

# ANNUAL REPORT 2019

Raleigh International Trust

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**“Young people have the energy,  
passion and power to drive change.”**

# CONTENTS

Introduction	3
Welcome from the new Chief Executive	4-5

## TRUSTEES' REPORT

Trustees statement	6-9
Our work in 2019	
- Our delivery models	10-12
- Overview of National Youth Programmes (NYP)	12-13
- Overview of our livelihoods programmes	14-15
- Overview of Water, Sanitation and Hygiene (WASH) programmes	16-19
- Overview of Natural Resource Management (NRM) programmes	20-21
- In focus: Skills-Based Volunteering	22-23
Projects	24-25
Partnerships	26-29
People	30-31
Financial review	32-35
Legal & administrative details	36-39

## FINANCIAL STATEMENTS

Independent auditor's report	40-43
Statement of financial activities	
- Group	44
- Charity	45
Balance sheets	46-47
Consolidated cash flow statements	48-49
Notes to the accounts	50-62

## 1. INTRODUCTION

### Welcome from the Chair of Trustees

2019 has been an incredible year of action and impact for young people, highlighting both the continued and growing importance of youth-driven change. Young people are regularly demonstrating they are far ahead of decision makers and many of those in power when it comes to tackling global issues.

It was a year where our 2017-2020 strategy really came into its own, with a number of innovative new projects and programmes commencing to ensure young people are at the heart of driving our work. There were also new initiatives and partnerships, and changes at the leadership level, which meant that 2019 was a big year for Raleigh International and our global community.

In May 2019, we announced that Stacey Adams would be stepping down as Chief Executive after 13 years leading the organisation. On behalf of myself and the whole Board of Trustees, I would like to thank Stacey for her exemplary leadership of Raleigh International during a period which saw it transform beyond recognition into the broad and resilient global organisation we are today. In September, after a rigorous six-month recruitment process, I was delighted to announce the appointment of our new Chief Executive, Julian Olivier. I could not be more pleased to welcome Julian into his new role with us. His vision for our future is compelling and clear – creating a global movement of young changemakers. Our entire global family wishes him all the very best as he takes up his new post.

It is clear from this report that we have a lot to be proud of from our work in 2019, and a huge opportunity for the future as we take learnings from our current strategy and examine a new organisational vision for 2020 onwards. The Covid-19 pandemic continues to pose a significant challenge, including uncertainty about when we can restart our in-person international programmes which are still halted following their cancellation in March 2020. However, Raleigh International is in a strong position to respond to the 'new normal' created by the pandemic.

Our financial forward planning means that the organisation can adapt to this challenging period through the sensible use of reserve funding and the launch of innovative new programmes, campaigns, fundraising and an exciting new 'bridging' strategy. The Board are confident that the whole team has the vision, ability, and flexibility to find new, exciting, and safe ways to help young people continue leading change.

Supporting young people to achieve all they have in 2019 would not be possible without our fantastic volunteers, alumni, funders and partners. On behalf of everyone at Raleigh International, I would like to thank you all for everything that you have done to help deliver youth-driven change around the world. It is needed now more than ever.



Khalid Koser MBE  
Chair of the Board of Trustees

## Welcome from the new Chief Executive

I am genuinely honoured and excited to become Chief Executive of Raleigh International. Like all involved with the organisation, I am a passionate advocate for youth-driven change. I believe we are at a crucial and exciting moment in the organisation's history, with a huge potential to maximise the energy, creativity and determination of this current generation of young people to tackle some of the most persistent and complex challenges facing our planet. If we fail to unleash their full potential, it will be too late to address the global emergencies of climate, biodiversity, inequality and poverty.

2019 was a year of impact with young people. We created and delivered new national youth programmes, working with young people in their own communities, and we expanded partnerships between businesses and young people through our skills-based volunteering programmes.

We launched a new youth leadership exchange programme with support from the Norwegian government in 2019. Young people from our youth-led alumni societies in Tanzania, Nicaragua and Nepal received training in Norway, before spending three months in Nepal and three months in Tanzania, learning how to design and implement campaigns. We also secured support for the second instalment of our Youth for Green Growth project. Over three years this will help young people from seven countries to campaign to promote positive environmental behaviours.

Raleigh Tanzania continued implementation of our UK Aid funded Social Accountability through Youth programme. This new approach to development accountability supports young people and marginalised groups to have a say in the delivery of projects in their communities using an innovative mobile app. Participants are now monitoring projects worth almost £15 million and will launch a campaign to promote this model of accountability across Tanzania.

2019 also saw us create new partnerships with businesses. Global health and hygiene company RB (Reckitt Benckiser) sent employees from 24 countries to work with Tanzanian young people to develop new behaviour change interventions to help

increase positive hygiene practices in homes. The second year of our partnership with ad-makers McCann Worldgroup UK saw employees train young Tanzanians in how to create, design and implement awareness raising campaigns around deforestation and climate change. We also began working with senior leaders from Novartis to support enterprise development. They collaborated with the founders of 27 youth-led, health-focused social enterprises in Tanzania to help them develop solutions to enterprise challenges facing their business and to scale-up further. Raleigh Nepal continued our ongoing partnership with Google employees to support rural youth to gain knowledge and skills in microenterprise development and to generate business plans.

We also continued delivery of our responsible international volunteering programmes, Raleigh Expedition and International Citizen Service (ICS). We increased the number of young people volunteering with Raleigh Expedition in 2019 and had the highest ever number of participants receiving support from our bursary fund. We continued delivery of the UK government funded ICS programme, receiving an outstanding A+ rating for the third consecutive year in our consortium annual review from the then UK Department for International Development (DFID). A difficult break in the delivery of the programme was navigated well by the organisation as we awaited a new bridging contract and a time line for the next iteration of the programme.

In Nepal, Tanzania, Nicaragua and Costa Rica our livelihoods, water, sanitation and hygiene (WASH), and natural resource management (NRM) projects continued to be delivered by Expedition and ICS volunteers in partnership with local community members.

In 2019, our livelihoods programmes changed the lives and opportunities of over 3,200 young entrepreneurs, created 648 new microenterprises and built a network of trained mentors to ensure continued growth. Our WASH work reached over 25,000 people with access to new infrastructure and awareness on safe hygiene behaviours and improved governance structures for the management of water and sanitation. Our NRM programmes in 2019 further

strengthened relationships with project partners. With the Tanzania Forest Conservation Group we planted almost 400,000 new trees, while in Costa Rica our work with national parks and local NGO Fundacion Gaia helped protect biodiversity and supported indigenous communities to create eco-tourism businesses.

We also strengthened connections with our global community and alumni-led national societies in 2019. Our global community of volunteers and alumni grew to over 50,000 people across more than 100 countries. Former volunteers are now running projects and engaging other young people in 14 active national alumni societies and our Asian national societies held their annual conference in Malaysia this year. We hope to launch a new UK alumni society soon.

2020, on the other hand, is not turning out quite as we had expected. The outbreak of the Covid-19 pandemic has disrupted our plans in a number of ways, including the halting of international volunteering programmes, staff working from home, restrictions on our staff and national societies carrying out face-to-face engagement, a recruitment freeze, the suspension of planned investment expenditure, and the cancellation of a global conference. Instead of developing a new long-term strategy, March 2020 saw the development and implementation of a business recovery

plan. As we progressed through the plan in 2020, we have been able to develop an exciting 'bridging' strategy, building on our global youth consultation, which will steer us through 2020-21 and ready us for what lies beyond. We look to the future with renewed optimism despite the global uncertainty.

I would like to end by saying a huge thank you to Stacey Adams for her leadership over the past 13 years. I am hugely excited to have the opportunity to build on her significant achievements. Thanks also to the Board for their support and guidance as I take up this new role. Perhaps most importantly, I would like to pay tribute to the hard work and dedication of the amazing and inspiring young people we work with. We are facing a challenging time organisationally and globally, but Raleigh International will always be ready to adapt to support young people. This generation of young people will change the world.

*Julian Oliver*

Julian Oliver  
Chief Executive



## 2. TRUSTEES' REPORT

### Trustees' statement 2019

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2019. 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 the charity's aims and objectives and in planning future activities. In particular, the Trustees consider 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)".

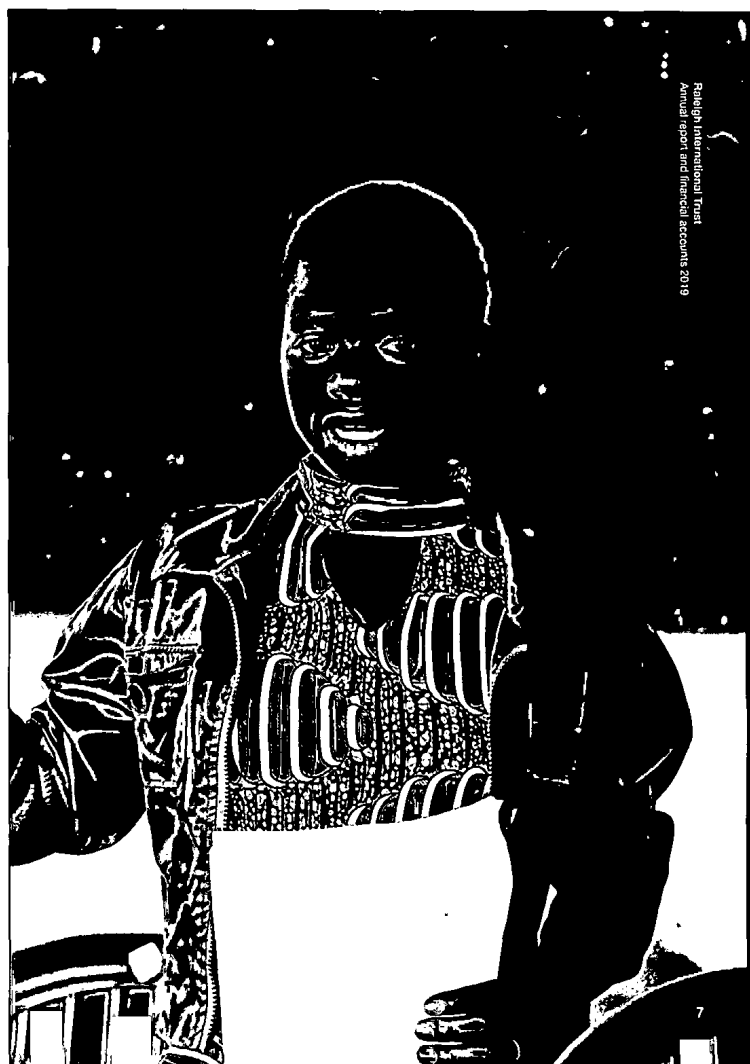
### Our charitable objectives:

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

### About Raleigh International

#### Our framework for action

The world we want to see	A global community working together to build a sustainable future			
Our mission	Creating lasting change through youth			
Thematic programmes	Youth in civil society	Livelihoods	WASH	Natural resource management
Approach	Young people are valued, connected partners in development	Young people have jobs, skills and businesses	Young people drive water and sanitation for all	A generation of champions of the natural environment



## Our 2017-2020 strategy

### Overview of our approach in 2018

As we complete the final year of our 2017-2020 strategy, we are more focused than ever on ensuring that young people are at the heart of developing, designing, delivering and evaluating our programmes. We believe this is key to ensuring young people are partners and leaders in development.

We have created and implemented innovative new national youth programmes and have developed our international network of passionate young people to create a global community working to build a sustainable future.

We continue to grow our new and existing partnerships with communities, development partners, businesses, governments and donors in order to maximise the potential and impact of young people as partners and leaders in development.

