

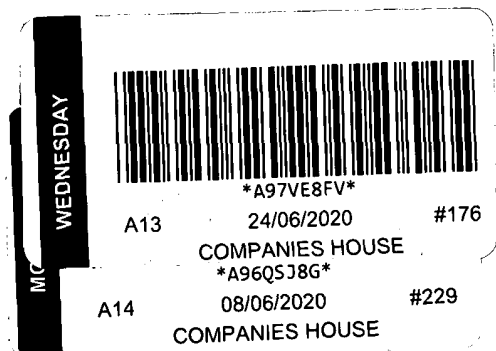


Riana Development Network

Charitable Incorporated Organisation

Annual Report and Financial Statements For the year ended 31st October 2019

UK Charity No. 1119733
Company No. 05567996



RIANA DEVELOPMENT NETWORK (RDN) LIMITED
Annual Report and Financial Statement for the year ended 31st October 2019

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Foreword from the Chair

2019 continued to be an exciting but challenging year as previously been predicted. 2019 yielded further challenges, especially with the United Kingdom coming out of the membership of the European Union. But I am reassured that we have a strong, accountable and transparent Board of Trustees, highly skilled team members including volunteers, and the right strategy, to rise to these challenges in the years to come.

In the UK, we have continued to strengthen the Life Skill Mentoring programme, for young people to lead change locally by having meaningful participation in decision-making processes about challenges being faced by young people. With the support from UKAid Small Charities Challenge Fund (SCCF), AFFORD and other well-wishers we have continued to work with women and young people on food security and livelihoods in Kenya.

We have reviewed our strategic plan for 2019-2022 and considered the impact that continued reduction in levels of statutory funding available for young children and youth services will have on the work of RDN. The increased competition for funds whilst the needs of young people also continue rising means that 2020 will be a very challenging year and we will need to adapt our activities to meet these emerging issues.

During 2019, I had the opportunity to visit Kenya and spent time with our local staff, volunteers, and the communities that our staff working with. This gave me an invaluable insight into the benefits of RDN experience for everyone involved. The food security and livelihood project I visited were truly holistic. It delivered physical infrastructure, raised awareness about climate change, used technology in agriculture, changed behaviour and provided community training. Cultural sensitivity, equality and sustainability within the various value chains were clear priorities throughout.

This project generated a real sense of purpose and empowerment among the most vulnerable groups such as women and youths involved. The community volunteers also learnt how to work collaboratively to achieve their specific goals and objectives.

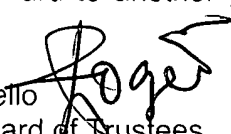
My visit gave me the chance to see Riana Development Network international strategy coming to life. Quite often, organizational strategies are divorced from the reality on the ground. However, it quickly became clear to me that our thematic area of food security and livelihood is providing critical opportunities for growth, local community development and building a platform for global community to work together for sustainable feature. I was particularly struck by the deep commitment of the RDN Kenyan team during my visit and continue to appreciate the dedication of the entire team and volunteers that work in London.

We are incredibly grateful. The skills and energies of those working for Riana Development network are of course contributory factors in all that is achieved and are to be appreciated. But the most critical role, without which nothing would be possible, is played by those who provide us with the resources to do the work we want to do.

Once again, I would like to take this opportunity to thank the Board of Trustees, staff, volunteers and everyone involved with RDN for playing their part in making it a successful organization.

I look forward to another year of inspiring work, supporting the most vulnerable members of our society.

Erick Ogello
Chair, Board of Trustees



Welcome from the Executive Director

It has been another eventful and purposeful year in the life of Riana Development Network. Much has been achieved in the year itself – but one of the most exciting parts of the year's work, from a forward-looking perspective is how much of 2018/19's year has been about strengthening our platform for the future. Specifically, it is great to reflect on our work with young people empowering local young people with the skills, experience and right support to be leaders of tomorrow. We continued to develop "Your Community Your Change" as part of the Life Skills programme for young people, Educational programme, Nature and Outdoor learning in schools. We expanded our food security and livelihood in Kenya funded by UK aid from the British people.

Developing partnerships was a priority in 2019 and we welcomed new partners like, DfID, Finish Scott Foundation, Fresh water Foundation and Postcode Lottery.

We also completed skills based volunteering where students from Brunel university supported the Education programme, Students from Queen Marys university Supported the Youth programme and Volunteers from Heathrow Airport, Lindt, GSK, Axa-sun life all supported the school nature reserve and outdoor learning programme.

It has been an extraordinary journey with so many wonderful people over these years. We have managed to help so many children, young people and women and that is something to reflect back on.

One thing is for sure. None of these would have been possible without the support of our dedicated staff, volunteers and partners.

Thank you for everything you do to empower young people and communities to create a long lasting change and sustainable features around the world

Rodgers Orero



Executive Director

Trustees' Report

The trustees present their annual trustees' report together with the financial statements of the charity for the period ended 31 March 2020 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Our Purposes and Activities

The objects of the charity are the relief of hardship, distress and sickness of persons in need, particularly children, women and youths in any part of the world, and are governed by its Memorandum and Articles of Association.

Riana Development Network focuses on education, health and wellbeing, food security and livelihood, vulnerable children and women, environment, climate change adaptation strategies and child protection in order to achieve these objects. This is because education is always an expressed priority of people in need, as well as delivering multiple benefits to the individual, to the community and to wider society. Quality education is of intrinsic value to an individual's development and unique to a person; it provides the necessary skills to shape and allow somebody pursue life goals. Education provides life-long knowledge for example in respect to avoiding unnecessary risks from diseases. It improves individual chances of improved income, employment prospects and builds community cohesion. It supports national social and economic development. To gain access to education or to benefit from it, children and communities must be safe and secure to address other social determinants of health.

