



Raleigh
International

ANNUAL REPORT 2020

Raleigh International Trust

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1. INTRODUCTIONS.

Welcome from the Chair of Trustees.

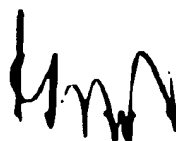
The impact of the global Covid-19 pandemic has been felt in every home, in every organisation and in every country around the world. For Raleigh International, 2020 was one of the most challenging years in our 37-year history. With the pandemic putting a halt to international volunteering programmes and placing restrictions on national youth programmes, we were forced to confront immense challenges to our everyday work.

In the face of these challenges, I am incredibly proud of Raleigh International's response. I was awe-inspired at the professionalism of our staff in successfully ensuring the safe return of all volunteers to their homes in March 2020 when programmes had to be closed early due to the start of the pandemic. Despite this drastic change in operations, the organisation was able to develop a new bridging strategy to take us through this period, and most importantly adapted our programmes to ensure that young people could still take action to address global challenges.

We launched our first digital volunteer programme to ignite, connect and mobilise

young people to support the response to the Covid-19 pandemic, and continued to champion the work of young people taking action around the world.

The cancellation of our international volunteer and in-person corporate skills-based volunteering programmes, as well as the closure of the UK government funded International Citizen Service programme (ICS) programme, placed a significant strain on Raleigh International's finances. Our management team worked hard to reduce costs and regrettably had to restructure the team. But with strong reserves built up over a number of years, Raleigh International goes into 2021 with a positive outlook and plans in place to implement their exciting new strategy.



Khalid Koser MBE
Chair of the Board of Trustees

Welcome from our Youth Trustee.

2020 was a year of much change and uncertainty for many young people around the world. But having a role to play in tackling global issues continues to drive young people to create the change we want to see.

I am really proud of the way Raleigh International has taken important steps to become an even more youth-driven organisation this year. We carried out our first ever global youth consultation with young people from 11 countries around the world. Through in-depth focus groups we listened closely to the views of young people to develop a greater understanding on how we can support young people to take action on the issues that are important to them.

The key findings from the consultation are now shaping our work at Raleigh International. It showed loud and clear that young people know exactly the world they want to live in and the change they want to happen. Young people demand:

- A world where everyone can access what they need to be free, healthy, safe, educated and financially secure.
- A world which does not discriminate against people on the basis of their race, ethnicity, nationality, gender identity, gender expression, religion, ability, sexual orientation or socio-economic status, and where diversity is celebrated.

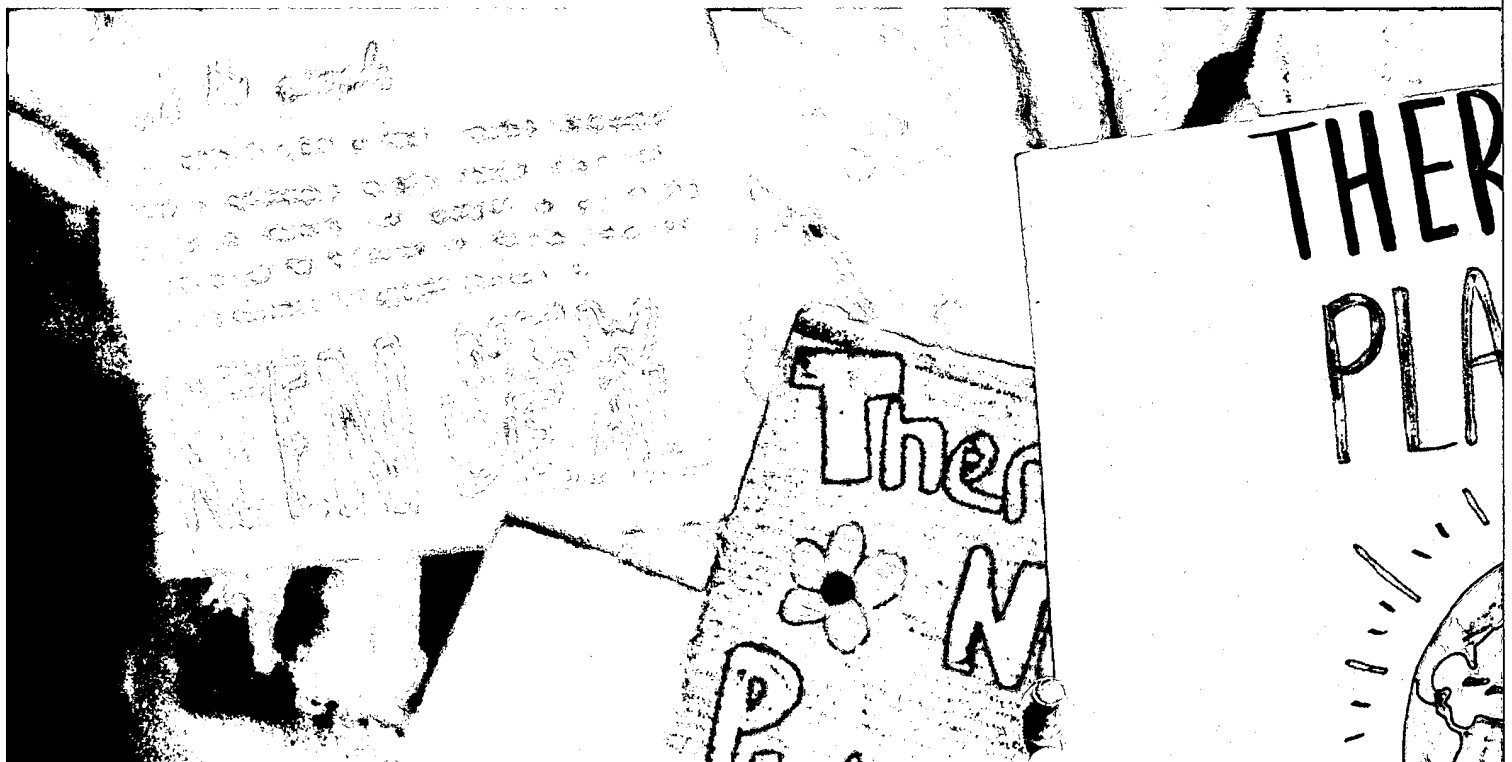
- A world where all leaders listen and are accountable.
- A world where collective responsibility for the natural world forms the basis of productive, fair and sustainable societies and economies.

I am proud to see that these findings have formed the cornerstones of Raleigh International's new bridging strategy 'Now is the moment'. In this strategy the organisation is striving to be even more youth-driven in how it is supporting young people to take action, and is continuing to provide the tools and platforms for young people to design new campaigns.

In its new bridging strategy, I am deeply encouraged to see the organisation emphasise its commitment to being a youth-driven, inclusive and anti-racist organisation as its first priority. 2020 shone the much-needed spotlight on the racism and discrimination found worldwide. We at Raleigh International recognise the need to take this critical journey to support young people to eliminate discrimination wherever it is found and will continue to stand up for young people so they can share their voices on some of the planet's greatest issues.



Fatuma Mohamud



Welcome from the Chief Executive.

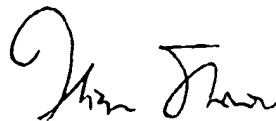
As much as 2020 proved to be a challenging year for Raleigh International, it was also a year with much to be excited about. 2020 saw the development of our exciting new bridging strategy 'Now is the Moment', created in response to the changes which affected the organisation through the global pandemic. 'Now is the Moment' provides us with a shorter-term strategy which can cope with global uncertainty and the crucial adaptations we have had to make to our volunteer model.

It has been wonderful to see the strategy become a reality and I am really proud of the flexibility and innovation which staff across the organisation have shown in these challenging times. In just one-year we have continued to have great success. We have launched several new programmes which address the challenges set out in the strategy; we have supported young people in seven countries to design climate campaigns which are gaining traction; we have pushed further than before on our journey to make our organisation more youth-driven, more inclusive and anti-racist at its core. Our staff, across every Raleigh International office, have been at the heart of this change, and they continue to take initiative and provide creative solutions to take Raleigh International to greater heights.

2020 saw the closure of the UK government's ICS programme, of which

Raleigh International had been a consortium member since 2015. We are proud to have delivered the ICS programme for this number of years and we know what an amazing impact it has had on the lives of thousands of young people. While we will miss the ICS programme, countless young people from ICS and Raleigh International's Expedition and national youth programmes now form our national societies around the world, which are leading the way for exciting new environmental campaigns. Under our new Action Not Excuses campaign, these young people are leading on the design and development of campaigns which will tackle climate change in creative and meaningful ways.

It has been a challenging year for everyone, but Raleigh International has shown its remarkable resilience and enters 2021 with great determination and optimism. Young people are standing up for the planet more than ever before and we remain steadfast in our mission to continue standing up with them to build a better and more sustainable planet for all.



Julian Olivier



2. TRUSTEES' STATEMENT AND ORGANISATIONAL STRATEGY

Trustees' statement 2020.