Our work delivers through the then UK Department for International Development's (DFID) 'three lens approach'. This states that effective youth participation should work for the benefit of youth as target beneficiaries,

engage with youth as partners, and be shaped by youth as leaders.

We know young people are more likely to adopt new ways of thinking and doing. They have unique abilities to influence their peers and empower communities to change behaviours. Our behaviour change approach has enhanced this and enables young people to gain insights into their communities and context so they can adapt our tools and programmes as appropriate.

### Why young people

We work with young people all over the world. We know there is a huge potential to maximise the energy, creativity, and determination of this current youth generation to tackle some of the most persistent and complex challenges facing our planet.

Young people are ready to take ownership of what is happening in the world and to plan for the future while making a positive impact locally and globally. They are full of creativity, innovation, determination and optimism. We believe young people are one of the most important resources the world has to create lasting change and build a positive and fairer future for all.

### Aims of our work



20,000 young people will be leaders and partners inspiring 100,000 actions on sustainable development

10,000 young people will have sustained, safe, dignified, and fair work

75,000 people will have long-lasting access to and use of safe WASH facilities

Increased resilience in more than 200 communities through the sustainable management of resources, 25 million reached with Global Goals awareness campaigns

## Youth in Civil Society

We work with young people to create an environment which values and supports youth participation: where poverty and education levels won't stop them; culture and traditions won't hold them back; and, where young people are able to safely hold government and other civic stakeholders to account.

### Livelihoods

We work with young people to tackle youth unemployment with a strong focus on young women and rural youth who are particularly at risk. In rural areas, employment opportunities are often low skilled, low waged and unstable. We support young people in gaining the skills they need to develop and act on viable business ideas and help young entrepreneurs to access finance and mentoring.

### Water, Sanitation and Hygiene (WASH)

We work with young people to ensure the spread of good WASH behaviours and knowledge, and to support communities to access safe water, sanitation and hygiene facilities. Our programmes reflect the fact that rural communities, particularly rural women and girls, are disproportionately affected by WASH issues. We build and restore WASH infrastructure and work with communities to improve the governance, management and maintenance of WASH services.

## Natural Resource Management (NRM)

We work with young people to create a generation of champions of the natural environment, to protect biodiversity and to increase the resilience of disadvantaged rural communities to climate and environmental changes through sustainable management of resources. The climate emergency is one of the biggest challenges facing our planet and we support young people to lead the fight against climate change.

### Helping achieve the Global Goals

All our work with young people contributes to achieving the United Nations Global Goals for Sustainable Development (SDGs). Young people are a key part of delivering the SDGs. Our young volunteers are part of a worldwide movement to end poverty, protect the planet and ensure everyone has peace and prosperity by 2030. Our work in 2019 contributed to the following SDGs:



## 3. OUR WORK IN 2019

### Our delivery models in 2019: Raleigh Expedition, ICS and National Youth Programmes

In 2019 we delivered our work with young people through programmes including Raleigh Expedition, International Citizen Service, which is led by VSO and funded by the UK government, and through innovative new National Youth Programmes. We carried out our work in 2019 in Costa Rica and Nicaragua, Nepal and Tanzania, focusing on rural areas and working with young people, girls and women and other marginalised groups. 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.

#### Raleigh Expedition

Raleigh Expedition gives young people from across the world the chance to engage in three phases of experiential learning: WASH; NRM; and a youth leadership challenge. Volunteers join diverse teams of young people to undertake projects which focus on development outcomes, personal development and active global citizenship. Our model allows for the continual development of valuable soft skills within varied environments.

#### International Citizen Service (ICS)

Raleigh ICS is a development programme that brings together young people from the UK and developing countries to volunteer in some of the poorest communities in Africa and Asia. UK volunteers work side-by-side with local volunteers in developing countries, staying with host families in the local community. ICS is led by VSO and funded by the UK government.

#### National Youth Programmes (NYP)

Raleigh National Youth Programmes work with, and target, young people in their own communities in the global south. They empower local young people with skills and confidence to undertake projects that contribute to the SDGs. These programmes aim to engage young people as future partners and leaders and promote a stronger civil society.

Programme	Number of volunteers
Expedition	837
ICS	741
NYP	320
2019 total	1898

### 2019 volunteer numbers Overview of Raleigh Expedition in 2019

In 2019, Raleigh Expedition saw 837 young people from 24 countries volunteer in Costa Rica, Nepal and Tanzania. Young people gained skills through their contributions to WASH and NRM projects. In Costa Rica, they also contributed to community resilience projects to build schools for indigenous communities. Volunteers developed their cultural awareness and gained experience in leadership approaches and techniques.

- 87% of our volunteers stated that they increased their leadership and teamwork skills as a result of the programme.
- 86% of participants agreed that taking part in the programme improved their career prospects.
- 88% of participants demonstrated an increased awareness of global issues.
- 92% agreed that the project they were working on was of value to the community.
- 88% of participants were happy with their overall Expedition volunteering experience.

"Before starting Raleigh Expedition I would say I was quite shy and quiet but this experience has definitely improved my confidence and ability to make new friends/interact with people from all over the world and live in an environment that I'm not used to. I have become much more appreciative for everything and I think young people are so important to development because we have the ability to create change and it is our future that will be impacted. Expedition has definitely made me want to continue travelling and do more volunteering in the future." Anna, UK volunteer

#### Overview of the Bursary Fund in 2019

The Bursary Fund was launched in 2017 to support UK young people from low income backgrounds to take part in a 10-week Raleigh Expedition. A total of 68 young people volunteered in 2019 through the scheme, which provides them with the support they need to successfully

participate and thrive, and to channel their experience on return. Working in partnership with youth workers, schools, colleges and other organisations, we continue to recruit young people who would most benefit from the challenge and the opportunities Raleigh Expedition presents.

The Bursary Fund is made possible through a five-year investment from a key supporter, alongside several trust grants and alumni donations. Their continued support and investment allow us to recognise and champion young people from all backgrounds to become leaders of global change.

"I think volunteering has inspired me in a big way. I've done so much in my time here, that it makes me think if I were to spend five weeks back at home I wouldn't have been able to do the sheer amount of positive and meaningful and long lasting change that I've been able to do here in rural villages in Tanzania. I now think I could go somewhere else for four, seven or ten weeks and do the same. One of my goals before I came here was to develop my confidence and leadership. It has given me a space where I can practice being a leader and practice speaking in front of other people. I've learnt to express myself and to not be held back or limited by myself. I've found out what I am capable of." Kamran, UK volunteer

#### Overview of International Citizen Service (ICS) in 2019

We continued to deliver the UK government funded International Citizen Service (ICS) programme in 2019 as part of a consortium led by VSO. Young people from the UK teamed up with counterparts from Nepal or Tanzania to work on a livelihoods or WASH project for 10 weeks.

In 2019, 399 UK volunteers were paired with 342 local volunteers to generate impact in communities. The programme continues to deliver at a high standard with the ICS consortium receiving an A+ for the third consecutive year in our Annual Review from DFID.

- 77% reported personal development as one of the top three outcomes as a result of taking part in our programmes.



- 94% of participants are in education, employment, or training 12 months after completing their placement.

299 Volunteers and 36 Team Leaders attended a returned volunteer (RV) event in 2019, with 232 volunteers and 45 Team Leaders completing the Action @ Home element of the programme, using the skills developed while on placements to have a positive impact in their home communities.

**"My ICS journey has opened my eyes to the world, it has changed my whole perspective and opened so many doors for my future, my education and career. I now know I can make a difference as an active global citizen, no matter if its big or small, or wherever I am in the world."**  
Charlotte, UK volunteer

#### Overview of National Youth Programmes (NYP) in 2019

NYP programmes focus on young people in their own countries and communities, building their capacity and strengthening their voice so that they can become partners and leaders in development.

Together with these young people we want to create a step change in the attitudes of decision makers, fostering an environment where youth movements have the power to enact change, contributing to a greener, fairer, and more sustainable planet. 320 young national volunteers took part in our NYP in 2019.

#### Exchange for Campaigns, Empowerment and Leadership (ExCEL)

ExCEL is an innovative exchange programme funded by the Norwegian Agency for Exchange Cooperation (NOREC).

14 young people from our alumni-led National Societies in Tanzania, Nicaragua and Nepal received training in Norway, before spending three months in Nepal and three months in Tanzania, learning how to design and implement campaigns. An additional four young people participated when the group was in Nepal.

**"The first generation of ExCEL Nicaraguan alumni returned in 2019 from their six months abroad learning how to design and implement campaigns. Upon**

**their arrival, they enlisted even more Raleigh Nicaragua Society members to finalise their research and design. They then launched their national campaign Sin Plástico [Without Plastic] encouraging Nicaraguans to refuse straws."**  
Ana, Costa Rica staff

#### Social Accountability through Youth (SAY)

Raleigh Tanzania continued implementation of SAY, a four-year programme funded through UK Aid from the British people. This innovative programme will empower young people and marginalised groups to feedback on development that is supposed to benefit them and to hold development actors to account. Working in 179 communities, the programme aims to increase the impact and value of development investments by improving transparency and services for over half a million people.

The project recruited and trained 35 Youth Cluster Coordinators, 15 SAY Campaigns Coordinators and 358 Community Monitors (CM). Joint Working Groups (JWG) were established in each of the 179 communities. All CMs are undertaking monitoring of development projects in their communities. JWG meetings are being held frequently to discuss issues identified and agree on solutions. Fixes are being executed by those responsible, and community events are taking place ensuring that the feedback loop is closed. These actions constitute a significant shift in accountability practices for the target population, which equates to approximately 624,000 people, significantly exceeding the year two target of 180,000. The fix rate at the end of year two was 60%, also significantly exceeding the target of 25%. The estimated value of development projects engaging with a new or improved social accountability and monitoring mechanism at the end of year two was £14,531,828.

#### Youth for Green Growth 2 (Y4GG2)

This project supports young people to develop and deliver global campaigning focused on positive environmental change. Over the three year project period the aims of the campaigning are to promote the adoption of positive environmental behaviours among people all over the world. It also aims to mobilise hundreds of

thousands of young people to take positive environmental action and work with politicians and decision makers to create a greener and fairer world for everyone, everywhere.

With additional Oak Foundation funding covering 2019-22, Y4GG2 expanded its geographic reach to cover seven countries, including Nepal and Tanzania. The project objectives are:

1. To increase the skills, knowledge, and capacity among 2,000 young people and seven youth-led national societies to mobilise their peers, influence decision makers and change behaviours which support the green growth agenda across seven countries by June 2022
2. To engage 2,000 young people and seven youth-led national societies in successful and sustained action which supports the green growth agenda across seven countries by June 2022

The project's global team are in place with many in the team being Raleigh International alumni (almost all are under the age of 30 as part of this youth-led project). Training has been undertaken globally on topics including knowledge of the green growth agenda, leadership, and campaigns.

The national societies are at different stages, but most have also completed training in formative research and behavioural change. Needs analysis and initial scoping work have also been begun regarding an online platform which provides a number of exciting opportunities for the project including allowing sustainable fundraising for youth-led social and environmental action and an even larger movement in support of youth-led green growth.



## Overview of our livelihoods programmes in 2019

Raleigh International livelihoods programmes supported youth entrepreneurs in rural Tanzania and Nepal, where employment is hard to find, low waged or unstable. Our projects provided sustainable income to young people through capacity building, skills provision, and income support to help them establish their own enterprises.

In total, 3262 youth entrepreneurs participated in our livelihoods programmes in 2019, receiving training, support and enhancing their skills. 1020 new business plans were developed and tested, and 648 new microenterprises were launched and supported by 217 trained mentors.