Riana Development Network aims to achieve its objects by improving the education to the most vulnerable children especially girls and marginalised groups such as young people and women, to enhance their lives. The measurement of our impacts is through a rigorous Monitoring, Evaluation and Learning process, involving clearly defined goals, outputs, outcomes, and indicators at the start of each programme.

The main activities are:

RDN Main activities

Supplementary education and family support	RDN offers tuition tailored to suit the level and objective of each student designed to help children develop skills in English, Maths and ICT. Each session is aligned to the requirements of the National curriculum and also to teach students the importance of British values and their wider role as a young citizen in the society. The objective of the programme is to help support children better to get extra support in English, Maths, and ICT to help them improve their numeracy, literacy skills, listening and reading. During summer holidays, children take part in outdoor learning activities including educational trips to museums and heritage sites
Life skills and Youth Mentoring	RDN runs a mentoring programme aimed at using photo voice as a tool for engagement to increase opportunities for young people to engage in purposeful activities. Each session delivers a range of activities that deliver a range of activities that challenge the young

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	<p>people both mentally and physically comprising of various activities including educational workshops, career aspirations, peace and dialogue focussed programmes. Along the weekly activities, young people have the opportunities to participate in Jack Petchy Foundation quarterly award scheme including leadership Awards which contributes towards raising aspirations, developing leadership skills and increasing positive engagement in the local community.</p>
Health Programme(PISP)	<p>Peer support, Information Advise, Self-Management, Sexual Health and Relationships and Psychosocial Support continue to be essential to the overall health and social outcomes of our beneficiaries. RDN works with BAMER communities living with HIV and supporting those who are newly diagnosed or the challenges being faced.</p> <p>RDN provides a platform for confidential free information, advice and guidance on sexual and reproductive health for members of the community to engage in open discussion on health and wellbeing matters. RDN provides a safe and confidential place for people living with HIV to share their concerns. The Peer Group Support involves open active engagement in open discussion on the daily challenges faced in living with HIV and how to develop coping strategies. For newly diagnosed, an HIV can be frightening. Taking time out to find out more about living with HIV from expert speakers, including people living with HIV.</p>
Conservation and Nature Programme	<p>The Programmes include; Nature reserve/outdoor learning in local primary schools.</p> <p>Intergenerational community Allotment; works with senior citizens who are mostly retired but work along children from the local primary school to pass on their skills, the children learn about growing and gardening whilst improving community cohesion.</p> <p>Gardening: RDN runs a community allotment which is designed to provide a safe and secure community garden with access for all where all members of community can come together to grow fruits and vegetables.</p>
Food Security and Livelihood	<p>RDN continued the implementation of the food security and livelihood project funded in the previous year. The additional funding came from UKAid-Small Charities Challenge Fund. The project aims to address the prevalence of extreme poverty among female and youth headed households and their families in Ndhiwa Homa Bay County. To reduce exposure to food insecurity to 388 women and young people. The women will have improved skills and knowledge in the practice of small scale agriculture and animal husbandry. They will have access to land to kick start small scale goat keeping, agricultural activity so that they can generate sufficient farm produce for household consumption, and sell the surplus for earned income.</p> <p>The children will be able to return and remain in school and the families will achieve food and livelihood security.</p>
Environment	<p>Environmental conservation through tree planting, clearing the water catchment springs in collaboration with Roomba youth group.</p>

Programme Reports

Riana Development Network made real progress as an organisation over this financial year. Most simply this can be seen in the growth in aggregate group income to £73,518. Specific public funding from UK trusts, foundations and individuals also helped us to innovate and pilot new projects, particularly “Your Community Your Change” and conduct research into young people’s involvements into development work.

The continuous central government and local authority reduction in funding education and youth support services continued to have harsh consequences for the children and young people. Despite these challenges, we have made excellent progress in developing our relationships with several key donor agencies at programme-level. UKAID funding represents a significant opportunity and Riana Development Network made significant progress this year and received its first international funding from UKAID from the British people to implement and expand the food security and livelihood. However, some of the key challenges continued to include;

- i) Polarization of politics for example the rise of the hard left and extremist views of the far right views following an age of centralist politics.
- ii) Continuous government pressure after returning a hang parliament after two general elections.
- iii) Members of London Strategic Migration Partnership expressed concerns about increased hate crime and bullying, hidden exploitation and loss of jobs.
- iv) Uncertainty of EU workers after Britain left the European Union.

Summary of Achievements against Targets

RDN remain strongly committed to its vision of supporting the most vulnerable members of the society despite the challenging environment. Our grassroots network and expertise enables RDN to reach the heart of communities that we serve. We continuously engage with community leaders, religious leaders and families to encourage them access various service provisions.

Summary of Achievements against 2018/19 Targets:

Target 1: Support the education, wellbeing and learning opportunities of children in Hounslow.	
Achievements	<p>Riana Development Network education and family support program grew significantly in 2018/19. By March 2019, we had deepened supplementary support programming in Hounslow, strengthened our family support mechanism.</p> <p>We continued to offer extra educational support and well-being to children and vulnerable members of the community in the London borough of Hounslow. The following results were achieved through the supplementary school programme this year:</p> <ul style="list-style-type: none"> o 130 (target was 25) children accessed additional support in Maths, English and Science