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2020. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

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

Our charitable objectives:

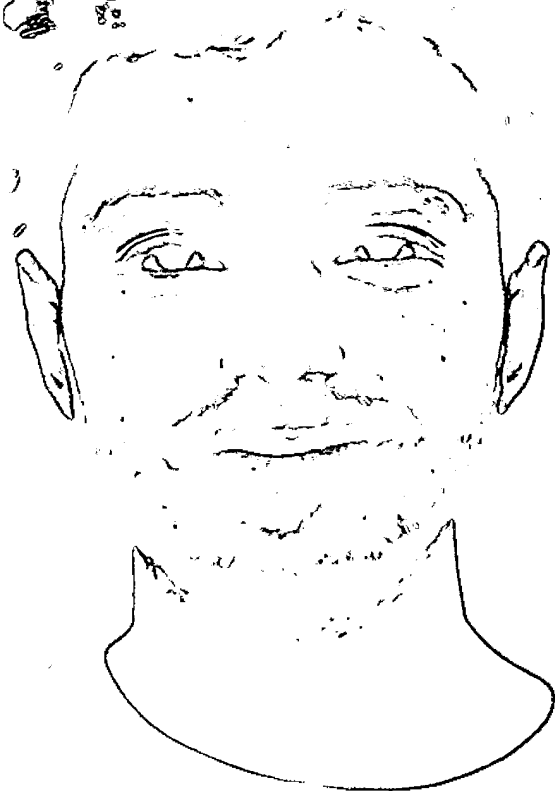
- Advancement of education and global citizenship
- Relief of those in need by reason of disadvantage
- Advancement of environmental protection and sustainable community development

About Raleigh International.

Raleigh International is a youth action organisation supporting a global movement of young people to take action. We want a fair, inclusive, and green world where young people confront the planet's most urgent crises. We exist to ignite youth-led action that creates solutions to the world's most urgent problems. We support young people by connecting them with the skills, networks, platforms and experiences to lead action on the change they demand. We are creating a generation of young leaders who are taking action now.

We undertake our work globally to promote the role of young people in decision making and civil society, creating meaningful youth employment and enterprise, protecting vulnerable environments and combating climate change, and ensuring the right to safe water and sanitation.

Young people make up Raleigh International. They determine, design, and lead the work we do. We have worked with young people around the world for over 35 years, supporting them to take action and create change for themselves, their communities, and the world. More than 55,000 young people from over 100 countries have worked with us, creating a global community dedicated to supporting youth-led action.



Raleigh

Our strategy and approach in 2020.

In early 2020 we ran a consultation with young people from 11 countries to inform and direct our future strategy. Through focus group discussions, semi-structured interviews, workshops, social media and survey engagement, young people from around the world shared their views and perspectives on our future work.

In light of the global pandemic, we realised that launching a new four-year strategy would not be appropriate in the new and uncertain global context. We decided to pause on developing a new strategy, and instead developed and implemented a four-phased organisational recovery plan to manage the organisational disruption caused by the pandemic.

Phase 1: Resolve: We aimed to address the immediate challenges that Covid-19 posed to the people at Raleigh International. We undertook a repatriation exercise to return all volunteers safely back to their homes. We provided wellbeing support to our staff and provided adaptations so they could work from home where appropriate. We assessed our programmes to identify immediate implementation challenges and coordinated with partners to put contingency measures in place. We recognised that increased governance was required from our board and monthly board meetings were introduced.

Phase 2: Resilience: We addressed broader organisational resilience by reviewing our fundraising pipelines, undertaking cashflow forecasts and reforecasting our annual budget against a range of scenarios. We took steps to reduce costs by utilising the UK government's Coronavirus Job Retention Scheme (CJRS) and implemented a recruitment freeze.

Phase 3: Return: Having cancelled international volunteering programmes for the rest of 2020, we liaised with our donors and partners to identify alternative delivery models for our programmes and rescheduled activities on a country-by-country basis. We worked with VSO and FCDO to adapt the ICS programme to become an alumni-led covid-response programme and ensure that programmes were able to be concluded effectively. We were able to deliver much of our work digitally or with activities that were adapted to ensure the safety of participants.

Phase 4: Reimagination: We developed our bridging strategy 'Now is the Moment', a two-year strategy to enable the organisation to adapt and respond to the new global context. Through learnings from the previous strategic period, the global youth consultation and with engagement from key stakeholders, we identified the key streams of activities that would focus the organisation on achieving our goals.



Now is the Moment – The bridging strategy 2020-21.

To help us respond to the findings of our global youth consultation, our bridging strategy will be delivered through five work streams:

1. **A youth-driven and inclusive organisation**
2. **Ignite the movement**
3. **Relaunch Raleigh Expedition**
4. **Global National Youth Programmes**
5. **New UK programmes**

1. A youth-driven and inclusive organisation: We want to ensure that we live in a world which does not discriminate against people on the basis of their race, ethnicity, nationality, gender identity, gender expression, religion, ability, sexual orientation or socio-economic status.

The strategy sets out to explore, listen and understand how Raleigh can be more youth-driven, inclusive and anti-racist in its governance, organisational structures and programmes. Driving our strategy will be a process of exploring, assessing, and defining the relationship between Raleigh International and the 14 National Societies which form our global movement. Through this we will be more effective in growing the scale and impact of our global movement of young people.

2. Ignite the movement: We have long recognised that our 50,000+ alumni are a force capable of great activism and change. We have achieved strong impact with thousands of our alumni over the years, however we recognise that we have yet to fully harness their seismic potential.

Under this strategy stream we will launch a new global campaign, update its brand identity and develop opportunities for increased representation of young people at national and international events. We will develop an online platform for youth activism and foster increased collaboration between our global alliance of National Societies.

3. Relaunch Raleigh Expedition: Raleigh Expedition has over 35 years of experience of delivering meaningful leadership development programmes and creating impact with communities around the world.

Under our new bridging strategy, we built from learnings made in the previous 3 years and from our global youth consultation to update Raleigh International's vision and theory of change.

Our vision: A fair, inclusive and green world where young people confront the planet's most urgent crises.

Our mission: To ignite youth-led action that creates solutions to the world's most urgent problems.

Theory of change: We work with a global movement of young people who are generating solutions to the most urgent crises facing the planet. Young people use Raleigh International's unique 'Ignite, Equip, Mobilise' model as they move from being contributors and collaborators on projects creating change, to initiators who are leading the action they want to see.

The Expedition programme remains unique in its global scope, history and ambition, and we know it provides a solid foundation on which to continue supporting young people to meet the challenges in a post Covid-19 world.

Following its pause in March 2020, we aim to renew, refresh, revitalise and relaunch our Raleigh Expedition. The programme will meet the challenges faced by this generation of young people and will continue to engage and ignite the passions and continued contribution of volunteers around the world.

4. Global National Youth programmes: We know that young people can provide the solutions to some of the planet's biggest issues. Now is the moment to adapt our existing projects and to turn young people's exciting ideas into new programmes.

We want to ensure that our work is responding to - and helping young people to take action on - the recommendations

of our global youth consultation. We aim to support more young people than before to initiate the action they want to see. We will not only offer young people the opportunity to take part in our programmes, but we will also create more pathways for them to design and lead programmes themselves.

5. New UK Programmes: We want to unlock the massive potential for impact in our substantial alumni community in the UK. A key component of our bridging strategy will be to build on the potential of UK alumni, including our emergent youth-led national society, in order to develop campaigns and programmes which can

enable UK young people to confront the most urgent crises facing our planet. We will be ambitious and expand our reach through new programming to young people who have never volunteered with Raleigh International before.

You can read the full 'Now is the Moment' bridging strategy [here](#).

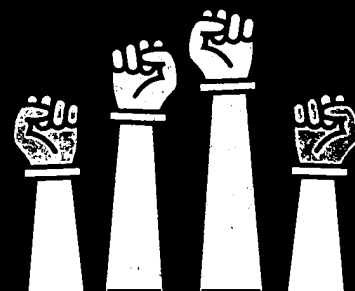


Why young people.

Young people today are the most socially conscious generation ever. They realise their responsibility to fight for global change and to solve the world's biggest problems – even though they were inherited from generations before.

We work with young people in countries all over the world. We believe young people are a powerful resource for change and have a leading role to play in building a truly sustainable world. They are well placed to develop new and innovative approaches to behaviour change needed for a sustainable future, while as peer educators can drive solutions to some of the most complex challenges.

They are forward-thinking, optimistic and proactively tackling issues in their own communities, countries and globally. We believe that with young people we can build a positive and fairer world for all.



Our areas of work.

Raleigh International will continue to work in these thematic areas through the course of the 2020-21 bridging strategy.

Youth in Civil Society

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

Livelihoods

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

Water, Sanitation and Hygiene (WASH)

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

infrastructure and work with communities to improve the governance, management and maintenance of WASH services.

Natural Resource Management (NRM)

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

Helping achieve the Global Goals

All our work with young people contributes to achieving the United Nation's Sustainable Development Goals (SDGs) set out by the United Nations General Assembly 2015. Young people are a key part of delivering the SDGs. Our young volunteers are part of a worldwide movement to end poverty, protect the planet and ensure everyone has peace and prosperity by 2030. Our work in 2020 contributed to the following SDGs:



3. OUR WORK IN 2020.

Our delivery models in 2020.

In 2020 we delivered our work with young people through programmes including Raleigh Expedition, International Citizen Service and through new and innovative National Youth Programmes. These delivery models were each affected by the global pandemic.

Raleigh Expedition

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

Due to the global pandemic, we had to cancel the Raleigh Expedition programme from March 2020. We are planning to resume this programme later in 2021.

International Citizen Service (ICS)

December 2020 marked the end of the ICS programme which was led by VSO and funded by the UK government.

The ICS programme run by Raleigh International brought together young people from the UK and lower-income countries to volunteer in some of the poorest communities in Africa and Asia. UK volunteers worked side by-side with local volunteers in developing countries, staying with host families in the local community.

Due to the global pandemic, we had to cancel the Raleigh ICS overseas programme from March 2020. However, we were able to

adapt the programme into an innovative new online volunteering programme for young people in Nepal, Tanzania and the UK.

