



Raleigh
International

Raleigh
Tanzania

TUESDAY



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Raleigh International Trust

Annual report for the year ended
31 December 2018

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Introduction

Welcome from the Chair of Trustees

During 2018 I had the opportunity to visit Raleigh Tanzania and spend time with national and international volunteers and the communities they were working with. This gave me an invaluable insight into the benefits of the Raleigh experience for everyone involved.

The water, sanitation and hygiene (WASH) projects I visited were truly holistic. They delivered physical infrastructure for rural schools, raised awareness and changed behaviours, and provided training for school-teachers. Cultural sensitivity, quality, and sustainability were clear priorities throughout.

These projects generated a real sense of purpose and empowerment among the young people involved. Volunteers learned how to work collaboratively to achieve their objectives; with one another, with partners, and with the local community. The relationships and international perspective gained through the Raleigh experience are life-affirming and lifelong.

I was hugely impressed by the emphasis on the health and safety of volunteers, community members and staff. However, the Raleigh team was certainly not over-bearing. This approach provides an environment to let innovation flourish in the communities where we work. Volunteers take their own initiative, troubleshoot barriers, and find their own solutions— exactly the qualities I look for in my own team.

My visit also gave me the chance to see Raleigh International's strategy really coming to life in its second year. Organisational strategies are all too often divorced from reality. However, it is clear to me that our four programmatic focus areas are proving critical to local community development, providing opportunities and environments for youth to become partners and leaders in development, and building a platform for a global community working at scale to build a sustainable future.

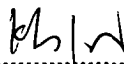
I was struck by the commitment among the Raleigh Tanzania team during my visit; and continue to be in awe of the vitality and dedication of the teams working in London and around the world. I am particularly pleased that Raleigh staff reported that they are proud to work for the charity in the annual staff survey.

I am thankful for the hard work of the Board of Trustees, which welcomed several new members in 2018, and continues to demand the highest standards from the charity as we continue to deliver against our exciting and important strategy.

I would also like to recognise the enormous contribution made by Stacey Adams during her 12 years leading Raleigh International. As Stacey works with the Trustees to develop a succession plan which ensures we have an exceptional successor and smooth transition by 2020, it's clear that she leaves us in a very strong position. I am delighted that she has agreed to remain as Chief Executive until the end of 2019 and I look forward to continuing working closely together.

Our strong organisational values have navigated Raleigh through a challenging year, and the results reported here are impressive.

I look forward to another year of inspiring work, supporting young people everywhere to be able to change the world.



Dr Khalid Koser MBE
Chair of the Board of Trustees

Welcome from the Chief Executive

The second year of our new strategy saw us develop exciting and innovative new programmes and partnerships to deliver youth-driven change that lasts.

Our work with national youth accelerated, empowering local young people with the skills, experience and connections to be leaders of change. We launched an innovative new programme in Tanzania called Social Accountability through Youth (SAY), funded by UK aid from the British people. Over four years, SAY aims to improve the impact and efficiency of development work and give young people and marginalised groups a louder voice regarding the implementation of aid across nearly 200 communities. We also began Exchange for Campaigns, Empowerment, and Leadership (ExCEL), funded by Norwegian government body NOREC. Raleigh youth leaders from Tanzania, Nepal and Nicaragua are learning to design and develop campaigns which inspire young people to lead the fight against climate change.

Developing partnerships was a priority in 2018. Our new two-year partnership with Jersey Overseas Aid (JOA) went from strength to strength. In 2018 we delivered water, sanitation and hygiene projects together in both Tanzania and Nicaragua. We continued our work with BNP Paribas (Suisse) in Nepal, delivering safe drinking water to 1,164 people; improving access to sanitation for 922 people; and, training 54 youth entrepreneurs. We also completed an exciting skills-based volunteering programme, where employees from Google EMEA delivered digital skills training to youth entrepreneurs in Tanzania. We also welcomed new corporate partners in 2018 who are supporting youth advocacy campaigning, reforestation, and innovation in youth-led, health-focused social enterprise.

Our final Expedition programme in Malaysian Borneo took place in 2018. Over 30 years, working both in peninsula Malaysia and Sabah, more than 6,516 volunteers have taken part in 71 Raleigh Borneo Expeditions, reaching 28,573 people in Sabah alone. Our water and sanitation projects provided more than 16,000 people with safe, reliable drinking water and improved sanitation facilities. Over 6,000 trees were planted, and 22 green enterprises established. Our legacy will continue through projects delivered by the alumni-led Raleigh Malaysia (the newly combined Raleigh Sabah Society and Raleigh Kuala Lumpur).

As part of a VSO-led consortium, our fantastic International Citizen Service (ICS) water, sanitation and livelihoods work in Nepal and Tanzania continued in 2018. We do this thanks to funding from the UK Department for International Development (DFID). We also delivered ICS in Nicaragua in Spring 2018, however this was our last work in the country through ICS following the agreement of a new contract between DFID and VSO in 2018.

A difficult time of civil unrest in Nicaragua also led us to relocate our Central America Expeditions to Costa Rica, where we have long-standing relationships with government and communities. Volunteers have made great progress on projects there, such as building schools in remote indigenous communities. We still support our staff, volunteers, and alumni in Nicaragua.

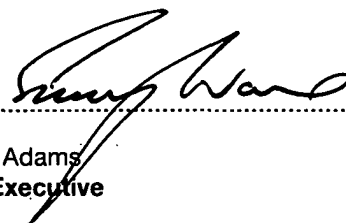
Our global community of Raleigh National Societies continues to build both its capacity and impact. Raleigh China hosted the Raleigh Asia Regional Conference in Shanghai in 2018 to celebrate its tenth year of operations. The conference provided a fantastic opportunity for society members from across Asia to share and learn from one another. It facilitated knowledge and best practice sharing, networking and a chance to find ways to support one another. Events like these showcase Raleigh's global legacy.

Our responsible business network for alumni, #RaleighTogetherInBusiness, has gone from strength to strength. In 2018 we held three events that brought together 120 alumni, allowing them to make connections to create lasting change in their companies.

This report details the progress we have made towards ensuring young people are at the heart of developing and delivering our work contributing to the Global Goals for Sustainable Development. We also faced challenges in 2018 which have seen our organisation adapt to meet them. The fact that we have been able to do this, while maximising the impact of young people, is testament to those helping deliver our work globally. It shows real belief in our vision for young people everywhere to be able to change the world.

As we look to the future, I am working closely with the Trustees to develop a succession plan after 12 years leading Raleigh. During 2019, we will begin the search for a new chief executive to lead this inspiring organisation. Raleigh is in an amazing place and ready to amplify its impact. There's so much more to accomplish in our work to create youth-driven change. The world needs it, and young people are ready for it. By 2020, we will have a new CEO to lead the next decade of transformation, starting with the creation of our new strategy.

None of this is possible without the support of our dedicated and inspirational volunteers, alumni, staff and partners. Thank you all for everything you do to empower young people to create long lasting change around the world.



Stacey Adams
Chief Executive

Trustees' report

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2018. 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

Our framework for action

The world we want to see	A global community working together to build a sustainable future			
Our Mission	Create 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

As we continue to deliver our 2017-2020 strategy, we are focused on ensuring that young people are at the heart of developing, designing, measuring and implementing our programmes.

We are developing and implementing national youth programmes in the countries where we work and are harnessing the power of our international network of passionate alumni to become part of a global community working to build a sustainable future.

We are growing valued partnerships with communities, development partners, businesses, governments and donors in order to enhance the reach and impact of young people as partners and leaders in development.

Our work utilises the UK Department for International Development's (DFID) 'three lens approach' which 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 believe that young people are willing to adopt new ways of thinking and doing. They can influence their peers and empower communities to change behaviours. Our behaviour change approach builds on this willingness and enables young people to gain insights in communities and to use these insights to adapt our tools and programmes as appropriate.

We are continuing to deliver our work through activities such as our Expedition programme and the International Citizen's Service (ICS), which is led by VSO and funded

by the UK Government. We carried out our work in 2018 in Costa Rica, Malaysian Borneo, Nepal, Nicaragua, and Tanzania, focusing on rural areas and 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.

Why young people

Young people are ready to take ownership of what is happening in the world, to plan for the future and make a positive impact locally and globally. They are full of creativity, innovation and determination. Often undervalued, underestimated and expected to underachieve by others, we believe young people are in fact one of the most important resources the world has.

Our peer-to-peer education approach is driven by young people in the communities where we work, and this approach is crucial to achieving the change of behaviours that can make projects truly sustainable and long-lasting.

At the global level, young people represent a disproportionately large percentage of the population, and this is mirrored in the countries where we work. At Raleigh, we believe that if we can help make young people both partners and leaders in development, then their disproportionate size can also mean positive change will be eventually be created at scale.

We work with young people from all over the world. They volunteer their time and energy to create change in their own countries and globally.

Aims of our work



Youth in civil society

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



Livelihoods

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



Water, sanitation & hygiene

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



Natural resource management

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 to create an environment which values and supports youth civic 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 stakeholders to account.

