

Restless Development Minutes of Trustee Meeting

Attendance: See table at end of document	Date: 29th July 2026	Recorder: Charity Bafana
Location: Zoom	Time: 11:00 - 14:00 GMT	Approved:

Agenda	1. Welcome and Check-in 2. Approval of Previous Minutes and Actions 3. State of the Agency Report 4. Youth Spotlight 5. Fundraising Engagement Session (MM/Sri)		6. Financial Position 7. People Committee 8. Strategy Committee 9. Business Committee 10. AOB	
Actions Updates	Actions from Meeting(s)	Lead	Status update/timeline	Progress
1.	Complete outstanding Companies House ID verification for trustees, with reminders and support provided where needed.	JW		
2.	Circulate resolution for closing INGO in Nepal following Board approval.	NP		

Agenda	
Welcome (JW)	JW opened the meeting and welcomed everyone. In the absence of a scheduled Trustee Spotlight, JW invited a round-robin check-in from all trustees and staff on personal and quarterly updates. Apologies were logged from LM and FB
Approval of Previous Minutes and Actions (JW)	JW reviewed the actions from the previous meeting (6th May 2026); no objections were raised and the previous minutes were taken as approved.

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	A review an update of previous actions: • Strengthening fundraising engagement with trustees ongoing - a dedicated session was scheduled later in this meeting with MM and SH. • Finalise and circulate audited accounts for signature - completed. • Continue support for Zambia finance systems improvements - complete. • Increase trustee engagement in organisational communications and advocacy noted as an ongoing, continuous action, to be revisited later in the session.
State of the Agency Report (AK / KM)	AK (AK) presented the State of the Agency report, describing another busy quarter for the organisation. • The audited accounts and annual report were completed through strong collective effort across all teams; trustees were encouraged to read and share the Annual Report. • The report sets out how Restless Development is working to better articulate “youth power” and what shifting power and resources to young leaders means in practice, including learning from various funds being tested (referenced on page 10 of the report). • Of the organisation's approximately £9m annual turnover, around £2m has been unlocked and channelled directly to youth-led organisations - AK highlighted this as significant. • This work is feeding into new funding proposals, including civil society strengthening proposals aligned with the organisation's strategy and youth-led funding approach, alongside several others in the pipeline. • Israel (the organisation's new fundraising coordinator) represented Restless Development at the Segal Family Foundation Conference in Nairobi; and was noted as doing excellent work building relationships in Nairobi. • The AI research report was launched via webinar the previous week to a strong turnout, generating discussion on youth engagement with AI. • The Schools Triathlon programme reached its 10-year anniversary: over £8 million raised to date, with more than 55,000 children having taken part across 66 events; celebrations are planned for September, with a view to deepening engagement following this milestone. JW highlighted a standout youth “power up” statistic featured at the end of the State of the Agency report, and thanked the team for the wide effort behind the Annual Report. A trustee also praised the accompanying climate short film included in the report's “things to watch” section. No further questions were raised by trustees at this point.

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Youth Spotlight (DN)	JW welcomed DN, who joined from Songwe region, Tanzania, where she is currently implementing a project working with adolescent participants aged 10–19. DN briefly introduced her fellow youth participants joining from a nearby location, and experienced a temporary connectivity drop mid-session before rejoining. • DN joined Restless Development in 2023 as a volunteer, working on a rural community project and becoming a values champion during that time. • She progressed from volunteer to Youth Officer, and now supervises fellow young people and young leaders in project implementation – a step she described as a significant milestone in her journey. • She described Restless Development as feeling like family, and spoke of the organisation providing a platform to pursue her long-standing passion for working with young people on voice, governance, health, and talent development. • Her current project focuses on adolescents aged 10–19, covering sexual and reproductive health, nutrition, gender equity, and HIV/AIDS awareness and prevention. • CB was noted to have previously visited DN's team in Tanzania during a training session. In response to a question from JW on her long-term ambitions, DN shared that she has always been drawn to organising and mentoring young people (recalling early leadership experiences at school), and that her ambition over the next ten years is to lead a large network of young people, using her experience across all levels of grassroots work to mentor others into leadership. •
Financial Position	Financial Position and Business Committee • Strong Q3 financial position because of the use of conservative approach to projections. • Target was 9m and achieved was 9.9 million. • 4.4 million secured for the next financial year. • Total secured income was showing a 7.7% increase from the reforecast • 48k contribution to the reserves. • Growth seen in Tanzania and Zambia Hubs income. • Cashflow in a good position – 15 month cashflow. • Hi level 26/27 position- 4.4 m for Hubs and its 6.7 mil overall but better picture will be produced in September. • Audit feedback: There is a need to build reserve funds of at least 50k per annum

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	JD- noted the amount of work that went in the last 3 months and said that the team acknowledged the challenges well. It is looking like it's going to be a strong fundraising year with funds being contributed to reserves as opposed to taking from them. Triathlons were very successful - raising £1.8m. SH presented a new grant dashboard that displays the funding position of the organisation- which is effective in tracking funding at the pod and Hub level, however its success rests on the full utilisation by users.
Fundraising Engagement Deep dive	MM presented a deep dive into fundraising. Started with the feedback on the business position, emerging issues in the space and the challenges. • Q3 update- Secured income for 25/26- 5.9m secured against a Hub target of 4.4 m and 2.2m secured against a Global income target of 2.6m • Emerging issues: there is slower income generation - Only 208k pounds was secured in Q3 bringing total program funding won this financial year to 1.6m compared to 6.4m at the same point last year. Although win rates remain high at 43% compared to a sector average of 10%. There are mitigation measures in place for example no Hub should budget for unsecured income next FY. There is also an observation that donors are delaying decisions - several high value proposals remain under consideration well beyond anticipated decision dates, delaying income recognition rather than reflecting proposal quality. • Question to the board: How can we convert some existing funders who provide programme funding to start providing core funding. • Pending proposals- #Iwill Fund, UNFPA, Mastercard, KNH and Founders Pledge, new donors and upcoming cultivations were shared. As well as some potential that have potentially gone cold. Team asking the Board on how to engage better or approaching cold funders. • Strategic events: Global Partnerships Conference, Women Deliver, Evidence to Impact Symposium and the East Africa Philanthropy Network. In Nairobi the agency was represented at the Segal 2026 event • Investment in visibility - continue investment in organisation visibility through website improvements and external recognition, including being shortlisted for the Global Good Employer of the year. • Funding cliff and risks of renewal: current renewal rate is at 28% (lower than sector average) with 12/26 active grants due to end within the next six months. Several Hubs are operating without dedicated fundraising capacity. Recent leadership transitions across multiple hubs also mean new donor relationships are still being established.

