

Raleigh International Trust

Annual Report and Financial Statements

Year ended 31 December 2016



Company registration (England & Wales):
Charity registration (England & Wales):
Charity registration (Scotland):

03059479
1047653
SC040023

Raleigh
International

Contents

An introduction to the Annual Report 2016	2 – 3
Report of the Board of Trustees	4 – 27
• Achievements and outputs in 2016	5 – 21
○ Goal 1: Increase environmental sustainability & community resilience	6
○ Goal 2: Inspire young leaders	13
○ Build on the Raleigh way	19
○ Grow the recognition of the impact of Raleigh's work	20
• Diversify funding	23 – 24
• Developing our people and organisation	25 – 26
• Plans for 2017	27
Financial review	28 – 29
Legal and administrative details	30 – 31
Statement of trustees' responsibilities	32
Independent auditors' report	33 – 34
Consolidated Statement of Financial Activities	35
Consolidated and charity balance sheets	36
Consolidated and charity statements of cash flow	37
Notes to the accounts	38 – 49

An introduction to the 2016 Annual Report

Young people can change the world, and this Annual Report highlights the difference that the energy, optimism and creativity of our international volunteers, alumni and staff have made in the last year to some of the seemingly intractable global problems of poverty and development. Working side by side with communities, we are continuing to use enterprising youth volunteers from within developing countries and from overseas to bring clean water and sanitation, awareness about the environment and development of local businesses to remote and disadvantaged communities around the world.

We continued to develop our monitoring, evaluation and learning systems. This allows us to demonstrate longer-term impact for the communities in which we work and for the youth volunteers we work through. Critically, this also helps us learn and constantly improve the quality of our programmes. In 2016 we commissioned independent external experts to look at the impact of our livelihoods and WASH programmes and undertake a long-term evaluation of the value of our Expedition programme to Raleigh in-country volunteers. At Raleigh, we are always open to discovery and new ways of learning and we hope that the research will be a valuable addition to the sparse body of evidence that explores the long-term socio-economic and personal impacts of in-country volunteering.

In 2016 the Board of Trustees continued to ensure that the charity is sustainable and constructively challenged the Senior Management Team to deliver even greater impact on poverty and on the lives of young people. We again reviewed the skills needed on the Board and recruited new trustees, including two young people with recent experience of volunteering with Raleigh. Most importantly, the Raleigh Board remains committed to accountability and transparency, while also ensuring that we work through our values: finding the courage, being open to discovery, never giving up, creating impact together, and acting with integrity.

After four enthralling years as the Chair of Trustees, I have now retired as a Trustee of Raleigh International Trust. I am excited that the Board has appointed Dr Khalid Koser MBE as my successor and I am sure that Raleigh will continue to prosper under his leadership.

Marie Staunton CBE, Chair of Trustees (until 30 March 2017)

Our work in 2016 demonstrated the importance of engaging youth as partners and leaders in development. Across the year more than 2,000 young people from over 30 countries contributed through our programmes towards the achievement of the Global Goals for Sustainable Development. Working alongside local people in disadvantaged communities, they delivered projects which contributed to improved protection of natural environments around the world; promoted sustainable livelihoods; and, increased access to safe water and sanitation.

We were proud to celebrate our first full year of operations in Nepal in 2016. Working with community and international youth volunteers we have already had real impact in areas where we work. Our teams have been involved in conducting needs assessments, restoring water sources, contributing to awareness raising, and assisting with the construction of earthquake resilient houses for the most vulnerable community members.

Our livelihoods work has also gone from strength to strength. It has come so far over the last four years from the pilot project in 2012, to forming a core part of our programming in three countries. Our volunteers have worked with young people in rural communities to deliver business skills training, help them pitch their business ideas, and get start-up funding approved. We returned to communities to evaluate the impact of this work. We were pleased to find that almost all of the businesses youth volunteers had helped local people set up were still running, employing other young people in the community and operating at a profit. Through this work we are helping to create sustainable change in the communities we work in and we are empowering rural young people to take a step towards realising their own dreams and potential.

The year also saw the development of new Raleigh projects which take us beyond our traditional ways of working. Our Youth for Green Growth project, which runs in Nicaragua and Tanzania, helps fund places for host country volunteers on our programmes. It also works to support young people take action for sustainable development in their communities after volunteering with Raleigh. In Nicaragua, the Raleigh alumni society launched an environmental campaign called *Sin Plastico* to promote responsible production and consumption, and in Tanzania a successful conference brought young Tanzanian Raleigh alumni and other youth together with sustainable development partners, government officials and other decision makers to discuss the importance of the Green Growth agenda to the country's future. In Malaysian Borneo, we secured funding for an innovative new national volunteering initiative called Sustainable Livelihoods for Youth in Borneo (SALY-B). This unique programme, which we will be delivering in partnership, will combine indigenous knowledge about nature with modern conservation techniques, while also supporting local young people to start green businesses which protect the environment and help their communities thrive.

We were overwhelmed with the continued support of our global alumni community in 2016. In September, we were delighted to welcome over 200 alumni from 21 countries to our Global Alumni Conference and the National Societies Conference in London. Both events were a celebration of all that Raleigh is and served as a reminder of the power for change that we hold when we work together.

We have come to the end of our 2013-2016 Strategy which has exceeded our hopes and expectations in many ways. Now, following months of extensive research and consultation with stakeholders, beneficiaries, staff and alumni in our countries of operation, we are looking forward to delivering our new strategy to 2020 which will further empower youth and the communities we work with to create lasting change.

Stacey Adams, Chief Executive



Report of the Board of Trustees

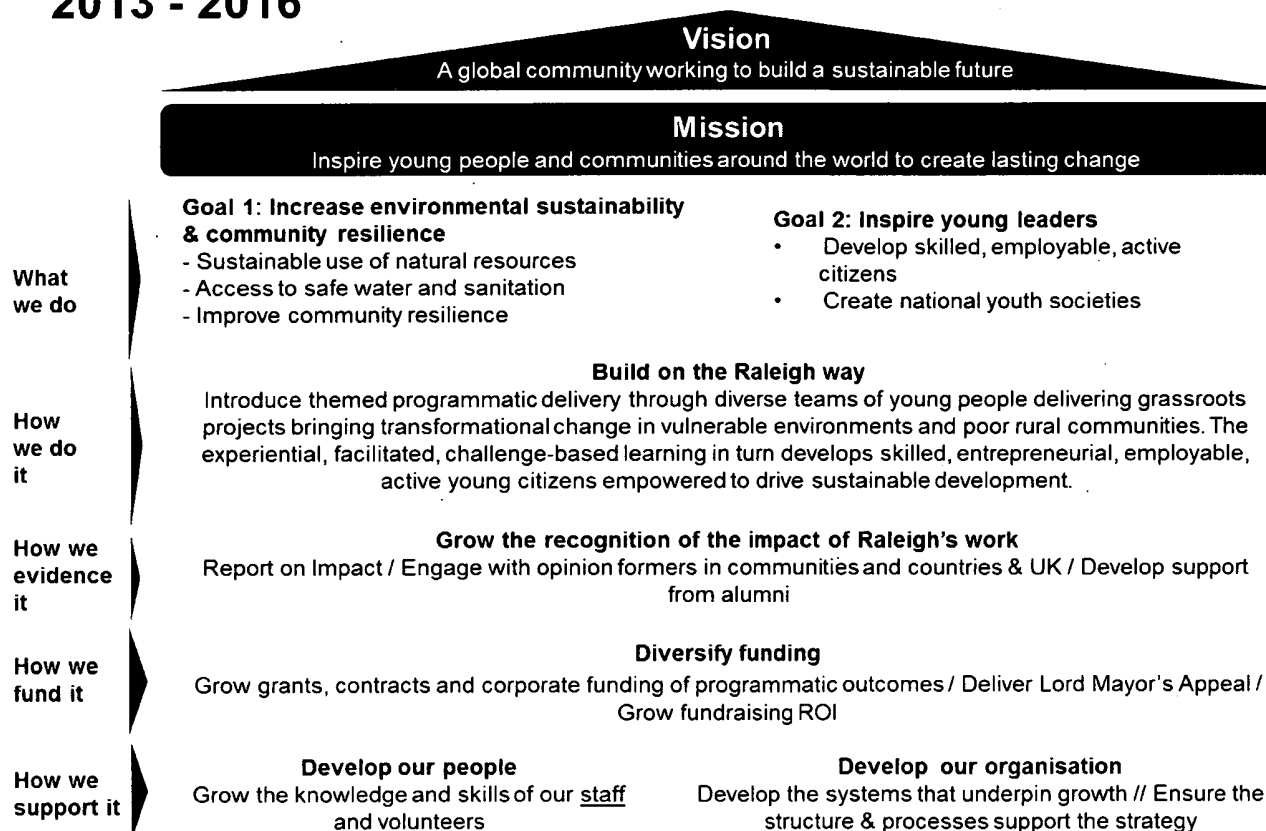
The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2016. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

The Trustees have considered the Charity Commission's guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees considered how planned activities will contribute to the aims and objectives they have set. The Trustees have complied with the duty in Section 4 of the Charities Act 2011 to have due regard for the Charity Commission's guidance on public benefit, including the guidance on "public benefit: running a charity (PB2)".

Our charitable objectives:

- Advancement of education and global citizenship
- Relief of those in need by reason of disadvantage
- Advancement of environmental protection and sustainable community development

Raleigh Strategic Framework 2013 - 2016



Impact in 2016

In 2016 Raleigh continued to work with young people internationally and in local communities in Costa Rica, Malaysian Borneo, Nepal, Nicaragua, and Tanzania. In 2016 we worked in partnership with a wide variety of organisations, local and national government departments, non-governmental organisations (NGOs) and private sector partners. We work in partnership when delivering our programmes as we believe in fostering co-operation and collaboration within and across sectors in the development community. We value our partnerships as they enable us to achieve impact at a larger scale, stimulate innovation and help us to build the capacity of local civil society organisations. This empowers the communities where we work, ensuring lasting local led change. We work through youth because we believe that young people are the generation that has the energy, optimism and creativity to make lasting change happen in our world.

Raleigh's work in 2016 continued to contribute towards the achievement of the Global Goals for Sustainable Development through focussing on 'Increased environmental sustainability & community resilience' and 'Inspiring Youth Leaders'.

SUSTAINABLE DEVELOPMENT GOALS



Our Natural Resource Management programming contributed to improved protection and conservation of biodiversity (Sustainable Development Goal (SDG) 12.2) and strengthened community resilience and adaptive capacity to climate-related hazards (SDG 13.1). WASH programming contributed to increased universal, equitable access to, use of and management of safe and affordable water and sanitation (SDG 6). Community resilience programming contributed to ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all (SDG 4) and promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all (SDGs 1 & 8). Raleigh's work engaging young people as partners and leaders for development contributed to revitalising the global partnership for sustainable development (SDG 17).



