RESTLESS DEVELOPMENT
THE YOUTH–LED DEVELOPMENT AGENCY

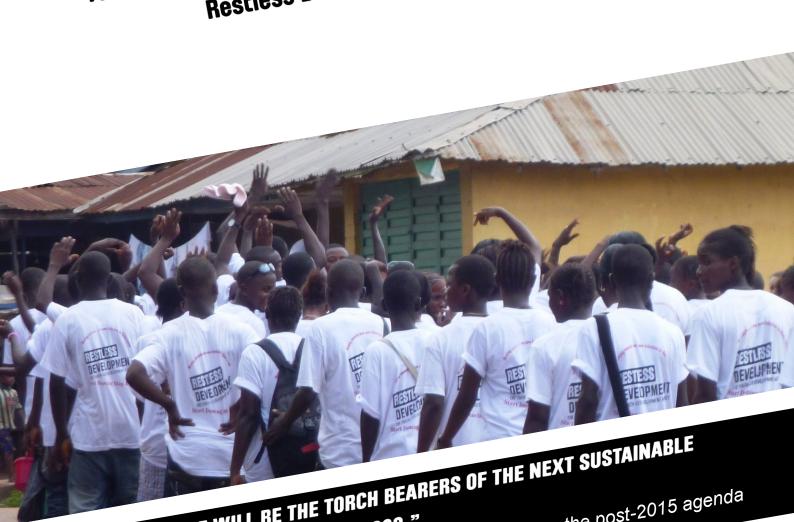# THE WAY TO A NEW STRATEGY

Young people leading the consultative process at the basis of Restless Development's new strategy.

CONTENTS

SUMMARY

Today young people are the largest generation in history and over half the world's population is under 30. Young people are changing the world as we speak.

But how is the world engaging with them? How will institutions and power open up to the needs and transformative power of young people? How will ambitious goals for eliminating poverty and halting rising inequality be aligned with the aims of the 3.5 billion people who are under 30? How can Restless Development best nurture the ideas and energy of young people to lead development?

Our research, all led by young people, has informed us that young people demand a place at the table – to participate, to deliver development, to build businesses, and to influence the decisions that will affect their lives, but that opportunities to do this are all too rare.

At Restless Development we placed young people at the core of the process leading to the development of our new strategy in 2016 and brought as many youth voices as possible to the most important issues facing young people in 2015 and beyond.

As a values–led agency, we conducted participatory consultations with staff and stakeholders and we used the consultations to increase our existing expertise, leverage our deep access to young people and wide partnerships to draw in more insights into this process, and develop the best ideas for a radical, yet tangible, vision and strategy to guide us beyond 2016.

We are sharing the findings of our consultations through our website and this brief for the benefit of everyone that participated in our consultations and beyond, to share insights of youth issues and priorities through 2030 and to continue a dialogue on how to best engage young people in development from a youth perspective.

INTRODUCTION

In 2016, Restless Development will launch its 3rd Global Strategy.

As we embarked on the process to develop our new global strategy for 2016 and beyond, several key questions were posed at our Director's Conference in November 2014:

- **What it is (the new strategy) going to take?**

- **How we're going to engage the world?**

- **What are we going to become (as an agency)?**

In order to develop our strategy for 2020 and beyond, we wanted to draw from the best of Restless Development, our 30 years of work with young people, as well as the existing knowledge in the broader world of youth and international development. Perhaps more importantly, we committed to bringing in the global youth voice, ensuring that we speak to and meet the needs of young people and the youth sector in a rapidly changing world.

As ever, our success was to be rooted in our Values:

- Placing young people at the core of what we do and using our 'can-do' attitude to deliver this process (Heart),

- Rigorously synthesising the extensive expertise and knowledge we already have as well as conducting consultations (Head),

- Asking how we can carry the banner for youth-led development to new levels (Voice), and

- Ensuring partners, staff, volunteers and young people have a strong voice in how we develop our strategy (Hands).

The result was a an open and ongoing dialogue with young people, our staff, partners and stakeholders on the most important issues facing young people in 2015 and beyond, their role and solutions to address development challenges and our role as a the youth-led development agency in supporting young people and the wider youth sector.

This brief provides a summary of the consultative process informing the Restless Development new strategy and presents the findings of consultations run between January and May 2015 with young people, partners, stakeholders, and staff members globally. While these findings inform Restless Development's strategy, we hope they equally inform the world about how youth leadership can address the most important issues facing young people and the world.

The first part of the Brief includes an outline of the process, which entailed:

- The Big Conversation, a global youth-led conversation

- The leadership of a Youth Strategy Team.

- 'Straw Model' staff consultations across 10 countries.

- Trustee Away Day and consultations

The second part of the Brief presents:

- The findings gathered through the Big Conversation.

- A summary of the Straw Model staff consultations feedback.

PART 1: HOW AND WHO

THE PROCESS

The consultative process leading to the development our new strategy was led by young staff members and volunteers. This included leading an ongoing global conversation, running the analysis of the findings, disseminating the findings generated through external and internal consultations and feeding in the development of a strategy model.

The following is an outline of the main milestones in the process:

2015

MARCH

THE BIG CONVERSATION (full details follow on pg 10)

The strategy development process began in January 2015 with the launch of the Big Conversation, an ongoing global dialogue on youth priorities for 2030. The Big Conversation was designed with the participation of young people and led by Restless Development staff and volunteers all the way from rural villages to online platforms. Through the Big Conversation we gathered nearly 5000 responses outlining young people's priorities for the post-2015 era and the role of youth, Restless Development and other stakeholders to bring about the change young people want to see in the world.

