.
Foundation Botnar	Funding for the State of Youth Civil Society report and the Youth Power Summit in New York.
FSDZ	Funding education and livelihoods programme in Zambia
Garden Trust	Core funding to support youth leadership projects in Zimbabwe.
Girl Effect	Funding the Technology Enabled Girls Ambassadors (TEGA) programme in the regions of Bihar, Maharashtra and Rajasthan in India.
GIZ	A voice and democracy programme in Zambia focusing on community engagement.
Global Affairs Canada	SHE SOARS (Sexual and reproductive Health & Economic empowerment Supporting Out of school Adolescent girls' Rights and Skills) across Uganda, Zambia and Kenya.
Global Fund for Children (Co-op Foundation)	The Young Game Changers Fund, funding young activists, campaigners, disrupters, co-operators, and social entrepreneurs to lead youth-led social action across the UK

Habitat For Humanity (Tanzania)	Programme improving living and learning environment through WASH and livelihoods support, land and property rights advocacy and climate change impact mitigation in Tanzania
Howard Delafield International LLP	A Game of Choice, Not Chance, funding an education and livelihoods programme in India.
Hivos	Funding to support SRHR programmes in Zambia, and the global WeLead programme focussed on SRHR and intersectionality. Hivos are also the consortia lead on the Bill and Melinda Gates Foundation – Walking the Talk programme in the UK focused on Feminist Foreign Policy.
Jersey Overseas Aid	Funding to reduce financial exclusion and foster income generation activities amongst women in informal settlements in Freetown, Sierra Leone and young women’s financial inclusion and empowerment in Zambia.
Jhpiego	Youth Learning Lab focused on family planning and reproductive health in India.
Kindernothilfe	PAHAL – the initiative, a Voice and Democracy programme in India
Malala Fund	Funding for a girls education initiative in India.
Marie Stopes International	Funding for improving access to SRHR services in Zambia
Mercury Phoenix Trust	Funding our Girls Leadership Programme in Ruvuma, Tanzania which promotes HIV prevention.
MTV	Supported the MTV Nishedh programme in India to engage young people and social media influencers to disseminate correct information about sexual and reproductive health and rights
Plan Zambia	Funding Adolescent Teens in Zambia.
Save the Children Zambia	Children’s Future Project in Zambia
SIDA Sweden	Funds programmatic activity in SRHR work in Zambia.
Stitching Benevolentia	Voice and Democracy learning grant focusing on Youth CSO strengthening, advocacy and leadership and youth-led research.
Swiss Contact	Funding an employment skills enhancement project in Tanzania
Tackle Africa	Programme activity focusing on girls education in Zambia.
The Alliance to End Hunger	Supported a 4 month campaign in Uganda and Tanzania to create awareness around the food and hunger crisis ahead of COP28.

The European Commission	Supports 2 programmes, AU-EU Youth Voices Lab (also known as Power of the Collective), operational in Uganda, Tanzania, Sierra Leone, Zimbabwe and Zambia to create a more youth responsive and inclusive society; and AU-EU Youth Action Lab, operational in Uganda focussing on supporting young people and youth organisations to advocate for their priorities at different levels.
The L'Oréal Fund for Women	Funding an education and livelihoods programme in India – My Education, my right.
The Patter Family Foundation/The Hunger Project	Funding to provide meaningful youth engagement training to project partners in Zambia.
The Tides Foundation	Funding for a photography competition for young photographers to submit photo essays on their experience of violence.
UNESCO	Funding to train and support teachers to deliver curriculum on Comprehensive Sexuality Education (CSE) in Zambia.
UNFPA	Funds a number of our programmes in Sierra Leone and Tanzania.
UNICEF	Has funded a number of our sexual and reproductive health programmes in India, Nepal, Tanzania, Sierra Leone, Zambia and Zimbabwe.
United Nations Population Fund	Funding to advance access to SRHR information and services reduced vulnerability to HIV/ AIDS and gender based violence in Tanzania.
University of Cambridge	Youth-led research on understanding barriers to sustainable and green employment opportunities in Uganda and Zimbabwe.
University of Warwick	Funding from the Botnar Foundation, via the University of Warwick: The future of human rights in the digital age: Research, education and global advocacy.
USAID	Funding for the Citizen Engagement for Accountability Action in Zimbabwe.
Wellcome Trust	Funding focussed on youth-led research on climate change and health and positive masculinities in Zimbabwe.
WHO	Funding convening youth mobilisers around Ending Violence against Children, culminating in attending the first ever ministerial conference on this subject.

14. PRIOR YEAR RESTRICTED FUNDS

	Balance 1 October 2022 £000s	Income 2023 £000s	Expenditure 2023 £000s	Balance 30 September 2023 £000s
Aga Khan Foundation	-	30	(30)	-
Akamai Foundation	21	-	(20)	1
Anonymous Climate	15	81	(96)	-
Dasra	6	22	(22)	6
FCDO	0	398	(398)	-
EdelGive Foundation	9	40	(42)	7
Ford Foundation	50	236	(262)	24
FSDZ	-	87	(87)	-
Garden Trust	164	(54)	(92)	18
Girl Effect	6	34	(40)	-
GLZ Zambia	1	85	(76)	10
Global Affairs Canada	90	713	(780)	23
Global Fund for Children (Co-op Foundation)	-	172	(28)	144
Habitat for Humanity Tanzania	-	22	(15)	7
Hivos	135	498	(633)	-
Howard Delafield International LLP	8	45	(40)	13
Jersey Overseas Aid (JOA)	-	488	(363)	125
Jhpiego	15	111	(93)	33
Kindemothilfe	21	61	(68)	14
Malala Fund	-	33	(27)	6
Marie Stopes International	9	76	(62)	23
Mercury Phoenix Trust	31	5	(36)	-
NOREC- Norwegian Agency For Exchange Cooperation	42	40	(79)	3
Peoples Postcode Lottery	261	-	(261)	-
Plan Zambia	14	38	(44)	8
Project Concern Zambia	-	74	(74)	-
Quest Alliance	5	28	(33)	-
Save The Children Zambia	-	38	(21)	17
SIDA Sweden	-	524	(524)	-
Stavros Niarchos Foundation	-	26	(26)	-
Stichting Benevolentia	-	76	(32)	44
Swiss Contract	-	37	(35)	2
Tackle Africa	2	35	(20)	17
The L'Oréal Fund for Women	-	53	(30)	23
The Patter Family Foundation/The Hunger Project	1	46	(43)	4
UNAIDS	-	73	(72)	1
UNESCO	28	18	(46)	-
UNFPA	26	241	(151)	116
UNICEF	72	537	(492)	117
United Nations Population Fund	-	520	(397)	123
University of Warwick	-	125	(23)	102
UREPORT	4	23	(27)	-
USAID	25	198	(223)	-
Wellcome Trust	-	96	(96)	-
Others	776	184	(656)	304
	1,837	6,213	(6,715)	1,335
	=====	=====	=====	=====

15. ANALYSIS OF FUNDS	Restricted Reserves	Unrestricted Reserves	2024	2023
	£000's	£000's	£000's	£000's
Tangible fixed assets	116	49	165	236
Current assets	1,412	1,109	2,521	2,522
Current liabilities	-	(507)	(507)	(567)
Long term liabilities	-	-	-	(107)
	-----	-----	-----	-----
	1,528	651	2,179	2,084
	=====	=====	=====	=====

ANALYSIS OF FUNDS PRIOR YEAR	Restricted Reserves	Unrestricted Reserves	2023 Total
	£000's	£000's	£000's
Tangible fixed assets	162	74	236
Current assets	1,173	1,349	2,522
Current liabilities	-	(567)	(567)
Long term liabilities	-	(107)	(107)
	-----	-----	-----
	1,335	749	2,084
	=====	=====	=====

16. 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 2024, Restless Development USA owed Restless Development £6,613 (2023: £4,531 owed to Restless Development). This comprised £38,443 of income allocations, £39,970 of expenditure, which mostly related to expenditure incurred in by Restless Development USA inc in support of the Youth Power Summit. The Co-Chief Executive of Restless Development also served as a member of the board of Restless Development USA during the financial year to September 2024.

17. POST BALANCE SHEET EVENTS

On the 27th of January 2025 6 programmes across Nepal, Uganda, Tanzania, India and Zimbabwe and 1 Global Programme received cease work orders from USAID or USAID implementing partners as a result of the US president's executive order to suspend USAID work. This was then realised as termination of grant contracts in March 2025. This has resulted in £600k of lost, contracted income in the financial year 2024/25. Restless Development has responded by sharing this information with Trustees, performing updated reforecast exercises and cost mitigation strategies, as well as reaching out to partners and donors in appeal for support. The updated reforecasts without this income form the basis of the going concern review.

18. 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 2024 £000's	Expenditure 2024 £000's	Surplus/ (deficit) 2024 £000's	Net Assets £000's
Restless Development (Nepal)	Nepal	101	(100)	1	-
Restless Development Tanzania	Tanzania	958	(952)	6	37
Restless Development Uganda	Uganda	625	(606)	19	18
Restless Development Sierra Leone	Sierra Leone	960	(703)	257	111
Restless Development SPW India Project Trust	India	227	(332)	(105)	228
Restless Development Zambia	Zambia	1,040	(1,022)	19	145
Restless Development Zimbabwe	Zimbabwe	618	(638)	(20)	27
		-----	-----	-----	-----
		4,529	(4,353)	176	566
		=====	=====	=====	=====

OVERSEAS ORGANISATIONS - PRIOR YEAR COMPARATIVES

Organisation name	Country of Registration	Income 2023 £000's	Expenditure 2023 £000's	Surplus/ (deficit) 2023 £000's	Net Assets £000's
Restless Development (Nepal)	Nepal	130	(130)	-	-
Restless Development Tanzania	Tanzania	1,268	(1,268)	-	37
Restless Development Uganda	Uganda	517	(517)	-	3
Restless Development Sierra Leone	Sierra Leone	1,209	(1,242)	(33)	(131)
Restless Development SPW India Project Trust	India	542	(504)	38	316
Restless Development Zambia	Zambia	1,512	(1,495)	17	134
Restless Development Zimbabwe	Zimbabwe	460	(449)	11	(8)
		-----	-----	-----	-----
		5,638	(5,605)	33	351
		=====	=====	=====	=====

19. COMPARATIVE CONSOLIDATED STATEMENT FOR FINANCIAL ACTIVITIES 2023

	Unrestricted funds £000's	Restricted funds £000's	2023 Total £000's
INCOME FROM:			
Grants and Donations			
Grants income	325	6,213	6,538
Unrestricted fundraising	1,356	-	1,356
Total income	1,681	6,213	7,894
EXPENDITURE ON:			
Raising funds	(759)	-	(759)
Charitable activities	(997)	(6,471)	(7,468)
Total expenditure	(1,756)	(6,471)	(8,227)
Net income/(expenditure)	(75)	(258)	(333)
Foreign exchange gains/(losses)	(5)	(244)	(249)
Net movement in funds	(80)	(502)	(582)
Reconciliation of funds			
Total funds brought forward	829	1,837	2,666
Total funds carried forward	749	1,335	2,084

TRUSTEES

Jenny Wilson, Chair	Tom Allen
Nicola Dean	Paul Wafer (resigned 5 February 2025)
Amisa Rashid (resigned 5 th May 2025)	Lucinda Moore
Diwakar Uprety (resigned 5 th May 2025)	Oyindamola Johnson (resigned 24 July 2024)
Edleen John	Isabella Mosselmans
Eshban Kwesiga	Winnie Achieng (appointed 5 February 2025)
Francesca Bowen	Pooja Singh
Justin Derbyshire	
Mafipe Chunga Deputy Chair	

BUSINESS COMMITTEE

Lucinda Moore - stepped down as Chair Nov 2024
Justin Derbyshire (Chair from Nov 2024)

CO - CEOS

Alex Kent and Kate Muhwezi

GLOBAL LEADERSHIP GROUP:

CO-FINANCE DIRECTORS

Genevieve Seddon, Sunil Mahawar (India)

BUSINESS DIRECTOR

Al Farrington - left January 2025

STRATEGY DIRECTOR

Natalie Agboeze

POWER SHIFTING DIRECTOR

Yande Kalengo (Zambia) - left January 2025

REGIONAL DIRECTORS

Nalini Paul (India and Nepal), Candie Cassabalian
(Rwanda)

REPRESENTATIVE HUB DIRECTORS

Naval Gupta (India), Lesley Garura (Sierra Leone),
Linus Katonto (Tanzania), Gabriel Iguma (Uganda),
Chanda Chisenga (Zambia) and Farai Muronzi
(Zimbabwe)

HEAD OF PEOPLE

Charity Bafuna

OTHER MEMBERS

Caleb Masasu (Zambia) left March 2025, Nikita
Khanna (India)

REGISTERED ADDRESS

New Wing (T132)
Somerset House
Strand
London

BANKERS

Barclays Bank Plc
1 Churchill Place
London E14 5HP

AUDITOR

Buzzacott Audit LLP
130 Wood St
London EC2V 6DL

RESTLESS DEVELOPMENT

England & Wales - Charity number 1127488

Accounts



RESTLESS DEVELOPMENT
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30th SEPTEMBER 2023

Registered Company Number: 6741123
Registered Charity Number: 1127488

CONTENTS	Pages
Report of the Trustees:	
<i>Objectives and Activities</i>	3
<i>Strategic report</i>	8
<i>Financial review</i>	20
<i>Organisational Structure, governance and management</i>	23
Trustees' Responsibilities Statement	25
Independent Auditor's Report	26
Statement of Financial Activities	30
Balance Sheet	31
Cash flow Statement	32
Notes to the Financial Statements	33
Administrative and Reference Details	50

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 30th September 2023.

OBJECTIVES AND ACTIVITIES

Restless Development places **youth power at the heart of everything we do**. Youth Power defines the collective power of young leaders and it can take many forms. At its heart, is a focus on changing behaviour, mobilising community action, strengthening accountability, and informing and influencing policy and practice. At Restless Development, we see the impact of Youth Power. This can be through action and research led by young people as well as through acts of connection, collaboration and advocacy.

What is Youth Power?

Youth Power is:

- **Led by young people.** Young people are organisers, the best people to support other young people and experts in their own communities and lives. Young leaders design and deliver programmes, conduct research and advocate for lasting change.
- **Wide-reaching.** Youth Power is as diverse as young people themselves. After all, being young is only one way young people may identify. As a result, young people understand the importance of inclusion and joining together across divides to demand change.
- **Goal-led.** Objectives can range from global, regional or national goals, like clean water, peace-building, or responsive public services. Or specific local goals, such as creating access to sexual and reproductive health services or local employment initiatives.
- **Improving systems.** Better connected than ever before, young people are joining together across borders to challenge power, demand change and envisage an alternative future to the one defined by existing structures and institutions. This is Youth Power in action. It's a collective of young people organising for change at all levels, developing their own leadership and inspiring other young leaders to shift power as they go.
- **Measurable.** It can be measured in numbers. For example, the number of: girls going back to school; young people that have become financially independent as a result of starting a business after learning entrepreneurial skills; or young people with improved access to contraception. Or it can be measured in powerful stories from young people themselves. These stories are about what it means for young people to find the confidence to use their voice for bringing out the change that they believe in.
- **Inspiring collective action.** Young changemakers are inspired by other young people, connecting across geographic and political divides to respond to everything from Covid-19, to climate change and so much more. This connectivity provides the on-going support and inspiration that's needed for this alternative way of leading change.

We recognise how we work is as important as what we do - hence we have gone further to develop **a power shifting approach**. Recognising systemic and historical inequalities and injustices - we are intentional in our efforts to shift power, enabling young people and communities previously marginalised to lead. We recognise the multiple barriers that so many face - for age, gender, sexuality, disability, ethnicity, religion, sexual preference, geographic location or community. We work to ensure that those who face injustice are able to lead the fight against it, and are not the last to have a say.

We use our new Power Shifting Checklist to guide our work:

1. Prioritise Youth Leadership
2. Prioritise Safety and Happiness
3. Train, Support and Resource Young Leaders
4. Be Open, Dynamic and Accountable
5. Intentionally Shift Power
6. Be Restless: Flex, Innovate and Create

We work on a number of different issues and contexts, all towards creating a better world. The **four impact priority areas** that sit across our work are:

- **EDUCATION & LIVELIHOODS:** We want all young people to have the skills, knowledge, resilience and opportunities that enable them to thrive. We take a youth-led approach to ensuring that every young person has a quality education, and access to training and opportunities that set them up for life. We want all young people, especially women and girls, to be able to stay in school, and be able to make a sustainable fulfilling living when they leave.
- **GENDER & SEXUAL RIGHTS:** We know that bodies, identities, gender and sexualities are subject to discrimination and violation. We empower young people to change attitudes and behaviours, as well as services and policies, to advance and uphold sexual and reproductive health and rights, and gender equality.
- **VOICE & DEMOCRACY:** We believe more just and participatory democracies are possible, where institutions are accessible and responsive to young people. We support young people to lead as active citizens and create change in their communities by influencing social and political structures, and those in power, with evidence-based solutions.
- **CLIMATE JUSTICE:** Young people risk losing the most from climate change, yet they are systematically excluded from conversations to address it. We support young people to be leaders in transitioning to a just and sustainable world by strengthening youth civil society and an intergenerational response.

Our activities - how we deliver our strategy

Our work is focused on training, supporting and connecting thousands of young people to lead change. In 2022/23, **3,652 young people led our work**. These young leaders are diverse - they are volunteers, activists, researchers, campaigners. From social entrepreneurs setting up businesses to provide for their families and create local jobs, to young advocates and campaigners focusing on issues such as gender equality, climate justice or HIV.

This support to young people was led by seven Hubs spread across Africa and Asia and three satellite offices, through **78 active programmes** in 2022/23, working with people across **26 countries**. Throughout the year we saw the increasing global reach of our work, spurred on with our engagement with wider youth civil society and the global projects working with young people and communities outside our established Hubs.

Data from our global reporting system shows how the thematic focus of the programmes our young leaders deliver will cut across our different impact priority areas: 34% come under our 'Education and Livelihoods' work; 45% under 'Gender and Sexual Rights'; 45% under 'Voice and Democracy'; and 11% under 'Climate Justice'. The interlinked nature of these issues, and the cross-cutting nature of our work means that many programmes will cover multiple areas.¹

Young leaders deliver a wide range of activities in line with our vision and mission, varying from programme to programme. Broadly speaking, the following models underpin much of our work. They are also not discrete, and can be combined.

- **Community mobilisation:** Young leaders will implement activities to change behaviours and mobilise action in their communities. This can involve the provision of peer-led education and training, both in schools and the community; further awareness raising activities - through in-person events; radio; or online; and the development of community action plans.
 - *Young people in **Zambia** set up Couples Savings Groups to help young people to save, invest, and plan for the future. These have addressed power imbalances in couples, addressing traditional gender roles and norms, preventing domestic violence, fostering joint decision-making, and helping women to become financially independent.*
- **Youth-led accountability:** Young leaders hold decision-makers to account for policies, commitments and responding to problems in the community. This work will often be driven by the data collected by young people, and can involve dialogue to bring together and strengthen the link between different stakeholders, such as decision-makers, service providers and community members.
 - *From improving roads to getting medical equipment for health services, the 16 Youth Accountability Advocates we trained in Uganda have got results for their community. They are part of the Countering Corruption through Youth-led Budget Advocacy programme.*
- **Youth-led research:** Young people lead participatory research processes to identify challenges and solutions, informing policy and practice.
 - *Six young researchers led research across 82 countries into the challenges and strengths of the feminist youth movement and groups. **Young, Feminist and Fearless: Holding the Line** highlighted how young people and their*

¹These figures add up to more than the 100 because most programmes work across multiple goal areas.

organisations have acted with agility, flexibility and boldness to tackle the challenges they have faced.

- **Youth training and empowerment:** Young people are provided with tailored training, support, networks and mentors enabling young people to learn, adapt, grow, and ultimately thrive.
 - *We supported 300 young people in Tanzania with start-up kits and training to learn skills in plumbing, electrical and building work, making briquettes and poultry.*

Youth Leadership

Our work is unique as it is led almost entirely by young people. Of the 3,652 young people globally who led our work in 2022/23, **46% were male and 54% female**. 95% of these young leaders were under 30². These young people go beyond the traditional concept of 'volunteers'. Over the past year, **these young people reached 288,625 young people** to multiply leadership and create a wider pool of young people who go on to lead further change in their community.

By adopting a power shifting approach in our work, we are intentional about working with young people and communities who have previously been marginalised to lead change. We recognise the barriers that women, girls, non-binary people, people living with disabilities, and young people with different ethnicities, religion and sexual preferences face in the communities in which we work.

Our interventions are designed so young people build trust with their peers, communities and decision-makers over a long period of time. Time commitments will vary by activity, but many are embedded long term (3-12 months) in the underserved communities in which they drive change. Volunteers are provided with comprehensive training, and we ensure that they are provided with allowances to cover any costs associated with their commitment.

Working in partnership

In addition to the work we do directly with young people, in the last year we **engaged 3,025 different stakeholders around the world**. These partners include government departments (32%); partner charities (25%); and informal community and youth groups (16% of the total).

As outlined in our strategy above, we are increasingly focusing our efforts on supporting global youth civil society. **The Youth Collective exists to supercharge Youth Power.** It's a network of youth organisations and communities that come together, providing support that enables all young leaders and youth groups to thrive. Our Youth Collective started as an idea in 2016 and developed into an [online platform](#) in 2019 to amplify and multiply Youth Power. The platform allows us to run online events and connect people for in-person meetings. Now, the Youth Collective is a network of 4,500 groups led by young people in 185 countries. We brought hundreds of Youth Collective members together to connect, share and learn from each other during five virtual meetings, called **Leadership Labs**. At the August 2023 meeting more than 60 people came together to discuss young people's role in global

² Demographic data taken from our Annual Leaders Survey.

democracy. Other meeting topics included gender and social inclusion, climate justice, and entrepreneurship and these reached 102 youth civil society organisations collectively.

We also use our expertise to advise others - from governments to corporates to civil society organisations - on how they can meaningfully engage young people. This could be through supporting strategy development processes via youth consultations or youth-led research.

How do we measure success?

Our global reporting system pulls together results and learning from across our work on a quarterly basis, enabling us to see how we are progressing. Our Hubs provide programme level quantitative and qualitative data through DevResults, our online monitoring and evaluation system. Data from this reporting system has been used to outline our main achievements in the strategic report section below.

Hubs provide data across a number of core disaggregated outputs, such as reach, which can be assessed against consolidated targets. We also have a programme performance self-assessment tool, which enables Hubs to provide an assessment of programmatic progress, based on a number of factors (progress towards objectives; implementation; and stakeholder engagement). Ratings can be pulled together in a consolidated picture.

Our **Global Results Framework** also provides us with a number of shorter-term and longer-term global outcomes under each goal area, which Hubs are able to map their programme outcome indicators against. The new framework will focus on consolidating evidence around key 'learning questions' spread across our impact priorities, and also focus on the concept of power shifting.

Programme level evaluations are conducted by different Hubs throughout the year and can be a source of more detailed outcome level insights.

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.

Our **charitable objectives** are: the relief of poverty and the improvement of the conditions of life in disadvantaged communities and countries in the United Kingdom and elsewhere; the advancement of education and learning in both the United Kingdom and elsewhere; and the provision of educational medical care and treatment of people in need overseas. We carry out these objectives through our strategy outlined above.

STRATEGIC REPORT

1) ACHIEVEMENTS DURING THE YEAR

The following section outlines the results we have seen across the world as a result of the 78 different programmes that have been implemented. This information is drawn from our annual impact report, and is structured around the four impact priority areas.

EDUCATION AND LIVELIHOODS: We want all young people to have the skills, knowledge, resilience and opportunities that support them to thrive. We take a young people-led approach to making sure they have a quality education, and access to training and opportunities that set them up for life. We want all young people, especially women and girls, to be able to stay in school, and to make a sustainable, fulfilling living when they leave.

- **We reached 57,119 people under this impact priority area**, which represents a significant increase on the figures from last year, offsetting the decline that was observed during pandemic related restrictions (791% increase on 2021/22)
- We have seen multiple programmes successfully focus on **supporting groups of young people, especially women, to access financing** to support income generating activities and set up businesses.
 - In **Sierra Leone**, three out of five women reached by our financial inclusion project in Freetown's informal settlements now have bank accounts. Evidence shows that more of them are now saving. The women's awareness of mobile money services has increased from 22% to 75%. Findings also revealed that our financial literacy and numeracy sessions improved 79% women's basic financial management skills, such as counting and reading.
 - In **Tanzania**, we trained 12 young people to lead sessions on entrepreneurship and financial literacy. They then trained 1,566 other young people to gain these skills, including 762 women and girls. Evidence from this Covid-19 response partnership programme, funded by Aga Khan Foundation, found that the support helped young people to set up their own businesses. Some 88 out of 125 businesses owned by young people were members of Village Savings and Loan Associations.
 - We supported the United Nations Educational, Scientific and Cultural Organization (UNESCO) to recruit and train young people to run eight regional consultations with over 600 young people in their networks. This was across **Africa, South Asia, Southeast Asia, Europe, Arab States, Caribbean, Latin America and the Pacific**. The leaders asked about what challenges and opportunities the young people face when they use technology in education. As a result, The *2023 Global Education Monitoring Report* includes recommendations for policymakers on the issue. Through the consultation process, we have built a global movement of young people invested in the recommendations of the report.

Spotlight: Supporting young people to identify gaps in education

How can you do your homework in the evening if you can't see because it's dark and you can't turn a light on? How can you earn a living when you're a teenage mum and left school early, with few skills? These are some of the barriers that came out of our youth-led research that identified gaps in global education. As a result, in Sierra Leone, we launched a pilot project to support young people to reform education, funded by the People's Postcode Lottery.

We set up a fund for 12 youth civil society organisations to lead community projects on education. The funding was overseen by 10 young people selected from our Youth Collective, a global community for youth-led organisations. They identified gaps and areas of need, allocated the funding, and co-designed how the fund would work.

The youth civil society organisations who received funding:

- provided young people with access to 380 hygiene kits (reusable sanitary pads and soap), 300 books, 240 school bags, 72 tables and chairs, and 190 solar backpacks to help them study at night.
- improved the quality of existing infrastructure, such as installing ramps to help make classrooms more accessible.
- created safe spaces for young people to come together.
- provided employability skills to 135 children with disabilities and 75 teenage mothers.
- Trained 15 teachers in inclusive education.

Members of the Youth Collective who designed the programme developed skills in project planning, budgeting, managing finances and leadership. They said that they feel a greater sense of ownership and investment in the outcomes of the programme because they helped to design it.

"Education is the bedrock of national development and young people should be at the forefront," said one Youth Collective member involved in the project. "This can be achieved by creating an inclusive environment that allows young people to take up their space in society through leadership roles. We succeeded in achieving our goals on this project because of the space given to lead its implementation."

The success of this programme has shown that non-governmental organisations and donors need to unlearn the usual partnership agreement. This is one in which young people are only trusted to put already-designed projects with preset outcomes and impact into practice.

GENDER AND SEXUAL RIGHTS: Bodies, identities, gender and sexualities are subject to discrimination and violation. We support young people to change attitudes and behaviours, as well as services and policies. We also support them to advance and uphold sexual and reproductive health and rights (SRHR), and gender equality.

- **We reached 151,789 people through our gender and sexual rights work.** While this is a little more than half of our total reach in the year, it represents a 47% decline on the previous year. The limited figures relate partly due to active programmes either being at their inception phase or nearing the end, limiting the amount of activity.
- We have seen **increased uptake of sexual and reproductive health services as a result of community awareness sessions, peer-to-peer learning and pairing approaches** across our work:
 - **In Tanzania**, 99% of 21,923 adolescents were satisfied with our peer-to-peer programme delivering sessions on life skills, sexual rights and gender-based violence. Young peer educators worked with Community Health Workers to extend the reach of SRHR services and lead sessions with adolescents. Tanzanian local authorities adopted our peer-to-peer model to increase the number of students starting school in the Mbeya and Songwe regions from 63% to 92%.
 - **In Zambia**, evaluation from our Tackle Africa programme showed that it reached 1,500 young people across five districts with messages about HIV screening, contraceptives and gender through four football tournaments. Some 22,740 condoms were distributed, and there were 214 HIV tests with four positives, and 113 contraceptives and STI screenings. The programme intentionally targeted girls, like Fantasy Muwowo, a 17-year-old from the Mkushi District of Central Province. "Being part of a football team gives me a strong sense of self-esteem, helps me to overcome anxiety, makes me feel less self-conscious, and crucially, empowers me with the confidence to reach my goal," says Fantasy.
 - We are part of a partnership of four organisations calling for feminist foreign policies that champion gender equality and reflect the voices of women and LGBTIQ+ people from the Global North and South. **Walking the Talk** aims to do this in the UK, France, Germany, the Netherlands and the European Union.
 - On World AIDS day in 2023, two young **GenEndIt** campaigners took part in the Red Ribbon Festival in **India** to promote awareness and support for people living with HIV and AIDS. They represented our Youth Stop AIDS movement of young people campaigning for a world without AIDS by 2030. They raised the profile of the movement and formed links with other young campaigners and movements. **Also in India**, through the HIV Youth Mobilisation Fund, three programmes have been raising awareness of HIV and AIDS in the trans and migrant communities in different states.
 - In **Lebanon**, we brought together 15 youth civil society organisations to discuss SRHR for women with disabilities. This included perspectives on

periods, HIV and AIDS in Jordan, and sexual violence against migrant domestic workers in Lebanon.

- **In India**, 77% of adolescent girls who played a virtual reality gender and sexual rights game we are helping to engage people with said they'd talk about menstruation with other young people after playing it, compared to 69% before.

"It is so important to create safe spaces, whether online or offline. With civic spaces shrinking, we need to create real spaces where feminist organisers can be real, share their experiences and be vulnerable." a young We Lead Community of Action Member, Lebanon, who spoke at a Commission on the Status of Women (CSW) event we organised uniting feminist voices from the Middle East and North Africa, Central America and Africa.

Spotlight on: *State of Youth Civil Society* research

Every year we publish the *Our State of Youth Civil Society* - this youth-led research gives us a global sense check on how youth civil society is doing, including what's supporting it and what's getting in the way of it thriving. This year's report focused on the unique challenges and strengths of the feminist youth movement and groups.

[**Young, Feminist and Fearless: Holding the Line**](#) highlighted how young people and their organisations have acted with agility, flexibility and boldness to tackle the challenges they have faced.

This was conducted with:

- 6 young researchers
- 7 spotlight countries
- 20 focus groups
- 82 countries from which young feminists responded
- 127 individual interviews
- 847 responses to the global survey
- 1,097 young people involved in the research

VOICE & DEMOCRACY: We believe more just and participatory democracies are possible, where institutions are accessible and responsive to young people. We support young people to lead as active citizens and create change in their communities by influencing social and political structures, and those in power. As you will see, this impact priority runs across all of our work.

