



RESTLESS DEVELOPMENT
(A Company limited by guarantee)

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

Registered Company Number: 6741123
Registered Charity Number: 1127488

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

OBJECTIVES AND ACTIVITIES

Our Vision and Mission

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

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

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

Our activities - how we deliver our strategy

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

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

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

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

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

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

Youth Leadership

One of the distinguishing features of Restless Development is that its work is led almost entirely by young people unleashing power at the heart of communities and handing back ownership of development to the communities we serve.

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

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

¹ Demographic data taken from our Annual Leaders Survey.

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

Working in partnership

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

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

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

How do we measure success?

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

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

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

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

Public Benefit

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the Charity.

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

STRATEGIC REPORT

1) ACHIEVEMENTS DURING THE YEAR

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

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

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

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

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

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

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

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

LEADERSHIP: Young people build resilient and sustainable communities

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

Programme Spotlight:

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

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

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

Our reach:

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

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

Our impact on Youth Civil Society:

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

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

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

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

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

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

2) CHALLENGES AND LESSONS LEARNT

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

Challenges to delivery

Impact of Covid-19 on implementation:

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

Adapting delivery:

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

Learning from digital approaches:

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

External political environment:

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

Livelihoods challenges:

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

Covid-19 - Summary of impact and response:

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

Adapting our community engagement model:

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

Youth-led research:

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

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

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

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

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

Plans for Future Periods:

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

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

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

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

Updating our strategy:

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

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

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

Strategy roll-out and implementation - focusing on evidence:

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

Strengthening Youth Civil Society - growing the youth collective:

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

Progress on key global advocacy and campaigning priorities:

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

AGENCY - Operations, People and Finance

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

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

RESOURCING - business development

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

The vision:

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

The development process:

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

What do we mean by “power shifting”?

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

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

The 3 objectives.

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

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

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

Safeguarding

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

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

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

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

Plans for this year:

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

Key Management Personnel and Pay Policy

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

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

The Global Salary Scale is benchmarked periodically against external market data to ensure that salaries are competitive in all the countries where Restless Development operates. In 2015/16 Restless Development carried out a review of its Global Salary Scale and launched a new five-year salary scale aligned to the five-year strategic time frame. The approach taken to the review was, for each country, to source external market data and, using principles of economic equity between countries, to align salaries to the fiftieth percentile of the market data over a course of five years. This scale was set to come to an end in September 2021 and whilst a process is underway to review this current model of how the agency pays all of its global salaries, an additional year of our existing global salary scale was introduced in October 2021 to accommodate the delays in the finalisation of the new salary package due to the pandemic.

Risk

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

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

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

FINANCIAL REVIEW

Financial performance in 2020/21

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

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

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

The impact of movements in foreign exchange rates in 2020/21 has been a £130,000 loss, which was due to the British Pound strengthening against the US Dollar and all of our overseas hub country currencies also weakening, in particular the Sierra Leone Leone. Foreign currency balances held at year end are translated at the exchange rate on the balance sheet date and therefore can be subject to fluctuations. Where appropriate, funds are held in hard currencies such as GBP and USD, however ultimately the majority of Restless Development's activities occur in sub-Saharan Africa and South Asia and therefore exchange rate risks can never be completely eliminated.

Reserves Policy

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

The benchmark used by trustees takes the average of three approaches. The first approach quantifies the risks and sums all of the risks that have a probable likelihood of occurring. The second approach takes the total of the two most expensive risks and the third approach uses a weighted average based on the likelihood and probability for each of the top ten risks on the risk register. These include current risks associated with Covid-19, and also take into account the reduction in total expenditure as a result of restructuring efforts.

