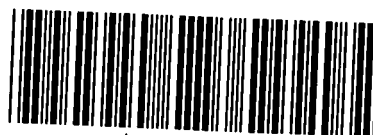


RESTLESS DEVELOPMENT
(A Company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30th SEPTEMBER 2018

Registered Company Number: 6741123
Registered Charity Number: 1127488

TUESDAY



LD4 *L85GMGB6* 14/05/2019 #35
COMPANIES HOUSE

CONTENTS	Pages
Administrative and Reference Details	2
Report of the Trustees	4-24
Trustees' Responsibilities Statement	25
Independent Auditor's Report	26-27
Statement of Financial Activities	28
Balance Sheet	29
Cashflow Statement	30
Notes to the Financial Statements	31 – 43

TRUSTEES

Charlotte Eaton (Chair since 24 April 2018)	
Martin Hayman (Chair until resigned)	Resigned: 24 April 2018
Anand Aithal	
Tom Allen	Appointed: 20 November 2018
Matthew Beard	Appointed: 20 November 2018
Antoinette Boateng	Appointed: 11 September 2018
Hannah Bronwin	
Affan Cheema	
Mark Dickinson	Appointed: 11 September 2018
Jonathan Gorrie	
Carol Monoyios	Resigned: 20 November 2018
Isabella Mosselmans	Appointed: 24 April 2018
Matthew Otubu	Resigned: 31 May 2018
Amelia Pan	Appointed: 20 November 2018
Aamirah Patel	Resigned: 5 April 2018
James Sewell	Resigned: 11 September 2018
Paul Wafer	Appointed: 11 September 2018
Myles Wickstead	Resigned: 11 September 2018
Jenny Wilson	Appointed: 24 July 2018

FINANCE & AUDIT COMMITTEE

Jonathan Gorrie, Chairman	
Anand Aithal	Resigned from Committee: 24 July 2018
Hannah Bronwin	

CHIEF EXECUTIVE

Nik Hartley OBE	Resigned: 30 March 2018
Perry Maddox	Appointed: 1 February 2018

CHIEF OPERATING OFFICER

Perry Maddox	Until: 31 January 2018
--------------	------------------------

FINANCE DIRECTOR

James Sole

BUSINESS DIRECTOR

Gemma Graham (maternity leave from 3 November 2017 until 31 October 2018)
Graham Leigh (maternity cover from 1 January 2018 until 31 December 2018)

PROGRAMMES DIRECTOR

Ed Francis

QUALITY ASSURANCE DIRECTOR

Natasha Kate Muhwezi (maternity leave from 22 May 2017 until 11 February 2018)
Graham Leigh (maternity cover from 1 May 2017 until 31 December 2017)

STRATEGY DIRECTOR

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

REGISTERED ADDRESS

8 Wootton Street London SE1 8TG	Until: 31 October 2017
---------------------------------------	------------------------

35-41 Lower Marsh London SE1 7RL	Since: 31 October 2017
--	------------------------

BANKERS

Barclays Bank Plc
1 Churchill Place
London E14 5HP

AUDITORS

Haysmacintyre LLP
10 Queen Street Place
London EC4R 1AG

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 30th September 2018.

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 30th September 2018.

ORGANISATIONAL STRUCTURE, GOVERNANCE AND MANAGEMENT

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

Restless Development continued to be active with a full-time presence and set of programmes during 2017/18 in India, Nepal, Sierra Leone, South Africa, Tanzania, Uganda, UK, Zambia and Zimbabwe. Restless Development operates in each of these Hubs through a locally registered organisation and treats these organisations as branches for the purpose of preparing consolidated accounts.

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

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

Governing Documents

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

Restless Development has undertaken a review of the Board in light of the Charity Governance Code to assist the Trustees in assessing the degree to which the Code is already being applied and where further work is required. This took place in the first half of 2017/18. Following the outcome of the review the board committees and membership were reorganised to better reflect our agency, and to ensure time is dedicated to different topics in the quarterly meetings

Recruitment and Appointment of Trustees

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

Training of Trustees

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

1. Trustees Induction: Each Trustee, following appointment, has an induction meeting with the Chair, the Chief Executive and members of the Senior Leadership Team covering the organisation's background, current focus and strategy and key documents.
2. Trustees Away Days: Trustees hold an annual Away Day where a wide variety of topics are covered, depending on priority areas for Trustee training identified by the Chairman, the Trustees and the Chief Executive.
3. Safeguarding training: Two Trustees are nominated and trained as Safeguarding Officers. They have oversight of and ultimate responsibility for a comprehensive set of policies, reporting processes and agency training plans that are led through the Operations Unit. Reporting through our Lead Safeguarding Officer (Operations Director), a Safeguarding team of five (all trained) has been established to drive a Safeguarding culture throughout the agency. The (Trustee) Safeguarding Officers work with the agency's Lead Safeguarding Officer and Safeguarding team on both the ongoing Safeguarding processes and any incidents as they arise. As and when a Trustee with this responsibility stands down a new Board member is identified and trained.

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

OBJECTIVES AND ACTIVITIES

Public Benefit

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

Mission

Restless Development's mission is that young people demand and deliver a just and sustainable world.

Goals

With over 30 years of experience, and having listened to young people (particularly during the development of the Global Goals and during a Big Conversation held in 2015 where we consulted 5,000 young people across 64 countries), four enabling goals for young people emerged;

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

When young people have a voice as active citizens, a sustainable livelihood, can realise their sexual and reproductive rights, and are supported to realise their leadership potential amazing things happen. Success is the meeting point between these four priorities; a world with a generation ready to respond.

A New Model for Change

Restless Development believes that the development sector is facing an historic challenge; to hand over development to the communities that we all serve, whilst also translating impact into lasting change.

To meet this challenge – and to lead a new paradigm for development – Restless Development recognises that a new model for development is emerging, a global model for transformative change, led by young people.

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

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

We have strong examples of our Model for Change in action in our programmes. These include:

Disha in India

The Disha programme provides a compelling example of our Model for Change in practice, supporting 25 Skills Sakhis (young women leading the programme) to deliver through mobilising 5,400 young women and girls around the issue of employment opportunities for young women; specifically supporting 850 young women to access skills development at government-led training centres. These Skills Sakhis also delivered sessions to over 2,150 parents on the importance of skills development and employment for young women.

Through these activities, the young people leading and participating in the Disha programme contribute to the existing evidence base on youth livelihoods programmes in India. This is done by collecting youth-generated data on young people's livelihoods aspirations via a mobile app called Pankh Portal. This data, alongside, Restless Development's toolkit which documents successful approaches, informs adaptations to Restless Development's own programmes as well as other development partners and government on how to tackle youth unemployment in India.

The evidence generated by young people from the Disha programmes, both in delivering the programme and also in generating information around what works, supports them to influence other key programme stakeholders. This includes, influencing the training centres to adapt their approaches to working with marginalised young women by bringing staff from 17 training centres to local communities and demonstrating the challenges many young women face in accessing training and employment opportunities. Restless Development has also influenced private sector organisations to employ young people; for example in a partnership with Even Cargo, a social enterprise employing young women from marginalised areas of Delhi. As a result, over 35 young women from the Disha programme secured jobs at this organisation.

Strengthening Accountability, Building Inclusion (SABI) in Sierra Leone

The SABI programme provides another strong example of our Model for Change in practice. This programme aims to strengthen citizen-led accountability to improve service delivery in Sierra Leone. It trains young people to deliver by engaging Youth Accountability Volunteers and Youth Data Collectors to mobilise their communities to gather mobile survey data on priority community development challenges. A total of 1,940 Youth Data Collectors carried out the first SABI Citizen Perception Survey (CPS). The CPS collected data from over 45,000 people, in 606 communities across 80 wards, 40 chiefdoms and 14 districts of Sierra Leone on citizens' experiences of health, education and social protection services.

This data is then translated by young volunteers into infographics to present their findings to community leaders in a simple, visual way. This enables them to inform community discussion, prioritisation of development challenges and development of community action plans. The data visualisation technology allows anyone to extract and analyse the data for their own purposes. In order to inform a wide range of stakeholders the data has been published and shared on the SABI website and has also been presented to a range of development partners in Sierra Leone.

Data is used in the creation of action plans by community leaders. The data and action plans are used by young people working alongside community leaders to influence local government to improve services in response to community priorities. For example, improving health and education services; health worker or teacher training to improve education and healthcare services, increased investment in infrastructure so that remote communities have access to services. This year SABI has successfully build mechanisms to enhance accountability of government service providers (e.g. ministries, local councils and elected community leaders) to citizens in 606 communities in 80 wards and 40 chiefdoms in 14 districts of Sierra Leone.

Restless Development

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

1. **A New Agency:** Restless Development is building a new type of Agency which no longer acts as a centrally driven development organisation, directing the delivery of pre-identified impact, but as an Agency that responds through an array of mechanisms to help young people drive the change they and their communities identify. It will become a decentralised agency – one where ten focal Hubs around the globe offer young people and partners the opportunity to interact on locally driven initiatives and at the same time connect across the network of Hubs and partners globally; linking youth to power and vice versa.
2. **A Youth Collective:** Secondly by building, scaling and delivering a Youth Collective: this will be a Collective which allows thousands of local groups & organisations, and millions of young people, to access global and national development and humanitarian structures and processes.