- **We reached 33,492 people under this impact priority area**, which represents a decrease on the figures from last year (61% decrease on 2021/22). This has been due to limited community engagement activity under youth-led accountability and more focus on using the evidence generated for improved service provision.
- In **Zambia**, 65% of young people who took part in our Let's Talk programme in are now involved in democratic processes led by councillors, community leaders and

school administrators. The programme is run in partnership with BBC Media Action and supports young people to participate in democratic processes at local and national levels. Peter, a 21-year-old who received training through the project, trained other young people to call on local decision makers to build a maternity ward to improve access to quality healthcare for young mothers. “Now,” says 28-year-old Margret Mwila, a mother of two, “women have stopped home deliveries due to the well-equipped facility.”

- From improving roads to getting medical equipment for health services, the 16 Youth Accountability Advocates we trained in **Uganda** have got results for their community. They are part of the Countering Corruption through Youth-led Budget Advocacy programme. Their work involved monitoring local budgets. They gathered evidence from 12,218 community members that resulted in pushing decision makers to act on commitments. Evaluation across all four districts, found that 39% of young people had influenced decision makers on their budget priorities, compared to 5% at the beginning of the programme. A Youth Councillor in the Bugweri District said: “As leaders, we are entitled to conduct a budget conference but there was no demand for this. Currently, there is a lot of pressure from young people requesting us to hold budget conferences which we have prioritised. This is attributed to the Restless Development project that has raised awareness on budgeting processes.”

“We don’t just want a seat at the table for token representation. We aspire to shape the outcomes, influence the discussions, and ensure our voices are authentically heard. Meaningful engagement is the bridge that connects our aspirations with programme designs.”
Caleb Masusu who represented Restless Development at the African Youth SDG Summit in Zambia.

Spotlight: Working with Democracy Moves

Promoting spaces for young people to come together to talk about activism. Sharing research and knowledge about democratic processes.

These are two of the 10 principles that young activists at June 2023’s Democracy Moves annual conference urged governments, organisations, and individuals to join with them in endorsing.

This year we have collaborated with Democracy Moves, a global network of young leaders who fight for democracy, human rights, and social justice in Africa, Asia, Latin America, and elsewhere.

This collaboration forms an integral part of our aim to strengthen our Youth Collective. It is providing opportunities for training on everything from digital security to coordinating the day-to-day activities of the network.

Collaborating to deliver on the Democracy Moves Declaration

Some 200 young people from the Youth Collective went to the Democracy Moves conference which focused on diversity and inclusion in democratic governance. The

emphasis was on the challenges faced by women and marginalised groups in politics and the strategies to overcome these barriers.

Together, we are working on the 10 principles shared at the conference. For example, through the partnership with Democracy Moves, we have commissioned two young researchers. They are researching the impact of apps, websites and other technology platforms used in elections in Nigeria. They are also identifying challenges around online gender-based violence and youth movements for democracy in the Southwest Asian and North African region.

We supported 151 representatives from the Youth Collective and Democracy Moves to come together for three online sessions to talk about issues related to democracy. This included youth leadership in politics, climate justice and gender equality.

CLIMATE JUSTICE: Young people risk losing the most from climate change, yet they are systematically excluded from conversations to address it. We support young people to be leaders in transitioning to a just and sustainable world by strengthening youth civil society and an intergenerational response to climate change.

- **We reached 3,140 people through our work on climate justice**, majorly due to the community awareness work in India and Nepal. As this is a new impact priority area, introduced in the year under consideration, there is no historical data to draw trends from.
- *"I am passionate about doing everything I can to help solve the climate and education crisis because we won't get there by just talking."* These are the words of Ines Yabar, 26, from Peru. She shared the work she has done, with Restless Development and other young activists, around climate justice in Latin America at **COP27**, which was in **Egypt** in 2022. For the first time, the event had a Children and Youth Pavilion to host sessions for young activists. Despite restrictions around protests in Egypt, the pavilion provided space for young people to lead conversations during the biggest climate conference of the year. We were involved in five events at **COP27**, including the TED style talk hosted by the World Bank that Ines spoke at and the relaunch of the #MissingMajority campaign on social media. For this, participants heard stories and insights from young people who could not attend COP27.
- A group of eight young activists from around the world led our #RestlessScience campaign to reach over 10,000 online. The campaign raises awareness of how science-based targets for nature can help to tackle climate change. These are recommendations for how companies can take action to reduce their impact on the environment. The campaign included a series of seven blogs, e-books, and an animated video outlining its aims, developed in conjunction with the Youth Steering Group.
- In Bangalore, India, we are supporting 11 young climate champions to engage their peers, communities and key decision makers. Members of the Youth Climate Action Lab have identified the issues that climate change poses in their communities and mobilised 700 young people to support activities. The aim is to build a movement that drives progress towards the state climate action plan. The champions are amplifying the voices of young people by representing them at global events like COP27.

Our reach:

Our total direct reach for the year was 288,625³. This is a 45% decrease on the previous year and is due to limited activity due to programmes being in stages that did not require extensive community engagement.

Reach over the past five years:

	2018/19	2019/20	2020/21	2021/22	2022/23
Voice & Democracy	131,332	52,584	15,240	87,817	33,492
Education & Livelihoods	70,245	34,451	34,200	6,406	57,119
Gender and Sexual Rights	112,290	171,800	99,474	286,777	151,789
Leadership ⁴	12,042	9,752	54,006	81,360	-
Climate Justice ⁵	-	-	-	-	3,140
Total	406,819	319,360	242,868	531,346	288,625

Breaking this figure down further, **62% of those reached were female and 38% were male⁶ and 2% were reported as having a disability.** Our disability has increased slightly from the past year (1% in 2021/22) but remains low as Hubs have found it challenging to reach people with disabilities through routine community engagement activities that are not tailored to their specific needs.

Outside of these young people we have reached directly with our activities, we have a **wider indirect reach of millions** taking into account online events, meetings, campaigns and awareness raising on radio. Our wider reach also includes others, such as parents, teachers and community members.

Our impact on Youth Civil Society:

We continued in our efforts to strengthen youth civil society, supporting grassroots youth-led organisations and youth-led change at scale.

³ This includes an additional 42,819 reached by 'integrated' programmes cutting across multiple goal areas and not included in figures split by goal area below

⁴ The new strategy does not identify leadership as a separate impact priority area, rather a running theme across all our work. This is why there are no reach numbers to update for 2022/23 under this area.

⁵ This impact priority area was introduced in the year under consideration.

⁶ The proportion of young people who identified themselves as 'other' (which includes those people who do not share their gender identity or do not see gender as binary) was negligible.

- The Youth Collective is now a network of **4,500 groups** led by young people in **185** countries.
- We brought hundreds of Youth Collective members together to connect, share and learn from each other during five virtual meetings, called **Leadership Labs**. At the August 2023 meeting more than 60 people came together to discuss young people's role in global democracy. Other meeting topics included gender and social inclusion, climate justice, and entrepreneurship and these reached 102 youth civil society organisations collectively.
- We held three in-person Leadership Labs across **Central America and the Middle East and North Africa**, uniting **25 youth civil society organisations** to share and learn from each other on topics relevant to their work.
- Youth Collective members are **grouped into themes aligned with our impact priorities and regions**, helping them to work together to share ideas and collaborate. An education group, for example, covers programme work in Sierra Leone and the consultations we will do for the United Nations in five regions globally. **Regional groups** are brought together by tailored newsletters and physical meet-ups for organisations in the Middle East and North Africa, Latin America and the Caribbean.
- We launched an **online Resource Library for Youth Collective members**. It contains 36 resources which include everything from guidance on how to create an elevator pitch to a self-care guide for young activists.

2) CHALLENGES AND LESSONS LEARNT

We have identified a number of common challenges and lessons learnt in the delivery of our work over the past year. Some of these are a continuation from previous years, and relate to wider global context.

- **Political tensions, restricted civic space, and global conflict** have impacted some operations throughout the year. Election campaigns and increasing restrictions from governments on civic freedoms, resulting in a shrinking of civic space, have been observed as a global trend, which is not confined to a single country. Some of our impact priorities have been impacted more than others, for example, tightening laws around sexuality have had an impact on our work on sexual rights. Conflict, most notably in Ukraine and the Middle East has also impacted on programme delivery and staff travel.
- **Challenges in the global economy** of a high inflationary environment and fluctuation of the pound sterling have resulted in the potential for financial losses and impacted on programme delivery. We have responded by continuing to monitor this situation closely and taken steps to mitigate the impact by budgeting in local currencies and with tight budgetary controls. The financial losses have also brought fragility to our cashflow at times; however, we have been able to navigate this by careful planning and management.

- **Delays in fund disbursements** by donors across multiple Hubs has led to subsequent delays in activities and has required the revision of work plans, in some cases hampering the efficiency and effectiveness of our work.

Plans for Future Periods:

The following section outlines our plans for the years ahead framed around the three pillars that we apply to the leadership of our organisation: Strategy; Business Development and Operations. The direction is grounded in our strategy; the changing global context around us; and the lessons we have learnt over the past year. In particular, we would highlight the following factors:

- **Our commitment to shifting power:** This concept lies both at the heart of our strategy and how we operate. We are committed to distributing leadership and breaking down any inherent structural racism in our agency.
- **The changing face of youth leadership:** Our experience and research shows us that while youth civil society is increasingly threatened and underfunded, it is also increasingly optimistic. In the face of this, our purpose is to enable youth-led change, by strengthening youth civil society so that new opportunities, movements, enterprises and initiatives are possible.
- **A changing world:** We recognise the ongoing global uncertainty we face and the numerous, interconnected crises we face. We must ensure our resilience and flexibility in the face of these.

Strategy:

Following the launch of our revised strategy in April 2022, the focus for 2023/24 will be on the recognising, celebrating and amplifying youth power via the Youth Collective. This includes:

- **Rolling out our Youth Collective strategy:** We will continue in our efforts to take forward our Youth Collective Strategy, building national and regional plans to expand our thematic Youth Collective networks, and focusing our fundraising to ensure the sustainability of the Youth Collective.
- **Impact where it matters:** We will continue to focus on what matters most to young people, for example concentrating on protecting women's rights, growing our portfolio of work on climate and education, and embedding young people in democratic processes under our voice and democracy work. Maintaining our approach to research and learning, we will ensure youth led research informs our programme design and delivery as well as our advocacy and influence work.
- **State of Youth Civil Society Report:** The State of Youth Civil Society report is Restless Development's annual global, youth-led publication that explores the realities that youth civil society and social movements are experiencing. The 2024 research report will focus on analysing the types of resources that enable youth civil

society to thrive, and explore the implications of failing to resource youth power adequately.

Business Development:

Our vision for Business Development is to successfully re-position Restless Development in the funding market, working with our high performing, diverse and inclusive team to mobilise funds that will shift power directly to young leaders around the world.

Our annual targets (£9.6m in 23/24, £10m in 24/25 and £12m in 25/26) have been established with the following ambitions behind them:

- **Programme Funding:** We will secure more long-term (three years or more) fully-costed restricted funding for our currently under-resourced strategic areas.
- **Strategic Funding:** We will increase our financial sustainability as an agency by securing both global and Hub level strategic funding by 25/26.
- **Unrestricted Funding:** We will rebuild and grow all types of unrestricted income, progressing from 18% in year one of strategy; to 25% in year two; and 30% in year three, focusing in particular on scaling the Schools Triathlon series to £3m+ by 2028.

Operations:

Following the launch of the new strategy in March 2022 we designed our [new power-shifting agency model](#) which was launched in October 2023. Therefore the priorities for 2023 have shifted to:

- An exploration and consultation on our **global governance** structures.
- National Board and Global Board consultation to finalise and communicate our **financial model** required to implement the strategy to 2030.
- A full **review of global policies** to reflect our power shifting approach which will then be followed by nationalisation of these policies.
- Implementing a **quality assurance framework** to reflect our new ambitions and monitor our performance and progress to achieve this change.
- Based on our strategy and new agency model, we shall **refresh our agency-wide values** to reflect the power shifting approach we have adopted across both our work and operations.

Safeguarding

The safety and welfare of staff, volunteers and the communities we work with is paramount. **Our safeguarding systems are designed to cause no harm through our work.** We do everything in our power to ensure that harm caused by anyone linked to us is reported, investigated, with appropriate measures taken.

Safeguarding is overseen at a governance level by two members of the Global Board of Trustees. Global accountability is delegated to the Lead Safeguarding Officer (our Head of People); a Safeguarding and Security Manager and supported by a global staff team of eight who are all trained as safeguarding officers. Each Hub Director is a Lead Safeguarding Officer who supports a dedicated working group of trained officers to maintain local standards, compliance and processes.

As a minimum requirement, each Safeguarding Officer is trained on admittance to the working group and receives enhanced safeguarding training every two years. Additional training is provided through our annual all-staff re-induction process and quarterly staff workshops (QSWs).

Reporting: Restless Development reported all serious incidents to its Trustees, the Charity Commission, local authorities where relevant and appropriate donors where required. During the report period, five minor safeguarding and safety incidents were recorded and reported to trustees. None of these were reported to the Charity Commission as they were not serious incidents so didn't meet their threshold for doing so.

Plans for this year:

- We will **complete our review of our global safeguarding policies and practices**, and will simplify our reporting procedures for all incidents to encourage greater reporting.
- Regularly convene the **Safeguarding and Incident Management Working Groups** ensuring that best practices are captured and shared across the Agency. We will revisit all ToRs and ensure all groups are meeting regularly to improve safeguarding practices in each hub and across our international operations. We will also **set up a global Community of Practice** for these groups.
- Ensure all **safeguarding training** will be delivered for **all global Trustees**.

Key Management Personnel and Pay Policy

The Trustees of Restless Development define Key Management Personnel as being the Global Leadership Group, led by the Co-Chief Executive Officers, 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 Trustees 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, competencies and behaviours 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 launched a new five-year salary scale aligned to the five-year strategic time frame. The approach taken to the review was, for each country, to source external market data e.g. Birches Group Reports and, using principles of economic equity between countries, to align salaries to the fiftieth percentile of the market data over a course of five years. This scale was set to come to an end in September 2021 and whilst a process is underway to review this current model of how the agency pays all of its global salaries, a two year extension of our existing global salary scale was introduced in October 2021 to accommodate the delays in the finalisation of the new salary package due to the pandemic. In addition one-off reviews have been conducted as needed when certain triggers for a review have been met, e.g. due to inflation rates. The new GSS will be launched in October 2023.

Risk

At the end of 2023 the global risk register was redefined as six key risks:

- Income - Lack of flexible or strategic income to sustain the agency's financial position
- Cashflow - The Agency runs out of cash and we are unable to meet our financial commitments.
- Reputational Risk - negative perception damages our brand and reputation and we suffer a loss of trust in the communities in which we operate.
- Demonstrating Impact - failure to demonstrate the impact of our work leads to a loss of credibility. This is intrinsically linked to successful programmatic delivery and implementation of the global strategy.
- People Retention and Succession - Inability to attract and retain talent at all levels of the agency undermines our ability to function effectively and deliver quality work.
- Incident Mitigation and Response - Restless Development is responsible for causing harm to our people and the communities we work with because of our inability to maintain our duty of care or due to apparent management neglect.

During 2022/23 the Agency has benefited from a consistent Global Leadership Group which has enabled the first year of the strategy to be delivered and the development of the new Agency plan. Therefore we have seen relatively stable and lower risks around **demonstrating impact** and **reputational risk**. We have managed and responded to incidents without impact on our operations and considered the Agency to be well positioned to respond any new events in this area therefore **Incident Mitigation and Response remains low**.

The highest risks during 22/23 have consistently been the interlinked risks of **Income Generation** and **Cashflow**. The Business Development Team has increased the size of the pipeline and in particular the breadth of opportunity at Level 5 and 8 (where a business development process is planned or a prospect has been identified). Due to the conversion of some significant pipeline opportunities (such as the EU/AU Youth Voices Lab) and careful management of the cashflow before in the period before the peak unrestricted cash inflow of May to July the cashflow risk has been reduced as the current cashflow is secured for 12 months. Although there is £6m income forecast already for 2024/2025 it does not yet match

our ambition for a greater proportion to come from flexible or strategic funding and therefore this risk remains high to focus greater efforts on the generation of income of this nature.

People Retention and Succession is currently acknowledged to be a higher level risk due to a five month period without a Head of People following the end of the financial year (replacement has been in place as of February 2024) and due to the ongoing Global Governance consultations. It is expected that this risk will reduce in the following two quarters as the management actions are implemented.

FINANCIAL REVIEW

Financial performance in 2022/23

Restless Development income decreased by 10%. This was driven by a 13% decrease in restricted grants and donations explained by the end of the Leave No Girl Behind Programme in Sierra Leone and the SIDA strategic funding in Tanzania. The end in these funding cycles accounted for £1.6m of reduced income, which was only partially offset by new major programmes accounting for £0.7m increase in grant income such as in Zambia (Jersey Overseas Aid and the continued implementation of the SheSoars programme via a consortium led by Care Zambia for Global Affairs Canada).

Unrestricted fundraising has also acted to reduce the impact of the reduction in grant income with a £220,000 increase in event related unrestricted fundraising. This was due to adding a further school to the triathlon event series and a 25% increase in participants.

The Power up appeal required £80,000 funds to be set aside to support Sierra Leone Hub in 2022 which will be released from the designated reserve in 2024 and 2025.

Income from the overseas Hubs (£4,105,000) made up 63% of total income compared to (£5,138,000) 68% in 2021/22. Restricted reserves decreased due to the end of major programmes detailed above and use of funds for ongoing project activities.

Financial review summary		
	2023	2022
Income	7.894	8,729
Expenditure	(8,227)	(8,984)
Foreign exchange gain/(loss)	(249)	(57)
Increase/(decrease) in total funds	(582)	(312)
<i>Of which:</i>		
Increase/(decrease) in free reserves	(76)	(63)
Increase/(decrease) in designated reserve	-	80
Increase/(decrease) in fixed asset reserve	(4)	4
Increase/(decrease) in restricted reserve	(502)	(334)
Total	(582)	(312)

The impact of movements in foreign exchange rates in 2022/23 has been a £249,000 loss, which was due to some significant depreciation of African currencies during the year. The largest movements were in SLE in Sierra Leone which depreciated 20% during 2022/23 and the ZMW in Zambia which depreciated 37%. 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. Further work will be continued to mitigate this risk in the current year.

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.

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 six risks on the risk register.

Based on the Risk Register as at April 2024 the benchmark for Free Reserves is £713,396 (2021/22: £739,219). At 30 September 2023, Restless Development had total funds of £2,666,000. Restricted funds were £1,335,000 (2021/22 £1,837,000) and Free reserves were £595,000 (2021/22: £656,000) which represents 83% of the current benchmark set by the Trustees.

In addition to these measures the trustees use a secondary measure to compare the free reserves with 3 month average running costs (made up of admin, governance, fundraising and support staffing). When looking at 3 month average running costs our reserves are at 74% of this target.

The organisation's reserves will continue to be closely monitored over the next 12 months with the aim to rebuild them, with the ambition of £50,000 being earmarked for reserves in 2023/2024.

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. 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 its work, 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 -

In 2022/23 the charity undertook fundraising activities through school triathlon events and in person fundraising events. 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 and UK Fundraising Standards. No complaints have been received by the charity regarding any fundraising activities.

In 2022/23, fundraising activities raised £1,356,000 compared to £1,230,000 in 2021/22. This increase is due another event being added to the triathlon series and a 25% increase in participants.

ORGANISATIONAL STRUCTURE, GOVERNANCE AND MANAGEMENT

Restless Development continued to be active with a full-time presence and set of programmes during 2022/23 in India, Nepal, Sierra Leone, Tanzania, Uganda, Zambia and Zimbabwe. Restless Development operates in each of these Hubs through a locally registered organisation with its own national Board of Trustees and treats these organisations as branches for the purpose of preparing consolidated accounts. A Trademark Licence Agreement is held between the UK entity and all other Hubs allowing the collective use of the Restless Development brand.

The agency also operates through three satellite offices in the UK, the US and Delhi. These offices offer a service function to the agency such as fundraising and administration. They have various registration identities and are not led by Leadership Teams – instead, they are under the guidance of the Global Leadership Group.

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 Group and liaises with a dedicated member of the Restless 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 Co-Chief Executive Officers supported by the Global Leadership Group (GLG) which is a representative group of leaders from across all Hubs and Satellites with the responsibility for the sustainable health and impact of the global agency. It collectively leads the direction of the global agency and makes decisions on behalf of the global agency. 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.

The global Board of Trustees accommodates five committees to reflect our agency, and to ensure time is dedicated to different topics in the quarterly meetings. The Committees are Business; People & Culture and Strategy.

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 Restless Leadership Team member. 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 Restless Leadership Team. The interview process informs 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 Restless 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 Chair, 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. 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.

Restless Development operates planning and budgeting systems with an annual budget reviewed by the Business 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 Business Committee and the Trustee Board. Restless Development's financial reporting system compares actual performance to approved budgets on a monthly basis.

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 each of 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 charity's auditor is unaware, and
- Each of the Trustee's, having made enquiries of fellow trustees, has 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:



Jenny Wilson, Chair of Trustee Board

Date: 2024-06-19

Independent Auditor's Report to the Trustees of Restless Development

Opinion

We have audited the financial statements of Restless Development (the 'charitable company') for the year ended 30 September 2023 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 2023 and of 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 Companies Act 2006.

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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. 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.

Other information (continued)

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; 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, 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

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- ◆ competence, capabilities and skills to identify or recognize non-compliance with applicable laws and regulations; and
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom (FRS 102), the Charities Act 2011 and the Companies Act 2006) and those that relate to the Code of Fundraising

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ performed substantive testing of expenditure including the authorization thereof; and
- ◆ tested journals to identify unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ review of the minutes of meetings of those charged with governance; and
- ◆ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Auditor's responsibilities for the audit of the financial statements (continued)

A further description of our responsibilities is available 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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



2024-06-21

Hugh Swainson (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30TH SEPTEMBER 2023**

	Notes	Unrestricted funds £000's	Restricted funds £000's	2023 Total £000's	2022 Total £000's
INCOME FROM:					
<i>Donations and legacies</i>					
Grants and donations	2	325	6,213	6,538	7,499
Unrestricted fundraising		1,356	-	1,356	1,230
Total income		1,681	6,213	7,894	8,729
EXPENDITURE ON:					
<i>Raising funds</i>					
		(759)	-	(759)	(633)
Charitable activities		(997)	(6,471)	(7,468)	(8,351)
Total expenditure	3	(1,756)	(6,471)	(8,227)	(8,984)
Net income/(expenditure)	4	(75)	(258)	(333)	(255)
<i>Foreign exchange gains/(losses)</i>					
		(5)	(244)	(249)	(57)
Net movement in funds		(80)	(502)	(582)	(312)
Reconciliation of funds					
Total funds brought forward		829	1,837	2,666	2,978
Total funds carried forward	13	749	1,335	2,084	2,666
		=====	=====	=====	=====

All income and expenditure derived from continuing activities.

The notes on pages 33 to 49 form part of these financial statements.

**BALANCE SHEET
AS AT 30TH SEPTEMBER 2023**

		2023	2022
	Notes	£000's	£000's
FIXED ASSETS	6	236	298
CURRENT ASSETS			
Debtors	8	749	1,129
Bank and cash		1,773	1,996
		2,522	3,125
		2,758	3,423
CREDITORS: amounts falling due within one year	9	(567)	(610)
Amounts falling due in greater than 1 year	10	(107)	(147)
NET ASSETS		2,084	2,666
REPRESENTED BY:			
Funds			
Restricted	12	1,335	1,837
Unrestricted			
Fixed Asset Reserve		74	78
Designated Reserve		80	80
Free Reserves		595	671
		2,084	2,666

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

Lucinda Moore

Lucinda Moore, Trustee and Chair of Business Committee

Date: 2024-06-19

Registered Company Number: 6741123

Registered Charity Number: 112748

**CASHFLOW STATEMENT
FOR THE YEAR ENDED 30TH SEPTEMBER 2023**

	Notes	£000's	£000's	£000's	£000's
Cash flows from operating activities	A	(102)		(359)	
Cash flows from investing activities:					
Additions to property, plant and equipment		(81)		(220)	
Net cash used in investing activities			(81)		(220)
Cash flow from financing activities					
Loan Repayments			(40)		(40)
Net decrease in cash and cash equivalents			(223)		(619)
Cash and cash equivalents on 1 October			1,996		2,615
Cash and cash equivalents on 30 September	B		1,773		1,996
NOTES TO THE CASHFLOW STATEMENT					
A RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES					
Net (expenditure) for the reporting period (as per the statement of financial activities)			(582)		(312)
Adjustments for:					
Depreciation			90		94
Revaluations			54		(41)
(Profit)/deficit on disposal of fixed assets			-		(1)
Operating deficit before working capital changes			(438)		(260)
Decrease in amounts receivable			380		11
(Decrease) in amounts payable			(44)		(110)
Cash (spent on)/generated from operations			(102)		(359)
B CASH AND CASH EQUIVALENTS					
Cash and cash equivalents consists of cash on hand and at bank			1,773		1,996
Total Cash and cash equivalents			1,773		1,996

The notes on pages 33 to 49 form part of these financial statements

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 2019) 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 2024 and 2025. Forecasts include discounted income pipelines, secured funding and the impact of pipeline income not becoming secured. 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 tangible assets of Restless Development.

Designated Funds are set aside at the discretion of the Trustees.

j) Individual fixed assets costing £300 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	Depreciation rate
IT assets	33%
Office furniture	20%
Vehicles	20%
Used vehicles	50%

k) Restless Development 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. DONATIONS

	2023	2022
	£000's	£000's
UK grants and donations	2,433	2,361
Overseas grants and donations	4,105	5,138
	-----	-----
	6,538	7,499
	=====	=====

3. ANALYSIS OF TOTAL EXPENDITURE

	2023 Direct costs	2023 Indirect costs	2023 Total
	£000's	£000's	£000's
Volunteers' costs and other expenses	2,466	-	2,466
Grants made to consortium partners	642	-	642
Overseas & Programme staff costs	3,227	-	3,227
Head office staff costs	-	771	771
Support costs – Finance, HR, IT	-	321	321
Statutory audit	-	29	29
Internal and grant audit costs	-	11	11
Trustee indemnity insurance	-	1	1
Fundraising	-	759	759
	-----	-----	-----
	6,335	1,892	8,227
	=====	=====	=====
	2022 Direct costs	2022 Indirect costs	2022 Total
	£000's	£000's	£000's
Volunteers' costs and other expenses	3,583	-	3,583
Grants made to consortium partners	145	-	145
Overseas & Programme staff costs	3,464	-	3,464
Head office staff costs	-	838	838
Support costs – Finance, HR, IT	-	289	289
Statutory audit	-	23	23
Internal and grant audit costs	-	7	7
Trustee indemnity insurance	-	1	1
Fundraising	-	633	633
	-----	-----	-----
	7,192	1,791	8,983
	=====	=====	=====

4. NET INCOME FOR THE YEAR	2023	2022
This is stated after charging:	£000's	£000's
Auditors remuneration (including VAT):		
Statutory Audit	24	18
Grant Audit	5	5
Operating lease charge for the year	151	179
	=====	=====

5. STAFF COSTS

	2023	2022
	£000's	£000's
Wages and salaries	3,066	3,157
Social security costs	277	310
Pension Costs	189	190
Redundancy costs	5	12
	-----	-----
	3,537	3,669
	=====	=====

The average number of employees in the year was:

	Volunteer-led activity No.	Fundraising No.	Governance No.	2023 Total No.	2022 Total No.
UK	2	10	5	17	21
Overseas	126	12	65	203	251
	-----	-----	-----	-----	-----
	128	22	70	220	272
	=====	=====	=====	=====	=====

Under the Global Salary Scale the total amount of salary and other benefits paid to its twenty five Key Management Personnel for their services to the charity was £1,168,992. (2021/22: eleven

personnel, £525,791). This large increase reflects the restructure of the leadership group to become the Global Leadership Group which ensures the whole agency is represented.

	2023	2022
£60,000 - £69,999	1	1
£70,000 - £79,999	1	1
£80,000 - £89,999	2	1
£90,000 - £99,999	-	1
	-----	-----
	4	4
	=====	=====

Note that the basis of calculation includes the individual's gross pay and benefits. The Trustees received no remuneration or reimbursed expenses in either this year or the previous year.

