



**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 30<sup>th</sup> 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 ten<sup>1</sup>Hubs 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.

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<sup>1</sup> 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<sup>2</sup>** 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 30<sup>3</sup>. 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

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

<sup>3</sup> 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 equality<sup>4</sup>. 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

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<sup>4</sup> 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 Programme<sup>5</sup>, 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 **319,360<sup>6</sup>**, 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.

<sup>5</sup> 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

<sup>6</sup> 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.

<b>Financial review summary</b>		
	<b>2020</b>	<b>2019</b>
Income	10,753	12,459
Expenditure	(10,971)	(12,447)
Foreign exchange gain/(loss)	(213)	130
<b>Increase/(decrease) in total funds</b>	<b>(431)</b>	<b>142</b>
<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)
<b>Total</b>	<b>(431)</b>	<b>142</b>

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.

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## **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

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## **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](http://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
<b>INCOME FROM:</b>					
<i>Donations and legacies</i>					
Grants and donations	2	461	9,881	10,342	11,863
Unrestricted fundraising		411	-	411	596
<b>Total income</b>		<b>872</b>	<b>9,881</b>	<b>10,753</b>	<b>12,459</b>
<b>EXPENDITURE ON:</b>					
<i>Raising funds</i>		(334)	-	(334)	(303)
Charitable activities		(1,011)	(9,626)	(10,637)	(12,144)
<b>Total expenditure</b>	3	<b>(1,345)</b>	<b>(9,626)</b>	<b>(10,971)</b>	<b>(12,447)</b>
<b>Net income/(expenditure)</b>	4	<b>(473)</b>	<b>255</b>	<b>(218)</b>	<b>12</b>
Foreign exchange gains/(losses)		(10)	(203)	(213)	130
<b>Net movement in funds</b>		<b>(483)</b>	<b>52</b>	<b>(431)</b>	<b>142</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		1,424	1,879	3,303	3,161
<b>Total funds carried forward</b>	11	<b>941</b>	<b>1,931</b>	<b>2,872</b>	<b>3,303</b>

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
<b>FIXED ASSETS</b>	6		220		276
<b>CURRENT ASSETS</b>					
Debtors	7	985		1,387	
Bank and cash		2,543		2,560	
			3,528		3,947
			3,748		4,223
<b>CREDITORS: amounts falling due within one year</b>	8		(876)		(920)
<b>NET ASSETS</b>			<b>2,872</b>		<b>3,303</b>
			=====		=====
<b>REPRESENTED BY:</b>					
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
<b>Cash flows from operating activities</b>	A	149	(1,247)
<b>Cash flows from investing activities:</b>			
Additions to property, plant and equipment		(168)	(123)
Proceeds from the disposal of fixed assets		2	35
<b>Net cash used in investing activities</b>		(166)	(88)
<b>Cash flow from financing activities</b>		-	-
<b>Net decrease in cash and cash equivalents</b>		(17)	(1,335)
Cash and cash equivalents on 1 October		2,560	3,895
<b>Cash and cash equivalents on 30 September</b>	B	<b>2,543</b>	<b>2,560</b>

**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)
<b>Cash (spent on)/generated from operations</b>	<b>149</b>	<b>(1,247)</b>

**B CASH AND CASH EQUIVALENTS**

Cash and cash equivalents consists of cash on hand and balances with banks.	2,543	2,560
<b>Total Cash and cash equivalents</b>	<b>2,543</b>	<b>2,560</b>

## 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
<b>Cost</b>				
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	<b>107</b>	<b>434</b>	<b>583</b>	<b>1,124</b>
<b>Depreciation</b>				
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	<b>(96)</b>	<b>(362)</b>	<b>(446)</b>	<b>(904)</b>
<b>Net Book Value</b>				
At 30 September 2019	25	125	126	276
At 30 September 2020	11	72	137	220



<b>7. DEBTORS</b>	<b>2020</b>	<b>2019</b>
Trade debtors and accrued income	951	1,262
Prepayments	34	125
	<hr/>	<hr/>
	985	1,387
	=====	=====

<b>8. CREDITORS: amounts falling due within one year</b>	<b>2020</b>	<b>2019</b>
Sundry creditors and accrued expenses	710	717
Other taxation and social security	166	203
	<hr/>	<hr/>
	876	920
	=====	=====

#### **9. OPERATING LEASES**

Total commitments under operating leases are:

	<b>Property £000's</b>	<b>Office Equipment £000's</b>	<b>2020 Total £000's</b>	<b>2019 Total £000's</b>
Within one year	126	6	132	128
Two to five years	-	18	18	151
	<hr/>	<hr/>	<hr/>	<hr/>
	<b>126</b>	<b>24</b>	<b>150</b>	<b>279</b>
	=====	=====	=====	=====

	Balance 1 October 2019	Income 2020 £000s	Expenditure 2020 £000s	Balance 30 September 2020 £000s
<b>10. RESTRICTED FUNDS</b>				
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
<b>Total</b>	<b>1,879</b>	<b>9,881</b>	<b>(9,829)</b>	<b>1,931</b>
	=====	=====	=====	=====