National Youth Programmes (NYP)

Raleigh National Youth Programmes work with, and target, young people in their own communities in the global south. They empower local young people with skills and confidence to undertake projects that contribute to the Sustainable Development Goals (SDGs) set out by the United Nations General Assembly in 2015. These programmes aim to engage young people as future partners and leaders and promote a stronger civil society.

Due to the global pandemic, we made significant adjustments to our national youth programmes to ensure they could continue safely. This included shifting programme activities online and introducing appropriate Covid-19 safety measures for in-person activities.

2020 volunteer numbers

Programme	Number of volunteers
Expedition	257
ICS	258
NYP	847
2020 total	1,362

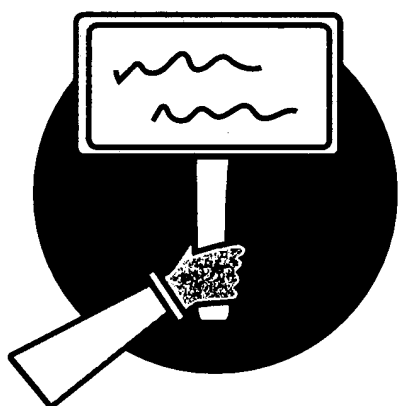


Raleigh

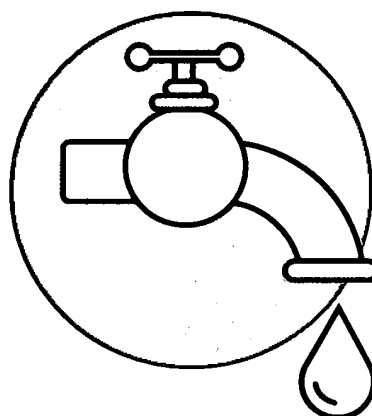
4. OUR IMPACT IN 2020.

Headline programme impact figures in 2020.

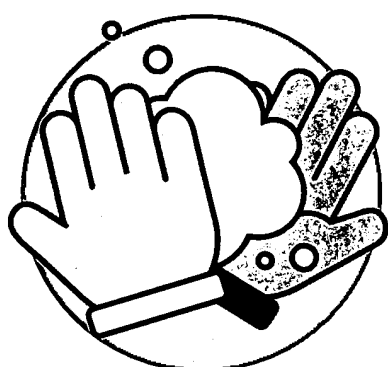
Throughout 2020, the global pandemic significantly disrupted Raleigh International's work and many programmes were suspended or delayed. This was especially the case with our Expedition and ICS programme. Nevertheless, young people were supported to effectively engage in efforts to address the impact of the pandemic through our National Youth Programmes on hygiene initiatives, accountability programmes and campaigns focused on addressing the impact of the climate emergency.



Almost 300 young people developed a series of campaigns focused on the global green growth agenda, launching a youth movement to tackle global issues (Y4GG)



6722 children and teachers in Tanzanian schools have long lasting access to and use of safe, gender appropriate WASH facilities (Yossh)



71000 people in Tanzania have improved their health and hygiene practices from participating in community events, cultural activities, training and campaigns



Over 77,000 people across 179 communities in Tanzania are benefiting from greater accountability on local development projects improving their effectiveness (SAY)

Social Accountability through Youth (SAY)

Raleigh Tanzania continued implementation of SAY, a four-year programme funded through UK Aid from the UK government. This innovative programme supports young people and marginalised groups to feedback on development, which is supposed to benefit them, through community Joint Working Groups and 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 and was awarded an 'A' for its year two report by the Foreign, Commonwealth and Development Office.

Despite Covid-19, the SAY project was able to adapt activities to continue delivery. In its third year, the project continued to work with 358 Community Monitors (CMs) and 36 Youth Cluster Coordinators (YCCs), who collectively made 9,168 monitoring visits to communities. Through these visits, they identified 3,961 problems, resolving 3,041 of these, exceeding the 65% target with a Fix-Rate of 77% and benefitting 773,801 people. On average, it took 98 days for a problem to be fixed.

2020 saw the launch of the SAY Campaign in which a series of radio broadcasts across Morogoro, Dodoma and Iringa introduced the concept of social accountability and the steps people can take to introduce the Community Integrity Building (CIB) model to their own communities. The campaign was led by 15 SAY Campaign Coordinators and has reached thousands through radio, social media and in-person events.

"It is encouraging to see a community finding solutions to their own challenges. We lacked enough water in our dispensaries and households; We cannot thank enough MKAJI project for starting this project, although it was not complete, so the efforts done by the Joint Working Group has paid off now after requesting another NGO to fund this project. We are now happy with the outcomes." – Village Chairperson, Ng'hahelezi village, Chamwino district

Sadly, we are currently working to conclude the programme early due to the cancellation of UK Aid funding following the UK government's decision to cut its overseas aid spending.

Healthier Lives, Happier Homes (HLHH) – Tanzania

The HLHH project was designed and delivered by Tanzanian youth volunteers in collaboration with skills-based volunteers from corporate partner Reckitt. During an intensive two-week design sprint, together the groups designed WASH interventions which would encourage the uptake of positive hygiene behaviours in rural communities.

Through the HLHH project, young Tanzanians trained 245 babbas (fathers) in WASH practices, supporting them to play a leading role in cascading positive hygiene behaviours across their communities. They screened WASH films at community

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Youth Hygiene
Influencer from
Dodoma



cinema events which were attended by 6,481 people and featured talks on handwashing and tippy taps. 2,299 people attended community meetings on solving community WASH challenges. 400 SWASH Heroes - school children championing positive WASH behaviours among their peers and communities - were also trained in WASH leadership through the project. 7,141 people attended events introducing SWASH Heroes to their communities and by the year end there were 800 SWASH club members across 20 schools. 75 vendors selling WASH products - such as soap and washing powder - were trained on market analysis, business development and marketing campaigns to encourage the uptake of WASH products in their communities.

"As a SWASH hero I have shared hygiene education in my school, especially about handwashing. I have also communicated proper ways of preserving food and how to purify water in my community... Being a WASH ambassador is a huge responsibility for me as a child but I am glad to have learnt about it at a young age, which means that I am going to be part of change in my community and the future generation." - Najma, SWASH Hero from Lukolongo Primary School

Youth for Positive Hygiene Behaviours - Tanzania #KijanaNiUsafi

Youth 4 Positive Hygiene Behaviours (Y4PHB) is a six-month UK government-funded intervention that aims to equip and mobilise young people with the skills to inform and lead positive hygiene behaviour interventions in Tanzania. The project centres around the energetic WASH campaign #KijanaNiUsafi (translating as 'youth is hygienic'), which began in November 2020 and is delivered across four regions - Morogoro, Dodoma, Iringa and Dar es Salaam.

The project is funded by UK Aid and aims to see sustained practice of positive hygiene behaviours among 48,000 Tanzanian young people. 28 Youth Campaign Champions (YCCs) will deliver campaign messaging through social media, radio broadcasts, TV appearances and live events. 120 Youth Hygiene Influencers (YHIs) will work alongside a network of 2,400 Youth Hygiene

Advocates (YHAs) to share information on positive WASH behaviours and practices with their peers and other members of their communities, helping them understand how they can take forward improved hygiene practices.

"Young people must take a lead and be the first ones to portray positive hygiene behaviours. The future depends on us." - Youth Hygiene Influencer from Dodoma

Youth for School, Sanitation & Hygiene (YoSSH) - Tanzania

In late 2020 activities resumed on the Youth for School Sanitation and Hygiene (YoSSH) project which had been paused due to the pandemic in March 2020. While it wasn't possible to continue delivery with national or international volunteers, the project was implemented alongside technical partner MSABI, one of Tanzania's largest non-profit WASH experts.

Construction took place on new gender-specific sanitation blocks - which included menstrual hygiene management rooms - in four schools. These facilities, alongside the six built in 2019, will be used by 6,722 children. 7,560 people participated in WASH behaviour change activities through school-based sessions, hygiene awareness campaigns and community action days which promoted health and hygiene messages. This brings the overall reach of the project to 26,443 people across ten communities. Work with 180 members of four new SWASH clubs also got underway in 2020, with participating teachers joining other stakeholders in training around role modelling good hygiene behaviours and maintaining school WASH facilities.

"Before this project we had a lot of students compared to the drop holes. The lack of sufficient and adequate sanitation facilities resulted in a lot of disease related to poor hygiene practice and facilities. ... The sanitation hygiene education provided by Raleigh Tanzania in partnership with MSABI gave a chance for students to acquire hygiene-promoting knowledge, attitude, and values and to practice the acquired skills at school and at home." - Sophia Mpai, Village Executive Officer of Namwawala Village

Youth for Green Growth (Y4GG) – Global

The goal of Y4GG2 is to advance the green growth agenda and support positive environmental policy in seven countries by June 2022. It seeks to strengthen decision makers' support for the rights of young people to contribute to actions which determine their futures, as well as the future of the planet. To achieve this Y4GG2 increases the voice and capacity of over 2,000 youth to mobilise their peers, influence decision makers and change behaviours which support green growth policies.

**“THIS PROGRAM
(ICS YCR) HAS
CHANGED
MY MINDSET
AND THINKING
CAPABILITY TO
A WHOLE NEW
DIMENSION.
WE HAD NEW
LEARNINGS
EVERY DAY.”**

Ashtha, YCR
participant in Nepal

2020 saw the development of seven youth-led environmental behaviour change campaigns by seven of Raleigh International's National Societies from Nepal, Nicaragua, Tanzania, Costa Rica, Malaysia, Mongolia and the UK.