Livelihoods

We work 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)

Our programmes reflect the fact that rural communities, particularly women and girls in those communities, 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. We also improve knowledge and practice of WASH behaviours.

Natural resource management (NRM)

Our projects create a generation of champions of the natural environment. They focus on protecting biodiversity and increasing the resilience of disadvantaged rural communities to climate and environmental changes through the sustainable management of resources.

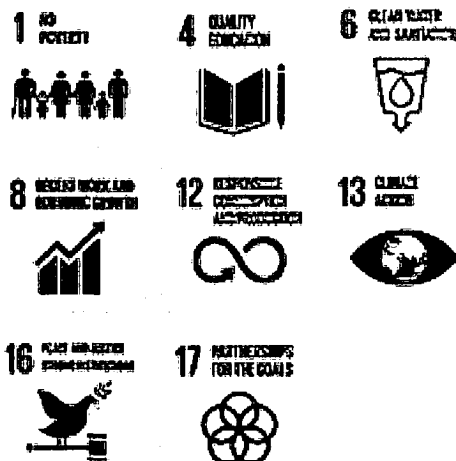
Helping achieve the Global Goals

All our work contributes to achieving the Global Goals for Sustainable Development (SDGs). Young people are vital to 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.



Achieving the Global Goals

All our work is aligned with, and contributes to achieving, the United Nations Global Goals for Sustainable Development (SDGs). Young people are vital to 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. Raleigh's programmes contribute to the following Global Goals:



Our work in 2018

Youth in Civil Society

Overview of delivery models

Expedition

Raleigh Expedition gives young people from across the world the chance to engage in three phases of experiential learning working on water and sanitation projects, environmental projects and completing a youth leadership challenge. Volunteers join a diverse team of young people from around the world to undertake team-based projects with a 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)

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)

National youth programmes work with and target young people in their own communities. They empower local young people with skills and confidence to undertake projects that contribute to the SDGs. Based on our three-lens approach and with a focus on soft skill development, these programmes aim to engage young people as future partners and leaders and to promote a stronger civil society.

Volunteer numbers

Expedition	785
ICS	854
NYP	287
2018 total	1926

Overview of Expedition

In 2018, our Expedition programme saw 785 young people from 36 countries volunteer in Costa Rica, Malaysian Borneo, Nepal, Nicaragua and Tanzania. Young people gained skills through their contributions to WASH, NRM and, in Costa Rica, community resilience projects to build schools for indigenous communities. *Volunteers developed their cultural awareness and gained experience in leadership approaches and techniques.* 83% of our volunteers stated that they increased their leadership and teamwork skills as a result of the programme. 76% of participants agreed that taking part in the programme improved their career prospects. 67% of participants demonstrated an increased awareness of global issues whilst 82% 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.

"I've always struggled a lot with making decisions. Taking the decision to do Raleigh was something I am quite proud of because I was definitely less confident in my abilities before Expedition. I had big dreams and big hopes, but I didn't really have the confidence to pursue them. I'm a lot more confident of my abilities now. I know what I'm good at and what I need to keep improving on. My leadership skills have developed, and I feel so much more comfortable in a leadership role. I also feel more confident in working with different types of people, it's been great getting to see the cultures of the other volunteers – it's been a big learning experience. Hopefully I'll be able to continue working in something related to sustainable development. I now know I want to go to university, so I'm hoping to do something that will let me work in sustainable development." Gabriel, Costa Rican Raleigh Expedition volunteer

Overview of Bursary

Raleigh's Bursary Fund was launched in 2017 to support UK young people from low-income and low-opportunity backgrounds to take part in a 10-week Expedition. A total of 27 young people have volunteered with Raleigh through the scheme, which provides them with the support they need to successfully participate and thrive on Expedition, and to channel their experience on return.

Twenty-three young people successfully participated in Expedition through the bursary scheme. Five of these young people came from our partner, Newham College in East London, with the remaining 18 coming from across the UK. Working in partnership with youth workers and organisations, we continue to recruit young people who

would most benefit from the challenge of Expedition and the opportunities it 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 wanted to be a part of this growing generation of people who are actually being proactive. I was doing nothing at home, but I wanted to contribute towards a more sustainable future. Just coming on Expedition has given me more ambition. I am now always trying to be positive and want to make sure that I don't go back to what I was doing before." Jason, UK bursary volunteer

Overview of ICS

In total, 472 UK volunteers worked with 382 local volunteers on 10-week community livelihoods or WASH projects in Nepal, Nicaragua and Tanzania. These 854 young people also developed key soft skills through the programme, with 91% stating it had impacted their resilience and 88% reporting it has impacted their confidence. We also saw the programme continuing to create and inspire a future generation of leaders. 90% of volunteers said they had improved their knowledge of development issues, while 85% also wished to further develop their understanding of international development.

Longer-term attitudinal changes also resulted from participation in the programme, with 65% of participants recognising a change of career choice or direction. 63% of volunteers stated that the programme had altered their consumer patterns and approach to consumerism.

"My ICS experience has improved me a lot. Working on planning, becoming a weekly leader, leading huge crowds in community action days, and facilitating awareness sessions has significantly developed my self-belief. I plan to continue taking part in more volunteering, giving back to the community through charity using my knowledge, skills and time. The ICS experience has changed my perception that you need money and resources to help your communities." Fredy, Tanzanian ICS volunteer

Action at Home

Action at Home inspires and encourages ICS volunteers to ensure they affect change in their local community and become active citizens after their placement. In 2018, 864 Raleigh ICS volunteers from the UK, Nepal, Nicaragua and Tanzania were supported to complete an Action at Home project (this includes young people who

volunteered in Autumn 2017, and Spring and Summer 2018). Action at Home continues to be one of the most important and long-lasting elements of the overall Raleigh ICS experience.

Overview of National Youth Programmes

Alongside international volunteering programmes, Raleigh also delivers programmes which focus on youth in their own countries, to build their capacity and strengthen 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. 287 young national volunteers took part in our national youth programmes in 2018.

Exchange for Campaigns, Empowerment and Leadership (ExCEL)

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

"Being around people from different backgrounds opens your mind and gives you new perspective. We are all learning from each other which helps on both a personal level and a professional level." Elissa, ExCEL participant (Raleigh Nicaragua)

18 young people from Raleigh's 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.

Participants decided to focus their learning around climate change and community resilience. During that time, they carried out formative research into behaviours which can help marginalised communities in the global south adapt to climate change. The participants are now empowered with the skills and confidence to develop exciting youth-led campaigns, inspiring young people to act on climate issues and contribute to the SDGs. They are sharing their learning within their own national societies and with Raleigh's global community and will be implementing their campaigns in 2019.

"To be part of change; to create a good path, come up with solutions and ideas for development we have to engage young people. My mind is now looking forward, much further forward than I had looked before." John, ExCEL participant (Raleigh Tanzania)

Social Accountability through Youth (SAY)

Raleigh Tanzania began implementing Social Accountability through Youth (SAY), a four-year programme funded by 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.

We recruited 35 youth coordinators in Tanzania to conduct initial research. Only 26% of the community members they spoke to said there was a process for community elders to feedback on proposed projects in their area. These findings were significantly different from the responses from local government officials, 80% of whom thought inclusive processes were in place for community project planning.

They also found that attitudes towards young people's role in social accountability were negative in target communities. Only 16% saw youth as contributing towards inclusive community planning, and only 6% believed youth should be part of decision making.

On the positive side, 74% of district staff stated they would like to learn more about social accountability and 82% said that they would support its application in projects throughout their districts.

This initial research shows the challenging context for social accountability in these regions of Tanzania. However, it also demonstrates that key stakeholders have positive attitudes towards improving community voices in development projects.

In 2019, the youth coordinators will recruit, train and support 358 community monitors to lead autonomous community monitoring in 179 communities (528,500 community members). The programme will also deliver a youth-led campaign to stimulate and support demand for accountability.

Youth Enterprise Health Incubator (YEHI)

In November, Raleigh Tanzania ran the first of our new two-week intensive skills-based volunteering programmes. Senior leaders from health company Novartis collaborated with young entrepreneurs in the Youth Enterprise Health Incubator (YEHI) project.

The young entrepreneurs had existing medium-sized health-based social enterprises. The programme aims to utilise the knowledge and experience of Novartis employees to develop the skills of the entrepreneurs in all aspects of business growth and leadership, with particular focus on the role of innovation in a low-resource context.

One of the social enterprises is Mahoo Lishe Flour. They produce nutrient rich flour which provides much needed nutrition to young children and babies. Since taking part in YEHI, the two young women leading this business have focussed on tailoring the product to breast-feeding women and children under the age of five. They are developing a greater range of products that target different demographics and price points. They have also developed links with local charities and educational organisations.

These innovations have led to growth in the business in the four months following the programme. The women behind the product have also been invited to speak at a national conference on female empowerment in entrepreneurship.