2015

APRIL

THE ANALYSIS AND THE YOUTH STRATEGY TEAM (full details follow on pg 12)

The second step in the process was the formation of a Youth Strategy Team to lead the Big Conversation and make sure that youth voices fed in all the stages of the strategy development process. The team run the analysis of the data generated through the Big Conversation and the following staff consultations, producing two Synthesis Reports that were shared both internally to the global agency and with the wider development sector.

SHARING THE FINDINGS

To share the voices, findings and trends behind the Big Conversation and the Strategy process and at the same time keep the conversation going, the Youth Strategy Team curated a website page which presents the raw data generated through the conversation, including visualisations of the data, a Synthesis Report and a series of online blogs by people who led and participated in the process.

MAY

STRAW MODELS AND STAFF CONSULTATIONS (full details follow on pg 17)

The Big Conversation's findings were channelled into 4 straw models, developed by the Senior Management Team to explore emerging concepts for the new strategy. Between April and May 2015, the Models were reviewed by all Restless Development staff across 10 countries in a series of workshops. The feedback generated through the staff consultations was analysed by the Youth Strategy Team and shared it back with all staff members in the form of a synthesis report. The Youth Strategy Team also run a SWOT analysis to identify strengths, weaknesses, opportunities and threats of the four straw models.

TRUSTEE AWAY DAY AND CONSULTATIONS

The findings of the Big conversation were presented to Trustees for review and assessment during an away day in March. global feedback from staff on the straw models and the SWOT analysis were also shared by the Youth Strategy team in a second Trustee meeting in May.

6

2015

THE STRATEGY MODEL

All the feedback generated through the Big Conversation and the staff consultations on the four straw models has been consolidated in a draft model for the new strategy developed by the Senior Management Team in consultation with one representative from the Youth Strategy Team. The model represents a draft outline of our new strategy and will be reviewed at our Conference in October 2015 by Restless Development's Directors from all 10 offices. This paper, and an accompanying set of recommendations from the Youth Strategy Team will set the stage for the Conference discussions.

NOVEMBER–JANUARY

2016

FINALISATION AND LAUNCH OF NEW STRATEGY

The strategy will be finalised between November and December 2015 and launched in January 2016.

THE YOUTH STRATEGY TEAM

"WHY BOTHER WITH THE YOUNG PEOPLE AND NOT JUST LET OUR SENIOR MANAGEMENT TEAM DO THIS? BECAUSE RESTLESS DEVELOPMENT IS A YOUTH-LED AGENCY, PLACING YOUNG PEOPLE AT THE FOREFRONT OF CHANGE. WHEN WE ARE LOOKING AT OUR FUTURE AND HOW WE CAN BEST CONTINUE TO SERVE YOUNG PEOPLE ACROSS THE GLOBE, IT'S A NECESSITY THAT YOUTH BE INVOLVED IN ALL LEVELS OF THIS CONSULTATION."[1]

How Young People Are Leading the Way To A New Global Strategy For 1.8m People, Jack McQuibban, Youth Strategy Team Member

The Youth Strategy Team is made of 5 staff members and 4 volunteers from Restless Development's broader network. We first came together in March 2015 to run the analysis of the Big Conversation findings and since then have been leading and consulted in all the main phases of the strategy development process:

[1.] Read More at https://wearerestless.wordpress.com/tag/bigconversation/

ANALYSIS

The Youth Strategy team ran a review of the main pieces of research about young people' priorities and role in development, as well as the analysis of the data generated through the Big Conversation and internal staff consultations across Restless Development's 10 offices globally.

DISSEMINATION

The team produced two Synthesis Reports, one with the findings of the Big Conversation and one with staff feedback on the four Straw Models. Both reports were presented to the Board of Trustees and shared with all staff globally. A summary is included in this report.

The Big Conversation Synthesis Report was also published online together with the Big Conversation data and data visualisations. In addition, the team launched a series of blogs written by young staff members and volunteers running and taking part in the Big Conversation globally.

SUPPORT

A representative of the Youth Strategy Team fed in the development of the strategy model by the Senior Management Team. The recommendations at the end of this report have also been developed by the team after over six months of engagement in the strategy development process and will be delivered to the Directors Conference in October 2015.

YOUTH STRATEGY TEAM MEMBERS

Fiammetta, Project Officer, Global Policy and Practice.

Dawn, Programme Officer, Programme Quality.

YOUTH STRATEGY TEAM MEMBERS

Beth, Capacity Building Manager, Global Policy and Practice.

Bella, returned ICS Volunteer.

Jack, Network Support Officer, International Youth Engagement.

Declan, Assessment Coordinator, International Youth Engagement.

The Youth Strategy Team has been working in close collaboration with a number of staff members globally, including:

- *Bobby Dean, Public Relations Senior Coordinator, International.*
- *Gemma Munday, International Marketing and Communications Officer, International.*
- *Kekeletso Khitsane, Youth Engagement Officer, South Africa.*
- *Maimuna Mtengela, Intern, Tanzania.*
- *Clement Knausu, Monitoring and Learning Assistant Coordinator, Zambia.*
- *Ruth Asiimwe Kabugo, Head of Operations, Zambia.*

DID YOU KNOW?

The idea of a Youth Strategy Team was developed during a quarterly staff workshop in London, as was the Big Conversation.

PART 2: THE FINDINGS

WHAT WE KNOW

This second part of the Briefs presents a summary of the major pieces of research led by Restless Development and our partners, which informed the whole strategy process and were reviewed by the Youth Strategy Team ahead of the analysis of the Big Conversation's findings. The second part includes a summary of the Big Conversation's findings and the staff feedback on the four straw models for the strategy.