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	<ul style="list-style-type: none"> ○ 63 (target was 15) families received emergency food and goods from In-kind Direct, Food share and Giving World following needs assessment. ○ Our research identified a continuous pressing need to provide educational assistance especially reading to pre-primary age children and ESOL classes for adults and job ready skills for young people.
Target 2: Life skills and Youth Mentoring:	
Achievements	<ul style="list-style-type: none"> ○ With over 1500 entries for the 2019 Vlog star challenge, 7 young people from RDN were among the 150 that were shortlisted to the semi-final stage to present at the google headquarters. Our semi-finalists submitted impressive vlogs on topics that they care about - knife crime, exams, stuttering and comedy to name a few. ○ Over 40 young people from the National Citizen Service (NCS) worked with Riana Development Network over the summer to volunteer for the organisation and make a difference to the lives of local residents in the London Borough of Hounslow ○ We continued to strengthen the life skills and youth mentoring programmes so as to uphold the rights of young people and to address the increasing incidences of knife crime by: ○ Advocating for the mentorship programmes for young people in order for them to participate in community action projects and take up leadership roles. ○ Understanding the concept of "Active citizenship and Volunteering" ○ Increasing the number of young people attending the life skills programme and developing personal leadership skills. ○ Collaborative work with Jack Petchey Foundation and London Borough of Hounslow that supported 65 young people ○ Developed a school outdoor learning activity in three schools in the borough
Target 3: Health Programme (PISP) Project:	
Achievements	<ul style="list-style-type: none"> ○ 4 meetings were held with relevant local government authorities throughout the year, to advocate for the recognition of sexual health as a priority in the borough and public health concern. ○ A specific meeting was held with the scrutiny board looking at the health concerns within the borough. ○ Participated in Help Your Health programme in partnership with Ealing CVS in which we promoted various health messages to over 800 people using different platforms. ○ 45 (target was 20) Over the last year we were able to sign post and run sexual health awareness programme for young people with the aim of strengthening the role of peer educators in promoting access to sexual health services within the communities. ○ Strengthening the PISSP project to address issues around HIV and carers of those living with other long term health conditions. ○

Target 4: Conservation and Nature Programme	
Achievements	<ul style="list-style-type: none"> ○ Expansion of Nature, environmental and outdoor learning programme in schools ○ 15 members of staff from Lindt Srunguli volunteered over 200 man hours to clear and fence the allotment ○ 15 members of staff from Axa Sun life volunteered 120 man hours to clear and create a playing area for children at Hogarth primary ○ 25 members of staff from Heathrow Airport (IT department) provided two whole days volunteering to clear the nature reserve area and built a pond for outdoor learning for Cranford primary school

International – Targets & achievements

Target 5: Food Security and Livelihood	
Achievements	<ul style="list-style-type: none"> ○ 388 farmers enlisted into the project and grouped into six cohorts for training purposes. ○ One Cohort formed weekly savings and internal lending communities (SILC) group of 25 (16 females and 9 males) people in preparation to purchase inputs during the long rains and saved a total of 37,000/= which they used to access subsidised government input supplies. ○ Out of 16 farmers trained on poultry vaccination, 4 youths picked this as an income generating activity by sourcing the vaccine from the local Agro vets ○ Improved survival of chicks due to improved knowledge and positive effect of vaccination. ○ Community training for farmers that covered the importance of climate smart agriculture in building resilience to climate shocks, maize farming, keeping of local poultry, dairy goats and horticultural farming of cabbage, kales, night-shade, sorghum, onions. The concept of demonstration plots to showcase and intensively teach appropriate technologies and to test new methods alongside traditional methods was explained to participants.
Target 6: Orphaned and Vulnerable Children (OVC)	
Achievement:	<ul style="list-style-type: none"> ○ RDN sourced for education bursaries to bright orphaned and vulnerable children in Ndhiwa Constituency in collaboration with RITOF Foundation. This has been extremely beneficial to children providing them with opportunity to access education. ○ 32 young people accessed various grants and bursaries for secondary education and colleges. ○ Organised educational day for motivational speakers by students from the locality currently at various universities and local training colleges to share their experiences with the children.

Targets for 2019/20

The Supplementary Education and Family Support project:

- a. Continue to support the education, well-being and learning opportunities of vulnerable children and women within the London Borough of Hounslow
- b. Continue with the hardship programme of sourcing food and white goods for needy families
- c. Build stronger Partnerships with BBC Emergency funds for families.

Output indicators for 2019/20 include:

- 100 in-school children to receive coaching, homework support and other extra-curricular activities to help them improve their grades and achieve their full potential in school
- 40 Parents to be trained on new curriculum so that they can provide better support to their children.
- To train 5 additional volunteers on Good management course for supplementary school.

Life skills and Youth Mentoring:

- Delivering life skills and structured mentoring support to vulnerable young people at risk of dropping out of school or joining gang culture
- Develop specific programme targeting the 2nd generation migrant young people.
- Develop further the partnership with Jack Petchey Foundation
- Develop partnership with John Lyon's Foundation
- Developing partnership with London youth organization
- To join London youth and strive for its quality mark for youth provision.

Health & Well Being Project:

- To strengthen the partnership with Cranford and Gifford primary schools on Nature programme and biodiversity.
- To set up demonstration seedling Centre for local schools and the community to learn about allotment management and urban growing of fruits and vegetables.
- To develop further the sexual health awareness materials targeting young people and the impacts of sexually transmitted infections(STIs)
- To work more closely with Brook House for sexual health programmes

Food Security and Livelihood:

- Strengthen the existing cooperatives through management and members training
- Strive for value addition on the Poultry and Goat value chains
- Sign and MOU with Ministry of Agriculture at the county government
- Seek further support from DFID to expand the programme in Kenya and Uganda.
- Continue to develop working cooperative for marketing the produce for beneficiaries.
- Strengthen the demonstration firm for beneficiaries to learn from.

Orphaned and Vulnerable Children (OVC)

- Develop partnership with Equity's wings to fly programme
- Develop further the partnership with children and youth department at the county level to support more young people
- Develop partnership with local businesses to sponsor more children
- To form partnerships with the local ECDC (Early childhood Development Centres)
- To roll out this project to ensure that other vulnerable children have a fair chance of accessing quality education and a better chance at reintegrating themselves in the society for the future

Environmental Conservation.