Through Y4GG2 nearly 300 young people globally undertook intensive training in leadership, green growth and campaign technical skills; building their capacity and confidence to act as young environmental leaders among their peers. On completion of training young people from the National Societies undertook a rigorous project design process to design behaviour campaigns to solve environmental challenges on a national scale.

In Nepal and Malaysia the campaigns 'Kathmandu Recycles' and 'Circular Future' will address the significant plastic pollution challenges in the Kathmandu Valley and West Malaysia. In Costa Rica 'Greentalist' will ignite a generation of young environmental activists to promote the uptake of positive environmental behaviours among their peers. In Nicaragua and Tanzania 'Dame Chance' and 'Keshotutachelewa' will address the drivers of deforestation through behaviour change and livelihood development campaigns. In Mongolia 'Urban Nomad' will seek to tackle high rates of youth urban to rural migration through establishing a more enabling environment for sustainable youth enterprise in rural areas. Finally in the UK a fast fashion campaign will seek to encourage young people to adopt more sustainable consumer habits when buying clothes.

ExCEL - Global

ExCEL is an innovative exchange programme funded by the Norwegian Agency for Exchange Cooperation (Norec). Through the programme young people from our alumni-led National Societies in Tanzania, Nicaragua and Nepal received training in Norway, before spending three months in Nepal and three months in Tanzania, learning how to design and implement campaigns. In 2020 six ExCEL participants continued to carry out campaign activities with Raleigh International's National Societies in Costa Rica, Nepal, Nicaragua and Tanzania around governance, policy, systems and training. This provided scope for a collaborative design process across the National Societies to design and implement

new climate campaigns in 2021, which will engage 240 new young people in these activities along the way.

"Since our project was focused on climate action for rural communities, we needed to understand that whatever we do must be easy, attractive, specific, and timely so that people could relate to what we were doing. We engaged in formative research. To ensure the quality of the findings to design effective campaign, all the stages such as desktop research, tools design, use of tools, consultation from stakeholders, problem tree and solution tree etc. were undertaken based on training we had received." – Nishanta, ExCel project participant from Nepal

Youth COVID Response Programme (YCR)- Global

186 young people were engaged in the ICS-run YCR Programme from October to December 2020. Young people in Nepal, Tanzania and the UK developed videos, images and infographics for campaigns supporting young people during the pandemic. Young people in the UK developed campaigns around employment skills, youth mental health and challenging negative youth stereotypes, while young people in Nepal developed a campaign to support young farmers and conducted work around domestic violence in lockdown. Young people in Tanzania supported WASH work to promote COVID prevention through sanitation.

This was Raleigh International's first ever online volunteering programme and demonstrated how Raleigh International is able to adapt its training methodologies to the digital context.

"ICS YCR project's intense training, and its implementation was a whole new experience and learning curve for me. This program has changed my mindset and thinking capability to a whole new dimension. We had new learnings every day." – Ashtha, YCR participant in Nepal



5. OUR PARTNERSHIPS AND FUNDRAISING.

Overview of key partnerships in 2020.

Delivered in partnership with Norec, the ExCEL programme entered its third year. ExCEL empowers the Raleigh Tanzania, Nicaragua and Nepal National Societies with the skills and confidence they need to engage as collaborators and initiators, designing and delivering youth-led campaigns that support the achievement of the SDGs.

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

communities and to drive solutions to the issues they uncover.

Our three-year Y4GG2 partnership with Oak Foundation, launched in 2019 has gone from strength to strength. Y4GG2 supports young people to develop and deliver global campaigning focused on positive environmental change. Over the three-year project period the aims of the campaign are to promote the adoption of positive environmental behaviours among people all over the world.

We were very sad to see the suspension of the UK government funded ICS programme, as this has been for many years, a key component in Raleigh International's strategy. We are proud of our contribution to the VSO-led consortium to deliver the programme, and the impact of the thousands of young people who took part. It is inspiring to see so many of them actively engaged in combating poverty, often through Raleigh



International's programmes, campaigns and National Societies.

Despite a mid-year interruption due to the global Covid-19 pandemic we were able to continue with our new two-year partnership with Medicor Foundation in Tanzania's Kilombero district. Through it, at least 1,800 primary school children and 7,200 community members will be able to use safe, sustainable and well managed sanitation infrastructure. The partnership takes a behaviour-centred approach to leave a legacy of increased practice of the hygiene behaviours which can help keep people healthy and safe from disease.

Our work with corporates has continued to drive innovation. The Global Volunteer Challenge Skills Based Volunteering (SBV) programme with multinational hygiene, health & nutrition business Reckitt involved

a collaboration between 30 Tanzanian young people and 30 Reckitt employees to design new behaviour change interventions to solve pressing hygiene and sanitation problems in rural communities. These new behaviour change interventions were developed into an entirely new WASH programme HLHH which is currently testing the efficacy of these new interventions.

Gifts-in-kind and pro bono assistance in 2020.

Raleigh International extends its sincere thanks to Cameron McKenna CMS for their legal services on various legal matters relating to our programmes and operations; to Oracle for technical support with marketing and sales functionality of NetSuite; and to Weber Shandwick Scotland for their PR planning and services related to the launch of Raleigh's first global environmental campaign Action Not Excuses.

Fundraising legal compliance and best practice in 2020.

Raleigh International delivered its fundraising in 2020 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 activities are monitored by the Global Leadership Team and Trustees (listed on page 33) 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**

Thank you to our supporters in 2020.

Allan and Nesta Ferguson
Charitable Trust
Chadwick Textiles Ltd
Dudley and Geoffrey Cox Charitable Trust
Enzyme Communications
Eos Foundation
Fondation Les Pâquerettes
GAIA Insights
GLIDE
Gripple Ltd
James Cochrane
JLT/Marsh
Jersey Overseas Aid
Mazars LLP
Medicor Foundation
Norwegian Agency for Exchange Cooperation (Norec)
Oak Foundation
Reckitt Benckiser Group PLC ('Reckitt')
Saint Gobain Foundation
The Haramead Trust
The Myles Trust
The Ronald Miller Foundation
The Reuben Foundation
The W. A. Cargill Fund
UK Department for International Development (UK Aid Direct)
VolkerFitzpatrick
VSO

We have a fundraising complaints procedure in place. During 2020 there were no complaints received about fundraising.

The fundraising approach taken by Raleigh International during the year was focused on four different types of income stream: Institutional & Foundations, Trusts, Corporates and Individual Giving. All activity was executed by professional fundraisers who were all permanent, full-time staff employed by Raleigh International and no third parties were used. These fundraisers developed strategies for the income stream they were accountable for, and then made approaches by either digital, telephonic, or face-to-face means.

The behaviour of Raleigh International's professional fundraisers as set out in Section 8 of the Code and commitment to fundraising best practice is monitored and regulated safely by a Fundraising Committee consisting of four Trustees. This Fundraising Committee ensures good governance via four quarterly meetings and quarterly Board reports.

We are an organisational member of the Chartered Institute of Fundraising, and our professional fundraising staff are encouraged to keep up-to-date with the latest updates from the fundraising sector. At Raleigh International our fundraisers are organised into an International Fundraising Group. This group is expected to maintain legal and regulatory compliance for their particular income area, including being GDPR (General Data Protection Regulation) compliant when handling data, and fundraisers are expected to keep to the five key principles of fundraising behaviour, specifically:

- 1. Being clear and truthful**
- 2. Honouring our promises to supporters**
- 3. Treating the public fairly and with respect**
- 4. Handling donations safely and securely**
- 5. Taking responsibility for our fundraising**

For Institutional & Foundations, Trusts, and Corporate donors, restricted funding proposals are provided which set out clearly how funds will be spent and how

those funds will create impact based on the project outcomes. Budgets are provided which break down how funds will be spent, and where applicable, demonstrate how co-finance is being spent on the same project. When an agreement has been made in principle the lead fundraiser at Raleigh International collaborates with the funder to draw up a funding agreement which sets out the terms of the funding (including if there is to be payment by results, and what the payment schedule is). These funding agreements are always reviewed and signed by the charity's Chief Executive. A Funders Ethical Policy is in place to provide guidance on our policy to only receive funds from ethically acceptable funders.

During the delivery of funding grants, a Programme Manager oversees quality assurance and grant compliance. If there is ever a need for a change in how a funder's budget is spent, this is always agreed in advance with the funder for approval. Once a grant or donation has been delivered, a funding narrative report and spend report is provided within 3 months to the funding party. If there have been under-spends these are declared, and it is discussed with the funder whether these funds should be returned or spent on other activities.

For funding appeals for individual donors we use 'equivalents' to illustrate what small individual donations will be spent on.

Raleigh International's volunteers fundraise on behalf of the charity as well. They are provided with a Fundraising Guide to ensure they correctly explain the charity's work and how funds are spent.

We mitigate the risks of fundraising with vulnerable people. We do this by working primarily with professional organisations on fundraising. With regards to individual giving, we ensure that fundraising email communications are received only by those who have opted in to receive them, and that the opportunity to unsubscribe to fundraising communications is available.

6. OUR ORGANISATION AND PEOPLE.

Our staff in 2020.

2020 was a challenging year for our staff. All staff had to adjust to changes in working as they were required to work from home for many months at a time. Due to previous investment in IT, Raleigh International was structured to support homeworking, but nevertheless we quickly recognised the additional challenges of operating during the pandemic and set up a number of wellbeing and support services for staff across our global offices.