We ran two major volunteer engagement opportunities in 2016; Expedition and the VSO-led UK government funded International Citizen Service (ICS) programme.

Raleigh continued activities as outlined in Raleigh's 2013-2016 Strategic Plan, 'Driving Sustainable Development through Youth Action'.

**What
we do**

Goal 1: Increase environmental sustainability & community resilience

- Sustainable use of natural resources
- Access to safe water and sanitation
- Improve community resilience

Sustainable use of natural resources

Aim	2016 Achievements	
Contribute to conservation efforts and protection of natural resources and biodiversity	1220	People reached through Raleigh's Natural Resource Management (NRM) awareness raising work
	130	Community members provided with training on NRM issues
	14,925	Trees planted (plus 271,080 seedlings transplanted into tree nurseries)
	24,998	Forest trails constructed or cleared (metres)

Raleigh's natural resource management (NRM) programming focused on supporting effective and sustainable management and conservation of biodiversity by engaging community members, protected area managers, forestry departments and small-scale producers through our youth volunteers.

In Costa Rica and Borneo, our volunteers worked with national park authorities to support efforts to ensure greater control and protection of endangered species and habitats through improved infrastructure, community engagement and protected area access. Examples of activities carried out include: local awareness raising workshops and community engagement events; tree-planting; construction, repair and maintenance of bridges, trails, and ranger stations. In Borneo, we held 'Awareness to Action' workshops on climate change at the Sepilok Rainforest Discovery Centre in partnership with the United States Embassy in Malaysia, The Bornean Sun Bear Conservation Centre and Land Empowerment Animals People (LEAP). Volunteers worked with young people from schools in the community to harness their energy and drive local behaviour change around environmental issues.

"We need to think and work together on how to solve it [climate change]. This workshop really helps students a lot on how to solve problems with the environment and also how we can change the mindsets of people about the environment." – **Schools workshop attendee, Borneo**



Community-based Natural Resource Management (NRM) in Borneo

In the spring of 2016 Raleigh Borneo partnered with Forever Sabah, the Tawai Forest Reserve and the community of Kampung Kopuron, contributing work to the Telupid Living Landscape scheme. Volunteers worked alongside community members at the Reserve to learn about and participate in trail maintenance and composting, before applying their new skills in the local community. Volunteer work centred around clearing trails along the river running through the village. Clearance will enable the community to better monitor their fish stocks and restrict over-fishing through a traditional practice known as 'Tagal'. Volunteers and community participants held training sessions to share new knowledge on composting with the wider community.

"I've made lots of friends, memories and best of all a life-changing contribution to the whole community." – **Oxell, Volunteer, Borneo**

In Tanzania, we supported communities to better manage their environment and generate jobs, value, and wellbeing from existing natural resources. We put youth at the heart of this by giving our volunteers the skills, knowledge and direct support to build the capacity of rural communities to raise awareness and call for policy changes. ICS volunteers also worked on a new project in Morogoro region which aims to reduce human-elephant conflict while improving local livelihoods. Volunteers contributed to this by raising awareness and understanding of local NRM issues, building honey beehive fences that deter elephants from trampling on crops, and training farmers in entrepreneurship so they are able to fully benefit from honey products and other business opportunities. Expedition volunteers in Iringa contributed to sustainable forest management by establishing tree nurseries to protect natural forests and contribute to future income generation for local people.

"The purpose of the [NRM] project was to help the rangers maintain and protect the national parks. They have a limited number of rangers for their work, so they benefit from our time massively. We rebuilt the paths making it easier for tourists of all abilities to access. We also dug canals throughout the park to help rain water flow out and keep the paths in good condition for longer. Through carrying out active citizenship sessions I learnt a lot about the issues of deforestation and climate change, and how I can actively work towards combating these problems." - **Ellie, Costa Rica volunteer**



Access to safe water and sanitation

Aim	2016 Achievements	
Improve access to, demand for and quality of safe water and sanitation, in order to improve the overall quality of life of beneficiary communities	17,720	People directly reached through Raleigh's Water, Sanitation and Hygiene (WASH) infrastructure
	416	Handwashing stations built
	364	Latrines built or rehabilitated, including 22 demonstration latrines to promote safe sanitation
	16	Community water supply systems constructed or rehabilitated
	16,372	Estimated number of people reached through awareness raising on safe WASH practices
	797	Community members trained in WASH promotion
	35	WASH management committees established or strengthened

In 2016, Raleigh continued to deliver its water, sanitation and hygiene (WASH) programming through a youth-led, inclusive approach. We focused on increasing access to safe water and sanitation facilities, creating behaviour change and empowering individuals and communities to improve their own hygiene and sanitation practices. Working through UK, international and in-country youth volunteers allows us to create effective community participation, ownership and inclusive practices. Our approach in 2016 focused on improved hygiene practices in schools, within families and in the community as a whole. Volunteers encouraged effective local governance, removed barriers that prevented school attendance and highlighted the importance of effective environmental management.

In Nepal, we launched 'Inspiring Youth Through Active Citizenship (INSAC) project. Its WASH programme component focused on supporting communities to newly construct or rehabilitate existing water systems and latrines in the Makawanpur and Gorkha districts – areas particularly affected by the April 2015 earthquake.

In Tanzania, Raleigh's 'Improving Hygiene Behaviours and Access to School Sanitation' project focused on bringing community members together to improve sanitation infrastructure in primary and secondary schools. Our volunteers engaged local people to inspire change in hygiene practices through a school-based initiative using a methodology designed by UNICEF and the Government of Tanzania. This approach supported children to set up SWASH (School WASH) clubs which are responsible for maintaining sanitation facilities and championing effective hand-washing and personal hygiene practices long after the project has ended. Volunteers also supported local youth to encourage their families and wider community to adopt similar behaviour.



"Around 30 villagers worked alongside our volunteers each day, with both learning from each other. The new water source has already brought ample benefits to the people of Simaltar. Having tested the water quality we are delighted to be able to qualify the improvement in the water quality, which we believe should have health benefits too." – **Michaela, ICS team leader, Nepal**

"Parents have come up to me and said that they are so happy that [volunteers] are working with their children. They are learning so much. I'm happy that [Raleigh] teach about hygiene, it is very important. Even my son Gerado can now do the six steps of handwashing. I will personally ensure that the girls' latrine and the bins are looked after.." – Head teacher, Peluhanda Primary School, Tanzania

Raleigh also completed WASH projects in Borneo and Nicaragua to improve access to safe drinking water in remote rural communities. Volunteers installed gravity fed water systems and combined this with community engagement. The establishment of local water user groups and awareness raising campaigns is helping to create long lasting, sustainable development outcomes.

"Our water system is now working very well, and this will help in the dry season. We have worked alongside [Raleigh] and this has helped to encourage our local committees to continue to maintain the system to ensure it lasts. The leaders in each zone will organise regular checks on the system three to four times a year to help with this." – Sadim, Village Development and Security Committee Chair, Kiau Nuluh, Borneo

"When the volunteers were here in the community, the houses uphill started to consciously manage their water usage so that water could reach all parts of the community. Soon we won't need to go down to the river at all to collect water. This will save a lot of time." – Betty, Community member, El Terrero, Nicaragua

WASH outcomes

During 2016 we revisited several project communities to evaluate whether the work of our ICS volunteers continues to have a positive effect. In Tanzania, we ran 22 group discussions in six 2016 project communities with SWASH club members, parents, teachers, village officials and local women's groups. Almost all participants (95%) recognised increased understanding of positive health and hygiene practices amongst children involved in SWASH clubs and their families. Crucially, 91% also recognised ongoing improvements in hygiene practices in the wider community, and for most (82%) this was more than just a slight improvement.

We visited almost 100 households in six Nicaraguan project communities, holding group discussions with family members, teachers and health promoters trained by volunteers. Around two thirds of participants reported consistent use of safe health and sanitation practices in the seven months since Raleigh volunteers left. Over half (52%) reported that water-related illnesses in the community have reduced.

We also ran a longer-term evaluation in Borneo, interviewing 60 households in communities where we worked between 2010 and 2015. All water systems were in good working order, continuing to provide safe water to families. They told us this saves them on average 1 hour 11 minutes each day because they don't have to travel far for clean water. The communities surveyed also considered water systems built by Raleigh volunteers to be reliable. The results also suggested that our health and hygiene awareness-raising activities have had a significant impact. All households now treat water for drinking and there is evidence that cases of diarrhoea have fallen.

Improve community resilience

Aim	2016 Achievements	
Increase the ability of rural communities to be resilient and be able to withstand and overcome negative, social, environmental and economic challenges	30	Community buildings constructed or renovated (including nine community learning centres)
	882	Young people trained in entrepreneurship
	380	Young people supported to set up new enterprises
	108	Number of mentors providing support to young entrepreneurs
	267	People provided with training in other areas of community resilience (including livelihood diversification)
	22,558	Number of people reached through community resilience awareness raising

In 2016, Raleigh's community resilience programmes continued to inspire, train and coach rural youth to become entrepreneurs, as well as delivering more inclusive programming aimed at increasing community cohesion, participation, education and learning. This approach empowers local community members to tackle issues that are facing them and their families.

In Nepal, Nicaragua and Tanzania, Raleigh worked with rural youth in setting up small micro businesses, mainly based in agricultural activities. Entrepreneurs received training, coaching and mentoring from volunteers in areas such as market research, budgeting, supply chains, business planning and customer relationships. Importantly, this training was delivered alongside personal skills development such as confidence, leadership, communication and team work. This training and coaching support culminated in each entrepreneur having the opportunity to access finance through loans, seed capital or prize funding. The approach included increasing community and family level support for youth enterprise as well as encouraging youth themselves through awareness raising events and campaigns.

In Nepal projects have focused on improving community resilience to climate change, including supporting farmers to introduce seasonal and other high-value crops. Our volunteers also helped families in Gorkha to build earthquake-resilient houses following the damage and destruction caused by the 2015 earthquakes. This included making high-strength compressed stabilised earth bricks, an innovative low-cost technology using local materials. We also trained entrepreneurs in how to make the bricks so they are readily available to the community for future construction.

"By creating a business which satisfies a need in our community not only will it solve the migration problem but it will also support community development. We feel proud to work in our own community and not have to leave to work. Through the sessions with the Raleigh volunteers we were able to see whether our dream of opening a Chicken Farm would be a viable and sustainable one. Raleigh's help has been invaluable because our idea has been defined and each session has acted as a tool to improve our understanding of our business." – **Juan Carlos, Omar and Luis, Community members, Valle Enoc, Nicaragua**



"The volunteers gave me the knowledge I needed to be able to start my own business. From now on, I will be working hard so I can expand it. I think it's important to start small businesses in the community because it empowers youth. It can give them something to work on which will help the community. I also hope to teach other local youth about how to open their own businesses so that they can become successful like me." – **Christer, Youth entrepreneur, Mbozi Village, Tanzania**

Livelihoods outcomes

Reviews of our ICS livelihoods work in Nicaragua and Tanzania found that most young entrepreneurs are still running successful enterprises long after our volunteers have left.