### Tanzania

In 2019, through projects Rural, Inclusive and Sustainable Livelihoods (RISE) and Youth for Sustainable and Resilient Livelihoods (Y4SL), Raleigh Tanzania trained young volunteers as Youth Livelihoods Facilitators (YLFs) to work alongside local project partners and provide support to 2725 diverse young entrepreneurs in 21 rural communities. Through skills building, access to funding and resources, as well as building links with mentors and markets, Raleigh Tanzania supported young people in the Morogoro and Iringa regions to launch their own sustainable enterprises.

294 volunteers delivered 280 training sessions to youth entrepreneurs through our entrepreneur curriculum, utilising the business model canvas. Participants received technical training in all aspects of business development and management, including financial planning, budgeting, marketing, accounting and soft skills such as promotion, confidence, relationship building and leadership skills.

992 young people successfully graduated from the entrepreneurship course. 600 of these youth entrepreneurs were then supported to develop and test their business plans in front of a panel comprising of Raleigh Tanzania and partner organisation staff to access seed funding. 270 went on to establish their own businesses and all provided an income for at least 6 months in the year following training.

250 other entrepreneurs received support to access micro-loans and credit from local micro-finance institutions and banks. Youth Enterprise Groups (YEGs) were also established to provide these entrepreneurs with a wider network of social capital such as additional training, access to finance and

markets, as well as follow up advice and guidance from 149 trained mentors.

Youth-led attitudes research informed the design of community campaigns which improved perceptions of young people as vital contributors to community economies. A total of 6,681 community members were reached through these campaigns and 63 awareness raising events and action days were conducted by volunteers.

"Prior to the entrepreneurship programme from Raleigh Tanzania, I was doing business as a daily routine without focus. After entrepreneurship training, I have become more confident in my business. Now have a broad understanding of how to run my life with an entrepreneurial mindset, creativity, holding a position myself as a woman and have largely realized that even if I have no capital I can start and run my own business." Aska, youth entrepreneur

"It has been said young people have the energy, passion and power to drive change. The community have benefited by receiving seed funding, knowledge and skills on entrepreneurship from young volunteers that will help them build sustainable enterprises, foster their community development, reduce the number of unemployed youth and address gender balance. I would love to start my own business in the future, ICS experience gave me an opportunity to learn, practice and empower others with entrepreneurship skills which is among the key skills to the career that I am going to pursue in the future. So, my ICS experience has contributed highly to my future because it has given me the essential skill to support my dream." Zawadi, Tanzanian volunteer

### Nepal

In 2019, Raleigh Nepal continued to deliver the Inspiring Youth Through Active Citizenship (INSAC) livelihoods project with the help of local NGOs and project partners. Young volunteers worked in two rural districts, Gorkha and Makwanpur, across 15 communities to deliver the project.

Raleigh Nepal's projects supported the diversification of livelihoods options for local youth through provision of agro-technical and entrepreneurial skills and support, as well as limited access to start-up capital. 531 youth entrepreneurs received technical training in areas such as business management, accounting, marketing, budgets and business planning.

Raleigh Nepal's livelihoods work also seeks to create income resilience to changes in the local environment. This combines a focus on off-season vegetable production in rural areas, for example through the construction of poly-tunnels, alongside awareness raising sessions on climate change and coping strategies for dealing with natural resource change. Young volunteers delivered over 250 training sessions with local experts on diversification strategies, natural resource management, off-season vegetable production, and agricultural businesses skills sessions. This boosted income resilience through an increased understanding of the changing climatic conditions for sustainable rural livelihoods options.

These activities led to the creation of 425 income generating activities (IGAs) in these communities. Entrepreneurs were then supported by 30 local Raleigh trained mentors and 15 new business networks to ensure continued support and a supportive environment for entrepreneurs to thrive. Additionally, 177 awareness raising sessions were conducted to enhance knowledge on business plan development and to support the formation of youth and women's groups, reaching over 8000 community members across the two districts. These sessions enabled the wider community to understand the role and contribution of youth entrepreneurship to the local economy.

"I know that the skills I developed as part of the ICS livelihoods programme will provide me with a platform for future work. During the project I was heavily involved in

the running of awareness raising sessions. These sessions have included working with the Youth, Women's, and Children's group in the community. I also helped community entrepreneurs who were training to deliver infrastructure work, including the completion of 24 polytunnels. I hope that my work will have some long-term benefits for the community. The economic benefits from the polytunnels that we have built should be huge." Jeeban, Nepali volunteer

**"THROUGH THE TRAINING SESSIONS DELIVERED BY RALEIGH NEPAL VOLUNTEERS I HAVE LEARNT NEW SKILLS SUCH AS PRODUCING PLANTS, NURSERY SETUP, AND HOW TO MARKET THEM FOR INCOME GENERATION. ALSO, I THINK THE INFORMATION GIVEN BY THE VOLUNTEERS TO ENSURE MY PLANTS ARE HEALTHY AND A TYPE THAT PEOPLE WANT TO BUY WILL HELP GUARANTEE INCOME."**

Binda, rural entrepreneur



## Overview of Water, Sanitation and Hygiene (WASH) programmes in 2019

Raleigh International WASH programmes focus on enabling and generating behaviour change in safe water, sanitation and hygiene practices and attitudes. We also support infrastructure development and work to ensure sustainability by capacity building local management groups.

In 2019, we worked with local partners in 38 communities in Nepal, Tanzania, and Nicaragua. New or refurbished water and hygiene infrastructure benefited over 10,000 people. 15,000 people were reached with awareness raising sessions on safe hygiene behaviour, safe water practices and environmental management. Through our programmes 38 disadvantaged communities now have improved and equitable governance structures to manage and sustain new and existing water and sanitation infrastructure. Community-led WASH groups were created or strengthened to continue reinforcing and embedding hygiene behaviour change.

### Tanzania

In 2019, Raleigh Tanzania continued to implement WASH initiatives in nine communities through the Youth-led School Sanitation and Hygiene (YoSSH) project. Raleigh Tanzania works with young volunteers in the Morogoro and Dodoma regions, alongside the district councils of Kilombero, Mvomero and Kongwa, to improve sanitation infrastructure and hygiene behaviours across nine communities with a total of 5600 households.

Youth-led research was conducted with the community at project inception to detail specific requirements, gain insight into levels of WASH knowledge, and develop culturally appropriate methodologies for encouraging WASH-related behaviour change.

Young volunteers used this research and worked towards achieving community level behaviour change through youth, focusing on changing sanitation and hygiene behaviours at the primary school level, and supporting sanitation infrastructure development in schools.

5789 students in primary schools gained increased access to safe sanitation and hygiene infrastructure, and 11,155 people now have improved awareness and knowledge of safe water, sanitation, and hygiene behaviour.

Volunteers delivered separate sanitation buildings for boys, girls, teachers and people with disabilities. 10 gender specific toilets, five handwashing stations, and nine teacher toilets were constructed. 45 murals were created detailing good WASH practices. Menstrual Hygiene Management (MHM)

rooms were also constructed to ensure girls have private facilities allowing them to continue at school during their periods.

354 pupils were recruited to form youth-led School WASH clubs in schools, receiving knowledge and training to reinforce good WASH practices. To ensure sustainability and regular use of hygiene facilities, nine community and school-based WASH management committees (SMCs) were trained with increased knowledge, skills and commitment to manage WASH services.

To ensure there is commitment from the local authorities and to embed WASH as an important area of work for local governance, 26 meetings with local leaders were conducted and 10 teachers took WASH activities in nine schools. Overall, all nine communities have improved the governance, management, and maintenance of WASH facilities so they are equitable, local and sustainable.

8000 community members took part in awareness raising sessions run by volunteers on handwashing, food hygiene and preparation, and water safety. Volunteers delivered 270 sessions - almost 30 sessions per community.

"The community will change once they see that if proper water and sanitary health measures are adopted, there will be less cases of water-borne diseases. It will help them to realise that this is a better way of life. By subscribing to correct WASH practices the volunteers have shown the community will overall be stronger, healthier and wealthier." Wilke, teacher, Tanzania

### Nepal

In 2019, Raleigh Nepal continued working with remote and marginalised rural communities still affected by the 2015 earthquake to improve access to safe drinking water and sanitation facilities. Volunteers also worked to embed peer to peer knowledge exchange and behaviour change in safe water and hygiene practices.

WASH work in Nepal continued to be carried out through the Inspiring Youth through Active Citizenship for WASH (INSAC WASH) project. Raleigh Nepal's young volunteers

worked in 25 communities in the Makwanpur and Gorkha districts. They developed safe water, sanitation and hygiene infrastructure, raised knowledge and awareness for safe hygiene practices, and set up equitable governance structures to ensure maintenance of activities and facilities.

1089 households, and over 4000 community members, gained access to safe water and new or rehabilitated hygiene facilities. Young volunteers supported the construction of 661 tap stands and 12 new water tanks with 86,000 litres of water. They also restored seven water tanks with 58,000 litres capacity. 103 handwashing stations and 71 toilets were constructed supporting families who did not have access to safe facilities.

Volunteers delivered 95 sessions on safe hygiene practices, reaching 4,006 people. 500 were reached with messages on water safety, 1771 community members with handwashing techniques, and 1070 beneficiaries were reached with messages on menstrual hygiene and its management. Water Users Committees and Women's Groups were also established or supported in the communities where volunteers worked to ensure the sustainability of the projects.

"Volunteers have contributed in raising awareness on menstrual hygiene among women. We used to cut and fold pieces of clothes and used them as pad once our period started. We did not know about menstrual hygiene, and we were unaware about how a pad is made. After the pad-making session, we found those pads easy to use. If we go to market, then only we buy the branded pads or else, we use pads made on our own. It is economical and comfortable." Bhima, community member, Nepal

"I am now a voting member of the Water User Committee and hold a key role. I feel empowered by this position and am looking forward to being informed where previously I have been a more passive member of the community. The knowledge I have been given on sanitation, particularly menstrual health and waste management will make a significant difference and I plan to tell others in neighbouring communities what I have learnt to spread awareness." Sita, WASH community member, Nepal

**"THE WORK OF VOLUNTEERS IN MY VILLAGE HAS CHANGED THE COMMUNITY FOR THE BETTER, THROUGH EDUCATION AND THE IMPLEMENTATION OF SAFE AND HYGIENIC PRACTICES REGARDING DRINKING, EATING AND PERSONAL HAND HYGIENE."**

Agness, community member, Tanzania

## Nicaragua

In 2019, Raleigh Nicaragua's *Agua Segura para el Desarrollo Comunitario* (Safe Water for Community Development) project, continued to focus on infrastructure construction, awareness raising, and capacity building local management groups to ensure sustainability. Project volunteers worked directly with six rural communities and 36 alumni National Society members who became project implementers.

Volunteers carried out formative research activities to assess current levels of understanding and practice of safe hygiene behaviours and to generate a nuanced understanding of individual's behaviours and the motivational triggers for them. They also utilised findings from this research to design awareness-raising campaigns. Alumni volunteers also supported FECSA promoters training in FECSA methodology; and led the setting up of murals and signs to reinforce the uptake of safe hygiene practices.

1775 people increased access to safe water as a result of six gravity-fed water systems (GFWS) or water harvesting technologies rehabilitated and extended in six communities, benefiting 389 households. 1006 community members now have access to safe sanitation and hygiene infrastructure, and 1475 people have knowledge of safe water, sanitation and hygiene behaviours. In order to raise awareness and ensure sustainability, 267 community members were directly trained and resourced to maintain water source and systems. In addition, 332 community members were also trained and resourced to maintain sanitation and hygiene facilities, and 38 WASH committees (*Comité de Agua Potable y Saneamiento* (CAPS)) members were trained in maintenance.