> **"SO HOW DO YOU DEVISE AN ENTIRE GLOBAL STRATEGY FOR AN ORGANISATION WITH OFFICES SPANNING 10 COUNTRIES AND FOUR CONTINENTS? WELL, IT STARTED 30 YEARS AGO – WE'RE NOT BUILDING FROM SCRATCH ON THIS. AS AN ORGANISATION, WE'VE GOT 30 YEARS' EXPERIENCE OF DELIVERING PROGRAMMES FOR YOUNG PEOPLE, WORKING WITH THEM AT THE GRASSROOTS LEVEL WHILST CHAMPIONING THEIR WORK AT THE NATIONAL AND INTERNATIONAL LEVELS. IT ALSO INVOLVES UTILISING OTHERS, REALISING THAT WE DON'T HAVE ALL THE ANSWERS AND STUDYING THE GREAT WORK OUR PARTNERS AND STAKEHOLDERS HAVE ALREADY DONE IN THIS FIELD OF WORK."[2]**
>
> *How Young People Are Leading the Way To A New Global Strategy For 1.8m People, Jack McQuibban, Youth Strategy Team Member*

The following is a summary of the main pieces of research reviewed by the Youth Strategy team:

GLOBAL MEGATRENDS

This is a report developed by Restless Development in 2014 which presents an analysis of the economic, social, technological, demographic and environmental 'mega-trends' that will affect young people and the world post-2015.

The megatrends identified in the analysis can be grouped under four major headings:

- A **deeper globalisation** process characterised by increased social, economic, financial and cultural interconnectedness, rising income inequality and sensitivity to financial shocks, conflict and crises;

- **Demographic dynamics** characterised by increased migration and urbanisation flows, rapid population ageing and lack of investment in health and education systems, leaving the poorest and the voiceless more and more excluded;

---

[2] Read More at https://wearerestless.wordpress.com/tag/bigconversation/

- **Climate change** and increased environmental degradation due to unsustainable production and consumptions patterns, threatening food and energy security and leading to dependence on shrinking natural resources;

- **Shifting global governance** with the growth of the BRIC+S countries, which in turn significantly influences the modalities of financing for international development.

MY WORLD SURVEY

This is global survey launched in 2012 by the UN Development Programme (UNDP), the UN Millennium Campaign, the Overseas Development Institute (ODI) and the World Wide Web Foundation which asks individuals which six of sixteen possible issues they think would make the most difference to their lives.

The survey was filled out by 7 million people globally and 70% of respondents were under 30.

The key priorities identified by respondents are[3]:

- A good education.
- Better healthcare.
- Better jobs opportunities.
- An honest and responsive government.

YOUTH VOICES ON A POST-2015 WORLD

This report summarises the findings from youth consultations that were ran online and in 12 countries globally with 741 young people from October 2012 to January 2013 by the Youth DFID PPA Consortium led by Restless Development, with War Child and Youth Business International to understand young people's views on what should come after the Millennium Development Goals.

The issues identified were:

- Governance was the most important issue overall from the youth consultations. Young people want to see **effective governments** that are held to account, and governance structures where young people have access to decision making processes.
- There was a strong emphasis on citizenship and ensuring all minorities have access to it, thereby guaranteeing **the rights of all citizens** but also recognising the responsibilities that citizens have.
- Access to **affordable and quality healthcare and education** were two of the other top priorities.
- It was emphasised that a new development framework needs to ensure **sustainable development** and mitigate the impacts of climate change.
- Solutions put forward broadly fit into the **increased sensitization and empowerment of the people**, better harnessing technology, increased collaboration and institutional reform.

Youth Participation in Development

Youth Participation in Development, A Guide for Development Agencies and Policy Makers, is a Toolkit developed by the DFID-CSO Youth Working Group in 2010 to increase understanding of the growing importance of, and greater potential for, youth participation in development practice.

The main findings are:

- Developing **Youth Leaders** is an integral part of youth-led development.
- This is a unique moment where the demand for **youth-led solutions** is present but not met —most programming is toward youth as targets still.
- Of the 5 types of **youth leadership programming**, the most impactful (youth driven-action, voice & governance) are less funded and prevalent than the traditional models (formal training, youth partnerships).

Global Youth Wellbeing Index

The index was developed by the Center for Strategic and International Studies (CSIS) and the International Youth Foundation (IYF). It gathers and connects youth-related data to assess and compare the state of young people's wellbeing around the world. The Index ranks 30 high- to low-income countries in five regions that represent nearly 70 percent of the world's youth.

Main Findings:

- A large majority of the world's youth are experiencing lower levels of wellbeing
- Even where young people are doing relatively well, they still face specific challenges and limitations.
- Even where youth may not be thriving, they display success in certain areas.
- How young people feel about their own well-being does not always align with what the objective data suggests.
- Across countries, domain average scores indicate youth faring stronger in health and weakest in economic opportunity.

Recommendations:

- Advance **youth voices and participation**.
- Promote deeper-drive and **targeted research and analysis**.
- Consider **integrated policies and programmes**.
- Advance the body of **age-disaggregated and youth survey data**.

> **"AROUND THE WORLD , NEARLY HALF OF THE YOUTH ARE UNEMPLOYED OR UNDEREMPLOYED, MORE THAN 120 MILLION YOUTH ARE STILL ILLITERATE, AND OVER 40 PERCENT OF NEW HIV/AIDS INFECTIONS OCCUR AMONG YOUTH."[5]**
>
> *Global Youth Wellbeing Index Report*

Commonwealth Youth Development Index

The YDI is a composite index of 15 key indicators which collectively measure youth development in 170 countries. The YDI has five domains which measure levels of Education, Health and Wellbeing, Employment, Political Participation and Civic Participation for young people.