We completed the annual staff survey in 2020, using Charity Pulse, which allowed us to benchmark our results against the average scores of over 200 organisations employing over 27,000 people that have taken part in the surveys, as well as eight years of year-on-year comparison.

83%

said they were
proud to work for
this charity (Sector
benchmark: 89%)

74%

said they would
recommend this charity
as an employer (Sector
benchmark: 73%)

71%

said their views
were listened to
and valued (Sector
benchmark: 67%).

62%

said we are doing
everything we can to
reduce impact on the
environment (Sector
benchmark: 44%)

66%

said we were making
the best possible use
of supporters' time
and money (Sector
benchmark: 56%)

A staff-led survey working group was set up in July 2020 to gather additional feedback and address concerns reflected in the survey, including around valuing diversity, pressure of workload and potential for further personal development opportunities. We continue to work on these areas as a priority.

Safety and safeguarding in 2020.

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 support team based in the UK develop and manage our UK and overseas operational, safety and medical systems, provide training for all our participants, and maintain robust systems for the recruitment of volunteer leaders and internationally recruited staff.

We continued to operate our Safety Management System to the highest standard in 2020. This included detailed pre-programme risk assessments, high quality pre-departure and in country training for staff and volunteers, contingency planning, regular testing of crisis management and casualty evacuation plans in the UK and overseas, and regular reviews of safety systems.

Our Medical Reference Group continued to advise and oversee our Medical team throughout the year. 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 UK 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 office is operated at all times.

The Covid-19 pandemic had a significant impact on our work. We held a crisis preparation exercise in February 2020 in light of the emerging pandemic and we held regular Covid-19 team meetings to build preparedness. On 16th March we began the repatriation of all of our participants on Raleigh International programmes, and

following a significant logistical operation, we confirmed that all participants were in their home country by 23rd March. Our Safety, Medical and Safeguarding team has remained operational since then, supporting the running of adapted programmes and redesigning other programmes to be Covid-19 safe in preparation for a resumption of operations later in 2021.

We have assessed our Expeditions annually against the British Standard BS8848:2014 (provision of visits, fieldwork, expeditions, and adventurous activities outside the United Kingdom) since its introduction in 2009. In 2019, we passed without comment or recommendation. Raleigh uses the Young Explorers' Trust (YET) as a competent, external and independent "other party" assessor of our conformity; their annual assessment includes a sampling process for verification. (YET is not acting, of itself, as the arbiter of the quality of provision but assesses provision by Raleigh against the standard to give assurance of good management practice.) The annual review in 2020 was not deemed necessary because of the pause in our operations but will resume in 2021.

Our systems in 2020.

The investment in technology and systems in previous years proved extremely valuable in the pandemic as the global organisation transitioned into remote working with few difficulties. Moving to a more remote way of working brought positive changes to the organisation as teams from around the world were able to work collectively on a more even footing. It also pushed forward learning and increased the organisation's capacity to utilise the artificial intelligence features built into our online platforms.

Throughout 2020 we continued to identify manually operated areas of our technology systems and processes that could be automated using a variety of workflow automation and integration tools. Working with the relevant teams and contacts we successfully developed several new systems that minimised the amount of human intervention required to complete a task, dramatically reducing related staff workloads across the organisation and increasing efficiency for volunteers.

The enhanced technology also enabled Raleigh International to deliver its first

digital volunteer programmes with ICS volunteers in the UK and Nepal. We also adapted our volunteer assessment and training events to be deliverable online, which has increased efficiency and reduced costs. Throughout 2020 board meetings were conducted remotely which also enabled members to meet more regularly and flexibly. While we hope to be able to go back to face-to-face meetings in the future, we will retain this capability in instances where online training and engagement allow for more diverse participation.



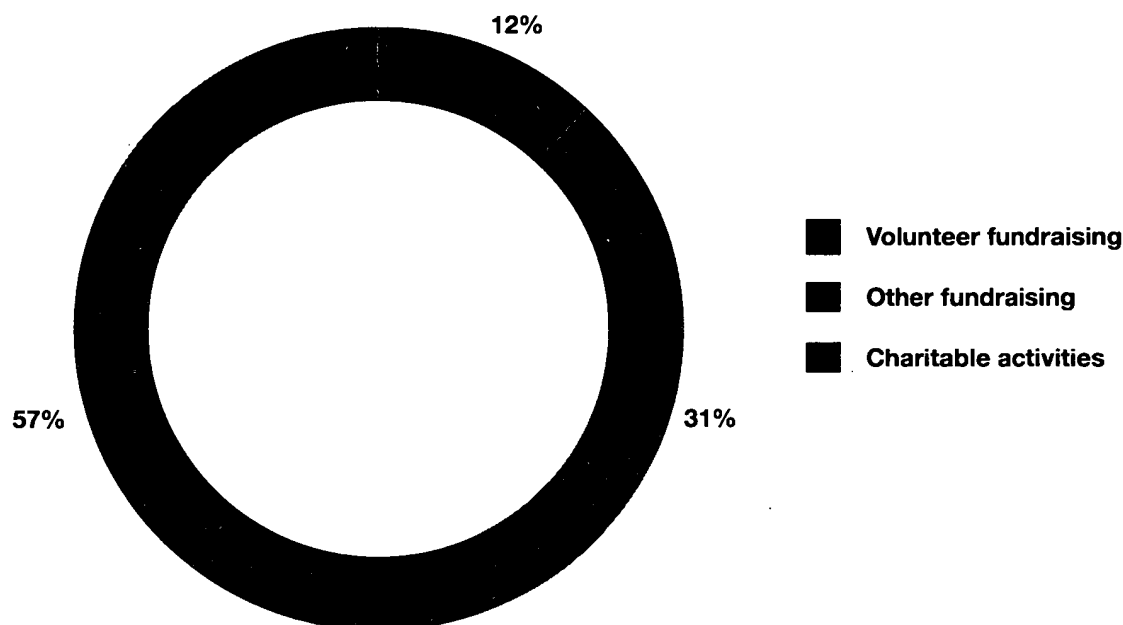
7. FINANCIAL REVIEW.

Our Finances in 2020.

The overall deficit reported for 2020 is £1,135,000 (2019: Surplus £580,000). The accumulation of reserves over the last few years, for the purposes of investing in programmes to enable diversification of funding sources, meant that the Group entered 2020 with strong reserves of £2,008,000. With the onset of the Covid-19 pandemic in March 2020, these reserves are being used to support the Group through the period of uncertainty until Raleigh International's programmes and Expeditions can be restarted with income being generated.

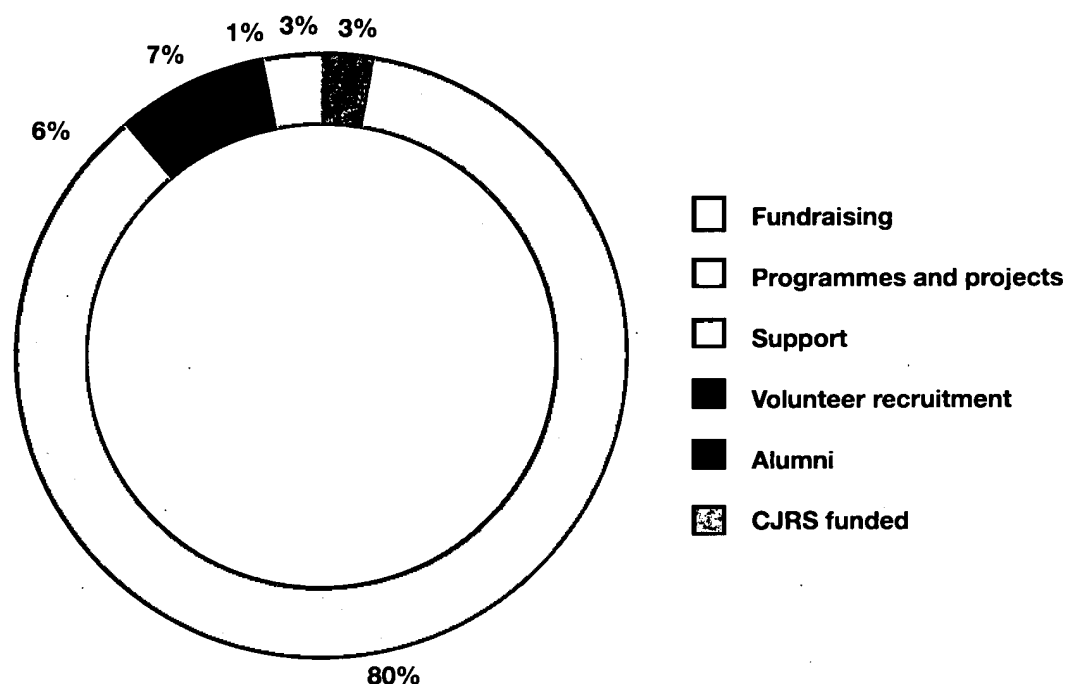
Gross income for the year decreased by 47% to £3,890,000 (2019: £7,304,000). Volunteer fundraising decreased by 83% from £2,757,000 to £470,000 as the summer and autumn 2020 Expeditions and spring 2021 Expeditions were cancelled. Statutory funding decreased by 29% to £2,202,000 (2019: £3,100,000). Although the ICS overseas programme was cancelled from March 2020, it was adapted into an online volunteering programme which meant that the drop in income was not as great as that of Expeditions. Other sources of funding from institutions, grants and donations only reduced by 14% to £1,207,000 (2019: £1,404,000) as funders and donors allowed funds to be re-purposed or extended programme delivery times.