In order to raise awareness of safe WASH practices, 24 training sessions were delivered by 36 facilitators on handwashing at critical moments, the management and disposal of human waste, menstrual hygiene and its management, food hygiene and water safety. These were attended by 344 households. Overall 1000 community members participated in awareness raising sessions. Additionally, there were 28 action days carried out, reaching over 700 community members.

"My family and I planned to leave the community, because there has always been that shortage of water, but now the Raleigh Nicaragua WASH project comes to help us fix many difficulties that we have, because so many things depend on water. It is hard to believe that I have my own water stand, the truth is I am happy because just today they came to do my water stand. In order to help my community, I am a member of CAPS and support health promoter, we visit some houses, picking up the garbage and putting it in their place. Now there are the garbage dumps made by volunteers. The volunteers have taught us and demonstrated us things that we didn't know, it is obvious there was a change with the arrival of the volunteers, because everything we learned from them we are putting into practice in our community." Seydi, community member, Nicaragua



## Overview of Natural Resource Management (NRM) programmes in 2019

Raleigh International NRM programmes aim to protect biodiversity and increase climate resilience among communities in Tanzania, Costa Rica and Nepal.

By working closely with partners in communities and national parks we aim to impact the natural environment through the creation of tree nurseries and national park infrastructure and increase the awareness and attitudes of community members towards the sustainable use of their natural environment and climate change mitigation.

### Tanzania

Our NRM work in Tanzania in 2019 continued its focus on creating tree nurseries in rural communities, spreading awareness around climate change and resource depletion, and delivering training to increase the knowledge and skills of local populations to manage natural resources in these communities. Community action days on sustainable NRM practices were organised and lessons were delivered in local primary schools on climate change. Sessions were also held with community members on deforestation and the life cycle of the nursery trees.

In 2019, Raleigh Tanzania's young volunteers continued to deliver NRM projects with partner organisation Tanzania Forest Conservation Group (TFCG) in the Mufindi District of Tanzania. These projects focus on tackling a key cause of deforestation in rural Tanzania – the high dependency of rural populations on natural forests to earn a living through charcoal and timber production.

Working alongside local communities and TFCG, Raleigh Tanzania volunteers worked in four villages to create tree nurseries that will offer a sustainable alternative to harvesting natural forest over the long-term. Having created nursery beds and seedling tubes, over 370,000 tree seedlings were prepared for planting in village-owned land. It is anticipated that these newly planted trees will cover approximately 685 acres of land, offering the community a sustainable income source.

Volunteers also conducted environmental education sessions in each village primary school. They raised awareness of the importance of protecting Tanzania's natural forests and how sustainable forestry can benefit both people and the natural landscape.

89 volunteers participated in awareness raising sessions and NRM activities. 1660 community members were reached by NRM awareness raising sessions who attended the action days.

**"THE COMMUNITY HAVE TOLD US THAT THEY THINK THIS PROJECT IS VERY GOOD, BECAUSE THEY DIDN'T HAVE MUCH AWARENESS ABOUT THE ENVIRONMENTAL CONSEQUENCES OF THEIR RESOURCE USE BEFORE. WE GAVE THEM EDUCATION ABOUT HOW THEY CAN USE BETTER MATERIALS AND IMPROVE SUSTAINABILITY. I THINK THE COMMUNITY NOW HAVE BETTER AWARENESS ABOUT CLIMATE CHANGE."**

Patrick, Tanzanian volunteer



### Costa Rica

In 2019, Raleigh Costa Rica continued working with national and private parks to improve the conservation of biodiversity and management of natural resources. By increasing the capacity of the park rangers to manage natural resources, volunteers contributed towards the conservation of the parks and reached 475 people with awareness of biodiversity, environmental conservation and climate change mitigation.

Volunteers worked in three national parks and one private park, constructing 20km of trails, five bridges, two guard huts and two cabins for eco-tourism ventures to improve access to protected areas. Volunteers also supported the maintenance of local tree nurseries and planted over 4,500 tree seedlings to aid reforestation.

Working in national parks over longer periods of time has provided greater capacity to improve access to parks and enhance positive relationships between the park and the local communities. Working with the privately owned park La Marta has been a positive experience as the administration has prioritised work with the young volunteers and been able to capitalise on their energy.

**"Working together with the other young volunteers helped me realise how quickly strangers can bond when we have a common goal. Since we all want to contribute something to the preservation of the La Marta Wildlife Refuge, and to help the global environment challenge, we can put aside cultural differences and opinions to focus on the bigger picture. I have also really enjoyed being part of the greater community that live in the nearby town and teaching them about climate change."** Margarita, Nicaraguan volunteer

### Nepal

In 2019, Raleigh Nepal delivered NRM sessions to mitigate the risk of climate change induced natural disasters such as floods and landslides. These events often occur in the communities, and damage and destroy resources of vital importance such as soil, water and forest, which are of vital importance for people's livelihoods. In order to mitigate these risks youth volunteers, supported by expert trainers, engaged with 484 community members and community based organisations, including amongst others, Forest Users Committee and farmers groups, to provide information and training on coping strategies such as conserving natural resources and diversifying livelihood activities. Raleigh Nepal promotes climate smart agriculture techniques to help minimise the risks.

## In focus: Skills-Based Volunteering

Skills-Based Volunteering (SBV) projects offer a chance to connect business and global youth to create sustainable change by combining the skills, expertise and experience of corporate employees with the energy and knowledge of young people. In 2019, we ran seven SBV programmes across two countries with four different corporate organisations, involving 158 employees, thus representing the best year of skills-based volunteer programming to date.

The SBV programmes with RB (Reckitt Benckiser), McCann Worldgroup UK, Novartis, and employees of Google EMEA have increased programmatic impact and capacity building of young people in Tanzania and Nepal. In each context, the specialist skills of the corporate employees helped to bring new knowledge or improve programme outcomes and innovation.

All our SBV programmes are delivered through Raleigh International's National Youth Programme (NYP) delivery model. Young people are supported to become partners in development and then leaders of change.

### RB: Global Volunteer Challenge & Healthier Lives, Happier Homes

2019 marked our first SBV programme with health & hygiene multinational RB. RB's 'Global Volunteer Challenge' put together 30 RB employees from 24 countries and 30 Tanzanian youth volunteers to develop new behaviour change interventions which would help spread positive hygiene behaviours in the home.

Accessible sanitation remains an issue in the Kilombero District of Tanzania, as in the whole country: 60% of the population of Tanzania do not have basic handwashing facilities in the home and only 30% of the population are using basic sanitation services. The RB Global Volunteer Challenge aimed to increase the adoption of safe WASH practices among 26,000 community members in the Kilombero District of Tanzania.

To do this, the Global Volunteer Challenge SBV programme led to the creation of three new behaviour change interventions which are currently being trialled in 30 communities

as part of a new WASH programme, 'Healthier Lives, Happier Homes'. In the first three months, to the end of December 2019, there had been considerable engagement and interest amongst community members targeted, with children and women displaying a high level of support for the project. It is currently estimated that 8223 individuals (6481 children and 1742 women) have been reached and have engaged with the activities delivered so far – surpassing the project target at the half-way point.

In addition, RB funded a new programme that aims to achieve behaviour change among children and wider community members by establishing SWASH clubs in schools, so children promote hygiene in homes, and by other means of engagement, such as radio jingles aimed at male heads of household.

This project aimed to bring about a shift in 20 communities in total, and has already conducted activities in 12 communities. So far, 3250 community members were reached as a result of campaign activities, murals, posters and advertisements, and specifically, 1400 male heads of households were reached with information on safe hygiene practices. In addition, 381 children were trained as SWASH heroes and 34 teachers were trained, who would now cascade this messaging within their homes and into the wider communities. The project is currently ongoing and will be concluded in 2021.

### McCann Worldgroup UK: Out Of Office For Good

The 'Out of Office For Good' SBV programme, now in its second year, involved 11 McCann Worldgroup UK employees using their skills to train 23 Raleigh Tanzania Society (RTS) youth and alumni in how to create, design and implement awareness-raising campaigns that will educate, agitate and mobilise youth in Tanzania to address the deforestation issues in their communities. RTS members have since launched their pilot campaign, #KeshoTutachelewa [Tomorrow Is Too Late].

From the launch of the pilot campaign with posters and videos shared only on RTS social media platforms, the campaign has already reached more than 307,354 people

through Facebook and Instagram and a further 21,700 people on Twitter.

### Novartis: Youth Social Enterprise Accelerator

Raleigh Tanzania ran four 'Youth Social Enterprise Accelerator' programmes with senior leaders from global pharmaceutical company Novartis. These leaders collaborated with the founders of 27 youth-led, health-focused social enterprises to develop a solution to an enterprise challenge to enable them to further scale-up. In the three months following these programmes: nine of the social enterprises reported an increase in average sales, 11 of them introduced new products or services, and 20 new partnerships had been developed.

### Google employees: Youth entrepreneur training

Since 2015 Raleigh International has run an annual employee-led programme with employees of Google EMEA, focusing on providing additional support to youth entrepreneurs in the communities where we run our youth livelihood programmes. 2019 was the first time we ran this programme in Nepal. In September – October 2019, Raleigh Nepal worked alongside 17 Google employees to support 39 rural youth in the Gorkha and Makwanpur districts of Nepal to develop knowledge and skills on microenterprise development and generate business plans with the aim of helping to improve their business. All 39 rural youth have subsequently been able to develop viable businesses.



## 4. PROJECTS

### Alumni & National Societies

#### Overview of alumni action in 2019

Raleigh International's global community is made up of more than 50,000 former volunteers who have participated in our programmes, from across our near 40 years of operation, and from over 100 countries.

In 2019, we continued to focus alumni activities around the six ways to stay engaged with our alumni network. We also established a new 13 member UK alumni advisory group. The group acts as a body that advises, generates, and organises alumni activity, ensuring we are connecting more directly with our community across the UK and harnessing the energy and values that our network maintains. The ultimate goal is to launch a Raleigh UK alumni National Society in 2020 which is alumni-led and similar to those already in existence.

Internationally, we worked to strengthen and support our National Societies and new Youth Advisory Group (YAG) members. These groups are key to embedding international youth voice within the organisation, working in partnership to ensure that our alumni action remains truly global. We held sessions with our new YAG, made up of youth leaders from each country where there is a Raleigh National Society. The group's focus is on our key areas of strategic development, offering their comments, perspective, and advice to shape and create the work we do, and to ensure that the youth voice runs through the heart of our work.

#### Volunteering

Alumni volunteers are central to successfully recruiting, assessing, and training the young volunteers who take part in our programmes. In 2019, over 150 alumni volunteers gave their time to inspire and support the latest young leaders in our community.

#### Raleigh Together and alumni business network

In 2019 we held three alumni events around the UK. These events brought alumni and individuals from the world of business

together to discuss important international development and youth topics, and to share career learnings and responsible business tips. Over 100 UK alumni engaged with the events in 2019.

In April 2019, we held a business breakfast networking event at Redington's offices in London, offering former volunteers the opportunity for meeting like-minded alumni in the world of business who share the same values.

In May 2019, we held a Raleigh Together event in Edinburgh, meeting our wish to hold more alumni events outside of London. The event had an environmental theme and attendees heard from alumnus Mike Robinson, who is now Chief Executive of the Royal Scottish Geographical Society and a climate negotiator.

In July 2019, we held a Raleigh Together summer evening event in London. We continued the environmental theme, hearing from Clara Goldsmith, Director of the Climate Coalition, about their mass climate change lobby event #TheTimesNow, which our alumni took part in.