  Some key facts and findings:

- The quality of Youth Development is critically related to five key areas, (1) the quality and effectiveness of **governance** (2) **education** institutions and outcomes, (3) the **business** environment, (4) the **equitable distribution of resources and poverty**; and (5) **peace**, the absence of violence.

[5.] See the Global Youth Wellbeing Index: http://www.youthindex.org/

13

- Youth development is related to, but not heavily dependent on income per capita. This means that low income countries can make significant advances in youth development and related issues by providing young people **opportunities** to seek quality education and training, and to **participate** in their country's social, political and economic life.
- **Population dynamics** affect not only the opportunities which young people have now, but young people in the future as existing resources and services become strained. Poor urban planning can also affect opportunities which young people have as the populations shift from rural to urban centres.

> **"YOUTH DEVELOPMENT ENHANCES THE STATUS OF YOUNG PEOPLE, EMPOWERING THEM TO BUILD ON THEIR COMPETENCIES AND CAPABILITIES FOR LIFE. IT WILL ENABLE THEM TO CONTRIBUTE TO AND BENEFIT FROM A POLITICALLY STABLE, ECONOMICALLY VIABLE, AND LEGALLY SUPPORTIVE ENVIRONMENT, ENSURING THEIR FULL PARTICIPATION AS ACTIVE CITIZENS IN THEIR COUNTRIES." [6]**
>
> *Youth Development Index Results Report*

THE BIG CONVERSATION

The Big Conversation is an ongoing global dialogue with Civil Society, Governments, businesses, partners and communities across 64 countries.

The Big Conversation asked, if young people are to become the world's torch-bearers, towards a poverty-free, more equitable and sustainable world:

- How must the world change to make this happen?
- What role will you play in making this happen?
- What would you most like to see by 2030?

Through online questionnaires, focus group discussions and interviews, volunteers and staff members gathered over 5000 responses to the three questions. Restless Development teams across 10 countries then analysed respondent's views and produced 9 Reports offering insight to the Big Conversation alongside our expertise and local context. The Youth Strategy team ran the analysis of the 9 Reports and online data in comparison to what has already been studied, looking at variances country to country and according to different demographics. The following is a short summary of our findings.

[6.] Youth Development Index Results Report: http://www.youthdevelopmentindex.org/cms/cms-youth/_images/197918019952385f3219c75.pdf

Key issues highlighted include:

- Access to education and skills-based learning.
- Access to services (water and sanitation, healthcare, transports).
- Responsive governments.
- Inequality and discrimination.
- Employment.

Key factors identified include:

- Young people are ready to take up a **leadership** role in development and decision-making processes.
- Increased **recognition** towards the value of youth's participation and leadership is perceived as important by the majority of respondents.
- **Inequality** in access to opportunities, platforms, and services is correlated with the majority of the changes young people want to see in the world.

The Findings

The Big Conversations' findings have been grouped under four categories:

1. What has to change in the world?
2. What is the role of young people?
3. What is the role of other stakeholders (E.G. governments, private sector companies)?
4. What is the role of Restless Development?

Below is the outcome of the Youth Strategy Team analysis on the issues important to young people and other stakeholders and the changes that need to take place for them to become the torch bearers of the next sustainable development agenda towards a poverty-free, more equitable and sustainable world.

WHAT HAS TO CHANGE IN THE WORLD FOR WHAT YOUNG PEOPLE WANT TO BECOME A REALITY?

The priorities indicated are increased participation in development and decision-making, good governance, education and other opportunities accessible to all with no discrimination.

Participation

- Higher level of youth participation in all spaces: decision making and policy development, programmes design and implementation.
- Young people are seen as contributing to society in a meaningful way.

Zero Discrimination

- Equality among all groups of young people, including gender, age, ability, race, orientation or economic background. No person is left behind.
- Access to meaningful opportunities for participation in high-level spaces for all.
- Everyone has the same chance of success.

Collaboration

- Better collaboration between all stakeholders; young and old, private sector and CSOs.
- Mutual sharing between the global north and south.

Governance

- Transparent governments and private corporations.
- No corruption.
- Accountability processes led by young people.

Education

- Skills-based learning and a comprehensive human rights education.
- Access to information and education for all, regardless of gender, location of social economic background.

Opportunities

- Livelihood and employment opportunities for young people in their home countries.
- Equal access to all.

"Young voices must become integral to decision making on matters that impact their lives."
Development Partner, India

"Affordable education systems that equip young people with life skills."
Alumni, Italy

"The world must recognise young people's values and respect them."
Young person, Zambia

"The mind set of our leaders has to change. They should stop looking at Young People as a threat."
Staff Member, Zimbabwe

"More jobs and training opportunities for young people to growing confidence and ambition. "
Private Sector organisation, UK

"Girls must have the ability to finish school and pursue careers and leadership opportunities."
Partner NGO, Tanzania

What needs to change in the world for young people to take up a leadership role?

The Big Conversation

What can young people do to bring about the change they want to see in the world?

Young people expressed a desire to lead development in collaboration with other stakeholders across countries and social boundaries, raise awareness on issues affecting them, mobilise and empower peers and communities to take action.

Raising awareness

- Peer-to-peer education on issues affecting young people (E.G. drug abuse, SRH, equality, environment).
- Sharing opportunities.

Leadership and empowerment

- Get involved in decision-making and work with decision-makers.
- Encouraging, inspiring and supporting peers.
- Changing perceptions.

Mobilisation and Action

- Local action based on community needs.
- Design and implement programmes.
- Work with NGOs.

Unity among youth

- Work together across countries and social boundaries.
- Promoting peace and ending conflict and violence.