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	Operational risks: Governance and re-registration processes in India and Nepal continue to require careful management Questions for discussion • How do we increase our grant retention? • How do we convert donors from grants to core funding? Comment/Questions JW: What is the feedback from networks around longer donor feedback and what are organizations sharing that are receiving core-funding. Response from MM - some bigger donors are applying for smaller grants which increases competition. Another reason is that some organisations are now reviewing their strategies. WO: Are we capturing why donors renew and don't renew and note down common themes. Team action: continue engagements with funders and also share individualized updates. Capture information/ data on feedback from funders better in order to gain lessons EK comment: acknowledged that big actors are increasingly opening themselves up to smaller grants. Asked a question of the total size of grants being applied for. ND - we should have courageous conversations and make the request for core funding. Bring different people to different conversations with the same organization. Is there an organization for Restless to have a 1-2 pager on the value of unrestricted funding that will give funders the opportunity to see the impact of having unrestricted funding. MC asked a question around AI and its use - whether it impacts youth employment globally. JW said this is worth having a broader discussion on this forum in the near future. Other members highlighted confidence in AI and it allows work to take place smarter. JD - ensure we get through to the right market places with the right voices. Ask how we are cultivating funding, using the different people, and using different modes of communication in order to appeal to different donors. Challenge to the restless team - how do we use the youth voices like DN to get to the funders?
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	AK highlighted the amount of effort the Resource Mobilisation team is doing in setting up systems that will help improve the organisation's capacity to raise funds as well as track progress across all Hubs. TA: shared how best Restless can make use of AI platforms and also use them to cross reference or cross check facts.
People Committee (EJ)	EJ presented updates from the People Committee meeting: • Core people and HR services provided across the agency. • 77% completion rate of assessments from both employees and managers • Highlighted the Global Good Awards under Employer of the Year the awards ceremony taking place in September Under Governance, all boards have now been engaged for feedback and now getting reading for the Collaborative agreement signed which most boards have engaged with and shared their input. NP gave an update on Nepa I- which has been registered as an INGO but in the past years with the expansion and contraction of the Hub a recommendation that has come from various entities is for the Hub to be registered as a national entity. This is also aligned with our powershifting principles and this will allow Nepal the opportunity to be able to access funds and partner with local organisations within Nepal. The request is therefore for Board approval to close the registered INGO and register the Hub as a local organization. The People and Governance Committee endorsed this request and therefore asked the Board to do the same. The Chair welcomed members to vote and all members present approved the closure of the Nepal INGO and registration of Nepal Hub locally. Resolution: • Pass the resolution for Nepal Hub to deregister as an INGO and register in Nepal as a national organization. All 10 board members present approved.
Strategy & Impact Committee (PS)	PS presented the updates from the Strategy and Impact Committee meeting. External engagement: RD is engaged in all key spaces. Maria, Eglah and 5 young people represented the organisation at the Arise event held in Ethiopia. AI for good research webinar was held with a high attendance of 300 participants. Restless Development was also represented at the Segal Family Foundation event in Kenya. Restless Development was also represented at the Aids Conference. SVRI- Freya and Maria will attend and use that to soft launch the State of the Youth

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	Research and there will be representatives at the EVAC Ministerial. The National Lottery Fund application has moved to the second stage. Annual Planning update: Committee discussed the fundable and findable strategy and what the organisation's priorities were and external visibility as well as the increasing external use of the theory of change. Risk register: Risk scores remain broadly stable across all indicators. The team has set various mitigation measures with progress on these reported on in Q4.
AOB (JW)	From JW-There are still some members still to do the ID verification for Company House- deadline is in November. JW will forward an email as a reminder to members. MC and PS will be supported separately on this process as the requirements are a bit different for them.

Attendance: Trustees	4th February 2026	6th May 2026	29th July 2026	Attendance: Staff	4th February 2026	6th May 2026	29th July 2026
Bella Mosselmans	○	●	●	Charity Bafana	●	●	●
Jenny Wilson	●	●	●	Alex Kent	●	●	●
Mafipe Chunga	●	●	●	Natalie Agboeze	●	○	○
Winnie Owako	●	●	●	Kate Muhwezi	●	●	●
Tom Allen	●	●	●	Sunil Mahawar	●	●	●
Lucinda Moore	○	●	○	Nikita Khanna	●	●	●
Edleen John	●	●	●	Nalini Paul	○	○	●

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Pooja Singh	●	●	●	Megan McKinnon	●	○	●
Nicola Dean	●	●	●	Shripathi Hadigal	○	●	○
Justin Derbyshire	○	●	●				
Francesca Bowen	●	●	○				
Eshban Kwesiga	●	●	●				

● In attendance

○ Absent/Apologies

☒ Not a Trustee/Resigned

* Via Zoom

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