

**Restless Development
Minutes of Trustee Meeting 26th January 2021**

Minutes of Trustee Meeting, 26th January 2021. Attendance is reflected in the table below. Members of the International Board of Trustees are listed on the left; Senior Leadership Team members are listed on the right. Charlotte Eaton, the chair, opened the meeting and welcomed all those attending. Apologies were sent by Hannah Bronwin, Jenny Wilson & Christina Lewis.

Meeting Dates	20 Nov	29 Jan	23 Apr	23 July	10 Sept	26 Nov	3 Dec	28 Jan	26 Mar	4 Apr	28 Apr	28 Jul	15 Sep	24 Nov	26 Jan		20 Nov	29 Jan	23 Apr	23 July	10 Sep	26 Nov	3 Dec	28 Jan	26 Mar	4 Apr	28 Apr	28 Jul	15 Sep	24 Nov	26 Jan	
Charlotte Eaton	●	●	●	○	●	●	●	●	*	*	*	*	*	*	*	Perry Maddox	●	●	●	●	●	●	●	●	*	*	○	*	*	*	*	
Hannah Bronwin	●	●	●	○	*	●	●	●	○	*	*	*	*	*	○	Alex Kent	○	○	●	●	○	●	●	○	○	○	*	*	*	*	*	
Affan Cheema	●	●	●	●	●	*	●	●	*	○	*	*	*	*	*	Gemma Graham	○	●	*	●	●	●	●	●	*	*	*	*	*	○	*	
Jon Gorrie	●	●	●	○	●	●	●	●	*	*	*	*	*	*	*	Kate Muhwezi	*	*	●	●	●	●	●	●	*	*	*	*	○	*	*	
Bella Mosellmans	○	●	●	●	○	●	●	●	○	○	*	*	*	*	*	Ed Francis	●	●	*	*	*	*	*	*	○	○	*	*	*	*	⊠	
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Jenny Wilson	●	●	●	●	*	*	●	*	○	*	○	*	*	*	○	Segun Olowookere	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	*	*	*	*	*	*	
Mark Dickinson	○	●	○	●	○	●	●	●	*	*	*	*	○	*	*	Laura Barker	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	*	*	○	*	*	*	*	
Paul Wafer	●	●	●	●	*	●	●	●	*	*	*	*	*	*	*	Keith Short	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	*	*	
Amelia Pan	●	●	●	○	○	●	○	●	*	○	*	*	*	○	*	James Sole	●	●	○	●	●	●	●	●	○	○	⊠	⊠	⊠	⊠	⊠	
Matt Beard	●	*	○	○	○	○	●	○	○	*	*	○	*	*	*	Katie Rowberry	●	●	○	●	●	●	●	●	○	○	*	○	○	⊠	⊠	
Tom Allen	●	●	●	●	●	●	●	●	○	*	*	*	*	*	*	Alex Stewart	●	●	●	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	
Lucinda Moore	⊠	⊠	⊠	●	○	●	●	●	*	*	*	*	*	*	*	Klara Schmitz	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	*	⊠	⊠	⊠	⊠	
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Antoinette Boateng	*	●	●	*	●	●	●	○	○	⊠	⊠	⊠	⊠	⊠	⊠																	
Carol Monoyios	●	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠	⊠																	

- In attendance ○ Absent/Apologies ☒ Not a Trustee/Resigned * Via Phone/Skype

1. **Welcome.** Charlotte Eaton, Board Chair, welcomed everyone to the meeting and wished everyone a Happy New Year. Charlotte shared her congratulations and well wishes on behalf of the board to Hannah who's baby safely arrived. Charlotte commented that this is Affan's last meeting and Paul will be taking on the role of Chair of the Programmes Committee.
2. **Minutes and Matters Arising.** Charlotte shared there was only one outstanding action which was changing the times of the board meeting to be more inclusive across time zones and this will commence from April onwards.

Charlotte has reviewed the minutes from last meeting and has not received any amends or changes so they are all approved.

3. **Youth Power Spotlight.** Charlotte welcomed Shagun to the meeting. Shagun shared that she has been working in an urban slum in Delhi from 2019 on family planning and gender equality. Through speaking to the community, through a team of changemakers, she recognised a need for family planning and support on gender based violence and spoke to them about finding solutions to the issues together. During Covid her team were still able to conduct the surveys and collect data and her team were the first to hit their targets on data collection. Right now Shagun is analysing the data to create a report to put towards stakeholders to show them the problems the communities are facing and implement a scheme to solve these problems.