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

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

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

Fundraising Objectives

Alongside Restless Development's Global Strategy and Agency Plan sits a Financial Model that guides our financial sustainability and resourcing decisions. Securing funding to be able to deliver our strategy and achieve our goals requires appropriate and consistent investment in order to operate effectively. Restless Development developed a new Global Resourcing Strategy during 2021, which was launched on Oct 1 2021. Each Hub will be developing a corresponding Resourcing Plan during 2022. Restless Development aims to secure the funding it needs to deliver its programmes effectively, from sources and partners who fully support the mission and values of the organisation, without becoming over-reliant on any single donor. Restless Development strives to engage each of its supporters in its work, and so maintains a full and transparent reporting and communications system to ensure that donors are well informed of the successes and challenges being faced in the programmes which they are supporting.

Fundraising approach and performance

In 2020/21 the charity undertook fundraising activities through a series of mini single school triathlon events, virtual and in person fundraising events. Restless Development does not employ professional fundraisers to generate income for the charity, nor do we engage in cold-calling, door-to-door or street fundraising. Restless Development is registered with the Fundraising Regulator and adheres to the Fundraising Code of Practice and UK Fundraising Standards. No complaints have been received by the charity regarding any fundraising activities.

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

ORGANISATIONAL STRUCTURE, GOVERNANCE AND MANAGEMENT

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

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

Restless Development International provides support, direction and oversight of all of the organisation's activities. It is led by Co-Chief Executive Officers who replaced the outgoing Chief Executive Officer in July 2021. The Co-CEOs are supported by a Restless Leadership Team of seven that consists of six Directors and three young leaders (appointed in March 2021). The policy of Restless Development is to work towards all Hubs being self-sufficient financially, sourcing funds from government, private sector, bilateral and multilateral institutions, with support as necessary for fundraising from Restless Development International.

Governing Documents

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

The global Board of Trustees accommodates five committees to reflect our agency, and to ensure time is dedicated to different topics in the quarterly meetings. The Committees are Finance & Audit; People & Culture; Programmes & Policy; Resource Mobilisation; and External Engagement.

Recruitment and Appointment of Trustees

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

Training of Trustees

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

1. Trustees Induction: Each Trustee, following appointment, has an induction meeting with the Chair, the Chief Executive and members of the Restless Leadership Team covering the organisation's background, current focus and strategy and key documents.
2. Trustees Away Days: Trustees hold an annual Away Day where a wide variety of topics are covered, depending on priority areas for Trustee training identified by the Chair, the Trustees and the Chief Executive.
3. Safeguarding training: Two Trustees are nominated and trained as Safeguarding Officers. They have oversight of and ultimate responsibility for a comprehensive set of policies, reporting processes and agency training plans that are led through the Operations Unit. The (Trustee) Safeguarding Officers work with the agency's Lead Safeguarding Officer and International Safeguarding team on both the ongoing Safeguarding processes and any incidents as they arise.

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

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

TRUSTEES' RESPONSIBILITIES STATEMENT

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

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

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

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

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

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

AUDITORS

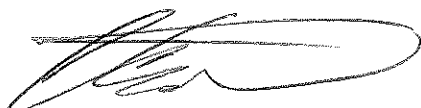
A resolution proposing the appointment of auditors to the Charity will be put to the annual general meeting.

STATEMENT AS TO DISCLOSURE TO OUR AUDITORS

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

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

Approved by the Trustees and signed on their behalf by:



Charlotte Eaton, Chair of Trustee Board

Date: 11/05/22

Independent Auditor's Report to the Trustees of Restless Development

Opinion

We have audited the financial statements of Restless Development ('the charitable company') for the year ended 30 September 2021 which comprise Statement of Financial Activities, Balance Sheet, Cashflow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 22, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

Use of our report

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

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

might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Tim Redwood

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

London

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

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30TH SEPTEMBER 2021**

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

All income and expenditure derived from continuing activities.