- Increase the number of youth groups setting up tree nurseries to 10
- Form partnership with Treeco Fund
- Run quarterly workshops for environmental sustainability
- Look for collaboration work with Ongoza Kenya

Fundraising

In the 2019 financial year, Riana Development Network (RDN) committed significant resources to fundraising and saw a steep change in income received which included £15,824 new income stream for testing a new service. Overall, we raised £73,518 in 2019 to provide support for our beneficiaries.

We are very grateful for the commitment of our supporters without whose efforts none of our work would be possible. We are therefore aiming for more cost effective ways of simplifying our fundraising programme. We hope that existing donors reading this report will be encouraged to continue supporting the work of RDN

We also hope that any potential new readers of this report will be attracted to testing the level of impact RDN can generate with their resources.

For this year, the main sources of funding have been as follows;

Trust and Foundations

Trust and Foundations have made the largest proportion of our income. We have a number of long term partnerships whilst others are just starting. We received support from the following, Post Code Lottery, Finnis Scott Foundation, Afford UK, Jack Petchey Foundation and Fresh Water Foundation. Their support allows us to serve the most vulnerable members of the community requiring the services. The support of small trusts and foundation is also quite important because of the time it takes for them to respond.

Corporate Fundraising

This year our corporate supporters gave in-kind donation in terms of household goods, food which was distributed weekly to the needy in the community. We were pleased to work with, BBC Children and Family emergency, Giving World, Food share, In-kind Direct, Ryman and Tesco this year. We aim to increase funds from companies into the future especially local SMEs through working closely with the local chamber of commerce and Volunteer Centre Ealing.

Local Authority(LBH)

The community partnership unit through their Community Fund, Community Impact Fund supported our activities this year. Through this partnership, we were able to receive additional books, equipment from Giving World.

Individual donors

We continue to develop relationship with a number of supporters who are keen to engage with us on a long term basis through monthly online donations. We plan for this form of income to become a predictable proportion of our income into the future.

Digital Fundraising

We continue to be excited by the achievements and potential of our youth committee who raise funds through crowd funding and other initiatives. This is an area that requires further considerable investments to make it a viable stream of income generation.

Community and Events

The young people under the supervision of project coordinator have been able to organise community open day in partnership with the local police. 65 young people from National Citizens Service(NCS) worked with RDN to organise family fun day for the local residents.

Financial Review

Financial objectives

RDN's financial objectives are to maintain a strong and effective control framework to ensure that programmes are adequately resourced and in a timely manner so that they are effective in delivering planned activities. We strive to ensure that resources are deployed efficiently and transparently.

The principal financial management policies are explained in Note 1. RDN seeks to be responsive to the financial reporting and other requirements of its donors, as well as restrictions imposed by governments under whose rules of law RDN operates.

The Board sets the broad parameters for planning and financial management, and approves the annual budgets. The Board receives monthly Management Accounts and quarterly financial reforecasts which enables the Board to effectively monitor and control the financial performance and status of the organisation. RDN uses an accounting system and chart of accounts that supports fund accounting for monitoring resource utilisation and commitments made to donors. The Board receives monthly management accounts, and met 4 times in 2018/19.

Financial Performance in 2018/19

During 2019, total income was £73,518 (2018, £57,694) which is an increase of £15,823 on the 2018 figures (27% increase). The increase in income was mainly due to winning a three-year UKAid Direct grant that is supporting job supporting Sustainable Development Goal 2 (zero hunger) and Sustainable Development Goal 8 (decent work and economic growth). We also received more Youth Fund grant from the London Borough of Hounslow.

Total expenditure for the year was £70,710 (2018, £54,784) which is £15,927 (29%) increase on 2018 figures. The increase in expenditure is in line with the increase in income for the year, with new projects being implemented.

The funds for the charity are divided for accounting purposes into restricted funds, which represent the unexpended balances of grants held on trust for specific purposes, and unrestricted funds.

During the year the total restricted funds received in the year was £65,650 (2018, £36,320) which is £29,330 (81%) increase on 2018 figures. As explained above, the increase in income is because of UKAid Direct grant and London Borough of Hounslow grants. All these enabled us to report an increase in Restricted funding for 2018. Unrestricted income for the year was £7,868 (2018, £21,375) which is £13,507 (63%) decrease on 2018 figures. The unrestricted income decrease has been more than compensated by the increase in restricted income.

The principal funding sources for RDN still remain grants from a wide range of statutory service providers and charitable trusts. These grants are primarily subject to specific conditions by funders about how they may be used.

RDN's charitable expenditure is broken down into the following categories: Supplementary Education and family support, Health and Well Being, Mentoring, Food Security & Livelihood, Orphaned and Vulnerable Children-Education and Environment.

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In 2019, £19,007 (2018, £22,485) was expended on Supplementary Education representing 27% (2018, 41%) of the total expenditure for the year.

The following areas of work accounted for the major part of this expenditure:

- Facilitating the Supplementary Education including buying educational resources.
- Paying for premises and teachers

In 2019, £13,289 (2018, £13,118) was expended on Health and Well-being including allotment, physical activity, and Sexual Health Awareness project, representing 19% (2018, 24%) of the total charitable expenditure for the year. The following areas of work accounted for the major part of this expenditure: building the capacity of the service users in understanding the balance of good health, running workshops and paying facilitator, volunteer transport and equipment.

In 2019, £16,165 (2018, £4,157) was expended on Youth Mentoring programme, representing 23% (2018, 8%) of the total expenditure for the year.

In 2018 £18,573 (2018, £2,449) was expended on the Food Security and Livelihoods as part of International Programmes, representing 26% (2018, 4%) of the total expenditure in the year.

We also spent £3,675 (2018, £12,574) on two other programmes in the International portfolio of work on Health, and Orphaned and Vulnerable Children (OVC) representing 5% (2018, 23%) of overall expenditure.