Shagun asked as we are working in a fast paced manner what is our strategic plan which ensures youth can localise sustainable goals and no one is left behind? Alex replied that Shagun's question is spot on and we are trying to do that by enabling young leaders to effectively lead, investing in young people to have skills, resources and networks to lead that change and secondly connecting youth collective societies and organisations. Young people are leading in research and feeding back into a framework that will achieve our global goals and a just and sustainable world.

Affan asked about young people taking on gender based violence in a society that has society cultural norms, what challenges are you facing in that area? And, how have you had to adapt the work due to Covid? Shagun replied that young people including herself are able to share and question gender based violence with their families and advocate for what they believe in. Shagun mentioned that when she would go into communities she would make women feel comfortable which allows them to open up to her. She gave an example of a young woman who was experiencing gender based violence and Shagun helped her in the way she wanted to be, by helping her sister, building a resume and helping her get a job. Shagun noted we need to have one on one experiences to make people feel safe and help them in the ways they suggest. On the second question when Shagun shifted online it was a challenge as not everyone can access the internet but they arranged Covid relief work with stakeholders which enabled her to support her community in other ways.

Charlotte commented that she is forever inspired by the stories of young people and shared her thanks to Shagun for joining.

4. **WeLead Spotlight.** Perry introduced Sabina and commented she is here to talk about the Dutch MFA funded, HIVOS's led consortium for the programme - WeLead. Sabina shared that she is the Interim Head of Business Development and has spent the last 12months working on the We Lead proposal and consortium development and shared her presentation of 10 things to know about WeLead in 10minutes.

1. **Youth Leadership** - It is essential to the WeLead programme and is central to how we believe change happens. There is allocated time for young people to design and change the programme as well as four young people on the committee.
2. **Feminist Leadership** - The way WeLead consortium leadership was managed was based on Feminist leadership with wellbeing and checking in at its core.
3. **Rightsholders** - Women will be at the centre of the programme and it does not shy away from working with the most marginalised women. They are called Rightsholders as they hold rights but it is not recognised on the field.
4. **Intersectionality** - WeLead identifies and targets those in multiple marginalised groups. For example young trans women with HIV.
5. **Movement Building** - The overarching objective is to build young led sexual and reproductive rights through a Community of Action. We will recruit and coach young facilitators who in turn will work with the Community of Action to deliver the work.
6. **“The Art of Balancing Power”** - There is an unequal power that exists and the programme has been designed to give power to young women to deliver the work themselves. WeLead is a process not a programme.
7. **Dynamic Accountability** - There will be annual Community of Action survey opportunities for young women to rate the consortium on the support they are receiving and we can track the progress.
8. **Money is power** - WeLead will be regranting 50% (€20m) to youth civil society organisations run by women, and young women will have a say in how the funding is allocated.
9. **New Geographies** - WeLead is taking us to new places, South America, Mozambique and Nigeria. Restless will have Restless Staff in all 3 of the regions to support and ensure regional coordination and learning.
10. **True Partnership** - The reason we were able to design the programme is due to the strong relationship with Hivos and Feminist Leadership. Sabina spoke through the other 5 organisations we are in partnership with on this programme.

Charlotte shared her thanks to Sabina and opened up for questions. Jon commented that it sounds really exciting and it would be good to know why the 9 countries that have been chosen and in particular the challenges in Uganda? Sabina replied the Restless staff member who will lead this initiative will be based in Uganda and so will the Senior Manager and Research Manager. The countries were selected based on the youth networks the consortium had.

Matt thanked Sabina for the presentation and it looks like a radical and exciting project. As the leader of a LBGT organisation it is great to see and Restless can use this as a gateway programme to embrace and be in this space. What is the consortiums LBGT experience? Sabina replied that she completely agrees and she herself has learnt so much by being involved and noted that Positive Vibes and Hivos have the expertise and knowledge that they will bring on LBGT. Perry noted this is a strategic change and he is confident on how we have used the Development Alternative as a change process and we will do the same with WeLead and we will draw on the feminist approaches.

Charlotte thanked Sabina for sharing information about WeLead and giving out loads of joy and passion about the programme.