Contribution by Volunteers

One of the distinguishing features of Restless Development, and essential to the unique youth-led approach, is that the model is led by talented and motivated young people, aged 18-28, who volunteer their time to work with Restless Development living full-time in underserved communities. The model is built along the following principles:

- Young people have a primary role in designing, delivering, evaluating and holding to account our work across all elements of the Restless Model – from grassroots programming to high-level influencing work.
- Interventions supporting young people go beyond our traditional concept as 'Volunteers' or 'campaign members' to work more as 'social influencers' and 'change makers' and 'leaders'. Rather than simply

delivering our work, these young leaders are using their social capital and peer influence to spark changes in norms, behaviour and agency. Ultimately, they are working with hundreds of thousands of young people to realise their agency and who go on to influence those around them as Changemakers.

- Young people are embedded and rooted long-term (3-12 months) in the communities in which they are driving change; similarly, young people are engaged in leading campaigns, movements and influence work over time (rather than through one-off activities). Interventions are designed so young people build trust with their peers, communities and decision-makers over a long period of time.
- Young people use the integrated, holistic Model for Change to drive both short-term outcomes and longer-term, transformative change whether in a rural village or a UN boardroom.
- The change being sought achieves localised impact and is connected to the bigger (usually national and global) picture and back again. Young leaders are broadening their horizons and seeing themselves and their struggle for change as part of a bigger global collective.

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

- Teaching in schools using interactive non-formal education methods – music, dance, drama, and interactive games and lessons.
- Creating after-school youth leadership clubs to build local youth capacity to lead rights, education, leadership, voice and livelihoods promotion activities.
- Reaching out to out-of-school young people.
- Developing and managing school or community-based youth resource centres, providing access to youth friendly information and resources on health, rights, life skills, leadership and living and topics.
- Organising community workshops and festivals to increase awareness amongst teachers and parents of the needs and challenges experienced by young people.
- Training teachers in the use of non-formal education and participatory learning methods.
- Strengthening links between communities and local health and support services, including visits to local health clinics and training for local health service providers in how to make their services youth-friendly.
- Working with a range of partners to deliver programmes and in doing so build community and partner capacity to ensure sustainability.
- Collecting, analysing and presenting information on the needs of communities, as well as monitoring and evaluating their impact.
- Working with local structures to promote youth participation in decision-making.

STRATEGIC REPORT

1) ACTIVITIES AND ACHIEVEMENTS DURING THE YEAR

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

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

During the second year into the delivery of Restless Development's strategy therefore, the focus was on changing our people and operationalising the strategy. In order to do this, the year was divided into three distinct phases with specific deliverables planned under each phase as follows:

Phase 1 - Development of Tools and Systems to support the operationalisation of the Strategy

- Programme Quality Framework - a set of tools and resources to embed the change needed in our programmes, defining and clarifying the standards for the quality across the programme cycle. A Programme Funding Toolbox, Programme Design Protocol, a new Volunteer Journey, the Results Framework and Agency Learning Questions, and a Monitoring, Evaluation and Learning Plan have been developed.
- Quality Assurance Framework - built against the pillars of the Agency Plan to define a set of Essential Standards and Key Performance Indicators to begin moving towards a new type of Agency, one that is driven by our Hubs.

Phase 2 - Launch of the Programme Quality Framework and new Quality Assurance Plan

Through a set of Hub to Hub conversations, review visits and support plans, focused on ensuring adherence to a set of Essential Standards in both our Programming and Agency.

Phase 3 - Embed the change needed to drive our Programmes and Agency forward

A new Planning and Budgeting process, including a full Annual Review and a set of Programmes and Budgets reflecting the change needed as well as conducting our second Agency Survey, measuring our progress against a set of milestones to Strategy and Agency delivery.

A set of achievements seen through the year under each Phase are detailed below:

Key Achievements Phase 1:

- Development of the Programme Quality Framework (MEL plan, MEL framework, Results Framework, Design Protocol, Programme Funding Toolbox, Volunteer Journey).
- Leadership of improved quarterly impact reporting process -including support to Hubs to improve data submission, the generation of impact briefs, and narrative reports, as well as reviewing the National Progress Report template to be more appropriate to our new MEL framework.
- Delivery of high quality pipeline reports, trend data, and funding updates to the agency.
- Successfully secured a contract extension to the ICS Programme.
- Buy in and understanding of the Strategy throughout the organisation – building staff member's confidence to articulate the Strategy, as referenced through strong Agency Survey scores.
- The development of the updated Quality Assurance Framework designed to track performance across our Agency.
- Documentation of our youth-led research methodology developed for both internal and external audiences.
- First set of research resource package shared with all Hubs for internal use.

Key Achievements in Phase 2:

- Development and roll-out of approaches and materials, including induction calls to Hubs, training material development, preparation for launch of Maarifa (Restless Development's award-winning learning platform) modules.
- Launch of the research support offer to Hubs through individual Hub consultations and supported by paper on how to work with our research function.
- Kick-started global strategic visioning of the Living goal, highlighting 4 ways that living is an expansion on livelihoods.
- Update and roll-out of programme funding toolkit to Hubs, and co-leadership of Programme Quality Framework training package for Maarifa (Restless Development's award-winning learning platform).
- Results Framework rollout, induction, and support to quarterly reporting to Hubs.

- Fully reviewed and enhanced risk management tools and processes in all Hubs to ensure safety, security and safeguarding risks are accurately reflected and mitigated against, with each Hub committed to reducing risk and effectively managing incidents.

Key Achievements Phase 3:

- Successful due diligence process with MannionDaniels, resulting in signing of the Aid Connect accountable grant agreement for co-creation.
- Global research vision developed (shared with Directors in November).
- Packaged support offer: training of trainers in youth-led research methodology.
- Managing a 50% win-rate on all proposals submitted. Achieved through deep engagement in proposal design and delivery processes with a focus on strategic fit, logical design flows, donor expectations, and thorough sign-off of every proposal submitted above £150K alongside the finance team.
- Our second Global Agency Survey conducted and analysed to provide Hub specific results for the Agency Plan. "Strategy transition" was cited by staff in the annual agency survey as a key success in 2017/18.
- The successful relocation of the Director of Programmes from the London Office to Zambia, as part of our drive to distribute our leadership and have an Agency driven by Hubs.
- Accelerated work in safeguarding due diligence and best practice in accordance with DFID, sector-wide and Restless Development standards, through training, reporting, case conferences and a greater awareness of safeguarding risks in the community.
- Revised annual planning and budgeting cycle in place.

Overall Challenges:

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

1. **"Legacy" programmes:** Some pre-existing grants for "legacy" programmes are still in place including programme design and funding agreements which link to the old strategy, meaning that fully delivering programmes around the new model is taking time to enact. Although incremental innovation allows us to adapt these programmes within the restrictions of grant agreements, overall the presence of grants secured before our current strategy restricts the speed of transition.
2. **External Shocks:** Ranging from significant security issues in some countries of operation to political uncertainty in major donor countries, some of our Hubs have been forced to withdraw some programming in response to shocks.
3. **Managing continuity and process with shifts to global teams:** As part of our agency plan and natural changes in personnel, we have seen a significant rate of staff transitions, internal role shifts, new people into new roles, and restructures in many of our Hubs, including at International. While these processes have been completed successfully, leading to increase performance over time, such transitions have stretched resources during the process.
4. **Media Scrutiny:** The sector-wide safeguarding attention that resulted from the Oxfam scandal in February 2018 required significant senior staff and senior programmatic resources to both review all incidents on file in the past 10 years, to adapt our safeguarding systems, and to respond to media attention. Importantly, an external and independent review of Restless Development's safeguarding systems conducted by MannionDaniels, due diligence lead for all UK Department for International Development (DFID) grants to NGOs, in line with DFID's 2018 Enhanced Due Diligence for Safeguarding found that Restless Development: "takes a pro-active approach to continual learning and development and can be seen as a leader in this area;" "has detailed organisational safeguarding policies and procedures to manage this risk" and that over the past decade; "all incidents were fully investigated with action taken including informing relevant national authorities as appropriate."

Programme Outputs and Impact:

2017/18 was the second year of delivering our global strategy. This year saw strong programmatic achievements:

- Reached 402,249 young people through our programmes
- Engaged 335,618 Changemakers.
- Worked through 7,685 Volunteers.
- Worked with 914 sector partners (including governments, CSOs, youth led organisations).
- Engaged 2,340 alumni in our work.

Key highlights from our programmes this year include:

- The launch of a number of new and innovative programmes allowing the acceleration of the strategy; particularly the Bill and Melinda Gates Foundation funded accountability programme across three Hubs, and our DFID UK Aid Connect accountable grant the 'Development Alternative', now in co-creation, as well as strong consortium approaches for example the IRC consortium in Sierra Leone leading on tackling malaria.
- Continued strong youth representation at key global decision-making forums including UNGA and the Commonwealth Youth Forum.
- An increase in programme delivery around our leadership goal area - operationalising one of the newer elements of our strategy.

This year has also seen progress in programme quality - particularly alignment to the strategy in design and delivery. This is in part due to the development of the new global Programme Quality Framework (PQF), a toolkit which sets out the agency standards and vision for programme quality, with a focus on learning and youth leadership throughout. Since launching this in April 2018, Hubs have begun integrating many of the quality principles and approaches into their programme design and delivery. We look forward to pushing our vision for programme quality even further in 2018/19.

Highlights from Programmes

Below is a summary of key programmes delivered in 2017/18 under the four goal areas. It is worth noting that in line with our holistic model for change, most of our programmes don't fall under a singular programme area - rather they are integrated across the four goal areas. They have a main goal theme but integrate other goal areas to support programme aims and ambitions by responding to all four priorities for young people.