RESERVES AND INVESTMENTS

RDN has a Reserves Policy which is reviewed every year by the Trustees. RDN's Reserves Policy is to ensure that the charity holds sufficient free reserves (excluding tangible fixed assets and other designated funds but including investments) to address the significant risks faced by the organisation, its beneficiaries and its staff. The target for unrestricted reserves is therefore calculated through a detailed assessment of the costs of the likelihood of the specific risks contained in the RDN's Risk Register.

Based on the risk profile and the Risk Register as at 31st October 2019 the free reserve target was maintained at £3,800, and the actual free reserves as at 31 October 2019 was £3,843, and this is just slightly above the set target. The Trustees will continue to review the current free reserve level against the target and taking account of anticipated risk profile of the organisation to ensure that the free reserve level policy continues to be met.

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Reference and Administrative Information

Charity Registration Number:	1119733
Company Registration Number:	05567996
Registered Address and Principal Office:	Community Room 1 Edensor Gardens, Chiswick, London W4 2QY
Trustees:	Eric Ogello (Chair) Hellen. Odiembo (Treasurer) Stephen Midega Janet Omondi
Chief Executive & Company Secretary	Rodgers Orero
Bankers:	Bankers: APS Financial Ltd P.O Box 71064 London SE1P 4ZE
Independent Examiner	Soka Kapundu , ACCA Martin Morrison & Co Ltd Chartered Certified Accountants Unit 43, The Coach House St Mary's Business Centre 66/70 Bourne Road Bexley, KENT DA5 1LU

Structure, Governance and Management

GOVERNING DOCUMENT

In 2005 Riana Development Network (RDN) became a charitable company limited by guarantee and was registered as a charity in 2007. The charity was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association and is a company limited by guarantee, as defined by the Companies Act 1985 and 1989. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1. The current RDN Memorandum and Articles of Association were adopted on 19 September 2005 and amended on 28 January 2007.

ORGANISATIONAL STRUCTURE

RDN has a Board of Trustees of up to 4 members who meet four times a year. Trustees come from a variety of backgrounds, and reflect the diversity of the community we work in. The Board of Trustees is responsible for setting the strategic direction of RDN and for ensuring that RDN resources are expended in pursuit of its charitable objects. The Board of Trustees delegates responsibility for the day to day management of the charity to the Chief Executive Officer and the Senior Management Team.

RECRUITMENT AND APPOINTMENT OF THE BOARD OF TRUSTEES

The Directors of the charity are also charity Trustees for the purposes of charity law. The Directors of the charity are referred to in this report as Trustees. Individual Trustees may stand for re-election, provided that they do not hold office for more than six consecutive years. The Board of Trustees may also appoint any member of the charity to be a Trustee, either to fill a vacancy, or to increase their number.

INDUCTION OF NEW TRUSTEES

New Trustees have a formal induction with the Chair of the Board of Trustees and the Chief Executive, during which their role and legal responsibilities are explained, and at which they are asked to sign a formal code of practice. New Trustees are also provided with a handbook containing RDN policies and procedures, the protocols governing the administration of the Board of Trustees, and the RDN governing document and financial accounts. All Trustees take part in a skills audit as a part of their induction. Where appropriate, RDN offers training or peer support to build the skills and knowledge of newly recruited Trustees. Established members of the Board of Trustees are offered collective and individual training throughout their term of office.

OBJECTS

The objects of RDN are:

To promote Community Programmes aimed at building capacity for self-reliance through a people centred approach, restoring hope for our young people, women and harnessing their future. To promote for the benefit of African people from the Great Lakes Region of Africa, especially young people and women who reside in the UK and Africa by;

- The advancement of Education including training and assistance to find Employment.
- The relief of financial hardship including the provision of counselling, information and advice.
- The relief of sickness and preservation and protection of good health including the provision of information and advice on health issues such as HIV/AIDS.
- The provision of recreational facilities in the interests of social welfare with the object of improving their condition of life.
- To advance the education of the public in the issues faced by African people from the Great Lakes Region of Africa both in the UK and Africa.

RDN is therefore in existence as a direct response to an increasingly unique set of needs and challenges faced by African communities living in the UK, and in Africa.

RELATED PARTIES

None of our trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with the delivery of projects must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. In the current year no such related party transactions were reported.

The charity has a branch in Kenya, Riana Development Foundation through which it delivers its international operations. Partnership working is key to the work of RDN. Many of our projects are delivered collaboratively, and much of our work is directed towards creating and facilitating new partnerships within Hounslow, at regional and national levels.

PUBLIC BENEFIT

The Trustees confirm that we have referred to the Charity Commission's general guidance on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set and we confirm that we comply with our duty as stated in section 17 Charities Act 2011 to have due regard to the guidance to public benefit guidance published by the Charity Commission.

Risk and Uncertainties

The Board of Trustees annually reviews the risks that RDN may face, and the systems in place to mitigate those risks. The Senior Management Team establishes systems and procedures to manage the risk to RDN. The Senior Management Team oversees day to day financial management of funds and runs a risk assessment on all funded areas.

The following major risks were identified in 2019 at an organisational level, and the Trustees and the senior staff continue to look at ways of mitigating those risks. The below systems have been developed to continue to mitigate those risks identified:

Risk	Mitigating System
Diversity of income streams Over relying on Grant funding	<ul style="list-style-type: none"> • We have increased our investment in business development and sought pro bono fundraising support. • We have also increased partnership and collaborative working in the project delivery which will spread financial risks.
Target group Working with young people and vulnerable groups.	<ul style="list-style-type: none"> • We obtain full consent from parents/carers for them to participate in the programs. • All of our workers and volunteers are DBS checked • We have taken appropriate insurance policies
Performance & Results Over relying on volunteers may lead to missing output/outcome targets due to turnover.	<ul style="list-style-type: none"> • Quarterly reporting to the trustees • We are seeking to ensure that at least 1 key full-time position and 1 part-time are salaried • Monthly reporting to the Executive Director • Annual project audit and follow up reviews
Unrestricted Income Lack of unrestricted income leads to a going concern risk	<ul style="list-style-type: none"> • Strategy in place to diversify funding streams • Review of unrestricted income quarterly
Managing Growth As we are becoming more known, there is more demand for our services	<ul style="list-style-type: none"> • Quarterly update of operational plans and budgets

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Riana Development Network 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 required trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming & outgoing resources and application of their resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- comply with applicable accounting standards, including FRS 102, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity 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.

