

THE RESOURCE ALLIANCE LIMITED

England & Wales · Charity number 1099889

Details

Status	Registered
Legal form	Charitable company
Company number	04007393
Registered	2003-10-07
Register	View on the Charity Commission register

Contact

Address	The Brew Eagle House 163 City Road Hoxton London EC1V 1NR
Phone	020 39518766
Email	contact@resource-alliance.org
Website	www.resource-alliance.org

Activities

Objects: FOR THE BENEFIT OF THE PUBLIC TO PROVIDE AND ASSIST IN THE PROVISION OF TRAINING AND EDUCATION IN FUND-RAISING, RESOURCE MOBILISATION, AND MANAGEMENT AND GOVERNANCE BEST PRACTICE TO THOSE WORKING OR VOLUNTEERING WITH THE NOT-FOR-PROFIT SECTOR. "THE NOT-FOR-PROFIT SECTOR" MEANS INDEPENDENT ORGANISATIONS WHETHER OR NOT CHARITABLE ACCORDING TO THE LAW OF ENGLAND AND WALES, WHICH ARE PRECLUDED FROM MAKING A PROFIT FOR PRIVATE DISTRIBUTION AND ARE ESTABLISHED FOR PURPOSES WHICH BENEFIT THE COMMUNITY OR A SIGNIFICANT SECTION OF THE COMMUNITY AND WHICH ARE MAINTAINED AND SUPPORTED SOLELY OR LARGELY BY PUBLIC FUNDING AND BY VOLUNTARY CONTRIBUTIONS AND SERVICES, BUT WHICH DO NOT INCLUDE GOVERNMENT, LOCAL GOVERNMENT OR OTHER STATUTORY AUTHORITIES."

Activities: We work globally to build the capabilities of non-profit organisations & the social impact sector. We help organisations of every size & type develop the critical human, financial & intellectual expertise to thrive. Through our global network we are a catalyst for innovation, sharing & inspiration-bringing together vital resources to help these organisations succeed in delivering their missions.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Other Charities Or Voluntary Bodies

Geography

- Argentina
- China
- Congo (Democratic Republic)
- Ethiopia
- Honduras
- India
- Lebanon
- Netherlands
- South Africa
- Switzerland
- Tanzania
- Thailand
- Turkey
- United States
- Hackney

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,564,834	£1,755,704	£61,664	4
2024-03-31	£1,660,262	£1,416,481	£252,534	3
2023-03-31	£1,492,310	£1,219,539	£8,753	2
2022-03-31	£462,551	£688,544	-	-
2021-03-31	£331,703	£874,364	-	-

Trustees

Name	Role	Appointed
Asha Curran		2024-03-14
Astrid von Soosten		2024-03-14
Dr Colin Habberton		2017-10-20
Ingrid Srinath		2020-04-01
Marcelo Inarra Iraegui		2017-10-20
Naila Farouky		2020-04-01
Nana Afadzinu		2020-04-01
PESH FRAMJEE		2017-10-16

THE RESOURCE ALLIANCE LIMITED

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Accounts



THE RESOURCE ALLIANCE LIMITED
(a company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2025

Company registration number: 4007393

Charity registration number: 1099889

Website: www.resource-alliance.org

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TRUSTEES REPORT

FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

Legal and Administrative Information

Company Registration Number	4007393
Charity Registration Number	1099889
VAT Registration number	608 0608 58
Board of Directors/Trustees	Ingrid Srinath, India, Chair (from July 2024) Nana Asantewa Afadzinu, Ghana Asha Curran, USA (joined March 2024) Naila Farouky, Egypt Pesh Framjee, UK Colin Habberton, South Africa Marcelo Iñarra, Argentina Astrid von Soosten, Germany The directors are also the trustees of the charity.
Company Secretary/CEO	Willeke van Rijn
Head Office/Registered Office	The Brew Eagle House 163 City Road London EC1V 1NR
Bankers	Barclays Bank P O Box 544 54 Lombard Street London EC3V9EX
Solicitors	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditor	HaysMac LLP 10 Queen Street Place London EC4R 1AG

The financial statements comply with the Charities Act 2011; the Companies Act 2006; the Memorandum and Articles of Association; and the 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).

Legal and administrative information set out above is part of this report.

THE RESOURCE ALLIANCE LIMITED

TRUSTEES REPORT

FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

Our Purpose

The Resource Alliance exists to strengthen the social impact sector by helping the people responsible for resource mobilisation to develop the knowledge, tools, and connections necessary to fuel their work.

Our ambition is to bring together a highly engaged global community of fundraisers, campaigners, and activists and connect them with innovative thinking, best practices, and collaborative networks to support them in their mission.

Our Impact

In 2024/25, over 12,000 people from more than 125 countries benefitted directly from a Resource Alliance programme or event or through activities within the Resource Alliance Global Community. The indirect impact will easily reach a ten-fold audience; we know information is shared within organisations and across national, regional, and international networks and alliances.

The year highlighted a transition in programme planning, focusing on reach and access, making our programmes available for everyone across the globe and for everyone in the social impact sector, whether they are operating at grassroots or international level. This transition resulted in the development of new programmes from beginner level to those aimed at leaders in resource mobilisation, and from our how-to learning programmes to collaborations focused on creating solutions for the social impact sector together – especially around topics linked to the main challenges hindering the creation of wider impact.

Consultation sessions, surveys, and research provided insights and were the driving force outlining the themes and thematic topics that made up the annual programme. With Resource Alliance partners across the globe, we created alliances and built on local expertise, sharing it with the global community, and exchanging expertise and solutions from other parts of the world where relevant.

Acknowledgements

The Resource Alliance is made up of a truly global community of passionate individuals who care about our mission and share our values. Without the support of those who put in tireless efforts behind the scenes to make our events happen, the Resource Alliance could not create the impact it does, and we thank them for their generosity in helping us achieve so much.

The Resource Alliance Partners

A special thanks goes out to Oak Foundation for supporting the Emerge 2.0 programme, a renewed and upgraded version of an earlier collaboration, which this year worked with a cohort of 20 organisations from 14 African countries.

Big thanks to all our partners who supported us in delivering IFC 2024, Fundraising Online 2024 (FRO), and our regular monthly Global Community content: CFRE, Delve Deeper, DTV, Engaging Networks, Formunauts, Fundraise Up, Give Clarity, iRaiser, Innovairre, MetaDonors, Microsoft, MindWize, Orix Media, Salesforce, Solution Dynamics, Upsall International. Thanks also to our media partners Club de Fundraising, Fundraising Magazine, The Non-Profit Times, and Vakblad Fondsenwerving.

The Resource Alliance Advisory Panel

The team who curated the content and speakers for the International Fundraising Congress, securing a high-quality programme and ensuring diversity in speakers and topics:

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Marcus Missen, Leonard Cheshire (Chair, UK); Alfredo Botti, UNHCR (Argentina); Mariana Chammas, Greenpeace International (Netherlands/Brazil); Phyllis Engefu Ombonyo, CABI (Kenya); Vikas Kataria, WaterAid (India); Nyasha Njela, Revolutionise (South Africa); Nina Saffuri, Consultant (UK); Dana Kohava Segal, =mc (Israel/UK), and Richard Turner, SolarAid (UK).

Our Dedicated IFC Volunteers

Our wonderful team of volunteers and session leaders at IFC who make the event a truly wonderful experience for everyone.

Inspirational Speakers

There are too many individual names to mention here, but we want to thank all the speakers who took the time and put in the effort to share their knowledge and expertise with our community as part of IFC 2024, #FRO2024, the Leadership Summits, Fundraising Fundamentals, regional events including IFC Pop-Ups and the India Fundraising Conference, and our monthly keynote sessions.

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FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

Foreword

As we reflect on the FYE 2025, this has been a year defined by both profound challenges and extraordinary resilience across the global social impact community. The pressures of the climate crisis, political instability, widening inequality, and shrinking civic space continue to shape the environments in which civil society operates. Yet against this backdrop, and despite the lingering effects of the COVID-19 pandemic, we have witnessed remarkable determination from fundraisers, campaigners, and activists who are striving to create a more just and sustainable world.

For the Resource Alliance, this context reinforced the urgency of our mission. Throughout the year, we focused on strengthening the conditions that allow resource mobilisers everywhere to thrive, supporting them with the ideas, connections, and shared learning needed to navigate complexity and drive meaningful, lasting impact. Our work in 2024/2025 was rooted in a belief that when changemakers are equipped and connected, they can transform the systems that affect people and planet.

Our 2023–2025 strategy continued to guide our direction, with its focus on building a “best-idea ecosystem”, advancing strong thought leadership, cultivating inclusive and collaborative partnerships, and ensuring that financial sustainability underpins our long-term ambitions. These imperatives shaped how we engaged with our global community and how we invested in strengthening the organisation for the future.

A core principle remained central to everything we did: access and equity. Whether someone is a new fundraiser or an experienced leader, whether they are working in a major city or in a grassroots organisation in a remote community, we believe they should have the same opportunities to learn, connect, and grow their impact. This belief informed the evolution of our programmes, the expansion of our partnerships, and our ongoing commitment to reach people where they are — across regions, languages, and time zones. The launch of our Global Community digital platform is the perfect example of that.

This was also a year of deepened collaboration. We saw communities come together across borders and sectors, working collectively to respond to shared challenges. The momentum generated by these alliances, networks, and convenings reaffirmed that durable change happens not in isolation, but through shared purpose and collective action. This spirit was visible in every aspect of our work and will continue to guide us as we look ahead.

As we move forward, we do so with optimism and determination. The challenges facing civil society are real, but so too is the power of a connected, skilled, and inspired global community. Together, we will continue to rise to meet the moment — and to build a future in which social impact organisations everywhere have the resources, resilience, and collective strength to create lasting change.

2024/2025 Results

A central highlight of the year was IFC 2024, held from 22-25 October under the theme WE RISE. This global gathering brought together 1,060 delegates from more than 70 countries and over 500 organisations, uniting a truly diverse community of fundraisers, campaigners, and changemakers. Notably, 56% of attendees were joining for the first time, reflecting the continued relevance and expanding reach of the event, while returning participants underscored its long-standing value.

Delegates rated the experience highly, with overall satisfaction at 87% with 82% reporting inspiration from new and exclusive content. The programme offered a wide range of learning experiences — from masterclasses and plenaries to interactive workshops and the Innovation Hub — featuring speakers from every continent. Topics such as AI ethics, climate-resilient fundraising, and Islamic philanthropy resonated strongly, with masterclasses receiving an average rating of 4.5 out of 5, reflecting 90% approval from participants. These numbers highlight a sustained commitment to delivering value and fresh perspectives.

Key insights included the importance of cultural adaptation, ethical storytelling, EDI-centred strategy, unrestricted giving, and donor-centric innovation — lessons that participants took back to their organisations to drive meaningful change.

The theme, WE RISE, emphasised the power of collaboration and the collective impact that resource mobilisers can achieve, particularly at a moment when civil society faces significant global pressures. The organisations present at IFC have a direct reach of over a billion people, meaning over a billion chances to create change and impact. In our roles as fundraisers, campaigners, activists, and changemakers, we know how to bring different parties to the table and how to achieve results, as we are driven - and stubborn – in working towards our achievements. This provides not only an active hope, but possibilities for the future, especially when civil society is under threat.

Testimonials:

- “A truly transformative experience—discussing AI, climate action, and grassroots innovation with global changemakers in one space.”
- “IFC gave me the clarity, tools, and energy I needed to drive positive transformation back home.”

Regional Growth Through IFC Pop-Ups and National Initiatives

The year also saw considerable expansion of our regional footprint through IFC Pop-Ups in South Africa, Zambia, Australia, and Kenya, as well as a new collaboration with AFP Toronto. These events continued to strengthen local learning, connection, and capacity building by combining regionally relevant agendas with global expertise. The pop-up model remains a powerful mechanism for ensuring high-quality knowledge exchange and community building in diverse contexts across the world.

Building on the success of the previous year, we also delivered significant national-level activity in India through the India Fundraising Conference (IFRC), created in collaboration with ILSS (India Leaders for Social Sector). The event sold out, with the number of attendees doubling from the previous year to reach an impressive 750 participants. This growth reflects both the increasing demand for high-calibre fundraising development in the region and the strength of the partnership with ILSS. IFRC has quickly become a leading convening moment for the Indian social impact sector, further expanding the Resource Alliance’s global reach.

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Fundraising Online: #FRO2024

Fundraising Online 2024, delivered on 17-18 April, reinforced its position as a leading global event on digital mobilisation and social impact. Attendance grew significantly, with 942 registrations from 75 countries, up from 775 registrations from 70 countries in 2023. Across two days, 40 sessions led by 31 international speakers explored digital fundraising trends, innovation, and rapidly evolving developments in AI.

The agenda blended keynotes, panel discussions, live Q&As, and interactive fringe sessions, exploring the latest developments in digital fundraising, innovation, and AI. This year placed particular emphasis on the rapidly evolving world of artificial intelligence, offering participants practical insights into machine learning, ethical implementation, and digital transformation within the social impact sector.

While attendance followed the familiar trend of peaking at the start of the event each day before slightly tapering off, participant engagement remained high, particularly during live, interactive Q&A sessions. Feedback highlighted sessions on youth mobilisation, AI ethics, organisational digital transformation, and creative approaches to donor engagement. The overall satisfaction rating was 81%, with attendees praising the event's range of sessions and practical takeaways. While 57% found the ticket price fair, some noted it was slightly high for their organisations. Learnings from #FRO2024 will inform the 2025 programme design, supporting its evolution into a free, globally accessible resource for the sector.

Testimonials:

- “As someone new to the world of fundraising, I learnt so much from #FRO2024. I feel equipped and excited to share knowledge with my team.”
- “FRO2024 was such a well-organised experience. The sessions on youth mobilisation in Brazil and ChatGPT with Josh were real highlights — practical, inspiring, and full of new ideas.”
- “This conference offered a comprehensive programme. The sessions around AI and digital transformation were excellent — especially Amnesty’s work in the Metaverse and the donor sentiment session.”
- “Digital Mobilisation on a Budget by Anya Jhoti was brilliant — clear, practical, and full of resources I can take back to my team.”
- “Learning how Wikipedia raises funds in Sam Patton’s session was an eye opener — small asks, clever personalisation, and offering options. I’m definitely going to try it!”

Launch of the Resource Alliance Global Community Platform

2024 also marked a major step forward in our digital strategy. Over the past year, we have developed a user-centred global community platform designed to connect changemakers, fundraisers, and social innovators. The journey to create this platform began with a vision of connecting changemakers, fundraisers, and social innovators across the globe to collaborate, share knowledge, and drive collective impact. No matter where you are, you can share your best practices and innovation solutions with others, link and connect, and have access to the tools and knowledge needed to drive impact. Over the past year, we have built a user-centric experience, incorporating feedback from our community to ensure that the platform is intuitive, engaging, and effective. The platform is designed to empower users with the tools they need to succeed in their work and make a meaningful impact.

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A soft launch took place during IFC 2024, giving delegates exclusive early access. All IFC session recordings, materials, and resources were made immediately available, allowing participants to continue their learning journey post-conference. By year-end, more than 500 users had engaged with and tested the platform, offering valuable feedback that informed refinements.

The full launch to the wider community in early 2025 represents a significant milestone in our mission to share innovative approaches and build a connected global movement of resource mobilisers. The platform will serve as a year-round hub for collaboration, knowledge exchange, and professional development, extending the reach and impact of our programmes long beyond in-person events.

Testimonials:

- “The community’s openness and shared knowledge make it feel like a space where everyone’s input is valued.”
- “This is a fantastic free resource for our global community of fundraisers.”

Collaboration with Global Networks

In 2024, we strengthened our position as a connector within the global social impact ecosystem by deepening collaboration with international networks and national and regional fundraising associations.

A key highlight was our partnership with WINGS and Catalyst 2030, which brought together a diverse set of stakeholders from across global networks: funders and philanthropists through WINGS, social innovators through Catalyst 2030, and resource mobilisers through the Resource Alliance. Resource mobilisers play a crucial role in this ecosystem, acting as the link between communities, programme implementers, and the funders or donors who support them.

This collaboration focused on advancing shift the power and funding-paradigm initiatives, moving beyond theoretical debate toward showcasing practical examples, shared learning, and evidence of real-world impact. Together, we worked to build an ecosystem, rather than a power system, in which different actors understand and value their complementary roles.

We also expanded our presence across the sector by contributing internationally to conferences and convenings, including the Fundraising Festival Italy, Central and East European Fundraising Conference, Vakdag Netherlands, Catalysing Change Week, and events at the School of Oriental and African Studies (SOAS) in London. Through these engagements, we shared global perspectives on resource mobilisation with diverse audiences around the world.

Alongside these flagship partnerships, we continued to strengthen relationships with national and regional fundraising associations, civil society networks, and allied organisations. These collaborations are united by a shared purpose: ensuring that the social impact sector has equitable access to the resources it needs to build just, inclusive, and sustainable societies.

The Emerge 2.0 Programme 2024-25

In 2024/25, 20 civil society organisations from across Africa went through the Emerge programme with support from the Oak Foundation. Several organisations significantly improved their financial positions as well as improved staff confidence by implementing comprehensive fundraising strategies guided by Emerge. This involved exploring diverse income streams, engaging diaspora communities, and collaborating strategically with external partners.

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“Emerge has helped us anchor in UHA’s purpose and made us not panic even seeing all disruptions happening. Strategy must not be driven by fear, but by collective power”

Amidst the ODA cuts, the programme secured a strong foundation and provided the building blocks to start implementing resource mobilisation strategies with focus on income diversity and new funding and financing models. Some results below:

- 100% improved decision-making, fundraising knowledge, and organisational resilience
- 100% engaged staff and boards in culture-building efforts
- 90% raised more funds post-programme
- 88% diversified their income by introducing new fundraising models post-programme
- 73% developed or finalised resource mobilisation strategies

Given the needs-based and targeted approach of the programme, results were very individual and dependent on the journey and focus of each participating organisation. The following are examples of changes implemented:

- **Zimbabwe Women’s Bureau:** Refined purpose, engaged diaspora communities, and built internal fundraising capacity.
- **Media Matters for Women (Sierra Leone):** Shifted from broadcasting to storytelling, empowering rural women as content creators.
- **Heartlines (South Africa):** Launched “For Good” platform, integrating corporate volunteering into fundraising.
- **XOESE (Togo):** Developed a 10-year strategic plan with diversified income streams and staff capacity building.

Monthly Keynotes

Following a consultation session with our global community, the Resource Alliance hosted 14 online sessions, including 10 monthly keynotes, two partner sessions, one research report launch, and one *Women in Fundraising* webinar. Access to these sessions was free and open to anyone. We totalled 4,925 registrations for these sessions. The monthly keynotes received an average session rating of 90% and the speakers received an average rating of 93%. The monthly keynote topics focused on: ethical storytelling; innovative financing; leadership in crisis; embracing diversity, equity, & inclusion; depolarisation and giving; reflections, key takeaways, and next steps from IFC 2024; and the power of responsive campaigning.

Leadership Programme 2024

For 2024, we continued with the year-round model first developed and implemented in 2023. We thoroughly consulted our leadership community on what they would like to see covered in the 2024 programme and used this to help shape the design, content, and selection of speakers throughout the year. While some topics continued from 2023, new challenges were identified, including:

- How to incorporate climate change into our work (as it should be something we are all working upon).
- How to create collaboration within an organisation, within the social impact sector, and beyond the social impact sector.

The Leadership Programme 2024 attracted 104 leaders from 38 countries, with a 50/50 split between Global Minority and Global Majority country participation.

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The leadership cohort wanted to become more action- and results-driven and agreed on the following operational principles:

- We are committed to: Empowerment through action, global collaboration for impact, and systemic sector change.
- And we do that through: Openness and transparency, inclusive and participatory decision making, and remaining adaptive and responsive.

The 2024 Leadership Programme consisted of four full-group Leadership Summits: *Facing the Future*, *Indigenous Wisdom*, *Collective Action*, and *Rising Trends of Disillusionment and Polarisation in Gen Z*.

The leader labs were re-branded as Action Labs for 2024 and focused on climate, innovation, AI, strategy & people, and shift the power. All Action Labs are in the process of finalising toolkits, research papers, and thought leadership pieces on their specific topics to be shared with our global community and beyond soon.

Fundraising Fundamentals Masterclasses

Following the successful launch of the AI Fundamentals masterclass in 2023, we greatly expanded the on this format in 2024 and offered a series of two-hour interactive small-group introductory workshops on several key topics under the *Fundraising Fundamentals* banner. The sessions in 2024 included AI, corporate partnerships, digital mobilisation, major donors, and ethical storytelling.

IFC Pop-Ups

The Resource Alliance regional activities have been expanding rapidly via IFC Pop-Up events in South Africa, Zambia, Australia, and Kenya, and a new collaboration with AFP Toronto that resulted in a day of learning and community building. We envision a localised agenda combined with international expertise and content, where resource mobilisers come together to learn, connect, debate, build capacity, and form communities.

April 2025 to Date

2025 has been a pivotal and deeply challenging moment for the social impact sector. Around the world, the conditions under which civil society operates are shifting in ways that are both urgent and unprecedented. The Paris Agreement is failing on all 45 of its key indicators; USAID has been cancelled and ODA across Europe continues to decline. Democracies are eroding and civic space is shrinking, as documented in the latest CIVICUS monitoring. International law and even the authority of the United Nations is increasingly disregarded by leaders who once pledged to uphold it. Wealth and power are becoming ever more concentrated in the hands of a few actors who control digital platforms, shape information and disinformation flows, and even determine who has access to the internet at all.

For those working to protect rights, mobilise resources, and strengthen communities, these trends pose existential challenges. But they also reaffirm the importance and urgency of a strong, connected, and resilient global ecosystem of fundraisers, campaigners, and changemakers.

As we move into the final year of our 2023-2025 strategy, we recognise both how far we have come and how much must still be done. The strategy has enabled us to adapt to rapid global shifts and to strengthen the foundations of our work. Now, we stand ready to shape the next phase of the Resource Alliance's evolution. In 2025, we have started developing a new organisational strategy, informed by extensive engagement with our community and grounded in the realities facing the sector today. This next strategic cycle will guide us through 2026 and beyond, ensuring that we remain bold, relevant, and future-focused.

At the same time, we are responding directly to the sector's growing need for accessible, high-quality knowledge and connection. In 2025, we significantly expand access to our digital learning ecosystem, offering both Fundraising Online (FRO2025) and IFC Online free of charge. This marks an important step in our mission to remove barriers to participation and support equity in access. By widening our reach to over 10,000 online delegates, we amplify learning, collaboration, and collective capacity at a scale never before achieved by the organisation.

Fundraising Online: #FRO2025, held on 15 May, brought together 3,573 participants from 123 countries—up from 942 participants across 75 countries in 2024. In response to global challenges, including the USAID crisis, the event was made freely accessible to ensure unrestricted learning and connection. The programme offered 13 sessions with 20 speakers from across all regions, covering themes such as AI, digital mobilisation, and community-led campaigns. Despite being free of charge, #FRO2025 achieved a strong 56% attendance rate and high engagement throughout the day. Post-event feedback was very positive, with a 4.3-star satisfaction rating, with over 90% of participants reporting new knowledge gained, and 83% planning to apply their learning. Many also reported increased confidence in using AI tools as a result of attending the event.