> **"WE WOULD LIKE TO SEE MORE YOUNG PEOPLE AGREE AND DISAGREE WITH WORLD LEADERS IN A FREE MUTUAL RESPECT SPACE ON ISSUES THAT AFFECT OUR DEVELOPMENT. WE NEED MORE ACTION THAN RHETORIC WHEN ADDRESSING THE ISSUES THAT AFFECT THE DEVELOPMENT OF YOUNG PEOPLE"**
>
> Big Conversation Respondent

RESTLESS DEVELOPMENT
THE YOUTH-LED DEVELOPMENT AGENCY

"Support the education system working with young people to feel confident in their opinions."
Development Partner, India

"Take part in decision making starting with my community and stretching to the world at large."
Partner NGO, UK

"Improve young people's knowledge of sustainable development."
Volunteer, Zambia

"Spread information accessible to young people."
Volunteer, Brazil

"Ensure that youths are empowered with knowledge, values and life skills."
National Government Ministry, Uganda

"Help young people to take part in development issues in their country and community."
Young person, Sierra Leone

What will you do to help make this happen?

The Big Conversation

What is the role of other stakeholders in bringing about change?

There is a call for increased participation, transparency and accountability from governments and the private sector. Access to information that is youth-friendly and the creation of employment and education opportunities.

Governments

- Ensure meaningful youth participation in decision-making and enabling environments.
- Create employment and education opportunities.
- Ensure transparency and accountability through all systems of work and programming, ensuring accessibility to the data.

Private Sector

- Implement regulations to ensure transparency and accountability.
- Build young people's capacity providing them with skills training and opportunities.

Media

- Provide appropriate communications for young people.
- Stem discrimination.

> **"THERE NEEDS TO BE MORE OF A CULTURE OF CO-DESIGN AND CO-CREATION RATHER THAN TOP-DOWN MECHANISMS IN WHICH THE RHETORIC OF DEVELOPMENT HAS CHANGED BUT IN PRACTICE THE POWERFUL KEEP MAKING DECISIONS"**
>
> Big Conversation Respondent

What can Restless Development do to support and enable this change?

Restless Development has a role to play in linking young people and other stakeholders, the grassroots and global levels, the north and south, by positioning youth issues at the centre and providing evidence on the role young people play, while supporting them to realise their full potential and giving them a platform to voice their opinion and participate.

Convene

- Position youth issues globally while keeping a strong connection with young people and youth organisations on the ground.
- Provide evidence on the role that young people can and are playing.
- Analyse and challenge power/structural issues.
- Remain flexible, dynamic and adaptable to changing youth issues and the youth sector.
- Connect north and south by putting young people the centre.

Advocate

- Influence governments and work with them to develop youth-friendly and gender-sensitive policies and implementation plans.
- Support young people all the way in their advocacy actions (be brave and embrace risk).
- Provide platforms for young people's voices.
- Promote transparency, accountability and good governance.

Empower young people to realise their potential

- Put young people at the centre of programming.
- Generate awareness on the role of young people in development through (formal and informal) education.
- Enable access to education & employment opportunities.
- Facilitate young people's use and access to ICTs.
- Support young people to develop practical skills, including by linking them with resources and experts.
- Empower young people with information and supporting them to become active citizens.

Collaborate

- Work with community-based stakeholders.
- Promote participation in programming and decision-making.
- Engage youth from other sectors.

> "RESTLESS DEVELOPMENT IS A TREMENDOUS RESOURCE FOR THE BROADER INTERNATIONAL YOUTH SECTOR. THERE ARE VERY FEW   ORGANISATIONS THAT ARE ABLE TO BRIDGE THE GAP BETWEEN THE UN SECRETARY GENERAL AND A YOUNG PERSON IN, SAY, A LIBERIAN VILLAGE. THIS STRENGTHENS [AND] IS A GIFT TO THE WHOLE SECTOR"
>
> Big Conversation Respondent

CASE STUDY

How the Big Conversation is already shaping programmatic changes Restless Development Uganda

This case study was developed by KMPG Bright volunteer Frances Gallagher who spent two weeks working on the national strategy development process with our team in Uganda.

Uganda's Big Conversation

The Big Conversation results for Uganda were unpacked in a Global Strategy Consultation Report devised by the Restless Development Uganda Monitoring and Evaluation team. A close study of the findings allowed the team to identify the priority areas for Restless Development Uganda, based on the responses from young people and other stakeholders. Once the priorities were established, conclusions were drawn over how this should inform the development of programmes in Uganda, in order that they meet the needs of the young people involved in them. Changes to programmes are already underway as a result of these findings. Below are three examples which demonstrate how Restless Development Uganda has adapted programmes as a result of Big Conversation findings.

1. Practical skills for employment

As revealed by an analysis of the Big Conversation findings, increased employment opportunities ranked first in the list of priorities to be achieved by 2030 for young people in Uganda, with seventy-eight of the five-hundred-and-ten respondents identifying this priority. The Consultation Report also refers to specific comments from stakeholders which state that the education system in Uganda needs to have a greater emphasis on practical skills in order to generate well-skilled youth for the job market. To better address the need for practical skills amongst young people, Restless Development Uganda have already begun adapting several programmes. The Youth Internship programme developed a hybrid curriculum in collaboration with International Learning Organisation (ILO) that puts greater emphasis on building a practical skillset among the Alumni youth groups reached. In addition, for volunteer training some changes were suggested by the teams and action plans made. Currently all trainings enhance volunteers' practical skills to ensure they can actively demonstrate practicality when delivering programmes. Finally, Restless Uganda's Civic Participation curriculum is under review and it is intended that the new curriculum will have a clear focus towards building practical over theoretical skills.