Key Voice Programmes delivered in 2017/18:

Zambia: The Tikambe 'Let's Talk' programme objective is to monitor and advocate for the full implementation of the Eastern and Southern Africa Commitments, building an evidence base to understand gaps and weaknesses, challenging norms to open up Sexual and Reproductive Health and Rights (SRHR) discussions at local level, as well as strengthening civil society and youth capacity in accountability. This is done through the National Alliance that includes 30 Community-based Organisations/NGOs together with youth-led research, youth indabas (dialogues), capacity building of organizations and regular networking. To date the project has ensured the evidence that was collected and shared with government was used to support the development of the Country's 7th National Development Plan (SNDP). Furthermore, the plan borrows from the lessons and recommendations we submitted to Parliament in our position papers developed from the youth-led research on the implementation of Comprehensive Sexuality Education (CSE) and advocacy messages as an alliance.

Tanzania: The 'Kijana Wajibika' programme (funded by the EC and Ford Foundation) trains young leaders (Youth Accountability Advocates) to undertake data driven advocacy and accountability initiatives in Dar es

Salaam, Dodoma, Pwani, Morogoro, Iringa and Kilimanjaro. The project is entering its final year and to date has achieved some of the following key impacts:

- 46% of youth reached in the Programme accessed civic education curriculum and information demanding improved performance by government for example airing their views at community meetings and through media channels. This is an increase from 14% of young people observed to be doing this at baseline.
- 48% of youth reached in the Programme who completed/accessed the civic education curriculum are participating in activities holding government to account, for example through policy dialogues and community meetings. This is an increase from 16% who were observed to be doing this at baseline.

South Africa: The EU funded 'Towards a More Accountable South Africa' is cutting across Voice, Sexual Rights and Leadership goals, by working with young people in South Africa to lead a coordinated, youth-led accountability movement, to assist in the development of youth-led Community Based Organisations (CBOs) to engage in participatory governance processes, and to hold government to account for policy and budget commitments affecting youth. The project is catalysing a coalition of youth-led Civil Society Organisations to engage with decision makers and lead data-driven accountability initiatives, building a Youth Collective to take our work to scale. The project has completed its first year with the following key impacts:

- 14 CSOs have been recruited into the coalition.
- 5 partners have mobilised 420 young people and youth advocates to attend platforms such as community meetings, campaigns, outreach events and decision making platforms. This gave young people an opportunity to engage with different stakeholders, take part in discussions and present youth SRHR priorities.
- 18 Accountability Platforms comprising 9 School Governing Bodies (SGB) and 9 Clinic Committees received a training that focused on the Integrated School Health Policy, Department of Basic Education HIV/AIDS TB and STIs policy, roles and responsibilities in policy implementation and monitoring, Accountability and Adolescent and Youth Friendly Services.
- 27 Youth Advocates and 24 Peer Educators were supported to engage with decision makers in the SRHR space. The peer educators worked with SGB members to identify the needs of the schools and develop action plans to follow up and monitor SRH service provision in schools in line with the Department of Basic Education HIV/AIDS TB and STIs.
- A total of 4,037 (1,463 males, 2,274 females) young people were reached with information on SRHR (exceeding the target of 3,500). The information was delivered by the 24 trained peer educators through 172 in-school sessions and 97 out of school sessions.

Sierra Leone: the Strengthening Accountability and Building Inclusion (SABI) project (funded by DFID and working in partnership with Christian Aid) supports young leaders and communities to use data to demand improved services in their communities. During the recent presidential elections in Sierra Leone, the team were able to draw on the SABI young leaders to mobilise a response to the impact of the new education policy rolled out under the new president. The new policy stipulates free education for all but there were concerns about what this would do to standards in the classroom (as school fees are used to pay for school resources). In response to this we trained 122 Youth Accountability Volunteers to gather data from 601 schools and 9,661 respondents (including parents, teachers and pupils) in just 26 days. The results from this were presented to the Ministry of Education to influence how they improve the roll-out of this flagship policy.

Key Sexual Rights Programmes delivered in 2017/18:

Uganda: the 'Get Up Speak Out' programme focuses on empowering young people to voice their rights to increase their access to quality SRHR information and education and youth friendly SRHR services. Through this programme 2,392 young people were reached through the SRHR curriculum delivered by Volunteers during the year, with a total number of 590 SRHR sessions delivered, 78 of these were on menstruation management and pad making. As a result of the sessions, male youth participants have adopted a positive attitude towards girls' menstruation and have started fighting stigma in this area. From the reusable pad

making sessions undertaken, the students are now making reusable pads along with their fellow school club members and selling these as an income generating activity. They have gone a step further to teach their other family members on how to make these and have become de facto champions of menstrual management.

Zambia: The 'Zambian Girls 2030' project's objective is to increase the retention, transition and completion of secondary school female learners. The project works with career and counselling teachers, supporting them to facilitate Career Clubs in school, as well as by organizing Career Camps and internship placements for girls across two provinces in Zambia. At the midline of the programme trainees have demonstrated increased SRH knowledge and safer sexual practices:

- The number of learners who got pregnant reduced significantly from 6,883 (2015) to 2,987(2017) in the two provinces (Southern and Northern).
- There was also an improvement in the safe sex practices, more young people were abstaining (74%) to (81%), and more young people were practicing condom use (2.9%) to (6.5%) baseline and midline correspondingly.

Tanzania: The Mwanamke Tunu (MTN) programme (funded by DFID and implemented in a consortium led by Population Services International) focuses on SRHR education and access to services for young people. This project has been running since 2015 and was completed this September. Some key results from this programme include:

- 31.7% of young people in the intervention sites have improved access to Comprehensive Post-Abortion Care (CPAC) compared to 10.7% revealed during baseline.
- 81.7% of young people in the SRHR intervention areas have improved access to Gender Based Violence services compared to 53.4% during baseline.
- 77.5% of out of school adolescent girls and their groups reached by Restless Development programmes have improved capacity to make safe choices regarding their sexual and reproductive health, compared to 59% captured at baseline.

Nepal: The 'Save the Date' project aims to empower young people to say no to early marriage. This project was completed this year and an endline evaluation was conducted to ascertain programme impact. Some key results include:

- 73% of respondents now show good knowledge of SRHRs, and a much better understanding of child marriage harmful consequences.
- Also 93% of students have greatly improved their knowledge and acquired life skills to decide by themselves with whom and when to get married.
- As a result of being informed, a growing awareness movement has appeared among students and more students are rejecting most of the social drivers of early marriage (paying fewer dowries, protecting family honour, having a child, preventing community gossip e.g.). For example, the percentage of students with good capacities to take safe decisions regarding child marriage has increased to 97%.
- There has also been a remarkable increase in students' promotion of pro-social behaviour against child marriage. A significant percentage of students (97%) are stating that they are not willing to get married before the age of 20 (77% in the baseline survey).
- Different actions have become particularly popular among students such as negotiating their marriage with their parents (97%) or advocating within their community against child marriage and dowry (80%).

Zimbabwe: the 'Peak Youth Tackling HIV' project aims to improve young people's access to Sexual and Reproductive Health Rights (SRHR) information and services. In its first year the project has delivered a number of activities which equipped young people with knowledge and skills on SRH, active citizenship, entrepreneurship and financial literacy. Some specific results demonstrated below:

- 8 trained young leaders led 486 SRH sessions with 1,324 in and out of school youths.

- Following these sessions knowledge on comprehensive sexuality education increased from 41% to 73%.
- Six community level awareness campaigns were carried out in collaboration with service providers such as Zimbabwe National Family Planning Council (ZNFPC), Population Services Zimbabwe (PSZ), Population Services International (PSI) and National AIDS Council who offered HTS and family planning services.
- Zimbabwe National Family Planning Council have indicated that there has been an increase in the number of condoms distributed to young women and girls during events. 918 condoms were distributed during our first mobile outreach compared to 1,420 during the last mobile outreach.

Key Living Programmes delivered in 2017/18:

India: The 'Disha' Programme (supported by the Ikea Foundation) was implemented for 15 Months in the communities of Dakshinpuri and Sundernagri in Delhi. This programme aimed to support marginalised young women to become economically self-sufficient. For this programme a comprehensive online portal was specially built to generate evidence from the programmes. A snapshot of the data from this portal include:

- Mobilised, enrolled and counselled over 5,400 women from marginalised backgrounds.
- Mapped aspiration of over 5,400 women and counselled more than 2,150 parents (including fathers and mothers).
- Trained over 5,400 women with a strong focus on gender, life skills and employability.
- Facilitated 850+ women's enrolment in National Skill Development Corporation approved Skill Training Centre(s) and supported them in completing trainings.
- Over 75+ women have secured jobs in sectors such as Beauty & Wellness, Healthcare, Retail and Information Technology.
- Sensitised over 17 Skill Training Centre(s) by bringing them to the communities and in addressing challenges in mobilisation of women for skill trainings.

South Africa: Expanding the 'Youth Think Tank' influence and thought leadership. In partnership with the Uganda Hub and Youth Think Tank researchers, the USA Hub are working to influence and mobilize priority audiences at a global and regional level to catalyse action on the findings from agricultural technology and hospitality and tourism publications. They are also promoting the youth led research and technical assistance offers from the Youth Think Tank. Key activities include:

- Two Youth Think Tank researchers met with USAID and the World Bank on the sidelines of the Global Youth Economic Opportunity Summit in Washington, DC. After hearing about Restless Development's youth-led research methodology, and engaging with the Youth Think Tank researchers about the findings from the agritech study, the USAID officials from the Africa Bureau reflected on the importance of consulting with stakeholders for USAID missions' annual programme strategies. They said they would recommend to the USAID Africa country missions that they conduct youth consultations as part of the annual strategy process, and would recommend the youth-led research model and Restless Development as a resource. This was an incredible example of Restless Development and the Youth Think Tank influencing USAID headquarters who will in turn make tangible recommendations to country missions which will improve their annual strategies by incorporating the views and experiences of young people.
- Following a presentation of the agritech findings from the Youth Think Tank researchers at the World Bank, key World Bank staff reflected on the role that the Bank should and should not play when it comes to supporting youth entrepreneurs in agriculture. The ability of the Youth Think Tank researchers to influence and inform the World Bank to reflect on how they could help, and more importantly, how they could harm, is very meaningful.