In Nicaragua, 42 of the 55 businesses established a year or more before (76%) in Estelí, Matagalpa and Madriz were still operating. This was significantly higher than the project target of 40%. Of these 86% reported that their businesses were profitable. Improvements during the project, such as extending the period of support and adopting a more accessible business model have been successful. We have also had significant success in engaging young women in the programme, with 58% of new entrepreneurs being female.

In Tanzania the first stage of Raleigh's Livelihoods Programme helped young people in Njombe and Mbeya set up 147 new businesses. Our follow-up assessment found 93% were still operational after 3-7 months, with all generating profit. An early evaluation of the second stage of the project visited three local communities after 8 months and found that 22 of the 24 new young entrepreneurs were running profitable businesses. 88% of focus discussion participants agreed strongly that the project has had a huge impact on the lives of the young entrepreneurs and the wider community. Similarly, we revisited two communities in Songwe region where we are working in partnership with Save the Children and found 20 of 22 new businesses operating at a profit after six months, with the remaining two closed only for the off-season. All but one are receiving ongoing support from Raleigh-trained mentors.

In Costa Rica, Raleigh concluded a 10-year project to improve access to education in the Alto Chirripó indigenous territory. This project involved working with the Ministry of Education, the Alto Chirripó Development Association, school parent associations, local teachers and the children themselves in 18 Cabécar communities which had suffered from a lack of appropriate educational infrastructure and facilities due to the remoteness of the terrain and little or no road access. Community members worked with young volunteers to build school classrooms, kitchens and accommodation for teachers, alongside raising awareness to increase school attendance.

"The construction of the school by the Raleigh team has been a great opportunity for development in the community of Juito. The community never before had support from people outside the community. I'm impressed to see how brave these young volunteers are, always positive and working very hard; without them this project would not be completed on time." – **Leopoldo, Headmaster and teacher of Juito School, Alto Chirripó, Costa Rica**

"I live one hour's walking from here, I like the school because we have now more space to study and to play, also we got a floor so we do not get dirty anymore when it is raining. I would like to be a maths teacher when I grow up, so I can teach in Cabécar as we do not understand very well in Spanish. The young volunteers built a beautiful school, I think they are very brave to come all the way here. I learnt from them English and how to use a hammer. They motivated me to study in university when I get older." – **Cristy, Student, Alto Chirripó, Costa Rica**

In Borneo and Tanzania, Raleigh worked with local communities to improve access to education and health services through awareness raising, training and improved community infrastructure. This contributed to the fostering of better connected, better informed and more resilient communities, providing a greater chance for them to improve their quality of life.

"The Early Childhood Development Centre will allow parents to engage in income generating activities, improve education outcomes, and increase female resilience by improving confidence." – **Michael, Save the Children Project Officer, Shinyanga, Tanzania**

"I'm proud of the building and I know with careful maintenance it will be enjoyed by the generations that come after. This project with Raleigh and building the Community Learning Centre has made me much more hopeful for the future of everyone in my village and excited about the positive difference that educating the children will have." – **Justin, Community member, Kampong Lakang, Borneo**

Skills-based volunteering programmes

In October 2016 a total of 22 employees from sales, marketing and business functions within Google EMEA went out to Tanzania and Nicaragua for 16 days to participate in a skills-based volunteering programme. Their objective was to provide follow-up support to youth entrepreneurs who had been through Raleigh's entrepreneurship curriculum, offering further business training and mentoring based on the Business Model Canvas. The 'Googlers' supported a total of 42 young entrepreneurs.



Entrepreneurs identified three key areas for improvement, rating skill levels on a scale of 1–10 before and after the programme. Average scores across all skills increased from 4.5 to 7, and increase of 56%, while entrepreneurs' confidence in setting up and running a successful business increased by a third from 5.7 to 7.6. Most entrepreneurs (84%) rated the programme as excellent; the rest rated it as good. 90% of the Googlers felt that they will be better Googlers as a result of their experience with Raleigh.

"I am happy because I didn't have this before... It is going to help me improve my business... I am a businesswoman and I am fighting for a better future." – **Mercedes, entrepreneur, San Jose de Palmira, Nicaragua**

In November 2016 in Nepal, a similar skills-based volunteering programme was run with employees with financial skills from corporate partner BNP Paribas (Suisse) SA. These employees helped support 24 youth entrepreneurs.

What we do

Goal 2: Inspire young leaders

- Develop skilled, employable, active citizens
- Create national youth societies

In 2016, Raleigh continued to deliver our projects and develop active, skilled and employable young people through **Expedition** and **International Citizen Service (ICS)** programmes.

Expedition

Our Expedition programme continued to attract young people from around the world and from diverse socio-economic backgrounds. Our volunteers are young people who are motivated to use their creativity, energy and optimism to contribute to sustainable development as well as their own development. 668 volunteers aged 17-25 joined our Expedition programme in 2016.

Of these volunteers, 343 (51%) were UK resident and 145 (22%) were resident in the countries where we work (Costa Rica, Malaysia, Nicaragua, Nepal and Tanzania). The remaining 180 (27%) were resident in another 27 countries around the world. In total our volunteers in 2016 came from 33 different countries.



Raleigh enables young people from disadvantaged backgrounds to join our Expedition programme from the UK and also from Bermuda thanks to Raleigh Bermuda's long-term programme supporting young volunteers onto the programme. These young people receive a full bursary and fundraise an appropriate amount to show their commitment to the programme. Young people recruited from Expedition host countries also received financial assistance to join the programme. In total, 26% of all young people taking part in 2016 expeditions received a bursary.

Raleigh's volunteer managers are recruited and trained to support the smooth running of the Expedition and all believe in the vital role of young people in development. 217 volunteer managers joined our 2016 Expeditions of which 155 were UK resident, 37 from the host countries and 25 from non-UK/non-host countries.

To support our international Expedition programmes, in the UK we delivered:

- 16 pre-expedition training events for volunteers
- 8 assessment weekends for volunteer managers
- 4 pre-expedition training weekends for volunteer managers
- 2 outdoor residential assessment programme (ROAR) for those young people with partnership programme full bursary places

Volunteer outcomes on the Expedition programme

As well as contributing to community and environmental project outcomes, our Expedition programme aims to help volunteers learn and develop. We believe in equipping young people with the skills, confidence and experiences they need to be empowered, effective and energetic partners in development – and we want to see the development sector as a whole recognise and value the role of young people. We do this because we know that when young people work in partnership with all sectors of society, from rural communities to business and government they can be powerful catalysts for lasting change.

Our end-of-Expedition survey asks volunteers and volunteer managers to reflect on their learning and development for 23 different criteria across four areas important for active citizenship. Of 708 volunteers and

volunteer managers who responded to the survey, 671 (98%) agreed or strongly agreed their Expedition experience had a positive impact in all key learning and development areas. On average, volunteer perception of positive impacts was 88% across criteria for leadership and team working, and 86%, 91% and 86% respectively across criteria relating to intercultural awareness, global awareness and personal aspirations.

Satisfaction ratings for Expedition were also high: 95% of respondents were satisfied with their overall Raleigh experience, and 61% gave the highest possible rating of 'very satisfied' to their in-country field experience. More than half of volunteers (54%) also reported the Expedition programme exceeded their expectations.

"Raleigh has taught me leadership and communication skills. I've witnessed the impact of people from different backgrounds focusing on a shared goal. I've had the opportunity to share and learn about other cultures...if I evaluate success on my personal beliefs and values, I have everything I need to face any challenge or difficult situation." – **Dipesh, Expedition volunteer, Nepal**

"During the last three months this experience has changed the lives of many people – I have seen volunteers develop skills that will help them in all future walks of life; I have seen some of the poorest people in the world welcome us into their lives as we worked with them to improve their quality of life; and I have seen myself appreciate the life I've been lucky enough to live, more than ever before. We may only have been able to help a few, but we have made a change that will continue to impact lives forever." – **Jit, Expedition volunteer manager, Nepal**

Youth Agency Partnership Programme

Our Youth Agency Partnership programme continued to ensure that young people from all backgrounds could participate on Expedition. In 2016, 20 young people were supported to complete a ten-week expedition between June and December.

Working in partnership with youth organisations, young people were recruited and selected four to five months in advance of their Expedition, allowing enough time for them to prepare and fundraise, whilst also maintaining engagement and demonstrating commitment to the programme. Many of these volunteers lived in sheltered accommodation or had previously been homeless. Many were also unemployed and all were living in low-income households.

We worked closely with established partners such as The Amber Foundation, The Sanctuary Project, Dare2Lead, Venture Trust, YMCA Downslink, Newham Sixth Form College and City and Islington College. This year we also started developing some new partnerships with youth organisations, to add further diversity to our group of volunteers. We started working with new partner CatZero, an organisation working with unemployed young people in Hull, and we helped them to select and support young people who demonstrated a positive and realistic commitment towards the Expedition.

Each partner organisation followed an internal selection process to identify young people at the right stage in their personal development and who were committed to working with other young people from around the world to create lasting change. Both Raleigh and partner organisations supported these young people with their preparation and fundraising efforts.

In 2016, 52 young people took part in one of our outdoor assessment residentials (ROAR), with the view to joining either a summer or autumn Expedition. The aim of the ROAR is to help young people understand more about the Expedition programme, and for staff to make informed decisions about whether they are prepared and committed. Each ROAR is a 3-day event, with a variety of team challenges and outdoor activities to give the volunteers a taste of Expedition, and for our staff to assess how they will react in a new environment and out of their comfort zone. The volunteers are regularly supported with feedback and meetings with facilitators, to discuss their participation and personal development over the course of the weekend.

"Raleigh has been absolutely life-changing. I'm just genuinely thankful to have had this opportunity considering where I was a year ago" – **Youth Partnership Expedition volunteer, Summer 2016**

International Citizen Service (ICS)

In 2016, 1,126 volunteers aged 18-25 took part in the Raleigh International Citizen Service (ICS) programme. They were recruited from the UK and from the countries where we run the ICS programme (Nepal, Nicaragua, and Tanzania). ICS is led by VSO and funded by UK government. Volunteers were supported by 183 volunteer team leaders, aged 25-35, in equal numbers from the UK and from the countries where we work through ICS.

The Raleigh ICS Action at Home programme continues to be one of the most important components of the overall ICS experience. It inspires and encourages alumni to ensure they affect change in their local community and become active citizens after their overseas placement. We provided support for all ICS volunteers to engage in active citizenship activities upon returning to their communities both in the UK and in Nepal, Nicaragua and Tanzania.

Jimmy, Raleigh UK ICS volunteer

After volunteering with Raleigh in Nicaragua through ICS in 2016, Jimmy organised a volunteering awareness raising event in his local community upon returning to the UK. He reached out to local and national charities, asking them to run a stall at the event in order to provide information to the local community on their main objectives, who and how they help and how people can get involved.