IFC 2025: Break Through took place from 15-17 October 2025. Centred on the theme of Break Through, the event brought together 3,953 participants from 125 countries, of which 682 attended in-person. As the pace of change accelerates and the challenges facing humanity continue to intensify—threatening life-saving programmes and undermining progress in diversity, equity, inclusion, and access—the need for progressive, future-focused fundraising has never been greater. IFC 2025 convened leading thinkers, practitioners, and innovators to explore new strategies capable of reshaping and securing the future of social impact.

Our organisational capacity has expanded in recent years, strengthening our ability to deliver high-impact programmes and deepen engagement across regions.

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In 2025, we continue to bolster expertise within the team, including in programme delivery, community engagement, marketing, and fundraising. These investments will enable us not only to meet rising demand but also to enhance the visibility and reach of our work. Strengthening our marketing capacity will play an essential role in expanding our online presence, elevating our global voice, and amplifying the stories, insights, and innovations emerging from our community.

We are pursuing new fundraising opportunities in regions with growing philanthropic potential, particularly Asia, where emerging local philanthropy, increasing interest in social investment, and a rapidly evolving civil society landscape present promising avenues for partnership and impact. Alongside this, we will continue to diversify our fundraising portfolio globally to ensure the sustainability and ambition of our mission.

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Outlook for 2026

2026 will see the further impact of the closure of USAID, decline in ODA funding, and legal restrictions in civil society and the trickle-down impact that has on many civil society organisations.

We will leverage the organisation's rich bank of content, expertise, and convening power to reach significantly more people and organisations worldwide. By repurposing and extending our existing assets as well as leveraging our Global Community digital platform, we will offer greater access to high-quality content, practical solutions, and world-class experts. Partnerships with fundraising associations, civil society networks, and global alliances will be central to this effort, enabling us to scale our impact through collaboration rather than growth alone.

A renewed organisational strategy, to be launched in 2026, will guide this next phase. At a time when civil society faces growing threats — from shrinking trust and funding to the rollback of rights — we must ask: what comes next, and who is leading us there?

As we shape the Resource Alliance's next strategic chapter, the IFC 2025 Big Topic sessions have emerged as a cornerstone for sector-wide reflection, co-creation, and agenda setting. Designed around the conference theme Break Through, these dialogues invite our global community to confront the most urgent challenges facing civil society — from reimagining philanthropy and reclaiming our collective voice to decolonising aid, unlocking meaningful collaboration, and redefining fundraising for a post-ODA world. The ideas gathered will inform the IFC Manifesto for Change, a values-driven blueprint for our sector's future and a guiding framework for the Resource Alliance's evolving strategic priorities. Through this process, we are not only asking what comes next but inviting our entire community to shape it with us.

With this, we enter 2026 with confidence, and renewed belief in what is possible when our global community comes together. The years ahead will be shaped by undaunted action and purposeful partnership, anchored in the conviction that strong, connected, and well-supported resource mobilisers can help secure a more just and resilient future for all.

New initiatives for 2026 will focus on strengthening regional presence and outreach, including creating a global voice of new innovative solutions. Innovation happens rapidly in Asia, Latin America, and the African continent, with a clear focus on autonomy, localised funding sources, and ending dependencies. The shift in diversifying fundraising to move away from traditional funding to incorporate new financial models creates new income opportunities and will be a key focus of attention.

Finally, we do not do this work alone. Our progress is made possible through the support of the Resource Alliance Board, the Advisory Panel, our experts and speakers, our volunteers, and the organisations and individuals who make up our global community. Together, change will happen.

THE RESOURCE ALLIANCE LIMITED

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FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

Governance

The Resource Alliance is a charity and a company limited by guarantee and is governed by its Memorandum and Articles of Association.

The board focuses on strategic and governance issues and matters of broad general policy. The Finance and Audit committee of the board ensures the financial well-being of the organisation, including risk management. Several board members played an active role in opening their networks for potential new funding opportunities.

The Board of Trustees is accountable and responsible for managing and supervising the activities and affairs of the organisation. The recruitment selection and subsequent induction of one or more new trustees can influence how effective the charity is. As a result, a great amount of importance is placed upon recruiting the right candidates as it can lead to a balanced and effective trustee board and a well-governed and effective charity.

Trustees are appointed for a term of three years and no more than two consecutive terms may be served, except in the case of a trustee becoming chair. New trustees are appointed by a majority decision of the board and are typically individuals who already have existing involvement with and knowledge of the charity. Upon appointment, new trustees receive a board induction pack, including information about the charity, its history and strategy, and the board manual, as well as copies of past minutes, accounts, and other key documents. Induction meetings are held around the first board meeting in which the new trustee participates. Individual trustees often have significant volunteer roles within the organisation and support the CEO and staff team in implementing agreed programmes.

General management of the global brand is overseen by the CEO, who is responsible for all Resource Alliance operations. General management of the UK office is delegated to the management team, which is based in London, with oversight from the CEO and Board of Trustees. The Resource Alliance is actively committed to impacting all aspects of international operations of organisations serving countries, people, groups, and individuals. In addition to the team in London and other international team members, there are volunteer teams in regional centres which enable the Resource Alliance to maintain close contacts and collaboration with local networks. They also work on programmes related to Resource Alliance projects and objectives and assist in the accessing of grant funding. The Resource Alliance has two affiliated charities: the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust in India. Both organisations are dormant at time of writing.

Last year, the Resource Alliance UK board unanimously approved the Articles of Incorporation and Bylaws for the creation of the Resource Alliance Foundation in the USA, with the Resource Alliance UK as the sole member of the US entity. This new legal entity is now established, and the Resource Alliance Foundation can accept donations.

As an organisation with a global reach and an extensive global network, the Resource Alliance needs to attract the breadth and depth of expertise required to achieve these aims in a competitive global employment market. For the majority of key management based in the UK, the board have agreed that the remuneration package offered to key management staff should be benchmarked against the London market with consideration to the global environment while recognising that the organisation is a not-for-profit and the need to keep compensation in line with norms prevalent in this sector.

Fundraising

In the drive to attract new income and diversify income sources, Resource Alliance has reached out to foundations and trusts supporting Resource Alliance's work. In 2024 this resulted in a new three-year partnership with Target Foundation, a renewed Emerge programme with Oak Foundation, and in 2025 with a partnership agreement with the David and Lucile Packard Foundation.

THE RESOURCE ALLIANCE LIMITED

TRUSTEES REPORT

FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

Target Foundation

Target Foundation supports the Resource Alliance through a three-year programme dedicated to fostering emerging leaders (individuals who are either under the age of 30 or who work for NGOs with an annual turnover of less than £500,000) across the globe. The attention here is on the Leadership Programme with a specific focus on emerging leaders who otherwise could not have joined. In addition to the Leadership Programme, Target also supports the Emerging Leaders' participation at IFC.

David and Lucile Packard Foundation

Seeing the drastic impact in the USAID cancellation and ODA decline in European countries, more foundations and trusts understand the importance of resource mobilisation in securing a resilient civil society. One of the organisations closely aligned with Resource Alliance's mission is the David and Lucile Packard Foundation, which agreed to partner with the Resource Alliance in 2025 and 2026, supporting core programming work.

Seeing initial successful applications, the organisation decided to invest in a Director of Development and recruited Laura Thisted-Hardwick in mid-2025, whose focus is on income development and income diversity.

Resource Alliance in the UK also agreed to open a new US-based foundation, called Resource Alliance Foundation, supporting its overarching vision and mission, attracting funding sources from within the US and expanding its work. A 501C3 status was approved in 2025. The board is formed by: William Harris Toliver (Bill) as Chair, Michael Johnston (Mike), and Wilhelmina Teuna van Rijn (Willeke) as Secretary and Treasurer. The development of a new strategic plan is in process at the time of writing.

The Resource Alliance recognises the important work that the Fundraising Regulator undertakes to ensure fundraising is respectful, open, honest, and accountable. We have a process in place for dealing with complaints and feedback, with a complaint form and process published on the website. We have had no complaints regarding our fundraising over the year.

Financial Review

Income for the year of £1,564,834 shows a decrease of £95,428 compared with the previous year's total £1,660,262. Expenditure in the year was £1,755,705 (2024: £1,416,481). The decrease in income and an increase in expenditure has resulted in a deficit of £190,870. There was an unrestricted surplus of £57,180 and a restricted deficit of £248,050. The total funds are £61,664 (2024: funds £252,534).

The accounts have been prepared on the going concern basis of accounting. In determining that it is appropriate to prepare the accounts on the going concern basis, the trustees have concluded that the organisation's financial situation has greatly improved since the period covered by these financial statements and there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern. The organisation ended calendar year 2024/2025 with a series of programmes which are all financially stable or profitable and with higher incomes over expenditures.

The trustees have considered future financial projections till December 2026, covering a period of more than one year from the date of this trustee report, building on the results of actions taken over the period of financial year 2024/25, and the new partnership and collaboration initiatives undertaken in the current year. Seeing the turbulence in the social impact sector, especially in funding cuts and restraints, we have taken a cautious approach toward IFC 2026 and created a new pricing scheme, supporting mid-size organisations especially. Scenarios have been planned for related to minimum delegate numbers versus ambitious target setting, including relevant reduced expenditures where needed, while ensuring overall financial sustainability. The partnership target remains untouched at £250,000, building on existing and new connections made in 2025. We expect that the pipeline built in foundations and trusts will show results in 2026.

THE RESOURCE ALLIANCE LIMITED

TRUSTEES REPORT

FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

On the expenditure side, priority is being given to securing staff capacity and having the right expertise and skills needed to execute our strategic direction and priorities. Expenditure is aligned with income achievement, with upfront risk mitigation. If income targets are not achieved, expenditure will be changed accordingly, without drastic consequences.

While we strongly believe that more is possible based on the successful results of 2024, the financial forecast remains pragmatic, realistic, and focused on the key priorities set out for the coming year. There continues to be a focus on stabilising and building the reserves in 2025/26 and, following the successful IFC in October 2025, the free unrestricted reserves are currently in excess of £257,000.

Related Parties

The Resource Alliance UK has successfully established the Resource Alliance Foundation in the USA, with all necessary legal filings completed and the Articles of Incorporation and Bylaws approved. The Resource Alliance UK serves as the sole member of the US entity, and all rights and powers are vested in the CEO of Resource Alliance UK. The initial board of directors for the Resource Alliance Foundation includes William Harris Toliver (Bill) as Chair, Michael Johnston (Mike), and Wilhelmina Teuna van Rijn (Willeke) as Secretary and Treasurer.

Investment and Reserves Policy

The newly approved Reserves Policy in March 2024, is aimed to ensure the Resource Alliance can continue to operate at a minimum operational level for nine to 12 months in the event of a loss of income. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. Free reserves comprise unrestricted reserves excluding fixed assets. The total estimated level of unrestricted reserves should be between £270,000 and £360,000.

The reserves may be required at short notice (within one year). The investment policy is for them to be held as cash in short term deposits. It is the opinion of the board that it would be inappropriate to invest in more complex asset classes due to higher risk, reduced liquidity, and increased costs of management.

Trustees carry out a detailed review of the level of reserves required regularly. The main objective of these reviews is to establish the level of unrestricted reserves that would provide a sustainable platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. Free reserves comprise unrestricted reserves excluding fixed assets.

Reserves are on track to reach their targets again. As of 31 March 2025, the reserves showed positive unrestricted free reserves of £41,948 (2024: negative £10,016) and restricted funds of £14,500 (2024: £262,500). Free reserves do not include income of £309,183 (2024: £220,280) received in advance for IFC 2025 which was treated as a deferred income liability in these financial statements. Following the successful IFC in October 2025, the free unrestricted reserves are currently in excess of £257,000.

Risk Management

The trustees have examined the major strategic, business, and operational risks which the organisation faces. The trustees confirm that the risk management policy of the Resource Alliance is to adopt recognised best practices in the identification, evaluation, and effective control of risks and opportunities to ensure that they are managed at acceptable levels.

The risk management policy enables the board to monitor and review strategic risks through our Board Assurance Framework, while ensuring the process is being effectively monitored by the senior management team. The staff team will adopt ownership of operational hazards through the Charity Risk Register, enabling us to ensure that risks are managed appropriately and that we have a particular focus on the key threats the Resource Alliance faces.

After the most challenging years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. There are four scenarios that could cause the cancellation or significant scale back of an in-person IFC 2026. We have analysed and continue to closely monitor the following:

- 1. Implications of declining civic space across the world, putting restraints on the nonprofit sector** – The main tactics used here are the limitations of international financial transactions. This means a severe focus on localised fundraising, something that aligns with the Resource Alliance's work. Income diversity is crucial in mitigating risks, maintaining financial sustainability, and even in building constituencies supporting the work of civil society organisations. We will create greater awareness about this and direct towards localised fundraising, new financing models like impact investment, social enterprise models and others, and promote the programmes and events on how to do that – virtually, in-person, and globally, regionally, and nationally with the new alliances and collaborations we have formed.
- 2. An economic downturn severely restricts travel/event budgets** — The Resource Alliance has been effective in holding the cost of in-person attendance at IFC within $\pm 5\%$ year-to-year and historically has never fallen below a defined threshold. IFC 2025 had a comfortable 682 attendees in-person and 3,271 online and we aim to grow this in 2026. As we have already initiated early ticket sales for IFC 2026, we have strategies in place to adapt when ticket sales are not on track.
- 3. Terrorism, civil unrest, and/or expansion of regional conflicts** — In 2026, global instability remains a significant concern. Ongoing conflicts, heightened geopolitical tensions, the persistence of far-right extremism, and rising racism and xenophobia continue to shape the international landscape. These conditions have already created operational challenges, including difficulties securing travel visas for board members, speakers, and attendees from Global Majority countries for IFC and other gatherings. At the same time, our expanding engagement with partners in regions affected by conflict demonstrates the resilience of our model. The reach of our digital platform, the adaptability of our regional event strategy, and the strength of our digital community position us to mitigate most foreseeable impacts of conflict and unrest, regardless of where they may emerge.

4. Climate change regulations or organisational policies result in decline in international travel – The Resource Alliance has several possibilities incorporated in our 2025/2026 plans. Firstly, the international in-person events the Resource Alliance organises (mainly IFC 2026) are all focused on reducing emissions by avoiding plastic use, using recycled materials where possible, and promoting train transport from attendees within EU and from UK. We also offset the remaining emissions produced. Secondly, new regional events will be expanded in 2026, avoiding long haul international flights for many attendees, while attracting new attendees to those events.

While any of the above scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to weather the storm. The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising, a continuation of income diversity and delivery of ongoing digital events and membership content. In-person events will continue to help to return money to our unrestricted reserves. Based on the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

Risk management is not a separate exercise and is therefore an ongoing process, helping the organisation to achieve its objectives and fulfil the strategy. It is entrenched into the governance of the Resource Alliance, with the risk discussions taking place at every meeting of the trustees, and is a powerful tool in allowing for greater flexibility and responsiveness to situations as they arise.

THE RESOURCE ALLIANCE LIMITED

TRUSTEES REPORT

FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

Trustee Responsibilities

The trustees (who are also directors of the Resource Alliance for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable laws and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 a 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 of 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

In preparing the Trustees' Report, the trustees have taken the exemptions available to smaller companies including the exemption from preparing a strategic report.

This report was approved by the board on 16 December 2025 and signed on their behalf by:



Ingrid Srinath
Chair and Board Member

THE RESOURCE ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2025

Audit Report

Opinion

We have audited the financial statements of The Resource Alliance Limited for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 charitable company's affairs as of 31 March 2025 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 Charity 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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. 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 (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

Matters on Which we are Required to Report by Exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the Financial Statements

As explained more fully in the trustees' responsibilities statement set out on page 17, 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 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 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

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 the 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:

THE RESOURCE ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2025

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with company and charity law applicable in England and Wales, we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to the cut-off of income, posting inappropriate journal entries to income, and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

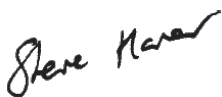
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, unusual descriptions or with unusual risk characteristics; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steve Harper (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 19 December 2025

THE RESOURCE ALLIANCE LIMITED
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2025

Statement of Financial Activities

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
INCOME					
Income from Donations	2	220	-	220	7,080
<i>Income from charitable activities:</i>	3				
Conferences and Learning		1,481,682	-	1,481,682	1,384,707
Resource and Education		488	-	488	1,594
Professional Standards Advice and Information		-	75,403	75,403	262,686
		<u>1,482,170</u>	<u>75,403</u>	<u>1,557,573</u>	<u>1,648,987</u>
Income from investments					
Investment Income	4	7,041	-	7,041	4,195
TOTAL INCOME		<u>1,489,431</u>	<u>75,403</u>	<u>1,564,834</u>	<u>1,660,262</u>
EXPENDITURE					
<i>Charitable activities:</i>					
Conferences and Learning		1,307,466	-	1,307,466	1,300,392
Resources and Education		124,603	-	124,603	116,089
Professional Standards Advice and Information		182	323,453	323,635	-
TOTAL EXPENDITURE	6	<u>1,432,251</u>	<u>323,453</u>	<u>1,755,704</u>	<u>1,416,481</u>
Net Income/(Expenditure) and Net movement in funds		57,180	(248,050)	(190,870)	243,781
Fund balances brought forward 1 April 2024	13	(10,016)	262,550	252,534	8,753
Fund balances carried forward 31 March 2025	13,14	<u>47,164</u>	<u>14,500</u>	<u>61,664</u>	<u>252,534</u>

The accompanying notes are an integral part of the financial statements.

All transactions during the year are derived from continuing activities.

THE RESOURCE ALLIANCE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2025

Company Number: 4007393

Balance Sheet	Notes	2025	2024
		£	£
Fixed Assets			
Intangible assets	10	4,743	-
Tangible assets	9	473	-
		5,216	-
Current assets			
Debtors	11	226,301	264,424
Cash at bank and in hand		242,780	443,102
		469,081	707,526
Creditors: amounts falling due within one year	12	412,633	454,992
Net current(liabilities)		56,448	252,534
Net assets		61,664	252,534
Funds	13,14		
Unrestricted funds – General		47,164	(10,016)
Restricted funds		14,500	262,550
Total funds		61,664	252,534

These accounts were approved by the Board of Trustees and authorised for issue on 16 December 2025 and signed on their behalf by:



Ingrid Srinath
Chair and Board Member

THE RESOURCE ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

Statement of cashflows	£	2025 £	£	2024 £
Cash flows from operating activities:				
Net income/(expenditure) for the year (as per the statement of financial activities)	(190,870)		243,781	
Adjustments for:				
Depreciation and amortisation charges	900		-	
Dividends, interest and rents from investments	(7,041)		(4,195)	
(Increase)/Decrease in debtors	38,123		(177,590)	
(Decrease)/Increase in creditors	(42,359)		171,752	
Net cash used in operating activities		(201,247)		233,748
Cash flows from investing activities:				
Dividends, interest and rents from investments	7,041		4,195	
Purchase of tangible fixed assets	(608)		-	
Purchase of intangible fixed assets	(5,508)		-	
Net cash provided by (used in) investing activities		925		4,195
Change in cash and cash equivalents in the year		(200,322)		237,943
Cash and cash equivalents at the beginning of the year		443,102		205,159
Cash and cash equivalents at the end of the year		242,780		443,102

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements

1. ACCOUNTING POLICIES

The most significant accounting policies as well as estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

(a) Statutory information

The Resource Alliance is a charitable company limited by guarantee and is incorporated in England and Wales (company registration number 04007393). The registered address is The Brew Eagle House, City Road, London, EC1V 1NR.

(b) Basis of preparation

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the 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, Second Edition, effective 1 January 2019) and the Charities Act 2011.

The charity is the parent of one subsidiary undertaking, Resource Alliance Foundation. The subsidiary has not been consolidated on the grounds of immateriality, in accordance applicable accounting standards.

In assessing whether consolidation is required, the Trustees considered both quantitative and qualitative factors and determined that the subsidiary's income, assets and liabilities are not material in the context of the charity's financial statements. Accordingly, the subsidiary has been excluded from consolidation, as its exclusion does not result in a material misstatement of the financial statements as a whole. A summary of the subsidiary's activities is disclosed in note 15.

(c) Going concern

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. As reported within the Risk Management section of the Trustees report there are four scenarios that could cause the cancellation or significant scale back of an in-person IFC 2026. We have analysed and continue to closely monitor these.

While any of these scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to weather the storm. The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising and delivery of ongoing digital events and membership content. In-person events will continue to help to return money to our unrestricted reserves. As at 31st March 2025 the charity had positive unrestricted reserves of £47,164. Following the IFC 2025 the free unrestricted reserves are currently in excess of £257,000. On the basis of the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

(d) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by

donors, or which have been raised by the charity for particular purposes.

1. ACCOUNTING POLICIES (continued)

(e) Income

All income is included in the SOFA when the company is legally entitled to the income, there is a reasonable probability of receipt, and the amount can be quantified with reasonable accuracy.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has an entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service or event is deferred until the criteria for income recognition are met e.g. the event has taken place.

(f) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. All support costs, including governance costs, are allocated between the cost of generating funds and resources expended on charitable activities on basis of time spent.

(g) Tangible fixed assets and depreciation

Depreciation has been calculated to write off the cost of all tangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

Computer equipment 3 years.

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are depreciated once they have been brought into use.

(h) Intangible fixed assets and amortisation

Amortisation has been calculated to write off the cost of all intangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

Website 3 years.

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are amortised once they have been brought into use.

(i) Pension costs

The charity contributed 6% of each individual, eligible, permanent staff member's gross salary to a personal pension plan of their choice. The cost of providing pension benefits is charged to expenditure.

(j) Operating leases

Operating lease rentals are written off as incurred.

(k) Foreign currencies

Transactions during the year have been converted at the rate applicable at that time. Assets and liabilities in foreign currencies are translated at the exchange rates ruling at the Balance Sheet date or where appropriate, the rates of exchange under relevant foreign exchange contracts. Differences on exchange arising are included in the SOFA.

1. ACCOUNTING POLICIES (continued)

(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, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

(m) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

(n) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the cost of fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(o) Creditors and provisions

Creditors and provisions are recognised where the charity 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 the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(p) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(q) Financial Instruments

Financial assets, such as cash and debtors, are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities, such as trade creditors, loans and finance leases, are measured at the present value of the obligation.