Uganda: The 'Driving Youth-Led New Agribusiness and Microenterprise (DYNAMIC)' programme strengthens market based systems and facilitates the creation of sustainable economic opportunities for Ugandan youth. Under this programme we recruit and train young people to serve as Volunteers with the responsibility to

mobilise fellow young people in the community to deliver sessions to youth groups on Life Skills, Business Entrepreneurship, Financial Literacy and Village Loans and Savings. To date we have recruited, trained and placed in the community 200 young people to serve as Volunteers delivering sessions to young people and linking them to private sector actors. We have delivered sessions on Life Skills, Business Entrepreneurship, Financial literacy and Village Loans and Savings to 13,880 young people across 694 youth groups.

Key Leadership Programmes delivered in 2017/18:

Leadership is the newest Goal area in Restless Development's Global Strategy. While we have learned much in the past few years about young people's leadership in humanitarian action, as evidenced by our response to the Ebola outbreak in Sierra Leone and to the 2015 earthquake in Nepal, the Leadership Goal looks at impact that is much broader and more ambitious than humanitarian response alone. It draws on our community engagement and social mobilisation models to support long term resilience and sustainable communities.

This first year of the strategy was focussed on understanding this new and emergent goal area; how it relates to everyday development challenges at the heart of communities as well as larger scale emergencies. In the second year we translated this understanding into practical programme design. Designing, developing and aligning robust programmes against the leadership goal. We are now starting to see some results from these new programmes, for instance:

UK: The 'MTV Staying Alive Foundation' programme, training youth-led organisations on all aspects of running an organisation, from finance and fundraising through to campaigning and communications. While these organisations focus on SRHR, the nature of small, youth-led organisations running and growing their agencies to respond to SRHR challenges in the communities is a Leadership response. The MTV Staying Alive Foundation training has gone from strength to strength in 2017/18, with participants giving very clear feedback that our training is relevant, highly informative and delivered by high quality trainers.

Sierra Leone: The Fighting Malaria, Improving Lives Programme funded by Comic Relief and GSK combines Leadership with Voice goals to ensure that young people identify the need and lead the efforts in the development of youth-friendly Malaria services. In delivering the programme, young people conduct action research to generate evidence on the knowledge, attitudes and behaviour of young people regarding malaria prevention and treatment. This research, led by and for marginalised adolescent young people, will inform and influence the development of sustainable youth-friendly malaria services across communities in Sierra Leone.

Highlights from our Global Advocacy

Restless Development works around the world supporting young people to shape policy, implement the Sustainable Development Goals and hold decision makers to account for making progress against these.

Accountability is critical to the success of the Sustainable Development Goals (SDGs). If together – leaders, governments, communities, citizens – hold each other to account to deliver the goals then their delivery can be accelerated and collectively we can ensure they become a reality. Restless Development has worked with hundreds of young people across the world, training them to collect and use data to hold their leaders to account on their commitments to the SDGs. This year the Bill & Melinda Gates Foundation invested in this work by supporting 33 Youth Accountability Advocates in India and Tanzania to advocate for gender equality (SDG5). Successes to date of this accountability work include:

- 33 Youth Accountability Advocates (21 India, 12 Tanzania) trained as experts on gender equality and family planning, data collection and media engagement.

- 280 young people (220 India, 60 Tanzania) have been engaged by Youth Accountability Advocates in their communities to get involved and lead change on issues they face.
- 64 organisations have been engaged in national coalitions and more than 35 in a global collective of organisations fighting for gender equality.

Youth Accountability Advocates have gained the support of local leaders on many of the issues they are trying to address. In Tanzania, during an event to launch key findings from data collected by Advocates, the District Chairman in Iringa made commitments to collaborate with Advocates and community members to address the issues that they identified, as well as promising to allow Restless Development to review their progress in 2020.

Restless Development's core advocacy work includes ensuring youth voice, participation and engagement at key global platforms. In 2018 these included the United Nations High-Level Political Forum (HLPF), the Open Government Partnership (OGP), the Global Summit and the United Nations General Assembly (UNGA). Restless Development's Global Policy and Practice team supported the active participation of youth advocates in each of these moments to ensure young people's voices were at the forefront of these events through engaging with the media, delivering sessions and speeches and meeting government officials, UN agencies and civil society organisations. Highlights included Judith, a youth advocate from Tanzania, meeting with the Tanzanian Deputy Permanent Representative to discuss including more young voices as part of Tanzania's HLPF participation, and hosting a major roundtable with the UN Youth Envoy, UNDP, Missions of Bangladesh, Denmark and Dominican Republic and ActionAid on including young people in Voluntary National Reviews and the Sustainable Development Goals follow-up and review processes.

A key engagement within these advocacy platforms was encouraging governments to engage young people in their Voluntary National Reviews (VNRs), where countries report their progress against the Sustainable Development Goals. The current level of youth participation is variable and the consultation processes often non-transparent and not inclusive. Restless Development developed a VNR Power Pack in July 2018 which has been shared with over 30 governments and UN missions to provide a practical framework for involving youth engagement and participation in the VNR process. 2019 will offer more opportunities to build on these Pack recommendations and call for further action to engage youth at all stages of SDG follow up and review processes.

2) FINANCIAL REVIEW

Financial objectives

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

Principles and financial management policies adopted in the year

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

Restless Development manages the use of available resources through an annual planning and budgeting process. The annual, global budget is reviewed by the Finance and Audit Committee and approved by Trustees. To monitor the use of resources it uses an accounting system and chart of accounts maintained in accordance with the principles of fund accounting to ensure appropriate allocation of funds in keeping with the charity's objectives and the commitments made to donors. Additionally Restless Development ensures that

the company accounts give a true and fair view of the organisation's operations as well as complying with statutory reporting requirements. The Financial Statements comply with applicable law and the requirements of the Charities Statement of Recommended Practice 2015.

Financial performance in 2017/18

Restless Development has lower income compared to 2016/17 although there is a higher proportion of income from the overseas Hubs (£9,448,000 (75%) in 2017/18 compared to £10,753,000 (72%) in 2016/17). Expenditure has decreased due to programme cycles coming to an end, in particular in Sierra Leone (£1.5m) and Nepal (£0.6m), in line with a reduction in income and a reduction in the global staff cost base (£0.5m). In addition the ICS programme has seen a reduction in volunteers departing from 417 in 2016/17 to 174 in 2017/18.

	2017/18	2016/17
Income	12,642	14,836
Expenditure	(12,269)	(16,189)
Foreign exchange gain/(loss)	(223)	(118)
Increase/(decrease) in total funds	150	(1,471)
<i>Of which:</i>		
Increase/(decrease) in free reserves	(130)	(86)
Increase/(decrease) in designated reserve	-	(601)
Increase/(decrease) in fixed asset reserve	(41)	(90)
Increase/(decrease) in restricted reserve	321	(694)
Total	150	(1,471)

The impact of movements in foreign exchange rates in 2017/18 has been significant due to global uncertainty around events such as Britain's exit of the European Union, with a total negative impact of £223,000 on reserves in the year. 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 works in potentially high-risk areas in sub-Saharan Africa and South Asia, and relies on funding from donors which can sometimes be delayed or denied with little available recourse for the organisation. In considering the reserves policy, the Trustees have identified the need to hold free reserves (unrestricted reserves excluding designated reserves and fixed asset reserves) which may sometimes be needed to cover necessary expenses associated with:

- Emergencies that could not have been anticipated by realistic budgets, and are not covered immediately by insurance.
- Financial commitments against donor funding in realistic budgets but which do not ultimately materialise.

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

Based on the Risk Register as at April 2019 the benchmark for Free Reserves is £1,070,378 (2017/18: £1,106,038). For comparison, based on 3 months of core expenditure, the figure would have been £909,928 (2017/18: £1,018,740). During 2017/18, free reserves of £130,000 have been utilised to cover shortfalls in the global agency, therefore the actual Free Reserve balance as at 30th September 2018 was £907,000 (2016/17: £1,037,000), this is 85% of the reserves benchmark. The Trustees have reviewed the current level of reserves against the benchmark and taking account of the anticipated risk profile of the organisation has concluded that it would be desirable to target an increase in the reserves nearer to a figure of £1m. Therefore the Senior Leadership Team have prepared a plan to rebuild the reserves balance over the coming two years, targeting a £100,000 contribution per annum, through actively building in reserves in the annual budgeting cycle and setting each Hub an individual reserves target. The Finance & Audit Committee will continue to monitor the reserves on a quarterly basis.

In addition to Free Reserves there is one other unrestricted reserve account held on 30th September 2018 which is a Fixed Asset Reserve which represents funds held as fixed assets, the balance on which was £334,000 (2016/17: £375,000) on 30th September 2018.

Fundraising Objectives

While Restless Development's core programmes are focused on mobilising people – a human resource as opposed to a financial resource – this work requires appropriate and consistent funding in order to operate effectively. A Fundraising and Partnerships Strategy is developed by each Hub, as well as by Restless Development International. Restless Development aims to secure the funding it needs to deliver its programmes effectively, from sources and partners who fully support the mission and values of the organisation, without becoming over-reliant on any single donor. Restless Development strives to engage each of its supporters in work in the field, and so maintains a full and transparent reporting and communications system to ensure that donors are well informed of the successes and challenges being faced in the programmes which they are supporting.