"I organised and hosted a 'Summer Fayre of Awareness Raising' after returning from Nicaragua. I wanted to bring people together in a friendly, vibrant, positive way and use that energy to encourage people, to learn, share and engage with one another, just as I had been doing during my ICS programme."

"The overall goal was to encourage more people to become active citizens and take responsibility upon themselves to do what they can to help create a fairer, greener and happier world. I invited different local and national charities to attend the event with a stall, which they used to promote awareness about themselves. More than 50 local people came and everyone left having learned and engaged in something they had not known about before. They also know how to become involved in dealing with these issues and will become more complete, active global citizens."

"My Action at Home event would have never happened had it not been for my personal experience with Raleigh ICS. My journey taught me so much about myself and how it is my responsibility to try and create a better world to live in. Any change – no matter how small or big – that aims to improve the lives of others is important."

Vivek and Sukant, Raleigh Nepal ICS volunteers

Raleigh ICS Nepal alumni Vivek and Sukant planned an event with Nepalese Charity Creative Hands of Deaf Women as part of their 2016 ICS Action at Home project. The event raised awareness around responsible waste management and Global Goals for Sustainable Development. It focused on the recycling and reuse of plastic materials and provided attendees with additional skills to help them make profit out of the waste by selling the products they make.

Vivek said: *"Our Action at Home...is contributing towards Global Goal 12 [Responsible Consumption and Production]. Waste management has always been a critical problem around the globe. With the world obsessed with bottled beverages and other daily products, the wasted plastic bottles are produced in huge numbers ultimately affecting the environment. But putting a little bit of thought to what you do with the wasted bottles can not only help conserve the environment but, if you are creative enough, can also help people earn some money."*

Volunteer outcomes on the Raleigh ICS programme

A key objective of the Raleigh ICS programme is to develop young, active global citizens who are equipped to make a positive impact in both the communities where we work and at home. Participants completed a 'Knowledge, Attitudes and Practices' survey at the end of their placement which measures their personal learning and satisfaction of their experience on ICS.

More than 1,000 volunteers completed the survey in 2016. The vast majority (98%) found the experience affected their attitude to poverty and development, with 69% reporting this had changed a lot. Almost all (99%) found the ICS programme useful for personal development. Similarly, 97% found ICS useful for their professional development, with 62% finding it very useful. Volunteers reported improvement over a wide range of task-based skills. For example, 91% agreed they were better able to organise and manage an event, 90% agreed they were better able to present ideas to others, and 90% that they were better able to guide group discussions making sure everyone's opinions are included.

To support our overseas ICS programmes in 2016, we ran a total of 58 volunteer assessment events, 30 pre-departure training and 21 post-placement events in the UK. We also delivered 17 assessment events and 6 pre-departure training events for volunteer team leaders. Half of all volunteers (50%) were 'very satisfied' with their ICS experience as a whole, with a further 41% 'satisfied' and less than 3% reporting they were 'dissatisfied' with the programme.

"I never thought I'd be a witness of behavioural changes in lots of people, and much less did I think this would change me. Now, leaving this community it is one of the most difficult things I have to do." – Nora, ICS team leader, Nicaragua

"I feel like the project has definitely educated me on sustainable development and I have enjoyed seeing the changes in the community. I hope that the changes continue to grow in our absence and with other volunteer groups that follow in our footsteps" – Ella, UK ICS volunteer, Tanzania



Overall

2,194 volunteers and volunteer leaders from 33 countries contributed their energy, passion and skills to achieving sustainable development outcomes with Raleigh in 2016.

Youth for Green Growth

In January 2016, Raleigh International launched a new 'Youth for Green Growth' initiative with Oak Foundation to support youth-led social and environmental action and advocacy in Nicaragua and Tanzania. Volunteers and alumni are promoting and advancing the green growth agenda and are contributing to awareness around the Global Goals for Sustainable Development among young people. The project provided training and learning opportunities, as well as supporting organisational strengthening of two youth-led societies to enable young people in Nicaragua and Tanzania to address social and environmental developmental issues at grassroots and national levels.

A Youth for Green Growth Conference was held in Dar es Salaam, Tanzania, as part of the initiative. The conference was based on the theme: 'Defining our contributions towards the Green Growth Agenda'. Attendees included Raleigh volunteers and alumni, ministers of state from the government of Tanzania, development partners, and Tanzanian youth. A successful Green Growth awareness campaign was completed, using #Youth4GreenGrowth hashtag that reached more than 35,000 youth on social media. The event was well attended by media including four TV stations, three newspapers and three radio stations, each of whom conducted interviews and gathered material from speakers and attendees. The Raleigh Tanzania Society launched an inspiring nationwide campaign called #50MillionTrees highlighting the importance of the whole population taking responsibility for the management and conservation of the natural environment.

In Nicaragua, we worked with *Sociedad Raleigh Nicaragua* members through meetings, working groups and surveys to design and implement a national campaign called *Sin Plastico* (Without Plastic). This aims to promote reusing and recycling as a strategy to reduce the negative impact of plastic products on the environment. Key stakeholders in the NGO, private and media sectors attended the launch. The campaign had high visibility in the media. Raleigh staff and National Society members were interviewed by national and local TV channels, radio stations and newspapers, resulting in a total of 15 appearances on five TV and two radio stations, and coverage in two newspapers. We estimate that the campaign directly reached over 25,000 young people through social media, communication products (videos, posts, and fact sheets) and visits to universities and public activities. More than 62,000 people were indirectly reached by the campaign through TV and radio presentations.

National Youth Societies

Many alumni from the countries where Raleigh International delivers programmes choose to join a national society. We are working to build these alumni networks as strong youth civil society organisations, recognising that youth are a key partner and important resource in sustainable development.

Much of the activities of our national societies are in support of Raleigh International's programmes – helping to recruit and train volunteers, hosting events and carrying out evaluations in communities. Societies also engage in local and national issues. For example, *Sociedad Raleigh Nicaragua* is running a national campaign to promote the rejection, reuse and recycling of plastic and Raleigh Tanzania Society alumni volunteered on a two-week project in 2016 to reduce human elephant conflict.

In addition to those in our current programme countries, we also have active societies led by alumni in Bermuda, China, Hong Kong, India, Japan, New Zealand, Singapore and Uganda. In 2016, a new society joined our Global Alliance for Youth – Raleigh Jersey. We are working with alumni in Nepal, our newest delivery country, to establish a national society. Together, as part of the Raleigh family, societies form a strong global network that advocates for and showcases youth action and engagement.

National Societies Conference 2016

Ahead of the Raleigh Global Alumni Conference on 10th September, we welcomed 40 representatives from 11 societies to London for a three-day conference. Raleigh's national societies operate in different ways depending on their country context. Success and challenges were shared, as well as celebrations of the amazing work being carried out by individual societies. Many ideas were contributed about how Raleigh can increase engagement with our alumni, and how we can work together to build a highly active and supportive global community. Learning from the conference about how Raleigh can further develop as a global network is being incorporated into our next strategy period. An example of this collaboration in action: our Hong Kong, Singapore and India societies are working with a local NGO in India on a sustainable development project that will return to a former Raleigh ICS project site in 2017.



Raleigh Hong Kong

More than 1,400 runners took part in Hong Kong's annual Wilson Trail Challenge. Money raised will support youth from Hong Kong to go on Expedition, as well as helping fund Raleigh International's programmes. In 2016 proceeds from their event supported Nepalese youth to volunteer on Expedition and help rebuild their communities, as well as a successful and sustainable future for themselves and their country. Raleigh Hong Kong also committed funding to a water, sanitation and hygiene project in Tanzania, and to developing the capacity and leadership of Raleigh's Malaysian societies in Kuala Lumpur and Sabah.

**How we
do it**

Build on the Raleigh way

Introduce themed programmatic delivery through diverse teams of young people delivering grassroots projects bringing transformational change in vulnerable environments and poor rural communities. The experiential, facilitated, challenge-based learning in turn develops skilled, entrepreneurial, employable, active young citizens empowered to drive sustainable development

Our values

In 2016 our values continued to be at the heart of our work. They guide how we do what we do. They are shared by our supporters, volunteers, project partners and the communities with whom we work.

Find the COURAGE

We find the courage to step out of our comfort zone and create change.

Open to DISCOVERY

We are open-minded to trying new things and learn from one another.

DRIVE - Never give up

We have the grit, determination and resilience to get the job done.

Create IMPACT together

We seek to maximise long-lasting impact in everything we do.

Act with INTEGRITY

We act with honesty and respect, and we take responsibility for doing what we say.

The Raleigh way

The Raleigh way describes the unique way in which the Raleigh community brings the Raleigh values to life.

Project partners, local communities and young people find the courage to work side by side and support each other to find the best solutions for change.

Young volunteers from all nationalities and backgrounds, including the host communities, join either the Expedition programme or the ICS programme, and increasingly our newer national youth-led programmes in-country.

They are trained in at least three of the following activities depending on the volunteering programme: undertaking action research, raising awareness, sharing and exchanging knowledge with peers, building community infrastructure, developing key resources and supporting local partners. They are keen to discover new ways of working and learn from each other.

We work with our project partners to create project planning tools. These outline what we seek to achieve on each project and ensure we act with integrity. So, we might be constructing gravity-fed systems bringing safe water to families for the first time; building toilets with those who have never had one; raising awareness of health and environmental issues and influencing positive behaviour change; or bringing communities together to work more closely with each other and share resources.

We seek to maximize long-lasting impact at a grassroots level, bringing transformational change to people's lives in poor rural communities and protecting vulnerable environments. The youth leadership culture we instill in young volunteers from the host country and other countries as well as the Raleigh National Society Programme ensures that young people never give up on creating lasting change.

By working alongside young people to create positive change, communities develop their knowledge and confidence and become more empowered.

**How we
evidence
it**



Grow the recognition of the impact of Raleigh's work

Report on Impact / Engage with opinion formers in communities and countries & UK
/ Develop support from alumni

The perception of Raleigh has shifted considerably throughout this strategic period. We have seen a marked increase in the understanding of Raleigh as a sustainable development charity which is focused on creating lasting impact through working with inspired and empowered young people and rural communities around the world. In 2016 we were able to further promote this understanding of who Raleigh is in our communications activities.

Our monitoring and evaluation work has also developed and improved across the strategic period, enabling us to produce and share meaningful annual Impact Reports. In 2016, we continued to commission external consultants to undertake research in order to build an evidence base about the impact of our work through youth volunteers (see box). We also engaged further with opinion formers in the countries where we deliver our programmes and in the UK.

A year on from the launch of the new Raleigh website we carried out comprehensive research to evaluate its effectiveness. Across user groups, and different models of gathering the feedback, we found that the website delivered effectively Raleigh's positioning and values – allowing for a positive interpretation of our work and brand. Users reported that our images conveyed the importance of international and national youth volunteers working side-by-side with communities to effect change together.