Redundancy payments totalling £5k were made in the year (2021/22: £12k) to 2 (2021/22:2) individuals, all costs were accrued in 2022/23. 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 2022	92	502	558	1152
Additions	-	21	60	81
Revaluations & foreign exchange	1	57	25	83
Disposals	-	-138	-133	(271)
	-----	-----	-----	-----
At 30 September 2023	93	442	510	1045
	-----	-----	-----	-----
Depreciation				
At 1 October 2022	(87)	(397)	(370)	(854)
Charge for the period	(1)	(57)	(56)	(114)
Revaluations & foreign exchange	6	(11)	57	52
Disposals	-	96	11	107
	-----	-----	-----	-----
At 30 September 2023	(82)	(369)	(358)	(809)
	-----	-----	-----	-----
Net Book Value				
At 30 September 2022	5	105	188	298
	=====	=====	=====	=====
At 30 September 2023	11	73	152	236
	=====	=====	=====	=====

7. CAPITAL COMMITMENTS

There are nil (2022: nil) capital commitments as at 30 September 2023

8. DEBTORS

	2023	2022
Trade debtors	163	275
Accrued Income	538	826
Prepayments	48	28
	-----	-----
	749	1,129
	=====	=====

9. CREDITORS: amounts falling due within one year

	2023	2022
Sundry creditors and accrued expenses	436	452
Other taxation and social security	91	118
CBIL loan	40	40
	-----	-----
	567	610
	=====	=====

10. CREDITORS: amounts falling due in greater than 1 year

	2023	2022
CBIL loan	107	147
	-----	-----
	107	147
	=====	=====

Loans

	2023	2022
Less than one year	40	40
1-2 years	40	40
2-5 years	67	107
	-----	-----
	147	187
	=====	=====

11. OPERATING LEASES

Total commitments under operating leases are:

	Property £000's	Office Equipment £000's	2023 Total £000's	2022 Total £000's
Within one year	-	6	6	6
Two to five years	-	-	-	6
	-----	-----	-----	-----
	-	6	6	12
	=====	=====	=====	=====

12. RESTRICTED FUNDS

	Balance 1 October 2022 £000s	Income 2023 £000s	Expenditure 2023 £000s	Balance 30 September 2023 £000s
Aga Khan Foundation	-	30	(30)	-
Akamai Foundation	21	-	(20)	1
Anonymous Climate	15	81	(96)	-
Dasra	6	22	(22)	6
FCDO	0	398	(398)	-
EdelGive Foundation	9	40	(42)	7
Ford Foundation	50	236	(262)	24
FSDZ	-	87	(87)	-
Garden Trust	164	(54)	(92)	18
Girl Effect	6	34	(40)	-
GIZ Zambia	1	85	(76)	10
Global Affairs Canada	90	713	(780)	23
Global Fund for Children (Co-op Foundation)	-	172	(28)	144
Habitat for Humanity Tanzania	-	22	(15)	7
Hivos	135	498	(633)	-
Howard Delafield International LLP	8	45	(40)	13
Jersey Overseas Aid (JOA)	-	488	(363)	125
Jhpiego	15	111	(93)	33
Kindernothilfe	21	61	(68)	14
Malala Fund	-	33	(27)	6
Marie Stopes International	9	76	(62)	23
Mercury Phoenix Trust	31	5	(36)	-
NOREC- Norwegian Agency For Exchange Cooperation	42	40	(79)	3
Peoples Postcode Lottery	261	-	(261)	-
Plan Zambia	14	38	(44)	8
Project Concern Zambia	-	74	(74)	-
Quest Alliance	5	28	(33)	-
Save The Children Zambia	-	38	(21)	17
SIDA Sweden	-	524	(524)	-
Stavros Niarchos Foundation	-	26	(26)	-
Stichting Benevolentia	-	76	(32)	44
Swiss Contract	-	37	(35)	2
Tackle Africa	2	35	(20)	17
The L'Oréal Fund for Women	-	53	(30)	23
The Patter Family Foundation/The Hunger Project	1	46	(43)	4
UNAIDS	-	73	(72)	1
UNESCO	28	18	(46)	-
UNFPA	26	241	(151)	116
UNICEF	72	537	(492)	117
United Nations Population Fund	-	520	(397)	123
University of Warwick	-	125	(23)	102
UREPORT	4	23	(27)	-
USAID	25	198	(223)	-
Wellcome Trust	-	96	(96)	-
Others	776	184	(656)	304
	1,837	6,213	(6,715)	1,335
	=====	=====	=====	=====

<u>Name of Fund</u>	<u>Description of Fund</u>
Aga Khan Foundation	Funding for Covid-19 response programme in Tanzania.
Akamai Foundation	An education and livelihoods programme focussing on STEM for older adolescent girls in India
Anonymous Climate	Funding focused on climate justice in India building community engagement, advocacy, campaigning and accountability.
Dasra	A Youth Coalition for young peoples access to contraception and sexual and reproductive help in India.
Foreign Commonwealth and Development Office (FCDO) (British Government)	Every Adolescent Girl Empowered and Resilient - Leave No Girl Behind, a social accountability programme in Sierra Leone focusing on gender and education.
EdelGive Foundation	An organisational strengthening grant as part of the GROW (Grassroots, Resilience, Ownership and Wellness) Fund. It is a first-of-its-kind initiative aimed at building the capabilities, resilience and future readiness of grassroots organisations, in turn facilitating their efforts to effect change at the grassroots.
Ford Foundation	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes and the Africa Youth Partnership grant across Tanzania, Zambia and Sierra Leone.
FSDZ	Funding education and livelihoods programme in Zambia
Garden Trust	Core funding to support youth leadership projects in Zimbabwe.
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.
GIZ	A voice and democracy programme in Zambia focusing on community engagement.
Global Affairs Canada	SHE SOARS (Sexual and reproductive Health & Economic empowerment Supporting Out of school Adolescent girls' Rights and Skills) across Uganda, Zambia and Kenya.
Global Fund for Children (Co-op Foundation)	The Young Game Changers Fund, funding young activists, campaigners, disrupters, co-operators, and social entrepreneurs to lead youth-led social action across the UK

Habitat For Humanity (Tanzania)	Programme improving living and learning environment through WASH and livelihoods support, land and property rights advocacy and climate change impact mitigation in Tanzania.
Hivos	Funding to support SRHR programmes in Zambia, and the global WeLead programme focussed on SRHR and intersectionality. Hivos are also the consortia lead on the Bill and Melinda Gates Foundation – Walking the Talk programme in the UK focused on Feminist Foreign Policy.
Howard Delafield International LLP	A Game of Choice, Not Chance, funding an education and livelihoods programme in India.
Jersey Overseas Aid	Funding to reduce financial exclusion and foster income generation activities amongst women in informal settlements in Freetown, Sierra Leone and young women's financial inclusion and empowerment in Zambia.
Jhpiego	Youth Learning Lab focused on family planning and reproductive health in India.
Kindernothilfe	PAHAL – the initiative, a Voice and Democracy programme in India
Malala Fund	Funding for a girls education initiative in India.
Marie Stopes International	Funding for improving access to SRHR services in Zambia
Mercury Phoenix Trust	Funding our Girls Leadership Programme in Ruvuma, Tanzania which promotes HIV prevention.
NOREC - Norwegian Agency For Exchange Cooperation	Funding for Youth Take the Lead programme in Nepal and Tanzania.
Peoples Postcode Lottery	Funding for catalysing youth leadership for education reform in Sierra Leone
Plan Zambia	Funding Adolescent Teens in Zambia.
Project Concern Zambia	Empowering adolescents a programme focussing on gender and sexual rights in Zambia.
Quest Alliance	A voice and democracy programme in India focussing on STEM for girls.
Save the Children Zambia	Children's Future Project in Zambia
SIDA Sweden	Funds programmatic activity in SRHR work in Zambia.

Stavros Niarchos Foundation	Funding Global Democracy Moves activity.
Stitching Benevolentia	Voice and Democracy learning grant focusing on Youth CSO strengthening, advocacy and leadership and youth-led research.
Swiss Contact	Funding an employment skills enhancement project in Tanzania
Tackle Africa	Programme activity focusing on girls education in Zambia.
The L'Oreal Fund for Women	Funding an education and livelihoods programme in India – My Education, my right.
The Patter Family Foundation	Funding to provide meaningful youth engagement training to project partners in Zambia.
UNAIDS	Funding to support youth-led campaigning and advocacy to bring a change in HIV response globally.
UNESCO	Funding to train and support teachers to deliver curriculum on Comprehensive Sexuality Education (CSE) in Zambia.
UNFPA	Funds a number of our programmes in Sierra Leone and Tanzania.
UNICEF	Has funded a number of our sexual and reproductive health programmes in India, Nepal, Tanzania, Sierra Leone, Zambia and Zimbabwe.
United Nations Population Fund	Funding to advance access to SRHR information and services reduced vulnerability to HIV/ AIDS and gender based violence in Tanzania.
University of Warwick	Funding from the Botnar Foundation, via the University of Warwick: The future of human rights in the digital age: Research, education and global advocacy.
UREPORT	UREPORT project in Sierra Leone.
USAID	Funding for the Citizen Engagement for Accountability Action in Zimbabwe.
Wellcome Trust	Funding focussed on youth-led research on climate change and health and positive masculinities in Zimbabwe.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2023**

	Balance 1 October 2021 £000s	Income 2022 £000s	Expenditure 2022 £000s	Balance 30 September 2022 £000s
12. PRIOR YEAR RESTRICTED FUNDS				
Action Aid Denmark	10	22	(32)	-
Aga Khan Foundation	-	41	(41)	-
Akamai Foundation	-	29	(8)	21
Anonymous Climate	-	80	(65)	15
Dasra	-	17	(11)	6
Democratic Governance Facility(DGF)	-	134	(126)	8
Dubai Cares	-	58	(58)	-
Dutch MFA (Ministry of Foreign Affairs)	-	26	(26)	-
EdelGive Foundation	-	20	(11)	9
Egmont	6	18	(17)	7
EMPower-The Emerging Markets Foundation	-	55	(55)	-
eUPSHIFT	-	43	(43)	-
FCDO	-	1,469	(1,469)	-
DFID Aid Connect	67	307	(374)	-
Ford Foundation	197	111	(258)	50
FSDZ	-	58	(58)	-
Garden Trust	28	136	-	164
Gates Foundation	38	-	(38)	-
Girl Effect	25	58	(77)	6
GIZ Zambia	22	47	(68)	1
Global Affairs Canada	-	345	(255)	90
HCL Foundation	-	35	(35)	-
Heifer International	3	29	(32)	-
Hivos	147	503	(515)	135
Howard Delafield International LLP	-	16	(8)	8
Irish Aid	-	73	(73)	-
Jersey Overseas Aid (JOA)	424	-	(424)	-
Jhpiego	-	59	(44)	15
Kindernothilfe	-	63	(42)	21
Malala Fund	14	21	(35)	-
Marie Stopes International	-	18	(9)	9
Mercury Pheonix Trust	-	40	(9)	31
Minister for Foreign Trade and Development Co	-	8	(8)	-
NOREC- Norwegian Agency For Exchange Coo	10	106	(74)	42
Peoples Postcode Lottery	-	297	(36)	261
Plan Zamiba	8	64	(58)	14
Project Concern Zambia	-	74	(71)	3
Quest Alliance	3	78	(76)	5
Rockefeller Philanthropy Advisors	-	16	(5)	11
SIDA SWEDEN	394	615	(1,009)	-
SRHR Alliance Uganda	1	18	(19)	-
Tackle Africa	-	60	(58)	2
The Patter Family Foundation/The Hunger Proje	6	41	(46)	1
UN WOMEN	-	7	(1)	6
UNAIDS	30	58	(88)	-
UNDP	85	-	(85)	-
UNESCO	6	83	(61)	28
UNFPA	18	176	(168)	26
UNICEF	36	727	(691)	72
UREPORT	-	29	(25)	4
USAID	-	145	(120)	25
Others	607	154	(20)	741
	2,185	6,687	(7,035)	1,837
	=====	=====	=====	=====

13. ANALYSIS OF FUNDS	Restricted Reserves	Unrestricted Reserves	2023	2022
	£000's	£000's	£000's	£000's
Tangible fixed assets	162	74	236	298
Current assets	1,173	1,349	2,522	3,125
Current liabilities	-	(567)	(567)	(610)
Long term liabilities	-	(107)	(107)	(147)
	-----	-----	-----	-----
	1,335	749	2,085	2,666
	=====	=====	=====	=====

ANALYSIS OF FUNDS PRIOR YEAR	Restricted Reserves	Unrestricted Reserves	2022 Total
	£000's	£000's	£000's
Tangible fixed assets	220	78	298
Current assets	1,617	1,508	3,125
Current liabilities	-	(610)	(610)
Long term liabilities	-	(147)	(147)
	-----	-----	-----
	1,837	829	2,666
	=====	=====	=====

14. 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 2023, Restless Development USA owed Restless Development £4,531 (2022: £11,665.01 owed to Restless Development). This comprised £15,944 of income allocations, £14,610 of expenditure, which mostly related to the cost of staff support from the Global Agency. The Co-Chief Executive of Restless Development also served as a member of the board of Restless Development USA during the financial year to September 2023.

15. 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 2023 £000's	Expenditure 2023 £000's	Surplus/ (deficit) 2023 £000's	Net Assets £000's
Restless Development (Nepal)	Nepal	130	(130)	-	-
Restless Development Tanzania	Tanzania	1,268	(1,268)	-	37
Restless Development Uganda	Uganda	517	(517)	-	3
Restless Development Sierra Leone	Sierra Leone	1,209	(1,242)	(33)	(131)
Restless Development SPW India Project Trust	India	542	(504)	38	316
Restless Development Zambia	Zambia	1,512	(1,495)	17	134
Restless Development Zimbabwe	Zimbabwe	460	(449)	11	(8)
		5,638	(5,605)	33	351
		=====	=====	=====	=====

OVERSEAS ORGANISATIONS - PRIOR YEAR COMPARITIVES

Organisation name	Country of Registration	Income 2022 £000's	Expenditure 2022 £000's	Surplus/ (deficit) 2022 £000's	Net Assets £000's
Restless Development (Nepal)	Nepal	141	(141)	-	-
Restless Development Tanzania	Tanzania	1,300	(1,300)	-	45
Restless Development Uganda	Uganda	546	(546)	-	3
Restless Development Sierra Leone	Sierra Leone	2,478	(2,408)	70	(140)
Restless Development SPW India Project Trust	India	637	(442)	195	133
Restless Development Zambia	Zambia	1,264	(1,264)	-	171
Restless Development Zimbabwe	Zimbabwe	403	(545)	(142)	93
		6,769	(6,646)	123	305
		=====	=====	=====	=====

16. COMPARATIVE CONSOLIDATED STATEMENT FOR FINANCIAL ACTIVITIES 2022

	Unrestricted funds £000's	Restricted funds £000's	2022 Total £000's
INCOME FROM:			
<i>Donations and legacies</i>			
Grants and donations	812	6,687	7,499
Unrestricted fundraising	1,230	-	1,230
Total income	2,042	6,687	8,729
EXPENDITURE ON:			
<i>Raising funds</i>			
Charitable activities	(1,352)	(6,999)	(8,351)
Total expenditure	(1,985)	(6,999)	(8,984)
Net income/(expenditure)	57	(312)	(255)
Foreign exchange gains/(losses)	(21)	(36)	(57)
Net movement in funds	36	(348)	(312)
Reconciliation of funds			
Total funds brought forward	793	2,185	2,978
Total funds carried forward	829	1,837	2,666
	=====	=====	=====

TRUSTEES

Charlotte Eaton, Chair (resigned August 2023)	Jenny Wilson, Chair (from August 2023)
Amelia Pan (resigned November 2022)	Matthew Beard (resigned December 2022)
Amisa Rashid	Nicola Dean (from August 2023)
Diwakar Uprety	Oyindamola Johnson
Edleen John	Paul Wafer
Eshban Kwesiga (from August 2023)	Pooja Singh (from August 2023)
Francesca Bowen (from August 2023)	Tom Allen
Hannah Bronwin (resigned July 2023)	
Isabella Mosselmans	
Justin Derbyshire (from August 2023)	
Lucinda Moore	
Mafipe Chunga (Deputy Chair from August 2023)	

BUSINESS COMMITTEE

Lucinda Moore (Chair),

CO - CEOS

Alex Kent and Kate Muhwezi

GLOBAL LEADERSHIP GROUP:

CO-FINANCE DIRECTORS

Genevieve Seddon, Sunil Mahawar (India)

BUSINESS DIRECTOR

Al Farrington (appointed January 2023)

STRATEGY DIRECTOR

Natalie Agboeze

POWER SHIFTING DIRECTOR

Yande Kalengo (Zambia) (appointed January 2023)

REGIONAL DIRECTORS

Nalini Paul (India), Candie Cassabalian (Rwanda)

REPRESENTATIVE HUB DIRECTORS

Naval Gupta (India), Kaajal Pradhan (Nepal) (left December 2022), Lesley Garura (Sierra Leone), Linus Katonto (Tanzania), Gabriel Iguma (Uganda), Chanda Chisenga (Zambia) and Farai Muronzi (Zimbabwe)

HEAD OF PEOPLE

Jennifer Codman (left September 2023)

YOUNG LEADERS

Inés Yabar (Peru - left December 2022), Caleb Masasu (Zambia) and Nikita Khanna (India)

REGISTERED ADDRESS

35-41 Lower Marsh
London
SE1 7RL

BANKERS

Barclays Bank Plc
1 Churchill Place
London E14 5HP

AUDITORS

Buzzacott LLP
130 Wood St
London EC2V 6DL

Signature Certificate

Reference number: UQMTE-VNNBV-OB7S-G5MRR

Signer

Timestamp

Signature

Lucinda Moora

Email: lucindamonica@gmail.com

Sent:

19 Jun 2024 10:22:38 UTC

Viewed:

19 Jun 2024 13:08:05 UTC

Signed:

19 Jun 2024 13:10:40 UTC

Recipient Verification:

✓ Email verified

19 Jun 2024 13:08:05 UTC

IP address: 82.132.187.43

Location: Leeds, United Kingdom



Jenny Wilson

Email: chair@restlessdevelopment.org

Sent:

19 Jun 2024 10:22:38 UTC

Viewed:

19 Jun 2024 13:19:20 UTC

Signed:

19 Jun 2024 13:20:44 UTC

Recipient Verification:

✓ Email verified

19 Jun 2024 13:19:20 UTC

IP address: 88.97.116.212

Location: Penrith, United Kingdom



Hugh Swainsonh

Email: swainsonh@buzzacott.co.uk

Sent:

19 Jun 2024 10:22:38 UTC

Viewed:

21 Jun 2024 15:42:23 UTC

Signed:

21 Jun 2024 15:47:08 UTC

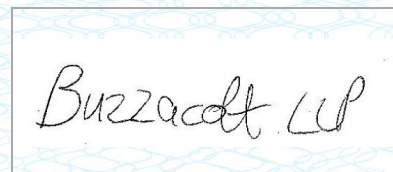
Recipient Verification:

✓ Email verified

21 Jun 2024 15:42:23 UTC

IP address: 85.115.52.201

Location: London, United Kingdom



Document completed by all parties on:

21 Jun 2024 15:47:08 UTC

Page 1 of 1



Signed with PandaDoc

PandaDoc is a document workflow and certified eSignature solution trusted by 50,000+ companies worldwide.



RESTLESS DEVELOPMENT

England & Wales - Charity number 1127488

Accounts



RESTLESS DEVELOPMENT
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30th SEPTEMBER 2022

Registered Company Number: 6741123
Registered Charity Number: 1127488

CONTENTS	Pages
Report of the Trustees:	
<i>Objectives and Activities</i>	3-7
<i>Strategic report</i>	8-20
<i>Financial review</i>	21-22
<i>Organisational Structure, governance and management</i>	23-24
Trustees' Responsibilities Statement	25
Independent Auditor's Report	26-29
Statement of Financial Activities	30
Balance Sheet	31
Cash flow Statement	32
Notes to the Financial Statements	33-50
Administrative and Reference Details	51

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 30th September 2022.

OBJECTIVES AND ACTIVITIES

In April 2022, we launched our new strategy. It places **youth power at the heart of everything we do**. By youth power we mean the collective power of young leaders to create a better world. Youth Power is diverse, complex and unique. The Youth Power Principles (as identified by global young leaders) describe it as: Proudly Young, Hopefully and Visionary, Adaptable and Resilient, Leaders, Inclusive, Skilled Mobilisers, Truthful, Diverse and Interconnected and Changemakers.

We recognise how we work is as important as what we do - hence we have gone further to develop a **power shifting approach**. Recognising systemic and historical inequalities and injustices - we are intentional in our efforts to shift power, enabling young people and communities previously marginalised to lead. We recognise the multiple barriers that so many face - for age, gender, sexuality, disability, ethnicity, religion, sexual preference, geographic location or community. We work to ensure that those who face injustice are able to lead the fight against it, and are not the last to have a say.

We use our new Power Shifting Checklist to guide our work:

1. Prioritise Youth Leadership
2. Prioritise Safety and Happiness
3. Train, Support and Resource Young Leaders
4. Be Open, Dynamic and Accountable
5. Intentionally Shift Power
6. Be Restless: Flex, Innovate and Create

Three things make up **the Restless Approach**:

1. **Youth-led Change:** We have 30 years of experience of creating youth-led models for change in local contexts. Our work differs depending on context and the challenges we are addressing; however, we have several core models that underpin much of our work: youth training and empowerment; community mobilisation; youth-led accountability; and youth-led research. This includes our flagship Youth-Led Research, Community Mobilisation and Youth-led Accountability approaches.
2. **The Youth Collective:** This is an inclusive network for all Youth Civil Society, which we host, support and grow with the primary purpose of strengthening youth civil society. This will transfer power, resources and ownership to youth organisations.
3. **Restless Experts:** We provide regular advice, expertise and guidance to institutions, governments and partners, supporting them to develop strategies and approaches that include youth perspectives.

We work on a number of different issues and contexts, all towards creating a better world. The **four impact priority areas** that sit across our work are:

- **EDUCATION & LIVELIHOODS:** We want all young people to have the skills, knowledge, resilience and opportunities that enable them to thrive. We take a youth-led approach to ensuring that every young person has a quality education, and access to training and opportunities that set them up for life. We want all young people, especially women and girls, to be able to stay in school, and be able to make a sustainable fulfilling living when they leave.
- **GENDER & SEXUAL RIGHTS:** We know that bodies, identities, gender and sexualities are subject to discrimination and violation. We empower young people to change attitudes

and behaviours, as well as services and policies, to advance and uphold sexual and reproductive health and rights, and gender equality.

- **VOICE & DEMOCRACY:** We believe more just and participatory democracies are possible, where institutions are accessible and responsive to young people. We support young people to lead as active citizens and create change in their communities by influencing social and political structures, and those in power, with evidence-based solutions.
- **CLIMATE JUSTICE:** Young people risk losing the most from climate change, yet they are systematically excluded from conversations to address it. We support young people to be leaders in transitioning to a just and sustainable world by strengthening youth civil society and an intergenerational response.

Developing our Strategy:

Restless Development and youth leadership has changed since we launched our last strategy in 2016, responding to the changing world around us. Our new strategy established in the 2021/22 financial year **united the whole agency** behind a process that was **owned and led by young people** - creating a joint vision for youth-led change.

The new strategy is grounded in evidence - and two global flagship reports that we produced in 2022: '[Youth-led Change: What Works - 10 years of evidence & learning](#)', and '[State of Youth Civil Society: Youth Power in a Pandemic](#)'. We recruited, trained and supported a **global Strategy Reference Group of young leaders** involved with Restless Development in different locations and programmes. The Strategy Reference Group supported the process to develop a set of Youth Power Principles that we would place at the heart of our new strategy.

Our activities - how we deliver our strategy

Our work is focused on training, supporting and connecting 1,000s of young people to lead change. In 2021/22, **3,731 young people led our work**. These young leaders are diverse - they are volunteers, activists, researchers, campaigners. From social entrepreneurs setting up businesses to provide for their families and create local jobs, to young advocates and campaigners focusing on issues such as gender equality, climate justice or HIV.

This support to young people was led by nine Hubs spread across Africa, Asia, the UK and US, who delivered a total of **68 programmes** in 2021/22, working with people across **25 countries**. Throughout the year we saw the increasing global reach of our work, spurred on with our engagement with wider youth civil society and the global projects working with young people and communities outside our established Hubs.

Data from our global reporting system shows how the thematic focus of the programmes our young leaders deliver will cut across our different strategic priority areas: 50% come under our 'voice' work; 49% under 'leadership'; 41% under 'sexual rights'; and 28% under 'living'. The interlinked nature of these issues, and the cross-cutting nature of our work means that many programmes will cover multiple areas.¹We also saw four climate justice focused programmes - our newest impact priority area.

¹ These are the strategic priority areas, or goals, from our previous strategy, prior to the updated Impact Priorities launched in 2022. Our reporting system will be realigned with the new priorities from the start of the 2022/23 financial year.

Young leaders deliver a wide range of activities in line with our vision and mission, varying from programme to programme. Broadly speaking, the following models underpin much of our work. They are also not discrete, and can be combined.

- **Community mobilisation:** Young leaders will implement activities to change behaviours and mobilise action in their communities. This can involve the provision of peer-led education and training, both in schools and the community; further awareness raising activities - through in-person events; radio; or online; and the development of community action plans.
 - *Young people in Sierra Leone engaged and empowered communities in Covid-19 response work, enhancing their knowledge to increase demand for and uptake of vaccines.*
- **Youth-led accountability:** Young leaders hold decision-makers to account for policies, commitments and responding to problems in the community. This work will often be driven by the data collected by young people, and can involve dialogue to bring together and strengthen the link between different stakeholders, such as decision-makers, service providers and community members.
 - *Young people, especially young women, conduct evidence-based accountability in Tanzania to push for responsive, inclusive, participatory and representative decision-making.*
- **Youth-led research:** Young people lead participatory research processes to identify challenges and solutions, informing policy and practice.
 - *Young people in Zimbabwe have led research to understand communities' level of understanding regarding the link between global heating and health, and the potential gaps and misconceptions, in order to inform advocacy work.*
- **Youth training and empowerment:** Young people are provided with tailored training, support, networks and mentors enabling young people to learn, adapt, grow, and ultimately thrive.
 - *Vulnerable girls and young women in Zambia are provided with support to help them understand their career options and to pursue career ambitions, enabling a confident transition into adult life.*

Youth Leadership

Our work is unique as it is led almost entirely by young people. Of the 3,731 young people globally who led our work in 2021/22, **46% were male and 54% female**. 95% of these young leaders were under 30². These young people go beyond the traditional concept of ‘volunteers’. We support their journey to become leaders in their community, and for them to multiply this leadership. Over the past year, **these young people went on to create 107,452 changemakers** - a wider pool of young people who go on to lead further change in their community.

By adopting a power shifting approach in our work, we are intentional about working with young people and communities who have previously been marginalised to lead change. We recognise the barriers that women, girls, non-binary people, people living with disabilities, and young people with different ethnicities, religion and sexual preferences face in the communities in which we work.

Our interventions are designed so young people build trust with their peers, communities and decision-makers over a long period of time. Time commitments will vary by activity, but many are embedded long term (3-12 months) in the underserved communities in which they drive change. Volunteers are provided with comprehensive training, and we ensure that they are provided with allowances to cover any costs associated with their commitment.

Working in partnership

In addition to the work we do directly with young people, in the last year we **engaged 2,900 different stakeholders around the world**. These partners include government departments; partner charities; and informal community and youth groups (23% of the total).

As outlined in our strategy above, we are increasingly focusing our efforts on supporting global youth civil society. **Through the Youth Collective we have connected youth civil society organisations worldwide**, so that they can support each other and strengthen their organisations. We have launched a [digital platform](#); provided training and resources; funded youth-led research on the state of youth civil society; and facilitated ‘Leadership Labs’ - interactive online sessions, allowing Youth Collective members to share skills and tools. We also engage with a wide range of youth civil society organisations, networks and coalitions in our programmes, and build in activities to provide them with training and support.

We also use our expertise to advise others - from governments to corporates to civil society organisations - on how they can meaningfully engage young people. This could be through supporting strategy development processes via youth consultations or youth-led research.

How do we measure success?

Our global reporting system pulls together results and learning from across our work on a quarterly basis, enabling us to see how we are progressing. Our Hubs provide programme level quantitative and qualitative data through DevResults, our online monitoring and evaluation system. Data from this reporting system has been used to outline our main achievements in the strategic report section below.

Hubs provide data across a number of core disaggregated outputs, such as reach, which can be assessed against consolidated targets. We also have a programme performance self-assessment tool, which enables Hubs to provide an assessment of programmatic progress, based on a number of factors

² Demographic data taken from our Annual Leaders Survey.

(progress towards objectives; implementation; and stakeholder engagement). Ratings can be pulled together in a consolidated picture.

Our **Global Results Framework** also provides us with a number of shorter-term and longer-term global outcomes under each goal area, which Hubs are able to map their programme outcome indicators against. In the 2022/23 financial year we will finalise the process of updating this framework in line with the new strategy. The new framework will focus on consolidating evidence around key ‘learning questions’ spread across our impact priorities, and also focus on the concept of power shifting.

Programme level evaluations are conducted by different Hubs throughout the year and can be a source of more detailed outcome level insights.

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.

Our **charitable objectives** are: the relief of poverty and the improvement of the conditions of life in disadvantaged communities and countries in the United Kingdom and elsewhere; the advancement of education and learning in both the United Kingdom and elsewhere; and the provision of educational medical care and treatment of people in need overseas. We carry out these objectives through our strategy outlined above.

STRATEGIC REPORT

1) ACHIEVEMENTS DURING THE YEAR

The following section outlines the results we have seen across the world as a result of the 68 different programmes that have been implemented. This information is drawn from our annual impact report, and is structured around the four strategic goals from our previous strategy.³

VOICE: Young people influence those in power to bring about positive change in young people's priority areas

- ***We reached 87,817 people under this goal area***, which represents a significant increase on the figures from the past two years that would have been heavily affected by Covid related restrictions (476% increase on 2020/21 and a 67% increase on 2019/20). This is indicative of the significant role our youth-led accountability and evidence-based advocacy approaches play within our wider portfolio.
- Hubs have continually reported an **increased responsiveness to young people's priorities by civic leaders and decision makers** as well as an **increase in knowledge and skills of young people to monitor and influence**.
 - The endline evaluation of the Kijana Wajibika programme in Tanzania showed that 80% of young people and communities showed an improved understanding of accountability and decision making processes and 56% participated in decision making processes as a result of the intervention.
 - 16 Youth Accountability Advocates involved in budget monitoring activities in Uganda gathered evidence from 12,218 community members that resulted in pushing decision makers to act on commitments. For example, installing a latrine pit, water source and access road for a project running behind schedule due to poor quality of resources.
 - The Ishiwi and Tikambe programmes in Zambia trained 208 young leaders on youth engagement, which has led to improvements in how young people were engaged in decision-making. This included gathering youth insights on the utilisation of the constituency development fund and participation of young people in council meetings in three wards.
- **Programmes are prioritising young people in governance spaces** to steer, advise and ensure that initiatives are meaningfully engaging young people in the design, delivery and monitoring of our approaches. Nepal's Youth Sounding Board, comprising 25 young people, is a good example of a consultative space for Nepalese youth to meaningfully participate and have an influence on the European Union's actions by making it more participatory, relevant and effective for them.
- At the global level we have continued to **push to ensure that young people are meaningfully engaged in decision making spaces**. Key examples include the 'Missing

³ Our new strategy was launched midway through the financial year. Our global monitoring, evaluation and learning systems will not be aligned with our new strategy until 2022/23, with the launch of the new Global Results Framework.

Majority' campaign at the Conference of Parties (COP) summit where youth representatives took messages to world leaders from over 100 young people to the venue where decisions were being made. We also led the 'No Visa, No Voice' campaign at the AIDS2022 conference to demand the Government of Canada and partners to implement more inclusive measures to ensure youth participation as almost half of the planned delegates were unable to secure visas to attend.

"Girls in my area had no education about governance or how they could take part in decision making of the community. Accessing resources on governance and leadership has improved my understanding of these."

- Female Young Leader, Zambia

Spotlight on Youth-led Research:

Our youth-led research approach is fundamentally about **shifting power by changing the narrative of who is the expert, who owns knowledge and who gets to generate that knowledge**. We partner with young people to capture key insights on issues that matter most to them. Over the course of the year, we have conducted and finalised key youth-led research pieces that have added to our evidence base and are being used to advocate for change and further funding.

"No one else knows more about youth issues and how to solve them than young people themselves. We are the experts"

- Mialy, 24, Youth Researcher from Madagascar

India finalised a qualitative [youth-led research](#) piece which focused on **understanding the ways by which young people in India were impacted and took action in response to the COVID-19 pandemic**. Supported by the Malala Fund Voice of Girls initiative, 104 young people between the ages of 18-24 were interviewed using the [Fatima platform](#) in four districts: Delhi, Jaipur, Ranchi and Patna. By foregrounding the voices of young people, the research aimed to contribute to a narrative that highlights how young people have served as leaders – in their communities and beyond, in these unprecedented times and highlight concrete ways in which their efforts can be supported by civil society organisations, governments, and other stakeholders. Overall findings from the research highlighted the ways in which the pandemic has disproportionately affected women and girls, particularly insofar as it relates to their education, jobs and livelihoods, and the digital divide.