We also launched the Raleigh Together in Business Mentoring Scheme in 2019, which has so far connected three young alumni with three professionals from the network to help develop and support their skills and ambitions.

#### National Societies

There are currently 15 alumni-led Raleigh International alumni National Societies around the world, joined together by our Global Alliance Framework. Active societies include Bermuda, Hong Kong, India, Japan, Jersey, Kuala Lumpur and Sabah (Malaysia), Mongolia, New Zealand, Singapore, Uganda.

These Societies are all independent and autonomous organisations. They are not controlled by and do not receive direct funding from Raleigh International Trust.

There are also National Societies based in the countries that Raleigh International is currently active in and employ staff, namely Costa Rica, Nepal, Nicaragua and Tanzania. However, these Societies are not registered independently and are effectively just an

extension of each Raleigh subsidiary or branch.

In October 2019, the 15th annual Raleigh Asia Regional Conference (RARC) was hosted by Raleigh Malaysia in Kuala Lumpur. This event also celebrated the 20th anniversary of Raleigh Kuala Lumpur and 1st anniversary of Raleigh Malaysia (the combined National Societies of Kuala Lumpur and Sabah). The RARC offered an opportunity for collaboration and exchange between alumni in the Asia region and also delivered key learnings about the type of support our alumni-led societies would like to see us deliver to the global alliance as part of our future strategy, namely:

- Support with ensuring appropriate systems of safety and security.
- Support with fundraising and project design.
- Support with business model development and strategy.

#### Challenge events

In 2019, alumni signed up to be part of #TeamRaleigh to raise funds and promote our work at the London Landmarks Half Marathon. We will continue offering places at these events in the UK, giving our alumni the chance to challenge themselves, give back, and share their stories. We are also exploring the opportunity of an international challenge event, taking place in one of our operational countries, offering an alternative for those seeking a bigger challenge.

#### Donors

We are grateful for the financial donations from our alumni community to support our work in 2019. Our alumni and community members continue to be a key area of valuable support, and we maintain several relationships with committed regular givers and new donors each year.

#### Building recognition of our work

##### Overview of communications and marketing activity in 2019

Our external communications in 2019 focused on placing young people, both on our

programmes and alumni, and the issues they care about, at the centre of our content. We also supported the marketing of international volunteering opportunities, helped to further develop our brand, and promoted the work of our global community and partners.

We continued to prioritise investment in our digital and social media marketing presence. Our social media channels received growing levels of engagement, showing that our approach of increasing youth-generated content on audience relevant issues is encouraging people to learn more about us, get involved, support our work and continue taking action as active citizens. We also began to move towards a video-first approach for our social media and digital content based on the latest youth trends and audience research, as well as feedback from young people in our community.

We continued work on developing our brand, including involving international staff and young people in brand workshops. In late 2019, we began working with London based creative agency Nice and Serious to support further brand development work and the development of a new organisational strategy.

We also implemented the new Raleigh Expedition branding across our materials, content and countries of operation. New and accessible Expedition brand guidelines, digital and print marketing assets and updated webpages have been produced to reflect the new brand for the programme.

Our publications in 2019 also sought to bring youth voice to the front of the organisation. Our Impact Report for 2018 was the first to be introduced by our two youth Trustees and heavily featured the ongoing action of our amazing young alumni following their time on our programmes.

We continued to achieve strong UK and international media coverage in 2019 to promote volunteering opportunities and a positive image of UK Aid and the work of the international development sector. Here we also focused on acting as a platform to promote the opinions and views of the young people we work with and to help them tell their own incredible stories of change. This will continue to be a focus of our activity in 2020.

## 5. PARTNERSHIPS

### Partners

#### Overview of partnerships in 2019

Our new three-year Youth for Green Growth 2 (Y4GG2) launched in July. Delivered in partnership with Oak Foundation, Y4GG2 supports young people to develop and deliver global campaigning focused on positive environmental change. Over the three-year project period the aims of the campaigning are to promote the adoption of positive environmental behaviours among people all over the world.

Delivered in partnership with the Norwegian Agency for Exchange Cooperation (Norec), the ExCEL programme entered its second year. ExCEL empowers the Raleigh Tanzania, Nicaragua and Nepal national youth societies with the skills and confidence they need to engage as partners and leaders, designing and delivering youth-led campaigns that support the achievement of the SDGs.

Our Social Accountability through Youth (SAY) programme went from strength to strength in Tanzania. Funded through UK Aid from the British people, SAY is putting young Tanzanians in rural communities at the heart of delivering development accountability. SAY aims to increase the success rate and value for money of development spending in the Dodoma, Iringa and Morogoro regions of Tanzania, benefitting more than 500,000 people. It does this by empowering over 400 young women and men, including young people with disabilities, to monitor project delivery effectively and independently across 179 communities and to drive solutions to the issues they uncover.

In Tanzania's Kilombero district, we launched our new two-year partnership with Medicor Foundation. Through it, at least 1,800 primary school children and 7,200 community members will be able to use safe, sustainable and well managed sanitation infrastructure. The partnership will take a behaviour-centred approach to leave a legacy of increased practice of the hygiene behaviours which can help keep people healthy and safe from disease.

As Medicor Foundation began its support of our WASH programming, our collaboration with Jersey Overseas Aid and the people of Jersey (JOA) came to a successful close. Through it, JOA and Raleigh have ensured that 3,705 primary school children and 18,883 community members in rural Tanzania are now able to keep themselves safe by practising safe hygiene behaviours and through new, accessible, safe and sustainable WASH facilities. And in Nicaragua the partnership provided access to a safe and sustainably managed water source for 1,775 people living in six rural and marginalised communities. The energy and enthusiasm of the people of Jersey has directly helped to deliver significant impact for these rural communities through annual community work projects in Tanzania.

We are grateful for the continued support to achieve our strategic goals from VSO for delivery of the 2019 ICS programme, funded by the UK government.

We are continuing to build national and international relationships and collaborating effectively to better meet the aspirations and needs of youth and beneficiaries, and to provide sustainable solutions for the communities we work alongside.

In 2019, we continued to expand the impact of partnerships with corporates, and the organisation collaborated with the private sector to connect business with youth to amplify the impact young people can have globally, to be both partners and leaders in development and to support the achievement of the Sustainable Development Goals.

Considerable impact was delivered through seven Skills-Based Volunteering (SBV) programmes in particular, as well as through vital project funds received and the volunteering efforts of corporate employees on Raleigh Expedition programmes.

We secured three new corporate partners in Saint-Gobain Foundation, Mazars LLP, and Enzyme Communications, expanded our partnership with GAIA Insights in to a three year partnership in collaboration with Novartis, and also expanded the existing relationship with Norec to include design of a new youth-led corporate exchange.

Our work with corporates has continued to drive innovation. The Global Volunteer Challenge SBV programme with multinational health & hygiene firm RB involved a collaboration with 30 Tanzanian youth to design new behaviour change interventions to solve pressing hygiene and sanitation problems in rural communities. These new behaviour change interventions were developed into an entirely new WASH programme called 'Healthier Lives Happier Homes' which is currently testing the efficacy of these new interventions.

Elsewhere our corporate partners continued to show commitment to our cause in so many other ways. Two alumni from McCann Worldgroup UK helped design and run a workshop for the Youth for Green Growth 2 programme. RB provided four 'RB Scholar' places for Raleigh alumni National Society members to attend the One Young World youth summit in London, and Managing Director Joel Chadwick of partner Chadwick Textiles made a personal visit to Tanzania to witness for himself the impact being made on the Youth for Community Conservation tree planting project.

#### Gifts in kind

Raleigh International extends its thanks to Swiss law firm Lenz & Staehelin for their assistance and reduced fees and would also like to thank Acclaro Advisory for their support exploring carbon offsetting. The support of PwC and Reddington in providing venues for our alumni networking events is also appreciated.

Smarter Venues kindly continued their support through the generous donation of poster media space within Premiership and Championship football grounds in 2019, helping us to promote our Raleigh Expedition programmes to young people from diverse backgrounds around the UK.

#### Fundraising legal compliance and best practice

Raleigh International delivered its fundraising in 2019 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 support the principles of the Fundraising Preference Service.



Raleigh International Trust  
Annual Report and financial accounts 2019

Fundraising practice is monitored by the Senior Management Team and Trustees (listed on page 37) 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:

1. Planning effectively.
2. Supervising fundraisers.
3. Protecting the charity's reputation, money and other assets.
4. Identifying and ensuring compliance with the laws or regulations that apply specifically to our fundraising.
5. Following the law and recognised standards.
6. Being open and accountable.

As well as receiving funds from corporate partners, trusts and institutions, fundraising is also completed by the volunteers as part of their experience; they fundraise to contribute towards the costs of being in country and for the projects being completed.

There have been no complaints about fundraising activities this year.

**In 2019 we thank the following supporters:**

Alchemy Foundation  
 Bergna-Coupland Charity  
 Chadwick Textiles Ltd  
 Employees of Google Ireland & UK  
 Enzyme Communications  
 Family and friends in memory of alumnus Kit Mallison  
 Fondation Les Paquerettes  
 GAIA Insights  
 Garfield Weston Foundation  
 GLIDE  
 Greendale Charitable Foundation  
 Gripple Ltd  
 James Cochrane  
 JLT  
 John Cutforth Charitable Trust  
 Kilpatrick Fraser Charitable Trust  
 Kirby Laing Foundation  
 Lenz & Stieghelm  
 Mazaris LLP  
 McCann Worldgroup UK  
 Medicor Foundation  
 Music Sales Charitable Trust  
 Newcastle University School of Engineering  
 Nomad Travel  
 Norwegian Agency for Exchange  
 Cooperation (Norec)  
 Novartis  
 Oak Foundation  
 Reckitt Benckiser Group PLC ('RB')  
 Reuben Foundation  
 Roger Vere Foundation  
 Saint-Gobain Foundation  
 Smarter Venues  
 The Charity of Stella Symons  
 The Cumber Family Charitable Trust  
 The Ernest Kleinwort Charitable Trust  
 The Father O'Mahony Memorial Trust  
 The Fitton Trust  
 The G M Morrison Charitable Trust  
 The Haramead Trust  
 The Jessie Spencer Trust  
 The Laidlaw Foundation  
 The Merston Charitable Trust  
 The Myles Trust  
 The Peacock Trust  
 The Trinafour Trust  
 The Tula Trust  
 The W A Cargill Fund  
 UK Department for International  
 Development (UK Aid Direct)  
 US Bureau of Oceans and International  
 Environmental and Scientific Affairs  
 VolkerFitzpatrick



## 6. PEOPLE

### Developing our staff

Raleigh International completed the annual staff survey in 2019. We again used the Charity Pulse survey, which allowed us to benchmark our results against the average scores of 240 organisations employing over 31,000 people that have taken part in the surveys, as well as seven years of year-on-year comparison.

- 89% said they were proud to work for this charity (89% is the sector benchmark);
- 75% said they would recommend this charity as an employer (73% is the sector benchmark);
- 66% said we were making the best possible use of supporters' time and money (56% is the sector benchmark);
- 59% said we are doing everything we can to reduce impact on the environment (45% is the sector benchmark); and,
- 73% said their views were listened to and valued (57% is the sector benchmark).

A staff-led survey working group was set up in July 2019 to gather additional feedback and address concerns reflected in the survey, including around valuing diversity, pressure of workload and potential for further personal development opportunities. We continue to work on these areas as a priority.

### Developing our volunteers

To support our ICS programmes in 2019, we held 63 volunteer assessment events, nine pre-departure training events and nine post-placement events in the UK.