In 2016, we continued to get high levels of engagement across our social media channels (Facebook, Instagram, LinkedIn and Twitter), showing that our content is encouraging people to learn more about us, get involved with Raleigh and stay involved as active citizens. Our channels also continued to promote awareness of the Global Goals for Sustainable Development. We focused on developing the organisation's Instagram presence in order to share our extensive collection of beautiful and powerful images - which show our work in action and highlight the environments we seek to protect – with new audiences and potential volunteers.

We achieved 32 pieces of national media coverage. This national coverage highlighted our work supporting the rebuilding after the Nepal earthquake, shared insights into the things young people should consider when looking into volunteering overseas, and offered powerful first person volunteering experiences from both UK and in-country youth. We also had 389 pieces of regional and specialist media coverage, many of which were a result of Raleigh alumni approaching their local media with a press release and pitching plan that we had supported them to create.

2016 has been another successful year for our alumni. We have continued to support and promote the activities of former volunteers and we were overwhelmed by the ongoing support of our global alumni community.

In June, Raleigh alumnus Tim Peake returned from his historic six-month stay on the International Space Station as Britain's first ever European Space Agency astronaut. He carried back a Raleigh International t-shirt which he has kindly donated. In July, former Raleigh ICS volunteer Radhia travelled from Tanzania to attend the Girls' Education Forum in London. She joined 29 other Raleigh alumni in demonstrating their passion for achieving universal education. In August, Raleigh alumnus Rose was selected as one of 360 young people to take part in the UN's Merit360 programme in New York. She represented her home country of Tanzania and addressed the UN on the importance of SDG-13 'Climate action'.

On September 10th 2016, former Raleigh volunteers from around the world joined us in London for the second Raleigh International Global Alumni Conference. Over 200 attendees from 21 countries participated in the day, where we celebrated our Raleigh family and took time to 'connect, collaborate and create' ideas for positive action in support of Raleigh International and the Global Goals. We heard from seven inspiring alumni speakers, including Amelia Womack, Deputy Leader of the Green Party UK, and Raymond Vries,

who travelled from Namibia to talk about the long-term impact of volunteering with Raleigh on in-country volunteers. Our inspiring and passionate alumni ran a series of motivating and skill-building workshops. Input from our Global Alumni Conference, and our preceding National Societies conference, have helped shape Raleigh's new strategy for 2017-2020.

In 2016 our alumni contributed an amazing 4,532 volunteering hours – the equivalent of 566 working days. 55 alumni volunteers supported us at 44 events, including open events and presentations at schools and careers fairs across the UK. Alumni committed a further 492 volunteering days to preparing Expedition and ICS volunteers for their overseas programmes through assessment and training. Our global alumni also represented Raleigh at wide range of national and international events, and helped support our UK and in-country communications activity.



Measuring our long-term impact

In 2016 we commissioned and developed a pilot study, *From Local Lives to Lasting Legacy*, examining the long-term effect of our Expedition programme on national volunteers. This forms part of our wider monitoring and evaluation programme, which aims to provide clear evidence of how our work through youth volunteers contributes to the Global Goals for Sustainable Development. The research is also a valuable addition to the sparse body of evidence exploring the long-term socio-economic, personal and cultural impact of in-country youth volunteering in developing countries.

Independently conducted by NEF Consulting (NEFC), the study included 24 in-depth, life-stage interviews in Namibia and China with alumni who took part in Expeditions between 1998 and 2004. From qualitative analysis of the interviews, NEFC determined the most important short, medium and long-term outcomes for volunteers.

The most material outcomes common to volunteers from both countries were around improved civic responsibility and soft skills. The five key areas were:

- volunteering and civic engagement
- confidence and self-esteem
- determination, courage and ability to solve problems
- international perspective and cross-cultural awareness
- leadership skills

To quantify these outcomes, NEFC then carried out a Social-Cost-Benefit analysis (SCBA). This involved surveying a wider group of volunteers to determine the scale of increases for each outcome and the extent to which volunteers attributed increases to their Expedition experience. The analysis found the Expedition programme has had a significant and sustained positive impact across all five outcomes. Furthermore, for every £1 Raleigh invested in the programme, nearly £3 (£2.93) of value was created for the national volunteers – a strong positive return on investment, even without taking benefits for community members and other stakeholders into account.

We will be sharing the pilot study findings with other stakeholders and partners throughout 2017, as well as investigating how to incorporate the findings and research methodology into our own working and reporting.

How we fund it



Diversify funding

Grow grants, contracts and corporate funding of programmatic outcomes / Grow fundraising ROI

We continued to diversify our income sources in 2016, increasing our funding from institutional donors and corporate partnerships, and will continue to do so over the new strategy.

We received considerable support to achieve our strategic goals from VSO for Raleigh International's delivery of the International Citizen Service (ICS), which is funded by the UK government's Department for International Development (DfID). Raleigh continued to develop a range of existing and new institutional relationships during 2016 such as the Jersey Overseas Aid Commission, Oak Foundation, and the Overseas Aid and Development Commission.

We developed relationships both nationally and internationally with organisations representing a wide range of programmatic areas. This will allow us to collaborate effectively, to better meet the needs of our beneficiaries, and to provide sustainable solutions for the communities we work alongside. For example, we started a new partnership with the United States Department of State's Bureau of Oceans and International Environmental and Scientific Affairs (OES). OES is funding a project supporting young people in 42 communities to establish sustainable alternative livelihoods and work together to conserve and protect wildlife and forests in Sabah, Malaysian Borneo.

Acknowledging our supporters

Raleigh would like to thank our partners, the governments and the many charitable trusts, foundations, companies and individuals that supported our work in 2016, including:

Athenaeum Initiative led by Abel Hadden
BNP Paribas (Suisse) SA
Buildbase/Hirebase
Cotswold Outdoor
Dudley and Geoffrey Cox Charitable Trust
Family and friends in memory of alumnus Kit Mallinson
Family and friends in memory of alumnus Peter Brace
Family of Russell Cowan
G M Morrison Charitable Trust
Google
GLIDE Ltd
James Cochrane
Jersey Overseas Aid Commission
Jardine Lloyd Thompson (JLT)
John Ellerman Foundation
Mary Paul
Ministry of Culture, Youth & Sport (Sabah State)
Nationwide Platforms
Newcastle University
Nomad Travel
Oak Foundation
Overseas Aid and Development Commission
PF Charitable Trust
Raleigh Hong Kong
RedSofa London
Reuben Foundation

Sir John Cass's Foundation
Sabah Women's Entrepreneurs and Professional Association
Texel Foundation
The 29th May 1961 Charitable Trust
The Alchemy Foundation
The Band Trust
The Brunton Family
The Coca-Cola Foundation
The David and Claudia Harding Foundation
The Dulverton Trust
The Garfield Weston Foundation
The Hedley Foundation
The Hugh Fraser Foundation
The Jessie Spencer Trust
The Kirby Laing Foundation
The Myles Trust
The Peacock Charitable Trust
The Ronald Miller Foundation
The W A Cargill Charitable Trust
UBS
UK Department for International Development
US Bureau of Oceans and International Environmental and Scientific Affairs
US Embassy in Malaysia
VolkerFitzpatrick
Water To Go

A heartfelt thank you to all our volunteers, alumni, and friends who have given individual donations towards our work during 2016 – especially those who have committed their support through a regular gift, and/or pledged a gift in their will.

Gifts in kind

Raleigh has also benefited from the contribution of time and expertise from professional advisers in 2016 including Aggreko and CMS Cameron McKenna LLP.

Raleigh International gratefully acknowledges the support of Freshwater Group in the creation and provision of our head office in London.

Fundraising Legal Compliance and Best Practice

Raleigh delivers its fundraising within the Code of Fundraising Practice for the UK as set out by the Fundraising Regulator. All our fundraising is conducted within the principles of being respectful, open, honest and accountable to the public. We look forward to the finalisation of the Fundraising Preference Service in 2017 as well as the recommendations from The Commission on the Donor Experience. As the Fundraising Regulator's Code of Fundraising Practice evolves and the General Data Regulation is introduced in 2018, Raleigh will continue to monitor guidance and update our practices as required.

Fundraising practice is monitored by the SMT and Trustees to ensure compliance and best practice. All Trustees are made aware of their responsibilities as set out by the Charity Commission guidance (CC20) on the six key principles:

- Planning effectively
- Supervising fundraisers
- Protecting the charity's reputation, money and other assets
- Identifying and ensuring compliance with the laws or regulations that apply specifically to Raleigh's fundraising
- Following the law and recognised standards
- Being open and accountable

**How we
support it**

Develop our people
Grow the knowledge and skills
of our staff and volunteers

Develop our organisation
Develop the systems that underpin growth //
Ensure the structure and processes support
the strategy

Developing our people

Raleigh completed the annual staff survey in 2016 using Charity Pulse, which allowed us to benchmark our results against 170 organisations, as well as four years of year-on-year comparison.

- 91% said they were proud to work for this charity (77% is the sector benchmark);
- 95% said they enjoy working with the people in this charity (85% benchmark);
- 75% said morale in Raleigh was high (42% benchmark);
- 73% said they had confidence in the Senior Management Team (59% benchmark); and,
- 89% of staff stated that they understood what Raleigh is trying to achieve (88% benchmark).

One of the concerns reflected in the survey was around workload and hours of working. We are looking again at employee terms and conditions.

Safety

Raleigh is committed to operating safe and challenging programmes overseas. A London head office based team develop and manage our UK and overseas operational, safety and medical systems, provide training for all our participants, and maintain robust systems for the recruitment of volunteer leaders and internationally-recruited field staff. We continued to operate our Safety Management System to the highest standard in 2016. It includes detailed pre-Expedition risk assessments, contingency planning, regular testing of crisis management and casualty evacuation plans in the UK and overseas and reviews of safety systems at regular points during the year.

In addition, in 2016 Raleigh enhanced its medical screening for everyone involved in our programmes. We continued to conduct individual medical assessments prior to departure and provided support via in country medical personnel and an increased team of medical professionals in our head office. Recruitment of volunteer leaders continued to be thorough, ensuring that volunteers in positions of responsibility, and who supervise our programmes, have the necessary skills and attributes.



Comprehensive insurance and effective support from specialist agencies was provided, and qualified medical staff were recruited and deployed on each programme. A 24-hour communication system between each country and the UK head office is operated at all times.

We have assessed our expeditions against the British Standard BS8848 (provision of visits, fieldwork, expeditions, and adventurous activities outside the United Kingdom) since its introduction in 2009. Raleigh uses the Young Explorers' Trust (YET) as a competent, external and independent "other party" assessor of our conformity; their annual assessment includes a sampling process for verification. YET is not acting, of itself, as the arbiter of the quality of provision but assesses provision by Raleigh against the standard to give assurance of good management practice. YET agreed Raleigh's conformity with the BS8848:2014 Standard in December 2016.