Under the We Lead programme, Uganda worked on a youth-led research report that sought to understand **how CSOs in Lebanon, Guatemala, Mozambique, Uganda and Nigeria have had to adapt in the face of the COVID-19 pandemic to provide sexual and reproductive services to young women**, and what possible advocacy strategies could be used to ensure quality information and services are accessible. These research recommendations will be implemented in partnership with other stakeholders related to the programme.

20 youth researchers in Zimbabwe were trained and supported to identify the current level of knowledge on the relation between global heating and health. The findings were used to lead advocacy initiatives to counter prevailing myths and misconceptions and develop community-based solutions. The developmental evaluation of the programme showed that all researchers were able to effectively translate training support into leading evidence-based advocacy work in communities.

Led by 12 youth researchers, **3,294 young people were surveyed across 70 countries to feed into**

the **'By Us, For Us: Rewiring Education for a New Generation'**. The research found that there is a mismatch between education and current work opportunities making the transition from school to work difficult; and that accessing high-quality education is a challenge for many which has been exacerbated by the COVID-19 pandemic. There is an urgent need for governments, educational institutions, employers and civil society organisations to come together to act on recommendations that can rewire education to make it fit for purpose. The research has formed the basis of our #MakeEducationWork campaign, which has reached 12 million people globally as well as programme design.

Six researchers conducted a **youth-led research on the impact of climate change on the lives of young people in Uganda**. **'Living in the Climate Crisis: Young People in Uganda'** draws on 1,214 survey responses, 102 interviews, and 12 focus group discussions with young people in the Karamoja and Busoga sub-regions of Uganda and documents the diverse livelihood strategies of young people living in Uganda, the impacts of climate change on their lives; and the adaptation and mitigation strategies that they have employed to address the crises so far.

LIVING: Young people achieve a decent, sustainable livelihood for themselves and their Communities

- **We reached 6,406 people through our living work.** This represents a significant decline on previous year, 81% less than both 2020/21 and 2019/20. The limited figures relate partly due to active programmes either being at their inception phase or nearing the end, limiting the amount of activity.
- We have seen multiple programmes successfully focus on **supporting groups of young people, especially women, to access financing** to support income generating activities.
 - In Sierra Leone, we supported and trained 1,667 women living in 37 informal settlements in financial literacy. As a result, 74 saving groups have been created, with all the women reporting an increased access to loans to set up strong businesses that can withstand shocks, as well as increased income.
 - Similarly, in Tanzania we established and strengthened 23 youth groups of 368 young people, which were registered as formal enterprises at the District and City Council.
- Evidence from our programmes has also shown an inextricable **link between retention in education and the link to livelihood opportunities**, especially amongst young women and girls.
 - Programmes in Zambia have demonstrated the value of an ecosystem approach in this area, cutting across multiple issues such as life skills and entrepreneurial skills, when looking to inform and support girls' education and career choices. Evidence shows that 90% of the 6,862 adolescent girls indicated an increased confidence to decide and take up careers that they felt passionate about. The career clubs established in communities have helped increase the retention rate (13% in 2019 to 25% in 2021) and improved academic performance amongst learners. They also expanded to a savings club to create a pool of income for income generating activities such as chicken rearing and book selling.

“The pandemic has taught me to be prepared for anything in life and that young people should have sustainable livelihoods. I now have a business, I buy perfumes, air fresheners and other products and resell them to my peers and other people in my reach.”

- Female Young Leader, Zimbabwe

- We were able to **bring the voices of young people into global debates on transforming education** through our ‘By Us, For Us’ research that fed into the RewirEd global education summit in Dubai. The research highlighted the mismatch between education and current work opportunities. We were also able to strengthen youth engagement in the run up to the Transforming Education summit via our role in the Unlock the Future coalition.

SEXUAL RIGHTS: Young people have control over their sexual and reproductive health, can claim their sexual rights and are less vulnerable to SRH risks

- **We directly reached 286,777 people through our sexual rights work**, which is the highest absolute reach amongst our goal areas. This is also an increase of 188% on the previous year.
- We have seen **extensive community engagement to increase awareness and knowledge related to sexual and reproductive health and rights** across our work:
 - Zimbabwe used a mobile based service Thrive, to drive the outreach and uptake of sexual and reproductive health services and awareness on menstrual hygiene management amongst 1,700 young people. 80% of the young people reached showed an improved understanding of safe practices during menstruation.
 - 614 Young Leaders in Sierra Leone have adapted the Hub’s community engagement model to reach out to 189,860 young people, who are practising Covid appropriate behaviour and showing an increased willingness towards family planning and eliminating child marriage.
 - 19 young leaders in Zambia successfully mobilised 2,215 changemakers and 10,397 community members on creating awareness about healthy relationships and uptake of sexual and reproductive health services. As a result, 2,249 people accessed services such as contraceptives and HIV testing in 19 clinics.
- We have also seen **increased support from decision makers to create a conducive environment for young people to be able to access services, realise their rights and counter gender based violence**.
 - 30 young leaders in Uganda have led extensive capacity building and advocacy to gather support from 25 district and sub-district officials who have pledged to support victims of sexual and gender-based violence in accessing services, escalation to concerned authority for justice and stricter punishments for parents found guilty of enforcing child marriage.

“Together we agreed to use the implant method so that we can prevent another unplanned pregnancy. We want to ensure good health for our children and ourselves and want to achieve financial stability.”

-Young mother, Tanzania

- The GenEndIt Youth Ambassadors in Zimbabwe continue **to influence and shape policies**, visible from their contribution in the development of a global ‘No Syringes’ strategy that will support young people injecting drugs to stay safe from contracting HIV and other Sexually Transmitted Infections, and advocating for reforms in Nepal to protect women and girls from abuse and violence.

Programme spotlight:

We Lead⁴ is an innovative and far-reaching programme that **aims to strengthen the influence and position of rights holders** i.e. young women whose sexual and reproductive health and rights are neglected the most. It targets young women and adolescent girls who: live with HIV; face vulnerability and discrimination; live with a disability; and/or are affected by displacement. It brings together our approaches of training, youth leadership, youth-led research and evidence based advocacy.

Evidence generated till now shows that youth civil society organisations have greater capacity to lead change and advocate on behalf of young people and communities. Training on youth-led research and youth-led accountability has shown an improvement in knowledge and skills (60%), a 30% increase in the ability of participants to cascade the training to rights holders in their organisations and a 90% increase in their knowledge of our accountability and monitoring approach. As a direct result, rights holders from Honduras have been collecting evidence on violations related to sexual and reproductive health and those from Guatemala used the accountability model to develop their advocacy plans.

The programme also aims to **strengthen youth civil society organisations through regular mentorship and hosting Leadership Labs**, which are a space to connect and develop effective leadership approaches and stronger collaborations. Two Leadership Labs brought together 102 youth civil society organisations to focus on how to mobilise resources and how to advocate for a better education.

LEADERSHIP: Young people build resilient and sustainable communities

“The power to bring a change in our life lies within all of us. We only need to recognise it”

- Female Youth Leader, India

- **We reached 81,360 people**, which is a 51% increase on the previous year. This has primarily been achieved through extensive community outreach, especially due to Sierra Leone’s work on Covid-19 recovery.
- Young leaders across our hubs have been supported to **develop their leadership skills to create change** across multiple areas.
 - Meaningful youth engagement and cultivating leadership skills are an integral part of programmes in India. Notably, 16 youth leaders are leading a cohort of 300 changemakers to reach out to 3,000 other young people through an interactive mobile

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

game that uses role play to stimulate real life situations to develop leadership capacities to take ownership of their lives.

- Also in India, 140 young leaders led activities and initiatives to reach out to 35,000 community members on Covid-19 appropriate behaviour and vaccination.
- 655 young people in Sierra Leone have been leading on dialogues with 26,096 community members and 68 stakeholders to identify solutions to issues faced by young people. Early results show that 30% of those reached feel supported to take up leadership roles especially during community meetings.
- Through our **engagement with wider civil society** we have also **supported others to strengthen their youth engagement practices**.
 - The USA hub has been convening eight non-profits with different levels of experience to support them through assessment, training and action planning on organisational change processes to strengthen their youth-centred engagement.

Our Climate Justice work:

This year has seen an increasing focus on climate justice in our work. In addition to new programmes being launched in India and Nepal that exclusively focus on climate justice; our youth-led research in Uganda and Zimbabwe has resulted in funding to support the implementation of recommendations.

- Positive feedback was received on the joint dissemination of the **research** findings from the ['Living in the Climate Crisis: Young People in Uganda'](#) report, hosted by the Uganda hub in collaboration with the University of Cambridge and Makerere University. The Hub has launched the #TakingClimateToSchool campaign to reduce the knowledge gap related to climate change. This emerged in response to the recommendation to boost education related to climate change and its impact at the primary school level.
- The Developmental Evaluation of the **Young Changemakers of Climate Change programme in Zimbabwe** has indicated that youth-led research and advocacy is a sustainable, cost effective and innovative way of bringing change in communities. Positive results include an increased skills and knowledge to lead climate adaptation and resilience in communities, and a demonstrated proof of concept for youth leadership in climate justice.
- Two programmes have brought together our approach of **youth-led accountability in climate response and mitigation**. In India, the Youth Climate Action Lab contextualised our Accountability in Action toolkit to train 12 young people to lead research and evidence based advocacy on climate change related issues faced by communities. In Nepal, 40 Climate Fellows will be supported to lead on community mobilisation, data driven accountability and advocacy to inform resilient policies on climate.
- We also supported climate activists to engage in person and online at **COP26**, including a focus on our Missing Majority Campaign. This calls for strengthened youth participation and voice across global processes that seek to address the climate crisis.

Our reach:

Our total direct reach for the year was 531,346⁵. This is a significant increase of 119% on the previous year, and is the highest figure from the past five years.

Reach over the past five years:

	2017/18	2018/19	2019/20	2020/21	2021/22
Voice	97,329	131,332	52,584	15,240	87,817
Living	133,770	70,245	34,451	34,200	6,406
Sexual Rights	157,056	112,290	171,800	99,474	286,777
Leadership	14,094	12,042	9,752	54,006	81,360
Total	402,249	406,819	319,360	242,868	531,346

Breaking this figure down further, **58% of those reached were female and 42% were male⁶ and 1% were reported as having a disability.** Our disability reach is lower than targeted as Hubs have found it challenging to reach people with disabilities through routine community engagement activities that are not tailored to their specific needs. Additionally, we are still developing and employing appropriate and sensitive ways to identify and collect data on people with disabilities, and so people with disabilities are being underreported.

Outside of these young people we have reached directly with our activities, we have a **wider indirect reach of millions** taking into account online events, meetings, campaigns and awareness raising on radio. Our wider reach also includes others, such as parents, teachers and community members.

Our impact on Youth Civil Society:

We continued in our efforts to strengthen youth civil society, supporting grassroots youth-led organisations and youth-led change at scale.

- An additional **1,202 organisations signed up to the Youth Collective digital platform** bringing the total number of organisations to **3,991**. This is largely due to multilingual versions of the newsletter that allowed the Youth Collective to grow in non-English speaking regions.
- Beyond this online engagement we have also worked with **667 informal community or youth groups**, which represents 23% of the total stakeholders we have engaged.
- Part of our focus has included a push to ensure **more equitable, flexible and sustainable funding for youth civil society**. This has been supported through evidence generated by the latest report on the status of youth civil society. Operationalising youth funds for education (in Sierra Leone) and climate (in India) are some of the examples by which we are looking to shift resources to youth civil society organisations.

⁵ This includes an additional 69,086 reached by 'integrated' programmes cutting across multiple goal areas and not included in figures split by goal area below

⁶ The proportion of young people who identified themselves as 'other' (which includes those people who do not share their gender identity or do not see gender as binary) was negligible.

- Results from a **Youth Collective survey** conducted in January 2022 showed that organisations most value the connection that they are able to form with like-minded organisations (71%), followed by increased access to funding opportunities (69%). We have **deepened access to networking, training and funding opportunities** through sharing of global and regional newsletters in both English, Spanish and Arabic and 40% felt that they have increased access to capacity building resources.
- All hubs are focussing on supporting and **building the Youth Collective from the ground up**. Our offer has been built into programme designs to ensure that the support is structured and directed as opposed to being ad-hoc. This includes identification, tailored training and mentorship sessions with youth civil society organisations as well as the [Leadership Labs](#). Thematic areas of focus include meaningful youth and adolescent engagement in India, Nepal and Zambia; approaches of community mobilisation and youth-led accountability in Uganda; and building youth networks in Zimbabwe.

“Being a part of the Leadership Lab on education only made me realise the dire need of synthesising the purpose of education. I learnt about the shared frustration and hope we have towards a more inclusive, transformative, and localised education.”

- Participant, Nepal

2) CHALLENGES AND LESSONS LEARNT

We have identified a number of common challenges and lessons learnt in the delivery of our work over the past year. Some of these are a continuation from previous years, and relate to wider global context.

- **Political tensions and restricted civic space** have impacted operations throughout the year. Election campaigns and increasing restrictions from governments on civic freedoms, resulting in a shrinking of civic space have been observed as a global trend, which is not confined to a single country. The impact of this has been felt primarily in our work on accountability and somewhat on sexual rights. We also saw the temporary suspension of some of our funding related to governance and democracy work in Uganda.
- We also saw the **continued impact of the Covid-19 pandemic**:
 - Pandemic related restrictions affected our work in India, Uganda and Zambia. These have impacted operations and sustained engagement with communities and stakeholders, particularly in the first three quarters of the year. Continuing with the learning from the last year, technical innovations such as using interactive voice response (IVRS) messaging in India and SMS in Zambia, which required lower levels of digital literacy and data, were employed.
 - The cumulative impact of working through the pandemic for two to three years and the efforts required to adapt and pivot our work increased the risk of staff burnout and affected wellbeing. In learning from this, we further embraced flexible working; adopted a new Wellbeing and Happiness Strategy; and prioritised face-to-face leadership meetings.
 - The pandemic has also resulted in a permanent shift towards using more digital and online spaces in our work. This has helped to open up opportunities, but also presented challenges we have had to negotiate regarding ensuring the safety of

participants, and finding an efficient way to reimburse data costs to support diversity and accessibility.

- **Challenges in the global economy** and depreciation of the pound sterling have resulted in financial losses and impacted on programme delivery. We have responded by continuing to monitor this situation closely and taken steps to mitigate the impact by budgeting in local currencies. The financial losses have also brought fragility to our cashflow at times; however, we have been able to navigate this by careful planning and management.
- We have also seen **challenges regarding the recruitment and retention of our young leaders**, which is crucial for our model. Feedback from our annual leaders survey has highlighted the importance of adequate compensation, and also the potential linkage between volunteering opportunities and employment. The last point may be indicative of the fact that the wider financial pressures young people are facing is negatively impacting on their potential to volunteer their time.
- **Delays in fund disbursements** by donors across multiple Hubs has led to subsequent delays in activities and required the revision of work plans.

Plans for Future Periods:

The following section outlines our plans for the years ahead framed around the three pillars that we apply to the leadership of our organisation: Strategy; Resource Mobilisation and Operations. The direction is grounded in our new strategy; the changing global context around us; and the lessons we have learnt over the past year. In particular, we would highlight the following factors:

- **Our commitment to shifting power:** This concept lies both at the heart of our strategy and how we operate. We are committed to distributing leadership and breaking down any inherent structural racism in our agency.
- **The changing face of youth leadership:** Our experience and research shows us that while youth civil society is increasingly threatened and underfunded, it is also increasingly optimistic. In the face of this, our purpose is to enable youth-led change, by strengthening youth civil society so that new opportunities, movements, enterprises and initiatives are possible.
- **A changing world:** We recognise the ongoing global uncertainty we face and the numerous, interconnected crises we face. We must ensure our resilience and flexibility in the face of these.

Strategy:

With the launch of our new strategy in April 2022, we are now stepping into a year of transformation as we push ahead with putting this strategy into action. This means:

- **Focusing on our Power shifting approach:** We have recruited a new young Power Shifting Director to champion our approach internally and externally. Building on discussions at our global leadership conference in November 2022, we will also be continuing on our journey to embrace a feminist approach in our work. Our new global Results Framework will also focus on understanding and learning from the progress we are making towards shifting power.

- **Youth Collective 2.0:** We will continue in our efforts to take forward our Youth Collective Strategy and build a roadmap to sustainability. This will involve updating the governance structure; updating our communications products; and continuing to strengthen and fund both our 'online' and offline offer, including through the potential for local and thematic chapters.
- **Strategic initiatives:** We will also be looking into the horizon, and aiming to develop and secure funding for new global, strategic initiatives that take a cross-cutting approach to our work, setting out our unique offer as an agency. For example, by harnessing youth leadership to address the interlinked challenges being faced on both climate and education, and applying strategic foresight methods to our work with young people on how to better anticipate the future and advocate for the rights of future generations.
- **State of Youth Civil Society Report:** The State of Youth Civil Society report is Restless Development's annual global, youth-led publication that explores the new realities that youth civil society and social movements are experiencing. The 2023 report - 'Feminist and Fearless' - will explore the role of young feminist organisations and collectives in challenging rising authoritarianism and democratic backsliding in their countries. It will spotlight the creative strategies and resistance from feminist youth movements, and how young people are pushing back against harmful ideologies and the shrinking civic space.
- **Compensation:** We will continue to lead and drive forward convenings and action with different international organisations, funders and governments on how to more equitably and transparently resource youth-led change - leveraging the [Challenge Paper](#) launched at UNGA 2022, and in line with our resource mobilisation strategy.

Resource Mobilisation:

Our vision for resource mobilisation is to successfully re-position Restless Development in the funding market, working with our high performing, diverse and inclusive team to mobilise funds that will shift power directly to young leaders around the world.

Our annual targets (£10m in 21/22, £12m in 22/23 and £14m in 23/24) have been established with the following ambitions behind them:

- **Programme Funding:** We will secure more long-term (three years or more) fully-costed restricted funding for our currently under-resourced strategic areas.
- **Strategic Funding:** We will increase our financial sustainability as an agency by securing both global and Hub level strategic funding.
- **Unrestricted Funding:** We will rebuild and grow all types of unrestricted income (at the Global and Hub level), progressing from 18% in year one of strategy; to 25% in year two; and 30% in year three.
- **Power Restoring:** We will increase the number of our partnerships as a % that meet our internal definition of power restoring from 20% in year one; to 30% in year two; and 35% in year three. We will also aim to share our resources with the global youth movement with a target of 30% of each relevant grant being redistributed.
- **Team:** Change the structure to distribute leadership across the agency, embracing the diversity of our agency and increasing our ability to effectively mobilise resources.

Operations:

With the launch of the new strategy (and particularly our Power Shifting Checklist) in March 2022, it became abundantly clear that as an agency we must model the same power shifting approach by applying the checklist to our own operating environment. Work to design our new agency model began in 2022 and will be finalised alongside these other priorities in 2023:

- **Finalising and launching the new agency model** recognising the five interconnected elements as our structure, plan, global governance vision (including for the Youth Collective), financial model and annual cycle. Our new agency model will reflect eight quality areas for high performance, combined with applying the power shifting checklist from our strategy on our own operating model.
- Building a **quality assurance framework** to reflect our new ambitions and monitor our performance and progress to achieve this change.
- Finalising and obtaining Board level approval for the **new Global Salary Scale** (to be introduced in October 2023) and introducing a **new people software** (Bamboo HR) agencywide.
- Delivering our updated **Restless Leaders experiential leadership course** to all our staff through Hub staff workshops and working with the programmes team to integrate the course in volunteer-led programmes.
- Based on our strategy and new agency model, we shall **refresh our agency-wide values** to reflect the power shifting approach we have adopted across both our work and operations.

Safeguarding

The safety and welfare of staff, volunteers and the communities we work with is paramount. **Our safeguarding systems are designed to cause no harm through our work.** We do everything in our power to ensure that harm caused by anyone linked to us is reported, investigated, with appropriate measures taken.

Safeguarding is overseen at a governance level by two members of the Global Board of Trustees. Global accountability is delegated to the Lead Safeguarding Officer (our Head of People); a Safeguarding and Security Manager and supported by a global staff team of nine who are all trained as safeguarding officers. Each Hub Director is a Lead Safeguarding Officer who supports a dedicated working group of trained officers to maintain local standards, compliance and processes.

As a minimum requirement, each Safeguarding Officer is trained on admittance to the working group and receives enhanced safeguarding training every two years. Additional training is provided through our annual all-staff re-induction process and quarterly staff workshops (QSWs).

Reporting: Restless Development reported all serious incidents to its Trustees, the Charity Commission, local authorities where relevant and appropriate donors where required. During the report period, three incidents reached the threshold for reporting to the Charity Commission. Of the three incidents, two were perpetrated by a representative of the charity and involved a breach of our strict code of conduct. In no cases is it suspected that the law was broken and so no incidents were reported to the police.

Plans for this year:

- We will be **reviewing our safeguarding resources** across the Agency and will recruit an Safeguarding and Safety Manager, based in the Global South (Zambia) to replace the outgoing postholder by Q2 of 2022/23.
- We will **complete our Duty of Care exercise** so we can more easily communicate our responsibilities towards those we work with, those that support us and in relation to the many other interactions we have. In doing so our staff teams will have a better understanding of the actions we should take and we will be more prepared to respond quickly and effectively when issues arise.
- We will **continue to review our global safeguarding policies and practices**, and will simplify our reporting procedures for all incidents to encourage greater reporting.
- We will **review our global recruitment processes and induction/on boarding materials** to ensure a safeguarding culture is embedded across the work that we do.
- We will **rebrand and refresh our safeguarding working groups, as Safeguarding and Incident Management Working Groups** ensuring that best practices are captured and shared across the Agency. We will revisit all ToRs and ensure all groups are meeting regularly to improve safeguarding practices in each hub and across our international operations. We will also **set up a global Community of Practice** for these groups.
- We will **create new visual resources to instil a culture of safeguarding awareness and reporting** across our Agency, including new posters and email banners.

Key Management Personnel and Pay Policy

The Trustees of Restless Development define Key Management Personnel as being the Restless Leadership Team, led by the Co-Chief Executive Officers, 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, competencies and behaviours 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 launched a new five-year salary scale aligned to the five-year strategic time frame. The approach taken to the review was, for each country, to source external market data e.g. Birches Group Reports and, using principles of economic equity between countries, to align salaries to the fiftieth percentile of the market data over a course of five years. This scale was set to come to an end in September 2021 and whilst a process is underway

to review this current model of how the agency pays all of its global salaries, a two year extension of our existing global salary scale was introduced in October 2021 to accommodate the delays in the finalisation of the new salary package due to the pandemic. In addition one-off reviews have been conducted as needed when certain triggers for a review have been met, e.g. due to inflation rates.

Risk

During the first half of the Financial Year, Covid-19 continued to impact both our programmes and our operations as a **Major Incident and Disaster**. It was consistently managed with a high potential impact and a likelihood that started as probable and was reduced to possible in April 2022 with the rise and falls of consecutive pandemic waves across the globe.

Similarly, the risks associated with planning for **Growth and Change** and **Programme Performance** also remained high in the first half of the year due to the impact of new waves of the pandemic (events cancelled, further lock downs, ongoing school closures in certain Hubs, and uncertainty of the global economic market). By May 2022 management actions together with the launch of our new strategy resulted in renewed confidence in the scale and scope of delivery across our agency.

Concerns over **Senior Leadership** ebbed and flowed during the year, peaking in April 2022 following the resignation of both the Finance and Resource Mobilisation Directors, though these were unrelated. The Finance Director role was replaced by a partnership between two internal candidates which resulted in minimal disruption to the financial oversight of the agency, whilst a conscious delay was taken in replacing the Resource Mobilisation Director (now in place since January 2023) to better understand the type of funding revenues and therefore skillset best suited to our new strategy.

Linked to the transitions in senior leadership, we have experienced a slow down in our **income generation** during the first half of 2022/23 as a new programme funding team settled into their remit. However, with a new Senior Business Director in place since January 2023 and a full team alongside them, our global pipeline is again healthy and growing, conversion rates increasing and focus is dually on both continued programme funding and strategic core funding opportunities. **Cash flow** is directly linked to income generation and there may be possibility of low cash for some time.

FINANCIAL REVIEW -

Financial performance in 2021/22

Restless Development income increased by 8.2% due to an increase in unrestricted fundraising. We successfully conducted a series of school triathlons and events as a result of raise £1,230,000 after Covid-19 restrictions were lifted in 2021. Power up appeal requires £80,000 funds to be set aside to support Sierra Leone HUB as part of FCDO match grant for next 3 years. Hence, £80,000 amount has been kept separately under designated reserve which resulted in impact free reserve £48,000.

Income from the overseas Hubs (£6,769,000) made up 78% of total income compared to (£5,439,000) 67% in 2020/21. Restricted reserves decreased due to no increase in income and use of funds for ongoing project activities.

Financial review summary		
	2022	2021
Income	8,729	8,066
Expenditure	(8,983)	(7,830)
Foreign exchange gain/(loss)	(57)	(130)
Increase/(decrease) in total funds	(312)	106
<i>Of which:</i>		
Increase/(decrease) in free reserves	(48)	(59)
Increase/(decrease) in designated reserve	80	0
Increase/(decrease) in fixed asset reserve	4	(89)
Increase/(decrease) in restricted reserve	(348)	254
Total	(312)	106

The impact of movements in foreign exchange rates in 2021/22 has been a £57,000 loss, which was due to the British Pound weak at the end of year end. So, most HUBs had a foreign exchange loss. 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.

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.

Based on the Risk Register as at May 2023 the benchmark for Free Reserves is £739,219 (2020/21: £743,791). At 30 September 2022, Restless Development had total funds of £2,666,000. Restricted funds were £1,837,000 and Free reserves were £671,000 (2020/21: £719,000) which represents 91% of the current benchmark set by the Trustees.

In addition to these measures the trustees use a secondary measure to compare the free reserves with 3 month average running costs (made up of admin, governance, fundraising and support staffing). When looking at 3 month average running costs our reserves are at 73% of this target.

The organisation's reserves will continue to be closely monitored over the next 12 months with the

aim to rebuild them.

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. 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 its work, 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 -

In 2021/22 the charity undertook fundraising activities through school triathlon events and in person fundraising events. 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 and UK Fundraising Standards. No complaints have been received by the charity regarding any fundraising activities.

In 2021/22, fundraising activities raised £1,230,000 compared to £363,520 in 2020/21. This increase is due to the re-introduction of full triathlons and in person fundraising events after Covid19 restrictions were lifted in 2021.

ORGANISATIONAL STRUCTURE, GOVERNANCE AND MANAGEMENT

Restless Development continued to be active with a full-time presence and set of programmes during 2021/22 in India, Nepal, Sierra Leone, Tanzania, Uganda, UK, Zambia and Zimbabwe. Restless Development operates in each of these Hubs through a locally registered organisation with its own national Board of Trustees and treats these organisations as branches for the purpose of preparing consolidated accounts. A Trademark Licence Agreement is held between the UK entity and all other Hubs allowing the collective use of the Restless Development brand.

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 Restless 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 Co-Chief Executive Officers who replaced the outgoing Chief Executive Officer in July 2021. The Co-CEOs are supported by a Restless Leadership Team of seven that consists of six Directors and three young leaders (appointed in March 2021). 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.

The global Board of Trustees accommodates five committees to reflect our agency, and to ensure time is dedicated to different topics in the quarterly meetings. The Committees 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 Restless Leadership Team member. 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 Restless Leadership Team. The interview process informs 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 Restless 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 Chair, 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. 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.

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.

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 each of 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 charity's auditor is unaware, and
- Each of the Trustee's, having made enquiries of fellow trustees, has 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:

Independent Auditor's Report to the Trustees of Restless Development

Opinion -

We have audited the financial statements of Restless Development ('the charitable company') for the year ended 30 September 2022 which comprise Statement of Financial Activities, Balance Sheet, Cashflow Statement and notes to the financial statements, including 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 2022 and of 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 Companies Act 2006

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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; 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 25, 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

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members including significant component audit teams. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Taxation legislation, Employment legislation and Anti-fraud, bribery and corruption legislation. We also considered compliance with local legislation for the group's overseas operating segments.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we

**INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 30TH SEPTEMBER 2022**

might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members 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 2022

	Notes	Unrestricted £000's	Restricted £000's	2022 £000's	2021 £000's
INCOME FROM:					
<i>Donations and legacies</i>					
Grants and donations	2	812	6,687	7,499	7,702
Unrestricted fundraising		1,230	-	1,230	364
Total income		2,042	6,687	8,729	8,066
EXPENDITURE ON:					
<i>Raising funds</i>		(633)	-	(633)	(216)
Charitable activities		(1,353)	(6,998)	(8,350)	(7,614)
Total expenditure	3	(1,985)	(6,998)	(8,983)	(7,830)
Net income/(expenditure)	4	56	(312)	(255)	236
Foreign exchange gains/(losses)		(21)	(36)	(57)	(130)
Net movement in funds		36	(348)	(312)	106
Reconciliation of funds					
Total funds brought forward		793	2,185	2,978	2,872
Total funds carried forward	13	829	1,837	2,666	2,978

All income and expenditure derived from continuing activities.

BALANCE SHEET
AS AT 30TH SEPTEMBER 2022

		2022		2021	
	Notes	£000's	£000's	£000's	£000's
FIXED ASSETS	6		298		131
CURRENT ASSETS					
Debtors	8	1,129		1,140	
Bank and cash		1,996		2,615	
			3,124		3,755
			3,422		3,886
CREDITORS: amounts falling due within one year	9		(609)		(721)
Amounts falling due in greater than 1 year	10		(147)		(187)
NET ASSETS			2,666		2,978
REPRESENTED BY:					
Funds					
Restricted	12		1,837		2,185
Unrestricted	11				
Fixed Asset Reserve			78		74
Designated Reserve			80		-
Free Reserves			671		719
			2,666		2,978

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

Lucinda Moore, Chair of Business Committee

Date:

Registered Company Number: 6741123

Registered Charity Number: 112748

**CASHFLOW STATEMENT
FOR THE YEAR ENDED 30TH SEPTEMBER 2022**

	Notes	2022 £000's	2021 £000's
Cash flows from operating activities	A	(399)	125
Cash flows from investing activities:			
Additions to property, plant and equipment		(220)	(53)
Proceeds from the disposal of fixed assets		(0)	-
Net cash used in investing activities		(220)	(53)
Cash flow from financing activities		-	-
Net decrease in cash and cash equivalents		(619)	72
Cash and cash equivalents on 1 October		2,615	2,543
Cash and cash equivalents on 30 September	B	1,996	2,615
NOTES TO THE CASHFLOW STATEMENT			
A RECONCILIATION OF NET INCOME TO NET CASH			
Net (expenditure) / income for the reporting period		(312)	106
Adjustments for:			
Depreciation		94	99
Revaluations		(41)	45
(Profit)/loss on disposal of fixed assets		(0.26)	(1)
Operating surplus before working capital changes		(260)	249
Decrease/(increase) in inventories		-	-
(Increase)/decrease in amounts receivable		11	(155)
Increase/(decrease) in amounts payable		(151)	32
Cash (spent on)/generated from operations		(399)	125
B CASH AND CASH EQUIVALENTS			
Cash and cash equivalents consists of cash on hand		1,996	2,615
Total Cash and cash equivalents		1,996	2,615

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 2022 and 2023. Forecasts include discounted income pipelines, secured funding and the impact of pipeline income not becoming secured. 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 contacts: 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 tangible assets of Restless Development.