Fundraising approach and performance

The charity undertakes fundraising activities through sponsored triathlons, fundraising events and sponsored events and gala dinners in line with the Fundraising Code of Practice set by Fundraising Regulator. Restless Development does not employ professional fundraisers to generate income for the charity, nor do we engage in cold-calling, door to door or street fundraising. During 2017/18, Restless Development commenced relationships with one commercial participator for which there is a formal agreement in place. Restless Development is registered with the Fundraising Regulator and adheres to the Fundraising Code of Practice. No complaints have been received by the charity regarding any fundraising activities.

In 2017/18, fundraising activities raised £636,000 compared to £355,000 in 2016/17. This was primarily driven by an increase in the income generated by the triathlon events.

3) PLANS FOR FUTURE PERIODS

Over the course of the coming year, Restless Development will continue to re-design programmes around the four goals for young people through utilising the tools created under the new Programme Quality Framework that was developed in 2017/18. The focus for the coming year for our strategy and programmes will be four-fold;

1. Ensuring that our Volunteers are fully supported through all stages of the new Volunteer Journey,
2. Building clarity around Programme Quality, Evidence and Learning under the new strategy,
3. Challenging ourselves to change our programmes, to deliver the strategy, ensuring our manuals, tools and methodologies are up to date and cutting edge,

4. Redefining our work with partners through the three pathways to scale; 1) mobilising a generation of Changemakers, 2) working with youth-civil society and 3) influencing development partners to invest in youth.

Three major catalysts for this change will be 1) the development and roll-out of a new Monitoring, Evaluation and Learning system to move from output monitoring to regular outcome monitoring as well as the launch of a new research Vision for the Agency and 2) a Learning Conference, bringing together Programme leads from each of our Hubs to help embed the new Programme Quality Framework 3) the testing of the new Development Alternative model as part of the DFID Aid Connect grant.

Restless Development will continue to evolve as an agency to support the delivery of the strategy, through the delivery of the milestones set out in the Agency Plan. As part of this, Restless Development will review its leadership structure, aligning Global Governance, National and International Leadership structures and job descriptions and terms of reference for staff to the new strategy.

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

4) SAFEGUARDING

Statement from CEO:

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

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

- Led globally by the Lead Safeguarding Officer (a Senior Leadership Team Director); and a full-time Senior Safety & Security Manager who is trained as a safeguarding officer; and supported by a headquarters staff team of 3 who are all trained as safeguarding officers.
- Led in each country by Hub Directors who are trained annually in safeguarding;
- Overseen at a governance level by two members of the International Board of Trustees who are also trained as safeguarding officers.
- In addition to these trained safeguarding officers and leaders, all Restless Development staff globally are trained annually in safeguarding, and all volunteers receive safeguarding training. All staff and volunteers sign our code of conduct which we believe sets very high standards of behaviours and reflects the values of Restless Development.

Key systems and process include:

- Restless Development has a Safeguarding Policy which outlines the process that must be followed in the event of suspicion of harm being done to a child or a vulnerable adult by Restless Development's staff, volunteers, operations or programmes. As part of this policy, an established crisis management plan governs the response for all serious incidents. In addition it has an investigation process, referred to internally as a case conference and explained in detail in the Safeguarding Policy, for any issues related to safeguarding. This policy was in place before the safeguarding scandals broke across the sector.

- Restless Development's Whistleblowing Policy in which concerns can be emailed to a dedicated account. Any disclosures received through this email address or any other means are investigated appropriately in line with our policies and procedures. This policy was in place before the safeguarding scandals broke across the sector.
- Restless Development's Policy for Reporting Serious Incidents to the Charity Commission outlines the process by which serious incidents are reported to the Board of Trustees and Charity Commission. This policy was in draft before the safeguarding scandals broke across the sector and has since been finalised.
- We run rigorous risk assessments within all our programmes and implement measures to protect young people and vulnerable adults who we work with as part of our design process and annual planning and budgeting sign-offs by International for all Hubs globally.
- We have introduced a Safeguarding Code of Conduct for all staff, volunteers and partners. The Safeguarding Code of Conduct sets the standards of behaviour we expect from all persons associated with the agency from the outset of their engagement with us and fosters a safeguarding culture from day one.

Key actions and steps in 2017/18:

- **Leadership:** The International Safeguarding Working group chaired by the agency's Lead Safeguarding Officer and reporting in to the CEO was set up to drive a culture of safeguarding and to be available to respond to incidents, now supplemented by a global Directors Safeguarding stream to further deepen our culture and practices at the national level.
- **Review:** The team above conducted a full review of our safeguarding policies and procedures, with the review giving us confidence that strong safeguarding systems are in place across Restless Development. The team also conducted a historical review of all incidents (ranging from minor to critical incidents) on record for the past decade. Our policies and systems were also comprehensively reviewed during an external due diligence exercise in line with DFID emerging standards for Safeguarding and were deemed to be strong.
- **Reporting:** Restless Development reported all serious incidents to its Trustees, the Charity Commission, local authorities where relevant and appropriate donors where required.
- **Communication:** Restless Development publishes both its policy and commitments on its website, together with our whistleblowing policy.
- **Training:** Restless Development requires all volunteers and staff to be trained on safeguarding upon joining and annually thereafter. An online Safeguarding training module has been introduced and completed by all staff to compliment the in-person training sessions. All Directors were last trained in December 2018 during Directors Conference (and in December 2017 before that).

What Are We Doing Going Forwards:

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

- Launched a **listening exercise** with former volunteers - to understand more deeply their experience in the communities with which we work, understanding how Restless Development can better support, and guide them, in all aspects of Restless Development's work, including our Do No Harm approach across all programmes and practices, support and welfare provisions we can and should provide for them, and how best to fully engage communities in these aspects.
- Running an **external review** of our Safeguarding policies, practices and culture - taking DFID's priority areas, and BOND's commitments on behalf of the sector as a starting block and exploring ways in which Restless Development can both embed them in ways of working, and broader culture and progress them beyond the International Development Select Committee recommendations.

- Introducing an annual **Volunteer Satisfaction Survey**, alongside Restless Development's existing staff survey, to regularly check in on the perception and experience of all Restless Development's people in relation to safety, security and safeguarding amongst others aspects of our work.
- Continue to review of all incidents to keep learning from them, and to build ongoing preventative measures in to Restless Development's work and risk assessments.
- Meeting with the Charity Commission to ensure Restless Development meets its reporting requirements with them and ultimately the public.

5) PRINCIPAL RISKS AND UNCERTAINTIES

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

Risk Control

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

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

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

Major Risks

The following major risks were identified at an organisational level during 2017/18. For each risk, systems have been developed to mitigate the risk. These risks and associated systems are monitored each quarter through the Risk Register by Senior Leadership Team and by Trustees:

Risk	Management approach to mitigate risk
<p>Safeguarding & Security <i>Restless Development fails or is perceived to fail in our duty of care to staff, volunteers or associates leading to major reputational or compliance issues. This could emerge from one-off or repeated safety or safeguarding incidents. It applies particularly to high profile and large-scale programmes such as ICS</i></p>	<ul style="list-style-type: none"> • Safeguarding group trained and meet monthly • Review of Safeguarding policy and relevant updates • Agreed policy of reporting to the Charity Commission • Whistleblowing policy and confidential@ email promoted • Compulsory online safeguarding training • Annual Safeguarding training at Quarterly Staff Workshop • Safety & security support visits • All volunteers trained in safeguarding • Included in internal audit
<p>Major Incidents and Disasters <i>Sudden, large scale incidents and/or disasters coupled with apparent Management neglect cause actual harm as well as reputational damage, loss of donor confidence and multiple donor withdrawal.</i></p>	<ul style="list-style-type: none"> • National level risk assessments conducted annually • Business continuity plan • Systems in place for assessing risk more regularly in areas of potential instability • Incident management plans in place • Evacuation plans in place in areas of high risk • Insurance covers (medical evacuation) of ex-patriate staff • 1 day security training received by all ICS UK vols • National risk registers reviewed quarterly
<p>Donor Diversity <i>Reliance on large and/or short term grants/contracts from a small number of donors leads to a going-concern risk for the global agency.</i></p>	<ul style="list-style-type: none"> • Fundraising strategy and revenue model of diversification in place • Focus on increasing newer revenue streams (alumni/individuals & events & major donors) • Increased presence in the USA to diversify our funding base • Increased capacity in international fundraising team • Increased focus on opportunity scanning and global prospect cultivation • Clear accountability systems in place for targets, sign off process for submissions
<p>Fraud & Bribery <i>Risk of a major fraud or bribery incident that poses a reputational, financial or other threat to the entire organisation.</i></p>	<ul style="list-style-type: none"> • Programme of internal audits with follow-up on control improvements • Finance policies and procedures (financial controls: especially segregation of duties) limit ability of staff to commit fraud • Anti-fraud and anti-bribery policies • Mandatory annual training in fraud for all staff • Cash management controls between International and Hubs and within Hubs. • Regular monitoring of Essential Standards (with focus on bank reconciliations)

Governance

Risk that governance structures are not fit for purpose to comply with national registration and accountability standards or are unable to provide assurance of accountability in the relationship between Hubs and International. Boards do not co-operate effectively, leading to inability to work together as a global agency and deliver our strategy. Ultimately, this could lead to the break-up of the current global structure and damage to the Restless Development brand.