5. CEO Report.

Perry noted that it has been a short quarter but with a lot of transitions and new teams following restructures in Zambia, UK/ International and Uganda. The ICS programme came to an end which included an operational wind down. The new International structure is up and running with the three lenses: Resourcing, Agency, Strategy and that there has been a notable leadership change. We are currently interviewing 12 candidates for the Young Leader roles on the Restless Leadership Team and will announce the successful candidates on Friday for them to start in April.

There has been a big focus on wellbeing and taking care of our teams. On the income side there has been lots of progress and he is confident on the

remaining pipeline. There is currently a small post pipeline shortfall projected but there are a lot of promising opportunities in the pipeline and some that are in stage 4 and not showing, but we believe will translate by Q3. The goal is to balance and to increase reserves this year.

Perry shared he will talk more about the strategic direction in the next meeting but the disruption of pandemic has evolved the agency and you can see that in the last quarter. We are seeing growth and wins in innovative programmes, our Youth Collective offer, Development Alternative is working through thought leadership, partnership generation and the strategic elevation of models is coming along well. We are evolving in the fundraising space and advancing with our Inclusive Anti racism work. Kate is looking at our License agreement and subletting the office to other organisations.

Perry noted that he is going on his final stage of parenting leave for the month of February. There will not be a formal handover but working through Kate, Gemma and Alex in three lenses and Kate and Gemma will report to Charlotte in his absence.

Charlotte commented that External Engagement has come such a long way and what we are achieving in terms of our strategic direction. Charlotte opened up for questions.

Paul asked in terms of recent wins and new funders it sounds like a good hit rate but was this through a sense of good luck or are we getting better at bids? Perry replied that we have a well bedded team that are working better than ever. Gemma said that last quarter we had a high level of response rate on proposals due to decisions that were delayed because of Covid. We won 17 out of 21 which was very good and we are looking at the analysis for why we win a large number of small value proposals and lose large value amount ones.

6. Finance Committee Report. Jon introduced Segun's presentation and shared that our income position is good but going forward we have a number of things coming that we need to sign off on, we have to write a paragraph for the Annual Report on what our reserves are and how we will address any shortfall.

Segun shared his screen and our emerging draft year end figures. We completed the first half of the audit before Christmas and we are working on the second part now and we will share a report early April.

Our income for this financial year has increased to £8m and in our Q1 position almost all of the hubs are balanced pre-pipeline. There is a strong pipeline. We discussed it during the F&A Committee.

Charlotte thanked Segun and appreciated everything you are doing for Restless.

7. Resource Mobilisation Committee Report. Matt shared that they discussed the same challenges Perry, Jon and Segun have already spoken about in their committee meeting and highlighted the incredible conversation rate of opportunities (17 out of 21). There is good progress but there is considerable risk and the Guardian Article highlights how present it is. They also discussed how the team is prioritising self care within their own objectives of meeting targets.

Gemma noted that we actually won £3.9m last quarter but only £2m will be in this financial year. The Business Development team has a new structure and we have put alot of focus on changing our ways of working, being connected with all hubs, having targets in place, using feminist leadership, power shifting and philanthropy and working with partners. There is a fundraising regulator in the UK who we have to be compliant with and we are currently going

through the regulations with the Committee and will update on this next quarter.

Charlotte commented that it was such a strong quarter and this is testament to the team. No questions were asked by the board.

8. External Engagement Committee. Amelia shared that our aim is to enable youth led change for a just and sustainable world, and to achieve this will stay focused on our four goals (Strengthen and increase progress young leaders, Strengthen Youth Civil Society, Enable youth-led research, insights and strategies and Restore the Power). This will be done through four thematic issues: Education & Livelihoods, Accountability, Climate, Gender & Reproductive Justice. We are looking at how young people can be climate resilient and link it to systemic change and using things like digital engagement and youth collective to propel those.

Alex shared that through the strategy, the lenses and WeLead we are hoping to test and learn what is the best of the best and what makes youth power and youth leadership. We want to develop the Youth Power Principles this year and take these to stakeholders and continue to be seen as leading the sectors in this area. We dug into the risks during the committee meeting.

Affan commented that it is COP at the end of the year and asked if there have been conversations of us positioning ourselves in the US in the area of Climate Change? Alex replied that our focus to date and unique value add is our connection with the global south. Our research and livelihoods work is in response to climate adaptation and connecting it to the wider youth sector.

9. People Committee Report.

Christina shared we have successfully completed the second data capture of our Diversity profiles in hubs and these have been shared with each hub and we looked deeper into the data in the committee meeting. The Diversity Equity and Inclusion work and global profile will be shared in our Global Re-inductions and everyone will get a chance to feed into the action plans.