2. INCOME FROM DONATIONS

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Donations	220	-	220	7,080
Total Donations	220	-	220	7,080

Donations in the prior year were all unrestricted.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Conferences and Learning				
Conferences and events	1,481,682	-	1,481,682	1,384,707
Total Conferences and Learning	1,481,682		1,481,682	1,384,707
Resources and Education				
Membership	488	-	488	1,594
Total Resources and Education	488	-	488	1,594
Professional Standards Advice and Learning				
Oak Foundation Emerge Campaign	-	-	-	262,550
Target Foundation	-	75,403	75,403	-
Other	-	-	-	136
Total Professional Standards Advice and Learning	-	75,403	75,403	262,686
Total Income from charitable activities	1,482,170	75,403	1,557,573	1,648,987

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2025

3. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR

	Unrestricted	Restricted	Total
	£	£	2024
			£
Conferences and Learning			
Conferences and events	1,384,707	-	1,384,707
Total Conferences and Learning	1,384,707	-	1,384,707
 Resources and Education			
Membership	1,594	-	1,594
 Total Resources and Education	1,594	-	1,594
 Professional Standards Advice and Learning			
Oak Foundation Emerge Campaign	-	262,550	262,550
Other	136	-	136
 Total Professional Standards Advice and Learning	136	262,550	262,686
 Total Income from charitable activities	1,386,437	262,550	1,648,987

4. INVESTMENT INCOME

	2025	2024
	£	£
Bank Interest Receivable	7,041	4,195

5. NET INCOME/(EXPENDITURE)

is stated after charging:

	2025	2024
	£	£
Depreciation	135	-
Amortisation	765	-
Auditor's remuneration	16,000	15,200

6. TOTAL EXPENDITURE

	Conferences and Learning £	Resources and Education £	Professional Standards Advice and Information £	2025 Total £	2024 Total £
Direct Costs					
Staff costs (incl. overseas self-employed staff)	203,648	50,675	53,684	308,007	236,844
Other staff costs	17,474	4,348	-	21,822	27,422
Event food, accommodation, travel	749,913	-	150,121	900,034	757,660
Event marketing	-	-	-	-	11,268
Event other direct costs	25,719	-	33,138	58,857	11,860
Consultants and translation services	30,975	-	86,692	117,667	16,050
Travel and subsistence	116	-	-	116	65
	1,027,845	55,023	323,635	1,406,503	1,061,169
Support Costs					
Governance direct costs	27,718	6,897	-	34,615	19,875
Consultants	144,507	35,959	-	180,466	167,119
Outsourced services (HR, finance, and payroll)	36,016	8,962	-	44,978	60,858
Premises costs	7,280	1,812	-	9,092	5,404
IT costs	45,087	11,219	-	56,306	38,916
Depreciation	721	179	-	900	-
Marketing	-	-	-	-	8,260
Other	18,292	4,552	-	22,844	54,880
	279,621	69,580	-	349,201	355,312
TOTAL	1,307,466	124,603	323,635	1,755,704	1,416,481

6. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2024 Total £
Direct Costs				
Staff costs (incl. overseas self-employed staff)	192,467	44,377	-	236,844
Other staff costs	22,284	5,138	-	27,422
Event food, accommodation, travel	757,660	-	-	757,660
Event marketing	11,268	-	-	11,268
Event other direct costs	11,860	-	-	11,860
Consultants and translation services	16,050	-	-	16,050
Travel and subsistence	65	-	-	65
	1,011,654	49,515	-	1,061,169
Support Costs				
Staff costs (incl. overseas self-employed staff)	-	-	-	-
Governance direct costs	16,151	3,724	-	19,875
Consultants	135,806	31,313	-	167,119
Other staff- related costs	-	-	-	-
Outsourced services (HR, finance, and payroll)	49,455	11,403	-	60,858
Premises costs	4,392	1,013	-	5,404
IT costs	31,624	7,292	-	38,916
Marketing	6,712	1,548	-	8,260
Other	44,597	10,283	-	54,880
	288,738	66,574	-	355,312
TOTAL	1,300,392	116,089	-	1,416,481

7. TRUSTEES' REMUNERATION

No trustee received remuneration during the year (2024: £nil). Expenses reimbursed to any trustee in the period were £320 (2024: £nil).

8. STAFF COSTS

	2025 £	2024 £
Wages and salaries	261,029	204,650
Social security costs	31,074	18,515
Redundancy and termination costs	-	11,500
Employer's contribution to defined contribution pension scheme	15,904	13,679
Staff costs	308,007	248,344
Consultants	180,466	167,119
	488,473	415,463

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2025 No.	2024 No.
£60,001 - £70,000	1	-
£100,001 - £110,000	1	1

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer and Senior Management team. The total amounts paid for salaries and expenses in respect of the key management personnel of the Charity were £126,378 (2024: £121,055).

	2025	2024
Average headcount	4	3

9. TANGIBLE FIXED ASSETS

	Computer Equipment £	Total £
Cost		
Brought forward 1 April 2024	-	-
Additions	608	608
At 31 March 2025	608	608
Depreciation		
Brought forward 1 April 2014	-	-
Charge for the year	135	135
At 31 March 2025	135	135
Net Book Value		
At 31 March 2025	473	473
At 31 March 2024	-	-

10. INTANGIBLE FIXED ASSETS

	Database Development	Total £
Cost		
Brought forward 1 April 2024	-	-
Additions	5,508	5,508
At 31 March 2025	5,508	5,508
Amortisation		
Brought forward 1 April 2024	-	-
Charge for the year	765	765
At 31 March 2025	765	765
Net Book Value		
At 31 March 2025	4,743	4,743
At 31 March 2024	-	-

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2025

11. DEBTORS

	2025 £	2024 £
Trade debtors	173,632	157,960
Other debtors including grant receivable	967	705
Prepayments and accrued income	51,702	105,759
	226,301	264,424

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade creditors	38,492	55,426
Other creditors, including taxes and social security	10,062	17,353
Accruals and deferred income	364,079	382,213
	412,633	454,992

Movement in deferred income

	2025 £	2024 £
As at 1 April	335,101	223,430
Released in year	(335,101)	(223,395)
Deferred in year	309,183	335,067
As at 31 March	309,183	335,102

Deferred income relates to ticket sales in advance for IFC and membership income.

13. STATEMENT OF FUNDS

Current year	1 April 2024 £	Income £	Expenditure £	Transfers £	31 March 2025 £
Unrestricted funds	(10,016)	1,489,431	(1,432,251)	-	47,164
Restricted funds:					
Emerge Campaign	262,550	-	(248,050)	-	14,500
Target Foundation	-	75,403	(75,403)	-	-
	262,550	75,403	(323,453)	-	14,500
Total funds	252,534	1,564,834	(1,755,704)	-	61,664
Prior year	1 April 2023 £	Income £	Expenditure £	Transfers £	31 March 2024 £
Unrestricted funds	8,753	1,397,712	(1,416,481)	-	(10,016)
Restricted funds:					
Emerge Campaign	-	262,550	-	-	262,550
	-	262,550	-	-	262,550
Total funds	8,753	1,660,262	(1,416,481)	-	252,534

The general reserve represents the free funds of the company, which are not restricted and free to use in accordance with the charitable objects. At the end of March 2025 general reserves were in surplus. Restricted reserves represent funds received which are to be applied to specific activities during the coming year. Details of these activities are as follows:

Emerge – The guiding vision for this programme was the emergence of organisations capable of delivering on their mission – a vision that we shared with many sector stakeholders and donors.

Target Foundation – supports the Resource Alliance through a three-year programme dedicated to fostering emerging leaders (individuals who are either under the age of 30 or who work for NGOs with an annual turnover of less than £500,000) across the globe.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund balances at 31 March 2025 are represented by:			
Intangible Fixed Assets	4,743	-	4,743
Tangible Fixed Assets	473	-	473
Debtors	226,301	-	226,301
Cash	228,280	14,500	242,780
Creditors	(412,633)	-	(412,633)
Total net assets	47,164	14,500	61,664
	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund balances at 31 March 2024 are represented by:			
Debtors	264,424	-	264,424
Cash	180,552	262,550	443,102
Creditors	(454,992)	-	(454,992)
Total net assets	(10,016)	262,550	252,534

15. SUBSIDIARY COMPANY

The Resource Alliance Limited owns 100% of the issued share capital of Resource Alliance USA, a company incorporated in the USA as a 501c3. The Resource Alliance Foundation activities were not material in the financial year. For this reason, no useful purpose is served by producing consolidated accounts.

The Resource Alliance Foundation Summary Balance Sheet as at 31 March 2025:

	2025 £	2024 £
Creditors falling due within one year	(262)	-
Net assets	(262)	-
Profit and loss account	(262)	-
Total shareholders' funds	(262)	-

16. OPERATING LEASE COMMITMENTS

At the reporting end date Resource Alliance had no operating lease commitments.

17. RELATED PARTY TRANSACTIONS

No transactions have taken place with either Trustees or with the Senior Management Team. There were related party transactions of £262 paid on behalf of Resource Alliance Foundation in the USA during the current year (2024: none). The amount is outstanding as of the 31st March 2025 (2024: none).

THE RESOURCE ALLIANCE LIMITED

England & Wales - Charity number 1099889

Accounts



THE RESOURCE ALLIANCE LIMITED

(a company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2024

Company registration number: 4007393

Charity registration number: 1099889

Website: www.resource-alliance.org

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THE RESOURCE ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2024

Legal and Administrative Information

Company Registration Number	4007393
Charity Registration Number	1099889
VAT Registration number	608 0608 58
Board of Directors/Trustees	Ingrid Srinath, India, Chair (from July 2024) William Toliver, Chair (until July 2024) Nana Asantewa Afadzinu, Ghana Asha Curran, USA (joined March 2024) Naila Farouky, Egypt Pesh Framjee, UK Colin Habberton, South Africa Marcelo Iñarra, Argentina Michael Johnston, Canada (until July 2024) Astrid von Soosten, Germany (joined March 2024) The directors are also the trustees of the charity.
Company Secretary/CEO	Willeke van Rijn
Head Office/Registered Office	The Brew Eagle House 163 City Road London EC1V 1NR
Bankers	Barclays Bank P O Box 544 54 Lombard Street London EC3V9EX
Solicitors	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditor	HaysMac LLP 10 Queen Street Place London EC4R 1AG

The financial statements comply with the Charities Act 2011; the Companies Act 2006; the Memorandum and Articles of Association; and the 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).

Legal and administrative information set out above is part of this report.

THE RESOURCE ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2024

Our Purpose

The Resource Alliance exists to strengthen the social impact sector by helping the people responsible for resource mobilisation to develop the knowledge, tools, and connections necessary to fuel their work.

Our ambition is to bring together a highly engaged community of fundraisers, campaigners, and activists and connect them with innovative thinking, best practices, and collaborative networks to support them in their mission.

Our Impact

In 2023/24, over 6,750 people from more than 120 countries benefitted directly from a Resource Alliance programme or event or through activities within the Resource Alliance Global Community. The indirect impact will easily reach a ten-fold audience; we know that information is shared within organisations and across national, regional, and international networks and alliances.

The year highlighted a transition in programme planning, focusing on reach and access and on making our programmes available to everyone across the globe and to everyone in the social impact sector, operating from grassroots to international level. This transition resulted in the development of new programmes from beginner level to those aimed at leaders in resource mobilisation, and from our how-to learning programmes to collaborations focused on creating solutions for the social impact sector together – especially around topics linked to the main challenges hindering wider impact.

Consultation sessions, surveys, and research provided insights and were the driving force outlining the themes and thematic topics that made up the annual programme. With Resource Alliance partners across the globe, we created alliances and built on local expertise, sharing it with the global community, and facilitated the exchange of expertise and solutions from other parts of the world, where relevant.

Acknowledgements

The Resource Alliance is a truly global community of passionate individuals who care about our mission and share our values. Without the support of those who put in tireless effort behind the scenes to make our events happen, the Resource Alliance could not create the impact it does, and we thank them for their generosity in helping us achieve so much.

Bill Toliver and Mike Johnston

First, we would like to share a special thanks to Bill Toliver who served as chair of the board for six years, following four years as a board member, including a stint as interim CEO.

Bill has guided the Resource Alliance through some testing years, including during the Covid pandemic, and has been a driving force for good in ensuring the long-term future of the Resource Alliance. He created the Resource Alliance's manifesto and was a leading force in the development of our strategy. While the manifesto was written in pre-Covid times, it is now more relevant than ever.

We can't thank Bill enough for everything he has done for us and want to wish him all the best in the future, knowing he will remain closely connected to the Resource Alliance, starting with his new role as chair of the board of the Resource Alliance Foundation in the USA.

We would also like to express our gratitude to Mike Johnston, who is leaving our board after nine years. After decades being involved with the Resource Alliance in one or the other way, as one of the most frequent IFC participants and a true fan of the event and the Resource Alliance, we know he will remain

THE RESOURCE ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2024

closely connected with us. Mike has been and is closely involved with the Resource Alliance's partnership work, especially with organisations based in the USA and Canada, and will continue this work for us, including in his new capacity as board member of the Resource Alliance Foundation in the USA.

The Resource Alliance Partners

A special thanks goes out to Oak Foundation for supporting the Emerge 2.0 programme, a renewed and upgraded version of an earlier collaboration, which this year worked with a cohort of 20 organisations from 14 African countries.

Big thanks to all our partners who supported us in delivering the International Fundraising Congress (IFC) 2023, Fundraising Online (FRO) 2023, and our regular monthly Global Community content: Fundraise Up, Microsoft, Salesforce, Briggs & Walker, CFRE, Daryl Upsall International, Dataro, DTV, Engaging Networks, Formunauts, Give Clarity, Intermail, iFunds, iRaiser, Inonda, Innovairre, M-hance, MindWize, Procurios, Psi Vransen, The Data Agency, Social call, Stripe, Synalis, THINK, and Threadline. Thanks also to our media partners Club de Fundraising, Fundraising Magazine, The Non-Profit Times, and Vakblad fondsenwerving.

The Resource Alliance 2020-2023 Advisory Panel

The team who helped us curate the content and speakers for IFC, securing a high quality programme and ensuring diversity in speakers and topics: Marcus Missen, Leonard Cheshire (Chair, UK); Alfredo Botti, UNHCR (Argentina); Mariana Chammas, Greenpeace International (Netherlands/Brazil); Phyllis Engefu Ombonyo, CABI (Kenya); Vikas Kataria, WaterAid (India); Nyasha Njela, Revolutionise (South Africa); Nina Saffuri, Consultant (UK); Dana Kohava Segal, =mc (Israel/UK), and Richard Turner, SolarAid (UK).

Our Dedicated IFC Volunteers

Our wonderful team of volunteers and session leaders at IFC who make the event a truly wonderful experience for everyone.

Inspirational Speakers

There are too many individual names to mention here, but we want to thank all the speakers who took the time and put in the effort to share their knowledge and expertise with our community as part of IFC 2023, #FRO2023, the Leadership Summits, Fundraising Fundamentals, regional events including IFC Pop-Ups and the India Fundraising Conference, and our monthly keynote sessions.

Foreword

Following a year of the world returning to a new normality post-Covid, 2023 and beyond focused on executing the newly created strategy and providing the right programme mix to fulfil the Resource Alliance's purpose to strengthen the social impact sector by helping the people responsible for resource mobilisation to develop the knowledge, tools, and connections necessary to fuel their work.

The 2023-2025 strategy, informed by consultation sessions with the Resource Alliance Global Community, focuses on four imperatives:

Strategic Imperative 1: Create a best idea ecosystem in which the most compelling solutions can be discovered anywhere and shared everywhere.

Strategic Imperative 2: Push the edge of thought leadership so our community has the best hope of having the greatest possible impact.

Operating Imperative 1: Bring together the visionaries, diverse talent, inclusive alliances, critical voices, and progressive partnerships to guarantee we are the best in the world at this work.

Operating Imperative 2: Build a financial support system that ensures funding never restrains our highest ambitions to drive systemic change.

The new year started clearly with new initiatives. As the Resource Alliance, we will reach out to anyone in resource mobilisation from beginners to experts. It should not matter where someone is based in the world; access and equity in access should be at the forefront of what we do. This resulted in the development of new programmes, in the creation of new alliances and partnerships across the globe, and in the establishment of regional events and activities reaching people, organisations, and the social impact sector where they are.

For example, we introduced the *Fundamentals* series: masterclasses on important topics identified in consultation with our global community. In each two-hour session, participants get an understanding of the how-to of a given topic, such as corporate fundraising, storytelling, or AI. The masterclasses are held virtually and are across multiple different time zones, covering the globe and making the sessions accessible for anyone. They are priced at an affordable price level, and, as with all our programmes, discounts and bursaries are available for organisations and people who could not afford to join otherwise.

Another initiative is at the leadership level, with the introduction of the *Leadership Programme*, in which 66 leaders from across the globe, from grassroots to INGO level, agreed to work together on tackling challenges hindering impact. Working across organisational boundaries in this way is a breakthrough, creating solutions together for the entire sector. Learning, sharing, and solutions were created via *Innovation Labs* on topics including innovation, tech & trends (including AI), shift the power, and talent.

Regional and national initiatives were (re)introduced in India via the India Fundraising Conference (IFRC), created in collaboration with ILSS (India Leaders for Social Sector). The event completely sold out, with 380 delegates attending vs. the target of 300. Leadership programmes were initiated in Australia and Brazil, and long-time Resource Alliance collaborator and supporter Usha Menon organised an IFC Pop-Up in Singapore, stimulating many others to follow in 2024.

The International Fundraising Congress (IFC) was once again a resounding success, presented in 2023 around the theme of UNITE. Besides sharing the latest on fundraising, campaigning, communications, and leadership, the congress showed the importance of bringing people together to unite, to create solutions for and with each other, to link and connect across the globe, and to understand the similarities in the challenges facing us all. The event provided building blocks for change and growth for attendees to adapt within their own organisations. The learnings from IFC 2023 were re-shared and re-used in regional and national events so that many more people and organisations could benefit from and build on the expertise

shared.

The year 2023 felt like a true shift to a new Resource Alliance, one focused on new strategic directions: reach, access & equity; alliance building; new thinking; and solutions for all resources, to just name a few. It was the year to start executing change – along with our global community.

This was followed by a year of regional expansion, with national and regional alliances bringing together communities in India, South Africa, Kenya, Zambia, and Canada amongst others. It also formed the groundwork for initiatives like our Global Community digital platform – linking and connecting fundraisers, campaigners, and changemakers across the world with each other. This work is all with the aim of reaching more and more resource mobilisers, to link and connect with them, to share and learn from and with one other, to collaborate, and ultimately to create greater impact for the purposes we work towards.

The Resource Alliance's achievements are the result of many people and organisations supporting the work we are doing. We are grateful to our devoted team members, a community of incredible volunteers and speakers, and to our partners and allies who have worked side-by-side with us. We are proud of our incredible global community of fundraisers, activists, and resource mobilisation professionals who took the knowledge, skills, and tools shared through our work and turned them into real, positive impact for the people and causes they serve.

THE RESOURCE ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2024

2023/2024 Highlights

Fundraising Online: #FRO2023

Fundraising Online 2023, held on 19 & 20 April, continued to build on its reputation as a leading event in the digital fundraising space. This year's event saw attendance increase by over 30%, with 775 registrations from 70 countries, compared to the 595 participants who joined in 2022.

The event offered a comprehensive programme of 34 sessions, including keynote presentations, panel discussions, live Q&As, and interactive fringe discussions. The sessions featured 28 speakers from across Europe, Asia, North & South America, and Africa, covering a wide range of digital fundraising topics.

Networking and engagement were key highlights, with 1,344 messages posted in the chat and 257 participants visiting the networking area, up from 171 in 2022. On-demand content was accessed by 187 attendees. The average time spent online was 9 hours and 7 minutes. Attendees expressed high satisfaction with the event, with an overall rating of 90%.

"Looking at AI as a powerful tool for fundraising really was a super valuable moment. I was not paying enough attention for this new technology, and it seems like it can offer a world of possibilities to work with. Thank you so much for great content!" Joanna, SOS Children's Villages, Brazil

"I've been resistant to, and alarmed by, AI. But immediately after Kaz McGrath's session I set up my Chat GPT account and started experimenting - and I feel energised and excited by the possibilities. Thank you!" Sheila McCallum, Fundraising Online, South Africa

Monthly Keynotes

In 2023, the Resource Alliance hosted 16 online sessions for our global community. Access to these sessions was free and open to anyone. This included 11 monthly keynotes, three *Women in Fundraising* webinars, and two Ukraine-focused sessions. We totalled 2,532 registrations for these sessions and 1,045 live participants. The monthly keynotes received an average session rating of 90% and the speakers received an average rating of 91%.

The monthly keynote topics were as follows:

- Campaigning and fundraising integration: #StopTheFlights: Grounding the UK's Rwanda Scheme
- Leadership: Leading with kindness
- EDI: The challenges of racial equity for women of colour in fundraising & philanthropy
- ESG: ESG and collaboration
- UNITE: The time has come to UNITE and turn action into impact
- IFC2023: Reflections, key takeaways, and next steps from IFC
- Purpose: A global exploration of purpose
- AI: AI & the future of fundraising
- Climate change: Is COP enough? Solving the climate crisis
- Faith fundraising: Islamic philanthropy and the launch of the latest research on Islamic philanthropy

Senior Leadership Programme 2023

Building on the success of individual Senior Leadership Summits organised between 2020-2022, we developed and launched a new year-round Senior Leadership Programme for 2023.

In total, 66 leaders registered for the 2023 Senior Leadership Programme, representing civil society organisations from 25 countries. Participants came from organisations that varied in size, thematic areas, and ways of working. In a consultation process, we asked leaders about the main challenges preventing them from maximizing impact in the sector. The most common answers included:

- The changing way of work post Covid
- How to recruit and maintain talent
- Diversity and how to diversify successfully (culture a crucial aspect for success)
- The latest innovations to support accelerated impact
- Keeping on top of the latest tech and trends, including AI
- New fundraising solutions and knowledge of all the different income sources (including new financial models)
- UNITE: How to truly collaborate.

The programme (virtual with the addition of one in-person meeting at IFC) focused on three leadership summits, covering the topics of talent retention in an era of hybrid & virtual teams, collaborating by decelerating, and *UNITE*. The group divided into smaller *Leader Labs* which focused on solutions through the lenses of innovation, tech, & trends; talent; and shift the power.

AI Fundamentals Masterclasses

With the rise of AI and the new potential and learning it offers the social impact sector, the Resource Alliance introduced AI Fundamentals masterclasses in 2023.

Three two-hour AI Fundamentals masterclasses were delivered online in different time zones in August and September 2023, with Kaz McGrath from Purpose-Led AI as the speaker. The sessions attracted 153 participants from 28 countries. In March 2024, Josh Hirsch continued the AI Fundamentals masterclasses due to interest in this topic.

IFC 2023: UNITE

Unite for disruption. Unite for change. Unite for impact.

IFC 2023, held from 17-20 October at the NH Leeuwenhorst in Noordwijk in the Netherlands, brought together 1,166 participants from 75 countries, representing over 500 organisations. With 742 in-person attendees and 424 online participants, the event emphasised the power of collaboration and innovation in shaping the future of fundraising. This marked an increase from the 2022 conference, with higher in-person attendance and a stronger global reach.