Raleigh teams in-country and at its UK head office dealt with a wide variety of safety of and medical issues throughout 2016, from minor medical issues up to the impact of Hurricane Otto which passed through Nicaragua and Costa Rica in November. All volunteers were kept safe throughout the progress of the storm and their emergency contacts were kept informed throughout.

"Your message and attention reinforced Raleigh's reputation as a top-notch organisation." – **Parent of UK volunteer**

"Once again, I'm so impressed with the level of support and sheer professionalism shown by you all." – **Parent of UK volunteer**

Plans for 2017

2016 was the fourth and final year of our delivery of the 2013-2016 strategy and we continued the journey of ensuring that our work delivers impact towards our strategic goals.

Following twelve months of intensive research and consultation with stakeholders, beneficiaries, staff and alumni in our countries of operation, the Board agreed our new 2017-2020 Strategy in December 2016. At the heart of our new strategy sit:

- **Our Vision:** A global community working together to build a sustainable future
- **Our Mission and Purpose:** To create lasting change through youth
- **Our 2030 Goal:** Youth driving change at the heart of the global development movement

Over the next four years we will aim to ensure that youth are both central to the delivery of development outcomes and recognised for their impact within our programmatic areas: Youth in Civil Society; Livelihoods; Water, Sanitation and Hygiene; and Natural Resource Management. By 2020 we want to ensure:

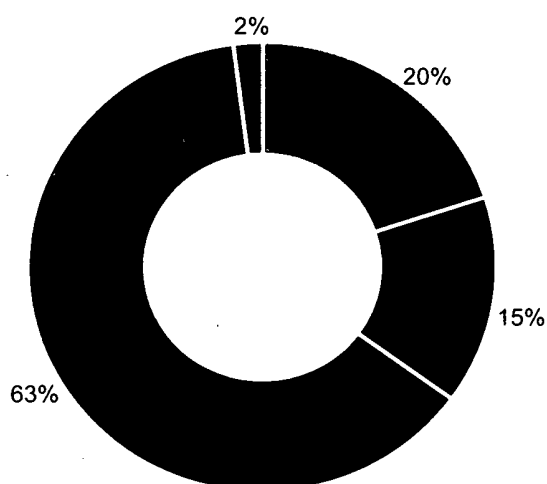
- Young people are connected, valued partners in development
- Jobs, skills and businesses for young people
- Young people at the heart of safe water, sanitation and good hygiene
- A generation of champions of the natural environment



Financial review

The overall deficit reported for 2016 is £93,000 (2015: a surplus of £238,000). The main cause of the deficit was the dramatic fall in the value of sterling following the result of the June 2016 referendum on the United Kingdom's membership of the European Union. With most income received in sterling, this was an unexpected rise in costs of work overseas, partially offset by some forward currency purchases. With low rates continuing into 2017, we have had to increase the level of donations requested from volunteers and significantly reduce our costs.

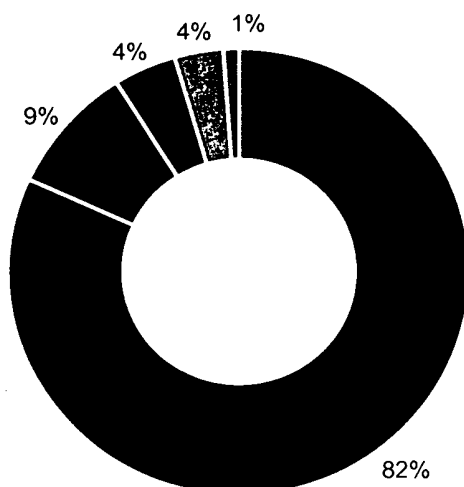
Gross income for the year increased by 8% to £7,977,000 (2015: £7,388,000). There was a 10% increase in donations (£2,795,000 compared to 2015 £2,536,000) and 3% increase in statutory funding (£5,000,000 compared to 2015 £4,839,000).



2016 income

- Fundraising by venturers and volunteer managers
- All other fundraising
- Charitable activities
- All other income

Expenditure for the year was £8,070,000, a 13% increase on 2015 (£7,150,000). Resource allocated to programmes increased to £7,766,000 (2015: £6,912,000), a 12% increase reflecting the increased cost in sterling of the activity in the countries of operation following the fall in exchange rates in 2016.



2016 expenditure

- Programme
- Support and governance
- Volunteer recruitment
- Fundraising
- Alumni activities

Reserves Policy

The Trustees seek to maintain free reserves at a level to enable Raleigh to conclude the existing expeditions and complete the existing contracts within a planned and orderly reduction of activity.

The Trustees have agreed that a level of free reserves between £700,000 and £800,000 is now appropriate. At 31 December 2016, the balance of total unrestricted reserves stood at £897,000 (2015: £1,080,000), whilst free reserves (excluding £284,000 (2015: £127,000) represented by the net book value of fixed assets) stood at an overall balance of £613,000 (2015: £953,000).

The Trustees have agreed a budget for 2017 which includes both an operating surplus and a reduction in the value of reserves represented by the net book value of fixed assets. These will bring the free reserves to the level of the policy.

Pay policy for senior staff

The pay for the members of the key management personnel is determined by the Trustees' Remuneration Committee, which comprises three Trustees appointed by the Board of Trustees annually. They consider information provided by the management, including benchmarking information drawn from the annual survey of salaries of UK charities published by Croner.

The Remuneration Committee also considers the pay of all staff, including the benchmarking information at least each three years and annual review of cost of living, subject to affordability. The Committee also follows up on items of staff welfare suggested from the annual staff survey.

Risk Management

Raleigh's Trustees and management have an ongoing policy of reviewing, identifying and mitigating the operational, financial and strategic risks to which the charity is exposed in the UK and around the world.

A risk register is maintained, which identifies all significant risks and proposes actions to be taken to reduce the charity's exposure as appropriate. The Senior Management Team reviews the risk register regularly during the year, which is formally presented to the Trustees on a semi-annual basis. Risks are appraised through a combination of likelihood of occurrence and potential impact, with actions agreed that reduce residual risk to an acceptable level.

The major risks identified relate to reliance on a single contract alongside the historic Raleigh expedition; ensuring safety of all volunteers and staff; and running operations in six countries including the UK. The Trustees have charged the Senior Management Team with increasing the diversity of income within the 2017 – 2020 strategic plan. Raleigh continues to operate safely, employing staff in the UK and in country with specific responsibilities for risk assessments of all activities and providing advice and expertise to minimise the risks. There are Country Directors and other senior staff in each country that have responsibility for the running of operations and appropriate agreements in place to operate in each country.

Auditors

The auditors, Kingston Smith LLP, are deemed to be re-appointed under Section 487 (2) of the Companies Act 2006.

Legal and administrative details

Legal Status

Raleigh International Trust ("Raleigh") is a registered charity in England and Wales (No. 1047653) and a company limited by guarantee (Registration No. 03059479). Raleigh is also a registered charity in Scotland charity No. SC040023. The governing document is the Memorandum and Articles of Association.

Registered office

Third Floor, Dean Bradley House, 52 Horseferry Road, London SW1P 2AF

Directors and Trustees

The directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. Trustees who held office during the year were:

Dr Khalid Koser MBE	Appointed 30 March 2017	Chair from 30 March 2017
Marie Staunton CBE	Resigned 30 March 2017	Chair until 30 March 2017
Karen Betts	Appointed 16 June 2016	
Stan Chan		Chairman of Finance and Risk Committee
Jeremy Fish		Member of Finance and Risk and Remuneration Committees
Amy Holmes OBE		Chairman of Remuneration Committee
Angela Jhani	Resigned 17 March 2016	
Meg Kneasfey	Appointed 16 June 2016	
Polly McGivern		Member of Finance and Risk Committee
Jack Newnham	Appointed 16 June 2016	Member of Remuneration Committee from 17 September 2016
Patricia O'Hayer	Resigned 12 January 2017	
Mavis Owusu-Gyamfi		
Sam Parker		Member of Remuneration Committee until 17 March 2016 when became a member of Finance and Risk Committee
Ben Robinson	Appointed 16 June 2016	
Richard Spencer	Resigned 9 March 2016	Member of Finance and Risk Committee until 9 March 2016
Dame Fiona Woolf DBE	Resigned 16 June 2016	

Committees

Two Committees exist to review specific matters and make recommendations to the Board of Trustees.

The Finance and Risk Committee reviews financial and risk matters in detail prior to making recommendations to the Board including: Annual Report and Accounts and their audit; budgets; management accounts and forecasts; investments and the Risk Register. The Committee meets 4 times pa, 2 – 3 weeks prior to the meetings of the Board. Membership of the Committee includes non-Board members.

The Remuneration Committee meets at least once per annum and sets the remuneration of the key management personnel and also considers pay policy and pay review principles applying to all other staff. Recommendations are made to the Board, having been considered by the Finance and Risk Committee for their affordability.

Appointment of trustees

New Trustees are recruited with the assistance of a recruitment agency specialising in Trustee appointments. A group of the Trustees conducts a review of the skills of existing and continuing Trustees and then instruct the agency directly. Appointments are made by the Trustees as the directors until confirmation by the members at the Annual General Meeting. Appointments are made for a term of three years, which can be extended once with the approval of the members.

Trustee induction and training

New Trustees are inducted through a series of meetings with staff and managers at Raleigh. During the course of their term, the Trustees are offered the opportunity of gaining experience of Raleigh's work in the field. All Trustees are encouraged to attend relevant courses and training was provided in house by an external expert on governance during the year.

Related parties

None of the Trustees receives remuneration or other benefit from their work with the charity. In the current year, no related party transactions were reported.

Organisation

The Board of Trustees is the main policy-making body and employs a full-time Chief Executive who is also Chief Executive of the subsidiary companies - Raleigh Enterprises Limited and Operation Raleigh Limited. The various activities of Raleigh are carried out by Senior Managers responsible for: Finance and Corporate Services; Marketing and Volunteer Engagement; Programme Funding; Programmes; and Safety and International Operational Support - all of whom report to the Chief Executive.

Key management personnel

Stacey Adams	Chief Executive
David Clamp	Director of Safety and International Operational Support
Keith Mitchell	Director of Finance and Corporate Services and Company Secretary
Julian Oliver	Director of Programmes (from 1 July 2016)
Nick Parker	Director of Business Development (from 13 March 2017)
Gavin Salmon	Director of Programme Funding (from 13 June 2016)

Bankers

National Westminster Bank, 2nd floor, Argyll House, 246 Regent Street, London, W1B 3PB

Solicitors

Nabarro LLP, Lacon House, 84 Theobald's Road, London WC1X 8RW

Fasken Martineau LLP, 17 Hanover Square, London W1S 1HU

Tolhurst Fisher, Marlborough House, Victoria Road South, Chelmsford, Essex CM11 1LN

Auditors

Kingston Smith LLP, Devonshire House, 60 Goswell Road, London EC1M 7AD

Insurance Brokers

JLT Corporate Risks, St James House, 7 Charlotte Street, Manchester, M1 4DZ

Related parties

Raleigh Enterprises Limited (Registration No. 02310284) and Operation Raleigh Limited (Registration No. 03095153), both of which are wholly-owned subsidiaries of Raleigh, are dormant.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Raleigh International Trust 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).

Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the income and expenditure of the charitable group 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, including FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies or has 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 group and charitable company 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 charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group 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.

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

- there is no relevant audit information, being information needed by the auditor in connection with preparing their report, of which the charitable company's auditor is unaware; and
- the Trustees, having made enquiries of fellow directors and the charitable company's auditor that they ought to have individually taken, have each taken all steps that he/she ought to have taken 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.



Dr Khalid Koser MBE
On behalf of the Trustees

Company number 03059479

Date: 29 June 2017

Independent auditors' report to the members and Trustees of Raleigh International Trust

We have audited the financial statements of Raleigh International Trust for the year ended 31 December 2016 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Groups and Parent Charitable Company Cash Flow Statement, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard Application in the UK and Ireland.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 Part 16 of the Companies Acts 2006: and to the charity's trustees, as a body, in accordance with Section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005, and in respect of the consolidated financial statements, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and Trustees those matters which 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 any party other than the charitable company, the charitable company's members as a body, and the charity's Trustees as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of Trustees and Auditors

As explained more fully in the Trustees' Responsibilities Statement (set out on page 32), 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.

We have been appointed as auditor under Section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and report to you in accordance with regulations made under those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies, we will consider the implications for our report.

Independent auditors' report to the members and Trustees of Raleigh International Trust (continued)

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2016 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 & 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matters prescribed by the Companies Act 2006

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

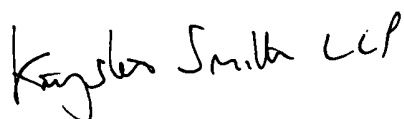
- the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.



Andrew Stickland, Senior Statutory Auditor
for and on behalf of Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London EC1M 7AD

Date 5 July 2017

Kingston Smith LLP is eligible to act as an auditor on terms of section 1212 of the Companies Act 2006.

Raleigh International Trust
Annual Report and Financial Statements for the year ended 31 December 2016

Consolidated Statement of Financial Activities (Including Income and Expenditure Account)

	Note	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 16 £'000	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 15 £'000
Income from:							
Donations		2,102	693	2,795	2,204	332	2,536
Charitable activities		5,000	-	5,000	4,839	-	4,839
Other trading activities		159	-	159	10	-	10
Derivative Financial Instrument		22	-	22	-	-	-
Investments		1	-	1	3	-	3
Total		7,284	693	7,977	7,056	332	7,388
Expenditure on:							
Raising funds	2	304	-	304	238	-	238
Charitable activities	2	7,163	603	7,766	6,668	244	6,912
Total		7,467	603	8,070	6,906	244	7,150
Net income and net movement in funds for the year	4	(183)	90	(93)	150	88	238
Reconciliation of funds							
Total funds brought forward		1,080	202	1,282	930	114	1,044
Total funds carried forward	11, 12	897	292	1,189	1,080	202	1,282

The group has neither discontinued any of its operations nor acquired new operations. All amounts relate to continuing activities. The notes on pages 38 to 49 form part of these financial statements.

Consolidated and charity balance sheets

	Note	Group 31 Dec 16 £'000	31 Dec 15 £'000	Charity 31 Dec 16 £'000	31 Dec 15 £'000
Fixed Assets					
Tangible asset	6	284	127	284	127
Investments	7	-	-	16	16
Total Fixed Assets		284	127	300	143
Current Assets					
Stock		2	11	2	11
Derivative asset	8	22	-	22	-
Debtors	9	1,240	721	1,240	738
Cash at bank and in hand		815	1,449	814	1,415
Total Current Assets		2,079	2,181	2,078	2,164
Creditors: amounts falling due within one year	10	(1,174)	(1,026)	(1,189)	(1,025)
Net Current Assets		905	1,155	889	1,139
Net Assets	11	1,189	1,282	1,189	1,282
The funds of the charity:					
Unrestricted funds:					
Free reserves		613	953	613	953
Funds represented by functional fixed assets		284	127	284	127
General funds		897	1,080	897	1,080
Restricted funds	12	292	202	292	202
Total charity funds		1,189	1,282	1,189	1,282

The financial statements were approved by the Board and authorised for issue on 29 June 2017 and were signed on their behalf by:



Dr Khalid Koser MBE
Chair of Trustees

Company number 03059479

The notes on pages 38 to 49 form part of these financial statements.

Consolidated and charity statements of cash flow

	Group		Charity	
	Year ended 31 Dec 16 £'000	Year ended 31 Dec 15 £'000	Year ended 31 Dec 16 £'000	Year ended 31 Dec 15 £'000
Cash flow from operating activities	(411)	(154)	(378)	(162)
Cash flow from investing activities				
Interest received	1	3	1	3
Sale of tangible fixed assets	42	5	42	5
Purchase of tangible fixed assets	(266)	(15)	(266)	(15)
	(223)	(7)	(223)	(7)
Change in cash and cash equivalents in the year	(634)	(161)	(601)	(169)
Cash and cash equivalents at 1 January 2016	1,449	1,610	1,415	1,584
Cash and cash equivalents at 31 December 2016	815	1,449	814	1,415

Reconciliation of net income to cash flow from operating activities

	Group		Charity	
	Year ended 31 Dec 16 £'000	Year ended 31 Dec 15 £'000	Year ended 31 Dec 16 £'000	Year ended 31 Dec 15 £'000
Net income for the year	(93)	238	(93)	238
Adjustments for:				
Depreciation charges	109	88	109	88
Interest received	(1)	(3)	(1)	(3)
(Profit) on sale of fixed assets	(42)	(5)	(42)	(5)
Movement in fair value of derivative	(22)	-	(22)	-
Decrease / (increase) in stock	9	(2)	9	(2)
(Increase) / decrease in debtors	(519)	465	(502)	464
Increase / (decrease) in creditors	148	(935)	164	(942)
Net cash (required) / provided by operating activities	(411)	(154)	(378)	(162)

Notes forming part of the financial statements for the year ended 31 December 2016

Raleigh International Trust is a charitable company limited by guarantee and has no share capital. On a winding up each person who is either a member at that date or ceased to be a member within one year is liable to contribute a sum not exceeding £10 towards the assets of the charitable company.

Note 1 - Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the group's financial statements.

Basis of preparation

The financial statements are prepared on a going concern basis, under the historical cost convention. The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS102 and therefore the charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS102 Charities SORP), the Companies Act 2006, the Charities Act 2011 and The Charities Accounts (Scotland) Regulations 2006 as amended by The Charities Accounts (Scotland) Amendment (No. 2) Regulations 2014.

The financial statements are prepared on the basis that Raleigh International Trust is a going concern. The Trustees are not aware of any material uncertainty about the group's ability to continue as a going concern. The Trustees are looking for replacement premises following the end of the present lease at Dean Bradley House and are confident of having suitable premises available in 2018.

The functional currency of the charity is pound sterling.

Basis of consolidation

The consolidated financial statements include the financial statements of the charitable company and subsidiary undertakings. No subsidiary undertakings have been excluded from the consolidation. In accordance with Section 408 of the Companies Act 2006 a separate statement of financial activities dealing with the results of the charity has not been presented. The results of the trading subsidiary are separately identified in the group statement of financial activities.

Fixed assets and depreciation

Depreciation is provided by the group to write off the cost less estimated residual value of all tangible fixed assets with an initial value in excess of £1,000 whether individually or in combination, by equal instalments over their estimated useful economic lives as follows:

- Office equipment, Vehicles, Expedition equipment Over 4 years (25% per annum)

Investments

The investment in the trading subsidiary is shown at cost. The taxable profits of the subsidiary are paid over to the Trust under Gift Aid each year.

Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Foreign currency balances are translated into sterling at the rates of exchange prevailing at the balance sheet date.

Leased assets

Where assets are financed by leasing agreements that give rights approximating to ownership ('finance leases'), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to the profit and loss account.

Note 1 - Accounting policies (continued)

Leased assets (continued)

Lease payments are analysed between capital and interest components so that the interest element of the payment is charged to the profit and loss account over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding. The capital part reduces the amounts payable to the lessor.

All other leases are treated as operating leases. Their annual rentals are charged to the profit and loss account on a straight-line basis over the term of the lease.

Income

Income is recognised when the charity has met the conditions of entitlement and measurement and the receipt is probable. For donations and amounts raised by venturers, this is considered to arise on receipt.

In the case of performance related grants or long term contract income, income entitlement is considered to be conditional upon delivery of a specified level of service. Income is therefore recognised to the extent that the charity has delivered the service or activity. The expenditure incurred to date is used as a reasonable estimate or approximation of the charity's performance and so income entitlement. Any such income not recognised in the year will be carried forward as deferred income and is included in liabilities in the balance sheet to reflect the matching of such income with future activities.

Donated services are included in the financial statements at nil value.

All other income is recognised on an accruals basis.

Expenditure

Expenditure is accounted for on an accruals basis, and includes the following main direct categories, before allocation of support costs.

Raising funds - costs associated with raising grants and donations, as well as publicity.

Charitable expenditure - includes the direct costs of planning, staffing and operating expeditions, in addition to costs of recruiting and selecting participants and volunteer managers for expeditions.

Support costs - CEO's office, governance costs and head office functions of HR, finance, administration and facilities. Support costs are allocated across other categories, on the basis of average staff activity during the year.

Restricted Funds

Where funds are received for specific purposes set out by the donor or implied by the terms of appeal, these are shown as restricted income in the statement of financial activities. Expenditure for the purposes specified is applied against the income and any amounts unexpended at the balance sheet date are shown within restricted funds. There are no funds retained in the trading subsidiaries.

Note 1 - Accounting policies (cont.)

Government grants

Incoming resources are accounted for when receivable. Grants are credited to the Statement of Financial Activities as soon as the conditions of receipts have been satisfied.

Stock

Stock is valued at the lower of cost and realisable value.

Debtors

Debtors are recognised when income is contracted to fall due within the accounting period and included at the settlement value. Prepayments are valued at a pro rata calculation of the amount paid relating to a future year.

Creditors and accruals

Creditors and accruals are recognised where the group 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 such an obligation can be measured or estimated reliably. Deferred income relates to the timing differences between invoices raised under the contract for ICS delivery and the recognition of income in the Statement of Financial Activities based on the income recognition accounting policy outlined above.

Pensions

The company operates a UK defined contribution scheme, provided by Scottish Widows, and country specific schemes in each country of operation. Auto enrolment to the UK pension scheme for members of staff on UK contracts and eligible to join the pension scheme became an obligation in 2015, the staging date was 1 August 2015 and Raleigh adopted a three month deferral period. Members of staff employed on national contracts within the countries of operations are members of local pension schemes. Contributions payable are charged to the Income and Expenditure Account in the year they are payable.