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

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

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



Lucinda Moore, Chair of Finance & Audit Committee

Date: 15/05/2022

Registered Company Number: 6741123

Registered Charity Number: 1127488

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

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

NOTES TO THE CASHFLOW STATEMENT

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

Net (expenditure) / income for the reporting period (as per the statement of financial activities)	106	(431)
Adjustments for:		
Depreciation	99	150
Revaluations	45	73
(Profit)/loss on disposal of fixed assets	(1)	(1)
(Increase)/decrease in amounts receivable	(155)	402
Increase/(decrease) in amounts payable	32	(44)
Cash (spent on)/generated from operations	125	149

B CASH AND CASH EQUIVALENTS

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

ACCOUNTING POLICIES

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

a) **Basis of preparation**

The financial statements are prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) and applicable accounting standards (FRS 102) and Companies Act 2006.

b) **Going concern**

The trustees have reviewed the charity's financial position, levels of cash and reserves and forecasts for 2021 and 2022. Forecasts include discounted income pipelines and have also taken into account the current Covid-19 pandemic, secured funding and the impact of pipeline income not becoming secured. They do not consider there to be any material uncertainties regarding the charity's ability to continue as a going concern. Therefore, the trustees have a reasonable expectation that the charity has sufficient resources to continue operating for the foreseeable future and thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

c) **Cash and bank in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

d) **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

e) **Creditors**

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

f) **Foreign currency translation**

The charity's functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

g) **Voluntary income**

Including donation, grants, legacies and volunteer contributions is recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability.

The following specific policies apply to categories of income:

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

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

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

h) Expenditure

Is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising salary and other central costs, is apportioned on the basis of agreed donor budgets and where applicable, staff time attributable to each activity. All expenditure is accounted for on the accruals basis.

- **Fundraising costs** represent all expenditure incurred to raise income from various sources.
- **Volunteer-led activity costs** and expenses represent all expenditure incurred in order to implement charitable activities. It also represents a proportion of support costs based on the input to the charitable activities from central costs.
- **Support and administration costs** represent that proportion of central costs incurred in the management of the organisation.

i) Fund accounting

Restless Development's funds fall into the following categories:

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

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

Fixed asset Funds represent the tangible assets of Restless Development.

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

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

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

- k) Restless Development is a registered charity and therefore is not liable to corporation tax in accordance with charity law.

- l) Critical accounting judgements

In preparing financial statements, management may have to make judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. It is the opinion of the Trustees that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities in the next financial year.

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

2. DONATIONS

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

3. ANALYSIS OF TOTAL EXPENDITURE

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

PRIOR YEAR

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

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

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

5. STAFF COSTS

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

The average number of employees in the year was:

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

Under the Global Salary Scale the total amount of salary and other benefits paid to its (eight) Key Management Personnel for their services to the charity was £556,479. (2019/20: eight personnel, £705,794).

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

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

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

Redundancy payments totalling £55k were made in the year (2019/20: £33k), all costs were accrued in 2019/20. The charity operates a defined contribution workplace pension scheme in the UK. Pension contributions are charged to the Statement of Financial Activities as they are incurred. The charity has no obligations other than the contributions payable in the year.

6. TANGIBLE FIXED ASSETS

	Office Furniture £000's	IT Assets £000's	Motor Vehicles £000's	Total £000's
Cost				
At 1 October 2020	96	399	554	1,049
Additions	1	46	6	53
Revaluations & foreign exchange	(2)	(6)	(11)	(19)
Disposals	(5)	(75)	(120)	(200)
	-----	-----	-----	-----
At 30 September 2021	90	364	429	883
	-----	-----	-----	-----
Depreciation				
At 1 October 2020	(85)	(326)	(417)	(828)
Charge for the period	(8)	(57)	(66)	(131)
Revaluations & foreign exchange	2	6	10	18
Disposals	5	69	115	189
	-----	-----	-----	-----
At 30 September 2021	(86)	(308)	(358)	(752)
	-----	-----	-----	-----
Net Book Value				
At 30 September 2020	11	72	137	220
	=====	=====	=====	=====
At 30 September 2021	5	56	70	131
	=====	=====	=====	=====

7. CAPITAL COMMITMENTS

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

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

8. DEBTORS

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

9. CREDITORS: amounts falling due within one year

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

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

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

11. OPERATING LEASES

Total commitments under operating leases are:

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

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

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

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

<u>Name of Fund</u>	<u>Description of Fund</u>
ActionAid Denmark	Youth-led research into the role of young people in humanitarian settings.
Bill & Melinda Gates Foundation	Funding youth-led accountability projects in India and Tanzania.
Blagrove Trust	Funding for supporting COP-26 Accountability Champions Training and UK Youth Climate Coalition funding.
BRAC International	Funding youth-empowerment in Sub-Saharan Africa.
Democratic Governance Facility	Funding for a youth-led accountability programme in Uganda.
Department for International Development (FCDO)	Aid Connect funding for a consortium-led programme and a Social Accountability Building Inclusion programme in Sierra Leone.
Egmont Trust	Funds work in Zimbabwe and Zambia with children affected by HIV and AIDS.
Ford Foundation	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes.
Garden Trust	Core funding to support youth leadership projects in Zimbabwe.
Girl Effect	Funding the Technology Enabled Girls Ambassadors (TEGA) programme in the regions of Bihar, Maharashtra and Rajasthan in India and establishment of a new programme in Tanzania.
GIZ	Short term consultancy for a Covid prevention project in Zambia.

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

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

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

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

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

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

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

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

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

14. RELATED PARTY TRANSACTIONS

During the year, Restless Development worked closely with an affiliate organisation, Restless Development USA. Whilst there is no common direct or indirect control, at 30 September 2021, Restless Development USA owed Restless Development £53,764 (2020: £13,578 owed to Restless Development USA). This comprised £90,996 of income allocations, £74,734 of expenditure, which mostly relates to sub-granting to other Restless Development Hubs and £98,389 of cash transfers. The Co-Chief Executive of Restless Development also served as a member of the board of Restless Development USA during the financial year to September 2021.

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

15. OVERSEAS ORGANISATIONS

In order to operate in some countries, Restless Development is required to register as an NGO in local regions. These organisations are treated as branches of Restless Development and their accounts are included within the accounts of Restless Development. A list of all overseas organisations controlled by Restless Development is as follows:

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

OVERSEAS ORGANISATIONS - PRIOR YEAR COMPARITIVES

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

16. COMPARITIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITES: 2020

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

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

TRUSTEES

Charlotte Eaton, Chair

Affan Cheema

Amelia Pan

Amissa Rashid

Anand Aithal

Antoinette Boeteng

Diwakar Uprety

Edleen John

Hannah Bronwin

Isabella Mosselmans

Jenny Wilson

Jonathan Gorrie

Lucinda Moore

Mark Dickinson-Keen

Matthew Beard

Paul Wafer

Tom Allen

Resigned: 26 January 2021

Appointed: 5 May 2021

Resigned: 24 November 2020

Resigned: 18 February 2020

Appointed: 5 May 2021

Appointed: 28 July 2020

FINANCE & AUDIT COMMITTEE

Lucinda Moore (Chair), Jonathan Gorrie, David Hadrava

CHIEF EXECUTIVE

Perry Maddox, Resigned 31 August 2021

INTERIM CO - CEO

Alex Kent and Kate Muhwezi, Appointed 1 August 2021

PROGRAMMES & OPERATIONS DIRECTOR

Kate Muhwezi

PEOPLE DIRECTOR

Christina Lewis, Resigned 23 June 2021

FINANCE DIRECTOR

Segun Olowookere

BUSINESS DIRECTOR

Gemma Graham

STRATEGY DIRECTOR

Alex Kent

PROGRAMMES DIRECTOR

Ed Francis, (Vol) Redundant: 31 December 2020

REPRESENTATIVE HUB DIRECTORS YOUNG LEADERS

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

REGISTERED ADDRESS

35-41 Lower Marsh

London

SE1 7RL

BANKERS

Barclays Bank Plc

1 Churchill Place

London E14 5HP

AUDITORS

Crowe U.K. LLP

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London EC4M 7JW