The conference achieved an impressive overall satisfaction rating of 87%, with 83% of attendees feeling exposed to new and exclusive content. Delegates from diverse job roles, organisation types, and experience levels contributed to the rich discourse, taking away valuable insights on topics such as artificial intelligence, ethical storytelling, and crisis leadership. Sessions like Finding Your Purpose, AI Fundamentals, and Relationship Fundraising 3.0 inspired attendees to rethink strategies and foster change. Networking opportunities were a significant highlight, fostering connections between fundraisers from across the globe.

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The theme UNITE was a clear continuation from IFC 2022's Shaping the Future Together. Erica Chenoweth, Harvard professor, highlighted in their opening keynote that movements that engage over 3.5% of a population have *never* failed to create change. In the social impact sector, this requires working beyond organisational boundaries and towards purpose. If we align our voices, if we have a common narrative, if we combine our reach, change will inevitably happen.

"Nowhere else could I meet 750 professionals from charities from 75 countries and learn about gaming, Islamic philanthropy, and blockchain in one place!" Trudy Stammer, Cancer Research UK, UK

"It was the energy and inspiration I needed to go back to my organisation." Attiya Hirji, Oxfam International, Kenya

"At the break of the first masterclass, I knew I would be coming back next year and bringing more colleagues." Michael Whitney, Mozilla, USA

"The best professional event I have ever attended! Thank you so much!!" Diana Angeret, Athena Advisors Consulting, Uganda

IFC Pop-Ups and Events Around the World

Regional events were initiated in Singapore and Australia. An IFC Pop-Up event in Singapore attracted 75 participants and was led by former Resource Alliance board member Usha Menon. Besides sharing best practices and innovative solutions, there was also time for debate and community-building among resource mobilisers in Singapore.

In Australia, open discussions were initiated between resource mobilisers, debating leadership topics aligned with the Senior Leadership Programme. All input was incorporated into the Big Debate session at IFC 2023.

India Fundraising Conference (IFRC)

The new year 2024 began with the India Fundraising Conference, co-hosted by the Resource Alliance and India Leaders for Social Sector (ILSS) and part of our endeavour to create collaborations and alliances around the world.

Following a consultation session in 2023, it became clear that bringing fundraisers together in India would not only provide an exchange of learnings on income diversity, new tech and trends, AI, and solutions, all with a clear focus on localised fundraising, but also work towards the fostering of community and a space where people and organisations can link and connect with each other.

The event in Delhi was a sold-out success. A maximum of 300 participants was expected, but we had to stop registrations at 380 due to limited space. Some of the highlights were bringing in international expertise on topics relevant in India, like AI, major donor fundraising, and creating income diversity strategies focused on localised fundraising. Besides that, the bringing together of fundraisers and funders

resulted in interesting debates and openness and clarity around needs and challenges between different stakeholders, with a clear intent to create solutions and accelerated impact together in India.

"Each session was highly informative. The resource persons shared invaluable, practical insights that we can easily put into action. Moreover, the structured networking session enabled us to establish numerous new connections." - Anne Elizabeth Samuel, Value Education Trust

Collaboration with Global Networks

Extensive work has been done in creating collaboration opportunities with other global networks and with national and regional fundraising and civil society associations. Some examples are mentioned here.

The unique collaboration with WINGS and Catalyst 2030 brings together different stakeholders from global networks: funders and philanthropists came in via WINGS, social innovators via Catalyst 2030, and resource mobilisers via the Resource Alliance. The role of the resource mobiliser is crucial here, providing a link between the community and the people in the programmes, as well as the funder or donor.

Together with WINGS and Catalyst 2030, the Resource Alliance created a commitment to share best practices on shifting the power and the funding paradigm, especially understanding the different roles and behaviours from the different stakeholders involved, creating an ecosystem over a power system. Instead of initiating another debate on the *how to*, the focus here has shifted towards showcasing successful examples, understanding the learning and the impact it creates, and triggering others to shift.

The Resource Alliance has been invited to speak at the following conferences and initiatives reaching many people and organisations and sharing an international perspective on resource mobilisation: Fundraising Festival Italy; Central and East European Fundraising Conference; Vakdag Netherlands; Catalysing Change Week; and School of Oriental and Asian Studies in London.

In addition, the Resource Alliance (re)connected with many other national and regional fundraising associations, civil society associations, and other networks across the globe. The focus here is on achieving the purpose we all share: strengthening the social impact sector by ensuring it can access the resources necessary to enable just, equitable, inclusive, and sustainable societies.

Two emerging areas of work arising from this collaborative ethos:

1. A *best idea ecosystem* in which the most compelling solutions can be discovered anywhere and shared everywhere. Here, we focus on the collection of best practices, innovative solutions, and new thinking from all corners of the world and on disseminating these to as many people as possible, securing greater accessibility and equity of new thinking and learning. Here, the Resource Alliance explored the idea of the virtual global community in more detail by recruiting a project manager outlining the different steps to create it.
2. Initiate a *collective voice* in action to transform the social impact sector and stimulate impact on the localisation of aid, shifting the funding paradigm, among other topics.

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Results Through Calendar Year 2024

#FRO2024 (Fundraising Online 2024)

Fundraising Online 2024, held on 17 and 18 April, brought together 942 participants from 75 countries, marking a significant increase in both attendance and global reach compared with the 775 attendees in 2023. The event highlighted cutting-edge trends in digital fundraising, with a particular emphasis on artificial intelligence (AI), exploring its applications, ethical considerations, and potential for transforming fundraising strategies.

The conference featured over 40 sessions, with popular workshops including “Getting your donor journey right”, “Digital mobilisation on a budget”, and “An AI Playbook for leaders”. Networking flourished, with 1,344 chat messages exchanged and 257 visitors to the networking area. Additionally, 187 attendees revisited on-demand content, underscoring the event's lasting impact.

Survey feedback reflected an 81% overall satisfaction rating, with attendees praising the event for its global networking opportunities, the practical insights offered by expert speakers, and the chance to stay ahead of trends in digital fundraising. Many attendees highlighted the importance of AI in their fundraising efforts as a key takeaway.

Looking ahead to Fundraising Online 2025, recommendations include streamlining the event structure into a one-day format, introducing tiered pricing, and enhancing early marketing efforts. As the digital fundraising landscape continues to evolve, FRO2024 reinforced the event's role in fostering innovation, AI, and future-forward strategies in the sector.

“As someone new to the world of fundraising, I must say I have learnt so much from the #FRO2024 event. I feel so equipped and I'm truly excited to share knowledge with my team.” Zama, South Africa

The Emerge 2.0 Programme 2024

Funded by Oak Foundation, the Emerge Programme brought together a cohort of 20 organisations from 14 African countries which aims to diversify their income sources and improving their long-term sustainability.

Although this programme has been active on and off since 2014, the cohort-based approach was new, building on peer-to-peer learning and embedding sustainable fundraising practices at an organisational level. The programme has a strong participatory design process and focused on building a community of practice.

A kick-start in-person meeting in Kampala identified three key drivers of organisational success in resource mobilisation and sustainable financing:

- Create or review the purpose statement of the organisation.
- Create resource mobilisation strategies aligned with each organisation's overall strategy and focused on income diversity.
- Incorporate resource mobilisation within the whole organisation (including board, senior leadership).

With the dedicated efforts of the project manager, we have developed a bespoke framework to refine purpose statements, create strategic plans, and mobilise resources effectively. Many organisations have successfully defined their organisational purpose, advanced in strategic planning, developed new fundraising proposals, created new income sources, and established collaborations with major donors. Additionally, internal cultural changes, including shifts in leadership styles and improved delegation, have been observed.

The exploration of new income sources and new financing models (beyond fundraising and dependencies on receiving donations or grants) resulted in tailored support through practical workshops on identified topics. Dedicated one-to-one support and consultancy will be provided, guiding organisations in their strategy development.

The Emerge Programme has laid a strong foundation for continued growth and sustainability, empowering organisations to drive meaningful change in their communities. The cohort has shown that a lot of learning and expertise is already available within the group and linking different organisations to work together creates opportunities for joint proposals and collaborations (e.g. a research organisation working with a programme delivery organisation on fisheries, etc.). The programme will continue until May 2025.

“Emerge is a ground programme to the benefit of 20 organisations. Resource Alliance bringing all of us together from across the continent is extremely exciting – to learn from each other. This is visionary.” Sharon Hasumann, CEO GKEPF, South Africa

“I like the Emerge cohort a lot as it brings people from diverse backgrounds together and showing intersectionality. Resource Alliance brings different expertise to the table to refine strategies and bring new ideas together.” Stephen Oduware, Homef, Nigeria

Monthly Keynotes

Following consultation with our global community, the Resource Alliance hosted 14 online sessions, including 10 monthly keynotes, two partner sessions, one research report launch, and one *Women in Fundraising* webinar. Access to these sessions was free and open to anyone. We totalled 4,925 registrations for these sessions. The monthly keynotes received an average session rating of 90% and the speakers received an average rating of 93%. The monthly keynote topics focused on: ethical storytelling; innovative financing; leadership in crisis; embracing diversity, equity & inclusion; depolarisation and giving; reflections, key takeaways, and next steps from IFC 2024; and the power of responsive campaigning.

Leadership Programme 2024

In 2024, we have continued with the year-round model first developed and implemented in 2023. Design, content, and speaker selection were based on exhaustive consultation. While some topics continued from 2023, new challenges were identified, including:

- How to incorporate climate change into our work, as it is something we should all be working on.
- How to create collaboration within an organisation, within the social impact sector, and beyond the social impact sector.

The 2024 Leadership Programme attracted 104 leaders from 38 countries, with 50% from Global Majority countries.

The leadership cohort wanted to become more action- and results-driven and agreed on the following operational principles:

We are committed to empowerment through action, global collaboration for impact, and systemic sector change.	And we do that through openness and transparency, inclusive and participatory decision making, and remaining adaptive and responsive.
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The 2024 Leadership Programme consisted of four full-group Leadership Summits on facing the future, indigenous wisdom, collective action, and rising trends of disillusionment and polarisation in Gen Z.

The leader labs were re-branded as Action Labs for 2024 and focused on climate, innovation, AI, strategy & people, and shift the power. All Action Labs are in the process of finalising toolkits, research papers, and thought leadership pieces on their specific topics to be shared with our global community and beyond soon.

Fundraising Fundamentals Masterclasses

Following the successful launch of the AI Fundamentals masterclass in 2023, we greatly expanded the Fundamentals format in 2024 and offered a series of two-hour interactive small-group introductory workshops on several key topics under the Fundraising Fundamentals banner. The sessions in 2024 consisted of: AI, corporate partnerships, digital mobilisation, major donors and ethical storytelling.

IFC 2024: WE RISE

At IFC 2024, we gathered to reimagine philanthropy, embracing innovation, collaboration, and the power of diversity to tackle global challenges. Held from 22–25 October, this year’s event brought together 1,060 delegates from over 70 countries, representing more than 500 organisations.

IFC 2024 welcomed 56% first-time attendees and 44% returning participants, underscoring its strong appeal across the fundraising community. The event achieved an impressive overall satisfaction rating of 87%, with 82% of attendees feeling inspired by new and exclusive content. These numbers highlight a sustained commitment to delivering value and fresh perspectives.

The programme featured a wide array of sessions, including masterclasses, plenaries, interactive workshops, and the ever-popular Innovation Hub. With speakers from every continent, the event delved into pressing topics such as AI ethics, climate-resilient fundraising, and Islamic philanthropy. Masterclasses achieved standout ratings of 4.5 out of 5, reflecting 90% approval from participants.

Delegates took away key insights on cultural adaptation, ethical storytelling, and the importance of integrating EDI into organisational strategy. Sessions on unrestricted giving and donor-centric innovation left many inspired to push boundaries and spark meaningful change within their organisations.

The theme WE RISE focused on the impact we could have if we collaborate – especially in our role as resource mobilisers. The organisations present at IFC have a direct reach of over a billion people, meaning over a billion chances to create change and impact. In our roles as fundraisers, campaigners, activists, and changemakers, we know how to bring different parties to the table and how to achieve results, as we are driven - and stubborn – in working towards our achievements. This provides not only active hope, but possibilities for the future, especially when civil society is under threat.

“A truly transformative experience—discussing AI, climate action, and grassroots innovation with global changemakers in one space.” 2024 delegate

"IFC gave me the clarity, tools, and energy I needed to drive positive transformation back home." 2024 delegate

IFC Pop-Ups

The Resource Alliance regional activities in the regions have been expanding rapidly via IFC Pop-Up events in South Africa, Zambia, Australia, and Kenya, and new collaborations with AFP Toronto and with the Ukrainian non-profit consortium, resulting in a day of learning and community building. We envision a localised agenda combined with international expertise and content, where resource mobilisers come together to learn, connect, debate, build capacity, and form communities.

Target Foundation

Target Foundation is supporting the Resource Alliance through a three-year programme dedicated to fostering emerging leaders (individuals who are either under the age of 30 or who work for NGOs with an annual turnover of less than £500,000) across the globe. The attention here is on the Leadership Programme with a specific focus on emerging leaders who otherwise could not have joined. In addition to the Leadership Programme, Target also supports the Emerging Leaders participation at IFC.

Resource Alliance Global Community Digital Platform

The journey to create the Resource Alliance Global Community platform began with a bold vision of connecting changemakers, fundraisers, and social innovators across the globe to collaborate, share knowledge, and drive collective impact.

In 2023/24, we moved from conception to action, laying the foundations for this initiative. Over the past year, we have built a user-centric experience, incorporating feedback from our community to ensure that the platform is intuitive, engaging, and effective. The platform is designed to empower users with the tools they need to succeed in their work and make a meaningful impact.

In October 2024, the platform soft launched at the International Fundraising Conference (IFC), offering exclusive access to all delegates. This early access allowed attendees to explore the platform's features and engage with the community. All content from IFC 2024, including session recordings, presentations, and resources, is now available on the platform, providing attendees and future users with valuable learning material. As of early December, 500 members have engaged with and tested the platform.

With the groundwork laid, the Resource Alliance Global Community digital platform is set for its full-scale launch to the wider community in early 2025. This marks a significant milestone in the Resource Alliance's mission to identify new solutions and innovative approaches from fundraisers, campaigners, and changemakers worldwide and disseminate them as broadly as possible, while stimulating collaboration across the globe.

"The platform is perfect for connecting with fellow participants. It's a great addition to the Resource Alliance experience!" Johann Fox, Head of Development, Dogs Trust Ireland

"A welcoming community and a user-friendly design make this platform a fantastic place for changemakers to gather and share ideas." Meyrson Ayawovi, CRM Manager, FONDS XOESE

Strengthening the Resource Alliance Team

Last, but not least, 2024 saw long overdue investments in the team, via the recruitment of new team members. We recruited Kelvin Glen as Director of Partnerships, Sarah Pacutho as Emerge Programme Manager, Farkhanda Zahoor as Global Community Manager, and Tayla Shields as Event Manager. We are delighted to be bringing new expertise and support into the team as well as representing a more global team, with Kelvin coming from South Africa, Tayla from Australia (both now based in the UK), Farkhanda from India, and Sarah from Uganda.

Outlook for 2025

Where 2023 and 2024 focused on reshaping after the impact of Covid, internally and externally, we all truly feel 2025 means a new phase for the Resource Alliance. It will mean building on the new expertise in the team, having more resources to do the things we do right, and exploring new opportunities and collaborations to accelerate impact.

We will be strengthening existing collaborations, and creating and building new ones, especially in Africa, Asia, and Latin America. We will improve upon the 2024 India Fundraising Conference (IFRC), aiming for a minimum of 500 participants coming together in Delhi at the beginning of February. We are exploring closer alignment with network of organisations in Africa, with pan-African philanthropy conferences and with expanded IFC Pop-Ups to bring African solutions to the globe and facilitate exchange and collaboration.

The Resource Alliance will also leverage our existing rich content and expertise assets and expand that across the globe. We will aim to do more with what we have, giving access to content, solutions, and experts to many more people and organisations. Our collaborations with fundraising associations, civil society associations, global networks, and others will help to drive this effort, as will the launch of the Global Community digital platform.

It's a great feeling to emerge from the crisis management mode of recent years to being able to realise our strategic purpose. We now have the right skills in place and are in the process of finalising improvements in our internal systems and procedures.

None of this is feasible without the steadfast support of the Resource Alliance board, its Advisory Panel, and the experts, speakers, volunteers, and organisations across our global community. Together, we can build, move, and accelerate impact faster. Together, we reach over a billion people and are better equipped to respond to the challenging demands that confront us. Together, we can make change happen.

Governance

The Resource Alliance is a charity and a company limited by guarantee and is governed by its Memorandum and Articles of Association.

With operations stabilised after the challenging Covid period, the Board of Trustees approved the recruitment of new board members and a change in the chair of the board in 2024. Following a rigorous selection process, Asha Curran and Astrid von Soosten were recruited in their capacities as regional experts in the USA and Europe. Both also bring in required skills, from alliance building to fundraising, and provide access to networks in foundations, trusts, and major donor fundraising areas – important for the growth of the Resource Alliance. Bill Toliver and Mike Johnston moved off the board in 2024, and Ingrid Srinath was elected as new chair of the board. Our gratitude to Bill and Mike is unbounded and we look forward to their continued support in new ways.

The board focuses on strategic and governance issues and matters of broad general policy. The finance and audit committee continues to be active, while new subcommittees will focus on income development and governance in 2025.

The Board of Trustees is accountable and responsible for managing and supervising the activities and affairs of the organisation. The recruitment selection and subsequent induction of one or more new trustees can influence how effective the charity is. As a result, a great amount of importance is placed upon recruiting the right candidates as it can lead to a balanced and effective trustee board and a well-governed and effective charity.

Trustees are appointed for a term of three years and may serve no more than two consecutive terms, except in the case of a trustee becoming chair or in exigent circumstances. New trustees are appointed by a majority decision of the board and are typically individuals who already have existing involvement with and knowledge of the charity. Upon appointment, new trustees receive a board induction pack, including information about the charity, its history and strategy, and the board manual, as well as copies of past minutes, accounts, and other key documents. Induction meetings are held prior to the first board meeting in which the new trustee participates. Individual trustees often have significant volunteer roles within the organisation and support the CEO and staff team in implementing agreed programmes.

General management of the global brand is overseen by the CEO, who is responsible for all Resource Alliance operations. General management of the UK office is delegated to the management team, which is based in London, with oversight from the CEO and Board of Trustees. The Resource Alliance is actively committed to supporting the national and international operations and activities of organisations serving countries, people, groups, and individuals. In addition to the team in London and other international team members, there are volunteer teams in regional centres which enable the Resource Alliance to maintain close contact and collaboration with local networks. They also work on programmes related to Resource Alliance projects and objectives and assist in accessing funding. The Resource Alliance has two affiliated charities: the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust in India. Both organisations are dormant at time of writing.

Subsequent to the year end, the Resource Alliance UK board has unanimously approved the Articles of Incorporation and Bylaws for the creation of the Resource Alliance Foundation in the USA, with the Resource Alliance UK as the sole member of the US entity. The legal paperwork for receiving 501(c)(3) designation has been filed and a preliminary approval has been received, so the Resource Alliance Foundation is able to accept donations. Initial conversations with potential funders and partners have already begun.

As an organisation with global reach and an extensive global network, the Resource Alliance needs to attract the breadth and depth of expertise required to achieve these aims in a competitive global employment market. For the majority of key management based in the UK, the board have agreed that the remuneration package offered to key management staff should be benchmarked against the London market with consideration to the global environment while recognising that the organisation is a not-for-profit and the need to keep compensation in line with this sector.

Fundraising

The Resource Alliance recognises the important work that the Fundraising Regulator undertakes to ensure fundraising is respectful, open, honest, and accountable. In 2023 the charity recruited a consultant for one day a week to support in foundations and trust fundraising and has, consequently, registered with the Fundraising Regulator. Mid-2024 a new Director of Partnerships was recruited, with a focus on income development.

We have a process in place for dealing with complaints and feedback, with a complaint form and process published on the website. We have had no complaints regarding our fundraising over the year.

Financial review

Income for the year of £1,660,262 shows an 11% increase of £167,952 compared with the previous year's total £1,492,310. Expenditure in the year increased 16% to £1,416,481 (2023: £1,219,539). The increase in income and expenditure has resulted in a surplus of £243,781 and total funds of £252,534 (2023: funds £8,753).

The accounts have been prepared on the going concern basis of accounting. In determining that it is appropriate to prepare the accounts on the going concern basis, the trustees have concluded that the organisation's financial situation has greatly improved since the period covered by these financial statements and there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern. The organisation ended calendar year 2023/2024 with a series of programmes which are all financially stable or profitable and with income exceeding expenditure.

The trustees have considered future financial projections till December 2025, covering a period of more than one year from the date of this trustee report. Building on the results of new programmes and activities initiated over the period of financial year 2023/24 Resource Alliance will expand its reach and impact via regional programmes and collaborations with national fundraising and civil society associations, and via the introduction of the global community digital platform.

The main part of the programmes will remain financially sustainable, also when looking at 2025, while we build on the strong partnerships with organisations like Microsoft, Fundraise Up, and Salesforce. Foundations and trusts will be an important focus in 2025, building on the networks of existing and new board members in this field. Besides that, we will aim to increase the participants at IFC 2025, now the team has expanded.

On the expenditure side, priority is being given towards systems and process, including optimising Cvent, the events application, launching the digital platform hosted by Hivebrite and Salesforce as the CRM system. Financial support has been allocated towards travels and accommodation for in-person meetings with the international team and the board, and participation in regional conferences and towards meetings with potential and new partners and alliances. The expenditure remains aligned with income results, meaning mitigating risks upfront. If income has not been achieved at the right level, expenditure changes can be decided upon immediately, without having drastic consequences.

The financial forecast remains pragmatic, realistic, and focused on the key priorities set out for the coming year. There continues to be a focus on stabilising and building the reserves in 2024/25 and following the successful IFC in October 2024 the free unrestricted reserves are currently in excess of £410,000.

Related parties

The Resource Alliance UK board has unanimously approved the Articles of Incorporation and Bylaws for the creation of the Resource Alliance Foundation in the USA, with the Resource Alliance UK as the sole member of the US entity. All rights and powers will be exercised through the chief executive officer of the Resource Alliance UK, and the initial directors, are William Harris Toliver (Bill), chair of the board of directors; Michael Johnston (Mike); Wilhelmina Teuna van Rijn (Willeke), secretary, treasurer.

The legal paperwork for receiving 501(c)(3) designation has been filed and a preliminary approval has been received, so the Resource Alliance Foundation is able to accept tax-exempt US donations. Initial conversations with potential funders and partners have already begun.

Investment and Reserves Policy

The Resource Alliance's Reserves Policy is aimed to ensure the Resource Alliance can continue to operate for 12 months in the event of a loss of income. Following a leaner organisation and team post-Covid, a review of the reserves policy resulted in adjustment towards a more realistic 9-12 months financial target for unrestricted reserves.