Designated Funds are set aside at the discretion of the Trustees. They currently comprise: £80,000.

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	Depreciation rate
IT assets	33%
Office furniture	20%
Vehicles	20%
Used vehicles	50%

k) Restless Development 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. DONATIONS

	2022	2021
	£000's	£000's
UK-grant	962	1687
UK - donations	1268	573
UK-others	131	105
Overseas grants and donations	5,138	5,337
	-----	-----
	7,499	7,702
	=====	=====

3. ANALYSIS OF TOTAL EXPENDITURE

	2022	2022	2022
	Direct costs	Indirect costs	Total
	£000's	£000's	£000's
Volunteers' costs and other expenses	3,583	-	3,583
Grants made to consortium partners	145	-	145
Overseas & Programme staff costs	3,464	-	3,464
Head office staff costs	-	838	838
Support costs – Finance, HR, IT	-	289	289
Statutory audit	-	23	23
Internal and grant audit costs	-	7	7
Trustee indemnity insurance	-	1	1
Fundraising	-	633	633
	-----	-----	-----
	7,192	1,791	8,983
	=====	=====	=====

PRIOR YEAR	2021	2021	2021
	Direct costs	Indirect costs	Total
	£000's	£000's	£000's
Volunteers' costs and other expenses	2,493	-	2,493
Grants made to consortium partners	516	-	516
Overseas & Programme staff costs	3,502	-	3,502
Head office staff costs	-	903	903
Support costs – Finance, HR, IT	-	177	177
Statutory audit	-	22	22
Internal and grant audit costs	-	-	-
Trustee indemnity insurance	-	1	1
Fundraising	-	216	216
	-----	-----	-----
	6,511	1,319	7,830
	=====	=====	=====

4. NET INCOME FOR THE YEAR	2022	2021
	£000's	£000's

This is stated after charging:

Auditors remuneration (including VAT): Audit	23	22
Operating lease charge for the year	179	116
	=====	=====

5. STAFF COSTS

	2022	2021
	£000's	£000's
Wages and salaries	3,157	3,222
Social security costs	310	269
Pension Costs	190	170
Redundancy costs	12	
	-----	-----
	3,699	3,661
	=====	=====

The average number of employees in the year was:

	Volunteer- led activity No.	Fundraising No.	Governance No.	2022 Total No.	2021 Total No.
UK	7	8	6	21	33
Overseas	208	11	32	251	202
	-----	-----	-----	-----	-----
	215	19	38	272	235
	=====	=====	=====	=====	=====

Under the Global Salary Scale the total amount of salary and other benefits paid to its (eleven) Key Management Personnel for their services to the charity was £491483.5. (2020/21: eight personnel, £556,479).

	2022	2021
£60,000 - £69,999	1	2
£70,000 - £79,999	1	3
£80,000 - £89,999	1	-
£90,000 - £99,999	1	-
£100,000 - £109,999	-	1
	-----	-----
	4	6
	=====	=====

Note that the basis of calculation includes the individual's gross pay and benefits. The Trustees received no remuneration or reimbursed expenses in either this year or the previous year.

Redundancy payments totalling £12k were made in the year (2020/21: £55k), all costs were accrued in 2021/22. 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 2021	90	364	429	883
Additions	3	95	121	219
Revaluations & foreign exchange	5	55	87	147
Disposals	(6)	(12)	(79)	(97)
	-----	-----	-----	-----
At 30 September 2022	92	502	558	1152
	-----	-----	-----	-----
Depreciation				
At 1 October 2021	(86)	(308)	(358)	(752)
Charge for the period	(2)	(58)	(55)	(115)
Revaluations & foreign exchange	(5)	(44)	(36)	(85)
Disposals	6	13	79	98
	-----	-----	-----	-----
At 30 September 2022	(87)	(397)	(370)	(854)
	-----	-----	-----	-----
Net Book Value				
At 30 September 2021	5	56	70	131
	=====	=====	=====	=====
At 30 September 2022	5	106	188	298
	=====	=====	=====	=====

7. CAPITAL COMMITMENTS

There are nil (2021: £26K) of capital commitments as at 30 September 2022

	2022	2021
8. DEBTORS		
Trade debtors and accrued income	1101	1098
Prepayments	28	42
	-----	-----
	1129	1140
	=====	=====

9. CREDITORS: amounts falling due within one year	2022	2021
Sundry creditors and accrued expenses	493	646
Other taxation and social security	118	75
	-----	-----
	611	721
	=====	=====

10. CREDITORS: amounts falling due in greater than 1 year	2022	2021
CBIL loan	147	187
	-----	-----
	147	187
	=====	=====

11. OPERATING LEASES

Total commitments under operating leases are:

	Property £000's	Office Equipment £000's	2022 Total £000's	2021 Total £000's
Within one year	-	6	6	6
Two to five years	-	6	6	12
	-----	-----	-----	-----
	-	12	12	18
	=====	=====	=====	=====

	Balance 1 October 2021 £000s	Income 2021 £000s	Expenditure 2021 £000s	Balance 30 September 2022 £000s
12. RESTRICTED FUNDS				
Action Aid Denmark	10	22	(32)	-
Aga Khan Foundation	-	41	(41)	-
Akamai Foundation	-	29	(8)	21
Anonymous Climate	-	80	(65)	15
Dasra	-	17	(11)	6
Democratic Governance Facility(DGF)	-	134	(127)	7
DFID	-	1,469	(1,469)	-
DFID Aid Connect	67	307	(374)	-
Dubai Cares	-	58	(58)	-
Dutch MFA (Ministry of Foreign Affairs)	-	26	(26)	-
EdelGive Foundation	-	20	(11)	9
Egmont	6	18	(17)	7
EMPower-The Emerging Markets Foundation	-	55	(55)	-
eUPSHIFT	-	43	(43)	-
Ford Foundation	197	111	(258)	50
FSDZ	-	58	(58)	-
Garden Trust	28	137	-	165
Gates Foundation	38	-	(38)	-
Girl Effect	25	58	(76)	7
GIZ Zambia	22	47	(68)	1
Global Affairs Canada	-	345	(255)	90
HCL Foundation	-	35	(35)	-
Heifer International	3	29	(32)	-
Hivos	147	503	(514)	136
HOWARD DELAFIELD INTERNATIONAL, LLP	-	16	(9)	7
Irish Aid	-	73	(73)	-
Jersey Overseas Aid (JOA)	424	-	(424)	-
Jhpiego	-	59	(45)	14
Kindernothilfe	-	63	(41)	22
Malala Fund	14	21	(35)	-
Marie Stopes International	-	18	(9)	9
MERCURY	-	40	(9)	31
Minister for Foreign Trade and Development	-	8	(8)	-
NOREC- Norwegian Agency For Exchange	9	106	(74)	41
Peoples Postcode Lottery	-	297	(36)	261
Plan Zamiba	8	64	(58)	14
Project Concern Zambia	-	74	(71)	3
Quest Alliance	3	78	(77)	4
Rockefeller Philanthropy Advisors	-	16	(5)	11
SIDA SWEDEN	394	615	(1,009)	-
SRHR Alliance Uganda	1	18	(19)	-
Tackle Africa	-	60	(58)	2
The Patter Family Foundation/The Hunger Project	6	41	(46)	1
UN WOMEN	-	7	(1)	6
UNAIDS	30	58	(88)	-
UNDP	85	-	(85)	-
UNESCO	6	83	(61)	28
UNFPA	18	176	(168)	26
UNICEF	36	727	(691)	72
UREPORT	-	29	(25)	4
USAID	-	145	(120)	25
Others	608	153	(20)	741
	2,185	6,687	(7,036)	1,837

<u>Name of Fund</u>	<u>Description of Fund</u>
ActionAid Denmark	Youth-led research into the role of young people in humanitarian settings.
Aga Khan Foundation	Covid-19 response partnership programme in Tanzania
Akamai Foundation	From dreams to reality: STEM for Older Adolescent Girls programme in India
Bill & Melinda Gates Foundation	Funding youth-led accountability projects in India and Tanzania.
Dasra	Youth Coalition for Young Peoples Access to Contraception and Sexual and Reproductive Health programme in India
Democratic Governance Facility	Funding for a youth-led accountability programme in Uganda.
Department for International Development (FCDO)	Aid Connect funding for a consortium-led programme and a Social Accountability Building Inclusion programme in Sierra Leone.
Edelgive Foundation	Grow fund-focusing on organization capacity building
Egmont Trust	Funds work in Zimbabwe and Zambia with children affected by HIV and AIDS.
EMPower-The Emerging Markets Foundation	Meaningful youth engagement and setting up the Youth task force team
Ford Foundation	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes.
FSDZ	Tusunge lubono - Lets Keep Wealth project in Zambia
Garden Trust	Core funding to support youth leadership projects in Zimbabwe.
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.
GIZ	Short term consultancy for a Covid prevention project in Zambia.
Global Affairs Canada	Sexual and Reproductive Health & Economic Empowerment Supporting Out of School Adolescent girls' Rights and Skills (SHE SOARS) programmes implementing in Uganda, Zambia, US and UK

HCL Foundation	Funding to support youth-led action to create gender equitable communities in India.
Heifer International	Funding for East Africa Youth Inclusion Project in Tanzania.
Hivos	Funding to support SRHR programmes in Zambia, and the global WeLead programme.
Howard Delafield International	Go Nisha Go programme implementing in India
Irish Aid	Funds work on sexual reproductive health education in schools in Zambia.
Jersey Overseas Aid	Funding to reduce financial exclusion and foster income generation activities amongst women in informal settlements in Freetown, Sierra Leone.
Jhpiego	MOMENTUM Country and Global Leadership programme in Delhi, India
Kindernothilfe	PAHAL-The Initiative programme in Jharkhand, India
Malala Fund	Funding for a girls education initiative in India.
Marie Stopes International	
Mercury Phoenix Trust	Funding our Girls Leadership Programme in Ruvuma, Tanzania which promotes HIV prevention.
Peoples Postcode Lottery	Catalysing Youth-Leadership for Education Reform programme in Sierra Leone
NOREC - Norwegian Agency For Exchange Cooperation	Funding for a staff exchange project in Nepal, Tanzania and South Africa.
Project Concern Zambia	Empowered Adolescent (Chimwemwe Teens) Project in Zambia
Plan Zambia	Programme funding in Zambia.
Quest Alliance	Funding for STEM for Girls project in India.
Rockefeller Philanthropy Advisors	Global Commons Alliance project

SIDA	Funds programmatic activity in rural communities in the Southern Highland region of Tanzania through a strategic grant and SRHR work in Zambia.
SRHR Alliance	Funding for SRHR projects in Uganda.
Tackle Africa	Settling Scores project in Zambia
The Patter Family Foundation	Funding to provide meaningful youth engagement training to project partners in Zambia.
UNAIDS	Funding to support youth-led campaigning and advocacy to bring a change in HIV response globally.
UNDP	Funding to support youth and women led businesses to create sustainable livelihoods.
UNESCO	Funding to support youth-led research on SRHR in India and Funding to train and support teachers to deliver curriculum on Comprehensive Sexuality Education (CSE) in Zambia.
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.
University of Cambridge	Funding for youth-led research in Uganda.
USAID	Increase Youth Empowerment and positive engagement
Wellcome Trust	Young Climate Change Makers research programme in Zimbabwe

	Balance 1 October 2020 £000s	Income 2021 £000s	Expenditure 2021 £000s	Balance 30 September 2021 £000s
PRIOR YEARS				
12. RESTRICTED FUNDS				
Action Aid Denmark	61	36	(87)	10
Blagrave Trust	-	30	(30)	-
BRAC International	-	39	(39)	-
Democratic Governance Facility(DGF)	45	72	(117)	-
FCDO Aid Connect	95	1,192	(1,220)	67
FCDO	-	1,437	(1,437)	-
Egmont	6	26	(26)	6
Ford Foundation	218	148	(169)	197
Garden Trust	4	94	(70)	28
Gates Foundation	182	-	(144)	38
Girl Effect	34	69	(78)	25
GIZ Zambia	-	79	(57)	22
HCL Foundation	-	27	(27)	-
Heifer International	3	62	(62)	3
Hivos	-	299	(152)	147
Irish Aid	14	104	(118)	-
Jersey Overseas Aid (JOA)	-	456	(32)	424
Making Cents International/USAID	-	37	(37)	-
Malala Fund	16	25	(27)	14
MasterCard Foundation(MCF)	72	81	(153)	-
MERCURY	10	14	(24)	-
MTv Staying Alive Foundation	-	51	(51)	-
New Venture Fund	-	92	(92)	-
NOREC- Norwegian Agency For Exchange Cooperation	10	37	(38)	9
Plan Uganda	11	8	(19)	-
Plan Zamiba	-	45	(37)	8
Quest Alliance	27	46	(70)	3
SIDA S'WEDEN	541	960	(1,107)	394
SRHR Alliance Uganda	17	14	(30)	1
The Patter Family Foundation	-	25	(19)	6
UNAIDS	-	39	(9)	30
UNDP	-	103	(18)	85
UNESCO	10	41	(45)	6
UNFPA	5	72	(59)	18
UNICEF	-	456	(420)	36
United Nations Population Fund	-	75	(75)	-
University of Cambridge	12	87	(99)	-
VSO International	63	96	(159)	-
Others	474	161	(28)	610
Total	1,931	6,735	(6,481)	2,185
	=====	=====	=====	=====

13. ANALYSIS OF FUNDS	Restricted Reserves	Unrestricted Fixed Assets Reserve	Unrestricted Designated Reserve	Unrestricted Free Reserves	2022 Total	2021 Total
	£000's	£000's	£000's	£000's	£000's	£000's
Tangible fixed assets	220	78	-	-	298	131
Current assets	1,617	-	80	1,428	3,124	3,755
Current liabilities	-	-	-	(610)	(610)	(721)
Long term liabilities	-	-	-	(147)	(147)	(187)
	1,837	78	80	671	2,666	2,978
	=====	=====	=====	=====	=====	=====

ANALYSIS OF FUNDS PRIOR YEAR	Restricted Reserves	Unrestricted Fixed Assets Reserve	Unrestricted Designated Reserve	Unrestricted Free Reserves	2021 Total
	£000's	£000's	£000's	£000's	£000's
Tangible fixed assets	57	74	-	-	131
Current assets	2,128	-	-	1,627	3,755
Current liabilities	-	-	-	(721)	(721)
Long term liabilities	-	-	-	(187)	(187)
	2,185	74	-	719	2,978
	=====	=====	=====	=====	=====

14. 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 2022, Restless Development USA owed Restless Development £11,665.01 (2021: £53,764.02 owe to Restless Development). This comprised £75,865 of income allocations, £10,436 of expenditure, which mostly relates to sub-granting to other Restless Development Hubs. The Co-Chief Executive of Restless Development also served as a member of the board of Restless Development USA during the financial year to September 2022.

15. 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:

15. Overseas Organisations

Organisation name	Country of	Income	Expenditure	Surplus/	Net
Restless Development (Nepal)	Nepal	141	(141)	-	-
Restless Development Tanzania	Tanzania	1,300	(1,300)	-	45
Restless Development Uganda	Uganda	546	(546)	-	3
Restless Development Sierra Leone	Sierra Leone	2,478	(2,409)	70	(140)
Restless Development SPW India Project	India	637	(442)	195	133
Restless Development Zambia	Zambia	1,264	(1,264)	-	171
Restless Development Zimbabwe	Zimbabwe	403	(545)	(142)	93
		6,769	(6,646)	123	304
		=====	=====	=====	=====

OVERSEAS ORGANISATIONS - PRIOR YEAR COMPARITIVES

Organisation name	Country of	Income	Expenditure	Surplus/	Net
Restless Development (Nepal)	Nepal	179	(179)	-	-
Restless Development Tanzania	Tanzania	1,378	(1,378)	-	37
Restless Development Uganda	Uganda	780	(779)	0	2
Restless Development Sierra Leone	Sierra Leone	1,699	(1,817)	(118)	(261)
Restless Development SPW India Project	India	338	(322)	16	86
Restless Development Zambia	Zambia	773	(772)	1	131
Restless Development Zimbabwe	Zimbabwe	293	(267)	25	57
		5,439	(5,515)	(76)	51
		=====	=====	=====	=====

16. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES: 2021

	Unrestricted funds £000's	Restricted funds £000's	2021 Total £000's
INCOME FROM:			
<i>Donations and legacies</i>			
Grants and donations	967	6,735	7,702
Unrestricted fundraising	364	-	364
Total income	1,331	6,735	8,066
EXPENDITURE ON:			
<i>Raising funds</i>	(216)	-	(216)
Charitable activities	(1,245)	(6,369)	(7,614)
Total expenditure	(1,461)	(6,369)	(7,830)
Net income/(expenditure)	(130)	366	236
Foreign exchange gains/(losses)	(18)	(112)	(130)
Net movement in funds	(148) 	254	106
Reconciliation of funds			
Total funds brought forward	941	1,931	2,872
Total funds carried forward	793	2,185	2,978

TRUSTEES

Charlotte Eaton, Chair

Amelia Pan

Resigned: 2 Nov 2022

Amisa Rashid

Diwakar Uprety

Edleen John

Hannah Bronwin

Isabella Mosselmans

Jenny Wilson

Jonathan Gorrie

Resigned: 4 May 2022

Lucinda Moore

Matthew Beard

Resigned: 31 Dec 2022

Paul Wafer

Tom Allen

Mafipe Chunga

Appointed: 24 May 2022

Oyindamola Johnson

Appointed: 12 April 2022

FINANCE & AUDIT COMMITTEE

Lucinda Moore (Chair), Mafipe Chunga, Andrew Ridley

CO - CEO

Alex Kent and Kate Muhwezi

FINANCE DIRECTOR

Segun Olowookere, Resigned 8th June, 2022

CO-FINANCE DIRECTOR

Genevieve Seddon, Sunil Mahawar,

Appointed 1st July 2022

BUSINESS DIRECTOR

Gemma Graham, Resigned 27th May, 2022

**REPRESENTATIVE HUB DIRECTORS
YOUNG LEADERS**

Nalini Paul (India), Farai Muronzi (Zimbabwe)

Inés Yabár (Peru), Caleb Masasu (Zambia) and Nikita

Khanna (India), Appointed to RLT 1 April 2021

REGISTERED ADDRESS

35-41 Lower Marsh

London

SE1 7RL

BANKERS

Barclays Bank Plc

1 Churchill Place

London E14 5HP

AUDITORS

Crowe U.K. LLP

2nd Floor, 55 Ludgate Hill

London EC4M 7JW

RESTLESS DEVELOPMENT

England & Wales - Charity number 1127488

Accounts



RESTLESS DEVELOPMENT
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30th SEPTEMBER 2021

Registered Company Number: 6741123
Registered Charity Number: 1127488

CONTENTS	Pages
Report of the Trustees:	
<i>Objectives and Activities</i>	3 – 6
<i>Strategic report</i>	7 – 17
<i>Financial review</i>	18 – 19
<i>Organisational Structure, governance and management</i>	20 - 21
Trustees' Responsibilities Statement	22
Independent Auditor's Report	23 – 26
Statement of Financial Activities	27
Balance Sheet	28
Cash flow Statement	29
Notes to the Financial Statements	30 – 44
Administrative and Reference Details	45

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 30th September 2021.

OBJECTIVES AND ACTIVITIES

Our Vision and Mission

Our vision for 2030 is that young people everywhere are able to demand and deliver a just and sustainable world. In many places, instead of being listened to and supported to lead change, young people are often ignored and overlooked. **Our mission is to change that by supporting young people to be leaders.** This includes working with young people to identify problems and work on solutions in their communities, and it also includes supporting young people to advocate for long-lasting change that gets to the root causes of issues, like youth unemployment and climate change.

Our strategy outlines four connected ways in which we will achieve this:

- **Work with Young People's ultimate goals:** Our work in communities is guided by four goals set out by young people, without which no other change can be achieved. 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.
- **A model for change:** Our global model for transformative change led by young people hands over development to the communities that we serve. Through this model young people not only **deliver** against the needs of the community through community engagement and mobilisation but also create and share evidence and understanding of the real life experiences of communities to **inform** others; and **influence** others to change cultural norms, policies and systems that affect lives.
- **A new type of global agency:** We are building a new type of decentralised agency - where our focal Hubs around the world offer young people and partners the opportunity to interact on locally driven initiatives and also connect globally; linking youth to power and vice versa.
- **Become bigger than the sum of our parts:** We are building, scaling and delivering a **Youth Collective** which enables thousands of local groups and organisations, and millions of young people to convene, collaborate and access global and national development and humanitarian structures and processes.

Our activities - how we deliver our strategy

Our work is focused on training, supporting and connecting 1,000s of young people to lead change. In 2020/21, 2,773 young people led our work. These young leaders are increasingly diverse - they are volunteers, activists, researchers, campaigners... from social entrepreneurs setting up businesses to provide for their families and create local jobs, to young advocates and campaigners focusing on issues such as gender equality, climate justice or HIV.

This support to young people is led by nine Hubs spread across Africa, Asia, the UK and US, who delivered a total of 63 programmes in 2020/21, working with people across 27 countries. Throughout the year we saw the increasing global reach of our work, spurred on by a number of global projects working with young people and communities outside our established Hubs. The shift towards digital working in response to the global Covid-19 pandemic has also played a key part in accelerating this change.

Our Hubs offer expertise and support to partners across the world, engaging 883 new partners throughout the year (a 40% increase on 2019/20). These partners included government institutions,

the private sector and partner charities, and most importantly, youth-led organisations (21% of the total).

Young leaders deliver a wide range of activities in line with our vision and mission, varying from programme to programme. Broadly speaking, the following models underpin most of our work. In practice, many programmes will follow more than one approach.

- **Community mobilisation:** Young leaders will implement activities to change behaviours or mobilise action in their communities. This can involve the provision of peer-led education and training, both in schools and the community. Young volunteers may also conduct further community awareness raising activities - through in-person events; through radio; or online.
 - *For example, through holding sessions with girls in Zambia covering sexual and reproductive health, financial literacy, careers guidance and livelihoods, so that they can navigate the issues that lead to them dropping out of school.*
- **Youth-led accountability:** Young leaders hold decision-makers to account for policies, commitments and responding to problems in the community. This work will often be driven by the data collected by young people, and can involve dialogue to bring together and strengthen the link between different stakeholders, such as decision-makers, service providers and community members.
 - *Young people, especially young women, conduct evidence-based accountability in Tanzania to push for responsive, inclusive, participatory and representative decision-making.*
- **Youth-led research:** Young people lead participatory research processes to identify challenges and solutions, informing policy and practice.
 - *Young people in Uganda are leading research on how climate change is affecting youth livelihoods and how young people are responding.*
- **Youth-led advocacy:** This can be from the national to global level.
 - *Young campaigners in the UK through the Youth STOP AIDS campaign are speaking out, taking creative action and engaging those in power to ensure they are committed to end AIDS by 2030.*

Youth Leadership

One of the distinguishing features of Restless Development 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.

In the 2020/21 financial year, **our work was led by 2,773 volunteers**; however, our interventions supporting young people go beyond traditional concepts of 'volunteers' or 'campaign members'. We support the journey of young people to become leaders and help them to multiply that leadership in their communities and around the world. Over the past year our volunteers went on to create **55,695 changemakers** - a wider pool of young people who go on to lead further change in their community.

89% of these young leaders were under 30¹. Our interventions are designed so young people build trust with their peers, communities and decision-makers over a long period of time. Time

¹ Demographic data taken from our Annual Leaders Survey.

commitments will vary by activity, but many are embedded long term (3-12 months) in the underserved communities in which they drive change. Our volunteers receive a simple food, accommodation and transport allowance and often stay with host families, but receive no monetary compensation. Comprehensive training is also provided at the start of placements.

Working in partnership

In addition to the work we do directly with young people, we are increasingly focusing our efforts on supporting global youth civil society, as well as engaging with governments, institutions and partners to strengthen their engagement with young people.

Through the **Youth Collective** we have connected youth civil society organisations worldwide, so that they can support each other and strengthen their organisations. We have launched a digital platform; provided training and resources; funded youth-led research on the state of youth civil society; and hosted online events called ‘Donor Dialogues’ that have brought together funders and youth civil society to improve access to funding. We also engage with a wide range of youth civil society organisations, networks and coalitions in our programmes, and build in activities to provide them with training and support.

We use our expertise to advise others - from governments to corporates to NGOs - on how they can meaningfully engage young people. This could be through supporting strategy development processes via youth consultations or youth-led research. For example, we worked with a team of 12 young researchers from the Sahel, Horn of Africa and MENA region to gather youth perspectives on education, the future of work, skills building and the voice of young people in society, which fed into the Dutch Ministry of Foreign Affairs Youth at Heart forum.

How do we measure success?

We are able to build a picture of how we have progressed against our strategy, and the shorter-term and longer-term outcomes under each of our goal areas, through our **Global Results Framework**. Programme level outcome indicators are mapped against global indicators, so that we can group together results to build a sense of progress. We also set a range of targets across all our Hubs at an output level; for example, covering the number of people we are aiming to reach.

More detailed insights into our impact and learning are drawn from a range of programme level evaluations conducted throughout the year. Across the 2020/21 financial year seven evaluations were conducted². At a global level, we have an Evidence and Learning Strategy, which aims to bring together the insights generated from across our evaluations and research in response to several core learning questions. For example, ‘How do our models facilitate Youth leadership?’ At the end of the financial year, we commissioned an external evidence and learning review of 10 years of our work which responded to this question.

Data from the global reporting system has been used to outline our main achievements in the strategic report section below.

² This number is lower than in previous years and relates in part to the challenges of conducting evaluations during Covid-19 restrictions.

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.

Our **charitable objectives** are: the relief of poverty and the improvement and conditions of life in disadvantaged communities; the advancement of education and learning; and the provision of education, medical care and treatment of people in need overseas. We carry out these objectives through our strategy outlined above.

STRATEGIC REPORT

1) ACHIEVEMENTS DURING THE YEAR

The following section outlines the results of the different activities conducted throughout the year, structured around our four goal areas delivered through 63 programmes.

VOICE: Young people influence those in power to bring about positive change in young people's priority areas

- We reached **15,240** people, representing **70%** of our original annual target. Challenges in delivery relate largely due to reductions in funding from key restricted donors and projected activity.
- Over the year we witnessed a number of positive results in the increase in knowledge and skills of young people to influence; the likelihood of decision makers to engage with young people; and importantly, commitments made by decision makers in response to young advocates. For example:
 - In Sierra Leone, 78% of young leaders in the Public Financial Management programme increased their knowledge in areas such as corruption and the tax system.
 - The Ishiwi programme in Zambia trained 56 civic leaders in youth engagement, which led to immediate improvements in how young people were engaged in decision-making that affected their lives, including young people being invited to meetings in three wards.
 - 48 Advocates involved in budget monitoring activities in Uganda generated evidence that resulted in pushing decision makers to act on commitments; for example on extra support to farmers, and improved facilities in primary schools.
- We also saw a continued increase in the support we provide to activists across the globe, outside our Hubs. The US Hub launched the Feminist Action Lab, an online advocacy course to support youth-led action on gender equality, reaching 3,455 users across the world in its first quarter.

LIVING: Young people achieve a decent, sustainable livelihood for themselves and their communities

- We reached **34,200 people** through our living work, which represents an impressive **134%** of our annual target.
- We have seen both an increase in the employability skills of young people we work with, along with the application of these in the pursuit of livelihoods, particularly among young women and girls.
 - In our employability programme in Tanzania, 21,872 young people from secondary and vocational colleges were able to demonstrate new employability skills, improve knowledge of career options or developed career plans.
 - Also in Tanzania, our East Africa Youth Inclusion Project supported youth savings and credit co-operative societies to access loans to support 177 young people.
 - We supported teen mothers through the Get Up Speak Out programmes in Uganda to earn a living, with 94% reporting that they were earning incomes from income generating activities that the programme had supported them to set up.
- Working at a more systemic policy level, we have generated an increasing body of youth-led research on the related areas of education and livelihoods. Through the Uganda-led Youth Think Tank we published a report on youth entrepreneurship looking at the challenges young

entrepreneurs were facing across Sub-Saharan Africa. We also recruited researchers from across 12 countries to conduct global research (based on 3,294 respondents) on young people's career aspirations and how to create an education system that works for them.

SEXUAL RIGHTS: Young people have control over their sexual and reproductive health, can claim their sexual rights and are less vulnerable to SRH risks

- We directly reached **99,474** people through our Sexual Rights work, which was **103%** of our annual target.
- We have seen notable increases in young people's knowledge of their sexual rights, and engagement with local services and decision makers.
 - India's MTV Nishedh programme delivered sexual rights training to 8,850 young people. Pre and post training surveys showed an improvement of young people's knowledge of contraception from 64% to 92%.
 - An endline evaluation from Uganda's Get Up Speak Out programme showed an increase in young people with a positive attitude towards available Sexual and Reproductive Health services of 96% (compared to 67% at baseline), and 89% of young people reporting being consulted in local decision making on the Sexual Rights.
 - In Nepal, menstrual hygiene rooms were established in six rural community schools, which benefited more than 500 girls, helping them to remain in school.

LEADERSHIP: Young people build resilient and sustainable communities

- We reached **54,006** young people in this area of work, which was **80%** of our annual target. This represents a significant increase compared to the previous year, taking into account the growth in Covid-19 response work in Sierra Leone.
- Our young leaders around the world have continued to play a significant role in responding to the Covid-19 pandemic in their community (see also Covid-19 summary below):
 - In 2020 during the final year of the ICS programme, 543 volunteers across Nepal, Uganda and the UK were engaged in action in response to Covid-19. This included distributing personal protective equipment to 2,500 students and 180 frontline government workers in Nepal, and training 40 school teachers to support the mental wellbeing of school children. In the UK, volunteers reported 2,000 pieces of Covid-19 misinformation, leading to 40 brands removing their ads and de-platforming conspiracy theorists.
- We have seen an increase in our work focusing on climate, with the Zimbabwe Hub training 20 young leaders to collect data from their communities on the link between climate change and health.
- Our annual leaders' survey generated insights into the impact on the young leaders we have worked with: 97% reported that they feel they were supported to develop as a leader; and 95% feel that their volunteering has had a positive impact. The survey also generated insights on how they led change:
 - 87% reported that they were involved in raising awareness and mobilising other communities.
 - 73% reported that they developed the skills of other young people.