Livelihoods

Overview of livelihoods in 2018

Raleigh's livelihoods programmes worked in disadvantaged rural areas of Nepal, Tanzania and Nicaragua. We focused on communities where employment opportunities are often low-skilled, low-waged and unstable. Our programmes were delivered in partnership with local organisations.

Volunteers worked directly with 2,683 rural entrepreneurs, providing training and support in business skills and approaches. This was coupled with soft skills development to help entrepreneurs become more resilient to challenges and able to thrive a 'mixed livelihoods' environment.

We supported the creation of 563 microenterprises, assisted by 165 Raleigh-trained business mentors.

Nepal

Overview

We continued to work with local partners in Gorkha and Makwanpur. Raleigh Nepal's livelihoods programme focusses on creating income resilience to changes in the local environment. This helps to mitigate the impact of climate change in the disadvantaged rural communities it is most likely to affect. The programme 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.

Volunteers ran 98 awareness raising sessions in off-season vegetable production, reaching 2,073 individuals. This led to the creation of 378 Income-Generating Activities (IGAs) in rural areas. These IGAs generate on average an additional £142 per activity, contributing an extra £53,676 in total to these rural communities.

Alongside these IGAs, 42 awareness raising sessions were held on natural disasters, reaching 926 people. As a result, 543 rural households were made aware of the causes and consequences of climate change and are equipped with at least one coping strategy to help mitigate its impact on their livelihoods.

“Volunteers got us highly motivated and we could see the immediate benefits. We now have 22 poly tunnels and are planning to add more seeing the benefits of the commercial farming of tomatoes. The income from selling these tomatoes has been a relief to me and my family.”

Panchu, ICS livelihoods entrepreneur, Nepal.

Tanzania

Overview

Our Tanzanian livelihoods programme works with young entrepreneurs to enhance their business skills through a bespoke nine-week training programme. Young entrepreneurs research and develop business plans before pitching to a panel of local experts for up to \$200 seed funding towards their new business.

This programme is designed to equip young people with the hard and soft skills to succeed in the mixed livelihoods context of rural Tanzania. We work with the local government authority and other NGO partners to offer young people a range of training and support. This includes technical and business training, plus follow-up support and advice from Raleigh-trained mentors.

This livelihoods programme enhanced the business skills of 569 young people. Following over 2,292 hours of in-depth training, 179 new enterprises were launched with the help of seed funding from Raleigh. These enterprises were supported by 139 trained mentors from their communities, who will help them to sustain and grow their businesses over time. Awareness raising activities on the benefits and barriers to youth enterprises in their regions, which reached 6,267 community members, should further support this sustainability.

An increased number of youth-run sustainable enterprises were operating at a profit in target communities 6-12 months after delivery. Participants overwhelmingly agreed that the livelihoods programme enabled them to start, maintain and grow micro enterprises. We also found that living and working with volunteers built the soft-skills, confidence and resilience of participants in target communities.

Mentors play an important role in supporting young entrepreneurs to start and grow their businesses, but informal mentoring and wider support from the community are critical to an entrepreneurs' success. The value of youth-led enterprise was recognised by community members and businesses were being actively supported by them. However, only some entrepreneurs knew how to access micro-finance outside of Raleigh seed-capital. There is a correlation between knowing how to access finance and the number of enterprises opened in target communities.

“I believe in myself now. I have learnt a lot of things that I didn't know before, especially about how to manage a business.”

Jofrey, ICS livelihoods entrepreneur, Tanzania

Nicaragua

Overview

We worked with young people in the rural northern Madriz region to support them to start environmentally friendly micro-enterprises. We provided follow up support and access to micro-credit loans for graduate entrepreneurs one year after start-up, in order to consolidate and expand their businesses. We also worked with a youth-led apiculture (bee-keeping) cooperative to train nine entrepreneurs in this area. Working with cooperatives has proven to be beneficial, as young people can be part of them and gain access to further training, networks and financing.

In Nicaragua, 64 entrepreneurs trained in key business concepts. 46 entrepreneurs pitched their ideas to a panel of local experts and 25 received financial investment from Raleigh Nicaragua, with an average investment of USD\$229. Eight graduate entrepreneurs gained access to follow-up micro-credit. All entrepreneurs will be supported by a group of 27 trained local mentors who ensure sustainability of the businesses by incubating youth-led cooperatives to provide a strong support network for all young entrepreneurs in the region.

This project has engaged and reached vulnerable groups within the rural youth demographic, particularly young women with children. This has been achieved by increasing access to training, social capital and finance to start-up businesses through an inclusive model which is flexible, personally tailored and child friendly.

“Through our project, the entrepreneurs gain more skills and knowledge to move forward with their lives and businesses. They feel more motivated and have learnt that, even if they don't get the seed funding, once they apply a structure to their business, they can move forward with it and can achieve some great things.”

Robyn, Raleigh ICS livelihoods volunteer Nicaragua



Water, Sanitation and Hygiene (WASH)

Overview of WASH in 2018

Raleigh's WASH programming focusses on building infrastructure, enabling and generating behaviour change in safe water and sanitation behaviours and attitudes, and ensuring sustainability through the capacity building of local management groups.

We worked with local partners in 39 communities in Nepal, Tanzania, Malaysian Borneo and Nicaragua. New water and hygiene infrastructure directly benefitted over 12,500 people. 13,500 people were reached with awareness raising sessions on safe hygiene behaviour, safe water practices and environmental management. Through our programmes 900 individuals received training on how to manage and sustain new and existing water and sanitation infrastructure, alongside how to continue to reinforce and embed hygiene behaviour change in their communities.

Nepal

Overview

Raleigh Nepal delivered WASH programmes in 18 communities across Gorkha and Makwanpur districts. These programmes combined infrastructure construction, such as community water distribution systems and household tap-stands, with awareness raising sessions on safe sanitation and hygiene behaviours throughout the community. Young people in communities received training on how to maintain the local environment and Water Management Committee (WMC) members were trained on infrastructure maintenance and governance.

359 household tap-stands and 26 water distribution systems were constructed. As a result, 3,256 people now have access to a safe water source in their homes and 4,842 people are within a 30-minute return journey of a sustainable water source.

Awareness raising sessions on safe hygiene practices, handwashing and menstrual hygiene management reached 4,545 community members (122 sessions delivered). 714 community youth volunteers were trained in local environment upkeep, whilst 371 community members received training on the management and upkeep of WASH infrastructure. This training led to the establishment of 26 WMCs, with women making up 43% of their membership.

The use of cash or in-kind contributions from community water users to encourage community ownership and upkeep of infrastructure has had a positive impact on the sustainability of our projects.

“It is very important that young people co-operate with each other and us, for the welfare and development of the community. Raleigh's young volunteers have connected with young people here and are now setting an example. My community and I are so happy that they are building hand-washing stations and helping us with our water supply. It will make my life easier and my family healthier.”

Mojkumari, WASH community member Nepal

Tanzania

Overview

Raleigh Tanzania's WASH programmes continued to generate impact at scale by working through schools in disadvantaged rural communities. The 'Youth-led School Sanitation & Hygiene' project focusses on school sanitation and hygiene infrastructure and developing pupils' knowledge and awareness of handwashing and water safety and the skills needed to cascade these behaviours to the wider community. The project generates sustainability through the creation of water management committees (WMCs) and youth-led School WASH (SWASH) clubs. These two groups ensure both the good management of infrastructure and the continued reinforcement of good hygiene behaviours.

In 13 schools, we worked with the community to construct 12 toilet blocks, 4 hand washing stations and 4 menstrual hygiene blocks. As a result, 7,612 students now have access to hygiene facilities, with 3,728 female students benefitting from access to gender specific facilities.

Volunteers organised 351 awareness raising sessions, reaching 6,969 people. The sessions focused on handwashing, water safety, personal hygiene behaviours and local environment management. 41 community action days were also held to engage more widely with community members in the area. To reinforce the messaging and behaviours taught during awareness sessions, 12 youth-led SWASH clubs were created with 459 young members and 25 teachers.

“As the School WASH club teacher, I teach all the students about the WASH issues Raleigh volunteers have introduced. Raleigh volunteers have been building taps with the partners in the community and have been educating the students on the spread of diseases and the importance of keeping themselves safe. I hope the whole community will see the importance of health and put education as a priority since they are both of equal importance.”

Fabian, teacher and School WASH club leader, Tanzania

Malaysian Borneo

Overview

We delivered our WASH work in Borneo for the first nine months of 2018. We worked in four communities with 565 community members. We combined infrastructure (focused on gravity-fed water systems), awareness raising on safe hygiene behaviours, and upskilling management committees to ensure long-lasting change in these communities.

New infrastructure included construction of 27 water tanks and 71 tap stands, connected by 10.6 kilometres of piping. This infrastructure was supported by ten awareness raising sessions, which reached half of the total community members. Each community also trained a WASH management committee to ensure the infrastructure is maintained over time.