Covid showed that the Resource Alliance can downsize the organisation to a minimum operational level of £30,000 per month. While the previous policy set reserves between £650,000 to £1,000,000, the updated policy developed by the Finance & Audit Committee and unanimously approved by the board has set the new target for unrestricted reserves between £270,000 to £360,000 (nine to twelve months of operating expenses at the minimum operational level).

The reserves may be required at short notice (within one year). The investment policy is for them to be held as cash in short term deposits. It is the opinion of the board that it would be inappropriate to invest in more complex asset classes due to higher risk, reduced liquidity, and increased costs of management.

Trustees carry out a detailed review of the level of reserves required regularly. The main objective of these reviews is to establish the level of unrestricted reserves that would provide a sustainable platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. Free reserves comprise unrestricted reserves excluding fixed assets.

Reserves are on track to reach their targets again. As of 31 March 2024, the reserves showed negative unrestricted free reserves of £10,016 (2023: positive £8,753) and restricted funds of £262,500 (2023: £nil). Free reserves do not include income of £220,280 (2023: £177,288) received in advance for IFC 2024 which was treated as a deferred income liability in these financial statements. Following the successful IFC in October 2024, the free unrestricted reserves are currently in excess of £410,000.

Risk Management

The trustees have examined the major strategic, business, and operational risks which the organisation faces. The trustees confirm that the risk management policy of the Resource Alliance is to adopt recognised best practices in the identification, evaluation, and effective control of risks and opportunities to ensure that they are managed at acceptable levels.

The risk management policy enables the board to monitor and review strategic risks through our Board Assurance Framework, while ensuring the process is being effectively monitored by the senior management team. The staff team will adopt ownership of operational hazards through the Charity Risk Register, enabling us to ensure that risks are managed appropriately and that we have a particular focus on the key threats the Resource Alliance faces.

After the most challenging years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. There are four scenarios that could cause the cancellation or significant scale back of an in-person IFC 2025. We have analysed and continue to closely monitor the following:

1. **An economic downturn severely restricts travel/event budgets** — The Resource Alliance has been effective in holding the cost of in-person attendance at IFC within $\pm 5\%$ year-to-year and historically has never fallen below 600 attendees at that price. IFC 2024 had 743 attendees and we aim to expand in 2025 following the recruitment of additional staff members focusing on marketing and partnerships. As we have already initiated early ticket sales for IFC 2025, we can easily adapt if ticket sales are not on track.
2. **Terrorism, civil unrest, and/or expansion of regional conflicts** — We are paying close attention to conflicts in the Middle East, the continuation of the war in Ukraine, the global trend toward far-right extremism, the increase in racism and xenophobia, and the potential for increased civil unrest in the world. We have already experienced several challenges, including the inability of board members, speakers, and attendees from Global Majority countries to obtain travel visas for IFC and other events. As evidenced in our growing engagement with the social impact community in Ukraine, we believe the reach of our digital platform, the flexibility of our regional event strategy, and the strength of our digital community will mitigate most of the foreseeable impact of conflict and unrest — regardless of where it may arise.
3. **Climate change regulations or organisational policies result in decline in international travel** — The Resource Alliance has several possibilities incorporated in our 2025 plans. Firstly, the international in-person events the Resource Alliance organises (mainly IFC 2025) are all focused on reducing emissions by avoiding plastic use, using recycled materials where possible, and promoting train transport from attendees within EU and from UK. We also offset the remaining emissions produced. Secondly, new regional events will be expanded in 2025, avoiding long haul international flights for many attendees, while attracting new attendees to those events.
4. **Unforeseen implications of declining civic space across the world, putting restraints on the nonprofit sector** — The main tactics used here are the limitations of international financial transactions. This means a severe focus on localised fundraising, something that aligns with the Resource Alliance's work. Income diversity is crucial in mitigating risks, maintaining financial sustainability, and even in building constituencies supporting the work of civil society organisations. We will create greater awareness about this and promote the programmes and events and building skills towards those goals — virtually, in-person, and globally, regionally, and nationally with the new alliances and collaborations we have formed.

While any of the above scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant at this time. The board has developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to weather the storm. The board is focused on securing additional working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising, a continuation of income diversity and delivery of ongoing digital events and membership content. In-person events will continue to help to build our unrestricted reserves. Based on the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

Risk management is not a separate exercise and is therefore an ongoing process, helping the organisation to achieve its objectives and fulfil the strategy. It is entrenched into the governance of the Resource Alliance, with risk discussions taking place at every meeting of the trustees and allowing for greater flexibility and responsiveness to situations as they arise.

Trustee responsibilities

The trustees (who are also directors of the Resource Alliance for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable laws and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of the charitable company and of the sources and application of resources of the charitable company 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 a 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 of 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

In preparing the Trustees' Report, the trustees have taken the exemptions available to smaller companies including the exemption from preparing a strategic report.

On 18th November 2024 the charitable company's auditors changed its name from Haysmacintyre LLP to HaysMac LLP.

This report was approved by the board on 17 December 2024 and signed on their behalf by:



Ingrid Srinath
Chair and Board Member

Audit Report

Opinion

We have audited the financial statements of The Resource Alliance Limited for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 charitable company's affairs as of 31 March 2024 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 Charity 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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. 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 (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

Matters on Which we are Required to Report by Exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the Financial Statements

As explained more fully in the trustees' responsibilities statement set out on page 17, 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 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 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

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 the 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:

THE RESOURCE ALLIANCE LIMITED

INDEPENDENT AUDITOR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with company and charity law applicable in England and Wales, we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to the cut-off of income, posting inappropriate journal entries to income, and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

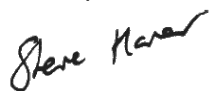
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steve Harper (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditor
Date:

18 December 2024

10 Queen Street Place
London
EC4R 1AG

THE RESOURCE ALLIANCE LIMITED
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2024

Statement of Financial Activities

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
INCOME					
Income from Donations	2	7,080	-	7,080	67,667
Income from charitable activities:	3				
Conferences and Learning		1,384,707	-	1,384,707	1,383,816
Resource and Education		1,594	-	1,594	37,059
Professional Standards Advice and Information		136	262,550	262,686	2,962
		<u>1,386,437</u>	<u>262,550</u>	<u>1,648,987</u>	<u>1,423,837</u>
Income from investments					
Investment Income	4	4,195	-	4,195	806
TOTAL INCOME		<u>1,397,712</u>	<u>262,550</u>	<u>1,660,262</u>	<u>1,492,310</u>
EXPENDITURE					
Charitable activities:					
Conferences and Learning		1,300,392	-	1,300,392	1,126,974
Resources and Education		116,089	-	116,089	92,565
Professional Standards Advice and Information		-	-	-	-
TOTAL EXPENDITURE	6	<u>1,416,481</u>	<u>-</u>	<u>1,416,481</u>	<u>1,219,539</u>
Net Income/(Expenditure) and Net movement in funds		(18,769)	262,550	243,781	272,771
Fund balances brought forward 1 April 2023	11	8,753	-	8,753	(264,018)
Fund balances carried forward 31 March 2024	11,12	<u>(10,016)</u>	<u>262,550</u>	<u>252,534</u>	<u>8,753</u>

The accompanying notes are an integral part of the financial statements.

All transactions during the year are derived from continuing activities.

THE RESOURCE ALLIANCE LIMITED**BALANCE SHEET****AS AT 31 MARCH 2024****Company Number: 4007393**

Balance Sheet	Notes	2024 £	2023 £
Current assets			
Debtors	9	264,424	86,834
Cash at bank and in hand		443,102	205,159
		707,526	291,993
Creditors: amounts falling due within one year	10	454,992	283,240
Net current(liabilities)		252,534	8,753
Net assets		252,534	8,753
Funds	11,12		
Unrestricted funds – General		(10,016)	8,753
Restricted funds		262,550	-
Total funds		252,534	8,753

These accounts were approved by the Board of Trustees and authorised for issue on 17 December 2024 and signed on their behalf by:



Ingrid Srinath
Chair and Board Member

THE RESOURCE ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

Statement of cashflows	£	2024 £	£	2023 £
Cash flows from operating activities:				
Net income/(expenditure) for the year (as per the statement of financial activities)	243,781		272,771	
Adjustments for:				
Depreciation and amortisation charges	-		-	
Dividends, interest and rents from investments	(4,195)		(806)	
(Increase) in debtors	(177,590)		(63,972)	
(Decrease)/Increase in creditors	171,752		(112,906)	
Net cash used in operating activities		233,748		95,087
Cash flows from investing activities:				
Dividends, interest and rents from investments	4,195		806	
Net cash provided by (used in) investing activities		4,195		806
Change in cash and cash equivalents in the year		237,943		95,893
Cash and cash equivalents at the beginning of the year		205,159		109,266
Cash and cash equivalents at the end of the year		443,102		205,159

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements

1. ACCOUNTING POLICIES

The most significant accounting policies as well as estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

(b) Statutory information

The Resource Alliance is a charitable company limited by guarantee and is incorporated in England and Wales (company registration number 04007393). The registered address is The Brew Eagle House, City Road, London, EC1V 1NR.

(c) Basis of preparation

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the 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, Second Edition, effective 1 January 2019) and the Charities Act 2011.

(d) Going concern

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated.

The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising and delivery of ongoing digital events and membership content. In-person events will continue to help to return money to our unrestricted reserves. As of 31 March 2024 the charity had negative unrestricted reserves of £10,016. Following the IFC 2024 the free unrestricted reserves are currently in excess of £410,000. On the basis of the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

(e) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

(f) Income

All income is included in the SOFA when the company is legally entitled to the income, there is a reasonable probability of receipt, and the amount can be quantified with reasonable accuracy.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has an entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service or event is deferred until the criteria for income recognition are met e.g. the event has taken place.

1. ACCOUNTING POLICIES (continued)

(g) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. All support costs, including governance costs, are allocated between the cost of generating funds and resources expended on charitable activities on basis of time spent.

(h) Pension costs

The charity contributed 6% of each individual, eligible, permanent staff member's gross salary to a personal pension plan of their choice. The cost of providing pension benefits is charged to expenditure.

(i) Operating leases

Operating lease rentals are written off as incurred.

(j) Foreign currencies

Transactions during the year have been converted at the rate applicable at that time. Assets and liabilities in foreign currencies are translated at the exchange rates ruling at the Balance Sheet date or where appropriate, the rates of exchange under relevant foreign exchange contracts. Differences on exchange arising are included in the SOFA.

(k) 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, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

(l) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

(m) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the cost of fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1. ACCOUNTING POLICIES (continued)

(n) Creditors and provisions

Creditors and provisions are recognised where the charity 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 the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(o) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(p) Financial Instruments

Financial assets, such as cash and debtors, are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities, such as trade creditors, loans and finance leases, are measured at the present value of the obligation.

2. INCOME FROM DONATIONS

	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
Donations	7,080	-	7,080	67,667
Total Donations	7,080	-	7,080	67,667

Donations in the prior year were all unrestricted.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
Conferences and Learning				
Conferences and events	1,384,707	-	1,384,707	1,383,816
Total Conferences and Learning	1,384,707		1,384,707	1,383,816
Resources and Education				
Membership	1,594	-	1,594	37,059
Total Resources and Education	1,594	-	1,594	37,059
Professional Standards Advice and Learning				
Oak Foundation Emerge Campaign	-	262,550	262,550	-
Other	136	-	136	2,962
Total Professional Standards Advice and Learning	136	262,550	262,686	2,962
Total Income from charitable activities	1,386,437	262,550	1,648,987	1,423,837

3. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR

	Unrestricted	Restricted	Total
	£	£	2023 £
Conferences and Learning			
Conferences and events	1,383,816	-	1,383,816
Total Conferences and Learning	1,383,816	-	1,383,816
 Resources and Education			
Membership	37,059	-	37,059
Total Resources and Education	37,059	-	37,059
 Professional Standards Advice and Learning			
Other	2,962	-	2,962
Total Professional Standards Advice and Learning	2,962	-	2,962
 Total Income from charitable activities	1,423,834	-	1,423,837

4. INVESTMENT INCOME

	2024	2023
	£	£
Bank Interest Receivable	4,195	806

5. NET INCOME/(EXPENDITURE)

is stated after charging:

	2024	2023
	£	£
Auditor's remuneration	15,200	14,000

6. TOTAL EXPENDITURE

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2024 Total £	2023 Total £
Direct Costs					
Staff costs (incl. overseas self-employed staff)	192,467	44,377	-	236,844	159,176
Other staff costs	22,284	5,138	-	27,422	23,257
Event food, accommodation, travel	757,660	-	-	757,660	624,956
Event marketing	11,268	-	-	11,268	26,434
Event other direct costs	11,860	-	-	11,860	28,370
Consultants and translation services	16,050	-	-	16,050	15,023
Travel and subsistence	65	-	-	65	375
	1,011,654	49,515	-	1,061,169	877,591
Support Costs					
Staff costs (incl. overseas self-employed staff)	-	-	-	-	665
Governance direct costs	16,151	3,724	-	19,875	15,903
Consultants	135,806	31,313	-	167,119	182,890
Other staff- related costs	-	-	-	-	97
Outsourced services (HR, finance, and payroll)	49,455	11,403	-	60,858	55,619
Premises costs	4,392	1,013	-	5,405	13,831
IT costs	31,624	7,292	-	38,916	28,210
Marketing	6,712	1,548	-	8,260	3,649
Other	44,597	10,283	-	54,880	41,084
	288,738	66,574	-	355,312	341,984
TOTAL	1,300,392	116,089	-	1,416,481	1,219,539

6. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2023 Total £
Direct Costs				
Staff costs (incl. overseas self-employed staff)	131,184	27,992	-	159,176
Other staff costs	19,167	4,090	-	23,257
Event food, accommodation, travel	624,956	-	-	624,956
Event marketing	26,434	-	-	26,434
Event other direct costs	28,022	348	-	28,370
Consultants and translation services	15,023	-	-	15,023
Travel and subsistence	375	-	-	375
	845,161	32,430	0	877,591
Support Costs				
Staff costs (incl. overseas self-employed staff)	548	117	-	665
Governance direct costs	13,106	2,797	-	15,903
Consultants	150,727	32,163	-	182,890
Other staff-related costs	80	17	-	97
Outsourced services (HR, finance, and payroll)	45,838	9,781	-	55,619
Premises costs	11,399	2,432	-	13,831
IT costs	23,249	4,961	-	28,210
Marketing	3,007	642	-	3,649
Other	33,859	7,225	-	41,084
	281,813	60,135	-	341,948
TOTAL	1,126,974	92,565	-	1,219,539

7. TRUSTEES' REMUNERATION

No trustee received remuneration during the year. Expenses reimbursed to any trustee in the period were £nil (2023: £nil)

8. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	204,650	138,687
Social security costs	18,515	12,266
Redundancy and termination costs	11,500	-
Employer's contribution to defined contribution pension scheme	13,679	8,888
Other forms of employee benefits	-	106
Staff costs	<u>248,344</u>	<u>159,947</u>
Consultants	<u>167,119</u>	<u>182,889</u>
	<u><u>415,463</u></u>	<u><u>342,837</u></u>

One employee received emoluments totalling between £110,001 to £120,000 (2023: 1). Pension contributions are to individual or stakeholder pension plans.

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer and Senior Management team. The total amounts paid for salaries and expenses in respect of the key management personnel of the Charity were £121,055 (2023: £113,212).

	2024	2023
Average headcount	3	2

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2024

9. DEBTORS

	2024 £	2023 £
Trade debtors	157,960	67,552
Other debtors including grant receivable	705	705
Prepayments and accrued income	105,759	18,577
	264,424	86,834

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	55,426	19,029
Other creditors, including taxes and social security	17,353	6,813
Accruals and deferred income	382,213	257,398
	454,992	283,240

Movement in deferred income

	2024 £	2023 £
As at 1 April	223,430	273,273
Released in year	(223,395)	(273,273)
Deferred in year	335,067	223,430
As at 31 March	335,102	223,430

Deferred income relates to ticket sales in advance for IFC and membership income.

11. STATEMENT OF FUNDS

Current year	1 April 2023 £	Income £	Expenditure £	Transfers £	31 March 2024 £
Unrestricted funds	8,753	1,397,712	(1,416,481)	-	(10,016)
Restricted funds	-	262,550	-	-	262,550
Total funds	8,753	1,660,262	(1,416,481)	-	252,534

Disposals	1 April 2022 £	Income £	Expenditure £	Transfers £	31 March 2023 £
Unrestricted funds	(264,018)	1,492,310	(1,219,539)	-	8,753
Restricted funds:					
Emerge Campaign	-	-	-	-	-
	-	-	-	-	-
Total funds	(264,018)	1,492,310	(1,219,539)	-	8,753

The general reserve represents the free funds of the company, which are not restricted and free to use in accordance with the charitable objects. At the end of March 2024 general reserves were in deficit, while at the time of signing, the unrestricted reserves were positive. Restricted reserves represent funds received which are to be applied to specific activities during the coming year. Details of these activities are as follows:

Emerge – The guiding vision for this programme was the emergence of organisations capable of delivering on their mission – a vision that we shared with many sector stakeholders and donors.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund balances at 31 March 2024 are represented by:			
Debtors	264,424	-	264,424
Cash	180,552	262,550	443,102
Creditors	(454,992)	-	(454,992)
Total net assets	(10,016)	262,550	252,534

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund balances at 31 March 2023 are represented by:			
Intangible Fixed Assets	-	-	-
Tangible Fixed Assets	-	-	-
Debtors	86,834	-	86,834
Cash	205,159	-	205,159
Creditors	(283,240)	-	(283,240)
Total net assets	8,753	-	8,753

13. OPERATING LEASE COMMITMENTS

At the reporting end date Resource Alliance had no operating lease commitments.

14. RELATED PARTY TRANSACTIONS

No transactions have taken place with either Trustees or with the Senior Management Team. There were no related party transactions during the current year (2023: none).

THE RESOURCE ALLIANCE LIMITED

England & Wales - Charity number 1099889

Accounts



THE RESOURCE ALLIANCE LIMITED
(a company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2023

Company registration number: 4007393

Charity registration number: 1099889

Website: www.resource-alliance.org

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THE RESOURCE ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2023

Legal and administrative information

Company Registration Number	4007393
Charity Registration Number	1099889
VAT Registration number	608 0608 58
Board of Directors/Trustees	William Toliver, USA, Chair Mike Johnston, Canada Pesh Framjee, UK Colin Habberton, South Africa Marcelo Iniarra, Argentina Nana Asantewa Afadzinu, Ghana Naila Farouky, Egypt Ingrid Srinath, India The directors are also the trustees of the charity.
Company Secretary / CEO	Willeke van Rijn
Head Office / Registered Office	The Brew Eagle House 163 City Road London EC1V 1NR
Bankers	Barclays Bank P O Box 544 54 Lombard Street London EC3V9EX
Solicitors	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditor	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG

The financial statements comply with the Charities Act 2011; the Companies Act 2006; the Memorandum and Articles of Association; and the 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).

Legal and administrative information set out above is part of this report.

Our purpose

The Resource Alliance exists to strengthen the social impact sector by helping the people responsible for resource mobilisation to develop the knowledge, tools, and connections necessary to fuel their work.

Our ambition is to bring together a highly engaged community of fundraisers, campaigners, and activists and connect them with innovative thinking, best practices, and collaborative networks to support them in their mission.

Our impact

In 2022/23, an estimated 5,000 people from more than 120 countries have benefitted from a Resource Alliance programme or event or through activities within the Resource Alliance Global Community.

In addition, with funding from the ELMA Foundation, we supported 112 grassroots organisations across the African continent to build their digital and online presence throughout 2020/21.

Acknowledgements

The Resource Alliance is made up of a truly global community of passionate individuals who care about our mission and share our values. Without the support of those who put in tireless efforts behind the scenes to make our events happen, the Resource Alliance could not create the impact it does, and we thank them for their generosity in helping us achieve so much.

A special thanks goes out to Salesforce for being our partner throughout 2022, including as headline sponsor of IFC 2022, the first in-person IFC in three years, and for sponsoring the monthly Global Community keynote sessions. In partnership with Salesforce, we continued the Senior Leadership Summits, a series bringing together leaders from across the social impact sector to exchange knowledge and to trigger and instigate the change and transformation needed to achieve impact in the sector and beyond.

The following partners supported us in delivering IFC 2022, Fundraising Online 2022 (FRO), and our regular monthly Global Community content: Salesforce, Blackbaud, Fundraise Up, CFRE, Orix Media, Formunauts, Daryl Upsall International, Mindwize, Threadline, 3 Sided Cube, Latte Creative, Housatonic, Twilio, Stratcom, and Microsoft.

We thank ELMA Foundation for their support in the delivering of workshops and capacity building, with a focus on social media, web development, and digital fundraising, for 112 organisations across Africa. This project was initiated in 2021 and finalised in 2022.

Our gratitude must also go to those who led and participated in our Springboard Campaign, which helped provide important funding for the organisation during the global pandemic: Daryl Upsall (Co-Chair), Tony Myers (Co-Chair), Jennie Thompson, Martin Georgi, Sonya Swiridjuk, Usha Menon, Kay Sprinkle Grace, Anne-Marie Grey, Amanda Seller, and Steve Thomas, as well as to everyone who donated to the campaign. In times of need, is it a comfort to know you can rely on your support network. IFC 2022 would not have been possible without this important effort.

The Resource Alliance 2020-2023 Advisory Panel

The team who curated the content and speakers for the International Fundraising Congress: Marcus Missen, Leonard Cheshire (Chair, UK); Alfredo Botti, UNHCR (Argentina); Dana Kohava Segal, =mc (Israel/UK), Richard Turner, SolarAid (UK), Nina Saffuri, Consultant (UK), and Vikas Kataria, WaterAid (India).

Our dedicated IFC volunteers

Our wonderful team of volunteers and session leaders at IFC who make this event a truly wonderful experience for everyone.

Inspirational speakers

There are too many individual names to mention here, but we want to thank all the speakers who were part of IFC 2022, #FRO2022, the Senior Leadership Summits, and our monthly keynote sessions for taking the time and putting in the effort to share their knowledge and expertise with our community.

Foreword

After 36 long months, the International Fundraising Congress (IFC) finally made its return in 2022. IFC 2022 was widely assessed to be one of the most successful events in the 40-year history of the congress. It was also the first year the event was broadcast via a digital platform, with 1,100 people from 78 countries, representing over 500 organisations, coming together (online and in person) to celebrate, collaborate, and find new answers to the new questions in a “new world”.

The theme, *Shaping the Future Together*, reflected a shared commitment across our global community to lead change in a post-COVID world, rather than fall victim to it. Many organisations that saw a decline in fundraising during COVID, found new ways to raise critical funds and mobilise resources to achieve their mission.

The Resource Alliance modelled what it means to lead change by shifting to a digital delivery model during COVID and creating new programmes to continue to deliver on our mission. Our suite of monthly keynotes, webinars, and virtual *Ask the Expert* sessions helped people embrace new solutions and build connections and grew both the size and global reach of our community during COVID.