- Annual conference session to review governance
- SLT oversight of governance challenges
- License Agreements, Independent Registration & Constitutions, National Boards in place in all Hubs

Senior Leadership

Failure of executive oversight of our work in Hubs and/or internationally through under-performance, high rates of attrition, inability to attract talent and unplanned succession leading to undermining of the agency's ability to function effectively

- Full induction of all new directors
- Accountability mechanisms including performance management, quality assurance framework and support, audit and review visits
- Systems include: recruitment tools, induction guide for Directors, end of probation reviews to on-board well
- Restructure of SLT to ensure support to all Hub Directors
- All Hub Directors receiving review visits in 2017/18 against standards developed for review visits, dashboard tracking performance management and new quality assurance framework to monitor and guide Hubs and the support they require

Programmes Performance

Significant under-delivery of programmes and commitments against key stakeholder expectations leading to lost income and/or damaged reputation

- Monthly data reporting against agreed targets to management committees (with feedback system)
- Quarterly data reporting against agreed targets to SLT & Trustees (with feedback system)
- Annual evaluation calendar with quarterly updates to SLT & Trustees (with feedback system)
- Programme Quality Compendium guiding expected standards of activity delivery
- Piloting new Programmes Audit this year

Flexible Income

Lack of flexible income (strategic, unrestricted and agency contribution income) leading to an inability to build the Agency's Finance model through Agency Contribution and waterworks, risking the proper performance of its oversight/support Units and ultimately risks the going concern status of the Agency.

- Cross SLT working on converting fundraising prospects and leading on relationships
- Unrestricted 2017/18 Plan in place
- Agency Contribution & Waterworks model in place and integrated into support tools
- Business Development Principles in place within Agency Plan

Planning for Growth and Change
Staff, capacity and investment does not keep pace with the big changes taking place - major funding streams closing and new different types of funding coming on line, a new strategy requiring new (technical) capacity across all Hubs and International

- Annual Performance and Int'l Support Review for 17/18, with subsequent annual planning in Int'l and Directors Conference
- Proposal sign-off protocol (to ensure full costing)
- Annual Reviews in all units, Annual Review Toolkit, SLT sign-off of all 2-year plans
- Performance Tracking through 1) Management for all Directors 2) dashboard to identify emerging risks
- Support to Directors: coaching, mentoring, leadership development, twinning, annual visits
- Quarterly update & 'reforecast' of operational plans across Finance/People/S&D/Programmes

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

6) KEY MANAGEMENT PERSONNEL AND PAY POLICY

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

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

The Global Salary Scale is benchmarked periodically against external market data to ensure that salaries are competitive in all the countries where Restless Development operates. In 2015/16 Restless Development carried out a review of its Global Salary Scale and has launched a new five year salary scale aligned to the new five year strategic timeframe. The approach taken to the review was, for each country, to source external market data and, using principles of economic equity between countries, to align salaries to the fiftieth percentile of the market data over the next five years, ensuring that planned increases are affordable. The Global Salary Scale for 2017/18 is available on the Restless Development website: www.restlessdevelopment.org/file/2017-18-global-salary-scale-pdf.

The Trustees' Report including the Strategic Report were approved by the Trustees and signed on their behalf by:



Charlotte Eaton, Chair of Trustees, Restless Development

Date: 10/05/2019

TRUSTEES' RESPONSIBILITIES STATEMENT

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

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

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

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

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

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

AUDITORS

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

STATEMENT AS TO DISCLOSURE TO OUR AUDITORS

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

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

Approved by the Trustees and signed on their behalf by:



Jonathan Gorrie, Chair of Finance & Audit Committee

Date: 10/05/2019

Opinion

We have audited the financial statements of Restless Development for the year ended 30 September 2018 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2018 and of the charitable company's net movement in funds, including the 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 charity 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.

Responsibilities of trustees for the financial statements

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

In preparing the financial statements, the trustees are responsible for assessing the 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.

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.

Conclusions relating to going concern

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the strategic report and 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 strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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.

Use of our report

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



Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP
Date: 10 May 2019

10 Queen Street Place
London
EC4R 1AG

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30TH SEPTEMBER 2018**

**RESTLESS
DEVELOPMENT**

		Unrestricted Funds	Restricted Funds	2018 Total	2017 Total
	Notes	£000's	£000's	£000's	£000's
INCOME FROM:					
<i>Donations and legacies</i>					
Grants and donations	2	473	11,533	12,006	14,481
<i>Charitable activities</i>					
Project recoveries		636	-	636	355
Total income		<u>1,109</u>	<u>11,533</u>	<u>12,642</u>	<u>14,836</u>
EXPENDITURE:					
<i>Raising funds</i>					
Fundraising costs of grants and donations		(302)	-	(302)	(159)
<i>Charitable activities</i>		(936)	(11,031)	(11,967)	(16,030)
Total expenditure	3	<u>(1,238)</u>	<u>(11,031)</u>	<u>(12,269)</u>	<u>(16,189)</u>
Net income/(expenditure)	4	(129)	502	373	(1,353)
Foreign exchange gains/(losses)		(42)	(181)	(223)	(118)
Net movement in funds		<u>(171)</u>	<u>321</u>	<u>150</u>	<u>(1,471)</u>
Reconciliation of funds					
Total funds brought forward		<u>1,412</u>	<u>1,599</u>	<u>3,011</u>	<u>4,482</u>
Total funds carried forward	11	<u>1,241</u>	<u>1,920</u>	<u>3,161</u>	<u>3,011</u>

The Statement of Financial Activities includes all gains and losses recognised in the year, and all information required for a statement of total comprehensive income.

All income and expenditure derive from continuing activities.

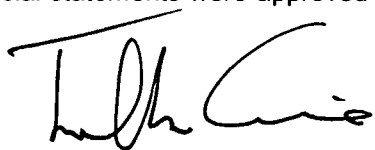
Details of comparative figures by fund are referred to in note 15.
The notes on pages 31 to 43 form part of these financial statements.

BALANCE SHEET
AS AT 30TH SEPTEMBER 2018

**RESTLESS
DEVELOPMENT**

		2018		2017	
	Notes	£000's	£000's	£000's	£000's
FIXED ASSETS	6		334		375
CURRENT ASSETS					
Debtors	7	714		1,966	
Bank and cash		3,895		3,295	
			4,609		5,261
			4,943		5,636
CREDITORS: amounts falling due within one year	8		(1,782)		(2,625)
NET ASSETS			3,161		3,011
REPRESENTED BY:					
Funds					
Restricted	10		1,920		1,599
Unrestricted	11				
Fixed Asset Reserve			334		375
Free Reserves			907		1,037
			3,161		3,011

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



Jonathan Gorrie, Chair of Finance & Audit Committee

Date: 10/03/2019

The notes on pages 31 to 43 form part of these financial statements.

Registered Company Number: 6741123
Registered Charity Number: 1127488

**CASHFLOW STATEMENT
FOR THE YEAR ENDED 30TH SEPTEMBER 2018**

**RESTLESS
DEVELOPMENT**

		2018	2017
	Notes	£000's	£000's
Cash flows from operating activities	A	706	(937)
Cash flows from investing activities:			
Additions to property, plant and equipment		(115)	(191)
Proceeds from the disposal of fixed assets		9	-
Net cash used in investing activities		(106)	(191)
Cash flow from financing activities		-	-
Net increase in cash and cash equivalents		600	(1,128)
Cash and cash equivalents on 1 October		3,295	4,423
Cash and cash equivalents on 30 September	B	3,895	3,295

NOTES TO THE CASHFLOW STATEMENT

**A RECONCILIATION OF SURPLUS TO
CASH (SPENT ON)/ GENERATED FROM
OPERATIONS**

Net income	150	(1,471)
Adjusted for:		
Depreciation	190	251
Revaluations	(41)	28
(Profit)/loss on disposal of fixed assets	(2)	2
Operating surplus before working capital changes	297	(1,190)
(Increase)/decrease in amounts receivable	1,252	(266)
Increase/(decrease) in amounts payable	(843)	519
Cash (spent on)/generated from operations	706	(937)

B CASH AND CASH EQUIVALENTS

Cash and cash equivalents consists of cash on hand and balances with banks. Cash and cash equivalents included in the cashflow statement comprise the following balance sheet amounts:

Cash and cash equivalents	3,895	3,295
----------------------------------	-------	-------

1. ACCOUNTING POLICIES

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 under the historical cost convention as modified to include the revaluation of investments at market value, and in accordance the Statement of Recommended Practice for Charities (SORP 2015) and applicable accounting standards (FRS 102).
- b) **Going concern**
The trustees have reviewed the charity's financial position, levels of cash and reserves and forecasts for 2019 and 2020. 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) **Critical accounting judgements**
In preparing these financial statements, management has made 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.
- d) **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.
- e) **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.
- f) **Creditors and provisions**
Creditors and provisions 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.
- g) **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.
- h) **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. Such income is carried forward as a restricted fund to be spent in future periods when:**
 - The donor specifies that the grant or donation must only be used in future accounting period; or
 - The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received and residuary legacies when the final accounts under

the will are received. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will.

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.

- i) 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.
- j) Individual fixed assets costing £250 or more are capitalised at cost. Tangible assets are depreciated on a straight line basis over their estimated useful lives using the following rates:
- | Asset category | International |
|------------------|---------------|
| IT assets | 33% |
| Office furniture | 20% |
| Vehicles | 20% |
| Used vehicles | 50% |
- Grants received in respect of the acquisition of fixed assets are treated as Deferred Capital Grants and are released to income in line with depreciation over the life of the asset.
- k) The Trust is a registered charity and therefore is not liable to corporation tax in accordance with charity law.
- l) Stock, which consists of pre-purchased consumables, is accounted for at the lower of cost and net realisable value on a first in first out basis.