2. Advocating for the value of young people

The recognition of young people's value was the second highest ranked priority in the Big Conversation results for Uganda and this is imperative to successfully putting young people at the forefront of development. The Consultation Report highlights that if young people are to be torch bearers of development, as indicated by UN Secretary General Ban Ki-Moon in his Synthesis Report on the post-2015 agenda, then they must be supported by the key players in development, and this involves changing the long-standing negative perceptions of young people within Ugandan communities. To address this priority, Restless Development Uganda is planning to change the way funding applications are constructed to put advocacy at the centre of programme delivery across all areas. This will communicate to current and potential partners that Restless Development is committed to ensuring decision-makers in Uganda are fully aware of the needs, and capability, of young people. In addition, Restless Development is planning to involve urban youth through direct delivery programmes, especially in the central region of Kampala. This will exemplify the capability and drive of youth in the context of the capital and consequently support national advocacy campaigns on Comprehensive Sexuality Education delivery with the central government.

3. Accommodation for specialist health needs

Access to healthcare came fourth in the priorities for young people in Uganda. It was recognised from the findings that Restless Development Uganda could do more to meet the specialist health needs of young people, in particular those living with disabilities. Consequently, there has been a concerted effort to raise the profile of young people's disability needs across all programmes. In particular, the Sustainable Livelihoods programme and the Sexual Reproductive Health Program in Karamoja, which aims to address Sexual and Reproductive Health, food insecurity, youth poverty and unemployment, has been adapted to reach more disabled youth. In partnership with Amplify Change, The 'My Voice, My Rights' programme, which uses advocacy-based methods to increase access to Comprehensive Sexuality Education and youth-friendly health services amongst young people in rural communities, has also been reoriented around young people with disabilities. An evaluation milestone has been added to the programme plan for the number of vulnerable groups of young people which are reached through the programme, meaning that the programme's success will be partly judged according to this. In order to reach more vulnerable groups, the programme aims to recruit community based organisations which are equipped to reach out to young people who are vulnerable and specifically those with disabilities.

STRAW MODELS AND STAFF CONSULTATION

Following the Big Conversation, four straw models were developed to explore emerging concepts for Restless Development's new strategy.

These models are not pure options for what the agency may look like beyond 2016; rather the concept of a straw model is to serve as a model to be pulled apart, allowing staff to assess strengths and weaknesses before ultimately building a stronger model, fit for purpose.

Summaries for the four straw models are reported below:

- **SDGs**: Contributes directly to specific SDGs while empowering young people and the youth sector to lead the national adaptation, implementation and monitoring of all 17 SDGs.
- **The Youth Sector**: develops the capacity of a targeted number of youth organisations in a number of countries to lead national change processes while joining together for collective global change.
- **The Movement**: unites young people in 50 countries to actively lead development and increase impact of campaigns and policy change at the local, national and global levels.
- **Rewired**: supports creative solutions by the young people and takes them to scale while creating spaces for young people to come together, create and innovate both online and offline.

Each Restless Development Country Programme, with the exception of Nepal, conducted a workshop session with all staff to explore the four straw models, identifying strengths and weaknesses for each model and across all four. The feedback generated through the workshop sessions was analysed by the Youth Strategy Team, and is summarised below.

MODEL 1: SDGS

Summary of Feedback

The SDGs model puts young people at the forefront of the global development agenda while aligning with donors and government priorities and leaving room for expansion and innovation, building on our experience and expertise. Restless Development will be the global banner carrier for young people.

There are however risks in abiding to a vision that is not our own, that might not address certain issues important to young people, that is not relevant to audiences outside the development sector and that might be too broad and ambitious.

Strengths

- This model puts young people at the forefront of the global development agenda.
- It gives room to expand strategic objectives and not be prescribed to narrow goals, leaving room for innovation.
- It is aligned to donor's interests and funding opportunities.
- Restless Development has experience in working in some these areas – the model will provide continuity to existing strategy.
- There are clear targets and a time frame with enough time to create change.
- It is in line with Government's priorities.

> **"THIS IS AN OPPORTUNITY TO ENSURE SUCCESS OF THE SDGS – WE'VE ALREADY PUT SO MUCH INTO THE DEVELOPMENT OF THE GOAL, AS HAS THE REST OF THE SECTOR, AND THERE IS A RISK THAT THEY COULD FAIL IF WE DON'T CONTINUE TO MOBILIZE YOUNG PEOPLE."**
>
> *Restless Development US*

Weaknesses

- It is too broad and lacks "convergence" – CPs may embark on different goals limiting ability to have a coherent global strategy.
- Restless Development lacks capacity in some of the SDGs areas – it might be too ambitious.
- It is Inaccessible to audiences outside the development sector.
- It could diminish our engagement over policy making.
- It is strongly tied to Government's priorities - over reliance upon Government goodwill.
- We would be tied to a vision that is not our own – leaving out issues that are important for young people but not included in the SDGs e.g. youth governance and disability issues.

> **"WE MAY GET LOST IN THE "GOLD RUSH" TO ACTUALIZE SDGS WHICH MAY LIMIT OUR INNOVATION AND MAKE IT DIFFICULT TO DISTINGUISH OURSELVES FROM THE DEVELOPMENT CROWD."**
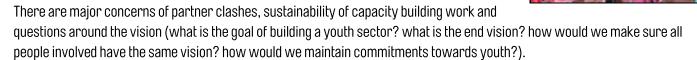>
> *Restless Development Uganda*

MODEL 2: YOUTH SECTOR

Summary of Feedback

The Youth Sector model incorporates our existing approaches (such as Direct Delivery, Shaping Policy and Practice) and has potential for the creation of a strengthened youth sector therefore filling a gap that is currently not addressed in the development sector. Restless Development's brand would be known globally and we will become the 'go to' agency for youth development at all levels, providing networks, expertise, cutting edge research and values.