A virtual capacity-building programme, in partnership with ELMA Foundation, connected 124 leaders from 112 grassroots organisations across the African continent, building their digital and online presence. Our Senior Leadership Summits brought together leaders from around the world to assess the needs of the sector and develop new approaches to achieving impact.

The Resource Alliance's achievements were even more notable, as the organisation was able to make significant progress while enduring COVID-driven downsizing in both financial resources and people. We are grateful to our devoted team members, a community of incredible volunteers, and our sponsors and partners who worked side-by-side with us through incredibly challenging times. We are proud of our incredible Global Community of fundraisers, activists, and resource mobilisation professionals around the world who took the knowledge, skills, and tools shared through our work and turned them into real, positive impact for the people and causes they serve.

The energy and commitment that fuelled our work through COVID led to a true revival by 2022. The Resource Alliance emerged from an existential test with a great deal of optimism and a renewed commitment to accelerate the size and reach of our community and share new solutions, tools, and best practices to create greater impact.

2022/2023 highlights

Fundraising Online: #FRO2022

Fundraising Online, held over two days on 20 & 21 April, continued its tradition of excellence in the world of digital fundraising. In 2022, the event saw an impressive response with 595 registrations from 64 countries.

The event featured a diverse array of 48 sessions, including headline sessions, panel discussions, live Q&A sessions, interactive fringe discussions, and networking sessions. It was driven by 54 speakers representing Europe, Asia, South & North America, and Africa.

The networking and interaction were vibrant, with 1,700 chat messages sent and 171 visitors to the networking area. Furthermore, the average participation was nine hours and 28 minutes, and 194 attendees revisited the event's content in the on-demand area. Compared to the 2021 event, 2022 demonstrated significant improvements in both engagement and attendance. Attendees expressed high satisfaction, giving the event an overall rating of 93.4%.

In-depth research across the Global Community

A report, launched on 18 March 2022 in collaboration with Blackbaud, addressed which organisations were successful during COVID and why. A key outcome of the quantitative and qualitative research showed that stronger leadership involvement and meaningful investment in innovation and new technology was the key differentiating factor.

The Resource Alliance Global Community

In July 2020, we launched the Resource Alliance Global Community with the goal of providing year-round, continuous learning, and engagement on the most powerful ways to resource social change; not just financial, but also human, technical, and intellectual. Between April 2022 and March 2023, we had approximately 2,536 registrations for online sessions delivered through and for our Global Community. This included monthly keynotes, *Ask the Expert* sessions, and discussion groups specifically focused on the pressing issues of Ukraine and Women in Fundraising. Across this period, topics covered included donor strategy, people power, crypto-philanthropy, innovation, leadership, tech trends, diversity & inclusion, and Gen Z. Access to these sessions was free to everyone.

Senior Leadership Summit

Building on the success of the Senior Leadership Summits in 2020 and 2021, the Resource Alliance organised two new editions in partnership with Salesforce during 2022. Both sessions were focused on next-generation leadership by creating solutions to problems that hinder accelerated impact in the social impact sector. One summit was delivered online in June with the other delivered in-person meeting at IFC 2022 in October.

The first session on 21 June was positioned as a *think tank* within which we explored the key issues that are hindering organisations from maximising their impact and creating accelerated solutions.

The in-person meeting at IFC 2022 was positioned as a *do tank* within which the focus was on finding practical solutions to tackle the key issues that were raised at the virtual event in June.

ELMA webinars and capacity-building programme

In 2021, we introduced a new virtual capacity-building programme in partnership with ELMA Foundation. This resulted in two workshops that were delivered to 112 organisations across Africa in 2021/22. The 124 participants joined the Resource Alliance Global Community and got access to our resource library, to a dedicated online hub to stimulate exchange across the participants, and to #FRO2022.

Following a needs assessment with the participants, the July workshops were focused on understanding the digital ecosystem, sharing social media and website development tools, and how to draft a communication plan. The evaluation of the July workshops formed input for the curation of the February workshops, which focused on digital marketing content curation and included an in-depth look at website development. Both webinars were well attended and well received by the ELMA grantees and foundation leads.

"I am grateful that ELMA in partnership with Resource Alliance Global Community gave us an opportunity to improve our knowledge on the effective use of digital communication better.

Nhtabeleng Lepphoto, Touch Tiny Lives, Lesotho

IFC 2022: Shaping the Future Together

Three years since the last in-person IFC, people across the world witnessed dramatic changes in their personal and professional lives, with a stronger sense of the importance of human connection and an urgent need for change. The 40th anniversary of IFC prompted reflection on the future, challenging participants to accelerate change, fostering true collaboration, and exploring new avenues for impactful partnerships and innovative new ways to resource their organisations. The event brought together 1,142 individuals from 78 countries, representing over 500 organisations.

The event catered to a wide variety of job roles ensuring a comprehensive experience for all attendees. IFC 2022 resulted in an overall satisfaction rating of 86%, with 57% of participants perceiving the event as an improvement on previous years. Attendees took away valuable insights and experiences, with a substantial number indicating increased effectiveness, awareness of new techniques, networking opportunities, and personal reflection.

Contributing to IFC 2022's success, the programme featured masterclasses, debates, keynotes, workshops, and Innovation Hub sessions. Notably, the event achieved high ratings for various sessions, with attendees particularly appreciating the masterclass on social impact measurement and the debate on *Shaping the Future Together*. The programme left attendees with valuable insights and lightbulb moments, inspiring them to think beyond traditional donor recruitment and recognise the potential for fundraisers to drive meaningful change.

Results through calendar year 2023

Where 2022 was a clear post-COVID year full of uncertainties, 2023 finally made room to create new plans and initiatives. The Resource Alliance and its board started the year with the development of a new strategy.

The strategic imperatives were defined as follows:

Strategic Imperative 1: Create a best idea ecosystem in which the most compelling solutions can be discovered anywhere and shared everywhere.

Strategic Imperative 2: Push the edge of thought leadership so our community has the best hope of having the greatest possible impact.

The operational imperatives were defined as follows:

Operating Imperative 1: Bring together the visionaries, diverse talent, inclusive alliances, critical voices, and progressive partnerships to guarantee we are the best in the world at this work.

Operating Imperative 2: Build a financial support system that ensures funding never restrains our highest ambitions to drive systemic change.

Each of the imperatives has dedicated action plans behind it. While our plan is ambitious, it shows the clear direction and focus of the Resource Alliance towards 2025.

In 2023, new programmes were initiated, based on clear consultation with the Global Community, and developed in financially sustainable ways, while remaining a focus on accessibility for all, e.g. the new Senior Leadership Programme and the AI Fundamentals masterclasses.

Some mid-year highlights for 2023:

#FRO2023 (Fundraising Online 2023)

Held on 19 and 20 April, Fundraising Online 2023, our annual digital fundraising conference, once again delivered an exceptional experience. This dynamic event, focused on sharing the latest in digital fundraising technology and best practices attracted 775 attendees from 70 countries — a substantial increase compared to the previous year.

Attendees embraced the diverse range of sessions, with the most popular ones focusing on crisis fundraising, using email for regular giving, building digital capacity, and exploring artificial intelligence in fundraising. Networking and interaction flourished, as evidenced by the 1,344 messages posted in the event chat and 257 visitors to the networking area. Additionally, 187 attendees explored the on-demand content and sponsor booths.

Feedback from the attendee survey revealed a 90% overall satisfaction rating, with 100% of respondents finding the event's pricing fair. Participants highlighted the value of staying updated on industry trends, global networking opportunities, and knowledge shared by experts and thought leaders. Many attendees left with lightbulb moments, such as the recognition of AI's potential in fundraising.

Looking ahead to 2024, there are several key recommendations to enhance the event's impact and engagement. The suggestions include streamlining the event schedule to prioritise the live aspect, reviving the Fringe programme, optimising sponsor sessions, and acknowledging the influx of registrations in the two weeks leading up to the event.

Fundraising Online 2023 continued to be a beacon of innovation and collaboration, reflecting the dynamic nature of digital fundraising. As we build on this success, we remain dedicated to delivering valuable insights, fostering connections, and exploring new horizons in the world of online fundraising.

Senior Leadership Programme 2023

We delivered a completely new offering for senior leaders in 2023, with a variety of events and offerings throughout the year that were delivered under the banner of a single Senior Leadership Programme. Following feedback from our leadership community on the importance of keeping these discussions open, impartial, and free from any undue influence, we decided not to pursue outside sponsorship to support our senior leadership offering in 2023 and instead adopted a payment model.

Access to the Senior Leadership Programme in 2023 was priced at £649, which provided access to three full-group Senior Leader Summits (May, August, and October 2023) and three smaller-group Senior Leader Labs (July, September, and November 2023). We thoroughly consulted our leadership community on what they would like to see covered in a comprehensive senior leadership programme and used this to help shape the design, content, and speakers throughout the year, resulting in the attendance of 66 leaders from 25 countries, representing a variety of organisations in size, thematic areas, and ways of working.

The first online Senior Leader Summit took place on 16 May 2023 and was delivered by Tosca Bruno-van Vijfeijken of Five Oaks Consulting under the title *Creating a culture that maximises motivation: Talent retainment in an era of hybrid & virtual teams*.

The second online Senior Leader Summit took place on 22 August 2023 and was delivered by Gib Bulloch and Amelia Parisian (plus additional members of their so-called “cast”) from Craigberoch Business Decelerator under the title *Collaborating by Decelerating*.

The third and final Senior Leadership Summit convened in person ahead of IFC on Tuesday 17 October 2023 and was strongly linked to the event theme – UNITE – through the desire of senior leaders for more effective cross-sector collaboration. The session culminated in four breakout groups where attendees discussed two key questions: “What can I do *tomorrow* to start systems change in my organisation?” and “Is there an overarching *moral (impact/outcome/“so what”)* that connects all our causes/stories?”

A new part of the programme was the creation of labs. For the Senior Leader Lab element of the programme, we used the consultation feedback to split into smaller groups that would tackle the most pressing issues, as highlighted by the participants themselves, in a more in-depth way. The topics identified were talent, shift the power, and innovation, tech, & trends (we ended up with two IT&T groups as this was the most popular topic).

AI Fundamentals Masterclass

With the rise of AI and the new potentials and learning it offers the social impact sector, the Resource Alliance introduced AI Fundamentals masterclasses.

Following on from a popular 45-minute session focused on AI at Fundraising Online in April 2023, the Resource Alliance, in collaboration with Kaz McGrath, introduced a two-hour AI Fundamentals masterclass, which was delivered online in different time zones in August and September 2023 and attracted 153 participants from 28 countries.

IFC Pop-Up events in different parts of the world

Regional events were initiated in Singapore and Australia. An IFC Pop-Up event in Singapore attracted 75 participants and was led by Usha Menon. Besides sharing best practices and innovative solutions, there was also time for debate and community-forming among resource mobilisers in Singapore.

In Australia, open discussions were initiated between resource mobilisers, debating leadership topics aligned with the Senior Leadership Programme. All input was incorporated into the Big Debate session at IFC 2023.

IFC 2023: UNITE

At IFC 2023, we united for disruption, change, and, most importantly, impact. Held from 17-20 October this year's conference marked inspiring growth, with 742 in-person attendees and 424 online participants, bringing together 1,166 individuals from 75 countries.

IFC 2023 showcased strong attendee engagement, with 59% first-time participants and 41% returning. The event received an overall satisfaction rating of 87%, and an impressive 83% of attendees felt they were exposed to new and exclusive content. These figures demonstrate a notable increase compared to 2022.

"No-where else could I meet 750 professionals from charities from 75 countries and learn about gaming, Islamic philanthropy and blockchain in one place!"

Trudy Stammer, Cancer Research UK

Our programme was enriched by a diverse range of sessions, including keynotes, open discussions, mini- and full-length masterclasses, and interactive workshops, and featuring speakers from across Europe, Asia, North and South America, and Africa. The masterclass sessions received an outstanding score of 4.51 out of 5, reflecting a 90% approval rating.

Delegates shared important learnings during the conference, such as the importance of fundraising to drive change, recognising the need for organisational discussions with other departments to achieve goals, and the inspirational impact of the closing keynote.

"It was the energy and inspiration I needed to go back to my organisation."

Attiya Hirji, Oxfam International, Kenya

Collaboration with global networks

Extensive work has been done in creating collaboration opportunities with other global networks and with national and regional fundraising and civil society associations. Some examples are mentioned here.

The unique collaboration with WINGS and Catalyst 2030 brings together different stakeholders from global networks: funders and philanthropists came in via WINGS, social innovators via Catalyst 2030, and resource mobilisers via the Resource Alliance. The role of the resource mobiliser is crucial here, providing a link between the community and the people in the programmes, as well as the funder or donor.

Together with WINGS and Catalyst 2030, the Resource Alliance created a commitment to share best practices on shift the power and shifting the funding paradigm initiatives, especially understanding the different roles and behaviours from the different stakeholders involved, creating an ecosystem over a power system. Instead of initiating another debate on the *how to*, the focus here has shifted towards showcasing successful examples, understanding the learnings and the impact it creates, and triggering others to shift, too.

The Resource Alliance has also (re)connected with many national and regional fundraising associations, civil society associations, and other networks across the globe. The focus here is on achieving the joint purpose we all share: strengthening the social impact sector by ensuring it can access the resources necessary to enable just, equitable, inclusive, and sustainable societies.

The spirit of collaborations is clearly there. The focus is on two areas of work:

1. A *best idea ecosystem* in which the most compelling solutions can be discovered anywhere and shared everywhere. Here, we focus on the collection of best practices, innovative solutions, and new thinking from all corners of the world and on disseminating it to as many people as possible, securing accessibility and equity among new thinking and learning. Here, the Resource Alliance explored the idea of the virtual global community in more detail by recruiting a project manager outlining the different steps to create it.
2. Initiate a *collective voice* in action to transform the social impact sector and stimulate impact, on the localisation of aid, shifting the funding paradigm, and other topics.

The idea of IFC Pop-Up events, held in collaboration with a national association or network, has been perceived as an incredible opportunity for 2024. We envision a localised agenda combined with international expertise and content, where resource mobilisers come together to learn, connect, debate, build capacity, and form communities.

Outlook for 2024 onward

In 2024, we are taking big steps towards implementing our strategic imperatives, including:

- Revitalising regional in-person events;
- Improving access and reach via a virtual Global Community supported by a digital platform;
- Diversifying our funding sources; and
- Increasing our collaboration with the kind of progressive partners that will guarantee we collect and disseminate the best content and connect people from all corners of the world.

The theme guiding our work in 2024 is: *WE RISE*.

Building on 2023's collaboration initiatives, the Resource Alliance will see its inaugural India Fundraising Conference held on 23-24 February 2024, hosted in collaboration with its partner ILSS (India Leaders for Social Sector). Conversations are in progress with an African partner for a first IFC Africa, to be held by the end of 2024. Through local and regional partnerships, we will initiate pop-up events in 10+ countries using content from IFC 2023, so that we can reach more people and organisations and accelerate the democratisation of knowledge and expertise. We will continue building on the global partnership with WINGS and Catalyst 2030, especially by sharing best practices on shift the power and shifting the funding paradigm, creating ecosystems over power systems. We will continue exploring new collaboration opportunities, including in new thematic areas of work.

We will continue the Senior Leadership Programme introduced in 2023 and extend it to emerging leaders. We will expand the Fundamentals series to many other topics relevant for resource mobilisers. We will continue with #FRO (Fundraising Online) and IFC. All of this will be done in renewed and updated set-ups, as the world is changing quickly, and the same formats will not last. Here, we will build on the Global Community consultation sessions held by the end of 2023.

We will aim to launch the new and improved Global Community digital platform in 2024, making all our content, learnings, and trainings available for many more people and giving resource mobilisers the opportunity to connect, and collaborate with many others across the world.

We are happy to be in a position where investment in our team, infrastructure, and processes is possible once again to support the growth and development of the organisation toward the realisation of our purpose. Within the organisation, we will expand the team and recruit new skills, expertise, and networks essential to implement the new strategic directions. This will also give time and space to update some internal systems and procedures. We will recruit new board members and advisory members, reflecting the new expertise areas required to support our strategic plan.

Finally, we are connecting people and organisations across our Global Community so we can build, move, and accelerate impact faster.

Governance

The Resource Alliance is a charity and a company limited by guarantee and is governed by its Memorandum and Articles of Association.

Seeing the more promising financial outlook, the Board of Trustees returned to quarterly meetings in 2022. The board considers that good governance is central to achieving the charity's aims; therefore, other ad hoc meetings and telephone conferences involving either the whole board or selected members of the board are also held as required. The board focuses on strategic and governance issues and matters of broad general policy. There are board subcommittees with specific responsibilities. These subcommittees of the board have been set up to ensure day-to-day operational effectiveness and to advise on business and risk management, strategy, and governance. The following subcommittees are operational with the respective board members involved:

- Finance and Audit Committee: Bill Toliver and Pesh Framjee
- Strategy Committee: Bill Toliver and Willeke van Rijn
- Marketing Committee: Colin Habberton and Marcelo Iniarra
- Foundation and Trust Committee: Ingrid Srinath and Nana Afadzinu
- Global Community Digital Platform: Nana Asantewa Afadzinu and Colin Habberton
- Event Sponsorship Committee: Mike Johnston

The Board of Trustees is accountable and responsible for managing and supervising the activities and affairs of the organisation. The recruitment selection and subsequent induction of one or more new trustees can influence how effective the charity is. As a result, a great amount of importance is placed upon recruiting the right candidates as it can lead to a balanced and effective trustee board and a well-governed and effective charity.

Trustees are appointed for a term of three years and no more than two consecutive terms may be served, except in the case of a trustee becoming chair. New trustees are appointed by a majority decision of the board and are typically individuals who already have existing involvement with and knowledge of the charity. Upon appointment, new trustees receive a board induction pack, including information about the charity, its history, strategy, and the board manual, as well as copies of past minutes, accounts, and other key documents. Induction meetings are held around the first board meeting in which the new trustee participates. Individual trustees often have significant volunteer roles within the organisation and support the CEO and staff team in implementing agreed programmes.

General management of the global brand is overseen by the CEO, who is responsible for all Resource Alliance operations. General management of the UK office is delegated to the management team, which is based in London, with oversight from the CEO and Board of Trustees. The Resource Alliance is actively committed to impacting all aspects of international operations of organisations serving countries, people, groups, and individuals. In addition to the team in London, there are volunteer teams in regional centres which enable the Resource Alliance to maintain close contacts and collaboration with local networks. They also work on programmes related to Resource Alliance projects and objectives and assist in the accessing of grant funding. The Resource Alliance has two affiliated charities: the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust operating in India.

As an organisation with a global reach and an extensive global network, the Resource Alliance needs to attract the breadth and depth of expertise required to achieve these aims in a competitive global employment market. For the majority of key management based in the UK, the board have agreed that the remuneration package offered to key management staff should be benchmarked against the London market with consideration to the global environment while recognising that the organisation is a not-for-profit and the need to keep compensation in line with this sector, also.

Fundraising

The Resource Alliance recognises the important work that the Fundraising Regulator undertakes to ensure fundraising is respectful, open, honest, and accountable. In 2023 the charity recruited a consultant for one day a week to support in foundations and trust fundraising, meaning allocating expenditure towards fundraising, and has therefore registered at the Fundraising Regulator. We have a process in place for dealing with complaints and feedback, with a complaint form and process published on the website. We have had no complaints regarding our fundraising over the year.

Financial review

Income for the year of £1,492,309 shows an increase of £1,029,758 compared with the previous year's total £462,551. Expenditure in the year was £1,219,539 (2022: £688,544). The increase in income and expenditure has resulted in a surplus of £272,770 and a return to positive unrestricted funds of £8,753 (2022: negative funds £264,018).

The accounts have been prepared on the going concern basis of accounting. In determining that it is appropriate to prepare the accounts on the going concern basis, the trustees have concluded that the organisations financial situation has greatly improved since the period covered by these financial statements and there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern. The organisation ended calendar year 2022/2023 with a series of programs which are all financially stable or profitable and with higher incomes over expenditures.

The trustees have considered future financial projections till December 2024, covering a period of more than one year from the date of this Trustee report, building on the results of actions taken over the period of financial year 2022/23, building on the partnership and collaboration initiatives in that year resulting in 2024 to new initiatives in the region, expanding partnerships, and an introduction of the global community digital platform.

We have taken a cautious approach towards IFC2024 delegate numbers and reduced the target slightly, reflecting the uncertain economic outlook. The partnership targets have increased to £200,000 building on new connections made in 2023, e.g. Microsoft, Dataro, including the return of Salesforce. We expect new initiatives with foundations and trusts will show results in 2024.

On the expenditure side priority is being given on securing staff capacity and having the right expertise and skills needed to execute our strategic direction and priorities. Also, financial support has been allocated towards a technical platform upgrade and skillsets to serve the Global Community. The expenditure is aligned with income results, meaning mitigating risks upfront. If income has not been achieved at the right level, expenditure changes can be decided upon immediately, without having drastic consequences.

While we strongly believe, more is possible based on the successful results of 2023, the financial forecast remains pragmatic, realistic and focused on the key priorities set out for the coming year. There continues to be a focus on stabilising and building the reserves in 2023/24 and following the successful IFC in October 2023 the free unrestricted reserves are currently in excess of £200,000.

Related parties

The Resource Alliance has two affiliated charities, the Resource Alliance Inc. in the USA, and the Resource Alliance (India) Trust operating in India. These are independent organisations; the Resource Alliance does not have a controlling interest and their accounts are not consolidated. However, some of the activities described in this report have been carried out in collaboration with these affiliated charities.

Investment and Reserves Policy

The Resource Alliance's Reserves Policy is aimed to ensure the Resource Alliance can continue to operate for 12 months in the event of a loss of income. The range determined in the policy review stated the total estimated level of unrestricted reserves should be between £650,000 and £750,000. These reserves may be required at short notice (within one year). The investment policy is for them to be held as cash in short term deposits. It is the opinion of the board that it would be inappropriate to invest in more complex asset classes due to higher risk, reduced liquidity, and increased costs of management.

Trustees carry out a detailed review of the level of reserves required regularly. The main objective of these reviews is to establish the level of unrestricted reserves that would provide a sustainable platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. Free reserves comprise unrestricted reserves excluding fixed assets.

Since the advent of the COVID-19 pandemic — precisely the kind of crisis for which our reserves policy was designed — the board has managed the draw-down of reserve funds. The reserves as of 31 March 2023 showed positive unrestricted free reserves of £8,753 (2022: negative £264,018). Free reserves do not include income of £177,288 (2022: £242,257) received in advance for IFC2023 which has been treated as a deferred income liability in these financial statements. Following the successful IFC in October 2023 the free unrestricted reserves are currently in excess of £220,000.

Risk management

The trustees have examined the major strategic, business, and operational risks which the organisation faces. The trustees confirm that the risk management policy of the Resource Alliance is to adopt recognised best practice in the identification, evaluation, and effective control of risks and opportunities to ensure that they are managed at acceptable levels.