“Water is a basic necessity that we all should have access to. I hope by having an accessible water source the worry of having to travel and heave buckets of water over great lengths will finally disappear. The work of Raleigh volunteers will save us all a lot more time and in turn increase our productivity and quality of life.”

Sudin, WASH community member, Borneo

Nicaragua

Overview

Our WASH work in Nicaragua focused on infrastructure construction, awareness raising, and capacity building of local management groups to ensure sustainability. Through the Youth Entrepreneurs for Sanitation (YES) project, we worked directly with local youth entrepreneurs to train them in building and maintenance of eco-friendly hygiene facilities.

Across 11 communities, we worked with communities to rehabilitate two water systems, with 77 handwashing facilities and one toilet block. Volunteers delivered 71 sessions on safe hygiene practices and 126 awareness raising events reaching 2,248 community members.

Seven entrepreneurs attended 24 training sessions, which led to 132 households having functioning latrines. These were installed and maintained by the entrepreneurs who gained sustained livelihoods from the training.

Each community setup a WASH management committee with 50% female members. Members reported that they were very confident they had the ability and engagement needed to successfully manage the WASH resources within their community.

“

The volunteers are a big help. We learn from them and they learn from us. We are very happy to have them here, we feel very supported. The volunteers helped to build an eco-latrine, a water tank, a sink to wash dishes and a tap stand for our hands and ourselves. The tap will benefit my son hugely as he's the one who has to walk 15 minutes just to collect the water.”

Maria, WASH community member Nicaragua

Natural Resource Management (NRM)

Overview of NRM in 2018

Our Natural Resource Management (NRM) programmes aim to increase climate resilience among communities in Tanzania, Malaysian Borneo and Costa Rica. 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.

Tanzania

Overview

Our NRM programme in Tanzania focused on creating tree nurseries in rural communities and increasing awareness, knowledge and skills to manage natural resources in these communities.

Over 220,000 seeds were planted by volunteers in collaboration with 180 community members. 22 of these community members were trained to maintain these nurseries through NRM committees and a community agreed NRM action plan. Committees have an equal proportion of male and female members and, where possible, young people are encouraged to be part of these committees.

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.

The close integration between volunteer groups and the community, through homestays, is key to making this project a success. Around 50% of community households contributed towards tree nurseries and almost all households attended awareness raising sessions where we work. This is driven by the fact

resources are distributed amongst community members based upon their contribution towards the project and time spent at the project site.

“Because we live in a very interconnected world, we can no longer say that every country is on its own. The deforestation we saw on the way to the NRM project site is not a result of the actions of people in Tanzania, but of people all over the world. We need to work together to find solutions to our furious consumption of natural resources and the effect that has on communities like this all over the world.”

Tessa, Expedition volunteer Tanzania

Malaysian Borneo

Overview

Raleigh Borneo worked with communities and authorities in the state of Sabah to create and maintain tree nurseries, conduct biodiversity surveys and deliver infrastructure. These projects were carried out alongside awareness raising sessions on the Sustainable Development Goals, climate change adaption and sustainable forest management.

Volunteers worked with three communities to construct a suspension bridge. This was a major undertaking requiring collaboration between multiple partners and community stakeholders. They also planted 1,025 trees across 13 designated canopy areas, refurbishing and maintaining two separate tree nurseries. These actions were supported by 20 awareness raising sessions reaching 400 people.

Biodiversity surveys were carried out across all three communities. An analysis of 12 camera traps and 10 mist nets enabled us to provide communities and partners with insight to aid protection of Sabah's unique and endangered biodiversity.

“The depletion of rainforests is occurring at high rates nowadays and has a greater negative impact than you would first expect. Our work here in the tropical Rainforest Conservation and Research Centre is having a direct impact on preserving and restoring these environments and their inhabitants. It really makes me treasure our natural resources so much more.”

Shriya, Expedition volunteer Borneo

Costa Rica

Overview

Raleigh Costa Rica works 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 380 people with awareness of biodiversity, environmental conservation and climate change mitigation.

We worked in four national parks and one private park, constructing 19.3km of trails, two bridges, three guard huts and three cabins for eco-tourism ventures to improve access to protected areas. Volunteers also supported the maintenance of local tree nurseries and planted over 4,800 tree seedlings to aid reforestation.

Working alongside local NGO, Fundación Gaia, and the indigenous Chorotega community, volunteers supported the creation of an indigenous led eco-tourism business which will also be used by scientists to study and support local biodiversity. As a result of this business, the local forest is now protected by the community as it is a source of income.

Working in national parks over longer periods of time would provide 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.

“If climate change continues as it is now, in forty years' time this forest and our project won't exist anymore, and it will just be a savannah. This is really serious, this is happening in my country, so we need to start letting people know that this is real, and this is happening now.”

Alejandro, Expedition volunteer Costa Rica



Our work in 2018: Monitoring, evaluation and learning (MEAL)

Overview of MEAL in 2018

We continued to implement and embed our MEAL approach throughout the organisation. We are developing our capacity to articulate the impact of our work and continually embed learning throughout the organisation with three underpinning principles:

1. Proportionality:

Generating evidence through methods that are justifiable given the nature and purpose of the assessment, proportional to the size and complexity of the programme they are looking the assess.

2. Participation:

Placing young people, wherever possible, as central to our MEAL activities to facilitate their personal development as partners and leaders in development whilst recognising the added value they bring to data analysis.

3. Purpose:

Ensuring that there is a clear learning purpose for each step of the system.

These principles have been applied to significant organisational change projects in MEAL. These have included the implementation and roll out of a new impact database that allows us to clearly articulate the global and thematic impact of our work. This project has involved significant capacity building exercises of many front-line staff. This development allows all staff to readily see the impact of their work and to be able to effectively manage all projects.

We also redefined how we measure the change young people go through on our programme. By engaging young people in a number of focus groups, both in the UK and in our countries of operation, we have mapped a framework of expected change against external approaches. This led to the creation of nine scales against five key soft skills. These are identified as: Higher Order Thinking; Communication; Social Skills; Positive Self-Concept; and Self-Control. These scales aim to objectively state what skills we are expecting to see as young people develop as leaders.

Projects

Alumni & National Societies

Raleigh's global community is made up of over 46,000 alumni who have participated in a Raleigh International programme. This includes volunteers from our 40 years of operation and from over 100 countries.

We focussed our alumni activities around the six ways to stay engaged with our alumni network.

Advocacy and campaigning

Raleigh recognises the passion and drive in young people, including those who have already taken part in our programmes. We began channelling this into the delivery of our programmes and supporting alumni with the skills and experiences to act as leaders of global change.

We hosted a 'Campaign for Change' workshop in the UK to mark International Women's Day, where alumni explored how to run and be part of effective campaigns. This free workshop focused on voice, agenda setting, and collaboration techniques for successful issue engagement.

Internationally, we saw the global ExCEL project launch, with alumni from our Tanzania, Nicaragua, and Nepal national societies coming together for a south-south exchange. These alumni were trained in successful campaign development, researching and designing environmental behaviour change campaigns which will be delivered in their own communities.

Volunteers from nine McCann WorldGroup UK firms delivered a course in how to develop awareness-raising campaigns with Raleigh's Costa Rica and Nicaragua national societies. The corporate volunteers also brought their expertise in key production themes such as film, graphic design and photography, to help our alumni make even greater impact with their local campaigns.

Volunteering

Alumni volunteers are central to our successful recruitment, assessment, and training of the next generation of leaders and global citizens through our volunteering programmes. 167 alumni volunteers gave their time to inspire and shape the newest members of the Raleigh community.

We held three sessions with our Youth Advisory Group, made up of alumni from Tanzania, Nepal, Malaysia, Costa Rica, Nicaragua, and the UK. The group's focus is on key areas of strategic development at Raleigh, offering their comments, perspective, and advice to shape the work

we do and ensure that the youth voice runs through the heart of our work.

Raleigh Together in Business

Since its launch in 2017, Raleigh's responsible business network for alumni has gained significant momentum. We held three events in the UK, with hosts including ARUP and Santander, discussing development issues with inspiring speakers from organisations such as Business Fights Poverty and the UK Stakeholders for Sustainable Development.

In 2018, 120 UK alumni engaged with the network and we continue to build on its ethos of creating connections to support lasting change through business, acting as a space for alumni to come together, explore ideas, and consider ways of giving back to Raleigh through time and company introductions.

We are now planning to launch a mentoring scheme, which will connect younger alumni with professionals from the network who can develop their skills and ambitions.

National Societies

There are 15 Raleigh National Societies around the world, joined together by Raleigh's Global Alliance Framework. Active societies include Bermuda, Hong Kong, India, Japan, Jersey, Kuala Lumpur, Mongolia, New Zealand, Singapore, Sabah, Uganda, as well as in countries where Raleigh has offices: Costa Rica, Nepal, Nicaragua, and Tanzania. In 2018, the Raleigh Sabah and Raleigh Kuala Lumpur Societies joined under the umbrella of Raleigh Malaysia, as Raleigh closed its international operations and office in Malaysian Borneo.