2020 income by type



Expenditure for the year reduced by 25% to £5,025,000 (2019: £6,724,000). This is a smaller decrease than that experienced by various income streams as Trustees and the Senior Management Team agreed to reduce resources and associated costs to a level which would enable the charity to recover quickly following adjustment to the pandemic.

2020 expenditure by type



As noted in the review of the impact of Covid-19 under the Risk Management section (below), the Trustees have considered the level of reserves, appropriate budgets, forecasts, scenario modelling and the use of the Coronavirus Business Interruption Loan (CBIL) scheme. They are not aware of any material uncertainties which indicate that the Group cannot continue as a going concern.

Reserves Policy

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

The Trustees have previously agreed that a minimum level of free reserves of £1,000,000 was appropriate so as to provide funding for investment in programmes as well as normal working capital requirements. This has had to be revised in the light of Covid-19 as the free reserves of £1,378,000 at 31 December 2019 have been used to keep the charity in operation during the pandemic. At 31 December 2020 the balance of total unrestricted reserves stood at £349,000 (2019: £1,476,000), whilst free reserves stood at £294,000 (2019: £1,378,000) which excludes £55,000 (2019: £98,000) represented by the net book value of fixed assets.

The minimum level of reserves target has now been revised to £540,000, which the Trustees consider an appropriate financial buffer against operational uncertainties. The level of free reserves at 31 December 2020 is therefore below the target minimum level. The Trustees are confident that once international travel has resumed and the operating environment begins to normalise, the charity will be able to slowly build up its reserves again.

Pay policy for senior staff

The pay for 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 benchmarking information at least every three years and annual cost of living rises, subject to affordability. The Committee also follows up on items of staff welfare suggested from the annual staff survey.

Risk Management

Raleigh International's Trustees and management have an ongoing policy of reviewing, identifying and mitigating the operational, financial and strategic risks to which the charity is exposed to 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. Since the start of the pandemic the Senior Management Team has been regularly reviewing a top line format of the risk register, which is then presented and

scrutinised by the Finance & Risk Committee and formally presented to the whole board of Trustees on a quarterly basis. However, during the course of the year the Trustees have met monthly in response to the fast changing situation presented by Covid-19.

Risks are appraised through a combination of likelihood of occurrence and potential impact, with actions agreed that reduce residual risk to an acceptable level. Trustees have also undertaken an exercise with the Senior Management Team to determine the risk appetite of the board in various areas so that responses taken to manage risks are appropriate.

The last formal full review of the risk register by the Trustees was in March 2021.

The most significant areas of risk (after considering mitigating actions) including the impact presented by Covid-19, are summarised below.



Area of risk	Mitigations
<p>Negative funding landscape from delayed and cancelled programmes due to restrictions on movement and UK government funding review. This results in increased financial vulnerability for the organisation leading to impaired cashflow, lack of working capital and reserves below minimum level.</p>	<p>Increased engagement with existing and potential donors to explore alternative development projects and seeking deferral of existing programmes rather than cancellation.</p> <p>Delayed starts to Expedition programmes to later in 2021 and scenario modelling and planning.</p> <p>Continued engagement with Raleigh International's volunteer community to maintain interest for when programmes re-start.</p> <p>Use of significant reserves carried forward into 2020 which were earmarked for investment but instead were used to keep the organisation going.</p> <p>Comprehensive cost management measures were taken to minimise on-going expenditure including use of government CJRS scheme, restructuring and downsizing of office space.</p> <p>Application for and approval of a corona virus business interruption loan (CBIL) in March 2021 as a result of continuing uncertainty into 2021 and further dwindling of reserves.</p> <p>Trustee meetings are currently being held monthly to enable continuous review of the situation and greater scrutiny of decisions taken by the Senior Management Team.</p>
<p>Increased operational complexity to ensure safe operations for when programmes resume including health, travel and reputational issues.</p>	<p>Increasing understanding of risks from both the sending and host countries' perspectives. Operational go-ahead will not be given without clear understanding of risks and their effective mitigation.</p> <p>Re-design of operational protocols.</p> <p>Crisis management training and scenario testing held which contributed towards successfully and safely repatriating over 400 volunteers when the Covid-19 pandemic started.</p>

<p>With more staff working remotely, maintaining staff well-being and unity is a challenge.</p> <p>There are also associated vulnerabilities with safeguarding and cyber security from increased reliance on digital platforms.</p>	<p>Toolkit and support available from line managers. Increased opportunities for staff engagement and staff surveys undertaken to gauge morale and well-being.</p> <p>Office presence maintained to allow face-to-face contact and team engagement once restrictions lifted.</p> <p>Strong code of conduct, moderation and quick escalation protocols developed.</p> <p>IT security reviewed and strengthened; with reminders to staff on maintaining vigilance on cyber security.</p>
<p>After staff restructure, lower capacity particularly in UK and Costa Rica offices, affecting all key functions including Finance and Volunteer Recruitment at a time of extreme turbulence internally and externally. Concern this could impact on staff retention and performance.</p>	<p>Consideration of relaxing recruitment freeze for key roles and to return staff to full time in 2021 as and when Expeditions return. Exploration of relocating some roles to non-UK offices.</p>



2021 and beyond

The main aim of the charity for 2021 is to start running Expeditions again while continuing with National Youth Programmes. It is hoped that international travel will resume in the autumn of 2021 and the charity is planning to run autumn Expeditions to Costa Rica and Nepal, government travel restrictions permitting. In addition, we are developing a new UK-based volunteering programme in Scotland which is due to start in summer 2021.

Work will also continue on the five streams of the bridging strategy.

The CBIL will give the organisation the much-needed working capital to remain operating within a challenging global context in 2021, with the hope and intention of resuming normal operations in 2022.



8. LEGAL AND ADMINISTRATIVE DETAILS IN 2020.

Legal Status

Raleigh International Trust ("Raleigh International") is a registered UK charity No. 1047653 and a company limited by guarantee (Registration No. 03059479). Raleigh International Trust 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 officer (CEO) who is also CEO of the UK subsidiary companies - Raleigh Enterprises Limited and Operation Raleigh Limited. The CEO is supported in the UK by the Directors of Safety and International Operational Support, Finance and Corporate Services, and Strategic Partnerships, Campaigns and Communications and internationally by the Global Leadership Team.

Related parties

None of the Trustees receives remuneration or other benefit from their work with the charity. Related party transactions are disclosed in note 12 on page 57.

Committees

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

The Finance and Risk Committee reviews financial matters in detail prior to making recommendations to the Board including: The Annual Report and Accounts and their audit; budgets; management accounts and forecasts; retention of reserves and the Risk Register. The Committee meets four times per annum, 2-3 weeks prior to the meetings of the Board.

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

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

Appointment of Trustees

New Trustees are recruited in a process of advertising and open competition. A Nominations Committee of the Trustees conducts a review of the skills of the continuing Trustees and recruits to fill any skills gap. This Nominations Committee makes recommendations to the Board of Trustees. Appointments are made by the Trustees as directors until confirmation by the members at the Annual General Meeting. Appointments are made for a term of three years, which can be extended more than once, exceptionally, 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 International. During the course of their term, the Trustees are offered the opportunity to gain experience of Raleigh International's work internationally. All Trustees are encouraged to attend relevant courses and training.

Charity Governance Code

The Trustees have reviewed the refreshed 'Charity Governance Code for Larger Charities' published in December 2020 and considered the seven principles set out in that Code. They consider that many of the key outcomes for each principle are already

reflected in their practices but recognise that there are areas to develop. In particular these are: diversity of income (as part of the 2017-2020 Strategy); and working towards compliance with principle 6: Equality, diversity and inclusion.

Trustees and Directors

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

Trustees who held office during the year and in 2021 were:

Khalid Koser MBE		Chair
Nick Bartlett		Member of Fundraising Committee
Karen Betts		Chair of Remuneration Committee and member of Finance and Risk Committee
Stan Chan		Chair of Finance and Risk Committee
Phoebe Hanson	Appointed 24 June 2021	
Charles Joseland		Member of Finance and Risk Committee
Fatuma Mohamud		Member of Remuneration Committee and Youth Advisory Group
Jack Newnham		Member of Remuneration Committee
Francesca Overti	Appointed 24 June 2021	
Sam Parker	Resigned 24 June 2021	Member of Fundraising Committee
Ben Robinson	Resigned 24 June 2021	Member of Youth Advisory Group
Lucy Slack		Chair of Fundraising Committee
Virginia Stuart-Taylor	Appointed 24 June 2021	
Astha Wagle	Appointed 24 June 2021	

Senior staff who held office during the year and in 2021 were:

Julian Olivier	Chief Executive
David Clamp	Director of Safety and International Operational Support
Richard Bains	Interim Director of Finance and Corporate Services (from January 2020 to May 2020)
Malgorzata Rumun	Director of Finance and Corporate Services (from May 2020)
James Sutton	Director of Strategic Partnerships, Campaigns and Communications (from January 2021)

Group companies

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

Overseas: Raleigh Tanzania is registered as an NGO under the Non-Governmental Organisations Act, 2002 of the United

Republic of Tanzania (registration number 00001469). It is wholly owned by Raleigh International.

National Societies

Raleigh International has worked in more than 30 countries since its inception in 1984. In each of these countries, Raleigh International has a network of alumni volunteers who play a vital role in continuing our values of active citizenship beyond their

volunteer placement. There are active and independent alumni societies in Bermuda, China, Hong Kong, India, Japan, Jersey, Malaysia, New Zealand, Singapore, and Uganda. They are all independent and autonomous organisations. Although many of them have chosen to sign-up to a 'Global Alliance Framework', they are not controlled by Raleigh International Trust, and none of these National Societies receive funding from Raleigh International.