Programme Spotlight:

The **Development Alternative**³ aims to shift power to young people and communities so they can hold development actors to account, and lead the design of solutions to the problems they identify. At the start of the 2020/21 financial year programme monitoring activity was able to resume following a six month hiatus as a result of Covid-19 related restrictions.

A range of evidence has indicated the effectiveness of the consortium's Model for Change - its flagship approach to monitoring and accountability. A total of 33 projects with a combined value of £97 million were monitored across Uganda and Madagascar belonging to the services and infrastructure sectors. Volunteers identified a total of 181 problems with respect to accessibility and inclusion; lack of resources of capacity; and environmental impact. 105 solutions were identified through meetings with community members and young people, resulting in a fix rate of 58%. These results were backed up by a developmental evaluation that found the model was an effective accountability mechanism for resolving challenges in the implementation of development projects. It also found that there has been a positive change in the views of communities and development actors about the capability and legitimacy of young people to take on a leadership and monitoring role in community development.

Following news that the consortium's funding would not be continued in September 2021, a decision was taken to pause monitoring activity and shift the focus onto ensuring a sustainable exit from communities, and capturing evidence and learning. This has included holding close out meetings with community members, and funding an evidence and learning review.

Our reach:

Our total direct reach for the year was **242,868**⁴, taking into account reach from programmes that cut across multiple goal areas in addition to the figures above - which represents overall performance of **105%** against our annual target. Breaking this figure down further, 56% of those reached were female and 44% male⁵, and 2% were reported as having a disability.

Outside of these young people we have reached directly with our activities, we have a wider indirect reach of millions taking into account online events, meetings, campaigns and awareness raising on radio. Our wider reach also includes others, such as parents, teachers and community members.

Our impact on Youth Civil Society:

We continued in our efforts to strengthen youth civil society, supporting grassroots youth-led organisations and youth-led change at scale.

- **2,904 organisations** signed up to the Youth Collective Digital platform. We saw an acceleration in new sign-ups throughout the year, related to an increased focus on digital marketing, and the launch of multilingual versions of the newsletter, which further allowed us to foster new regional membership and for the Youth Collective to grow in non-English speaking regions.

³ Led by Restless Development and delivered in partnership with six organisations: Accountable Now, Integrity Action, dot.Lebanon, War Child, intrac, and Y Care International

⁴ This includes an additional 39,948 reached by a number of 'integrated' programmes cutting across multiple goal areas, not included in figures split by goal area above.

⁵ We provide an option within our reporting system to capture those who do not share their gender identity or do not see gender as binary, but this figure was rounded down to 0%.

- We engaged **883 new partners** (compared to 630 in 2019/20), with 182 of these being youth-led organisations. Over 30% of engagements related to providing support in advocacy, while 17% related to mentoring or support visits.
- Part of our focus has included a push to ensure more equitable, flexible and **sustainable funding for youth civil society**. This has been supported through the start of donor dialogue events bringing donors together with youth-led organisations.
- A survey amongst Youth Collective members in June 2021 found that the majority of respondents said that being part of the Youth Collective helped foster collaboration with other civil society organisations, while **40% said that they have increased access to capacity building resources** since joining.

2) CHALLENGES AND LESSONS LEARNT

The most significant challenges we have faced in delivering our strategy continue to be related to the Covid-19 pandemic. We have learnt and adapted our work in response.

Challenges to delivery

Impact of Covid-19 on implementation:

- Government **restrictions** have limited the delivery of in-person activities, for example through school closures and restrictions on movements in India and Zambia, or bans on large crowds in Tanzania and Zimbabwe.
- The shift to **virtual delivery** has presented its own challenges. In Uganda we found that local stakeholders were less likely to engage with us online as part of our community level accountability work. Significantly, we have seen that the **restrictions and challenges posed by digital engagement have impacted unequally, and been felt more acutely by more marginalised young people and communities**, especially women and girls and people living with disabilities. In India, the limited access girls have to smartphones or the internet were barriers to engaging them in online sessions. Welfare calls with female volunteers also highlighted the mental health challenges posed by the pandemic, exasperated by restricted access to mental health services.

Adapting delivery:

- To mitigate the gendered digital divide we have recognised the importance of recruiting female volunteers to lead our work. New programmes have emphasised **recruitment and community engagement strategies** to support this, including building on relationships previously developed with stakeholders through 'in-person' programmes.
- We have recognised the importance of emphasising **face-to-face delivery** where possible, which has been the case in Zimbabwe where we have found that disabled young people are the most marginalised when it comes to digital programmes. Close working relationships with governments, for example in Sierra Leone, has made it easier to understand restrictions and alter delivery.
- We have applied further **technical innovations**. In India, under the STEM for Girls programme, interactive voice response (IVR) messaging was employed to reach out to students through their parents, as it requires lower levels of digital literacy and data.

Learning from digital approaches:

- Despite the limitations noted with regards to the level of equal and meaningful engagement with digital approaches, we have also seen how these approaches can reduce costs and enable wider engagement with young people across the world, as well as allowing us to retain contact with communities during periods of restrictions from the pandemic.
- Our learning in this area has prompted Hubs to reconsider how they design activities in the future (and potentially post-pandemic context). We have learnt the importance of the following:
 - Carefully considering the suitability of activities to be delivered via digital approaches.
 - Implementation of measures to prevent the exacerbation of the ‘digital divide’.
 - Ensuring young people are protected in digital spaces.
 - Thinking carefully about sustainability.

External political environment:

- Election campaigns and increasing restrictions from governments on civic freedoms, resulting in a shrinking of civic space have also impacted our operations throughout the year. This is a global trend not confined to a single country.

Livelihoods challenges:

- We have seen young people having to increasingly prioritise income generating activities in the face of the challenging economic reality around us. For our model, that has reduced the time they are able to commit to volunteering - as has been noted in projects in Zambia and India.
- We have also seen challenges in ensuring sustainability of our livelihoods programmes. For example, in Tanzania we found that the youth savings and credit cooperatives we have supported retained dependence on the project team for direction and guidance. We responded to this through the provision of additional training, coaching and mentoring.

Covid-19 - Summary of impact and response:

As highlighted by the challenges and learning above, the Covid-19 pandemic has continued to have a significant impact on our work across the world. This includes both the direct impact that restrictions and lockdowns across our Hubs have had on our ability to implement our work, to the many direct and indirect impacts of the pandemic felt by the young people and communities we work with. Notable initiatives in response have included:

Adapting our community engagement model:

- The Community-led Action programme in Sierra Leone has adapted the Hub’s community engagement model, and focused on raising awareness to reduce the spread of Covid-19 and Ebola. Working in partnership with UNICEF and the Ministry of Health, the programme expanded to target 1,000 communities across three districts.

Youth-led research:

- We have continued to build our body of research mapping the impact of Covid-19 on young people and youth organisations. For example, in partnership with the Asian Development Bank and Cambridge University, we have been working with young researchers in Nepal and Indonesia to understand the impact of the pandemic on young people’s livelihoods, supporting vulnerable groups to document their experience.

On an **operational level**, we have continued to apply appropriate protocols in line with risk assessments for our offices, which are adapted in response to any surges in cases. Remote working is established for all our Hubs and they have been moving between office based working environments (with appropriate safety measures in place) and remote working in response to surges in cases. Permanent increased flexibility in working remotely has been introduced in most Hubs. We have also seen a continued acceleration in the application of a distributed leadership model, with several more of our global roles being based in the Global South. This has taken advantage of the opportunities from virtual interaction.

The impact of the Covid-19 pandemic on financial markets has seen a slight improvement in **unrestricted income** from UK supporters to Restless Development in 2020/21 as compared to the previous year. Unrestricted projections for 2021/22 are at pre-pandemic levels.

The most significant impact of the pandemic on Restless Development's **funding** last year was in relation to the Foreign, Commonwealth and Development Office (FCDO). The FCDO awarded a grant to Restless Development for the Civil Society Unleashed: A model for Youth and Community Driven Change project on 15 August 2018 with a value of approximately £12m over five years. However, the Accountable Grant Arrangement was reduced by 20% within 2020/21 and then shortly after we were notified by the FCDO that "the impact of the pandemic on the UK economy has resulted in a reduction in the Official Development Assistance (ODA) budget for the financial year 2021/22" and following a review the decision was made "to terminate the arrangement in order to find the necessary savings and does not reflect on the performance of the partner". This resulted in a decrease in income, and a corresponding reduction in staff and activities, as well as the loss of an innovative flagship programme known as the Development Alternative.

Through our **external engagement** work we have seen the return of some level of in-person engagement and attendance at conferences and events, combined with online and remote engagement. This has allowed us to engage a broader, more global group of young people but also with a focus on ensuring we adopt, where possible, inclusive approaches, for example offering data reimbursements for participation in online events and workshops. We have continued a focus on monitoring and strengthening youth civil society.

Plans for Future Periods:

The following section outlines our plans for the year framed around three lenses that we apply to the leadership of our organisation: strategy, agency and resourcing. This direction is grounded in the lessons we have learnt over the past year, and the changing global context around us. In particular, we would highlight the following:

- **The Covid-19 pandemic:** We recognise the significant and uneven impact that Covid-19 continues to have around the world, including the disproportionate effects felt by young people. The pandemic has also accelerated changes in our strategy and ways of working, and reminded us of the resilience and flexibility of youth power.
- **Our commitment to shifting power:** We are committed to distributing leadership and breaking down any inherent structural racism in our agency. This is grounded in the reckoning that came from the Black Lives Matter protests and debates on the need to decolonise development.
- **The changing face of youth leadership:** We have seen a new-wave of youth-powered innovation, organising and change. From School Strikes for Climate, to Black Lives Matters

and End SARS, are movements led by young people and creating global change at pace. Despite this, youth civil society remains threatened, shut down and underfunded.

STRATEGY - Programmes, Campaigns, Advocacy, Research, Networks and Communications

Updating our strategy:

In the face of how much the world, Restless Development and youth leadership has changed since we launched our last strategy in 2016, we have set out to update our new strategy in the 2021/22 financial year - **uniting the whole agency** behind a process, **owned by young people**.

Our updated strategy aims to be reflective of the work that we are already doing, and provide a clear and current line of sight across the agency. The strategy responds to important global research carried out over the last six months, in particular the '10 Years Evidence & Learning Review - Youth-led change: What works?' and the State of Youth Civil Society Report 2021 (to be published on 30 March 2022). The strategy update process has been guided by a global Strategy Reference Group of young leaders recruited from across Restless Development programmes.

The updated strategy brings youth power to the centre of everything we do as Restless Development, defining our models for change and approaches for achieving this. Kicking off with the launch of the State of Youth Civil Society report - Youth Power in a Pandemic - on 30 March 2021, we will begin sharing our updated strategy and products. A series of dissemination and advocacy events will be scheduled to share updates with partners, young people in our networks, governments and funders over the coming year. A strategy conference for Restless Development staff is planned for May 2022, as an opportunity to take a deep dive on how we as an agency can implement this updated approach.

Strategy roll-out and implementation - focusing on evidence:

We will be creating a range of resources to support our Hubs' to start to design and implement their work in line with the updated strategic direction. This will include reviewing and updating our global programme quality framework and results framework. We will also be continuing to put evidence at the heart of our work, updating our Evidence and Learning strategy based on findings from the Evidence and Learning review highlighted above.

Strengthening Youth Civil Society - growing the youth collective:

We will continue to strengthen, resource and connect youth civil society via the youth collective. This will include a further push to grow membership; deepen engagement and ownership via building youth collective communities that are regional or issues focused; providing further training and support to members, including through our Leadership Labs; and sharing funding opportunities.

Progress on key global advocacy and campaigning priorities:

There will be a number of moments and initiatives throughout the year where we will seek to action our updated strategy. On climate justice, we will be building on the support we provided to young climate activists at the delayed COP26 in preparation for COP27 in Egypt. On education, further to our role in the 2021 RewirEd global education summit, we will continue our collaboration with the Unlock the Future Coalition to mobilise young people's engagement towards the Transforming Education Summit in September 2022.

AGENCY - Operations, People and Finance

2021 saw the agency normalise remote working and virtual connections. From adapting policies and processes in a virtual world, to re-introducing our internal audit programme remotely, the agency has adopted and integrated flexibility in its approach to working across multiple locations during a time of almost no international travel. As we move into a new strategic era, 2022 will see the agency focus on:

- **A new agency model** which reflects and embodies our approach to shifting power - not just distributing leadership, but being anti-racist in our approach to how we lead the global agency.
- Building a **quality assurance framework** to reflect our new ambitions and monitor our performance and progress to achieve this change.
- Establishing strong **talent pathways for youth leadership** throughout the agency, culminating in young leaders joining all leadership spaces.
- Delivering our **experiential leadership course** to all our staff and in-person volunteers, whilst building the design with the feedback from our pilot for effective remote participation for all young people with whom we engage.

RESOURCING - business development

During 2021 we developed and launched a new Global Resourcing Strategy to set the ambition and strategic priorities to guide our resource mobilisation efforts over three years from Financial Year 2021/22 to 2023/24. The strategy allows the International Board and Restless Leadership Team to hold the Resourcing Leadership Team to account, and provides a framework for the Resourcing Team to set yearly targets and objectives against.

The vision:

Restless Development is successfully re-positioned in the funding market by our high performing, diverse and inclusive team, to mobilise £36m that will enable us to shift power to millions of young leaders around the world by September 2024. Our ambition is to re-build and grow, raising £10m in year one; £12m in year two; and £14m in year three.

The development process:

The Global Resourcing Strategy was developed throughout 2021, drawing from market research; conversations with partners and funders; feedback from peers in the sector; internal analysis on past trends; consultation with key internal stakeholders; and a youth review. As of October 2021 we moved into the implementation phase and began reporting against the new targets, objectives and key performance indicators (KPIs).

What do we mean by “power shifting”?

“A power shifting approach to international development recognises that we have a responsibility to restore power and resources to people and communities who have been oppressed through systems such as colonialism, racism, sexism & classism”.

How Restless Development mobilises resources matters. We recognise that funding is a justice issue and cannot be viewed as separate from our vision and mission. Therefore, we view the redistribution of resources from donors in the Global North to young leaders in the Global South as a key part of our power-shifting mission.

The 3 objectives.

1. To secure £36m over three years in quality funding that resources our strategy and agency plan.
2. To seek to shift power through our resource mobilisation and our partnerships.
3. To establish a high performing and diverse Resource Mobilisation team and a representative and inclusive Resourcing Leadership Team.

The Global Resourcing Strategy includes income targets, KPIs (including ones relating to power shifting partnerships), and prospects per income stream. We have chosen to track internally the number of partnerships we have in place each year that do one or more of the following to qualify as a power restoring partnership: 1) A funded co-creation phase with young leaders / youth-led civil society organisations 2) Youth-led research as part of the programme design, thereby ensuring the impact is significantly influenced by the views of young leaders or insights from young people and / or youth civil society organisations 3) A proportion of a grant agreement with Restless Development is designated to be redistributed to youth civil society organisations as flexible income. Our baseline in the opening budget for FY 21/22 was 12%. Our target for Year one is 20%, Year two is 30% and Year three is 35%.

Internal reporting to the Resourcing Leadership Team, Restless Leadership Team and International Board is aligned to these newly launched targets and KPIs. During 2022 Hub specific resourcing plans will also be developed to provide a more contextualised plan for each funding market Restless Development works in.

Safeguarding

The safety and welfare of staff, volunteers and the communities we work with is paramount. Our safeguarding systems are designed to cause no harm through our work. We do everything in our power to ensure that harm caused by anyone linked to us is reported, investigated, with appropriate measures taken.

Safeguarding is overseen at a governance level by two members of the International Board of Trustees. Global accountability is delegated to the Lead Safeguarding Officer (a Restless Leadership Team Director); a Senior Safeguarding and Security Manager and supported by a global staff team of nine who are all trained as safeguarding officers. Each Hub Director is a Lead Safeguarding Officer who supports a dedicated working group of trained officers to maintain local standards, compliance and processes.

As a minimum requirement, each safeguarding officer is trained on admittance to the working group, with additional training provided through our annual all-staff re-induction process and quarterly staff workshops (QSWs).

Reporting: Restless Development reported all serious incidents to its Trustees, the Charity Commission, local authorities where relevant and appropriate donors where required. During the report period, five incidents reached the threshold for reporting to the Charity Commission. Each of the five incidents was perpetrated by a representative of the charity and involved a breach of our strict code of conduct. In only one case is it suspected that the law was broken and the case was reported to the police.

Plans for this year:

- We will be reviewing our safeguarding resources across the Agency and will recruit an International Safeguarding Manager, based in the Global South (Zambia) to ensure we replace the responsibilities currently held by our UK based manager. In addition the Head of People will take responsibility as the Lead Safeguarding Officer.
- We will complete our Duty of Care exercise so we can more easily communicate our responsibilities towards those we work with, those that support us and in relation to the many other interactions we have. In doing so our staff teams will have a better understanding of the actions we should take and we will be more prepared to respond quickly and effectively when issues arise.
- We will continue to review our global safeguarding policies and practices, and will simplify our reporting procedures for all incidents to encourage greater reporting.
- We will review our global recruitment processes and induction/on boarding materials to ensure a safeguarding culture is embedded across the work that we do.
- We will refresh global and hub safeguarding working groups, ensuring that best practices are captured and shared across the Agency. We will revisit all ToRs and ensure all groups are meeting regularly to improve safeguarding practices in each hub and across our international operations.

Key Management Personnel and Pay Policy

The Trustees of Restless Development define Key Management Personnel as being the Restless Leadership Team, 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, competencies and behaviours 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 launched a new five-year salary scale aligned to the five-year strategic time frame. 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 a course of five years. This scale was set to come to an end in September 2021 and whilst a process is underway to review this current model of how the agency pays all of its global salaries, an additional year of our existing global salary scale was introduced in October 2021 to accommodate the delays in the finalisation of the new salary package due to the pandemic.

Risk

During this Financial Year, Covid-19 continued to heavily impact both our programmes and our operations as a **Major Incident and Disaster**. It was consistently managed with a high potential impact and a likelihood that varied between possible and probable all year around, with the rise and falls of consecutive pandemic waves.

The risk associated with the lack of **Flexible Income** also remained high throughout the year. Identified early on as a priority in view of the uncertainties around FCDO's decisions to pull out funding, it was difficult to manage because of the disruptions brought on by Covid-19 (events cancelled, uncertainty of the global economic market and its impact on giving).

Concerns over **Senior Leadership** were already high at the beginning of the year with several Hubs planned to transition to new Directors as well as some International Directors leaving. This risk was increased by the CEO announcing his intention of leave in August. Linked to this, the risk around our ability to manage **Growth and Change** remained high as the International team went through another restructure, teams were increasingly stretched, and we started work on our new Strategy.

FINANCIAL REVIEW

Financial performance in 2020/21

Restless Development income decreased by 25% as a result of the continued impact of Covid-19 and the end of several FCDO funded programmes due to the DFID and FCO merger. The continuation of the Covid-19 pandemic again impacted the unrestricted fundraising income and although a series of mini-triathlons were held, full scale events were not possible a full programme is returning in 21/22. This was offset by a 28.6% decrease in charitable activities, which mitigated the impact on free reserves resulting in £59,000 of unrestricted free reserves being used.

Income from the overseas Hubs (£5,439,000) made up 67% of total income compared to (£7,468,000) 69.5% in 2019/20. Restricted reserves increased slightly as a result of some new projects starting in our overseas Hubs.

Financial review summary		
	2021	2020
Income	8,066	10,753
Expenditure	(7,830)	(10,971)
Foreign exchange gain/(loss)	(130)	(213)
Increase/(decrease) in total funds	106	(431)
Of which:		
Increase/(decrease) in free reserves	(59)	(339)
Increase/(decrease) in designated reserve	0	(60)
Increase/(decrease) in fixed asset reserve	(89)	(84)
Increase/(decrease) in restricted reserve	254	52
Total	106	(431)

The impact of movements in foreign exchange rates in 2020/21 has been a £130,000 loss, which was due to the British Pound strengthening against the US Dollar and all of our overseas hub country currencies also weakening, in particular the Sierra Leone Leone. 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.

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. These include current risks associated with Covid-19, and also take into account the reduction in total expenditure as a result of restructuring efforts.

Based on the Risk Register as at April 2022 the benchmark for Free Reserves is £743,791 (2019/20: £768,953). At 30 September 2021, Restless Development had total funds of £2,978,000. Restricted funds were £2,185,000 and Free reserves were £719,000 (2019/20: £778,000) which represents 97% of the current benchmark set by the Trustees.

In addition to these measures the trustees use a secondary measure to compare the free reserves with 3 month average running costs (made up of admin, governance, fundraising and support staffing). When looking at 3 month average running costs our reserves are at 77% of this target.

The organisation's reserves will continue to be closely monitored over the next 12 months with the aim to rebuild them.

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. Restless Development developed a new Global Resourcing Strategy during 2021, which was launched on Oct 1 2021. Each Hub will be developing a corresponding Resourcing Plan during 2022. 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 its work, 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

In 2020/21 the charity undertook fundraising activities through a series of mini single school triathlon events, virtual and in person fundraising events. 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 and UK Fundraising Standards. No complaints have been received by the charity regarding any fundraising activities.

In 2020/21, fundraising activities raised £363,520 compared to £411,387 in 2019/20. This decrease was primarily due to the reduction in corporate donations.

ORGANISATIONAL STRUCTURE, GOVERNANCE AND MANAGEMENT

Restless Development continued to be active with a full-time presence and set of programmes during 2020/21 in India, Nepal, Sierra Leone, Tanzania, Uganda, UK, Zambia and Zimbabwe. Restless Development operates in each of these Hubs through a locally registered organisation with its own national Board of Trustees and treats these organisations as branches for the purpose of preparing consolidated accounts. A Trademark Licence Agreement is held between the UK entity and all other Hubs allowing the collective use of the Restless Development brand.

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 Restless 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 Co-Chief Executive Officers who replaced the outgoing Chief Executive Officer in July 2021. The Co-CEOs are supported by a Restless Leadership Team of seven that consists of six Directors and three young leaders (appointed in March 2021). 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.

The global Board of Trustees accommodates five committees to reflect our agency, and to ensure time is dedicated to different topics in the quarterly meetings. The Committees 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 Restless Leadership Team member. 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 Restless Leadership Team. The interview process informs 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 Restless 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 Chair, 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. 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.

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.

**TRUSTEES' RESPONSIBILITY STATEMENT
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

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

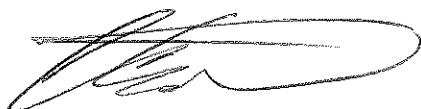
A resolution proposing the appointment of auditors to the Charity will be put to the annual general meeting.

STATEMENT AS TO DISCLOSURE TO OUR AUDITORS

In so far as each of 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 charity's auditor is unaware, and
- Each of the Trustee's, having made enquiries of fellow trustees, has 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: 11/05/22

Independent Auditor's Report to the Trustees of Restless Development

Opinion

We have audited the financial statements of Restless Development ('the charitable company') for the year ended 30 September 2021 which comprise Statement of Financial Activities, Balance Sheet, Cashflow Statement and notes to the financial statements, including 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 2021 and of 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 Companies Act 2006

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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we

**INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; 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 22, 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

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 30TH SEPTEMBER 2021

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members including significant component audit teams. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, Taxation legislation, Employment legislation and Anti-fraud, bribery and corruption legislation. We also considered compliance with local legislation for the group's overseas operating segments.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we

**INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members 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 2021**

	Notes	Unrestricted funds £000's	Restricted funds £000's	2021 Total £000's	2020 Total £000's
INCOME FROM:					
<i>Donations and legacies</i>					
Grants and donations	2	967	6,735	7,702	10,342
Unrestricted fundraising		364	-	364	411
Total income		1,331	6,735	8,066	10,753
EXPENDITURE ON:					
<i>Raising funds</i>		(216)	-	(216)	(334)
Charitable activities		(1,245)	(6,369)	(7,614)	(10,637)
Total expenditure	3	(1,461)	(6,369)	(7,830)	(10,971)
Net income/(expenditure)	4	(130)	366	236	(218)
Foreign exchange gains/(losses)		(18)	(112)	(130)	(213)
Net movement in funds		(148)	254	106	(431)
Reconciliation of funds					
Total funds brought forward		941	1,931	2,872	3,303
Total funds carried forward	13	793	2,185	2,978	2,872

All income and expenditure derived from continuing activities.

**BALANCE SHEET
AS AT 30TH SEPTEMBER 2021**

		2021	2020
	Notes	£000's	£000's
FIXED ASSETS	6	131	220
CURRENT ASSETS			
Debtors	8	1,140	985
Bank and cash		2,615	2,543
		<u>3,755</u>	<u>3,528</u>
		3,886	3,748
CREDITORS:			
Amounts falling due within one year	9	(721)	(876)
Amounts falling due in greater than 1 year	10	(187)	
		<u></u>	<u></u>
NET ASSETS		<u>2,978</u>	<u>2,872</u>
REPRESENTED BY:			
Funds			
Restricted	12	2,185	1,931
Unrestricted	13		
Fixed Asset Reserve		74	163
Designated Reserve		-	-
Free Reserves		719	778
		<u>2,978</u>	<u>2,872</u>

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



Lucinda Moore, Chair of Finance & Audit Committee

Date: 15/05/2022

Registered Company Number: 6741123

Registered Charity Number: 1127488

**CASHFLOW STATEMENT
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

		2021	2020
	Notes	£000's	£000's
Cash flows from operating activities	A	125	149
Cash flows from investing activities:			
Additions to property, plant and equipment		(53)	(168)
Proceeds from the disposal of fixed assets		-	2
Net cash used in investing activities		(53)	(166)
Cash flow from financing activities		-	-
Net decrease in cash and cash equivalents		72	(17)
Cash and cash equivalents on 1 October		2,543	2,560
Cash and cash equivalents on 30 September	B	2,615	2,543

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)	106	(431)
Adjustments for:		
Depreciation	99	150
Revaluations	45	73
(Profit)/loss on disposal of fixed assets	(1)	(1)
(Increase)/decrease in amounts receivable	(155)	402
Increase/(decrease) in amounts payable	32	(44)
Cash (spent on)/generated from operations	125	149

B CASH AND CASH EQUIVALENTS

Cash and cash equivalents consists of cash on hand and balances with banks.	2,615	2,543
Total Cash and cash equivalents	2,615	2,543

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 2021 and 2022. Forecasts include discounted income pipelines and have also taken into account the current Covid-19 pandemic, secured funding and the impact of pipeline income not becoming secured. 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 contacts: 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 tangible assets of Restless Development.

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

- 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	Depreciation rate
IT assets	33%
Office furniture	20%
Vehicles	20%
Used vehicles	50%

- k) Restless Development 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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

2. DONATIONS

	2021	2020
	£000's	£000's
UK grants and donations	2,365	3,124
Overseas grants and donations	5,337	7,218
	-----	-----
	7,702	10,342
	=====	=====

3. ANALYSIS OF TOTAL EXPENDITURE

	2021	2021	2021
	Direct costs	Indirect costs	Total
	£000's	£000's	£000's
Volunteers' costs and other expenses	2,493	-	2,493
Grants made to consortium partners	516	-	516
Overseas & Programme staff costs	3,502	-	3,502
Head office staff costs	-	903	903
Support costs – Finance, HR, IT	-	177	177
Statutory audit	-	22	22
Internal and grant audit costs	-	-	-
Trustee indemnity insurance	-	1	1
Fundraising	-	216	216
	-----	-----	-----
	6,511	1,319	7,830
	=====	=====	=====

PRIOR YEAR

	2020	2020	2020
	Direct costs	Indirect costs	Total
	£000's	£000's	£000's
Volunteers' costs and other expenses	3,245	-	3,245
Grants made to consortium partners	571	-	571
Overseas & Programme staff costs	4,776	-	4,776
Head office staff costs	-	1,769	1,769
Support costs – Finance, HR, IT	-	251	251
Statutory audit	-	20	20
Internal and grant audit costs	-	4	4
Trustee indemnity insurance	-	1	1
Fundraising	-	334	334
	-----	-----	-----
	8,592	2,379	10,971
	=====	=====	=====

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

4. NET INCOME FOR THE YEAR	2021	2020
	£000's	£000's
This is stated after charging:		
Auditors remuneration (including VAT):	22	22
Audit		
Operating lease charge for the year	116	128
	=====	=====

5. STAFF COSTS

	2021	2020
	£000's	£000's
Wages and salaries	3,222	4,871
Social security costs	269	400
Pension Costs	170	228
Redundancy costs	-	88
	-----	-----
	3,661	5,587
	=====	=====

The average number of employees in the year was:

	Volunteer- led activity No.	Fundraising No.	Governance No.	2021 Total No.	2020 Total No.
UK	13	12	8	33	51
Overseas	136	8	58	202	340
	-----	-----	-----	-----	-----
	149	20	66	235	391
	=====	=====	=====	=====	=====

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 £556,479. (2019/20: eight personnel, £705,794).

	2021	2020
£60,000 - £69,999	2	4
£70,000 - £79,999	3	3
£100,000 - £109,999	1	-
£110,000 - £119,999	-	1
	-----	-----
	6	8
	=====	=====

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

Note that the basis of calculation includes the individual's gross pay and benefits and excludes pension and national insurance payments. The Trustees received no remuneration or reimbursed expenses in either this year or the previous year.