2. GRANTS AND DONATIONS

	2018 £000's	2017 £000's
UK grants and donations	2,855	6,642
Overseas grants and donations	9,151	7,839
	<u>12,006</u>	<u>14,481</u>
	=====	=====

Included in Unrestricted Income is £nil (2016/17: £585,461) from a UK Government Department for International Development Partnership Programme Arrangement. Restless Development acted as lead partner in a consortium including War Child and Youth Business International. Restless Development subsequently donated £nil (2016/17: £272,913) to these partners in the form of an unrestricted grant. This grant ended on 31st December 2016.

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

No expenses were reimbursed to trustees during the year.

PRIOR YEAR	Direct costs £000's	Indirect costs £000's	2017 Total £000's
Volunteers' costs and other expenses	8,981	-	8,981
Grants made to consortium partners	559	-	559
Overseas & Programme staff costs	4,665	-	4,665
Head office staff costs	-	1,332	1,332
Support costs – Finance, HR, IT	-	466	466
Statutory audit	-	13	13
Internal and grant audit costs	-	13	13
Trustee indemnity insurance	-	1	1
Fundraising	-	159	159
	<u>14,205</u>	<u>1,984</u>	<u>16,189</u>

No expenses were reimbursed to trustees during the year.

4. NET INCOME FOR THE YEAR	2018 £000's	2017 £000's
This is stated after charging:		
Auditors remuneration (including VAT): Audit	<u>14</u>	<u>14</u>

5. STAFF COSTS	2018 £000's	2017 £000's
Wages and salaries	4,876	5,308
Social security costs	420	517
Pension costs	164	172
Redundancy costs	21	-
	<u>5,481</u>	<u>5,997</u>

The average number of employees in the year was:

	Volunteer-led Activity No.	Fundraising No.	Governance No.	2018 Total No.	2017 Total No.
UK	19	10	33	62	73
Overseas	292	8	16	316	378
	<u>311</u>	<u>18</u>	<u>49</u>	<u>378</u>	<u>451</u>
	=====	=====	=====	=====	=====

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 £598,414 (2016/17: eight personnel, £571,448).

	2018 No.	2017 No.
£60,000 - £69,999	1	4
£70,000 - £79,999	2	-
£80,000 - £89,999	-	2
£110,000 - £119,999	1	-
	<u>4</u>	<u>6</u>
	=====	=====

Maternity leave and part time working means that only four members of Key Management Personnel are included in the table above.

The Trustees received no remuneration in either this year or the previous year. Redundancy payments totalling £21k were made in the year (2016/17: £nil) relating to Key Management Personnel.

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

6. TANGIBLE FIXED ASSETS

	Office Furniture £000's	IT Assets £000's	Motor Vehicles £000's	Total £000's
Cost				
At 1 October 2017	122	542	770	1,434
Additions	1	82	32	115
Revaluations & foreign exchange	7	(6)	(2)	(1)
Disposals	(17)	(120)	(194)	(331)
At 30 September 2018	113	498	606	1,217
Depreciation				
At 1 October 2017	78	443	538	1,059
Charge for the period	17	90	83	190
Revaluations & foreign exchange	(2)	(22)	(19)	(43)
Disposals	(15)	(119)	(189)	(323)
At 30 September 2018	78	392	413	883
Net Book Value				
At 30 September 2017	44	99	232	375
At 30 September 2018	35	106	193	334

7. DEBTORS

	2018 £000's	2017 £000's
Other debtors	635	1,896
Prepayments	79	70
	714	1,966

8. CREDITORS: amounts falling due within one year

	2018 £000's	2017 £000's
Sundry creditors and accrued expenses	1,721	2,612
Other taxation and social security	61	13
	1,782	2,625

9. OPERATING LEASES

Total commitments under operating leases are:

	Property £000's	Office Equipment £000's	2018 Total £000's	2017 Total £000's
Within one year	123	9	132	113
Two to five years	395	27	422	548
	518	36	554	661

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

10. RESTRICTED FUNDS	Balance 1 October 2017 £000's	Income 2018 £000's	Expenditure and foreign exchange losses 2018 £000's	Balance 30 September 2018 £000's
Amplify Change	4	615	(369)	250
Australian Volunteers International	19	32	(25)	26
Big Lottery Fund	69	155	(204)	20
British Council	72	400	(469)	3
Cabinet Office	-	21	(21)	-
Christian Aid	(4)	21	(31)	(14)
Comic Relief	32	514	(457)	89
DANCE FOR LIFE	6	237	(212)	31
Democratic Governance Facility (DGF)	-	147	(90)	57
DFID	(59)	1,130	(664)	407
EC/EU	520	125	(495)	150
Egmont Trust	23	40	(58)	5
Embassy of the Netherlands	7	-	(1)	6
FHI360	(6)	99	(93)	-
Ford Foundation	97	109	(75)	131
FSDZ	(27)	168	(139)	2
Bill and Melinda Gates Foundation	-	517	(288)	229
Girl Effect	(4)	115	(61)	50
Heifer International	34	103	(155)	(18)
Hivos	-	38	(35)	3
ICRW	29	168	(167)	30
International Youth Foundation (IYF)	6	3	(7)	2
IPPF	17	-	(17)	-
Irish Aid	34	1	(30)	5
IsraAid	-	9	(9)	-
Making All Voice Count (MAVC)	(5)	5	-	-
MasterCard Foundation(MCF)	22	589	(692)	(81)
Mercury Phoenix Trust	18	-	(12)	6
MTV Networks International	-	59	(59)	-
Nasscom Foundation	7	(2)	(5)	-
National Lotteries Commission	-	20	(20)	-
NBC	-	19	(19)	-
Novo Foundation	132	54	(107)	79
One Girl Australia	-	143	(150)	(7)
Oxfam	16	(4)	-	12
PACT	(45)	(3)	(23)	(71)
Permanent Mission of Denmark to the United Nations	4	3	(7)	-
Plan International	(6)	54	(48)	-
Plan Uganda	3	118	(96)	25
PSI	(23)	(3)	(132)	(158)
Samworth Foundation	8	30	(33)	5
SIDA SWEDEN	70	1,582	(1,251)	401
Stop Aids	-	32	(22)	10
UN Trust	(4)	13	(9)	-
UNDP	(18)	50	(34)	(2)
UNFPA	(2)	188	(226)	(40)
UNESCO	-	9	(9)	-
UNICEF	117	1,285	(1,337)	65

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2018**

**RESTLESS
DEVELOPMENT**

USAID	(3)	50	(65)	(18)
VSO India	-	6	(3)	3
VSO International	64	2,206	(2,271)	(1)
Women Deliver	-	3	(0)	3
Zambia Governance Foundation	4	(4)	(0)	-
Zing	13	(10)	(3)	-
Other Donors	270	209	(292)	187
Other Trusts & Foundations	88	65	(115)	38
	<u>1,599</u>	<u>11,533</u>	<u>(11,212)</u>	<u>1,920</u>

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

<u>Name of Fund</u>	<u>Description of Fund</u>
Amplify Change	Provided funding in Zambia, Zimbabwe, South Africa, Nepal & Uganda for programmatic work.
Australian Volunteers International	Funded volunteer-led health education work in India and Nepal.
Big Lottery Fund	Funded programmatic work in the Karamoja region of Uganda. The programme supports young people to access sustainable livelihoods and play an active leadership role in peace-building initiatives.
Bill & Melinda Gates Foundation	Funding youth-led accountability projects in India and Tanzania.
British Council	Provided core programmatic funding in Zambia.
Cabinet Office	Funding to support youth delegates to attend the 2018 Commonwealth Heads of Government Meeting in London.
Christian Aid	Funding Youth Accountability Volunteers in Sierra Leone
Comic Relief	Funded a number of mainly urban livelihoods programmes in Sierra Leone, Zambia and Zimbabwe
Dance4Life	Provided funding to support the roll-out of a youth and music initiative engaging young people in a global campaign to address HIV and AIDS.
Democratic Governance Facility	Funding for a youth-led accountability programme in Uganda
Department for International Development	Aid Connect funding for a consortium-led programme and a Social Accountability Building Inclusion programme in Sierra Leone.
Egmont Trust	Funds work in Zimbabwe and Zambia with children affected by HIV and AIDS.
Embassy of the Netherlands	Funding for SRHR programmes in India
European Commission/ European Union	Funding for youth-led accountability programmes in South Africa and Tanzania

European Commission in Zimbabwe	Funding for youth voice and accountability programmes in Zimbabwe.
FHI360	Fund the Dreams project predominantly in South Africa, working to reduce HIV/AIDs in adolescent girls and young women and Food 4 Peace in Uganda engaging youth to collect and analyse information about their local food system.
Ford Foundation	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes.
Financial Sector Deepening Zambia	Working to provide financial education to young people from an early age within the school system to ensure that they are equipped with the knowledge and skills that they need to make prudent financial decisions throughout their lives.
Girl Effect	Funding the Technology Enabled Girls Ambassadors (TEGA) programme in the regions of Bihar, Maharashtra and Rajasthan in India and establishment of a new programme in Tanzania
Heifer International	Funding for East Africa Youth Inclusion Project in Tanzania
Hivos	Funding to support SRHR programmes in Zambia
ICRW	Funding to provide a platform for empowerment, employment and entrepreneurship for young girls in the regions of Delhi and Jharkhand in India.
IPPF Zambia	Provided programme funding in Zambia.
International Youth Foundation	Funds programmatic work in Zimbabwe.
Irish Aid	Funds work on sexual reproductive health education in schools in Zambia.
IsraAid	Funding to empower community structures to manage their disaster risk reduction through youth capacity building in Sierra Leone.
Making All Voices Count	Funding for the Kajana Wajbika project in Tanzania to place young people at the centre of development and government processes.
MasterCard Foundation	Provided funding for a Youth Think Tank project in Uganda.
Mercury Phoenix Trust	Funding our Girls Leadership Programme in Ruvuma, Tanzania which promotes HIV prevention. .
Nasscom Foundation	Funding for training youth on digital literacy in the Tamil Nadu region in India
National Lotteries Commission South Africa	Funding youth programmes in South Africa
National Bank of Commerce (Tanzania)	Funding youth programmes in Tanzania
Novo Foundation	Funding for the Mabinti Tushike Hatamu Project in Tanzania to test and evaluate theories for reducing vulnerability of out of school girls to HIV, AIDS, pregnancy and gender based violence.