There are also National Societies based in the countries where Raleigh International is currently active and employs staff, namely Costa Rica, Nepal, Nicaragua and Tanzania. These societies are not independent, not autonomous and registered, but are an extension of each Raleigh International subsidiary or branch. It is an ambition that in the future these groups will achieve full autonomous independence through their own legal registrations, so that they can join our global network of Raleigh National Societies.

Solicitors

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

Auditors

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

Insurance Brokers

Marsh Limited (Manchester), Belvedere, 12 Booth St, Manchester, M2 4AW

Bankers

National Westminster Bank PLC, 1st Floor, 440 Strand, London, WC2R 0QS

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, as well as of incoming resources and application of resources, such as 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 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: 22 July 2021



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 2020 which comprise the Group and Parent Statement of Financial Activities, the Group and Parent Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group and Parent Cash Flow Statements and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2020 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 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 the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 of 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.

Opinions 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 misstatements in the trustees' annual report.

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

- 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 34, 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 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks

of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are [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), the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council]
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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 for one resulting from error, as fraud may involve 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 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 and 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 our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 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.

Moore Kingston Smith LLP

Andrew Stickland, (Senior Statutory Auditor)
for and on behalf of Moore Kingston
Smith LLP, Statutory Auditor
Date: 23 July 2021

**Devonshire House, 60 Goswell Road,
London EC1M 7AD**

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

Group Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 December 2020.

	Note	Unrestricted funds	Restricted funds	Year ended 31 Dec 20	Unrestricted funds	Restricted funds	Year ended 31 Dec 19
		£'000	£'000	£'000	£'000	£'000	£'000
Income from:							
Donations		577	1,086	1,663	2,880	1,282	4,162
Charitable activities		2,202	-	2,202	3,100	-	3,100
Other trading activities		23	-	23	37	-	37
Investments		2	-	2	5	-	5
Total		2,804	1,086	3,890	6,022	1,282	7,304
Expenditure on:							
Raising funds	2	169	-	169	257	-	257
Charitable activities	2	3,762	1,094	4,856	5,490	977	6,467
Total		3,931	1,094	5,025	5,747	977	6,724
Net income and net movement in funds for the year		(1,127)	(8)	(1,135)	275	305	580
Reconciliation of funds							
Total funds brought forward		1,476	532	2,008	1,201	227	1,428
Total funds carried forward	10	349	524	873	1,476	532	2,008

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

The notes on pages 46 to 58 form part of these financial statements.

Charity Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 December 2020.

Raleigh International Trust
Annual report and financial accounts 2020

	Note	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 20 £'000	Unrestricted funds £'000	Restricted funds £'000	Year ended 31 Dec 19 £'000
Income from:							
Donations		554	1,043	1,597	1,032	1,282	2,314
Charitable activities		2,202	-	2,202	3,100	-	3,100
Other trading activities		15	-	15	37	-	37
Investments		2	-	2	5	-	5
Total		2,773	1,043	3,816	4,174	1,282	5,456
Expenditure on:							
Raising funds		169	-	169	257	-	257
Charitable activities		3,668	1,051	4,719	3,710	964	4,674
Total		3,837	1,051	4,888	3,967	964	4,931
Net income and net movement in funds for the year		(1,064)	(8)	(1,072)	207	318	525
Reconciliation of funds							
Total funds brought forward		1,408	532	1,940	1,201	214	1,415
Total funds carried forward	10	344	524	868	1,408	532	1,940

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

The notes on pages 46 to 58 form part of these financial statements.



**Group and Parent Charitable Company Balance sheets as at
31 December 2020.**

Raleigh International Trust
Annual report and financial accounts 2020

	Note	Group		Charity	
		31 Dec 20 £'000	31 Dec 19 £'000	31 Dec 20 £'000	31 Dec 19 £'000
Fixed Assets					
Tangible assets	6	55	98	2	23
Investments	7	-	-	16	16
Total Fixed Assets		55	98	18	39
Current Assets					
Debtors	8	710	461	724	452
Cash at bank and in hand		697	2,040	686	2,036
Total Current Assets		1,407	2,501	1,410	2,488
Creditors: amounts falling due within one year	9	(589)	(591)	(560)	(587)
Net Current Assets		818	1,910	850	1,901
Net Assets		873	2,008	868	1,940
The Funds of the Charity:					
Unrestricted Funds:					
Free reserves		294	1,378	342	1,385
Funds represented by functional fixed assets		55	98	2	23
General Funds		349	1,476	344	1,408
Restricted Funds	11	524	532	524	532
Total Charity Funds		873	2,008	868	1,940

The financial statements were approved by the Board and authorised for issue on 22/07/2021 and were signed on their behalf by:



Khalid Koser MBE
On behalf of the Trustees
Company number 03059479

The notes on pages 46 to 58 form part of these financial statements

Group and Parent Charitable Company cash flow for the year ended 31 December 2020.

	Group		Charity	
	Year ended 31 Dec 20 £'000	Year ended 31 Dec 19 £'000	Year ended 31 Dec 20 £'000	Year ended 31 Dec 19 £'000
Cash flow from operating activities	(1,353)	668	(1,352)	593
Cash flow from investing activities				
Interest received	2	5	2	5
Sale of tangible fixed assets	8	11	-	-
Purchase of tangible fixed assets	-	(88)	-	(1)
Change in cash and cash equivalents in the year	(1,343)	596	(1,350)	597
Cash and cash equivalents at 1 Jan 20	2,040	1,444	2,036	1,439
Cash and cash equivalents at 31 Dec 20	697	2,040	686	2,036



Reconciliation of net income to cash flow from operating activities.

Raleigh International Trust
Annual report and financial accounts 2020

	Group		Charity	
	Year ended 31 Dec 20 £'000	Year ended 31 Dec 19 £'000	Year ended 31 Dec 20 £'000	Year ended 31 Dec 19 £'000
Net income for the year	(1,135)	580	(1,072)	524
Adjustments for:				
Depreciation charges	43	71	21	60
Interest received	(2)	(5)	(2)	(5)
(Profit) on sale of fixed assets	(8)	(11)	-	-
(Increase) / decrease in debtors	(249)	253	(272)	257
(Decrease) in creditors	(2)	(220)	(27)	(243)
Net cash (required) / provided by operating activities	(1,353)	668	(1,352)	593



NOTES FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020.

Notes to the accounts

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

Note 1: Accounting policies

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

Basis of preparation

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

The functional currency of the charity is pound sterling.

Going concern

The financial statements are prepared on the basis that Raleigh International Trust is a going concern. The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. In forming their assessment the

Trustees have considered the impact of the current corona virus pandemic on the charity's operations, with a particular focus on its effect on the charity's financial position including the charity's income, expenditure and reserves; the charity's beneficiaries; and the charity's employees.

Since the beginning of the pandemic, expeditions have been suspended and National Societies have not been able to undertake face to face engagement. The charity has continued to operate with staff working from home whilst advantage has been taken of the Government's Job Retention Scheme. The charity has also applied through its bank for a Corona virus business interruption loan (CBIL) to enable it to continue operating into 2022. This loan was agreed in May 2021. The charity is continuing to follow the bridging strategy put together in 2020, focusing on national programmes, a return to international expeditions later in the year and the launch of a new UK programme commencing in the summer.

Forecasts have been prepared based on this new strategy, using different scenarios for the return of overseas expeditions. The charity has an arranged overdraft facility of £100,000, however, as with all overdraft facilities, it is subject to annual review and can be cancelled at any time. The next annual review is August 2021 and whilst the Trustees have no reason to believe it will not be renewed, as it has been for the past few years, there is an inherent uncertainty. Taking into account the already secured CBIL loan of £1m, together with reserves available, the forecasts prepared demonstrate that even in the worst case scenario the charity will be able to settle its debts as they fall due for at least 12 months following approval of these financial statements without the need to draw on the overdraft facility.

Accordingly the trustees have concluded that there is a reasonable expectation that the charity and group has adequate resources to settle its debts as they fall due and therefore

continue to adopt the going concern basis in preparing its financial statements.

Basis of consolidation

The consolidated financial statements include the financial statements of the charitable company and subsidiary undertakings. The charity operates in four countries. Costa Rica, Nicaragua and Nepal are accounted for as overseas branches, whereas Raleigh Tanzania is a subsidiary company. No subsidiary undertakings have been excluded from the consolidation. The results of the trading subsidiaries are separately identified in note 3 on page 51.

Fixed assets and depreciation

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

- Office equipment and vehicles: over 4 years (25% per annum)

Investments

The investment in the trading subsidiaries is shown at cost. Of the UK trading subsidiaries Operation Raleigh Limited is currently dormant; the overseas subsidiary in Tanzania 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

There are no finance leases. All other leases are treated as operating leases. Their annual rentals are charged to the Statement of Financial Activities on a straight-line basis over the term of the lease.

Income

Income is recognised when the charity has met the conditions of entitlement and measurement and the receipt is probable. For

donations and amounts raised by volunteers, this is considered to arise on receipt.

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

Donated services are recognised at their value to the charity unless of negligible value or it is not possible to obtain a reasonable estimate of their gross value to the charity.

All other income is recognised on an accruals basis.