The risk management policy enables the board to monitor and review strategic risks through our Board Assurance Framework, while ensuring the process is being effectively monitored by the senior management team. The staff team has adopted ownership of operational hazards through the Charity Risk Register, enabling us to ensure that risks are managed appropriately and that we have a particular focus on the key threats the Resource Alliance faces.

The key threats to the organisation are:

- The impact of unforeseen pandemics on in-person events and the wider non-profit sector;
- Expansion of terrorism, civil unrest and/or regional conflict;
- Unforeseen implications of declining civic space across the world, putting restraints on the nonprofit sector;
- Climate change regulations or organisational policies that restrict air travel;
- The shrinking of the global economy and the increase in the cost of living in many countries impacting the financial sustainability of the nonprofit sector;
- Continued reliance on events income to deliver financial objectives and continued need to expand funding streams;
- The rise of competition from within the space and the ability of more agile organisations (both for-profit and charities) to offer more competitive pricing;
- The changing landscape of the social impact space and the financial challenges our community currently faces, which in turn could impact investment in events, training, and professional development;

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. There are four scenarios that could cause the cancellation or significant scale back of an in-person IFC 2024. We have analysed and continue to closely monitor the following:

1. **An economic downturn severely restricts travel/event budgets** — Resource Alliance has been effective in holding the cost of in-person attendance at IFC within $\pm 5\%$ year-to-year, and historically has never fallen below 600 attendees at that price. IFC 2023 had a comfortable 742 attendees and we have reduced the target to a 675 minimum for 2024. As we have already initiated early ticket sales for IFC 2024, we can easily adapt when ticket sales are not on track.
2. **A new pandemic sends (part of) the world back into lockdown** — There are two possibilities in this case. The first being that parts of the delegates cannot travel to the Netherlands for an in-person IFC, in which case we would expect a 25% to 30% decrease in in-person attendance and a significant increase in regional hub events and IFC Online. The second being that travel restrictions are reinstated among the whole world, in which case an in-person IFC would be impossible, and we would have to default to IFC Online.

3. **Climate change regulations or organisational policies result in decline in international travel** – Resource Alliance has several possibilities incorporated in our 2024 plans. Firstly, the international in-person events the Resource Alliance organises (mainly IFC2024) are all focused on reducing emissions by avoiding plastic use, using recycled materials where possible, and promoting train transport from attendees within EU and from UK. We also offset the remainder emissions produced. Secondly, attendee targets have been reduced for 2024 to mitigate the risk. Finally, new regional events will be initiated in 2024 avoiding long haul international flights for many attendees, while attracting new attendees.
4. **Terrorism, civil unrest and/or expansion of regional conflict** — We are paying close attention to the growing conflict in the Middle East, the continuation of the war in Ukraine, the global trend toward far-right extremism, the increase in racism and xenophobia and the potential for increased civil unrest at a time when critical elections will be held around the world. We have already experienced several challenges, including the inability of board members, speakers and attendees in the Global South to obtain travel visas for the IFC and other events. As evidenced in our growing engagement with the social impact community in Ukraine, we believe the reach of our digital platform, the flexibility of our regional event strategy and the strength of our digital community will mitigate most of the foreseeable impact of conflict and unrest — regardless of where it may arise.

While any of the above scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to weather the storm. The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising, a continuation of income diversity and delivery of ongoing digital events and membership content. In-person events will continue to help to return money to our unrestricted reserves. Based on the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

Risk management is not a separate exercise and is therefore an ongoing process, helping the organisation to achieve its objectives and fulfil the strategy. It is entrenched into the governance of the Resource Alliance with the risk discussions taking place at every meeting of the trustees and is a powerful tool in allowing for greater flexibility and responsiveness to situations as they arise.

Trustee responsibilities

The trustees (who are also directors of the Resource Alliance 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 the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 a 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 of 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

In preparing the Trustees' Report, the trustees have taken the exemptions available to smaller companies including the exemption from preparing a strategic report.

This report was approved by the board on 12 December 2023 and signed on their behalf by:

William H. Toliver
Chair and Board Member



Audit Report

Opinion

We have audited the financial statements of The Resource Alliance Limited for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 charitable company's affairs as of 31 March 2023 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 Charity 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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. 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 (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 17, 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 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 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

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 the 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:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with company and charity law applicable in England and Wales, we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the cut-off of income, posting inappropriate journal entries to income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

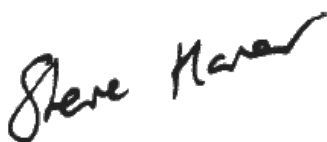
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
14 December 2023

10 Queen Street Place
London
EC4R 1AG

THE RESOURCE ALLIANCE LIMITED
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2023

Statement of Financial Activities

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
INCOME					
Income from Donations	1	67,667	-	67,667	60,673
Income from charitable activities:	3				
Conferences and Learning		1,383,816	-	1,383,816	161,863
Resource and Education		37,059	-	37,059	200,677
Government Grants		-	-	-	7,273
Professional Standards Advice and Information		2,962	-	2,962	31,869
		1,423,837	-	1,423,837	401,682
Income from investments					
Investment Income	4	806	-	806	196
TOTAL INCOME		1,492,310	-	1,492,310	462,551
EXPENDITURE					
Charitable activities:					
Conferences and Learning		1,126,974	-	1,126,974	530,970
Resources and Education		92,565	-	92,565	135,209
Professional Standards Advice and Information		-	-	-	22,365
TOTAL EXPENDITURE	6	1,219,539	-	1,219,539	688,544
Net Income/(Expenditure) and Net movement in funds	5	272,771	-	272,771	(225,993)
Fund balances brought forward 1 April 2022	11	(264,018)	-	(264,018)	(38,025)
Fund balances carried forward 31 March 2023	11,12	8,753	-	8,753	(264,018)

The accompanying notes are an integral part of the financial statements.

All transactions during the year are derived from continuing activities.

THE RESOURCE ALLIANCE LIMITED

BALANCE SHEET

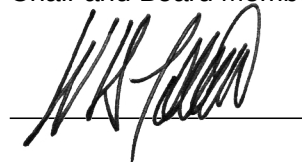
AS AT 31 MARCH 2023

Company Number: 4007393

Balance Sheet	Notes	2023 £	2022 £
Current assets			
Debtors	9	86,834	22,862
Cash at bank and in hand		205,159	109,266
		291,993	132,128
Creditors: amounts falling due within one year	10	283,240	396,146
Net current(liabilities)		8,753	(264,018)
Net assets		8,753	(264,018)
Funds	11,12		
Unrestricted funds – General		8,753	(264,018)
Restricted funds		-	-
Total funds		8,753	(264,018)

These accounts were approved by the Board of Trustees and authorised for issue on 12 December 2023 and signed on their behalf by:

William H. Toliver
Chair and Board Member



THE RESOURCE ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

Statement of cashflows	£	2023 £	£	2022 £
Cash flows from operating activities:				
Net income/(expenditure) for the year (as per the statement of financial activities)	272,771		(225,993)	
Adjustments for:				
Depreciation and amortisation charges	-		58,177	
Dividends, interest and rents from investments	(806)		(196)	
(Increase) in debtors	(63,972)		(7,835)	
(Decrease)/Increase in creditors	(112,906)		21,629	
Net cash used in operating activities		95,087		(154,218)
Cash flows from investing activities:				
Dividends, interest and rents from investments	806		196	
Net cash provided by (used in) investing activities		806		196
Change in cash and cash equivalents in the year		95,893		(154,022)
Cash and cash equivalents at the beginning of the year		109,266		263,288
Cash and cash equivalents at the end of the year		205,159		109,266

The accompanying notes form an integral part of these financial statements.

Notes to the financial statements

1. ACCOUNTING POLICIES

The most significant accounting policies as well as estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

(b) Statutory information

Resource Alliance is a charitable company limited by guarantee and is incorporated in England and Wales (company registration number 04007393). The registered address is The Brew Eagle House, City Road, London, EC1V 1NR.

(c) Basis of preparation

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the 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, Second Edition, effective 1 January 2019) and the Charities Act 2011.

(d) Going concern

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. As reported within the Risk Management section of the Trustees report there are three scenarios that could cause the cancellation or significant scale back of an in-person IFC 2024. We have analysed and continue to closely monitor these.

While any of these scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to weather the storm. The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising and delivery of ongoing digital events and membership content. In-person events will continue to help to return money to our unrestricted reserves. On the basis of the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

(e) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

(f) Income

All income is included in the SOFA when the company is legally entitled to the income, there is a reasonable probability of receipt, and the amount can be quantified with reasonable accuracy.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has an entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

1. ACCOUNTING POLICIES (continued)

Income received in advance of the provision of a specified service or event is deferred until the criteria for income recognition are met e.g., the event has taken place.

(g) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. All support costs, including governance costs, are allocated between the cost of generating funds and resources expended on charitable activities on basis of time spent.

(h) Tangible fixed assets and depreciation

Depreciation has been calculated to write off the cost of all tangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

- Fixtures and fittings 4 years
- Computer equipment 3 years

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are depreciated once they have been brought into use.

(i) Intangible fixed assets and amortisation

Amortisation has been calculated to write off the cost of all intangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

Website 3 years

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are amortised once they have been brought into use.

(j) Pension costs

The charity contributed 6% of each individual, eligible, permanent staff member's gross salary to a personal pension plan of their choice. The cost of providing pension benefits is charged to expenditure.

(k) Operating leases

Operating lease rentals are written off as incurred.

(l) Foreign currencies

Transactions during the year have been converted at the rate applicable at that time. Assets and liabilities in foreign currencies are translated at the exchange rates ruling at the Balance Sheet date or where appropriate, the rates of exchange under relevant foreign exchange contracts. Differences on exchange arising are included in the SOFA.

(m) 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, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1. ACCOUNTING POLICIES (continued)

(n) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.

(o) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the cost of fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(p) Creditors and provisions

Creditors and provisions are recognised where the charity 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 the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(q) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(r) Financial Instruments

Financial assets, such as cash and debtors, are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities, such as trade creditors, loans and finance leases, are measured at the present value of the obligation.

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2023

1. INCOME FROM DONATIONS

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Donations	67,667	-	67,667	60,673
Total Donations	67,667	-	67,667	60,673

Donations in the prior year were all unrestricted.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Conferences and Learning				
Conferences and Events	1,383,816	-	1,383,816	170,945
Total Conferences and Learning	1,383,816		1,383,816	170,945
Resources and Education				
Digital Platform	-	-	-	5,918
Membership	37,059	-	37,059	185,677
Total Resources and Education	37,059	-	37,059	191,595
Professional Standards Advice and Learning				
Oak Foundation Emerge Campaign	-	-	-	(10,620)
Other	2,962	-	2,962	42,489
Total Professional Standards Advice and Learning	2,962	-	2,962	31,869
Other				
Government Grants - Furlough	-	-	-	7,273
Total Other	-	-	-	7,273
Total Income from charitable activities	1,423,837	-	1,423,837	401,682

3. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR

	Unrestricted	Restricted	Total
	£	£	2022 £
Conferences and Learning			
Conferences and Events	170,945	-	170,945
Total Conferences and Learning	170,945	-	170,945
Resources and Education			
Digital Platform	5,918	-	5,918
Membership	185,677	-	185,677
Total Resources and Education	191,595	-	191,595
Professional Standards Advice and Learning			
Oak Foundation Emerge Campaign	-	(10,620)	(10,620)
Other	42,489	-	42,489
Total Professional Standards Advice and Learning	42,489	(10,620)	31,869
Other			
Government Grants - Furlough	7,273	-	7,273
Total Other	7,273	-	7,273
Total Income from charitable activities	412,302	(10,620)	401,682

4. INVESTMENT INCOME

	2023	2022
	£	£
Bank Interest Receivable	806	196

5. NET INCOME/(EXPENDITURE)

is stated after charging:

	2023	2022
	£	£
Depreciation	-	1,343
Amortisation	-	56,835
Auditor's remuneration	14,000	10,900

6. TOTAL EXPENDITURE

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2023 Total £	2022 Total £
Direct Costs					
Staff Costs (incl. overseas self-employed staff)	131,184	27,992	-	159,176	194,831
Other Staff Costs	19,167	4,090	-	23,257	10,869
Event food, accommodation, travel	624,956	-	-	624,956	36
Event Marketing	26,434	-	-	26,434	32,408
Event other direct costs	28,022	348	-	28,370	39,163
Consultants and translation services	15,023	-	-	15,023	74,832
Travel and subsistence	375	-	-	375	100
	845,161	32,430	-	877,591	352,239
Support Costs					
Staff Costs (incl. overseas self-employed staff)	548	117	-	665	85,841
Governance direct costs	13,106	2,797	-	15,903	16,393
Consultants	150,727	32,163	-	182,890	80,059
Other staff related costs	80	17	-	97	4,789
Outsourced Services (HR, Finance and Payroll)	45,838	9,781	-	55,619	34,728
Premises costs	11,399	2,432	-	13,831	8,817
IT costs	23,249	4,961	-	28,210	28,770
Depreciation	-	-	-	-	58,177
Marketing	3,007	642	-	3,649	-
Other	33,859	7,225	-	41,084	18,731
	281,813	60,135	-	341,948	336,305
TOTAL	1,126,974	92,565	-	1,219,539	688,544

6. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2022 Total £
Direct Costs				
Staff Costs (incl. overseas self-employed staff)	148,933	45,898	-	194,831
Other Staff Costs	8,309	2,560	-	10,869
Event food, accommodation, travel	36	-	-	36
Event Marketing	32,383	25	-	32,408
Event other direct costs	33,647	4,397	1,119	39,163
Consultants and translation services	50,584	3,102	21,146	74,832
Travel and subsistence	-	-	100	100
	273,892	55,982	22,365	352,239
Support Costs				
Staff Costs (incl. overseas self-employed staff)	65,619	20,222	-	85,841
Governance direct costs	12,531	3,862	-	16,393
Consultants	61,198	18,861	-	80,059
Other staff related costs	3,661	1,128	-	4,789
Outsourced Services (HR, Finance and Payroll)	26,547	8,181	-	34,728
Premises costs	6,740	2,077	-	8,817
IT costs	21,992	6,778	-	28,770
Depreciation	44,472	13,705	-	58,177
Marketing	-	-	-	-
Other	14,318	4,413	-	18,731
	257,078	79,227	-	336,305
TOTAL	530,970	135,209	22,365	688,544

7. TRUSTEES' REMUNERATION

No trustee received remuneration during the year. Expenses reimbursed to any trustee in the period were £nil (2022: £nil)

8. STAFF COSTS

	2023	2022
	£	£
Wages and Salaries	138,687	236,723
Social security costs	12,266	25,477
Redundancy and termination costs	-	1,632
Employer's contribution to defined contribution pension scheme	8,888	16,840
Other forms of employee benefits	106	655
Staff costs	<u>159,947</u>	<u>281,327</u>
Consultants	<u>182,889</u>	<u>80,059</u>
	<u>342,837</u>	<u>361,386</u>

One employee received emoluments totalling between £90,001 to £100,000 (2021: nil). Pension contributions are to individual or stakeholder pension plans.

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer and Senior Management team. The total amounts paid for salaries and expenses in respect of the key management personnel of the Charity were £113,212 (2022: £99,480).

	2023	2022
Average headcount	2	4

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2023

9. DEBTORS

	2023 £	2022 £
Trade debtors	67,552	11,868
Other debtors including grant receivable	705	705
Prepayments and accrued income	18,577	10,289
	86,834	22,862

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	19,029	64,067
Other creditors, including taxes and social security	6,813	7,655
Accruals and deferred income	257,398	324,424
	283,240	396,146

Movement in deferred income	2023 £	2022 £
As at 1 April	273,273	320,335
Released in year	(273,273)	(166,729)
Deferred in year	223,430	119,668
As at 31 March	223,430	273,274

Deferred income relates to ticket sales in advance for IFC and membership income.

11. STATEMENT OF FUNDS

Current Year	1 April 2022 £	Income £	Expenditure £	Transfers £	31 March 2023 £
Unrestricted Funds	(264,018)	1,492,310	(1,219,539)	-	8,753
Total funds	(264,018)	1,492,310	(1,219,539)	-	8,753

Disposals	1 April 2021 £	Income £	Expenditure £	Transfers £	31 March 2022 £
Unrestricted Funds	(49,015)	473,171	(688,174)	-	(264,018)
Restricted funds:					
Emerge Campaign	10,990	(10,620)	(370)	-	-
	10,990	(10,620)	(370)	-	-
Total funds	(38,025)	462,551	(688,544)	-	(264,018)

Restricted expenditure of £0 (2022: £370) was represented by £0 (2022: £370) for Professional standards, advice and information.

The General reserve represents the free funds of the company, which are not restricted and free to use in accordance with the charitable objects. At the end of March 2023 general reserves were in deficit. Restricted reserves represent funds received which are to be applied to specific activities during the coming year. Details of these activities are as follows:

Emerge – The guiding vision for this programme was the emergence of organisations capable of delivering on their mission – a vision that we shared with many sector stakeholders and donors.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Fund balances at 31 March 2023 are represented by:			
Intangible Fixed Assets	-	-	-
Tangible Fixed Assets	-	-	-
Debtors	86,834	-	86,834
Cash	205,159	-	205,159
Creditors	(283,240)	-	(283,240)
Total net assets	8,753	-	8,753
	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Fund balances at 31 March 2022 are represented by:			
Intangible Fixed Assets	-	-	-
Tangible Fixed Assets	-	-	-
Debtors	22,862	-	22,862
Cash	109,266	-	109,266
Creditors	(396,146)	-	(396,146)
Total net assets	(264,018)	-	(264,018)

13. OPERATING LEASE COMMITMENTS

At the reporting end date Resource Alliance had no operating lease commitments.

THE RESOURCE ALLIANCE LIMITED

England & Wales - Charity number 1099889

Accounts



THE RESOURCE ALLIANCE LIMITED
(a company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2022

Company registration number: 4007393

Charity registration number: 1099889

Website: www.resource-alliance.org

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THE RESOURCE ALLIANCE LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Legal and administrative information

Company Registration Number	4007393
Charity Registration Number	1099889
VAT Registration number	608 0608 58
Board of Directors/Trustees	William Toliver, North America, Chair Mike Johnston, North America Pesh Framjee, UK Colin Habberton, Africa Marcelo Iniarra, Latin America Nana Asantewa Afadzinu, Africa Naila Farouky, The Middle East Ingrid Srinath, India/South Asia Willeke van Rijn, Europe (resigned Jan 2022) The directors are also the trustees of the charity.
Company Secretary / CEO	Brian Higgins (resigned March 2022) Willeke van Rijn (from March 2022 onwards)
Head Office / Registered Office	The Brew Eagle House 163 City Road London EC1V 1NR
Bankers	Barclays Bank P O Box544 54 Lombard Street London EC3V9EX
Solicitors	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditor	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG

The financial statements comply with the Charities Act 2011; the Companies Act 2006; the Memorandum and Articles of Association; and the 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).

Legal and administrative information set out above is part of this report.

Our purpose

The Resource Alliance exists to support and inspire resource mobilisers to develop the knowledge, tools, and connections necessary to fuel their purpose.

Our impact

We support a highly engaged community through access to the innovative thinking, best practices, and collaborative networks necessary to ensure they are constantly growing in their ability to resource the causes they serve.

Acknowledgements

The Resource Alliance is made up of a truly global community of passionate individuals who care about our mission and share our values. Without the support of those who put in tireless efforts behind the scenes to make our events happen, the Resource Alliance could not create the impact it has, and we thank them for their generosity in helping us achieve so much.

The following partners supported us in delivering IFC Online 2021 (the virtual iteration of the International Fundraising Congress), Fundraising Online 2021 (FRO), and our regular monthly Global Community content: Enthuse, Fundraise Up, Twilio, DialogDirect, Think, iATS Payments, Relativ, Club de Fundraising, Wilde Ganzen, Blackbaud, Homemade Digital, iRaiser, CFRE, Arab Foundations Forum, Fundraising Magazine, Blakely, Daryl Upsall International, Gather Voices, CAF America, Engaging Networks, Housatonic, Up Fundraising, UK Fundraising, and Salesforce.

In partnership with Salesforce, we initiated the Senior Leadership Summit, a series bringing together leaders from across the social impact sector to exchange knowledge and to trigger and instigate the change and transformation needed to achieve impact in the sector and beyond.

We thank ELMA Foundation for their support in the delivering workshops and capacity building for 112 organisations across Africa, on social media, web development, and digital fundraising. This project will continue in 2022.

To the Oak Foundation, our gratitude for their financial support of the Emerge programme and for exploring an improved programme design based on participant feedback which will be used to develop future initiatives.

Our gratitude must also go to those who led and participated in our Springboard Campaign, as well as to everyone who donated to the campaign. In times of need, is it a comfort to know you can rely on your support network. While we are proud of the connected community of individuals and organisations on whose volunteer support the Resource Alliance thrives, it has been humbling to also receive financial support and witness the willingness of our community to donate to our cause. We owe these people a special thanks.

The Resource Alliance 2020-2022 Advisory Panel

Marcus Missen, Leonard Cheshire (Chair, UK); Alfredo Botti, UNHCR (Argentina); Dana Kohava Segal, =mc (Israel/UK), Richard Turner (UK), Nina Saffuri, Consultant (UK), Paul de Gregorio, Rally (UK), Vikas Kataria, WaterAid (India)

Our dedicated IFC volunteers

Our wonderful team of volunteer session leaders is selected each year via an application process.

Inspirational speakers

There are too many individual names to mention here, but we want to thank all of the speakers who were part of IFC Online, Fundraising Online, the Senior Leadership Summit, and our monthly workshops for taking the time and putting in the effort to share their knowledge and expertise with our community.

Members of the IFC 2022 Springboard Campaign

A devoted team of leading fundraisers came together in 2021 to fundraise critical bridge funding to ensure a successful IFC 2022. In addition to the nearly one hundred donors who contributed significant funding, we are grateful for the incredible work of Daryl Upsall (Co-Chair), Jennie Thompson, Martin Georgi, Sonya Swirdjuk, Usha Menon, Kay Sprinkle Grace, Anne-Marie Grey, Tony Myers (Co-Chair), Amanda Seller, and Steve Thomas.

Carolina Nyberg-Steiser Bursary Fund

In October 2017, in the course of her work with Greenpeace, Carolina Nyberg-Steiser lost her life in the Brazilian Amazon. Carolina was an incredible young woman with a huge heart and astonishing determination and, at just 29 years of age she had, with grace, intelligence and sheer force of will, achieved so very much. Greenpeace and the Resource Alliance, with the support of Carolina's family, developed a bursary programme in her name with the aim of empowering other incredible young women who care as deeply for the wellbeing of our planet, and the people that inhabit this earth, as Carolina did. Thank you to Carolina's family and to Greenpeace for continuing to fund this important bursary programme. Further details on page 10.

Foreword

The enduring COVID-19 Pandemic meant we faced another year without delivering the International Fundraising Congress (IFC) in 2021. While a smaller in-person event seemed feasible for a time, the development of the IFC Summit — a regional gathering with limited attendees and a focus on masterclasses — was shelved when the Omicron variant of COVID caused the reinstitution of travel restrictions. The cessation of in-person events understandably impacted our financial position. A strong reserves policy meant we could partly fall back on financial reserves for a second year while downsizing to reduce expenses, including team size. Due to the digital transition undertaken in 2020, we were able to adapt and continue delivering our programmes virtually.