In October, the Raleigh Asia Regional Conference (RARC) was hosted by Raleigh China in Shanghai, coinciding with their 10-year anniversary celebration. It was the first time Raleigh's National Society in Nepal attended the RARC, having formed in 2017. Raleigh Bermuda hired their first Programme Coordinator, and with a third of their Board now alumni, the sense of the organisation coming 'full circle' is tangible.

Collaborative projects between societies - Raleigh Malaysia and Raleigh Hong Kong, and between Raleigh Mongolia and Raleigh Singapore - highlighted the strength and impact our societies can have when working together. Our focus for 2019 is ensuring that more young people from our societies are able to experience a Raleigh Expedition to equip and inspire the next generation of global citizens and to enable national societies to carry out their own programming.

Challenge events

In 2018, over 30 alumni signed up to be part of #TeamRaleigh in two challenge event opportunities.

Alumni raised funds and promoted Raleigh's work at the newly established London Landmarks Half Marathon and at Tough Mudder courses around the UK. We will continue to offer places at these events, giving our alumni the chance to challenge themselves, give back, and share their stories. We are also exploring the opportunity of an overseas challenge event, taking place in one of our operational countries, expanding on our fundraising portfolio and offering a Raleigh-led alternative for those seeking a bigger challenge.

Donors

Financial donations from our alumni community continue to be a key area of valuable support, and we maintain several relationships with committed regular givers and new donors each year. Developing more face-to-face activity, we will reach out to our alumni more directly with the different fundraising avenues such as challenge events, regular giving, or through legacies.

Building recognition of Raleigh's work

Our external communications focused on promoting young people's role as valued partners and leaders in development. We also supported the marketing of volunteer opportunities and helped to further develop the brand of Raleigh Expedition.

We undertook a large review of our Expedition marketing approach to ensure we were engaging and inspiring young people to take part in international volunteering and lead change on the issues they care about. This work resulted in a comprehensive rebrand of our Raleigh Expedition programme with the slogan 'Change Starts

Here'. We have developed new brand guidelines, digital and print marketing assets and updated webpages to reflect the new brand. Roll out of the new Raleigh Expedition brand began in late 2018 and has already resulted in increased applications. We will continue to fully rebrand the programme throughout 2019.

Our digital channels continued to receive high levels of engagement, showing that our content is encouraging people to learn more about us, get involved with Raleigh and stay involved as active citizens.

Following the launch of the print and digital versions of the 2017 Impact Report, we created a video version to help promote the report across social media and engage a younger audience. The video is narrated by alumna and YAG member, Jaskirat Mann.

We achieved strong national media coverage in 2018. In August, we targeted UK media with a press release to tie in with the summer marketing campaign, 'Adventures that Matter'. We focused primarily on highlighting the skills young people can develop while volunteering, which help them differentiate themselves in future employment or education. We featured in 34 articles during August and early September, across national and regional publications (both in print and online). The total audience reach of this year's clearing campaign was just over 11 million.

Internationally, we received substantial positive press and social media coverage celebrating our work in Malaysian Borneo. Two major national newspapers in Malaysia reported on the last international programme and our legacy through the formation of the new alumni-led Raleigh Malaysia. The closing event was supported by high level dignitaries from the Malaysian and Sabah governments.



Partnerships

Partners

Overview of partnerships in 2018

As mentioned above, Raleigh's new four-year Social Accountability through Youth (SAY) programme, funded by UK aid from the British people, launched in Tanzania in April 2018. 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 will do this by empowering over 400 young women and men, including young people with disabilities, to effectively and independently monitor project delivery across 179 communities and to drive solutions to the issues they uncover.

This year saw the launch of our new partnership with the Norwegian Agency for Exchange Cooperation (NOREC). The ExCEL programme is empowering the Raleigh Tanzania, Nicaragua and Nepal national youth societies with the skills and confidence to engage as partners and leaders, designing and delivering youth-led campaigns that support the achievement of the SDGs.

Our partnership with Jersey Overseas Aid and the people of Jersey (JOA) went from strength to strength. A new two-year collaboration launched in January which seeks to ensure that 1,800 primary aged children and 7,200 community members help themselves to stay safe using new, accessible, safe and sustainable WASH facilities in Tanzania. In Nicaragua the partnership is providing access to a safe and sustainably managed water source for 1,050 people living in six rural and marginalised communities. The energy and enthusiasm of the people of Jersey is directly helping to deliver impact for these rural communities through annual community work projects in Tanzania.

In Malaysian Borneo, we concluded our partnership with the United States Department of State's Bureau of Oceans and International Environmental and Scientific Affairs (OES). Through our SALY-B project, young people in Sabah established sustainable alternative livelihoods and collaborated with peers, communities, partners and authorities to conserve and protect wildlife and forests.

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

2018 marked the beginning of a new three-year partnership with sports and teamwear firm Chadwick Textiles. This three-year partnership will focus on supporting NRM programming in Tanzania and has already led to improved resources, infrastructure and sustainable management in the rural communities of Mpanga and Mkonge in the Mufindi District of Tanzania.

We welcomed new corporate partners McCann Worldgroup UK, GAIA Insights and Gripple Limited. Four skills-based volunteering programmes were delivered in collaboration with corporate partners in Nepal, Costa Rica and Tanzania. Ten employees from advertising agency network McCann Worldgroup UK supported ten young people from the national societies in Nicaragua and Costa Rica to build essential skills to develop a campaign strategy and implement awareness-raising campaigns about environmental littering in urban areas.

69 corporate volunteers (seven Project Managers for Expedition, 21 youth volunteers, and 41 skills-based volunteers) took part in Raleigh programmes to help optimise the impact of our work.

Our partnership with investment bank BNP Paribas (Suisse) SA continued to create impact, and this was recognised by the partnership being shortlisted for a BOND Award.

We continued to innovate with our employee-led collaboration with employees from Google Ireland & UK, with a group of volunteers spending two weeks in Tanzania running digital skills training workshops.

Gifts in kind

Raleigh International gratefully acknowledges the support of Freshwater Group in the creation and provision of our head office in London and CMS Cameron McKenna Nabarro Olswang LLP's support in drawing up the new lease and other documents in connection with our operations.

Stadia Solutions kindly continued their support through the generous donation of poster media space within Premiership and Championship football grounds, 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 delivers its fundraising within the Code of Fundraising Practice for the UK as set out by the Fundraising Regulator. All our fundraising is conducted within the principles of being respectful, open, honest and accountable to the public. We support the principles of the Fundraising Preference Service.

Fundraising practice is monitored by the Senior Management Team and Trustees (listed on page 25) 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 Raleigh's fundraising
5. Following the law and recognised standards
6. Being open and accountable

Acknowledging our supporters

29th May 1961 Charitable Trust
Alchemy Foundation
BNP Paribas (Suisse) SA
Chadwick Textiles Ltd
Dudley and Geoffrey Cox Charitable Trust
Employees of Google Ireland & UK
Family and friends in memory of alumnus Kit Mallinson
GAIA Insights
GLIDE
Gripple Ltd
James Cochrane
Jardine Lloyd Thompson Group Plc
Jersey Overseas Aid and the people of Jersey (JOA)
Johnnie Johnson Trust
McCann Worldgroup UK
Newcastle University School of Engineering
Nomad Travel
Norwegian Agency for Exchange Cooperation (NOREC)
Novartis
Overseas Aid Development Commission
R E Chadwick Charitable Trust
Reckitt Benckiser Group Plc
Reuben Foundation
Stadia Solutions
The Astor Foundation
The De La Rue Charitable Trust
The Drapers Charitable Foundation
The Ernest Kleinwort Foundation
The G M Morrison Charitable Trust
The Grace Trust
The Heald Charitable Trust
The Hedley Foundation
The Hugh Symmons Charitable Trust
The Myles Trust
The P F Charitable Trust
The Peacock Trust
The R G Hills Charitable Trust
The Ronald Miller Foundation
The Souter Charitable Trust
The W A Cargill Charitable Trust
UK Aid from the British People
US Bureau of Oceans and International Environmental and Scientific Affairs
VolkerFitzpatrick
Water to Go

People

Developing our staff

Our annual staff survey was conducted during a period of consultation with staff on reductions required due to the reduced ICS programme. As expected, views on staff morale, job security and confidence in Senior Management Team and Board of Trustees were less positive than in 2017. We used the Charity Pulse survey, which allowed us to benchmark our results against the average scores of 200 organisations employing over 25,000 people that have taken part in the surveys, as well as six years of year-on-year comparison.

- 91% said they were proud to work for this charity (90% is the sector benchmark);
- 83% said they would recommend this charity as an employer (73% is the sector benchmark);
- 69% said Raleigh was making the best possible use of supporters' time and money (57% is the sector benchmark);
- 55% said Raleigh is doing everything it can to reduce impact on the environment (46% is the sector benchmark); and
- 75% said their views were listened to and valued (66% is the sector benchmark).