Judgements and key sources of estimation uncertainty

In the application of the accounting policies the charity is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities. These are based on historic experience and other factors considered relevant. These are reviewed on an on-going basis and revised where necessary. In particular useful lives of fixed assets are reviewed annually and impaired if relevant. The Trustees do not consider any estimates or assumption to have a significant risk of material adjustment in the next financial year.

Note 2 - Analysis of total expenditure for 2015-2016

	Analysis of total expenditure 2016				Analysis of total expenditure 2015			
	Staff £'000	Other Costs £'000	Support & Governance £'000	31 Dec 2016 £'000	Staff £'000	Other Costs £'000	Support & Governance £'000	31 Dec 2015 £'000
Cost of raising funds								
Fundraising costs	161	111	32	304	127	87	24	238
	<u>161</u>	<u>111</u>	<u>32</u>	<u>304</u>	<u>127</u>	<u>87</u>	<u>24</u>	<u>238</u>
Charitable activities								
Expeditions & UK projects – unrestricted	1,573	4,212	567	6,352	1,362	4,067	521	5,950
Expeditions & UK projects – restricted	149	398	56	603	85	120	39	244
Volunteer recruitment	234	118	46	398	222	99	33	354
Operations support	267	-	46	313	243	-	41	284
Alumni programme	40	52	8	100	50	25	5	80
	<u>2,263</u>	<u>4,780</u>	<u>723</u>	<u>7,766</u>	<u>1,962</u>	<u>4,311</u>	<u>639</u>	<u>6,912</u>
Total	<u>2,424</u>	<u>4,891</u>	<u>755</u>	<u>8,070</u>	<u>2,089</u>	<u>4,398</u>	<u>663</u>	<u>7,150</u>
Support Costs								
Governance costs			23				14	
Finance & Corporate Services			490				449	
Chief Executive Office			242				200	
			<u>755</u>				<u>663</u>	

The total salary costs of £2,898,000 (see note 13) comprise direct staff costs of £2,424,000 plus £474,000 included in support costs.

The total salary costs of £2,513,000 (see note 13) comprise direct staff costs of £2,089,000 plus £424,000 included in support costs.

Note 3 - Results of trading subsidiaries

Raleigh Enterprises Limited did not trade in this year or the last year.

The assets and liabilities of **Raleigh Enterprises Limited** were:

	31 Dec 2016 £'000	31 Dec 2015 £'000
Current Assets	16	34
Current Liabilities	-	(18)
Total Net Assets	16	16
Aggregate share capital and reserves	16	16

Operation Raleigh Limited did not trade in this year or the last year.

The assets and liabilities of **Operation Raleigh Limited** were:

	31 Dec 2016 £	31 Dec 2015 £
Current Assets	2	2
Current Liabilities	-	-
Total Net Assets	2	2
Aggregate share capital and reserves	2	2

Related Party Transactions

Raleigh International Trust owes the sums of £15,741 to Raleigh Enterprises Limited and £2 to Operation Raleigh Limited.

Note 4 - Net outgoing resources for the period

Net outgoing resources are stated after charging / (crediting):	31 Dec 2016 £'000	31 Dec 2015 £'000
Auditors' remuneration:		
Statutory Audit – UK	14	14
Statutory Audit – other countries	9	-
Tax advisory services	-	-
Depreciation	109	88
(Profit) on disposal of fixed assets	(42)	(5)
Operating lease charge – rent	72	72
Loss / (Gain) on foreign exchange	(24)	18

Note 5 - Taxation

The charitable company is entitled to exemption from UK corporation tax on its charitable activities under S505(i) ICTA 1988. The taxable profits of the charity's subsidiary undertakings are paid under Gift Aid to Raleigh International Trust and hence not taxed.

Note 6 - Tangible assets

Group and charity	Office Equipment £'000	Vehicles £'000	Total £'000
<u>Cost</u>			
At 1 January 2016	87	422	509
Additions	-	266	266
Disposals	-	(114)	(114)
	<hr/>	<hr/>	<hr/>
At 31 December 2016	87	574	661
<u>Depreciation</u>			
At 1 January 2016	36	346	382
Charge for the year	20	89	109
Disposals	-	(114)	(114)
	<hr/>	<hr/>	<hr/>
At 31 December 2016	56	321	377
<u>Net Book Value</u>			
At 31 December 2016	31	253	284
	<hr/>	<hr/>	<hr/>
At 31 December 2015	51	76	127

Note 7 - Investments

	Group		Charity	
	31 Dec 2016 £'000	31 Dec 2015 £'000	31 Dec 2016 £'000	31 Dec 2015 £'000
Investment in Subsidiaries				
<u>Cost</u>				
At 1 January 2016	-	-	16	16
Additions	-	-	-	-
Disposals	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2016	-	-	16	16

Investment in Raleigh Enterprises Limited and Operation Raleigh Limited

The charity owns 100% of the issued share capital of Raleigh Enterprises Limited, a company registered in England and Wales which is now dormant.

The charity also owns 100% of the issued share capital of Operation Raleigh Limited, a company registered in England and Wales which is now dormant.

Note 8 – Derivative asset

	Group		Charity	
	31 Dec 2016 £'000	31 Dec 2015 £'000	31 Dec 2016 £'000	31 Dec 2015 £'000
Derivative asset measured at fair value	22	-	22	-
	<u>22</u>	<u>-</u>	<u>22</u>	<u>-</u>

This asset arises on the valuation of the currency contracts detailed on page 48 (Note 15).

Note 9 - Debtors: due within one year

	Group		Charity	
	31 Dec 2016 £'000	31 Dec 2015 £'000	31 Dec 2016 £'000	31 Dec 2015 £'000
Trade debtors	864	497	864	497
Other debtors	154	75	154	75
Amounts due from subsidiary undertakings	-	-	-	17
Prepayments and accrued income	222	149	222	149
	<u>1,240</u>	<u>721</u>	<u>1,240</u>	<u>738</u>

Included in debtors are financial instruments of £1,018,000 (2015: £572,000).

Note 10 - Creditors: amounts falling due within one year

	Group		Charity	
	31 Dec 2016 £'000	31 Dec 2015 £'000	31 Dec 2016 £'000	31 Dec 2015 £'000
Trade creditors	137	109	137	109
Other creditors	115	125	130	125
Taxation and social security	176	94	176	94
Accruals	75	27	75	26
Pre-financing on contract	671	671	671	671
	<u>1,174</u>	<u>1,026</u>	<u>1,189</u>	<u>1,025</u>

All creditors above are financial instruments.

Included in other creditors above is an amount of £13,914 (2015: £23,791) relating to pension contributions.

Note 11 - Analysis of net assets

	31 Dec 2016			31 Dec 2015		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Charity						
Tangible fixed assets	284	-	284	127	-	127
Fixed asset investments	16	-	16	16	-	16
Net current assets	597	292	889	937	202	1,139
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	897	292	1,189	1,080	202	1,282
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Group						
Tangible fixed assets	284	-	284	127	-	127
Fixed asset investments	-	-	-	-	-	-
Net current assets	613	292	905	953	202	1,155
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Balance at 31 December 2016	897	292	1,189	1,080	202	1,282
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

Raleigh International Trust
Annual Report and Financial Statements for the year ended 31 December 2016

Note 12 - Restricted funds

Group and charity	Balance 1 Jan 2016	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 2016	Balance 1 Jan 2015	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 2015
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bursary Funds for young people	4	16	(4)	16	9	1	(6)	4
Overseas Projects	94	465	(406)	153	41	149	(96)	94
Supporting UK Venturers	104	160	(176)	88	58	181	(135)	104
Supporting Host Country Venturers	-	52	(17)	35	6	1	(7)	-
	202	693	(603)	292	114	332	(244)	202

Bursary Funds for Youth Agency Partnership Programme - Donations received for young people to participate in Raleigh expeditions, who would not otherwise be reasonably able to raise funds of their own accord.

Overseas Projects - Funds donated specifically for projects run on overseas expeditions.

Supporting Venturers - Funds donated to assist young people to join an expedition from specific UK regions or the host country.

Note 13 - Trustees, staff numbers and costs

No Trustees received any emoluments during the year. Two Trustees were reimbursed £339 in expenses for attending Trustees meetings (2015: £245). Two Trustees have made donations totalling £360 during the year (2015: one Trustee donated £240). There are no other related party transactions.

In 2016 one employee earned between £80,000 and £90,000 and one employee between £60,000 and £70,000. Pension contributions of £6,943 were made for these employees. In 2015 one employee earned between £80,000 and £90,000 and three employees between £60,000 and £70,000. Pension contributions in 2015 of £9,761 were made for these employees.

Aggregate payroll costs for all employees are shown below, followed by average staff numbers for the year:

Salary Costs – Group and charity	31 Dec 2016 £'000	31 Dec 2015 £'000
Wages and salaries	2,582	2,262
Social security costs	225	187
Pension contributions	91	64
	<hr/> 2,898	<hr/> 2,513
	<hr/>	<hr/>
Average number of staff employed	31 Dec 2016 No	31 Dec 2015 No
Expeditions	62	61
Support	51	50
Fundraising and Communications	11	10
	<hr/> 124	<hr/> 121
	<hr/>	<hr/>

The key management personnel of Raleigh International Trust are the senior management team as defined on page 31. During 2016 the senior management team also included a Director of Marketing and Recruitment and a Director of Programmes and Policy for part of the year. The total employee benefits of key management personnel was £381,100 (2015: £346,500).

Note 14 - Commitments

At 31 December 2016 the future minimum commitment under operating leases was:

Group and charity	31 Dec 2016		31 Dec 2015	
	Land & Building £'000	Other £'000	Land & Building £'000	Other £'000
3 rd Floor, Dean Bradley House, London SW1; lease ends May 2018				
Within one year	81		72	
Within two to five years	34	-	115	-
	<hr/> 115	<hr/> -	<hr/> 187	<hr/> -
	<hr/>	<hr/>	<hr/>	<hr/>

Note 15 - Currency contracts

At 31 December 2016, the charity had forward contracts and options totalling US\$ 775,000 at rates of \$1.2310 - \$1.3150: £1 (2015: forward contracts totalling US\$ 370,000 at rates of \$1.52-\$1.55: £1).

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Note 16 – Financial instruments

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provision of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as "loans and receivables". Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised costs of a debt instrument and of allocating the interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when Raleigh International Trust transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

Classification of financial liabilities

Financial liabilities and equity investments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Note 16 - Financial instruments (continued)

Basic financial liabilities (continued)

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Other financial assets / liabilities

Derivatives, including forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value. Changes in the fair value of derivatives are recognised in the statement of financial activities, unless they are included in a hedging arrangement.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Derecognition of financial liabilities

Financial liabilities are derecognised when, and only when, the charity's obligations are discharged, cancelled, or they expire.