For our Raleigh Expedition programmes in 2019, we delivered support through pre-Expedition volunteer training events, bursary application events, Expedition discovery weekends for volunteer managers, pre-Expedition development weekends for volunteer managers.

We ran three alumni skills workshops as well as four corporate volunteer training events.

Volunteers also received substantial induction and training in our countries of operation.

### Developing our systems

Technology and systems are evolving at an exponential rate and Raleigh International has made investments in this area during 2019. Technology that was previously considered out of reach or just not physically possible, is now able to exist through the development of new and advanced systems, services and platforms.

We continued to adopt new technologies and systems throughout the organisation to empower our workforce, increase collaboration, reduce costs, and drive productivity.

Throughout 2019 we set out to identify manually operated areas of our technology systems and processes that could be automated using a variety of workflow automation and integration tools. Working with the relevant teams and contacts we successfully developed several new systems and workflow automation integrations that minimised the amount of human intervention required to complete a task, dramatically reducing related staff workloads across the organisation and increasing efficiency for volunteers.

Our working environments are often prone to change; projects adapt and the way we work together as a team often requires individuals with a particular skill set or role to be brought into a work team they otherwise would not have traditionally been a part of. Our systems in 2019 have been adapted to use the latest technology and processes to allow for agile, secure environments and a richer collaborative experience across international teams. We have achieved some of these goals by investing in our SAAS platforms and customising our systems with an international audience in mind.

As technology evolves at a rapid rate, we've worked with our key stakeholders within each of our International Offices to understand their needs and requirements and built our systems around their advice and needs. Training and knowledge areas have been created to support our workforce and volunteers, multilingual systems have been set up to mitigate language barriers and a better internal technical support desk has been created to meet the needs of all staff by including a self-service area and clearer Service Level Agreements.

Artificial Intelligence (AI) and machine learning have been one of the most sought after and leading developments in the technology world. What would typically be a costly investment has been made affordable and available across a number of our SAAS and PAAS platforms which has allowed us to develop tools and services that increase efficiencies, availability of information and productivity. We implemented AI into our GDPR compliance, Security and Data Governance systems to assist with detecting and resolving potential threats to our systems before they occur.

These principles have been applied to significant organisational change projects throughout the organisation in 2019. These have included the development of a medical screening system, cloud-based information discovery tool, data visualisation dashboards, improvements and automation of services on our ERP (NetSuite), marketing lead classification systems, training and knowledge base systems, web conferencing systems, information breach detection and management systems and more.

### Safety and security

We are committed to operating safe and challenging programmes overseas. Safety is at the heart of everything we do. To minimise the risks, we focus on prevention. A head office 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 staff.

We continued to operate our Safety Management System to the highest standard in 2019. This included detailed pre-

programme risk assessments, high quality pre-departure and in country training for staff and volunteers, contingency planning, regular testing of crisis management and casualty evacuation plans in the UK and overseas, and regular reviews of safety systems.

We reviewed our Medical Governance systems and launched a Medical Reference Group to enhance the oversight that has always been provided by our external Medical Advisor. We also launched certified Mental Health training for our staff.

We continued to conduct individual medical assessments prior to departure and provided support via in country medical personnel and a team of medical professionals in our head office. Recruitment of volunteer leaders was 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.

Raleigh teams in-country and at its UK head office dealt with a wide variety of safety and medical issues throughout 2019; both minor and more serious medical issues.

We have assessed our Expeditions annually against the British Standard BS8848:2014 (provision of visits, fieldwork, expeditions, and adventurous activities outside the United Kingdom) since its introduction in 2009. In 2019, we passed without comment or recommendation. 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 2019.



## 7. FINANCIAL REVIEW

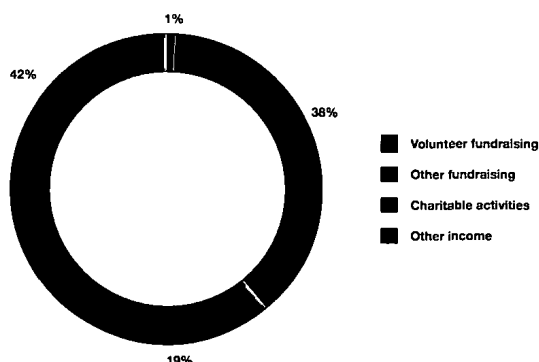
### Our finances in 2019

The overall surplus reported for 2019 is £580,000 (2018: £226,000). The original strategy was to build the level of reserves so that the charity can invest in programmes to continue diversifying its sources of funding, as set out in the 2017–2020 Strategy. However, with the onset of the Covid-19 pandemic in 2020, the increased reserves are being used instead to tide the charity over this challenging period until development programmes can restart and bring with them associated income.

As noted in the review of the impact of Covid-19 under the Risk Management section, the Trustee Directors have considered the retained funds at 31 December 2019, appropriate budgets and forecasts (including revised forecasts reflecting the impact of Covid-19), and are not aware of any material uncertainties that suggest the group cannot continue as a going concern.

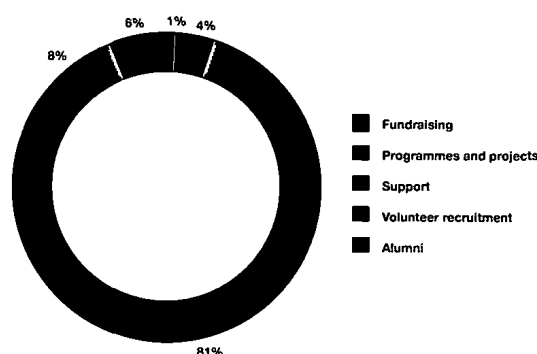
Gross income for the year decreased by 4% to £7,304,000 (2018: £7,633,000). Though the overall income has reduced in the year, the strategy to diversify funding sources is starting to bear fruit. While statutory funding decreased by 30% to £3,100,000 (2018: £4,439,000), this was mainly replaced by a 32% increase in donations to £4,162,000 (2018: £3,165,000). The decrease in statutory funding is due to the reduced number of UK volunteers on ICS in 2019 resulting from a break in UK government funding for the programme.

#### 2019 income by type



Expenditure for the year reduced by 9% to £6,724,000 (2018: £7,407,000). Resource allocated to programmes decreased proportionately by 9% to £6,467,000 (2018: £7,133,000), reflecting fewer volunteers on the ICS programme, partially offset by increased numbers of young people volunteering on other programmes.

#### 2019 expenditure by type



#### Reserves Policy

The Trustees seek to maintain free reserves at a level that, should it be necessary, would enable Raleigh International to conclude existing programmes and end existing contracts within a planned and orderly reduction of activity.

The Trustees have previously agreed that a minimum level of free reserves of £1,000,000 was appropriate. At 31 December 2019, the balance of total unrestricted reserves stood at £1,476,000 (2018: £1,201,000), whilst free reserves stood at £1,378,000 (2018: £1,120,000) which excludes £98,000 (2018: £81,000) represented by the net book value of fixed assets.

The level of free reserves at 31 December 2019 was in excess of the target minimum level. As set out above, this excess was planned to be invested in new programmes and to extend the geographic reach of the charity. In the event, the charity was fortuitous in having this excess reserve to fall back on while the charity's work is severely curtailed due to the Covid-19 pandemic during 2020.

#### 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 every three years and annual 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 International'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 (SMT) reviews the risk register regularly during the year, which is scrutinised by the Finance and Risk Committee and presented to the whole Board of 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. Trustees have also undertaken an exercise with the SMT to determine the risk appetite of the board in various areas so that responses taken to manage risks are appropriate in the context of the board's risk appetite.

The last formal full review of the risk register by the Trustees was in March 2020. In June 2020 the Trustees also considered both the additional risks and those that had changed as a result of the Covid-19 pandemic. The most significant areas of risk (after considering mitigating actions), including the impact presented by Covid-19, are summarised below.

Area of risk	Mitigations
Negative funding landscape from delayed or cancelled programmes due to inability to operate safely or restrictions on movement. This results in increased financial vulnerability for the organisation.	Increased engagement with existing and potential donors to explore alternative development projects and seeking deferral of existing programmes rather than cancellation.  Increased engagement with Raleigh's volunteer community to maintain interest for when programmes restart.  In addition to exploring alternative income avenues, early and comprehensive cost management measures have been taken to minimise ongoing expenditure while maintaining Raleigh's capacity to rebuild.  Raleigh entered 2020 with significant reserves which were earmarked for investment but can now be used to tide over the organisation.
Increased operational complexity to ensure safe operations for when programmes resume including health, travel and reputational issues.	Increasing understanding of risks from both the sending and host countries' perspectives. Operational go-ahead will not be given without clear understanding of risks and their effective mitigation.  Redesign of operational protocols.  Crisis management training and scenario testing held which contributed towards repatriating successfully and safely over 400 volunteers when the Covid-19 pandemic hit.
With more staff working remotely, maintaining staff well-being and unity is a challenge.  There are also associated vulnerabilities with safeguarding and cyber security from increased reliance on digital platforms.	Toolkit and support available from line managers. Increased opportunities for staff engagement and staff survey undertaken to gauge morale and well-being.  Strong code of conduct, moderation and quick escalation protocols developed.  IT security reviewed and strengthened; with reminders to staff on maintaining vigilance on cyber security.

## 2020 and beyond

Covid-19 has had a global impact with far reaching implications. Although the pandemic started after the period being reported we feel we need to address the major issues in this report.

2020 is proving to be a challenging year for Raleigh International. The restrictions on international travel have severely affected our ability to run expeditions and ICS programmes. In order to minimise the level of reserve spend we have undertaken a cost cutting exercise, including such measures as a recruitment freeze and making use of the UK government's Job Retention Scheme. As we approach the end of the year we are embarking on an organisational restructure to further improve the long term outlook for the organisation.

The global uncertainty is adding another layer of complexity to decision making but in June 2020 we developed an updated 'bridging' strategy to cover the period 2020-21 with five work streams designed to provide pathways with sufficient flexibility to cope with the increased uncertainty predicted during this period.



## 8. LEGAL AND ADMINISTRATIVE DETAILS

### Legal Status

Raleigh International Trust ("Raleigh") is a registered UK charity 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 Horselery Road, London SW1P 2AF.

### Organisation

The Board of Trustees is the main policy-making body and employs a full-time Chief Executive Officer (CEO) who is also CEO of the UK subsidiary companies - Raleigh Enterprises Limited and Operation Raleigh Limited. The CEO retired in December 2019 when the Deputy CEO was promoted to take over the role after a rigorous selection process which involved outside candidates and was led by a Board Nominations Committee convened for this purpose and supported by an external search consultant. The CEO is now supported by the Director of Safety and International Operational Support and the Director of Finance and Corporate Services.

### Related parties

None of the Trustees receives remuneration or other benefit from their work with the charity. Related party transactions are disclosed in note 12 on page 61.

### Committees

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

The Finance and Risk Committee reviews financial matters in detail prior to making recommendations to the Board including: The Annual Report and Accounts and their audit; budgets; management accounts and forecasts; investment and the Risk Register.

The Committee meets 4 times per annum, 2-3 weeks prior to the meetings of the Board.

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.

The Fundraising Committee reviews the funding strategy and delivery of annual targets in detail prior to making recommendations to the Board. The Committee meets 4 times per annum, 2 - 3 weeks prior to the meetings of the Board. Membership of the Committee includes non-Board members.

### Appointment of Trustees

New Trustees are recruited in a process of advertising and open competition. A Nominations Committee of the Trustees conducts a review of the skills of the continuing Trustees and recruits to fill any skills gap. This Nominations Committee makes recommendations to the Board of Trustees. Appointments are made by the Trustees as directors until confirmation by the members at the Annual General Meeting. Appointments are made for a term of 3 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.