There are major concerns of partner clashes, sustainability of capacity building work and questions around the vision (what is the goal of building a youth sector? what is the end vision? how would we make sure all people involved have the same vision? how would we maintain commitments towards youth?).

Strengths

- It places young people at the forefront of development building their knowledge and empowering them.

- This is a replicable model, from small villages to cities, and it will allow us to reach further remote young people, expanding across more countries and organisations.

- Restless Development has established experience in this area.

- It is attractive to donors.

- With this model there is an opportunity we could continue our Direct Delivery work and strengthen high–level influencing opportunities. It could also increase our experience in research, positioning us as consultants.

- This is an opportunity to fill an existing gap and create a united vision across youth sector, while building the capacity of other organisations.

> **"COLLABORATING WITH OTHER YOUTH ORGANISATIONS WILL BE BENEFICIAL IN ACHIEVING OUR GOAL (…) AND WOULD BE EASIER TO REACH GROUPS IN DIFFERENT AREAS AND THE AREAS WHERE WE ARE NOT CURRENTLY WORKING."**
>
> *Restless Development South Africa*

Weaknesses

- This model is partner driven/dependent. There is a risk of conflicting interests and clashing of visions.

- It is Input heavy, and relies on long-term outcomes making it hard to fundraise for.

- It is solely focused on youth – we might miss out on influencing mainstream organisations to work with young people. This could encourage segregation of youth issues.

- There are some challenges in terms of sustainability: as it grows how will we continue to support and develop emerging youth groups? How will we insure effective coordination? How can we ensure long-term commitment if the focus shifts from youth?

- There might be challenges with brand and communications.

- This model seems to lose focus on our direct delivery work, while focusing on building strong partnerships with other youth-focused organisation. This could be an area of growth for some Country Programmes but it will take time and learnings to achieve.

> **"THERE IS A CHALLENGE AROUND QUALITY ASSURANCE AND MAINTAINING STANDARDS ACROSS YOUTH SECTOR. HOW BROAD OR NARROW DO WE GO ABOUT WORKING WITH OTHER ACTORS IN TERMS OF THE INCLUSION OF OUR VALUES/MINIMUM STANDARDS?"**
>
> *Restless Development Uganda*

MODEL 3: THE MOVEMENT

Summary of Feedback

This model is flexible and dynamic, it captures the diverse needs and voices of young people, empowering them to truly lead development. Restless Development would become the 'go to' agency for youth issues globally and could become a vehicle of mass mobilization and impactful advocacy.

The predominant concerns with this model are related to practicality, dilution of focus and impact as well as exclusion of partners and donors due to political sensitivities.

Strengths

- This model capitalises on the energy and zeal of young people, unifying youth globally and empowering them to lead development.

- It nurtures constant innovation, creativity and the use of technology to remain relevant to a shifting and evolving youth population.

- It focusses on convergence of voices and it would be a source of mass mobilization and impactful advocacy at national and global levels, living space for diverse youth issues.

- It builds on Restless Development's brand and could lead to increased recognition and legitimacy, opening doors for funding opportunities.

- It has the potential to affect big policy changes and raise youth recognition while remaining inclusive and cost effective.

- Restless Development globally has a big pool of alumni with various expertise which we can tap into and empower to lead movements from various geographical locations.

> **"THIS WOULD BE TRULY YOUTH-LED AND MORE RADICAL. IT WOULD CREATE MORE LINKS BETWEEN OUR CPS AND OTHER COUNTRIES, ENABLING US TO TACKLE GLOBAL ISSUES FROM MULTIPLE ANGLES."**
>
> *Restless Development US*

Weaknesses

- It is over-reliant on technology.

- It is difficult to manage over such a large scale and expensive to execute. It will be challenging to provide clear value for money and accountability, as well as demonstrating clear impact.

- We might lose our focus and dilute our message and impact by attempting to cover every issue that affects young people.

- We could face difficulties in sufficiently coordinating young people who have come together under a movement, as well as sustaining a coherent strategy. It would be hard to decentralise without losing control.

- It could lead to Restless Development being seen as a threat by governments and viewed with scepticism by traditional donors.

- There might be clashes between national and global levels: the model might create challenges in politically sensitive national environments and clash with country-specific issues.

MODEL 4: REWIRED

Summary of Feedback

In the Rewired Model young people provide and lead solutions to development issues. Youth are an asset and they will be able to unleash their potential. This model is radical: not donor-led, forward-looking, and flexible: a real change in the way development is done. Restless Development would be generating new approaches and testing new ideas, becoming a thought leader.

The concerns with this model are that is exclusive and might leave out partners and donors that conceive development differently, it doesn't take into account previous experience and it might take a very long time to see its impact.

Strengths

- This model nurtures young people's ideas, solutions and innovation.
- It could generate unrestricted and flexible funds, it's more sustainable and less donor-led.
- It encourages the creation of new partnerships, opening access to partners and funders who value innovation and learning from failure.
- It is a unique and radical model in this sector; it's brave and takes on new challenges and a more free thinking approach.
- It builds on Restless Development existing skills and flexibility while raising our profile.

"THIS WILL BE WALKING THE TALK, BUILDING ON THE FOUNDATION THAT WE HAVE BEEN CREATING FOR THE PAST YEARS.   IMPLEMENTING RESTLESS RE – WIRED WILL REVITALIZE THE VIBE WITHIN AND AMONGST YOUTHS, STAFF AND PARTNERS, PARTICULARLY IF THIS IS DONE WITH A LOT OF INNOVATIONS."