<b><u>Name of Fund</u></b>	<b><u>Description of Fund</u></b>
<b>Action Aid Denmark</b>	Youth-led research into the role of young people in humanitarian settings.
<b>Amplify Change</b>	Provided funding in Zambia, Zimbabwe, South Africa, Nepal & Uganda for programmatic work.
<b>Australian Volunteers International</b>	Funded volunteer-led health education work in India and Nepal.
<b>BBC Media Action</b>	Funding for the Ishiwi and Tikambe projects in Zambia.
<b>Bill &amp; Melinda Gates Foundation</b>	Funding youth-led accountability projects in India and Tanzania.
<b>Christian Aid</b>	Funding Youth Accountability Volunteers in Sierra Leone
<b>Clinton Health Access Initiative</b>	Funding to reduce teenage pregnancy through increased uptake of family planning methods in Sierra Leone.
<b>Comic Relief</b>	Funded a number of mainly urban livelihoods programmes in Sierra Leone, Zambia and Zimbabwe
<b>Dance4Life</b>	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.
<b>Democratic Governance Facility</b>	Funding for a youth-led accountability programme in Uganda
<b>Department for International Development (FCDO)</b>	Aid Connect funding for a consortium-led programme and a Social Accountability Building Inclusion programme in Sierra Leone.

<b>Egmont Trust</b>	Funds work in Zimbabwe and Zambia with children affected by HIV and AIDS.
<b>European Commission/ European Union</b>	Funding for youth-led accountability programmes in South Africa and Tanzania
<b>Ford Foundation</b>	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes.
<b>Financial Sector Deepening Zambia</b>	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.
<b>Garden Trust</b>	Core funding to support youth leadership projects in Zimbabwe.
<b>Girl Effect</b>	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
<b>GIZ</b>	Short term consultancy for a Covid prevention project in Zambia.
<b>Heifer International</b>	Funding for East Africa Youth Inclusion Project in Tanzania
<b>Hivos</b>	Funding to support SRHR programmes in Zambia
<b>ICRW</b>	Funding to provide a platform for empowerment, employment and entrepreneurship for young girls in the regions of Delhi and Jharkhand in India.
<b>Irish Aid</b>	Funds work on sexual reproductive health education in schools in Zambia.
<b>Malala Fund</b>	Funding for a girls education initiative in India.

<b>Marie Stopes International</b>	Funding to support a SRHR counselling phone-in service in Zambia.
<b>MasterCard Foundation</b>	Provided funding for a Youth Think Tank project in Uganda.
<b>Mercury Phoenix Trust</b>	Funding our Girls Leadership Programme in Ruvuma, Tanzania which promotes HIV prevention.
<b>NOREC - Norwegian Agency For Exchange Cooperation</b>	Funding for a staff exchange project in Nepal, Tanzania and South Africa.
<b>Novo Foundation</b>	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.
<b>One Girl Australia</b>	Funding business skill development to support girls to remain in or return to education in Sierra Leone.
<b>Plan International</b>	Funding the consultation for 'Solutions for Youth Network' in India
<b>Plan Uganda</b>	Funding the Gender Advocacy Alliance programme in Uganda
<b>Porticus Foundation</b>	Funding for youth livelihoods projects in Uganda and Zimbabwe.
<b>Quest Alliance</b>	Funding for STEM for Girls project in India.
<b>SIDA</b>	Funds programmatic activity in rural communities in the Southern Highland region of Tanzania through a strategic grant.
<b>SRHR Alliance</b>	Funding for SRHR projects in Uganda.
<b>Students Stop Aids Campaign</b>	Funding contribution to run the Youth Stop AIDS Campaign

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<b>The Patter Family Foundation</b>	Funding to provide meaningful youth engagement training to project partners in Zambia.
<b>UN Women</b>	Funding for preventing gender based violence in Zimbabwe.
<b>UNFPA</b>	Funds a number of our programmes in Sierra Leone but also programmes in Nepal, South Africa and Zambia.
<b>UNICEF</b>	Has funded a number of our sexual and reproductive health programmes in India, Nepal, Tanzania, Sierra Leone, Zambia and Zimbabwe.
<b>University of Cambridge</b>	Funding for youth-led research in Uganda.
<b>USAID</b>	Funds youth livelihoods in Uganda.
<b>VSO International</b>	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
<b>Total</b>	<b>1,995</b>	<b>10,676</b>	<b>(10,792)</b>	<b>1,879</b>
	=====	=====	=====	=====

<b>11. ANALYSIS OF FUNDS</b>	<b>Restricted Reserves</b>	<b>Unrestricted Fixed Assets Reserve</b>	<b>Unrestricted Designated Reserve</b>	<b>Unrestricted Free Reserves</b>	<b>2020 Total</b>	<b>2019 Total</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
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
	=====	=====	=====	=====	=====	=====

<b>ANALYSIS OF FUNDS PRIOR YEAR</b>	<b>Restricted Reserves</b>	<b>Unrestricted Fixed Assets Reserve</b>	<b>Unrestricted Designated Reserve</b>	<b>Unrestricted Free Reserves</b>	<b>2019 Total</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
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**

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

**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

2<sup>nd</sup> Floor, 55 Ludgate Hill

London EC4M 7JW