Disclosure of information to the Independent Examiners

So far as the Trustees are aware, there is no relevant audit information of which the charity's auditors are unaware. The Trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information

The Trustees report has been prepared in accordance with the special provision of part 15 of the Companies Act 2006 relating to smaller entities.

For and on behalf of the Trustees,


.....
Erick Ogello
Chair

REPORT OF THE INDEPENDENT EXAMINERS

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF RIANA DEVELOPMENT NETWORK FOR THE YEAR ENDED 31ST OCTOBER 2019

I report on the accounts of the charity for the year ended 31st October 2019, which are set out on pages 21 to 29.

RESPECTIVE RESPONSIBILITIES OF THE TRUSTEES AND EXAMINER

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The Charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the Charities Act) and that an Independent Examination is needed. The charity's income for the year is under £250,000.

Having satisfied myself that the charity is not subject to an audit under part 16 of the Companies Act 2006 and the trustees have elected to have an Independent Examination, it is my responsibility to:

- examine the accounts under section 145 of the Charities Act;
- to follow the procedures laid down in General Directions given by the Charity Commission (under Section 145(5)(b) of the Charities Act; and
- to state whether particular matters have come to my attention.

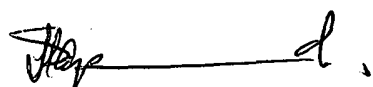
BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from the Trustees concerning any such matters. The procedures undertaken do not provide all evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters that are set out in the statement below.

INDEPENDENT EXAMINER'S STATEMENT

In the course of my examination, no matter has come to my attention to indicate that:

- accounting records have not been kept in accordance with section 386 of the Companies Act 2006;
- the accounts do not accord with such records;
- where accounts are prepared on an accruals basis, whether they fail to comply with relevant accounting requirements under section 396 of the Companies Act 2006, or are not consistent with the Charities SORP (FRS102)
- any matter which the examiner believes should be drawn to the attention of the reader to gain a proper understanding of the accounts



29th May 2020

Soka Kapundu, ACMA GCMA
Martin Morrison & Co Ltd
Chartered Certified Accountants
Unit 43, The Coach House
St Mary's Business Centre, 66/70 Bourne Road. Bexley, KENT DA5 1LU

Statement of Financial Activities for the Year Ended 31 October 2019
(Incorporating Income and Expenditure Account)

	Note	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Incoming Resources					
INCOME from:					
Donations and Legacy					
Grants and donations receivable	2	7,868	-	7,868	21,375
Income from charitable activities					
Contracts for operational programmes		-	65,650	65,650	36,320
Investment income		0		0	0
Total Income		7,868	65,650	73,518	57,694
Expenditure on:					
Charitable activities: Relief of hardship, distress and sickness among women and youth		6,673	64,037	70,710	54,783
Raising Funds		-	-	-	-
Total Expenditure	3	6,673	64,037	70,710	54,783
Net Expenditure and net movement in in funds		1,195	1,613	2,807	2,911
Net Movement in Funds		1,195	1,613	2,807	2,911
Total Fund brought forward		2,639	6,633	9,272	6,361
Total Funds carried forward		3,834	8,246	12,080	9,272

RIANA DEVELOPMENT NETWORK (RDN) LIMITED ~~0054~~

Annual Report and Financial Statement for the year ended 31st October 2019

Balance Sheet as at 31st October 2019

	Notes	2019 £	2019 £	2018 £	2018 £
Fixed Assets					
Tangible assets	7		-		-
Current Assets					
Debtors	8	4,625		2,057	
Cash at bank and in hand		<u>9,360</u>		<u>7,215</u>	
		13,985		9,272	
Creditors: Amounts falling due within one year	9	<u>(1,906)</u>		<u>-</u>	
Net Current Assets			<u>12,080</u>		<u>9,272</u>
Net Assets			<u>12,080</u>		<u>9,272</u>
Income Funds					
Restricted funds	10		8,246		6,633
Unrestricted funds			<u>3,834</u>		<u>2,639</u>
	11		<u>12,080</u>		<u>9,272</u>

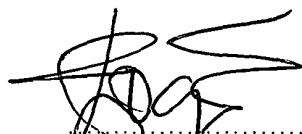
These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Small Entities (effective April 2008)

For the year ended 31 October 2019 the company was entitled to exemption from audit under Section 477 Companies Act 2006; and no notice has deposited under section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of the accounts.

The notes on pages 24 to 29 form part of these Accounts

These accounts were approved by the Trustees and signed on their behalf on 29th May 2020 by:



.....
Erick Ogello
Chair



.....
Hellen Odiembo
Treasurer

UK Charity No: 1119733, Company Limited by Guarantee, Registered in England and Wales No: 05567996

RIANA DEVELOPMENT NETWORK (RDN) LIMITED
Annual Report and Financial Statement for the year ended 31st October 2019

Cash Flow Statement

	2019	2018
	£	£
Net cash (Outflow) from operating activities	2,145	1,268
Net Cash inflow from returns on investments		
Bank interest and investment income	-	-
Capital investment		
Purchase of tangible fixed assets	-	-
(Decrease) in cash at bank and on hand	2,145	1,268
 Cash balance at beginning of the year	 7,215	 5,948
Cash balance at end of the year	9,360	7,215
 Reconciliation of net incoming resources to net cash inflow from charitable activities		
Net Income (expenditure)	2,807	2,911
Bank interest and investment income	-	-
Investment Gain/(Loss)	-	-
Depreciation	-	-
Decrease in debtors	- 2,568	- 1,521
(Decrease in creditors)	1,906	- 123
 Net cash (Outflow) from operating activities	 2,145	 1,268

RIANA DEVELOPMENT NETWORK (RDN) LIMITED
Annual Report and Financial Statement for the year ended 31st October 2019

Notes to the accounts:

1 Accounting Policies

a) Basis of preparation

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of investments being measured at fair value through income and expenditure within the Statement of Financial Activities.