Restless Development Zimbabwe

Weaknesses

- This model may exclude some people we are currently working with such as governments, donors, 'traditional' development partners and some young people.

- It doesn't build on previous experience. There is a risk in discounting decades of evidence and learnings.

- It could take a very long time to see outcomes and impact and there is a reputational risk if the innovations fail.

- We would need to invest a lot of time and energies in sensitising people and organisations to adhere to our new model. That could also mean huge costs.

- It's hard to fund.

- There is an over-reliance on tech.

> "THE ONLINE OPTION FOR YOUNG PEOPLE TO NETWORK AND INNOVATE WILL NOT ALLOW US TO CUT ACROSS THE MAJORITY OF OUR TARGET GROUP, THIS IS BECAUSE NOT EVERYBODY HAS THE ACCESS TO TECHNOLOGY
> AND HENCE THIS WILL HINDER SOME PEOPLE FROM PARTICIPATING."
>
> *Restless Development Zambia*

SWOT ANALYSIS OF STRAW MODELS

Drawing from the staff feedback analysis on the four straw models, the Youth Strategy Team ran a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis across all the 4 straw models. This analysis helps to provide an overall summary of staff feedback on the types of emerging strategy options.

STRENGTHS

- **Youth Led**: all models place young people at the forefront of development, empowering them to lead.

- **Continuity**: there is a sense of continuity from the existing Global Strategy and an opportunity to build on our strengths, skills and experience as an organisation.

- **Flexibility**: the models allow us to keep our flexible and organic nature, responding to new challenges while applying a free thinking approach.

- **Inclusivity**: the majority if the models will work across different countries and allow us to reach more diverse groups of young people.

WEAKNESSES

- **Feasibility**: some models are not realistic in terms of number of people we can reach, will be hard to fundraise for and will put stress on our operations.
- **Capacity**: we don't have adequate resources, structures and systems as well as expertise to deliver on some of these models.
- **Impact**: there are concerns about the sustainability of some of the models and the fact that it might be hard to measure and demonstrate impact.
- **Clarity**: the need for more clarity around objectives, targets, numbers and focus was highlighted.

OPPORTUNITIES

- **New Partnerships**: some of the models will open access to different sorts of partners, such as new types of donors and organisations as well as universities.
- **Innovation**: there is an appetite for innovation that is fulfilled with some of the models, allowing us to try new approaches, technologies or respond to new challenges.
- **Funding**: we could tap into different funding opportunities such as consortiums and social innovations models.
- **Positioning**: the models present opportunities to raise our profile and position our self as the go-to agency.
- **Expansion**: we will be able to reach more people, work in more countries and tackle global issues from multiple angles.

THREATS

- **Identity**: with some models there is a risk of diluting our values, vision and core business.
- **Partnerships**: concerns were raised about leaving behind traditional development partners we are currently working with, donors that only fund evidenced based approaches as well as governments that might start seeing us a threat.

- **Funding**: Some of the models will be difficult to fundraise for due to messaging, scepticism and competition. Certain types of donors that are outside the development sector and will find some models inaccessible.

- **Focus**: with the majority of the models there are some risks of losing our focus, whether that's by trying to cover too many issues affecting young people, working in countries where we don't have a physical presence or leaving behind our work at the local level.

- **Risk Management**: there are some risks that would need to be managed within each model. For example: are we going to be able to mobilise young people in new countries without stepping over local organisations? Is there a chance that we lose control? What happens if the SDGs fail?

SUGGESTED COMPONENTS FOR THE NEW STRATEGY MODEL

RECOMMENDATIONS

1. **Education** is a priority. But what does this mean? The findings suggest it's not solely attending school – it's about accessing the skills needed to play an active role in society and achieve ambitions. Young people call on education providers and the private sector to help them develop relevant life and practical skills and they remain ready to support and mobilise their peers.

2. **Inequality** was identified as a root cause of the most pressing issues for young people globally. Issues raised included access to education and learning, employment and income-generating opportunities, and meaningful spaces to participate. The consultations highlighted a sense of urgency amongst young people to address such inequalities at local, national and global levels.

3. The findings reiterated the **diversity** of young people and challenge us – and our sector – to reflect on whether we are engaging young people in *all* their diversity, including the hardest to reach. There was also a call for Restless Development to continue to challenge imbalanced structures and power – between North and South, between old and young, and between governments and their citizens.

4. t was highlighted how Restless Development can, and does, play the role of a **convener and facilitator** in order to put young people at the heart of the development. However, as we grow in scale and influence, we cannot forget who we are ultimately **accountable to – young people**. We should remain **bold, innovative and reactive** to their needs and ideas while continuing to build relationships with government, institutions and other powerful stakeholders.

5. Young people are ready to take up – and are calling for – **a leadership role** in the development of our youth programs and take up decision-making roles at all levels of our organisation. The new global strategy provides an opportunity to redefine how we engage young people in processes such as the development of strategies as well as the design of projects, programmes and in monitoring and evaluation frameworks.

6. Agency members expressed energy and enthusiasm for **innovation and expansion** – whether in terms of new countries, new areas of work, increased scale and reach or greater levels of influence. However, they stressed the importance of maintaining a **sustainable model** with realistic objectives and the intended impact clearly articulated to avoid putting excessive strain on the agency.

7. Working at the community level was identified as our 'core business' and our values as implicit to our success. With growth and diversification we must not lose our **connection to the grassroots** or dilute our **values**.

APPENDIX

Big Conversation website page: http://restlessdevelopment.org/big-conversation

Big Conversation data set (Excel and CSV): http://restlessdevelopment.org/big-conversation

Big Conversation blog series: https://wearerestless.wordpress.com/tag/bigconversation/