Expenditure

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

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

Charitable expenditure - includes the direct costs of planning, staffing and operating expeditions and National Youth Programmes, in addition to costs of recruiting and selecting participants and volunteer managers for expeditions, as well as the direct costs of running programmes.

Support costs - CEO's office, governance costs and UK 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.

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.

Pensions

The company operates a UK defined contribution scheme, provided by Scottish Widows, and country specific schemes in each country of operation. Members of staff employed on national contracts within the countries of operations are members of local pension schemes. Contributions payable are charged to the Statement of Financial Activities in the year they are payable.

Judgements and key sources of estimation uncertainty

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

Financial instruments

Financial instruments are recognised in the charity's balance sheet when the charity

becomes party to the contractual provision of the instrument.

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

Basic financial assets

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

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

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

Impairment of financial assets

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

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



Derecognition of financial assets

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

Classification of financial liabilities

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

Basic financial liabilities

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

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

Trade payables are obligations to pay for goods or services that have been acquired

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

Other financial liabilities

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

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

Derecognition of financial liabilities

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

Note 2 - Analysis of total expenditure

	Analysis of total expenditure 2020				Analysis of total expenditure 2019			
	Staff	Other costs	Support & Governance	31 Dec 20	Staff	Other costs	Support & Governance	31 Dec 19
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Raising funds								
Fundraising costs	110	30	29	169	132	95	30	257
	110	30	29	169	132	95	30	257
Charitable activities								
Programmes and projects - unrestricted	1,109	1,559	428	3,096	946	2,990	526	4,462
Programmes and projects - restricted	446	390	106	942	376	487	114	977
Volunteer recruitment	220	59	57	336	244	118	49	411
Operations support	107	139	37	283	443	48	66	557
Alumni programme	28	11	8	47	41	12	7	60
Other restricted	152	0	0	152	0	0	0	0
	2,062	2,158	636	4,856	2,050	3,655	762	6,467
Total	2,172	2,188	665	5,025	2,182	3,750	792	6,724
Support and Governance								
Governance			35				45	
People & Culture			130				18	
Finance & Corporate Services			338				525	
Chief Executive Office			162				204	
			665				792	

Note 3: Trading subsidiaries

The results of trading subsidiaries are summarised below:

	Raleigh Enterprises Limited			Raleigh Tanzania	
	31 Dec 20	31 Dec 19		31 Dec 20	31 Dec 19
	£'000	£'000		£'000	£'000
Income	78	347		1,081	1,546
Expenditure	(39)	(291)		(1,081)	(1,546)
Surplus/(deficit)	39	56		0	0

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

The assets and liabilities of trading subsidiaries are summarised below:

	Raleigh Enterprises Limited			Raleigh Tanzania	
	31 Dec 20	31 Dec 19		31 Dec 20	31 Dec 19
	£'000	£'000		£'000	£'000
Fixed Assets	-	-		53	75
Current Assets	58	72		32	21
Current Liabilities	(3)	-		(85)	(96)
Total Net Assets	55	72		0	0
Aggregate share capital and reserves	55	72		0	0

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

	31 Dec 20	31 Dec 19
	£	£
Current Assets	2	2
Current Liabilities	-	-
Total Net Assets	2	2
Aggregate share capital and reserves	2	2

Note 4: Net outgoing resources for the year

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

	31 Dec 20	31 Dec 19
	£'000	£'000
Auditors' remuneration:		
- UK statutory audit current year	19	21
- UK statutory audit previous year under accrual	5	8
- Other countries' statutory audit	11	11
Depreciation	43	71
Profit on disposal of fixed assets	(8)	(11)
Operating charge - rent	115	137
Loss on foreign exchange	47	53

Note 5: Taxation

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



Note 6: Tangible assets

Group	Office Equipment	Vehicles	Total
	£'000	£'000	£'000
Cost			
At 1 January 2020	18	437	455
Disposals	-	(80)	(80)
At 31 December 2020	18	357	375
Depreciation			
At 1 January 2020	15	342	357
Charge for the year	1	42	43
Disposals	-	(80)	(80)
At 31 December 2020	16	304	320
Net Book Value			
At 31 December 2020	2	53	55
At 31 December 2019	3	95	98
Charity	Office Equipment	Vehicles	Total
	£'000	£'000	£'000
Cost			
At 1 January 2020	16	271	287
At 31 December 2020	16	271	287
Depreciation			
At 1 January 2020	13	251	264
Charge for the year	1	20	21
At 31 December 2020	14	271	285
Net Book Value			
At 31 December 2020	2	-	2
At 31 December 2019	3	20	23

Note 7: Investments

	Group		Charity	
	31 Dec 20 £'000	31 Dec 19 £'000	31 Dec 20 £'000	31 Dec 19 £'000
At 1 January and 31 December 2020	-	-	16	16

Investment in subsidiary companies

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

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

Note 8: Debtors due within one year

	Group		Charity	
	31 Dec 20 £'000	31 Dec 19 £'000	31 Dec 20 £'000	31 Dec 19 £'000
Trade and other debtors	384	325	381	316
Due from subsidiary companies	-	-	18	-
Prepayments and accrued income	326	136	325	136
	710	461	724	452

Included in debtors are financial instruments of £384,000 (2019: £325,000)

Note 9: Creditors amounts falling due within one year

	Group		Charity	
	31 Dec 20 £'000	31 Dec 19 £'000	31 Dec 20 £'000	31 Dec 19 £'000
Trade and other creditors	51	248	51	248
Due to subsidiary companies	-	-	57	92
Taxation and social security	338	208	338	208
Accruals	200	135	114	39
	589	591	560	587

All creditors are financial instruments.

Included in other creditors above is an amount of £8,664 (2019: £13,038) relating to pension contributions

Note 10: Analysis of net assets

	31 Dec 20			31 Dec 19		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Group						
Tangible fixed asset investments	55	-	55	98	-	98
Net current assets	294	524	818	1,378	532	1,910
	349	524	873	1,476	532	2,008
Charity						
Tangible fixed asset investments	2	-	2	23	-	23
Fixed asset investments	16	-	16	16	-	16
Net current assets	326	524	850	1,369	532	1,901
	344	524	868	1,408	532	1,940

Note 11: Restricted funds

Group	Balance 1 Jan 20	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 20	Balance 1 Jan 19	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 19
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bursary Fund	77	12	(25)	64	67	80	(70)	77
Overseas Projects	400	877	(849)	428	79	1,125	(804)	400
Supporting Host Country Venturers	35	45	(48)	32	61	57	(83)	35
MEAL	20	-	(20)	-	20	20	(20)	20
Coronavirus Job Reten- tion Scheme	-	152	(152)	-	-	-	-	-
	532	1,086	(1,094)	524	227	1,282	(977)	532
Charity	Balance 1 Jan 20	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 20	Balance 1 Jan 19	Incoming resources for the year	Resources expended for the year	Balance 31 Dec 19
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bursary Fund	77	12	(25)	64	67	80	(70)	77
Overseas Projects	400	834	(806)	428	66	1,125	(791)	400
Supporting Host Country Venturers	35	45	(48)	32	61	57	(83)	35
MEAL	20	-	(20)	-	20	20	(20)	20
Coronavirus Job Reten- tion Scheme	-	152	(152)	-	-	-	-	-
	532	1,043	(1,051)	524	214	1,282	(964)	532

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

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

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

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

Note 12: Trustees, staff numbers and salary costs

No Trustees received any emoluments during the year. No Trustees were reimbursed travelling expenses for attending Trustees meetings (2019: Four Trustees were reimbursed £374). Two Trustees have made a donation during the year totalling £514 (2019: No Trustees made donations).

There are no other related party transactions.

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

Salary costs

	Group		Charity	
	31 Dec 20	31 Dec 19	31 Dec 20	31 Dec 19
	£'000	£'000	£'000	£'000
Wages and salaries	2,293	2,274	1,919	1,947
Statutory redundancy payments	3	-	3	-
Social security costs	236	182	188	125
Pension contributions	117	106	81	84
	2,649	2,562	2,191	2,156

Average number of staff employed

	Group		Charity	
	31 Dec 20	31 Dec 19	31 Dec 20	31 Dec 19
Expeditions	64	74	29	36
Support	38	42	37	42
Fundraising and Communications	8	7	8	7
	110	123	74	85

The key management personnel of Raleigh International Trust are the senior staff as defined on page 33. The total employee benefits of key management personnel including pension contributions and National Insurance contributions were £229,000 (2019: £311,700).

The number of key management personnel whose employee benefits were in excess of £60,000 for the year were as follows:

	2020	2019
£60,000 - £69,999	-	1
£70,000 - £79,999	-	2
£80,000 - £89,999	1	-
Pension contributions for these employees	£3,168	£9,157

During the year one member of key management personnel waived a proportion of their gross salary. The amount waived was £5,397. This amount has been treated as a donation in the income part of the Statement of Financial Activities with the full salary cost, before the waiver, being recognised in expenditure.

Note 13: Commitments

The future minimum commitments under operating leases were:

	31 Dec 20				31 Dec 19		
	Land & Building	Other	Total		Land & Building	Other	Total
	£'000	£'000	£'000		£'000	£'000	£'000
Within one year	52	4	56		105	4	109
Within two to five years	79	8	87		79	12	91
Total	131	12	143		184	16	200

The land & building commitments above relate to 3rd Floor, Dean Bradley House, London SW1

- lease signed in June 2018 and ended March 2021.
- lease signed in March 2021 and ending in March 2024.



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Raleigh International Trust is registered charity no. 1047653 (England and Wales) and no. SCO40023 (Scotland)

Companies House number 03059479