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 FRS 102 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 FRS 102 Charities SORP), the Companies Act 2006, and the Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest one thousand pounds.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

b) Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

c) Income

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Legacies are recognised following probate and once there is sufficient evidence that receipt is probable and the amount of the legacy receivable can be measured reliably. Where entitlement to a legacy exists but there is uncertainty as to its receipt or the amount receivable, details are disclosed as a contingent asset until the criteria for income recognition are met.

d) Expenditure

Liabilities are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

e) Allocation of overhead and support costs

Overhead, support and governance costs are allocated between the cost of raising funds and charitable activities. Overhead, support and governance costs relating to charitable activities have been apportioned between activities.

f) Costs of raising funds

The costs of generating funds consist of investment management fees and the costs of raising funds including an apportionment of overhead, support and governance costs.

g) Charitable activities

Charitable activities are for the relief of hardship, distress and sickness of persons in need, particularly children, women and youths in any part of the World. RDN currently has projects in England and Kenya. We do this by running a variety of programmes that support children's education, health and wellbeing, life skills and mentoring and protection. Costs of charitable activities are costs directly associated with running supplementary education, food security and livelihoods and environmental protection and an apportionment of overhead, support and governance costs.

RIANA DEVELOPMENT NETWORK (RDN) LIMITED
Annual Report and Financial Statement for the year ended 31st October 2019

h) Critical accounting estimates and areas of judgement

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

i) Depreciation

Tangible fixed assets costing more than £500 are capitalised. Depreciation is provided on tangible fixed assets at rates

Furniture and office equipment: Over 4 years

Assets for use in overseas operational projects are not capitalised but expensed in the period of acquisition.

j) Funds

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. They are to be spent in their respective geographical locations and project activity.

The aim and use of each fund is set out in the notes to the financial statements.

k) Gifts in Kind

Gifts in kind donated to the charity for distribution are included in income only when distributed. Items are valued by the donor at the time of the gift

l) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

m) Foreign Currency

Transactions denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the dates of these transactions. Monetary assets and liabilities are denominated in foreign currencies at the balance sheet date and are translated at the rates ruling at that date. All exchange differences are taken to the Statement of Financial Activities.

RIANA DEVELOPMENT NETWORK (RDN) LIMITED
Annual Report and Financial Statement for the year ended 31st October 2019

2 Unrestricted Grants Receivable

	2019 £	2018 £
Various Donors	7,855	15,405
International	13	5,970
Gift Aid	-	-
	<u>7,868</u>	<u>21,375</u>

Restricted Grants Receivable

	2019 £	2018 £
Tesco Bags for Help (Groundwork)	1,000	2,000
Greggs Foundation (Allotments)	-	1,935
Jack Petchey Foundation (Youth Mentoring)	1,750	1,250
Awards For All	-	8,210
Isleworth & Hounslow Ltd (Supplementary School Volunteers)	-	450
LBH (Training Bursary Scheme)	-	2,250
LBH (Area Forum Grant)	-	500
LBH (Community Impact Fund)	975	1,000
LBH (Youth Fund)	14,107	
AFFORD Small Grant	1,600	2,000
Dfid (CREDEE)	19,248	
Finnis Scott Foundation	570	
Post Code Lottery	5,955	
Fresh Water Foundation	2,000	
Ealing CVS	500	
	<u>17,945</u>	<u>16,725</u>
	<u>65,650</u>	<u>36,320</u>

BBC Children in Need

3 Expenditure

Expenditure on charitable activities: Relief of hardship, distress and sickness among women and youth

	2019			2018		
	£		£	£		£
	Direct Costs	Support Costs	Total	Direct Costs	Support Costs	Total
Health and Well-Being	12,766	523	13,289	10,714	2,404	13,118
Food Security and Livelihood	17,843	731	18,573	2,000	449	2,449
Health (International)	3,531	145	3,676	2,372	532	2,904
OVC	-	-	-	7,898	1,772	9,671
Supplementary Education	18,259	748	19,007	16,865	3,784	20,649
Youth 4 Youth Mentoring	15,529	636	16,165	4,895	1,098	5,994
	<u>67,928</u>	<u>2,782</u>	<u>70,710</u>	<u>44,744</u>	<u>10,040</u>	<u>54,783</u>

Analysis of Support Costs Apportioned

	2019			2018		
	£		£	£		£
	Charitable Activities	Raising Funds	Total	Charitable Activities	Raising Funds	Total
Staff Costs	57	-	57	3,063	-	3,063
Office costs	950	-	950	4,266	-	4,266
Communication	326	-	326	2,300	-	2,300
Legal and Professional	1,450	-	1,450	410	-	410
	<u>2,782</u>	<u>-</u>	<u>2,782</u>	<u>10,040</u>	<u>-</u>	<u>10,040</u>

4 Committee Members

None of the Committee Members (or any persons connected with them) received any remuneration during the year (2018 - £Nil). One trustee was reimbursed travel costs of £100 (2018: £150)

RIANA DEVELOPMENT NETWORK (RDN) LIMITED
Annual Report and Financial Statement for the year ended 31st October 2019

5 Employees

2019	2018
Number	Number

Number of Employees

The average monthly number of employees during the year was:

Projects	0.9	0.9
	0.9	0.9

Employment Costs

2019	2018
£	£

Agency/freelance	15,382	12,139
	15,382	12,139

There was no employee whose annual emolument was £60,000 or more (2017, none).