Concerns reflected in the survey were around valuing diversity, pressure of workload and potential for further personal development opportunities. We continue to work on these areas, as well as restoring to above sector benchmark the levels of staff morale and confidence in the organisation.

Developing our volunteers

To support our ICS programmes, we held 43 volunteer assessment events, 11 pre-departure training events and 10 post-placement events in the UK. For our Expedition programmes, we delivered support through 11 pre-Expedition volunteer training events, two bursary application events, eight Expedition discovery weekends for volunteer managers, three pre-Expedition development weekends for volunteer managers.

We ran two alumni skills workshops as well as several corporate volunteer training events.

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

Developing our systems

We implemented new security systems in line with our cloud platforms. This enables us to be more proactive in detecting and preventing attacks, but also governs how data is used across the organisation. Relevant safeguards have been put in place to mitigate any risks.

We developed and rolled out mobile device management systems which help us have better oversight over mobile and personal devices containing information relevant to the organisation.

Ongoing system reviews are taking place to review and implement systems around business functions to help productivity amongst employees internationally. This includes workflow automation, data categorisation, unified branded email signatures, intranet systems, and the introduction of an 'all-hours' IT support desk.

Work with our database of alumni and supporters continued in 2018, working towards compliance with the new GDPR legislation.

Safety

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 field staff.

We continued to operate our Safety Management System to the highest standard in 2018. This includes 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 and updated our Safeguarding Policy. The implementation of this policy is led by the Safeguarding Team (the Director of Safety and International Operational Support and the Medical Coordination Manager) and implemented in our countries of operation by the Country Operations Managers. Everyone involved in Raleigh's work is made aware of our policy and reporting structure, including staff, volunteers, community leadership, homestay families, and project partners. They are all trained in how to report any concerns they may have.

We also developed and implemented a Whistleblowing Policy and process. This is overseen by the Director of Finance and Corporate Services at Raleigh's Head Office. This has been rolled out to volunteers, communities, partners and staff. If reporting directly to Raleigh International does not feel appropriate, a confidential service is also available via an external organisation called Safecall. Safecall provides a 24 hour a day, 7 days a week service.

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; both minor and more serious medical issues, and the impact of civil unrest in Nicaragua. Volunteers in Nicaragua were kept safe until their departure from communities and their emergency contacts were kept informed throughout. Incidents have occurred and the Board of Trustees is confident that the right systems and processes are in place to take action when needed. The Board carries out regular reviews of safety matters.

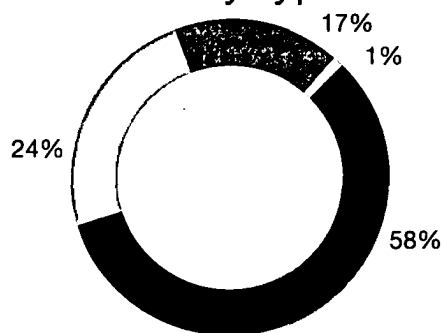
We have assessed our Expeditions annually against the British Standard BS8848:2014 (provision of visits, fieldwork, expeditions, and adventurous activities outside the United Kingdom) since its introduction in 2009. We undertook a global assessment of our practices and passed without comment or recommendation. 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 2018.

Financial review

The overall surplus reported for 2018 is £226,000 (2017: £13,000). This builds the level of reserves so that the charity can continue to diversify the sources of funding, as set out in the 2017 – 2020 Strategy.

Gross income for the year decreased by 11.4% to £7,633,000 (2017: £8,619,000). There was a 3.4% increase in donations (£3,165,000 compared to 2017 £3,062,000) and 19.6% decrease in statutory funding (£4,439,000 compared to 2017 £5,518,000). The decrease is due to the reduced number of UK volunteers on ICS in 2018.

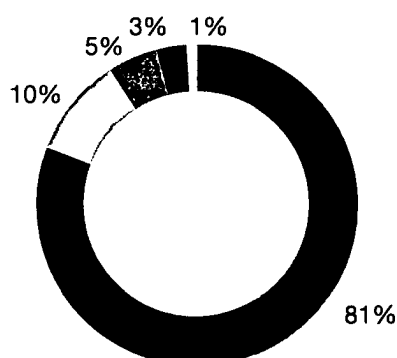
2018 income by type



■ Charitable activities ■ All other fundraising
□ Volunteer fundraising □ Other income

Expenditure for the year was £7,407,000, a 13.9% decrease on 2017 (£8,606,000). Resource allocated to programmes decreased to £7,133,000 (2017 £8,302,000), a 14.0% decrease reflecting fewer volunteers on the ICs programme partially offset by increased numbers of young people volunteering on other programmes to join communities to make sustainable change happen.

2018 Expenditure by type



■ Programmes and projects ■ Fundraising
□ Support □ Alumni programme
■ Volunteer recruitment

Reserves Policy

The Trustees seek to maintain free reserves as a financial buffer against significant unmitigated and unplanned additional costs and/or income reductions and, in a worst case scenario of having to cease operations, to enable Raleigh to conclude existing contracts within a planned and orderly reduction of activity.

The Trustees have agreed that a minimum level of free reserves of £800,000 is now appropriate to manage operational risk, plus an additional amount of £300,000 to fund the investment plan priorities. At 31 December 2018, the balance of total unrestricted reserves stood at £1,201,000 (2017 £798,000), whilst free reserves (excluding £81,000 (2017: £172,000) represented by the net book value of fixed assets) stood at an overall balance of £1,120,000 (2017: £626,000).

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

The major risks identified relate to reliance on a single contract alongside the historic Raleigh Expedition; ensuring safety of all volunteers and staff; and running operations in five countries including the UK.

- The Trustees have charged the Senior Management Team with increasing diversity of income within the 2017 – 2020 strategic plan.
- Raleigh continues to operate safely, employing staff in the UK and in country with specific responsibilities for risk assessments of all activities and providing advice and expertise to minimise the risks.
- There are Country Directors and other senior staff in each country that have responsibility for the running of operations and that appropriate agreements are in place to operate in each country.

Fundraising practices

Most of the fundraising is completed by the volunteers as part of their Raleigh experience; they fundraise to contribute towards the costs of being in country and for the projects being completed. Raleigh does not engage professional fundraisers or commercial participators. Raleigh is a contributing member of The Fundraising Regulator and complies with their guidance on protecting vulnerable people and others from behaviour which is unreasonable in terms of intrusion, frequency and pressure to support. Raleigh has signed up to receive suppressions under the Fundraising Preference Service. There have been no complaints about fundraising activities in the year.

Auditors

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



Legal and administrative details

Legal Status

Raleigh International Trust ("Raleigh") is a registered 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 Horseferry Road, London SW1P 2AF

Organisation

The Board of Trustees is the main policy-making body and employs a full-time Chief Executive who is also Chief Executive of the UK subsidiary companies - Raleigh Enterprises Limited and Operation Raleigh Limited. The Chief Executive is supported by the Deputy Chief Executive and Directors of Safety and International Operational Support and Finance and Corporate Services.

Related parties

None of the Trustees receives remuneration or other benefit from their work with the charity.

Committees

Four 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: 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. During the year, membership of the Committee included a non-Board member.

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 Nominations Committee meets on an ad hoc basis as required to manage the recruitment and selection of new Board members and the Chief Executive post. Membership is not set and is reviewed ahead of each convening of the Committee.

During the year, the Fundraising Committee was established to review the funding strategy and delivery of annual targets in detail prior to making recommendations to the Board. The Committee plans to meet 4 times per annum, 2 – 3 weeks prior to the meetings of the Board. Membership of the Committee may include non-Board members.

Appointment of Trustees

New Trustees are recruited with the assistance of a recruitment agency specialising in Trustee appointments. A Nominations Committee of the Trustees conducts a review of the skills of the continuing Trustees and then instructs the agency directly. 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 it is a process of continuous review and improvement.

Directors and Trustees

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

Karen Betts

Stan Chan

Jeremy Fish

Resigned 28 June 2018

Amy Holmes OBE

Resigned 28 June 2018

Charles Joseland

Appointed 28 June 2018

Meg Kneafsey

Resigned 21 January 2018

Alex Lubar

Polly McGivern

Resigned 28 June 2018

Fatuma Mohamud

Appointed 28 June 2018

Jack Newnham

Mavis Owusu-Gyamfi

Resigned 2 June 2018

Sam Parker

Jean-Paul Penrose

Appointed 28 June 2018

Ben Robinson

Susannah Rodgers MBE

Appointed 28 June 2018

Lucy Slack

Appointed 28 June 2018

Chair

Member of Remuneration Committee and Finance and Risk Committee

Chair of Finance and Risk Committee

Member of Remuneration Committee and Finance and Risk Committee

Member of Fundraising Committee

Member of Remuneration Committee

Member of Fundraising Committee

Member of Fundraising Committee

Member of Finance and Risk Committee

Member of Fundraising Committee

Other Committee members

Charles Joseland was a member of the Finance and Risk Committee prior to his appointment as a Trustee.