Redundancy payments totalling £55k were made in the year (2019/20: £33k), all costs were accrued in 2019/20. 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 2020	96	399	554	1,049
Additions	1	46	6	53
Revaluations & foreign exchange	(2)	(6)	(11)	(19)
Disposals	(5)	(75)	(120)	(200)
	-----	-----	-----	-----
At 30 September 2021	90	364	429	883
	-----	-----	-----	-----
Depreciation				
At 1 October 2020	(85)	(326)	(417)	(828)
Charge for the period	(8)	(57)	(66)	(131)
Revaluations & foreign exchange	2	6	10	18
Disposals	5	69	115	189
	-----	-----	-----	-----
At 30 September 2021	(86)	(308)	(358)	(752)
	-----	-----	-----	-----
Net Book Value				
At 30 September 2020	11	72	137	220
	=====	=====	=====	=====
At 30 September 2021	5	56	70	131
	=====	=====	=====	=====

7. CAPITAL COMMITMENTS

There are £26k (2020: £nil) of capital commitments as at 30 September 2021

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

8. DEBTORS

	2021	2020
Trade debtors and accrued income	1,098	951
Prepayments	42	34
	-----	-----
	1,140	985
	=====	=====

9. CREDITORS: amounts falling due within one year

	2021	2020
Sundry creditors and accrued expenses	646	710
Other taxation and social security	75	166
	-----	-----
	721	876
	=====	=====

10. CREDITORS: amounts falling due in greater than 1 year

	2021	2020
CBIL loan	187	0
	-----	-----
	187	-
	=====	=====

11. OPERATING LEASES

Total commitments under operating leases are:

	Property £000's	Office Equipment £000's	2021 Total £000's	2020 Total £000's
Within one year	-	6	6	132
Two to five years	-	12	12	18
	-----	-----	-----	-----
	-	18	18	150
	=====	=====	=====	=====

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

	Balance 1 October 2020 £000s	Income 2021 £000s	Expenditure 2021 £000s	Balance 30 September 2021 £000s
12. RESTRICTED FUNDS				
Action Aid Denmark	61	36	(87)	10
Blagrove Trust	-	30	(30)	-
BRAC International	-	39	(39)	-
Democratic Governance Facility(DGF)	45	72	(117)	-
FCDO Aid Connect	95	1,192	(1,220)	67
FCDO	-	1,437	(1,437)	-
Egmont	6	26	(26)	6
Ford Foundation	218	148	(169)	197
Garden Trust	4	94	(70)	28
Gates Foundation	182	-	(144)	38
Girl Effect	34	69	(78)	25
GlZ Zambia	-	79	(57)	22
HCL Foundation	-	27	(27)	-
Heifer International	3	62	(62)	3
Hivos	-	299	(152)	147
Irish Aid	14	104	(118)	-
Jersey Overseas Aid (JOA)	-	456	(32)	424
Making Cents International/USAID	-	37	(37)	-
Malala Fund	16	25	(27)	14
MasterCard Foundation(MCF)	72	81	(153)	-
MERCURY	10	14	(24)	-
MTv Staying Alive Foundation	-	51	(51)	-
New Venture Fund	-	92	(92)	-
NOREC- Norwegian Agency For Exchange Cooperation	10	37	(38)	9
Plan Uganda	11	8	(19)	-
Plan Zamiba	-	45	(37)	8
Quest Alliance	27	46	(70)	3
SIDA SWEDEN	541	960	(1,107)	394
SRHR Alliance Uganda	17	14	(30)	1
The Patter Family Foundation	-	25	(19)	6
UNAIDS	-	39	(9)	30
UNDP	-	103	(18)	85
UNESCO	10	41	(45)	6
UNFPA	5	72	(59)	18
UNICEF	-	456	(420)	36
United Nations Population Fund	-	75	(75)	-
University of Cambridge	12	87	(99)	-
VSO International	63	96	(159)	-
Others	475	161	(28)	608
Total	1,931	6,735	(6,481)	2,185

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

<u>Name of Fund</u>	<u>Description of Fund</u>
ActionAid Denmark	Youth-led research into the role of young people in humanitarian settings.
Bill & Melinda Gates Foundation	Funding youth-led accountability projects in India and Tanzania.
Blagrove Trust	Funding for supporting COP-26 Accountability Champions Training and UK Youth Climate Coalition funding.
BRAC International	Funding youth-empowerment in Sub-Saharan Africa.
Democratic Governance Facility	Funding for a youth-led accountability programme in Uganda.
Department for International Development (FCDO)	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.
Ford Foundation	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes.
Garden Trust	Core funding to support youth leadership projects in Zimbabwe.
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.
GIZ	Short term consultancy for a Covid prevention project in Zambia.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

HCL Foundation	Funding to support youth-led action to create gender equitable communities in India.
Heifer International	Funding for East Africa Youth Inclusion Project in Tanzania.
Hivos	Funding to support SRHR programmes in Zambia, and the global WeLead programme.
Irish Aid	Funds work on sexual reproductive health education in schools in Zambia.
Jersey Overseas Aid	Funding to reduce financial exclusion and foster income generation activities amongst women in informal settlements in Freetown, Sierra Leone.
Making Cents International / USAID	Funding Youth Livelihoods in Uganda.
Malala Fund	Funding for a girls education initiative in India.
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.
MTV Staying Alive Foundation	Funding to increase young people's knowledge of SRHR through digital storytelling.
New Venture Fund	Funding to create an online intergenerational e-course on gender equality.
NOREC - Norwegian Agency For Exchange Cooperation	Funding for a staff exchange project in Nepal, Tanzania and South Africa.
Plan Uganda	Funding the Gender Advocacy Alliance programme in Uganda.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

Plan Zambia	Programme funding in Zambia.
Quest Alliance	Funding for STEM for Girls project in India.
SIDA	Funds programmatic activity in rural communities in the Southern Highland region of Tanzania through a strategic grant and SRHR work in Zambia.
SRHR Alliance	Funding for SRHR projects in Uganda.
The Patter Family Foundation	Funding to provide meaningful youth engagement training to project partners in Zambia.
UNAIDS	Funding to support youth-led campaigning and advocacy to bring a change in HIV response globally.
UNDP	Funding to support youth and women led businesses to create sustainable livelihoods.
UNESCO	Funding to support youth-led research on SRHR in India and Funding to train and support teachers to deliver curriculum on Comprehensive Sexuality Education (CSE) in Zambia.
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.
United Nations Population Fund	Funding to advance access to SRHR information and services reduced vulnerability to HIV/ AIDS and gender based violence in Tanzania.
University of Cambridge	Funding for youth-led research in Uganda.
VSO International	Funds UK youth on development placements across our Hubs, through which they gain valuable experience and build local youth capacity through peer education.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021

	Balance 1 October 2019 £000s	Income 2020 £000s	Expenditure 2020 £000s	Balance 30 September 2020 £000s
12. PRIOR YEAR				
Action Aid Denmark	-	82	(21)	61
Amplify Change	352	120	(456)	16
Australian Volunteers International	5	26	(15)	16
BBC Media Action	14	91	(104)	1
Christian Aid	-	18	(15)	3
Clinton Health Access Initiative	-	94	(94)	-
Comic Relief	(3)	53	(50)	-
Dance4Life	15	109	(117)	7
Democratic Governance Facility	24	134	(113)	45
DFID (FCDO)	11	1,974	(1,939)	46
DFID (FCDO) Aid Connect	88	1,765	(1,758)	95
EC/EU	(84)	160	(73)	3
Egmont	18	13	(25)	6
Ford Foundation	-	236	(18)	218
FSDZ	32	(6)	(26)	-
Garden Trust	-	153	(149)	4
Gates Foundation	373	141	(332)	182
Girl Effect	79	49	(94)	34
GIZ	(7)	31	(21)	3
Heifer International	(3)	69	(63)	3
Hivos	6	21	(27)	0
ICRW	7	16	(20)	3
Irish Aid	3	135	(125)	13
Malala Fund	-	16	-	16
Marie Stopes International	9	3	(12)	-
MasterCard Foundation	-	767	(695)	72
Mercury Phoenix Trust	9	17	(16)	10
NOREC	10	58	(58)	10
Novo Foundation	111	(5)	(97)	9
One Girl Australia	79	(5)	(74)	-
Plan International	-	30	(19)	11
Plan Uganda	26	73	(99)	-
Porticus Foundation	56	(2)	(54)	-
Quest Alliance	(1)	84	(56)	27
SIDA	502	856	(817)	541
SRHR Alliance	-	22	(5)	17
Students Stop Aids Campaign	-	6	(6)	-
The Patter Family Foundation	-	25	(25)	-
UN WOMEN	-	29	(29)	-
UNESCO	-	43	(33)	10
UNFPA	(1)	61	(55)	5
UNICEF	21	92	(114)	(1)
United Nations Population Fund	-	64	(64)	-
University of Cambridge	-	28	(16)	12
USAID	(10)	103	(93)	-
VSO International	1	1,729	(1,667)	63
Others	137	303	(70)	370
Total	1,879	9,881	(9,829)	1,931

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

13. ANALYSIS OF FUNDS	Restricted Reserves	Unrestricted Fixed Assets Reserve	Unrestricted Designated Reserve	Unrestricted Free Reserves	2021 Total	2020 Total
	£000's	£000's	£000's	£000's	£000's	£000's
Tangible fixed assets	57	74	-		131	220
Current assets	2,128	-	-	1,627	3,755	3,528
Current liabilities				(721)	(721)	(876)
Long term liabilities				(187)	(187)	-
	<u>2,185</u>	<u>74</u>	<u>-</u>	<u>719</u>	<u>2,978</u>	<u>2,872</u>

ANALYSIS OF FUNDS PRIOR YEAR	Restricted Reserves	Unrestricted Fixed Assets Reserve	Unrestricted Designated Reserve	Unrestricted Free Reserves	2020 Total
	£000's	£000's	£000's	£000's	£000's
Tangible fixed assets	57	163	-		220
Current assets	1,874	-	-	1,654	3,528
Current liabilities				(876)	(876)
	<u>1,931</u>	<u>163</u>	<u>-</u>	<u>778</u>	<u>2,872</u>

14. 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 2021, Restless Development USA owed Restless Development £53,764 (2020: £13,578 owed to Restless Development USA). This comprised £90,996 of income allocations, £74,734 of expenditure, which mostly relates to sub-granting to other Restless Development Hubs and £98,389 of cash transfers. The Co-Chief Executive of Restless Development also served as a member of the board of Restless Development USA during the financial year to September 2021.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

15. 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 2021 £000's	Expenditure 2021 £000's	Surplus/ (deficit) 2021 £000's	Net Assets £000's
Restless Development (Nepal)	Nepal	179	(179)	-	-
Restless Development Tanzania	Tanzania	1,378	(1,378)	-	37
Restless Development Uganda	Uganda	780	(779)	-	2
Restless Development Sierra Leone	Sierra Leone	1,699	(1,817)	(118)	(261)
Restless Development SPW India Project Trust	India	338	(322)	16	86
Restless Development Zambia	Zambia	773	(773)	1	131
Restless Development Zimbabwe	Zimbabwe	293	(267)	25	57
		5,439	(5,515)	(76)	51

OVERSEAS ORGANISATIONS - PRIOR YEAR COMPARITIVES

Organisation name	Country of Registration	Income 2020 £000's	Expenditure 2020 £000's	Surplus/ (deficit) 2020 £000's	Net Assets £000's
Restless Development (Nepal)	Nepal	428	(428)	-	-
Restless Development Tanzania	Tanzania	1,131	(1,130)	-	39
Restless Development Uganda	Uganda	1,686	(1,686)	0	2
Restless Development Sierra Leone	Sierra Leone	2,229	(2,346)	(117)	(164)
Restless Development SPW India Project Trust	India	403	(398)	5	73
Restless Development South Africa	South Africa	272	(271)	1	(24)
Restless Development Zambia	Zambia	819	(682)	137	114
Restless Development Zimbabwe	Zimbabwe	500	(488)	13	57
		7,469	(7,430)	38	97

16. COMPARITIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITES: 2020

	Unrestricted	Restricted	2020
	Funds	Funds	Total
	£000's	£000's	£000's
INCOME FROM:			
<i>Donations and legacies</i>			
Grants and donations	461	9,881	10,342
Unrestricted fundraising	411	-	411
	-----	-----	-----
Total income	872	9,881	10,753
	-----	-----	-----
EXPENDITURE ON:			
<i>Raising funds</i>			
Fundraising costs	(334)	-	(334)
<i>Charitable activities</i>	(1,011)	(9,626)	(10,637)
	-----	-----	-----
Total expenditure	(1,345)	(9,626)	(10,971)
	-----	-----	-----
Net income/(expenditure)	(473)	255	(218)
Foreign exchange gains/(losses)	(10)	(203)	(213)
	-----	-----	-----
Net movement in funds	(483)	52	(431)
Reconciliation of funds			
	-----	-----	-----
Total funds brought forward	1,424	1,879	3,303
	-----	-----	-----
Total funds carried forward	941	1,931	2,872
	=====	=====	=====

ADMINISTRATION AND REFERENCE DETAILS FOR THE YEAR ENDED 30TH SEPTEMBER 2021

TRUSTEES

Charlotte Eaton, Chair

Affan Cheema

Amelia Pan

Amissa Rashid

Anand Aithal

Antoinette Boeteng

Diwakar Uprety

Edleen John

Hannah Bronwin

Isabella Mosselmans

Jenny Wilson

Jonathan Gorrie

Lucinda Moore

Mark Dickinson-Keen

Matthew Beard

Paul Wafer

Tom Allen

Resigned: 26 January 2021

Appointed: 5 May 2021

Resigned: 24 November 2020

Resigned: 18 February 2020

Appointed: 5 May 2021

Appointed: 28 July 2020

FINANCE & AUDIT COMMITTEE

Lucinda Moore (Chair), Jonathan Gorrie, David Hadrava

CHIEF EXECUTIVE

Perry Maddox, Resigned 31 August 2021

INTERIM CO - CEO

Alex Kent and Kate Muhwezi, Appointed 1 August 2021

PROGRAMMES & OPERATIONS DIRECTOR

Kate Muhwezi

PEOPLE DIRECTOR

Christina Lewis, Resigned 23 June 2021

FINANCE DIRECTOR

Segun Olowookere

BUSINESS DIRECTOR

Gemma Graham

STRATEGY DIRECTOR

Alex Kent

PROGRAMMES DIRECTOR

Ed Francis, (Vol) Redundant: 31 December 2020

REPRESENTATIVE HUB DIRECTORS YOUNG LEADERS

Nalini Paul (India), Farai Muronzi (Zimbabwe)
Inés Yabár (Peru), Caleb Masasu (Zambia) and Nikita
Khanna (India), Appointed to RLT 1 April 2021

REGISTERED ADDRESS

35-41 Lower Marsh

London

SE1 7RL

BANKERS

Barclays Bank Plc

1 Churchill Place

London E14 5HP

AUDITORS

Crowe U.K. LLP

2nd Floor, 55 Ludgate Hill

London EC4M 7JW

RESTLESS DEVELOPMENT

England & Wales - Charity number 1127488

Accounts



RESTLESS DEVELOPMENT
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30th SEPTEMBER 2020

Registered Company Number: 6741123
Registered Charity Number: 1127488

CONTENTS	Pages
Report of the Trustees:	
<i>Objectives and Activities</i>	3 - 5
<i>Strategic report</i>	6 - 15
<i>Financial review</i>	16 - 17
<i>Organisational Structure, governance and management</i>	18 -19
Trustees' Responsibilities Statement	20
Independent Auditor's Report	21 – 23
Statement of Financial Activities	24
Balance Sheet	25
Cash flow Statement	26
Notes to the Financial Statements	27 – 42
Administrative and Reference Details	43

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 30th September 2020.

OBJECTIVES AND ACTIVITIES

Our Vision and Mission

Our vision for 2030 is that young people everywhere are able to demand and deliver a just and sustainable world. But, in many places, instead of being listened to and supported to lead change, young people are often ignored and overlooked. **Our mission is to change that by supporting young people to be leaders.** This includes working with young people to identify problems and work on solutions in their communities, and it also includes supporting young people to advocate for long-lasting change that gets to the root causes of issues, like youth unemployment and climate change.

Our strategy outlines four connected ways in which we will achieve this:

- **Work with Young People's ultimate goals:** Our work in communities is guided by four goals set out by young people, without which no other change can be achieved. 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.
- **A model for change:** Our global model for transformative change led by young people hands over development to the communities that we serve. Through this model young people not only **deliver** against the needs of the community through community engagement and mobilisation but also create and share evidence and understanding of the real life experiences of communities to **inform** others; and **influence** others to change cultural norms, policies and systems that affect lives.
- **A new type of global agency:** We are building a new type of decentralised agency - where our focal Hubs around the world offer young people and partners the opportunity to interact on locally driven initiatives and also connect globally; linking youth to power and vice versa.
- **Become bigger than the sum of our parts:** We are building, scaling and delivering a **Youth Collective** which enables thousands of local groups and organisations, and millions of young people to convene, collaborate and access global and national development and humanitarian structures and processes.

Our activities - how we deliver our strategy

Our work is focused on training, supporting and connecting 1,000s of young people to lead change. In 2019/20 we had over 3,500 young volunteers embedded at the heart of communities across the world. These young leaders are diverse - they are volunteers, activists, researchers, campaigners... from social entrepreneurs setting up businesses to provide for their families and to create local jobs, to young advocates and campaigners focusing on issues such as gender equality, climate justice or HIV.

This support to young people is led by ten¹Hubs spread across Africa, Asia, the UK and US, who delivered a total of 56 programmes in 2019/20, across 51 countries. Our Hubs also offer expertise and support to partners across the world, engaging 630 new partners throughout the year; from government institutions; to the private sector; to partner charities; to community-led organisations and youth groups.

¹ Our activities and operations in South Africa ceased in May 2020, reducing our Hubs to nine

These young leaders deliver a wide range of activities in line with our goals and model, varying from programme to programme. They may include:

- Provision of **peer-led education and training**, provided both in schools and in the community, using interactive, non-formal education methods. For example, in supporting adolescent girls in Tanzania to start their own businesses.
- **Community awareness raising** activities - through in-person events; through radio; or online. For example, raising awareness on Covid-19 amongst marginalised communities in Nepal and Sierra Leone, where we retrained young people to share lifesaving messages.
- **Strengthening links between stakeholders in communities**, including decision-makers, service providers and marginalised community members. For example, by hosting cross-generation community dialogues between young people and other stakeholders in Uganda on sexual and reproductive health.
- **Supporting youth-led accountability**, for example by training young people in India and Tanzania to collect data, identify and understand problems in their communities, and hold leaders to account to fix them, focusing on their governments' commitment to achieve gender equality by 2030.
- **Youth-led research**, supporting young people to lead participatory research processes to identify challenges and solutions. For example, conducting regional research exploring how youth civil society was being impacted by and responding to Covid-19.
- **Youth-led advocacy** at the local and national level, for example young campaigners in the UK through the Youth STOP AIDS campaign speaking out, taking creative action and engaging those in power to ensure they are committed to end AIDS by 2030.

Our programmes combine multiple approaches - **The Development Alternative**² aims to shift power to young people and communities so that they can hold development actors to account, and lead the design of solutions to the problems they identify. The pilot in Uganda and Madagascar monitored 18 projects through the DevelopmentCheck App created by Integrity Action, allowing volunteers to monitor programmes by gaining feedback and suggestions from community members, and taking these back to development organisations.

Youth Leadership

One of the distinguishing features of Restless Development 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.

In the 2019/20 financial year, **our work was led by 3,523 volunteers across 56 programmes**; however, our interventions supporting young people go beyond traditional concepts of 'volunteers' or 'campaign members'. We support the journey of young people to become leaders and help them to multiply that leadership in their communities and around the world. Over the past year our volunteers went on to create 74,894 change makers - a wider pool of young people who go on to lead further change in their community.

93% of these young leaders were under 30³. Our interventions are designed so young people build trusts with their peers, communities and decision-makers over a long period of time. Time commitments will vary by activity, but many are embedded long term (3-12 months) in the

² Led by Restless Development and delivered in partnership with six organisations: Accountable Now, Integrity Action, dot.Lebanon, War Child, intrac, and Y Care International.

³ Demographic data taken from our annual volunteer survey.

underserved communities in which they drive change. Our volunteers receive a simple food, accommodation and transport allowance and often stay with host families, but receive no monetary compensation. Comprehensive training up to a period of six weeks is also provided at the start of placements.

How do we measure success?

We are able to build a picture of how we have progressed against our strategy, and the longer-term and shorter-term outcomes under each of our four goal areas through our global Results Framework. Programme level outcome indicators are mapped against global indicators, so that we can group together results to build a sense of progress. We also set a range of targets across all our Hubs at an output level; for example, covering the number of people we are aiming to reach. More detailed insights into our impact and learning to inform our work are also drawn from a range of programme level evaluations conducted throughout the year.

Data from this global reporting system has been used to outline our main achievements in the strategic report section below.

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.

Our **charitable objectives** are: the relief of poverty and the improvement and conditions of life in disadvantaged communities; the advancement of education and learning; and the provision of education medical care and treatment of people in need overseas. We carry out these objectives through our strategy outlined above.

STRATEGIC REPORT

1) ACHIEVEMENTS DURING THE YEAR

The following section outlines the results of the different activities conducted throughout the year, structured around our four goal areas delivered through 56 programmes.

VOICE: Young people influence those in power to bring about positive change in young people's priority areas

- We reached **52,584** people throughout the year, which is **68%** of our intended annual target. Underperformance related to the restriction placed on advocacy activity as a result of the Covid-19 pandemic, halting programmes and access to decision makers.
- We have still seen some impressive progress at the outcome level across our programmes, with young people generating and presenting evidence, and holding decision makers to account. For example:
 - As a result of our youth-engagement training with decision-makers, 65% of young people who took part in the Ishiwi programme in Zambia reported an increase in civic leaders' willingness for young people to take part in democratic processes within their communities
 - Young people in Uganda ensured that 26 decision makers acted on their commitments across our Get Up and Speak Out and Girls Advocacy Alliance programmes.
 - 36 Accountability Advocates were trained and supported in India as part of our Youth-led Accountability for SDG5 and FP2020 programme, contributing towards the building of a global youth movement to drive accountability for family planning and gender equality⁴. An endline evaluation showed that nearly 95% of the advocates reported that they were confident in dealing with government officials after the programme.
- We hosted a two-day **OpenGov Digital Youth Summit** in partnership with Accountability Lab and the OpenGov Youth Collective. The events brought together over 1,000 young people, covering topics such as anti-corruption, protecting civic space and digital governance. An evaluation showed that 99% of participants were more likely to engage with or collaborate with young people as a result of the summit.

LIVING: Young people achieve a decent, sustainable livelihood for themselves and their communities

- We reached **34,451** people, representing **90%** of our original annual target.
- We have seen notable progress in our work supporting young women or teen mothers to start businesses and increase their incomes.
 - Of the 300 adolescent girls trained through the Mabinti Tushike Hatamu programme in Tanzania, 74% have since started an income generating activity, and 77% of these have reported an increase in income.
 - Through our DYNAMIC programme in Uganda, peer education has inducted over 88,000 young people in modern agricultural practices.
- Through funding from the Dutch Ministry for Foreign Affairs, we supported 12 young researchers from the Sahel, Horn of Africa and MENA regions to lead participatory research

⁴ The programme was funded by the Bill and Melinda Gates Foundation and also took place in Tanzania, with advocacy activity at the global level.

to understand the problems young people are facing related to their education and work, brought on by the Covid-19 pandemic. This resulted in the launch of a series of ‘Youth Principles’ developed by approximately 1,000 young people, to help guide the problems young people are facing.

SEXUAL RIGHTS: Young people have control over their sexual and reproductive health, can claim their sexual rights and are less vulnerable to SRH risks

- Progress at the output level was strong, with our programmes reaching **171,800** unique young people across the year, representing **97%** performance against target.
- At the outcome level, we saw strong results in increasing young people’s, especially girl’s, knowledge of their sexual rights, in order to tackle high rates of HIV and other STDs, as well as issues such as teenage pregnancy.
 - Zimbabwe’s Peak Youth Tackling HIV programme increased the proportion of young people with comprehensive knowledge on SRHR issues from 40% at baseline to 71% at endline.
- We also saw strong results in our global advocacy work, with a focus on pushing for Youth-led accountability for Sexual Rights:
 - In partnership with UNFPA and others we launched the consensus statement on Youth-led Accountability 25 years on from the International Conference on Population and Development (ICPD). This was a major statement in pushing for funding and support for youth-led initiatives to hold decision makers to account for the commitments adopted - covering maternal deaths; gender-based violence; child marriage and female genital mutilation.
 - We led an East and Southern African regional Youth conference on Youth-led accountability in October 2019, focusing on sexual rights. We trained 65 young MPs, youth advocates, activists and researchers across 25 countries on youth-led accountability, and supported young people to have an intergenerational dialogue with regional decision makers.
 - In the UK, Youth Stop AIDS campaigners designed and led on global research into mental health and young people living with HIV, funded by the Newcastle University Social Justice Fund. The survey was reviewed and disseminated in partnership with Y+ Global, Teennergizer and Fundación Chile Positivo. The survey was shared globally with young people living with HIV and people who work directly with young people living with HIV including researchers, advocates, activists, NGO staff and health workers.

LEADERSHIP: Young people build resilient and sustainable communities

- We reached 9,752 young people through our Leadership work, representing **187%** of our original annual target. We drew on our network of young leaders and volunteers to lead a range of Covid-19 response efforts, contributing significantly to our over-performance in this goal.
- Through our Annual Volunteer survey, we were able to build an understanding of our impact on the young volunteers who lead our work:
 - 97% feel they were supported to develop as a leader
 - 98% feel that their volunteering has had a positive impact
 - 93% have mobilised or supported others to take action

- Through the Youth Compact Champions Programme⁵, we supported 35 hard-to-reach young leaders affected by humanitarian crises and with experience of leading humanitarian action. The programme featured the first Covid-19 response focused Youth Fund, providing funding to 10 youth-led organisations across the world, through a participatory, youth-led mechanism.
- Our UK-based Youth Against Misinformation programme, working in partnership with the Centre for Countering Digital Hate saw a team of 61 young volunteers identify and report over 2,000 pieces of online Covid-19 misinformation. The programme resulted in two reports which have received significant international media coverage, and contributed to actions taken by social media companies.

Programme Spotlights:

Volunteers from the **Development Alternative** were able to hold development actors to account by working with communities to improve development programmes on their own terms:

- 66 volunteers across Uganda and Madagascar worked with more than 300 community members to monitor and improve 17 projects, worth more than £97 million.
- 65 problems with these programmes were raised, and 30 solutions were identified, resulting in an average fix rate of 46%.

Following the cancellation of overseas placements in early 2020, the **ICS** programme pivoted activities for its final year to support 543 volunteers in Nepal, Uganda and the UK to lead activities in response to the Covid-19 pandemic.

- Activities included: the distribution of personal protective equipment to 2,500 students in Nepal, and the provision of training to 40 teachers to support the well-being of school children; training 3,200 community members in Uganda on how to make liquid soap and sanitiser (with 30 people going on to use these skills to start their own business); and young people in the UK identifying over 2,000 pieces of online Covid-19 misinformation (see above).
- 98% of volunteers reported that their personal and professional development had been supported.

Our reach:

Our total reach for the year was **319,360⁶**, taking into account reach from programmes that cut across multiple goal areas in addition to the figures above - which represents overall performance of **92%** against our annual target. Outside of these young people we have reached directly with our activities, we also reached a further 81,367 others, e.g. parents, teachers and community members, and indirectly reached approximately 28 million people through online events, meetings, campaigns and awareness raising on radio.

Our impact on Youth Civil Society:

Responding to our 2019 research pointing towards a youth civil society sector that was surviving, but not thriving, we focused and increased our efforts to support grassroots youth organisations, and youth-led change at scale.

⁵ Co-coordinated by the UN Major Group for Children & Youth, ActionAid and Restless Development with support from Compact members including Norwegian Refugee Council, War Child Holland and UNFPA

⁶ This includes an additional 50,773 reached by a number of 'integrated' programmes cutting across multiple goal areas, not included in figures split by goal area above.

- We engaged a total of 1,226 different partners (630 new partners this year), covering government, NGOs, community based organisations, private sector organisations and others.
- Our support offer included: capacity building or training (28% of partners); advocacy support (21%); mentoring and support (19%); and partnering on implementation (14%)
- We also launched the Youth Collective online platform, which had 524 members across 142 countries as of September 2020.

2) CHALLENGES AND LESSONS LEARNT

The majority of the challenges we have faced over the past year and the lessons we have learnt have been grounded in the global Covid-19 pandemic. Despite the significant impact it has on our delivery and operations, through our response work we have learnt how flexible and adaptive we can be, and the huge power and resilience of young people.

Challenges to delivery:

- **The Covid-19 pandemic** has impacted across a number of levels:
 - In-person activity has been severely restricted, resulting in increasing levels of online and digital engagement, which has in-turn posed challenges in engaging the most marginalised.
 - The economic impacts of the pandemic have also disproportionately been felt by young people, which has meant that many of the young people leading our work have had to focus on their livelihoods as opposed to volunteering.
 - Disruptions to how we work and rapidly changing priorities have also put pressures on the wellbeing of our staff and volunteers.
- **Rapidly changing funding environment:** The significant deterioration in the global economy has resulted in a changing and uncertain donor environment, with delays, cancellations and short-term changes to programme funding. This has a significant impact on programme planning.
- **External political environment:** Political instability, election campaigns and increasing restrictions for government authorities on civic freedoms have also impacted on our delivery and operations throughout the year.

Learning:

Our evaluations, internal learning processes and growing body of youth-led research have generated a number of important lessons for us over the past year. These include:

- **Effective programme adaptation:** In response to the limitations of expanded digital engagement and the need to reach more marginalised groups and less connected rural communities, we have seen the need to be proactive in the use of other technology such as radio and SMS. We have recognised the central role tackling myths and misconceptions should play in any of Covid-19 awareness raising work. We have also seen the importance of prioritising the welfare of our staff and volunteers.
- **Community and stakeholder involvement in programme development and implementation:** We have been reminded of the importance of this across a number of programmes. For example, in Uganda we found working with local leaders was particularly effective to identify young mothers we could engage with; and in Sierra Leone we found the critical role community leaders play in enhancing our accountability work and approaches to safeguarding those with whom we work. We have seen that strong stakeholder relationships

were crucial to adapting programmes this year, supporting quick decisions and a pooling of experience and resources.

- **How donors and governments can better support Youth Civil Society:** Our ‘Resilient Realities’ research conducted by 12 young activists across the world produced valuable insights into how youth civil society have been affected by Covid-19, and how they can be supported to lead the response. Core recommendations included: investing in and learning from youth civil society to scale-up the resilience of communities in crisis (based on the readiness of young people to organise at the community level), and how working with young people can build partnerships across regions, movements and issues (as youth initiatives often connect issues across contexts).

Covid-19 - summary of impact and response

The impact:

The Covid-19 pandemic has had a significant impact across our programmatic delivery; our external engagement; our operations; and our funding:

- The restrictions to in-person activity as a result of virus control measures from March 2020 onwards resulted in the cancellation of 10% of our programmes across the world, a pause or delay in a further 20%, and disruption to implementation in a further 51%.
- The agency developed and applied appropriate national Covid-19 protocols following risk assessments for all our offices. These continue to be adapted in light of surges across different regions. Remote working has been established for the majority of our staff, with some socially-distanced return to office environments being introduced when safe to do so.
- In March 2020, the initial financial impact of the Covid-19 pandemic on Restless Development projected an income loss of £1 million from decreasing events and corporate giving plus programme interruptions. In June, DfID reduced Aid Connect grant amounts by 20% for the financial year due to Government Budget decisions to redirect existing budgets to their Covid-19 response. This caused a further financial shock to our agency from a reduction in secured, budgeted income.
- The pandemic immediately halted most of our engagement strategies heavily focused on influencing global moments and audiences: Generation Equality Forum, COP, UNGA and RewirEd. We quickly pivoted the team and focused on our response strategy - measuring and strengthening civil society during the pandemic and Youth Power solidarity.

Our response:

We acted quickly to risk assess, adapt and redesign our activities, to both achieve our existing objectives, and to focus efforts on responding to the pandemic. Programme adaptations drew on our established youth networks across the world and our experience of community engagement in emergencies, gained from our Ebola response work in Sierra Leone.