6 Taxation

As the charity operates on a non profit making basis, it is not anticipated that it will be subject to corporation tax.

7 Tangible Fixed Assets

	Computers	Fixtures, Equipment etc. £	Fixtures, Equipment etc. £
Cost			
At 1 November 2018	1,449	1,778	3,227
Additions	-	-	-
At 31 October 2019	1,449	1,778	3,227
Depreciation			
At 1 November 2018	1,449	1,778	3,227
Charge for the year	-	-	-
At 31 October 2019	1,449	1,778	3,227
Net Book Value			
At 1 November 2018	-	-	-
At 31 October 2019	-	-	-

8 Debtors

2019	2018
£	£

Grants debtors	1,704	2,057
Other Debtors	2,921	
	4,625	2,057

9 Creditors: Amounts falling due within one year

2019	2018
£	£

Grants received in advance	-	-
Taxes and social security costs	-	-
Accruals and other creditors	1,906	-
	1,906	-

RIANA DEVELOPMENT NETWORK (RDN) LIMITED
Annual Report and Financial Statement for the year ended 31st October 2019

10 Restricted Funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

		Movement in Funds			
		Balance at 1 November 2018	Incoming Resources	Outgoing Resources	Transfers between Funds
		£	£	£	£
a	Allotment	3,406	7,525	10,931	-
b	BBC Children in Need	3,227	17,945	18,259	-
c	Youth 4 Mentoring	-	17,857	15,529	-
d	AFFORD Small Grant	-	1,600	1,600	-
e	DfID (CREDEE)	-	19,248	16,243	-
f	LBH Awareness	-	1,475	1,475	-
		6,633	65,650	64,037	-
					8,246

Notes

- a Allotment**-Funded by Post Code Lottery, Finnish Scott Foundation and Tesco Bags of Help for project facilitator, volunteers, materials and equipment, provision of a series of practical training workshops for young people, community members, children from Cranford primary and local people on how to create and maintain community allotment.
- b BBC Children in Need** - Has been the main funder for Supplementary school with additional support from Hounslow and Isleworth Charity Ltd for transport cost for volunteers, in-kind support from In-kind Direct and Ryman. The programme engaged the parents, the children and young people in a wide range of activities and educational programmes that encourage them to improve on their educational attainments and other social issues. Students also had the opportunity to use ICT equipment as part of curriculum enrichment activities.
- c Youth 4 Mentoring** - Funded by London Borough of Hounslow and Jack Petchey Foundation to train young people on leadership skills and to support them get engaged in community social action projects.
- d AFFORD Small Grants** - Project trained women and Youths in small scale goat keeping and animal husbandry, management, sales and marketing.
- e DfID (CREDEE)**- The project aims to contribute to Sustainable Development Goals (SDG) 2 and 8 by supporting job creation in the agricultural sector for youth and women in Ndiwa Division, Homa Bay County, Western Kenya.
- f LBH Awareness** -Funded by Ealing CVS, Community Impact Fund and Small Grants for area tenants to come together to improve community cohesion and good neighbourhood.

RIANA DEVELOPMENT NETWORK (RDN) LIMITED
Annual Report and Financial Statement for the year ended 31st October 2019

Note 10 Continuation

Restricted Funds Movements in 2018

		Movement in Funds			Transfers between Funds	Balance at 31 October 2018
		Balance at 1 November 2017	Incoming Resources	Outgoing Resources		
		£	£	£	£	£
a	Allotment	1,975	12,145	10,714	-	3,406
b	BBC Children in Need	667	17,175	14,615	-	3,227
c	Youth 4 Mentoring	2,145	1,250	3,395	-	-
d	AFFORD Small Grant	-	2,000	2,000	-	-
e	Supplementary Education (Training Bursary)	-	2,250	2,250	-	-
f	LBH Awareness	-	1,500	1,500	-	-
		<u>4,787</u>	<u>36,320</u>	<u>34,474</u>	<u>-</u>	<u>6,633</u>

Notes

- a Allotment**-Funded by Awards For All, Tesco Bags of Help and Greggs foundation for materials and equipment and provision of a series of practical training workshops for young people, community members, children from Cranford primary and local people on how to create and maintain community allotment.
- b BBC Children in Need** - Has been the main funder for Supplementary school with additional support from Hounslow and Isleworth Charity Ltd for transport cost for volunteers, in-kind support from In-kind Direct and Ryman. The programme engaged the parents, the children and young people in a wide range of activities and educational programmes that encourage them to improve on their educational attainments and other social issues. Students also had the opportunity to use ICT equipment as part of curriculum enrichment activities.
- c Youth 4 Mentoring** - Funded by London Borough of Hounslow and Jack Petchey Foundation to train young people on leadership skills and to support them get engaged in community social action projects.
- d AFFORD Small Grants** - Was used to reduce food insecurity amongst 90 households headed by vulnerable women and youths in Kenya.
- e Supplementary Education (Training Bursary Scheme)** - Funded by the London borough of Hounslow to build the capacity of the organization on Monitoring and Evaluation and Impact reporting.
- f LBH Awareness** -Funded by Community Impact Fund and Small Grants for area tenants to come together to improve community cohesion and good neighbourhood.

11 2019 Analysis of Net Assets between Funds

	Unrestricted Funds £	Restricted Funds £	2019 Total £
Fund balances at 31 October 2019 are represented by:			
Current assets	3,834	8,246	12,080
Fixed Assets	-	-	-
	<u>3,834</u>	<u>8,246</u>	<u>12,080</u>

2018 Analysis of Net Assets between Funds

	Unrestricted Funds £	Restricted Funds £	2018 Total £
Fund balances at 31 October 2018 are represented by:			
Current assets	2,639	6,633	9,272
Fixed Assets	-	-	-
	<u>2,639</u>	<u>6,633</u>	<u>9,272</u>