Tanzania. It is also registered as an NGO under the Non-Governmental Organizations Act, 2002 of the United Republic of Tanzania (registration number 00001469). It is controlled by Raleigh.

Senior staff

Stacey Adams Chief Executive

Julian Olivier Deputy Chief Executive

David Clamp Director of Safety and International Operational Support

Anzo Francis Director of Finance and Corporate Services (from April 2019)

Solicitors

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

Auditors

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

Insurance Brokers

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

Bankers

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

Group companies

UK: Raleigh Enterprises Limited (Registration No. 02310284) - did not trade in 2018 - and Operation Raleigh Limited (Registration No. 03095153) - dormant - both of which are wholly owned by Raleigh.

Overseas: Raleigh Tanzania (registration number 92038) is a registered non profit limited company under the Companies Act 2002 of the United Republic of



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: 27 June 2019

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 2018 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement 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 2018 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.

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.

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

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the 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 26), 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.

Use of report

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.



Kingston Smith LLP

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

Date *28 June 2019*

Devonshire House
60 Goswell Road
London EC1M 7AD

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 2018

	Note	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 18 £'000	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 17 £'000
Income from:							
Donations		2,342	823	3,165	2,355	707	3,062
Charitable activities		4,439	-	4,439	5,518	-	5,518
Other trading activities		23	-	23	37	-	37
Investments		6	-	6	2	-	2
Total		6,810	823	7,633	7,912	707	8,619
Expenditure on:							
Raising funds	2	274	-	274	304	-	304
Charitable activities	2	6,133	1,000	7,133	7,707	595	8,302
Total		6,407	1,000	7,407	8,011	595	8,606
Net income and net movement in funds for the year	5	403	(177)	226	(99)	112	13
Reconciliation of funds							
Total funds brought forward		798	404	1,202	897	292	1,189
Total funds carried forward	11	1,201	227	1,428	798	404	1,202

The group has neither discontinued any of its operations nor acquired new operations. All amounts relate to continuing activities. The notes on pages 34 to 46 form part of these financial statements.

Group and Parent Charitable Company balance sheets as at 31 December 2018

	Note	Group		Charity	
		31 Dec 18 £'000	31 Dec 17 £'000	31 Dec 18 £'000	31 Dec 17 £'000 Restated
Fixed Assets					
Tangible assets	7	81	172	81	172
Investments	8	-	-	16	16
Total Fixed Assets		81	172	97	188
Current Assets					
Stock		-	2	-	2
Debtors	9	714	546	709	580
Cash at bank and in hand		1,444	1,436	1,439	1,402
Total Current Assets		2,158	1,984	2,148	1,984
Creditors: amounts falling due within one year	10	(811)	(954)	(830)	(970)
Net Current Assets		1,347	1,030	1,318	1,014
Net Assets	11	1,428	1,202	1,415	1,202
The funds of the charity:					
Unrestricted funds:					
Free reserves		1,120	626	1,120	626
Funds represented by functional fixed assets		81	172	81	172
General funds		1,201	798	1,201	798
Restricted funds	12	227	404	214	404
Total charity funds		1,428	1,202	1,415	1,202

The financial statements were approved by the Board and authorised for issue on 27 June 2019 and were signed on their behalf by:



Khalid Koser MBE
Chairman

Company number 03059479

The notes on pages 34 to 46 form part of these financial statements.

Group and Parent Charitable Company cash flow for the year ended 31 December 2018

	Group		Charity	
	Year ended 31 Dec 18 £'000	Year ended 31 Dec 17 £'000	Year ended 31 Dec 18 £'000	Year ended 31 Dec 17 £'000 Restated
Cash flow from operating activities	(21)	585	8	558
Cash flow from investing activities				
Interest received	6	2	6	2
Sale of tangible fixed assets	23	37	23	37
Purchase of tangible fixed assets	-	(3)	-	(3)
	29	36	29	36
Change in cash and cash equivalents in the year	8	621	37	594
Cash and cash equivalents at 1 January 2018	1,436	815	1,402	808
Cash and cash equivalents at 31 December 2018	1,444	1,436	1,439	1,402



Reconciliation of net income to cash flow from operating activities

	Group		Charity	
	Year ended 31 Dec 18 £'000	Year ended 31 Dec 17 £'000	Year ended 31 Dec 18 £'000	Year ended 31 Dec 17 £'000 Restated
Net income for the year	226	13	213	13
Adjustments for:				
Depreciation charges	78	115	78	93
Interest received	(6)	(2)	(6)	(2)
(Profit) on sale of fixed assets	(10)	(37)	(10)	(37)
Loss on derivatives	-	28	-	28
Decrease in stock	2	-	2	-
(Increase) / decrease in debtors	(168)	694	(129)	688
(Decrease) in creditors	(143)	(226)	(140)	(225)
Net cash (required) / provided by operating activities	(21)	585	8	558



Notes forming part of the financial statements for the year ended 31 December 2018

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.

Notes to the Accounts

Note 1 - Accounting policies

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

Basis of preparation

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

The financial statements are prepared on the basis that Raleigh International Trust is a going concern. The Trustees are not aware of any material uncertainty about the group's ability to continue as a going concern.

The functional currency of the charity is pounds sterling.

Basis of consolidation

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

As explained in note 4, the charitable company balance sheet at 31 December 2017 has been restated in these accounts following clarification of the group structure

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. The UK trading subsidiaries are 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.

Notes to the Accounts

Note 1 - Accounting policies (continued)

Income

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

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

Donated services are included in the financial statements at the amount that the charity would pay in the open market for such services.

All other income is recognised on an accruals basis.

Expenditure

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

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

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

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

Restricted Funds

Where funds are received for specific purposes set out by the donor or implied by the terms of appeal, these are shown as restricted income in the Statement of Financial Activities. Expenditure for the purposes specified is applied against the income and any amounts unexpended at the balance sheet date are shown within restricted funds.

Government grants

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

Stock

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

Debtors

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

Creditors and accruals

Creditors and accruals are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle such an obligation can be measured or estimated reliably. Deferred income relates to the timing differences between invoices raised under the contract for ICS delivery and the recognition of income in the Statement of Financial Activities based on the income recognition accounting policy outlined above.

Pensions

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

Notes to the Accounts

Note 1 - Accounting policies (continued)

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. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Other financial 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.

Notes to the Accounts

Note 2 - Analysis of total expenditure

	Analysis of total expenditure 2018				Analysis of total expenditure 2017			
	Staff £'000	Other Costs £'000	Support & Governance £'000	31 Dec 18 £'000	Staff £'000	Other Costs £'000	Support & Governance £'000	31 Dec 17 £'000
Raising funds								
Fundraising costs	167	66	41	274	164	114	26	304
	167	66	41	274	164	114	26	304
Charitable activities								
Programmes and projects - unrestricted	1,198	3,536	514	5,248	1,788	4,445	591	6,824
Programmes and projects - restricted	456	438	106	1,000	154	386	55	595
Volunteer recruitment	320	70	57	447	309	104	44	457
Operations support	344	-	30	374	307	-	44	351
Alumni programme	41	17	6	64	41	28	6	75
	2,359	4,061	713	7,133	2,599	4,963	740	8,302
Total	2,526	4,127	754	7,407	2,763	5,077	766	8,606
Support Costs								
Governance costs			19				19	
Finance & Corporate Services			590				561	
Chief Executive Office			145				186	
			754				766	

The total salary costs of £3,024,000 (see note 13) comprise direct staff costs of £2,526,000 plus £498,000 included in support costs.

The total salary costs of £3,308,000 (see note 13) comprise direct staff costs of £2,763,000 plus £545,000 included in support costs.

Notes to the Accounts

Note 3 - Results of trading subsidiaries

Raleigh Enterprises Limited did not trade in this year or the last year. The assets and liabilities of **Raleigh Enterprises Limited** were:

	31 Dec 18 £'000	31 Dec 17 £'000
Current Assets		
	16	16
Current Liabilities		
	-	-
Total Net Assets		
	16	16
Aggregate share capital and reserves		
	16	16

Operation Raleigh Limited did not trade in this year or the last year. The assets and liabilities of **Operation Raleigh Limited** were:

	31 Dec 18 £	31 Dec 17 £
Current Assets	2	2
Current Liabilities	-	-
Total Net Assets	2	2
Aggregate share capital and reserves	2	2

The results of **Raleigh Tanzania** are summarised below:

	31 Dec 18 £'000	31 Dec 17 £'000
Income	1,112	1,535
Activity costs of delivering work of Raleigh within the United Republic of Tanzania	(1,112)	(1,535)
Surplus on activity within Tanzania	-	-

The assets and liabilities of **Raleigh Tanzania** were:

	31 Dec 18 £'000	31 Dec 17 £'000
Fixed Assets	-	-
Current Assets	228	34
Current Liabilities	(228)	(34)
Total Net Assets	-	-