### Charity Governance Code

The Trustees have reviewed the 2017 publication "Charity Governance Code for larger charities" and considered the seven principles set out in that Code. They consider that many of the key outcomes for each

principle are already reflected in their practices but recognise that there are areas to develop. In particular these are: review of complaints handling and whistle blowing processes; diversity of income (as part of the 2017-2020 Strategy); and compliance with GDPR.

### Trustees and Directors

The directors of the charitable company are its Trustees under charity law and throughout this report are collectively referred to as the Trustees.

### Trustees who held office during the year were:

Khalid Koser MBE		Chair
Nick Bartlett	Appointed 27 June 2019	Member of Fundraising Committee
Karen Betts		Chair of Remuneration Committee and member of Finance and Risk Committee
Stan Chan		Chair of Finance and Risk Committee
Charles Joseland		Member of Remuneration Committee and Finance and Risk Committee
Alex Lubar	Resigned 27 June 2019	Member of Fundraising Committee
Fatuma Mohamud		
Jack Newnham		Member of Remuneration Committee
Sam Parker		Member of Fundraising Committee
Jean-Paul Penrose	Resigned 27 June 2019	Member of Fundraising Committee
Ben Robinson		
Susannah Rodgers MBE	Resigned 18 December 2019	Member of Finance and Risk Committee
Lucy Slack		Chair of Fundraising Committee

### Senior staff who held office during the year and in 2020 were:

Stacey Adams	Chief Executive (to December 2019)
Julian Olivier	Deputy Chief Executive (to December 2019); Chief Executive (from January 2020)
David Clamp	Director of Safety and International Operational Support
Karina Cox	Director of Finance and Corporate Services (to February 2019)
Anzo Francis	Director of Finance and Corporate Services (from April 2019 to December 2019)
Richard Bains	Interim Director of Finance and Corporate Services (from January 2020 to May 2020)
Malgosia Rumun	Director of Finance and Corporate Services (from May 2020)

#### Group companies

UK: Raleigh Enterprises Limited (Registration No. 02310284) and Operation Raleigh Limited (Registration No. 03095153), both of which are wholly owned by Raleigh. Operation Raleigh Limited is dormant.

Overseas: Raleigh Tanzania (registration number 92038) was a registered non-profit limited company under the Companies Act 2002 of the United Republic of Tanzania until 31 August 2019. It is also registered as an NGO under the Non-Governmental Organizations Act, 2002 of the United Republic of Tanzania (registration number 00001459). It is wholly owned by Raleigh.

#### Solicitors

CMS Cameron McKenna Nabarro Olswang LLP, Cannon Place, 78 Cannon Street, London EC4N 6AF

#### Auditors

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

#### Insurance Brokers

Marsh Limited, Belvedere, 12 Booth Street, Manchester, M2 4AW

#### Bankers

National Westminster Bank PLC, 280 Bishopsgate, London, EC2M 4RB

#### 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 incoming resources and application of resources, including 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the 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.

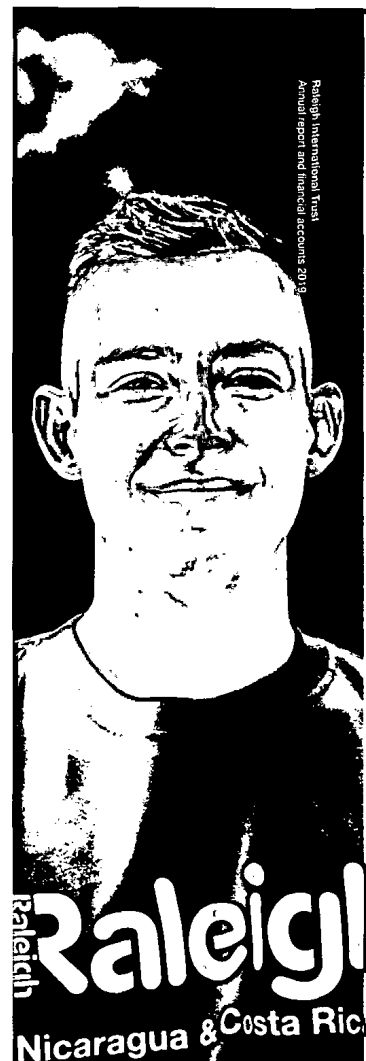
In so far as the Trustees are aware at the time of approving the Trustees' Annual Report:

- 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.



Khalid Koser MBE  
On behalf of the Trustees  
Company number 03059479  
Date: 26 November 2020



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF RALEIGH INTERNATIONAL TRUST

## Opinion

We have audited the financial statements of Raleigh International Trust for the year ended 31 December 2019 which comprise the Group and Parent Statement of Financial Activities, incorporating the Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group and Parent Charitable Company Cash Flow Statements and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2019 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 prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our

responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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.

## Conclusions relating to going concern

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

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the

financial statements any identified material uncertainties that may cast significant doubt about the group's and parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other Information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be

materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement in the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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.



## Independent auditor's report to the members and Trustees of Raleigh International Trust (continued)

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatement 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:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

### Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement (set out on page 38), the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable

the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

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 Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs(UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs(UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than

one resulting from error, as fraud may include collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design the audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group or parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Moore Kingston Smith LLP*

Andrew Stickland,  
Senior Statutory Auditor  
for and on behalf of Moore Kingston  
Smith LLP, Statutory Auditor  
Date: 2 December 2020

Devonshire House, 60 Goswell Road,  
London EC1M 7AD

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

**Group Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 December 2019**

	Note	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 19 £'000	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 18 £'000
<b>Income from:</b>							
Donations		2,880	1,282	4,162	2,342	823	3,165
Charitable activities		3,100	-	3,100	4,439	-	4,439
Other trading activities		37	-	37	23	-	23
Investments		5	-	5	6	-	6
<b>Total</b>		<b>6,022</b>	<b>1,282</b>	<b>7,304</b>	<b>6,810</b>	<b>823</b>	<b>7,633</b>
<b>Expenditure on:</b>							
Raising funds	2	257	-	257	274	-	274
Charitable activities	2	5,490	977	6,467	6,133	1,000	7,133
<b>Total</b>		<b>5,747</b>	<b>977</b>	<b>6,724</b>	<b>6,407</b>	<b>1,000</b>	<b>7,407</b>
<b>Net income and net movement in funds for the year</b>		<b>275</b>	<b>305</b>	<b>580</b>	<b>403</b>	<b>(177)</b>	<b>226</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		1,201	227	1,428	798	404	1,202
<b>Total funds carried forward</b>	<b>10</b>	<b>1,476</b>	<b>532</b>	<b>2,008</b>	<b>1,201</b>	<b>227</b>	<b>1,428</b>

The group has neither discontinued any of its operations nor acquired new operations. All amounts relate to continuing activities.

The notes on pages 50 to 62 form part of these financial statements.

**Charity Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 December 2019**

	Note	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 19 £'000	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 18 £'000
<b>Income from:</b>							
Donations		1,032	1,282	2,314	1,093	732	1,825
Charitable activities		3,100	-	3,100	4,439	-	4,439
Other trading activities		37	-	37	23	-	23
Investments		5	-	5	6	-	6
<b>Total</b>		<b>4,174</b>	<b>1,282</b>	<b>5,456</b>	<b>5,561</b>	<b>732</b>	<b>6,293</b>
<b>Expenditure on:</b>							
Raising funds	2	257	-	257	274	-	274
Charitable activities	2	3,710	964	4,674	4,884	922	5,806
<b>Total</b>		<b>3,967</b>	<b>964</b>	<b>4,931</b>	<b>5,158</b>	<b>922</b>	<b>6,080</b>
<b>Net income and net movement in funds for the year</b>		<b>207</b>	<b>318</b>	<b>525</b>	<b>403</b>	<b>(190)</b>	<b>213</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		1,201	214	1,415	798	404	1,202
<b>Total funds carried forward</b>	<b>10</b>	<b>1,408</b>	<b>532</b>	<b>1,940</b>	<b>1,201</b>	<b>214</b>	<b>1,415</b>



Group and Parent Charitable Company Balance sheets as at  
31 December 2019

	Note	Group		Charity	
		31 Dec 19 £'000	31 Dec 18 £'000	31 Dec 19 £'000	31 Dec 18 £'000
<b>Fixed Assets</b>					
Tangible assets	6	98	81	23	81
Investments	7	-	-	16	16
<b>Total Fixed Assets</b>		<b>98</b>	<b>81</b>	<b>39</b>	<b>97</b>
<b>Current Assets</b>					
Debtors	8	461	714	452	709
Cash at bank and in hand		2,040	1,444	2,036	1,439
<b>Total Current Assets</b>		<b>2,501</b>	<b>2,158</b>	<b>2,488</b>	<b>2,148</b>
Creditors: amounts falling due within one year	9	(591)	(811)	(587)	(830)
<b>Net Current Assets</b>		<b>1,910</b>	<b>1,347</b>	<b>1,901</b>	<b>1,318</b>
<b>Net Assets</b>	10	<b>2,008</b>	<b>1,428</b>	<b>1,940</b>	<b>1,415</b>
<b>The funds of the charity:</b>					
<b>Unrestricted Funds:</b>					
Free reserves		1,378	1,120	1,385	1,120
Funds represented by functional fixed assets		98	81	23	81
General Funds		1,476	1,201	1,408	1,201
<b>Restricted Funds</b>	11	<b>532</b>	<b>227</b>	<b>532</b>	<b>214</b>
<b>Total charity funds</b>		<b>2,008</b>	<b>1,428</b>	<b>1,940</b>	<b>1,415</b>

The financial statements were approved by the Board and authorised for issue on 26/11/2020 and were signed on their behalf by:

Khalid Koser MBE  
On behalf of the Trustees  
Company number 03059479

The notes on pages 50 to 62 form part of these financial statements



Group and Parent Charitable Company cash flow for the year ended 31 December 2019

	Group		Charity	
	Year ended 31 Dec 19 £'000	Year ended 31 Dec 18 £'000	Year ended 31 Dec 19 £'000	Year ended 31 Dec 18 £'000
Cash flow from operating activities	668	(21)	593	8
Cash flow from investing activities				
Interest received	5	6	5	6
Sale of tangible fixed assets	11	23	-	23
Purchase of tangible fixed assets	(88)	-	(1)	-
Change in cash and cash equivalents in the year	596	8	597	37
Cash and cash equivalents at 1 Jan 19	1,444	1,436	1,439	1,402
Cash and cash equivalents at 31 Dec 19	2,040	1,444	2,036	1,439

Reconciliation of net income to cash flow from operating activities for the year ended 31 December 2019

	Group		Charity	
	Year ended 31 Dec 19 £'000	Year ended 31 Dec 18 £'000	Year ended 31 Dec 19 £'000	Year ended 31 Dec 18 £'000
Net income for the year	580	226	524	213
Adjustments for:				
Depreciation charges	71	78	60	78
Interest received	(5)	(6)	(5)	(6)
(Profit) on sale of fixed assets	(11)	(10)	-	(10)
Decrease in stock	-	2	-	2
(Increase) / decrease in debtors	253	(168)	257	(129)
Increase / (Decrease) in creditors	(220)	(143)	(243)	(140)
Net cash (required) / provided by operating activities	668	(21)	593	8



# NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019

## Notes to the accounts

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 functional currency of the charity is pound sterling.

#### Going concern

The financial statements are prepared on the basis that Raleigh International Trust is a going concern. The Trustees have assessed whether the use of the going concern

assumption is appropriate in preparing these accounts. In forming their assessment the Trustees have considered the impact of the current corona virus pandemic on the charity's operations, with a particular focus on its effect on the charity's financial position including the charity's income, expenditure and reserves; the charity's beneficiaries; and the charity's employees.