One Girl Australia	Funding business skill development to support girls to remain in or return to education in Sierra Leone.
PACT	Funding for Kizazi Kipya Project in Tanzania working with orphans and vulnerable children on livelihoods and sexual rights.
Permanent Mission of Denmark to the United Nations	Funding for our global advocacy work on Youth Power including - funding to run major events at High Level Political Forum and UN General Assembly and youth action days.
Plan International	Funding the consultation for 'Solutions for Youth Network' in India
Plan Uganda	Funding the Gender Advocacy Alliance programme in Uganda
PSI	Provides funding for a family planning programme in Tanzania.
Samworth Foundation	Funds livelihoods work targeting orphans and vulnerable children in Zimbabwe.
SIDA	Funds programmatic activity in rural communities in the Southern Highland region of Tanzania through a strategic grant.
Staying Alive Foundation	Funds capacity-building for youth-led and youth-focussed organisations across over thirty developing countries.
Students Stop Aids Campaign	Funding contribution to run the Youth Stop AIDS Campaign
UNDP	Funds Restless Development to run and manage a Youth friendly Business Development Centre in Newton, a peri-urban community in Western Rural about one hour from Central Freetown, Sierra Leone, as well as our graduate internship programme.
UNFPA	Funds a number of our programmes in Sierra Leone but also programmes in Nepal, South Africa and Zambia.
UNICEF	Has funded a number of our sexual and reproductive health programmes in India, Nepal, Tanzania, Sierra Leone, Zambia and Zimbabwe.
UN Trust Fund for violence against women	Funded projects in Nepal.
USAID	Funds youth livelihoods in Uganda.
VSO	Funds UK youth on development placements across our Hubs, through which they gain valuable experience and build local youth capacity through peer education.
VSO India	Funds the national youth engagement network in India through which ICS alumni engaged in activities such as SDG workshops and District meetings.
Women Deliver	Supporting sexual and reproductive health rights work in India through documentary films
Zambia Governance Foundation	Funding to train young Zambian volunteers to assess their communities' access to services and start-up grants, to enable them to hold their governments to account for service delivery.

Zing

Provides funds for programmatic work and supports our infrastructure.

10. RESTRICTED FUNDS – PRIOR YEAR COMPARATIVES	Balance 1 October 2016 £000's	Incoming Resources 2017 £000's	Outgoing Resources 2017 £000's	Balance 30 September 2017 £000's
Amplify Change	(31)	378	(343)	4
Australian Volunteers International	12	29	(22)	19
Barclays Bank plc	53	-	(52)	1
Big Lottery Fund	160	237	(328)	69
British Council	15	184	(127)	72
Christian Aid	-	40	(44)	(4)
Comic Relief	(2)	116	(82)	32
DANIDA	-	69	(69)	-
Dance4Life	(51)	332	(275)	6
DFID	(29)	656	(686)	(59)
Dutch Government	(3)	-	3	-
Dulverton Foundation	-	6	(6)	-
Egmont Trust	5	61	(43)	23
Embassy of the Netherlands	-	8	(1)	7
European Union	114	831	(425)	520
FHI360	-	142	(148)	(6)
Ford Foundation	-	120	(23)	97
FSDZ	-	101	(128)	(27)
Bill & Melinda Gates Foundation	4	(4)	-	-
Girl Effect	-	-	(4)	(4)
Goal	-	(1)	1	-
Handicap International	-	1	(1)	-
Heifer International	-	115	(81)	34
Help Age International	46	184	(230)	-
ICRW	-	118	(89)	29
International Youth Foundation	13	60	(67)	6
IPPF Zambia	(10)	49	(22)	17
Irish Aid	162	119	(247)	34
Making All Voices Count (MAVC)	-	36	(41)	(5)
Mastercard Foundation	12	533	(523)	22
MERCURY	-	33	(15)	18
Nasscom Foundation	-	13	(6)	7
Novo Foundation	-	236	(104)	132
One Girl Australia	-	162	(162)	-
Open Society Foundation	17	(17)	-	-
Other Donors	117	386	-415	88
Other Trusts & Foundations	227	510	-468	269
Oxfam	-	17	(1)	16
PACT	-	108	(153)	(45)
Permanent Mission of Denmark to the United Nations	-	62	(58)	4
Plan International	-	-	(6)	(6)
Plan Uganda	25	92	(114)	3
PSI	-	77	(100)	(23)
Red Cross	-	13	(13)	-
Samworth Foundation	14	29	(35)	8
Sida	591	184	(705)	70
Staying Alive Foundation	8	1	(9)	-
Stop Aids	-	16	(16)	-
The City funding network	-	1	-	1
UN Trust	26	82	(112)	(4)

UNDP	24	58	(100)	(18)
UNFPA	164	438	(604)	(2)
UNICEF	195	1,775	(1,853)	117
USAID	(8)	78	(73)	(3)
Vitol Foundation	-	35	(35)	-
VSO International	382	2,534	(2,851)	64
Women Deliver	-	3	(3)	-
WYSYD	-	-	(1)	(1)
Zambia Governance Foundation	30	31	(57)	4
Zing Foundation	12	-	1	13
	<u>2,293</u>	<u>11,477</u>	<u>(12,171)</u>	<u>1,599</u>

11. ANALYSIS OF FUNDS

	Restricted Reserves £000's	Unrestricted Fixed Assets Reserve £000's	Unrestricted Free Reserves £000's	2018 Total £000's	2017 Total £000's
Tangible fixed assets	-	334	-	334	375
Current assets	1,920	-	2,689	4,609	5,261
Current liabilities	-	-	(1,782)	(1,782)	(2,625)
	<u>1,920</u>	<u>334</u>	<u>907</u>	<u>3,161</u>	<u>3,011</u>

ANALYSIS OF FUNDS – PRIOR YEAR COMPARATIVES

	Restricted Reserves £000's	Unrestricted Fixed Assets Reserve £000's	Unrestricted Free Reserves £000's	2017 Total £000's
Tangible fixed assets	-	375	-	375
Current assets	1,599	-	3,662	5,261
Current liabilities	-	-	(2,625)	(2,625)
	<u>1,599</u>	<u>375</u>	<u>1,037</u>	<u>3,011</u>

12. RELATED PARTY TRANSACTIONS

During the year, Restless Development worked closely with an affiliate organisation, Restless Development USA. Whilst there is no common direct or indirect control, at 30 September 2018, Restless Development USA owed Restless Development £14,194 (2017: £306,434). The Chief Executive of Restless Development also served as a member of the board of Restless Development USA during the financial year to September 2018. This was Nik Hartley until 8 February 2018 and then Perry Maddox since 8 February 2018,

13. OVERSEAS ORGANISATIONS

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

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

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

OVERSEAS ORGANISATIONS – PRIOR YEAR COMPARATIVES

Organisation name	Country of Registration	Income 2017 £000's	Expenditure 2017 £000's	Surplus/ (deficit) 2017 £000's	Net Assets 2017 £000's
Restless Development Nepal	Nepal	2,074	(2,075)	(1)	2
Restless Development Tanzania	Tanzania	1,403	(1,403)	-	39
Restless Development Uganda	Uganda	1,675	(1,674)	1	5
Restless Development Sierra Leone	Sierra Leone	2,122	(2,625)	(503)	(464)
Restless Development SPW India Project Trust	India	500	(494)	6	46
Restless Development South Africa	South Africa	584	(562)	22	36
Restless Development Zambia	Zambia	1,714	(1,679)	35	62
Restless Development Zimbabwe	Zimbabwe	681	(688)	(7)	89
		-----	-----	-----	-----
		10,753	(11,200)	(447)	(185)
		=====	=====	=====	=====

14. FINANCIAL INSTRUMENTS

Financial Assets

	2018 £000's	2017 £000's
Financial assets measured at fair value	3,895	3,295
Financial assets that are debt instruments measured at amortised cost	714	1,966
	-----	-----
	4,609	5,261
	=====	=====

Financial Liabilities

	2018 £000's	2017 £000's
Financial liabilities measured at amortised cost	1,782	2,625
	=====	=====

Financial assets measured at fair value through profit or loss comprise debtors and cash at the balance sheet date. Financial Liabilities measured at amortised cost comprise creditors at the balance sheet date.

15. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES: 2017

	Unrestricted Funds £000's	Restricted Funds £000's	2017 Total £000's
INCOME FROM:			
<i>Donations and legacies</i>			
Grants and donations	3,004	11,477	14,481
<i>Charitable activities</i>			
Project recoveries	355	-	355
Total income	3,359	11,477	14,836
EXPENDITURE:			
<i>Raising funds</i>			
Fundraising costs of grants and donations	(159)	-	(159)
<i>Charitable activities</i>	(3,926)	(12,104)	(16,030)
Total expenditure	(4,085)	(12,104)	(16,189)
Net expenditure	(726)	(627)	(1,353)
Foreign losses	(51)	(67)	(118)
Net movement in funds	(777)	(694)	(1,471)
Reconciliation of funds			
Total funds brought forward	2,189	2,293	4,482
Total funds carried forward	1,412	1,599	3,011