Notes to the Accounts

Note 4 - Prior year adjustments

We have identified that Raleigh Tanzania is a subsidiary company registered in the United Republic of Tanzania and assets and liabilities of that company should not be included in the charity financial statements. In previous years, we had treated the entity as a branch in the accounts. As a result, the following adjustments have been made in the comparatives in these accounts:

	31 Dec 16			31 Dec 17		
	As previously stated £'000	Prior year adjustment £'000	As restated £'000	As previously stated £'000	Prior year adjustment £'000	As restated £'000
Tangible fixed assets	284	(22)	262	172	-	172
Fixed asset investments	16	-	16	16	-	16
Stock	2	-	2	2	-	2
Investments	22	-	22	-	-	-
Debtors	1,240	28	1,268	546	34	580
Cash	814	(6)	808	1,436	(34)	1,402
Creditors	(1,189)	-	(1,189)	(970)	-	(970)
Total Charity Funds	1,189	-	1,189	1,202	-	1,202

Note 5 - Net outgoing resources for the period

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

	31 Dec 18 £'000	31 Dec 17 £'000		31 Dec 18 £'000	31 Dec 17 £'000
Auditors' remuneration:			Depreciation	79	115
Statutory Audit – UK	14	13	(Profit) on disposal of fixed assets	(10)	(37)
Statutory Audit – other countries	9	3	Operating lease charge - rent	113	114
Tax advisory services	-	-	Loss on foreign exchange	5	58
Accountancy services	5	-			

Note 6 - Taxation

The charitable company is entitled to exemption from UK corporation tax on its charitable activities under S505(i) ICTA 1988. The charity's UK subsidiary undertakings have not traded in the year and hence not liable to UK corporation tax.

Notes to the Accounts

Note 7 - Tangible assets

Group	Office Equipment £'000	Vehicles £'000	Total £'000
Cost			
At 1 January 18	88	495	583
Additions	-	-	-
Disposals	(72)	(67)	(139)
At 31 December 18	16	428	444
Depreciation			
At 1 January 18	72	339	411
Charge for the year	13	65	78
Disposals	(71)	(55)	(126)
At 31 December 18	14	349	363
Net Book Value			
At 31 December 18	2	79	81
At 31 December 17	16	156	172

Charity	Office Equipment £'000	Vehicles £'000	Total £'000
Cost			
At 1 January 18 - restated	86	338	424
Additions	-	-	-
Disposals	(72)	(67)	(139)
At 31 December 18	14	271	285
Depreciation			
At 1 January 18 - restated	70	182	252
Charge for the year	13	65	78
Disposals	(71)	(55)	(126)
At 31 December 18	12	192	204
Net Book Value			
At 31 December 18	2	79	81
At 31 December 17- restated	16	156	172

Notes to the Accounts

Note 8 - Investments

Investment in Subsidiaries

	Group		Charity	
	31 Dec 18 £'000	31 Dec 17 £'000	31 Dec 18 £'000	31 Dec 17 £'000 Restated
At 1 January and 31 December 18	-	-	16	16

Investment in subsidiary companies

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

The charity controls Raleigh Tanzania, a company limited by guarantee in the United Republic of Tanzania, which delivers the work of the charity in Tanzania.

Note 9 - Debtors: due within one year

	Group		Charity	
	31 Dec 18 £'000	31 Dec 17 £'000	31 Dec 18 £'000	31 Dec 17 £'000 Restated
Trade and other debtors	503	338	499	338
Due from subsidiary companies	-	-	-	34
Prepayments and accrued income	211	208	210	208
	714	546	709	580

Included in debtors are financial instruments of £503,000 (2017: £338,000)

Notes to the Accounts

Note 10 - Creditors: amounts falling due within one year

	Group		Charity	
	31 Dec 18 £'000	31 Dec 17 £'000	31 Dec 18 £'000	31 Dec 17 £'000 Restated
Trade creditors	123	198	123	198
Other creditors	138	227	137	227
Due to subsidiary companies	-	-	247	16
Financial derivatives	-	6	-	6
Taxation and social security	172	240	171	240
Accruals	378	136	152	136
Pre-financing on contract	-	147	-	147
	811	954	830	970

All creditors above are financial instruments.

Included in other creditors above is an amount of £14,368 (2017: £13,827) relating to pension contributions.



Notes to the Accounts

Note 11 - Analysis of Net Assets

	31 Dec 18			31 Dec 17		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Group						
Tangible Fixed asset investments	81	-	81	172	-	172
Fixed asset investments	-	-	-	-	-	-
Net current assets	1,120	227	1,347	626	404	1,030
	1,201	227	1,428	798	404	1,202
Charity				Restated		
Tangible fixed asset	81	-	81	172	-	172
Fixed asset investments	16	-	16	16	-	16
Net current assets	1,104	214	1,318	610	404	1,014
	1,201	214	1,415	798	404	1,202

Notes to the Accounts

Note 12 - Restricted funds

Group	Balance 1 Jan 18 £'000	Incoming resources for the year £'000	Resources expended for the year £'000	Balance 31 Dec 18 £'000	Balance 1 Jan 17 £'000	Incoming resources for the year £'000	Resources expended for the year £'000	Balance 31 Dec 17 £'000
Bursary Fund	64	84	(81)	67	16	64	(16)	64
Overseas Projects	257	612	(790)	79	153	530	(426)	257
Supporting UK Venturers	-	-	-	-	88	28	(116)	-
Supporting Host Country Venturers	83	127	(129)	81	35	85	(37)	83
	404	823	(1,000)	227	292	707	(595)	404

Charity	Balance 1 Jan 18 £'000	Incoming resources for the year £'000	Resources expended for the year £'000	Balance 31 Dec 18 £'000	Balance 1 Jan 17 £'000	Incoming resources for the year £'000	Resources expended for the year £'000	Balance 31 Dec 17 £'000
Bursary Fund	64	84	(81)	67	16	64	(16)	64
Overseas Projects	257	521	(712)	66	153	530	(426)	257
Supporting UK Venturers	-	-	-	-	88	28	(116)	-
Supporting Host Country Venturers	83	127	(129)	81	35	85	(37)	83
	404	732	(922)	214	292	707	(595)	404

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 Venturers - Funds donated to assist young people to join an expedition from specific UK regions or the host country. The UK regional support fund closed in 2017.

Notes to the Accounts

Note 13 - Trustees, staff numbers and costs

No Trustees received any emoluments during the year. Three Trustees were reimbursed £326 in expenses for attending Trustees meetings (2017: two Trustees were reimbursed £382). Three Trustees have made donations totalling £4,160 during the year (2017: one Trustee donated £240). During the year, £25k of services were provided by a company of which one of the Trustees is a director. A Trustee is the Chief Executive Officer of McCann London, part of McCann Worldgroup UK which became a corporate partner in 2018. There are no other related party transactions.

In 2018 one employee earned between £90,000 and £100,000; one employee between £70,000 and £80,000 and two employees earned between £60,000 and £70,000. Pension contributions of £12,462 were made for these employees. In 2017 one employee earned between £80,000 and £90,000; one employee between £70,000 and £80,000; and two employees earned between £60,000 and £70,000. Pension contributions in 2017 of £12,355 were made for these employees.

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

Salary costs

	Group		Charity	
	31 Dec 18 £'000	31 Dec 17 £'000	31 Dec 18 £'000	31 Dec 17 £'000
Wages and salaries	2,599	2,899	2,486	2,793
Statutory Redundancy payments	13	-	13	-
Social security costs	306	303	246	294
Pension contributions	106	106	95	95
	3,024	3,308	2,840	3,182

Average number of staff employed

	Group		Charity	
	31 Dec 18	31 Dec 17	31 Dec 18	31 Dec 17
Expeditions	63	64	46	46
Support	45	53	45	53
Fundraising and Communications	10	11	10	11
	118	128	101	110

The key management personnel of Raleigh International Trust are the senior staff as defined on page 25. During 2018 the senior staff also included a Director of Business Development. The total employee benefits of key management personnel including pension contributions and National Insurance Contributions was £435,600 (2017: £441,800).

Notes to the Accounts

Note 14 - Commitments

At 31 December 2018 the future minimum commitment under operating leases was:

Group and charity	31 Dec 18			31 Dec 17		
	Land & Building £'000	Other £'000	Total £'000	Land & Building £'000	Other £'000	Total £'000
Within one year	105	2	107	34	-	34
Within two to five years	184	6	190	-	-	-
	289	8	297	34	-	34

The land and building commitments above relate to 3rd Floor, Dean Bradley House, London SW1; lease signed in June 2018 ends September 2021.

Note 15 – Currency Contracts

At 31 December 2018, the charity had no forward contracts and options (2017: forward contracts totalling US\$ 250,000 at rates of \$1.3115 - \$1.3125: £1).





Working together for the future

We depend on the support of young people willing to give their time, skills, energy and ideas.

We depend on the support and actions of our alumni to support us and drive change globally.

We depend on partnerships with other non-governmental organisations, corporates and donors.

Please work with us to deliver our ambitious, positive strategy to create lasting change through youth.

raleighinternational.org