Since the beginning of the pandemic, expeditions have been suspended and National Societies have not been able to undertake face to face engagement. The charity has continued to operate with staff working from home whilst advantage has been taken of the Government's Job Retention Scheme. Plans have been finalised for a new strategy for 2021 in reaction to the pandemic focusing on national programmes and a return to expeditions later in the year. Forecasts based on this new strategy, together with reserves available, demonstrate that the charity will be able to settle its debts as they fall due for at least 12 months following approval of these financial statements. Accordingly the financial statements continue to be prepared on the going concern basis.

#### Basis of consolidation

The consolidated financial statements include the financial statements of the charitable company and subsidiary undertakings. The charity operates in 4 countries. Costa Rica, Nicaragua and Nepal are accounted for as overseas branches, whereas Raleigh Tanzania is a subsidiary company. No subsidiary undertakings have been excluded from the consolidation. The results of the trading subsidiaries are separately identified in note 3 on page 55.

#### 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 and vehicles: over 4 years (25% per annum)

#### Investments

The investment in the trading subsidiaries is shown at cost. Of the UK trading subsidiaries Operation Raleigh Limited is currently dormant; the overseas subsidiary does not operate at a profit.

#### 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 Statement of Financial Activities.

Lease payments are analysed between capital and interest components so that the interest element of the payment is charged to the Statement of Financial Activities 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 Statement of Financial Activities 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 volunteers, 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 estimation or approximation of the stage of completion and therefore the proportion of income to be recognised. 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 recognised at their value to the charity unless of negligible value or it is not possible to obtain a reasonable estimate of their gross value to the charity.

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, as well as the direct costs of running programmes.

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.

#### 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. Members of staff employed on national contracts within the countries of operations are members of local pension schemes. Contributions payable are charged to the Statement of Financial Activities 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.

#### 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.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables 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 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.

Note 2: Analysis of total expenditure

	Analysis of total expenditure 2019				Analysis of total expenditure 2018			
	Staff £'000	Other costs £'000	Support & Governance £'000	31 Dec 19 £'000	Staff £'000	Other costs £'000	Support & Governance £'000	31 Dec 18 £'000
<b>Raising funds</b>								
Fundraising costs	132	95	30	257	167	66	41	274
	132	95	30	257	167	66	41	274
<b>Charitable activities</b>								
Programmes and projects - unrestricted	946	2,990	526	4,462	1,198	3,536	514	5,248
Programmes and projects - restricted	376	487	114	977	456	438	106	1,000
Volunteer recruitment	244	118	49	411	320	70	57	447
Operations support	443	48	66	557	344	-	30	374
Alumni programme	41	12	7	60	41	17	6	64
	2,050	3,655	762	6,467	2,359	4,061	713	7,133
<b>Total</b>	<b>2,182</b>	<b>3,750</b>	<b>792</b>	<b>6,724</b>	<b>2,526</b>	<b>4,127</b>	<b>754</b>	<b>7,407</b>
<b>Support Costs</b>								
Governance costs			45				19	
People & Culture			18				-	
Finance & Corporate Services			525				590	
Chief Executive Office			204				145	
			793				754	

Note 3: Results of trading subsidiaries

The results of trading subsidiaries are summarised below:

	Raleigh Enterprises Limited		Raleigh Tanzania	
	31 Dec 19 £'000	31 Dec 18 £'000	31 Dec 19 £'000	31 Dec 18 £'000
Income	347	-	1,546	1,112
Expenditure	(291)	-	(1,546)	(1,112)
Surplus/(deficit)	56	-	-	-

The surplus will be distributed under Gift Aid to Raleigh International Trust

The assets and liabilities of trading subsidiaries are summarised below:

	Raleigh Enterprises Limited		Raleigh Tanzania	
	31 Dec 19 £'000	31 Dec 18 £'000	31 Dec 19 £'000	31 Dec 18 £'000
Fixed Assets	-	-	75	-
Current Assets	72	16	21	228
Current Liabilities	-	-	(96)	(228)
Total Net Assets	72	16	-	-
Aggregate share capital and reserves	72	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 19 £	31 Dec 18 £
Current Assets	2	2
Current Liabilities	-	-
Total Net Assets	2	2
Aggregate share capital and reserves	2	2

**Note 4: Net outgoing resources for the period**

Net outgoing resources are stated after charging / (crediting):

	31 Dec 19 £'000	31 Dec 18 £'000
Auditors' remuneration:		
- UK statutory audit current year	21	14
- UK statutory audit previous year under accrual	8	-
- Other countries' statutory audit	11	9
Accountancy services	-	5
Depreciation	71	78
Profit on disposal of fixed assets	(11)	(10)
Operating charge - rent	137	113
Loss on foreign exchange	53	5

**Note 5: Taxation**

The charitable company is entitled to exemption from UK corporation tax on its charitable activities under 5505(i) ICTA 1988. The taxable profits of the charity's UK subsidiary undertakings are paid under Gift Aid to Raleigh International Trust and hence not taxed.



**Note 6: Tangible assets**

Group	Office Equipment	Vehicles	Total
	£'000	£'000	£'000
<b>Cost</b>			
At 1 January 2019	16	428	444
Additions	1	87	88
Disposals	-	(77)	(77)
At 31 December 2019	17	438	455
<b>Depreciation</b>			
At 1 January 2019	14	349	363
Charge for the year	1	70	71
Disposals	-	(77)	(77)
At 31 December 2019	15	342	357
<b>Net Book Value</b>			
At 31 December 2019	2	96	98
At 31 December 2018	2	79	81
<b>Charity</b>			
	£'000	£'000	£'000
<b>Cost</b>			
At 1 January 2019	14	271	285
Additions	2	-	2
Disposals	-	-	-
At 31 December 2019	16	271	287
<b>Depreciation</b>			
At 1 January 2019	12	192	204
Charge for the year	1	59	60
Disposals	-	-	-
At 31 December 2019	13	251	264
<b>Net Book Value</b>			
At 31 December 2019	3	20	23
At 31 December 2018	2	79	81

**Note 7: Investments**

	31 Dec 19 £'000	31 Dec 18 £'000	31 Dec 19 £'000	31 Dec 18 £'000
At 1 January and 31 December 2019	0	0	16	16

**Investment in subsidiary companies**

The charity owns 100% of the issued share capital of Raleigh Enterprises Limited and also 100% of the issued share capital of Operation Raleigh Limited; both are companies registered in England and Wales. Operation Raleigh Limited is dormant.

The charity controls Raleigh Tanzania in the United Republic of Tanzania which delivers the work of the charity in Tanzania. Until 31 August 2019, Raleigh Tanzania was a company limited by guarantee, since then it has been incorporated as a NGO under the Non-Governmental Act 2002.

**Note 8: Debtors due within one year**

	Group		Charity	
	31 Dec 19 £'000	31 Dec 18 £'000	31 Dec 19 £'000	31 Dec 18 £'000
Trade and other debtors	325	503	316	499
Prepayments and accrued income	136	211	136	210
	461	714	452	709

Included in debtors are financial instruments of £325,000 (2018: £503,000)

**Note 9: Creditors amounts falling due within one year**

	Group		Charity	
	31 Dec 19 £'000	31 Dec 18 £'000	31 Dec 19 £'000	31 Dec 18 £'000
Trade creditors	161	123	161	123
Other creditors	87	138	87	137
Due to subsidiary companies	-	-	92	247
Taxation and social security	208	172	208	171
Accruals	135	378	39	152
	591	811	587	830

All creditors are financial instruments.

Included in other creditors above is an amount of £13,038 (2018: £14,368) relating to pension contributions.

**Note 10: Analysis of net assets**

	31 Dec 19			31 Dec 18		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
<b>Group</b>						
Tangible fixed asset investments	98	-	98	81	-	81
Fixed asset investments	-	-	-	-	-	-
Net current assets	1,378	532	1,910	1,120	227	1,347
	1,476	532	2,008	1,201	227	1,428
<b>Charity</b>						
Tangible fixed asset investments	23	-	23	81	-	81
Fixed asset investments	16	-	16	16	-	16
Net current assets	1,369	532	1,901	1,104	214	1,318
	1,408	532	1,940	1,201	214	1,415

**Note 11: Restricted funds**

Group	Balance 1 Jan 19	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 19	Balance 1 Jan 18	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bursary Fund	67	80	(70)	77	64	84	(81)	67
Overseas Projects	78	1,125	(804)	400	257	612	(790)	79
Supporting Host Country Venturers	61	57	(83)	35	83	127	(129)	81
MEAL	20	20	(20)	20	-	-	-	-
	227	1,282	(977)	532	404	823	(1,000)	227
Charity	Balance 1 Jan 19	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 19	Balance 1 Jan 18	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 18
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bursary Fund	67	80	(70)	77	64	84	(81)	67
Overseas Projects	66	1,125	(791)	400	257	521	(712)	66
Supporting Host Country Venturers	61	57	(83)	35	83	127	(129)	81
MEAL	20	20	(20)	20	-	-	-	-
	214	1,282	(964)	532	404	732	(922)	214

**Bursary Fund** - 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 Host Country Venturers** - Funds donated to assist young people to join an expedition from the host country.

**MEAL** - Monitoring, Evaluation, Accountability and Learning: Funds donated to pay for costs of evaluating programmes' outcomes and learning to increase effectiveness

In 2018 the MEAL fund was included in the Supporting Host Country Venturers carried forward balance of £81,000.

**Note 12: Trustees, staff numbers and costs**

No Trustees received any emoluments during the year. Four Trustees were reimbursed £374 in expenses for attending Trustees meetings (2018: Three Trustees were reimbursed £326). No Trustees have made donations during the year (2018: Three Trustees donated £4,160).

During the year £58,000 was received from McCann Worldgroup UK in respect of the skills-based volunteering programme 'out of office for good'. A Trustee is the President of McCann Health North Europe, which forms part of McCann WorldGroup UK. There are no other related party transactions.

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

**Salary costs**

	Group		Charity	
	31 Dec 19	31 Dec 18	31 Dec 19	31 Dec 18
	£'000	£'000	£'000	£'000
Wages and salaries	2,274	2,599	1,947	2,486
Statutory redundancy payments	-	13	-	13
Social security costs	182	306	125	246
Pension Contributions	106	106	84	95
	2,562	3,024	2,156	2,840

**Average number of staff employed**

	Group		Charity	
	31 Dec 19	31 Dec 18	31 Dec 19	31 Dec 18
Expeditions	74	63	36	46
Support	42	45	42	45
Fundraising and Communications	7	10	7	10
	123	118	85	101

The key management personnel of Raleigh International Trust are the senior staff as defined on page 37. The total employee benefits of key management personnel including pension contributions and National Insurance Contributions were £311,700 (2018: £435,600).

	2019	2018
£60,000 - £69,999	1	2
£70,000 - £79,999	2	1
£80,000 - £89,999	-	-
£90,000 - £99,999	-	1
Pension contributions for these employees	£9,157	£12,462

**Note 13: Commitments**

The future minimum commitments under operating leases were:

	31 Dec 19			31 Dec 18		
	Land & Building	Other	Total	Land & Building	Other	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Within one year	105	2	107	105	2	107
Within two to five years	79	5	84	184	6	190
<b>Total</b>	<b>184</b>	<b>7</b>	<b>191</b>	<b>289</b>	<b>8</b>	<b>297</b>

The land & building commitments above relate to Third Floor, Dean Bradley House, London SW1; lease signed in June 2018 and ends September 2021.



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