This response work has cut across a number of levels; from supporting youth-led community level responses, to strengthening global youth civil society to fight the pandemic. Much activity has involved digital and online engagement; however, we have also been mindful of the limit this has had in reaching more vulnerable groups. Our core activities cut across three areas:

- **Engaging Communities:** Young leaders reached hundreds of thousands of people through door-to-door outreach to help communities protect themselves online.
- **Fighting misinformation:** Taking on the ‘infodemic’, by supporting young leaders to identify and report misinformation online
- **Unleashing Youth Power:** Young leaders created cutting-edge **research**, mapping the impact of Covid-19 on young people and youth organisations.

By the end of the financial year, all delayed and paused programmes were operating again. Towards the end of 2020, we have also seen over 60,000 people directly reached through Covid-19 activity.

All offices have adapted their environment to meet Covid-19 social distancing and safety standards. Each location is following national legislation and restrictions, and is able to move between full remote working structures and partial returns to an office environment. Risk assessments are ongoing, and declaration and tracing systems in place for all staff infections. Financial processes have been adapted to maintain our control environment remotely. All leadership and governance cycles and meetings have been maintained virtually.

Our Business Development response was to 1) Launch an emergency fundraising appeal and 2) Re-negotiated terms for greater flexibility with existing donors to allow adaptations for Covid response work 3) Make funding asks to warm donors to support our Covid response work, and 4) target a number relevant new funders e.g. ADB and Wellcome Trust.

In the UK, the loss of primarily unrestricted income from our Triathlon series resulted in an initial period during which seven staff members were furloughed, a small number taking unpaid leave and an eventual restructure and downsizing our International staff team with 20 people being made redundant, six Director-level roles being made part-time and two roles being relocated to offices overseas. A re-prioritisation of work has been conducted accordingly.

Future impact - looking forward:

The pandemic will have an ongoing impact on our work through the next year, with case numbers and corresponding control measures varying by country. The programme adaptations will continue in response to this, and whilst the agency remains nimble and agile, we recognise the opportunity the last year has provided to truly accelerate our distributed leadership model, 'leveling the playing field' through virtual interactions, and ultimately shifting power to a more representative group of leaders within our agency.

We will continue to use some of the innovations tested during 2019/20 in our Unrestricted Fundraising Teams. For example, a virtual version of our flagship events series, the Schools Triathlon in 19/20, #TriThisAtHome. We will adapt and use this approach again in 20/21 with UK lockdown restrictions still likely to be in place.

Plans for Future Periods:

Over the course of the coming year, we will continue to drive forward our strategy and to design and deliver innovative work with youth leadership at the heart. Our plans will include the goals and activities below. These are based around three equally important lenses which we will be applying for the next phase of our strategy.

This future direction is grounded in the lessons we have learnt over the past year, and the changing global context around us. In particular, we would highlight the following drivers:

- ***The Covid-19 pandemic*** - this has accelerated changes in our strategy as we are reminded better than ever of the power of young people to respond to the challenges they face; and how we work as an agency, as we see how adaptive and flexible we can be.
- ***Reflections on our strategic progress*** - our strategy and vision remain relevant. We will focus on adapting and creating new products.
- ***Commitment to anti-racism, returning power within our agency and decolonising development*** - this is in line with our Diversity, Equity and Inclusion strategy and agency plan, but has been accelerated by the Black Lives Matter movement and wider societal change.

STRATEGY: Focusing on power, justice, insight, brands and networks

- **Nurturing and catalysing Youth Power across the world**
 - Strengthening and increasing progressive young leaders, growing our network with a focus on climate, reproductive, gender and education justice.
 - Strengthening youth civil society, including through sharing tools, tactics and strategies, as well as supporting trans-national and cross-movement collaborations between young people and partners.
 - Focusing on youth-led research, insights and strategies, including translating youth-led research into advocacy action with the aim of transforming how programmes, policy and funding is designed.
 - Focusing on restoring the power, including through prioritising feminist and antiracist practices where wellbeing, resilience and creativity are core.
 - Shifting the narrative on development to build support for new and more effective approaches to development which prioritize people and the well-being of communities.
- **Develop core strategic products to support the next phase in the delivery of our global strategy.**
 - Further Development of the Restless Leaders initiative - an experiential leadership programme for all the young people we engage with.
 - Developing a set of Youth Power Principles - to guide how we work with young leaders to unleash their power; providing a standard to hold ourselves and others to account to, backed up by evidence.

AGENCY: Focusing on Programme Quality, Operations, People and Finance

- **Strengthening our understanding and evidence of our work, and embedding youth leadership in the heart of everything we do from design to delivery.**
 - Continued roll-out of our online reporting system, and focusing on supporting Hubs to strengthen outcome level monitoring.
 - Development of a global Evidence and Learning strategy.
 - Conduct a review of youth leadership across our work through our annual planning process.
- **Embedding our Diversity, Equity and Inclusion strategy and our anti-racism work through data driven action plans.**
 - Re-designing and launching a new, more inclusive and representative global leadership structure with young people at its heart.
 - Diversifying our global board of Trustees.
 - Ensuring the distribution of power, not just leadership, drives our agency structure and operations towards a new strategic ambition.
 - Finalising our anti-racism action plan, implementing our commitments whilst continually listening to others.

RESOURCING: Focusing on business development and internal financial flows

- **Secure budgeted and pipeline income for 2020/21**
 - Securing budgeted and projected income levels for 2020/21 across all income streams.
 - Increasing financial sustainability through greater diversity and flexibility of income in pipelines across hubs.

- Maximise Agency Contribution and Waterworks generation.
- **Prioritising partnerships & funding that decolonise development & restoring power**
 - Development of anti-racism Business Development actions.
 - Development of products for next generation philanthropy.
 - Prioritizing funding opportunities that advance power restoring approaches.

Safeguarding

The safety and welfare of staff, volunteers and the communities we work with is paramount. Our safeguarding systems are designed to cause no harm through our work, we do everything in our power to ensure that harm caused by anyone linked to us is reported, investigated, with appropriate measures taken.

Safeguarding is overseen at a governance level by two members of the International Board of Trustees. Global accountability is delegated to the Lead Safeguarding Officer (a Senior Leadership Team Director); a full-time Head of Safeguarding and supported by a headquarters staff team of seven who are all trained as safeguarding officers. Each Hub Director is a Lead Safeguarding Officer who supports a dedicated working group of trained officers to maintain local standards, compliance and processes. At any given time between 12 and 15% of the workforce are trained safeguarding officers.

As a minimum compliance each trained safeguarding officer is provided with a dedicated training every six months. All staff attend a one hour safeguarding training session on a quarterly basis on top of mandatory training corresponding to their particular role.

A review of our safeguarding processes was conducted in 2019 and made a series of recommendations to build expertise and capacity in the agency. A commitment to implement 75% of the recommendations has been achieved.

Notably, an outcome of the recommendations has been used to influence best practice in the global sector. In an FCDO Cross-Sector Progress Report on Safeguarding Against Sexual Exploitation, Abuse and Sexual Harassment (2019-2020) a Restless Development case study demonstrating the benefits of raising safeguarding awareness in the communities where we operate was used to represent the NGO sector.

Reporting: Restless Development reported all serious incidents to its Trustees, the Charity Commission, local authorities where relevant and appropriate donors where required. During the report period, five incidents reached the threshold for reporting to the Charity Commission. Each of the five incidents was perpetrated by a representative of the charity and involved a breach of our strict code of conduct. In only one case is it suspected that the law was broken and the case was reported to the police.

Plans for this year:

- An international device audit will be rolled out to understand the number of devices Restless Development is accountable for and what they are used for as part of our evolving safeguarding approach to increased digital and virtual engagement.
- All Development Alternative resources will be finalised and packaged for all consortium members to use and adapt. Once tested these resources will be refined and expanded out to other NGOs.

- We will refresh global and hub safeguarding working groups. We will revisit all ToRs and ensure all groups are meeting regularly to improve safeguarding practices in each hub and across our international operations.

Key Management Personnel and Pay Policy

The Trustees of Restless Development define Key Management Personnel as being the Senior Leadership Team, a team of nine 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, competencies and behaviours 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 launched a new five-year salary scale aligned to the five-year strategic time frame. 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 a course of five years. This scale is set to come to an end in September 2021 therefore a process is underway to review this current model of how the agency pays all of its global salaries.

Risk

In April 2020, as the global Covid-19 pandemic began to take hold, Restless Development identified 5 of its top 10 risks as being adversely affected. These were:

- **Major Incidents and Disasters:** All programmes were risk assessed in light of Covid-19. A small number were cancelled, with the majority adapted to be delivered digitally, and those which remained in-person adhered to strict social distancing and national restriction regulations. Remote working has been introduced in all our offices, and only re-opened when safe to do so following specific Covid-19 risk assessments, and in line with national guidelines. We continue to monitor the progression of the pandemic and are equipped to respond to its shifting nature.
- **Donor Diversity:** With the merger of the UK's Department for International Development and the Foreign Commonwealth Office, we experienced immediate cuts to core funding both in the UK and Sierra Leone. Programmes were adapted, delivered and additional funding has been secured, increasing the diversity amongst our top 10 donors. A significant fundraising drive, with a focus on Covid-19 response work has been fruitful in securing funding.
- **Senior Leadership:** With funding cuts came the need to restructure and downsize our International function. Two senior leader roles were made redundant, and all other Senior Director roles reduced to between 60% and 80% FTEs - placing pressure on a reduced leadership team to deliver. This was compounded with the UK's first national lockdown placing additional pressure from caring responsibilities. The global leadership has been re-

designed, further distributed across our Hubs. The remote working environment has complemented this, resulting in less reliance on a small number of senior leaders.

- **Programme Performance:** Programme designs were quickly adapted, with many made virtual in response to the pandemic. Pro-active collaboration and negotiation with existing donors resulted in only a fraction of programmes being cancelled. Weekly thematic global calls were held to rapidly distribute learning across the agency to strengthen our ability to deliver under volatile conditions. Significant new programmes have been won on the strength of our response work design.
- **Planning for Growth and Change:** Having a rapid response to pivot our existing delivery model resulted in only 10% of programmes being cancelled. Prudent reforecasts and early action to restructure in regions most affected limited the potential loss for the agency. The significant fundraising drive from 2020 has resulted in an extremely high conversion rate. Significant FCDO funding decisions are still pending, with conservative funding levels considered in our most recent budget reforecast.

By September 2020, the aforementioned management actions successfully resulted in 4 of these 5 risks reducing significantly. Simultaneously, however, 2 other top 10 risks began escalating, and remain Restless Development's highest scoring risks at the time of reporting:

- **Flexible Income:** This was increased in July 2020 to reflect the loss of income relating to the cancelled schools' triathlon series. The fundraising events have been re-designed to single school and virtual events, with fundraising targets for this income stream reduced appropriately for 2021.
- **Governance:** Since the year end, emerging trends have been identified with national governments in several countries re-evaluating the status of national and international non-governmental organisations, and introducing in some cases stricter legislation and restrictions. A new Trademark License Agreement is under legal review, together with a Service Level Agreement, to reflect the evolving relationship between the UK and other Hubs. We are recruiting 2 new Trustees for our global board from representative regions where we work, and increasing the connection between our global Leadership Team members and national Board Chairs.

FINANCIAL REVIEW

Financial performance in 2019/20

Restless Development income decreased by 13.7% as a result of Covid-19 and the need to suddenly wind down our ICS programme early, make sudden cuts to our Aid Connect strategic programme as well as our annual unrestricted fundraising triathlon events having to be cancelled at short notice. This was offset by an 11.9% decrease in charitable activities, however the reduction in unrestricted income was larger than the reduction in unrestricted charitable activities which resulted in £339,000 of unrestricted free reserves being used.

Income from the overseas Hubs (£7,468,000) made up 69.5% of total income compared to (£9,727,000) 78% in 2018/19. Restricted reserves increased slightly as a result of some new projects starting in our overseas hubs.

Financial review summary		
	2020	2019
Income	10,753	12,459
Expenditure	(10,971)	(12,447)
Foreign exchange gain/(loss)	(213)	130
Increase/(decrease) in total funds	(431)	142
<i>Of which:</i>		
Increase/(decrease) in free reserves	(339)	210
Increase/(decrease) in designated reserve	(60)	60
Increase/(decrease) in fixed asset reserve	(84)	(12)
Increase/(decrease) in restricted reserve	52	(116)
Total	(431)	142

The impact of movements in foreign exchange rates in 2019/20 has been a £213,000 loss, which was due to the British Pound strengthening against the US Dollar and all of our overseas hub country currencies also weakening. 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.

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. These include current risks associated with Covid-19, and also take into account the reduction in total expenditure as a result of restructuring efforts.

Based on the Risk Register as at April 2021 the benchmark for Free Reserves is £768,953 (2018/19: £1,240,404). At 30 September 2020, Restless Development had total funds of £2,872,000. Restricted funds were £1,931,000 and Free reserves were £778,000 (2018/19: £1,117,000) which represents 101% of the current benchmark set by the Trustees.

In addition to these measures the trustees use a secondary measure to compare the free reserves with 3 month average running costs (made up of admin, governance, fundraising and support staffing). When looking at 3 month average running costs our reserves are at 88% of this target.

The organisation's reserves will continue to be closely monitored over the next 12 months with the aim to rebuild them. In 2019/20 designated funds is £nil due to the planned use to wind down the South Africa Hub which was a decision made before the Covid-19 pandemic.

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 its work, 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

In 2019/20 the charity undertook fundraising activities through a virtual sponsored school's triathlons called #TriThisAtHome, virtual fundraising events and sponsored events and an (in person in early March 2020 before the Covid-19 pandemic) 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 and UK Fundraising Standards. No complaints have been received by the charity regarding any fundraising activities.

In 2019/20, fundraising activities raised £411,387 compared to £596,020 in 2018/19. This decrease was a result of Covid-19 lockdown reactions preventing the schools triathlon programme taking place as planned, and reduced unrestricted income from individual donors and corporates due to the financial implications of the pandemic on financial markets.

ORGANISATIONAL STRUCTURE, GOVERNANCE AND MANAGEMENT

Restless Development continued to be active with a full-time presence and set of programmes during 2019/20 in India, Nepal, Sierra Leone, South Africa (to March 2020), Tanzania, Uganda, UK, Zambia and Zimbabwe. Restless Development operates in each of these Hubs through a locally registered organisation with its own national Board of Trustees and treats these organisations as branches for the purpose of preparing consolidated accounts. A Trademark License Agreement is held between the UK entity and all other Hubs allowing the collective use of the Restless Development brand.

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, who is supported by a Senior Leadership Team of ten that consists of seven Directors and 3 young leaders (appointed in March 2021). A Service Level Agreement will be introduced in 2021 between all Hubs and Restless Development International. 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.

The global Board of Trustees accommodates 5 committees to reflect our agency, and to ensure time is dedicated to different topics in the quarterly meetings. The Committees 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 member. 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 informs 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. 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.

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.

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 each of 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 charity's auditor is unaware, and
- Each of the Trustee's, having made enquiries of fellow trustees, has 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

Charlotte Eaton, Chair of Trustee Board

Date: 12/5/2021

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 2020 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 2020 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 Companies Act 2006.

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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit:

- The information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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 21 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 Companies Act 2006 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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members 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

20 May 2021

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 2020**

	Notes	Unrestricted funds £000's	Restricted funds £000's	2020 Total £000's	2019 Total £000's
INCOME FROM:					
<i>Donations and legacies</i>					
Grants and donations	2	461	9,881	10,342	11,863
Unrestricted fundraising		411	-	411	596
Total income		872	9,881	10,753	12,459
EXPENDITURE ON:					
<i>Raising funds</i>		(334)	-	(334)	(303)
Charitable activities		(1,011)	(9,626)	(10,637)	(12,144)
Total expenditure	3	(1,345)	(9,626)	(10,971)	(12,447)
Net income/(expenditure)	4	(473)	255	(218)	12
Foreign exchange gains/(losses)		(10)	(203)	(213)	130
Net movement in funds		(483)	52	(431)	142
Reconciliation of funds					
Total funds brought forward		1,424	1,879	3,303	3,161
Total funds carried forward	11	941	1,931	2,872	3,303

All income and expenditure derive from continuing activities.

**BALANCE SHEET
AS AT 30TH SEPTEMBER 2020**

		2020		2019	
	Notes	£000's	£000's	£000's	£000's
FIXED ASSETS	6		220		276
CURRENT ASSETS					
Debtors	7	985		1,387	
Bank and cash		2,543		2,560	
			3,528		3,947
			3,748		4,223
CREDITORS: amounts falling due within one year	8		(876)		(920)
NET ASSETS			2,872		3,303
			=====		=====
REPRESENTED BY:					
Funds					
Restricted	10		1,931		1,879
Unrestricted	11				
Fixed Asset Reserve			163		247
Designated Reserve			-		60
Free Reserves			778		1,117
			2,872		3,303
			=====		=====

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

Jon Gorrie

Jonathan Gorrie, Chair of Finance & Audit Committee

Date: 12/5/2021

Registered Company Number: 6741123

Registered Charity Number: 1127488

**CASHFLOW STATEMENT
FOR THE YEAR ENDED 30TH SEPTEMBER 2020**

		2020	2019
	Notes	£000's	£000's
Cash flows from operating activities	A	149	(1,247)
Cash flows from investing activities:			
Additions to property, plant and equipment		(168)	(123)
Proceeds from the disposal of fixed assets		2	35
Net cash used in investing activities		(166)	(88)
Cash flow from financing activities		-	-
Net decrease in cash and cash equivalents		(17)	(1,335)
Cash and cash equivalents on 1 October		2,560	3,895
Cash and cash equivalents on 30 September	B	2,543	2,560

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)	(431)	142
Adjustments for:		
Depreciation	150	158
Revaluations	73	(8)
(Profit)/loss on disposal of fixed assets	(1)	(5)
(Increase)/decrease in amounts receivable	402	(672)
Increase/(decrease) in amounts payable	(44)	(862)
Cash (spent on)/generated from operations	149	(1,247)

B CASH AND CASH EQUIVALENTS

Cash and cash equivalents consists of cash on hand and balances with banks.	2,543	2,560
Total Cash and cash equivalents	2,543	2,560

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 2021 and 2022. Forecasts include discounted income pipelines and have also taken into account the current Covid-19 pandemic, secured funding and the impact of pipeline income not becoming secured. 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

Includes 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 contacts: 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 tangible assets of Restless Development.

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

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	Depreciation rate
IT assets	33%
Office furniture	20%
Vehicles	20%
Used vehicles	50%

k) Restless Development 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. DONATIONS

	2020	2019
	£000's	£000's
UK grants and donations	3,124	1,857
Overseas grants and donations	7,218	10,006
	-----	-----
	10,342	11,863
	=====	=====

3. ANALYSIS OF TOTAL EXPENDITURE

	2020	2020	2020
	Direct costs	Indirect costs	Total
	£000's	£000's	£000's
Volunteers' costs and other expenses	3,245	-	3,245
Grants made to consortium partners	571	-	571
Overseas & Programme staff costs	4,776	-	4,776
Head office staff costs	-	1,769	1,769
Support costs – Finance, HR, IT	-	251	251
Statutory audit	-	20	20
Internal and grant audit costs	-	4	4
Trustee indemnity insurance	-	1	1
Fundraising	-	334	334
	-----	-----	-----
	8,592	2,379	10,971
	=====	=====	=====

PRIOR YEAR

	2019	2019	2019
	Direct costs	Indirect costs	Total
	£000's	£000's	£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
	=====	=====	=====

4. NET INCOME FOR THE YEAR	2020	2019
	£000's	£000's

This is stated after charging:

Auditors remuneration (including VAT): Audit	20	15
Operating lease charge for the year	128	128
	=====	=====

5. STAFF COSTS

	2020	2019
	£000's	£000's
Wages and salaries	4,871	4,719
Social security costs	400	372
Pension Costs	228	213
Redundancy costs	88	-
	-----	-----
	5,587	5,304
	=====	=====

The average number of employees in the year was:

	Volunteer- led activity No.	Fundraising No.	Governance No.	2020 Total No.	2019 Total No.
UK	28	7	16	51	51
Overseas	240	9	91	340	287
	-----	-----	-----	-----	-----
	268	16	107	391	338
	=====	=====	=====	=====	=====

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 £705,794. (2018/19: eight personnel, £582,914).

	2020	2019
£60,000 - £69,999	4	3
£70,000 - £79,999	3	-
£100,000 - £109,999	-	1
£110,000 - £119,999	1	-
	-----	-----
	8	4
	=====	=====

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, 2019 figures have been calculated here on this basis too. Maternity leave and part time working means that four members of Key Management Personnel were included in 2018/19. The Trustees received no remuneration or reimbursed expenses in either this year or the previous year.

Redundancy payments totalling £88k were made in the year (2018/19: £Nil) 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 2019	144	546	583	1,273
Additions	5	44	119	168
Revaluations & foreign exchange	(7)	(41)	(41)	(89)
Disposals	(35)	(115)	(78)	(228)
At 30 September 2020	107	434	583	1,124
Depreciation				
At 1 October 2019	(117)	(424)	(455)	(996)
Charge for the period	(13)	(74)	(110)	(197)
Revaluations & foreign exchange	8	39	51	98
Disposals	26	97	68	191
At 30 September 2020	(96)	(362)	(446)	(904)
Net Book Value				
At 30 September 2019	25	125	126	276
At 30 September 2020	11	72	137	220

7. DEBTORS

	2020	2019
Trade debtors and accrued income	951	1,262
Prepayments	34	125
	<u>985</u>	<u>1,387</u>
	=====	=====

8. CREDITORS: amounts falling due within one year

	2020	2019
Sundry creditors and accrued expenses	710	717
Other taxation and social security	166	203
	<u>876</u>	<u>920</u>
	=====	=====

9. OPERATING LEASES

Total commitments under operating leases are:

	Property £000's	Office Equipment £000's	2020 Total £000's	2019 Total £000's
Within one year	126	6	132	128
Two to five years	-	18	18	151
	<u>126</u>	<u>24</u>	<u>150</u>	<u>279</u>
	=====	=====	=====	=====

	Balance 1 October 2019	Income 2020 £000s	Expenditure 2020 £000s	Balance 30 September 2020 £000s
10. RESTRICTED FUNDS				
Action Aid Denmark	-	82	(21)	61
Amplify Change	352	120	(456)	16
Australian Volunteers International	5	26	(15)	16
BBC Media Action	14	91	(104)	1
Christian Aid	-	18	(15)	3
Clinton Health Access Initiative	-	94	(94)	-
Comic Relief	(3)	53	(50)	-
Dance4Life	15	109	(117)	7
Democratic Governance Facility	24	134	(113)	45
DFID (FCDO)	11	1,974	(1,939)	46
DFID (FCDO) Aid Connect	88	1,765	(1,758)	95
EC/EU	(84)	160	(73)	3
Egmont	18	13	(25)	6
Ford Foundation	-	236	(18)	218
FSDZ	32	(6)	(26)	-
Garden Trust	-	153	(149)	4
Gates Foundation	373	141	(332)	182
Girl Effect	79	49	(94)	34
GIZ	(7)	31	(21)	3
Heifer International	(3)	69	(63)	3
Hivos	6	21	(27)	0
ICRW	7	16	(20)	3
Irish Aid	3	135	(125)	13
Malala Fund	-	16	-	16
Marie Stopes International	9	3	(12)	-
MasterCard Foundation	-	767	(695)	72
Mercury Phoenix Trust	9	17	(16)	10
NOREC	10	58	(58)	10
Novo Foundation	111	(5)	(97)	9
One Girl Australia	79	(5)	(74)	-
Plan International	-	30	(19)	11
Plan Uganda	26	73	(99)	-
Porticus Foundation	56	(2)	(54)	-
Quest Alliance	(1)	84	(56)	27
SIDA	502	856	(817)	541
SRHR Alliance	-	22	(5)	17
Students Stop Aids Campaign	-	6	(6)	-
The Patter Family Foundation	-	25	(25)	-
UN WOMEN	-	29	(29)	-
UNESCO	-	43	(33)	10
UNFPA	(1)	61	(55)	5
UNICEF	21	92	(114)	(1)
United Nations Population Fund	-	64	(64)	-
University of Cambridge	-	28	(16)	12
USAID	(10)	103	(93)	-
VSO International	1	1,729	(1,667)	63
Others	137	303	(70)	370
Total	1,879	9,881	(9,829)	1,931
	=====	=====	=====	=====

<u>Name of Fund</u>	<u>Description of Fund</u>
Action Aid Denmark	Youth-led research into the role of young people in humanitarian settings.
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.
BBC Media Action	Funding for the Ishiwi and Tikambe projects in Zambia.
Bill & Melinda Gates Foundation	Funding youth-led accountability projects in India and Tanzania.
Christian Aid	Funding Youth Accountability Volunteers in Sierra Leone
Clinton Health Access Initiative	Funding to reduce teenage pregnancy through increased uptake of family planning methods 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 (FCDO)	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.
European Commission/ European Union	Funding for youth-led accountability programmes in South Africa and Tanzania
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.
Garden Trust	Core funding to support youth leadership projects in Zimbabwe.
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
GIZ	Short term consultancy for a Covid prevention project in Zambia.
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.
Irish Aid	Funds work on sexual reproductive health education in schools in Zambia.
Malala Fund	Funding for a girls education initiative in India.

Marie Stopes International	Funding to support a SRHR counselling phone-in service in Zambia.
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.
NOREC - Norwegian Agency For Exchange Cooperation	Funding for a staff exchange project in Nepal, Tanzania and South Africa.
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.
Plan International	Funding the consultation for 'Solutions for Youth Network' in India
Plan Uganda	Funding the Gender Advocacy Alliance programme in Uganda
Porticus Foundation	Funding for youth livelihoods projects in Uganda and Zimbabwe.
Quest Alliance	Funding for STEM for Girls project in India.
SIDA	Funds programmatic activity in rural communities in the Southern Highland region of Tanzania through a strategic grant.
SRHR Alliance	Funding for SRHR projects in Uganda.
Students Stop Aids Campaign	Funding contribution to run the Youth Stop AIDS Campaign

The Patter Family Foundation	Funding to provide meaningful youth engagement training to project partners in Zambia.
UN Women	Funding for preventing gender based violence in Zimbabwe.
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.
University of Cambridge	Funding for youth-led research in Uganda.
USAID	Funds youth livelihoods in Uganda.
VSO International	Funds UK youth on development placements across our Hubs, through which they gain valuable experience and build local youth capacity through peer education.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2020

10. PRIOR YEAR	Balance 01-Oct 2018 £000s Restated	Income 2019 £000s	Expenditure 2019 £000s	Balance 30-Sep 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
GLZ	-	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	-	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 UN	-	-	-	-
Plan International	-	-	-	-

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2020**

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	-	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
	=====	=====	=====	=====

11. ANALYSIS OF FUNDS	Restricted Reserves	Unrestricted Fixed Assets Reserve	Unrestricted Designated Reserve	Unrestricted Free Reserves	2020 Total	2019 Total
	£000's	£000's	£000's	£000's	£000's	£000's
Tangible fixed assets	57	163	-	-	220	276
Current assets	1,874	-	-	1,654	3,528	3,947
Current liabilities	-	-	-	(876)	(876)	(920)
	1,931	163	-	778	2,872	3,303
	=====	=====	=====	=====	=====	=====

ANALYSIS OF FUNDS PRIOR YEAR	Restricted Reserves	Unrestricted Fixed Assets Reserve	Unrestricted Designated Reserve	Unrestricted Free Reserves	2019 Total
	£000's	£000's	£000's	£000's	£000's
Tangible fixed assets	29	247	-	-	276
Current assets	1,850	-	60	2,037	3,947
Current liabilities	-	-	-	(920)	(920)
	1,879	247	60	1,117	3,303
	=====	=====	=====	=====	=====

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 2020, Restless Development owed Restless Development USA £13,578 (2019: £258,973 owed to Restless Development). This comprised £152,507 of income allocations, £36,867 of expenditure, which mostly relates to sub-granting to other Restless Development hubs and £165,950 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 2020.

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 2020 £000's	Expenditure 2020 £000's	Surplus/ (deficit) 2020 £000's	Net Assets £000's
Restless Development (Nepal)	Nepal	428	(428)	-	-
Restless Development Tanzania	Tanzania	1,131	(1,130)	-	39
Restless Development Uganda	Uganda	1,686	(1,686)	-	2
Restless Development Sierra Leone	Sierra	2,229	(2,346)	(117)	(164)
Restless Development SPW India Project Trust	India	403	(398)	5	73
Restless Development South Africa	South Africa	272	(271)	1	(24)
Restless Development Zambia	Zambia	819	(682)	137	114
Restless Development Zimbabwe	Zimbabwe	500	(488)	13	57
		7,468	(7,429)	39	97
		=====	=====	=====	=====

OVERSEAS ORGANISATIONS - PRIOR YEAR COMPARATIVES

Organisation name	Country of Registration	Income 2019 £000's	Expenditure 2019 £000's	Surplus/ (deficit) 2019 £000's	Net Assets £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)
Restless Development SPW India Project Trust	India	445	(424)	21	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
		=====	=====	=====	=====

14. COMPARITIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES: 2019

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

TRUSTEES

Charlotte Eaton, Chair

Affan Cheema

Resigned: 26 January 2021

Amelia Pan

Anand Aithal

Resigned: 24 November 2020

Antoinette Boeteng

Resigned: 18 February 2020

Edleen John

Appointed: 28 July 2020

Hannah Bronwin

Isabella Mosselmans

Jenny Wilson

Jonathan Gorrie

Lucinda Moore

Mark Dickinson-Keen

Matthew Beard

Paul Wafer

Tom Allen

FINANCE & AUDIT COMMITTEE

Jonathan Gorrie (Chair), Lucinda Moore, David Hadrava

CHIEF EXECUTIVE

Perry Maddox

FINANCE DIRECTOR

James Sole, Resigned: 8 November 2019

Segun Olowookere, Appointed: 6 January 2020

BUSINESS DIRECTOR

Gemma Graham

STRATEGY DIRECTOR

Alex Kent

PROGRAMMES DIRECTOR

Ed Francis, (Vol) Redundant: 31 December 2020

**PROGRAMMES & OPERATIONS
DIRECTOR**

Kate Muhwezi

PEOPLE DIRECTOR

Christina Lewis

**STRATEGIC PARTNERSHIPS
DIRECTOR**

Katie Rowberry, (Vol) Redundant: 30 September 2020
(maternity leave from 16 Jun 20 to 30 Sep 20)

REPRESENTATIVE HUB DIRECTORS

Nalini Paul (India)

Farai Muronzi (Zimbabwe)

REGISTERED ADDRESS

35-41 Lower Marsh

London

SE1 7RL

BANKERS

Barclays Bank Plc

1 Churchill Place

London E14 5HP

AUDITORS

Crowe U.K. LLP

2nd Floor, 55 Ludgate Hill

London EC4M 7JW