Christina noted that the percentage of young people in the organisation is decreasing and we are taking a deeper dive into the data to understand where we are under-representing and speaking to hub directors to get their feedback. We discussed in the committee to ensure we are utilising the young people we do have.

Christina mentioned that the Agency Survey Results are in and we will be communicating this with the committee and board in the next meeting. We are running Salary Review Straw Model Workshops and all feedback should be collected by mid April and we will meet as an Advisory Salary Group to build a model and provide an update in the next board meeting.

Mark commented that the people team are supporting themselves and the rest of organisation and discussed in the committee coping mechanisms, resources and what other organisations are doing. Mark is confident in what Restless is doing and asked all board members to share if they have any examples of how you are keeping staff resilient. Charlotte agreed and shared she has taken things from Restless to use with her team.

Paul asked will you bring the Salary Review Model to the board as this something he would like to hear more on? Christina replied that once we have a hybrid model we will have to get full consensus from Global Directors and then we will bring it to the board.

Edleen reiterated Mark's point that in these difficult times, people are the most important asset and everyone needs to take time to reprioritise.

10. Programmes Policy & Practise Committee Report. Keith shared that there has been disruptions with programmes due to the pandemic: Zimbabwe is in lockdown and cases are on the rise in Zambia and Sierra Leone. It is expected there will be new dimensions and scepticism about vaccines and we will have to factor that into our response work. Keith shared that ICS has now finished but the final year of work in Nepal, Uganda and UK was really successful and we hit all of our targets. We also have a strategy on how to use the volunteers and capture the learnings from that programme.

Keith shared we are developing an evidence and learning strategy led by the programmes team, but working across the agency. Looking at how we can strengthen our portfolio oversight, track performance and challenges over our programmes and have a clear line of sight if there are issues emerging.

Affan shared that it was the first committee post restructure and Natalie joined inputting from a Development Alternative perspective which worked well. Bella noted she was unable to make the committee, but gave her thanks to Keith who had a call with her after to answer questions.

11. Quality Assurance.

Kate shared that there was one incident last quarter. This has now been closed, the member in question was dismissed, the case was handed over to police and we will be sharing this with the Charity Commission. We are taking further steps to understand the risks of having a larger digital presence by completing a device audit and renewing our Safeguarding Officer teams in hubs.

Kate mentioned that we have adjusted the QA framework to simplify it and maintained high performance into the new year but with some reductions as there were delays on the reinduction training. International has been reported on for the first time and the comparable scores are lower due to working in new teams after restructure. The Virtual Audit programme has kicked off, everyone has been recruited and it is due to take place in May / June. We are also establishing the virtual review visits and taking learning from the one visit Perry conducted with India and Nepal last year.

There were relatively small changes of risk as it was a small quarter. The Major Incidents & Disasters risk has increased due to the Covid Pandemic and political tensions on the horizon - US and Uganda elections.

Matt shared that Assess Now provides free digital service audits to civil campaign and society groups. Kate said she would share this with Sam to look into.

12. AOB. Charlotte shared a big thank you to everyone for streamlining their board papers and felt like it was really concise on points. Charlotte shared that she discussed 5 years scenario planning with Perry which he will share in the next meeting. There are continuing conversations on diversifying the board starting with the two new trustees who we are hiring as we look for young candidates in Africa and Asia. Charlotte recognised that everyone fully supports this effort.

Charlotte gave a reminder to all board members to feel comfortable asking challenging questions and raise difficult points.

Charlotte mentioned that this is Affan's last board meeting and he has been someone who has constantly had a strong voice in the room and asked the right questions. Charlotte added he is greatly admired and on behalf of the board shared a massive thank you for his contribution. Perry shared that Affan has been a pivotal part of the Programmes committee which has added huge value, taken guidance and inspiration from his leadership. There is a huge amount of appreciation from everyone at Restless and Perry thanked him for all of his support.



Affan thanked Perry and Charlotte for the kind words and commented that as board members we get a lot from Restless as well. Restless is not like an NGO and is agile, passionate and turns anything into an opportunity. Affan shared it has been 5 years on the board and it is a good time to let new people join. He thanked everyone on SLT and the board and although it is a goodbye from the board he will be in other spaces.

13. Close of meeting. The meeting ended at 18:43..