While COVID-19 made it impossible to meet in person during the 2021/22 financial year, our Global Community — encompassing our online platform, digital discussion forums, virtual resource library and monthly gatherings — became even more essential. It is no surprise that our Global Community grew in both size and reach during the pandemic attracting thousands of fundraisers, campaigners, and changemakers around the world. The Resource Alliance Global Community, stimulated debate and conversation, forged valuable connections across borders, and provided a space for the social impact community to share challenges and solutions and engage with experts.

In Q2 2021, we initiated a virtual capacity building programme in partnership with ELMA Foundation, connecting 124 leaders from 112 grassroots organisations across the African continent. We also finalised the Emerge programme, funded by our partner Oak Foundation.

Instead of the in-person IFC Summit initially planned for Q3 2021, IFC Online returned for the second year in row. We initiated the Senior Leadership Summit series, bringing a cohort of leaders from across the social impact sector together. These events demonstrated that connections and friendships can be forged virtually, paving the way for many new opportunities and cross-border initiatives and collaborations in the future.

Throughout 2021 and 2022, we expended considerable effort reducing expenditure and focused our resources on income generation. As we approach a post-COVID world, the outlook is improving, even as risk mitigation and certain limitations remain in place. The board and CEO of the Resource Alliance have together initiated regular financial meetings, securing the continuation of delivering on our purpose by implementing a quick and agile decision-making process around expenditure and priority setting. The board has also initiated new income opportunities by opening their networks to the Resource Alliance, resulting in new partnerships with a variety of organisations, including with Fundraise Up, which supported the Springboard Campaign via its donation software and became a main sponsor of both #FRO2022 and IFC 2022.

Priority setting for 2022 included the continuation of virtual events, webinars, and exchanges, providing a platform for thousands of fundraisers, changemakers, and leaders in the social impact sector to connect, exchange best practices and learnings, to debate with one another, and to collaborate to create greater impact. By Spring, 2022, as lockdowns and travel restrictions began to lift, we began serious planning for an in-person IFC.

We are grateful to our community, our supporters, our sponsors and partners, and to the incredible fundraisers and resource mobilisation professionals around the world who take the knowledge, skills, and tools shared through our work, and turn them into real, positive impact for the people and the causes they serve.

2021/2022 highlights

Fundraising Online: #FRO2021

Over 1,700 people from 87 countries registered to attend Fundraising Online on 28 & 29 April 2021. The two-day virtual conference included a stellar line-up of digital fundraising specialists from all over the world. The event had a 61% turnout, with the peak number of attendees online at any one time being 441. Engagement was very strong, with over 3,000 comments being posted to the platform during the event. The average time spent online was nine hours and 35 minutes per delegate and feedback was positive, with an overall event score of 85%.

“

Resource alliance is always a forefront player in the fundraising sector. It is part of our professional life. A guiding torch in the charity field.

”

P. Sundarraj
Meenakshi Mission Hospital
and Research Center, India

“

Watching a group of passionate people sharing the knowledge that will help us do more good was very inspiring and motivating. I not only came away with fresh ideas but with renewed energy and purpose. A welcome change in this time of restricted travel.

”

Karen Mara Moss
Steps Clubfoot Care,
South Africa

The Resource Alliance Global Community

In July 2020, we launched the Resource Alliance Global Community with the goal of providing year-round, continuous learning and engagement on the most powerful ways to resource social change; not just financial, but also human, technical, and intellectual. Between April 2021 and March 2022, we had approximately 1,000 registrations for our monthly webinars which included keynotes and *Ask The Expert* sessions covering topics such as mobilisation, storytelling, youth, and new business models. Access to some of these sessions was free to anyone had registered as a Friend of the Global Community, while others could be accessed by members signed up through our equitably priced membership model.

Country-specific webinars

We organised two country-specific webinars in partnership with Salesforce.

The first was a Dutch panel discussion with a focus on COVID-19 and digital fundraising looking at what worked, what didn't, and what would be different going forward. The session featured Barbara Hellendoorn-Mineur, Manager Marketing & Communication at Natuurmonumenten Netherlands; Liesbeth van Uytven, Belgium Manager at Mindwize; and Yen-li Busscher, Senior Fundraiser, at Trombose Stichting Netherlands.

In addition, “Fireside Chats” were organised for the UK market hosted by Kenneth Foreman and James Wright from the Do More Good podcast. Two webinars in September and October 2021 focused on the most innovative strategies in digital fundraising from UK charity sector leaders and digital innovation in the UK more generally. Speakers included Athar Abidi, Head of Social and Digital Activation at the British Heart Foundation; Anna Chowcat, Digital Manager at Refuge; Michael Wilkinson, Associate Director of Digital and Innovation at RNID; and Rachael White, Digital Marketing Manager at Brain Tumour Research.

In-depth research across the Global Community

On 9 April 2021, the Future of Work report, realised in collaboration with Blackbaud, was launched. This report revealed the professional and personal changes nonprofit professionals are planning to implement over the following 12 months. Over 800 people from across the social impact sector shared their ideal long-term work practices and how they really felt about their organisations' responses to COVID-19.

A second report was launched on 18 March 2022, also in collaboration with Blackbaud, addressing whether supporter experience is a key part of the respondents' fundraising. A key outcome of the quantitative and qualitative research showed the stronger leadership involvement is in innovation and new technology and investment in those areas, the better the support experience and engagement.

Senior Leadership Summit

Building on the successful introduction of the Senior Leadership Summits in 2020, the Resource Alliance organised four new editions in partnership with Salesforce. The summits covered key topics relevant to senior leaders working in the social impact sector in a rapidly changing world.

The first session on 20 May 2021 was led by change management specialists John Robert and Dominic MacSorley who helped unpack three key factors required to take control and accelerate change for organisations, especially in a post-COVID digital world. 73 senior leaders registered for the event and 58 attended.

This session was followed on 23 September 2021 by a summit hosted by Philipp Kristian, a global innovation x trust pioneer and author of two books, *The Trust Economy* and *RESET*. Philipp spoke about trust as the foundation of all values and about how leaders should be role models of trust for others to follow. He also touched on how the new normal brought about by the pandemic is forcing us to rethink the future of work, focusing on intergenerational workplace challenges and leading with agility. This session was attended by 36 leaders.

ELMA webinars and capacity building programme

In 2021, we introduced a new virtual capacity building programme in partnership with ELMA Foundation as part of the ELMA Community Grants Program. This resulted in two workshops delivered to 112 organisations across Africa in 2021/22 with an additional workshop to be delivered in 2022/23. All of the 124 participants joined the Resource Alliance Global Community and got access to our resource library; to a dedicated hub to stimulate exchange across the participants; to learning via Resource Alliance-organised webinars; and to IFC online.

Following a needs assessment with the participants, the July workshops were focused on understanding the digital ecosystem, sharing social media and website development tools, and how to draft a communication plan. The evaluation of the July workshops formed input for the curation of the February workshops which focused on digital marketing content curation and included an in-depth look at website development. Both webinars were well attended and well received by the ELMA grantees and foundation leads.

“

We changed our Facebook from a personal page to the Thuso Centre page. We also built a website and started sharing our activities and impact via the website. We created a donation page, and a fellowship programme, which resulted in new volunteers for our programme. The new skills, guidance, and tools will be used by our staff and volunteers.

”

Manonuku Mofilikoane
Principal, Thuso Centre, Lesotho

The Emerge programme

“

[As] a result of the work undertaken with the consultant that the Resource Alliance identified in Ethiopia, FAILCD was able to hire a fundraising and resource mobilisation officer, develop a detailed plan from the fundraising and resource mobilisation strategy and track its progress against targets, take a new approach to developing partnerships and recognising the contribution of supporters and donors, and develop a proposal strategy for grant calls.

”

FAILCD

The Emerge programme builds on the Resource Alliance's expertise in delivering training, coaching, and mentoring. Funded mainly by the Oak Foundation since 2014, a total of 42 organisations have been through this capacity building programme. 40 of these organisations (95% of the total) were funded by the Oak Foundation. Grant awardees are matched with a consultant then go through a needs assessment and readiness check before agreeing to a proposed set of workshops or training intended to support them to develop a resource mobilisation (fundraising) strategy for their organisation. This is followed by one-to-one coaching and mentoring for key staff.

2021 was the final year of the implementation of this version of the Emerge programme. Organisations from five continents active in 22 thematic areas of work including the environment; conservation; education; arts, heritage, and culture; disability; microcredit; HIV and AIDS; and gender-based violence have realised improvement in their fundraising capacity and/or systems and processes and consider their organisations to be more effective at raising funds as a result of participating in the programme.

“

In addition, CEM has taken a different approach to its grant application process. By similarly focusing on understanding donor priorities and putting those at the heart of the process, CEM has built a donor database that allows it to build better relationships with donors based on strategic alignment and a better understanding of priorities. This has widened the pool of donors CEM has applied to and worked with, including those linked to livelihoods and food security.

”

CEM

Grantees highlighted the impact of the programme on improved decision-making processes, more and/or better trained staff competency in new fundraising channels, knowledge of and links with fundraising, new or improved fundraising databases, and improved supporter engagement.

Based on the recommendations shared, including the need addressed by grantees for non-fundraising aspects that support fundraising, for example governance and communications, the Resource Alliance will propose a next generation Emerge programme post-COVID with the Oak Foundation in 2022/23, so that many more organisations can benefit from the capacity building programme and achieve greater impact.

IFC Online 2021

From 20-22 October 2021, the Resource Alliance hosted IFC Online for the second time. The event brought together over 1,000 people from 90 countries to enjoy a programme designed to challenge and question, combined with practical advice for a global audience responsible for resourcing social impact. IFC Online achieved a 70% turnout with an average time spent online of 12 hours per delegate.

The IFC Springboard Campaign

From July 2021 to March 2022, an incredible group of dedicated volunteers reached out to loyal and passionate IFC participants, ambassadors, speakers, past and present board members, fundraising agencies, and past and present members of the IFC Advisory Panel to solicit financial support to relaunch IFC in October 2022. This resulted in £187,500 received in advance IFC ticket sales and £142,326 generously committed or received through individual donations. Thanks to the Springboard Campaign, we were able to bring the community back together in October for IFC 2022.

A truly global player with unprecedented diversity KPIs

The Resource Alliance proudly supports a highly engaged community of fundraisers, campaigners, and changemakers from over 100 countries, connecting them with innovative thinking, best practices, and collaborative networks to support them in their mission.

Diversity is crucial for success in our community, and we are consistent in our efforts to improve this. We are proud that FRO 2021 had participants from 87 countries joining us with IFC Online in 2021 attended by delegates from over 90 countries. Both events also had a diverse array of speakers from a variety of regions. We also aim to reflect this within our organisation, with the most diverse board in our history, including globally recognised leaders from North America, Africa, Europe, Latin America, Asia, the Indian subcontinent, and the Middle East. Our Advisory Panel is also exceptionally diverse and includes practitioners from every continent and region of the world. We aim to continue improving on this important KPI.

Results through calendar year 2022

With reduced overhead, a downsized team, and a reduction in programme delivery costs, clear priorities were set with an emphasis on the continuation of the Global Community webinar series, which attracted new participants and sponsors and reached thousands of people and organisations across the globe; the delivery of a new programme for Fundraising Online including new sponsors; the continuation of the Senior Leadership Summit in partnership with Salesforce; and the first ever hybrid International Fundraising Congress, at which we celebrated our 40th anniversary after a 36-month break from in-person events.

The new programmes initiated during the COVID pandemic, resulted in a broader virtual presence and accelerated access, demonstrating a growing community and reach. Building and expanding on this resulted in new financial income models, e.g., via sponsorship of the Senior Leadership Summit or the Global Community webinars.

Although in-person events started up again in 2022, the board, leadership, and team created contingency plans and risk mitigation measures in order for the organisation to no longer be reliant on one income source alone, with alternative scenarios in place in case an in-person event could not take place.

The Resource Alliance Global Community

At the start of 2022, we welcomed approximately 150 members back to the Global Community via large group renewals from UNHCR and SOS Children's Villages. Although Zoom fatigue and the return of in-person events has resulted in an understandable and predicted decline in online participation from its peak during the height of COVID, the programme still reaches new audiences and provides access to essential content and expertise that fuels people's work with their organisations. A change to the access model resulted in bringing more people on board: all IFC tickets included membership of the Global Community, giving access to FRO, our resource library, and our monthly webinar series.

Fundraising Online (FRO)

We have continued to build on the success of Fundraising Online (FRO) with a strong focus on digital tools, harnessing emerging and disruptive tech trends, and what's coming over the horizon. FRO 2022 brought together 575 participants from 64 countries. In 2022, we continued to charge a small fee for access, with attendance included in membership for those who were members of the Global Community.

ELMA Community Grants Program

The final workshops were held in July 2022 and focused on the main questions addressed by the 112 organisations joining:

- How can I increase traffic to my website?
- How do I build an engaged community on social media?
- How can I build my mailing list?

An evaluation session was held with ELMA, which will be followed by impact stories and an exploration of a new programme phase.

Senior Leadership Summit

In 2022, we succeeded with the successful delivery of several Senior Leadership Summits sponsored by Salesforce. The July summit triggered senior leaders from the social impact sector to address the main challenges stopping their organisations from achieving their desired impact. This event was connected to and followed up with the first in-person Senior Leadership Summit at IFC 2022. Many participants indicated that they would like to continue this exchange with one another as it triggers new thinking, provides a network with which to share new thoughts and ideas as well as learn from and connect with, and to stimulate impact achievement.

The return of IFC

After a 36-month hiatus, IFC 2022 returned as a hybrid event, welcoming delegates both in person and online. The conference was a huge success from a programmatic and impact point of view, as well as an income stream, with many old partners returning and new partners coming on board.

IFC 2022 took place in the Netherlands from 18-21 October. Our first hybrid event brought together 695 people in person and 483 online, representing 78 countries and over 500 organisations. The opening and closing keynotes and the Big Debate sessions were streamed live online, while online and in-person participants took part in separate workshop programmes. The event garnered excellent feedback and an overall satisfaction rate of 86% and 57% of attendees surveyed said that IFC 2022 was either an improvement or a significant improvement on previous years and 63% felt they were exposed to new content that they hadn't seen anywhere else. A surprising 42% of attendees noted that this was their first time participating in an in-person IFC — suggesting that our digital efforts are converting to in-person engagement, as well

“ People of the sector are open-minded, so dedicated not only to their cause but also to the advancement of the profession and very generous with their time and knowledge and willing to share with others. It is fantastic to come together and have that recognition for what we do. ”

IFC 2022 participant

“ When another participant told me that for them, the IFC is one of the very few professional settings where they feel at home, where they truly feel part of the community. And I thought, YES, that is exactly how I feel. ”

IFC 2022 participant

CRM and website revision

The first steps have been taken both to implement a new Salesforce CRM system and to revise our website to create a more attractive and audience-friendly space, focused on reaching many more people and organisations.

Building on the new programmes developed during COVID and bringing back the in-person activities, our focus will be towards accelerated access for many more resource mobilisers, changemakers, and leaders across the globe to achieve their mission.

Outlook for 2023 onward

Building on the new virtual programmes and the Global Community introduced during the pandemic, the return of in-person activities and the success the first ever hybrid IFC, the Resource Alliance's focus for 2023 will be to extend access to our content and expertise to many more people and organisations and to facilitate learning and exchange among people from different parts of the world.

Through local and regional partnerships, we will initiate pop-up events using content from IFC 2022 so that we can reach more people and organisations and accelerate the democratisation of knowledge and expertise. New do-tanks and action groups will be formed, initiated at IFC 2022, to tackle big challenges together through collaboration with learnings and outcomes seeded out to the wider community. We also want to build on the success of the Senior Leadership Summits and explore new opportunities and support for emerging leadership groups and summits. The Global Community webinar series and FRO will continue to be important elements of our programme. We expect 750 people to attend IFC 2023 in person with an additional 500 joining us online.

We are connecting and reconnecting with new and known fundraising and civil society associations to explore collaboration opportunities, achieving broader reach and accelerated impact, through which we stimulate and support each other's purpose. Here, we will also explore technical avenues to create access to content.

As the financial forecast outlines, realistic income and expenditure growth has been forecasted based on the support from our existing partners and interest from new ones. We expect an income growth in IFC 2023 sponsorship, based on addressed confirmation from our partners and interest from new partners who were present at IFC 2022. We are also reaching out to foundations and trusts who would like to partner with us in achieving our broader purpose and are exploring new programmes related to capacity building and strengthening resource mobilisation in the social impact sector with ELMA Foundation and Oak Foundation.

The increase in expenditure is linked with and connected to income growth and is adjustable if and where required. The focus will be especially on strengthening the team with support in event coordination, expertise in digital community building, and securing the systems and tools required for our work, such as with the implementation of the CRM system and the revised website.

We are happy to be in a position where investment in our team, infrastructure, and processes is possible once again to support the growth and development of the organisation toward the realisation of our purpose.

Governance

The Resource Alliance is a charity and a company limited by guarantee and is governed by its Memorandum and Articles of Association.

As noted in the foreword, the Board of Trustees met on a monthly basis during the COVID pandemic to closely monitor and provide hands-on support of operations for the organisation. With critical objectives having been achieved and a more promising financial outlook, the trustees expect to move to a quarterly meeting schedule (four times per year) beginning in 2023. The board considers that good governance is central to achieving the charity's aims; therefore, other ad hoc meetings and telephone conferences involving either the whole board or selected members of the board are also held as required. The board focuses on strategic and governance issues and matters of broad general policy. There are board subcommittees with specific responsibilities. These subcommittees of the board have been set up to ensure day-to-day operational effectiveness and to advise on business and risk management, strategy, and governance. The following subcommittees are operational with the respective board members involved:

- Finance and Audit Committee: Bill Toliver and Pesh Framjee
- Strategy Committee: Bill Toliver and Willeke van Rijn
- Marketing Committee: Colin Habberton and Marcelo Iniarra
- Foundation and Trust Committee: Ingrid Srinath
- Next Generation Global Community Committee: Nana Asantewa Afadzinu and Colin Habberton

The Board of Trustees is accountable and responsible for managing and supervising the activities and affairs of the organisation. The recruitment selection and subsequent induction of one or more new trustees can influence how effective the charity is. As a result, a great amount of importance is placed upon recruiting the right candidates as it can lead to a balanced and effective trustee board and a well-governed and effective charity.

Trustees are appointed for a term of three years and no more than two consecutive terms may be served, except in the case of a trustee becoming chair. New trustees are appointed by a majority decision of the board and are typically individuals who already have existing involvement with and knowledge of the charity. Upon appointment, new trustees receive a board induction pack, including information about the charity, its history, strategy, and the board manual, as well as copies of past minutes, accounts, and other key documents. Induction meetings are held around the first board meeting in which the new trustee participates. Individual trustees often have significant volunteer roles within the organisation and support the CEO and staff team in implementing agreed programmes.

General management of the global brand is overseen by the CEO, who is responsible for all Resource Alliance operations. General management of the UK office is delegated to the management team, which is based in London, with oversight from the CEO and Board of Trustees. The Resource Alliance is actively committed to impacting all aspects of international operations of organisations serving countries, people, groups, and individuals. In addition to the team in London, there are volunteer teams in regional centres which enable the Resource Alliance to maintain close contacts and collaboration with local networks. They also work on programmes related to Resource Alliance projects and objectives and assist in the accessing of grant funding. The Resource Alliance has two affiliated charities: the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust operating in India. This commitment continues with our regional expansion in South Africa and Thailand.

As an organisation with a global reach and an extensive global network, the Resource Alliance needs to attract the breadth and depth of expertise required to achieve these aims in a competitive global employment market. For the majority of key management based in the UK, the board have agreed that the remuneration package offered to key management staff should be benchmarked against the London market with consideration to the global environment while recognising that the organisation is a not-for-profit and the need to keep compensation in line with this sector.

Fundraising

The Resource Alliance recognises the important work that the Fundraising Regulator undertakes to ensure fundraising is respectful, open, honest, and accountable. The charity does not employ any fundraising staff, third party fundraisers, or commercial participators. Due to the generosity of our community in giving of their expertise and support, the Resource Alliance has not had to expend finances on fundraising costs. Because we do not incur spend in our fundraising, the Resource Alliance is not currently registered with the Fundraising Regulator. We have a process in place for dealing with complaints and feedback, which applies to all trustees, staff, and volunteers (this process is published on our website). We have had no complaints regarding our fundraising over the year.

Financial review

The accounts have been prepared on the going concern basis of accounting. In determining that it is appropriate to prepare the accounts on the going concern basis, the trustees have concluded that the organisations financial situation has greatly improved since the period covered by these financial statements and there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern. In fact, after navigating the organisation through the COVID Pandemic and the successful return of an in-person IFC 2022, the financial "tide" has clearly turned for Resource Alliance. The organisation ended calendar year 2021/2022 with no outstanding liabilities or debtors, a conservative revenue and fundraising plan, a sensible staffing and support plan that is synched to that revenue and fundraising plan and a growing cash reserve.

The trustees have considered future financial projections till December 2023, covering a period of more than one year from the date of this Trustee report, building on the results of actions taken over the period April 2021 till November 2022. This includes the first ever hybrid version of IFC in October 2022, attracting the largest number of delegates ever, a strong base of private sector partners, and capacity building program across the globe with key foundations.

Based on the positive results from IFC2022 we plan to extend the number of delegates in-person by an additional 100 and increase the number of online participants. Feedback from existing and potential new sponsors at IFC, indicate an income increase of £150,000 in 2023, and, additional support for our other programmatic areas, including Senior Leadership Summits, Emerging Leadership Summits and Global Community support, resulting in £200,000 extra income. New initiatives with existing foundations and trusts, and, outreach to new ones will show a potential of £250,000.

On the expenditure side priority is being given on securing staff capacity and having the right expertise and skills needed to execute our strategic direction and priorities. Investments in a new CRM system and website revision are in process, securing our systems and tools supporting the work we do are in place. Also, financial support has been allocated towards a technical platform upgrade and skillsets to serve the Global Community. The expenditure is aligned with income results, meaning mitigating risks upfront. If income has not been achieved at the right level, expenditure changes can be decided upon immediately, without having drastic consequences.

While we strongly believe, more is possible based on the successful results of 2022, the financial forecast remains pragmatic, realistic and focused on the key priorities set out for the coming year.

Related parties

The Resource Alliance has two affiliated charities, the Resource Alliance Inc. in the USA, and the Resource Alliance (India) Trust operating in India. These are independent organisations; the Resource Alliance does not have a controlling interest and their accounts are not consolidated. However, some of the activities described in this report have been carried out in collaboration with these affiliated charities.

Investment and Reserves Policy

The Resource Alliance's Reserves Policy is aimed to ensure it can continue to operate in the event of a downturn in income. The range determined in the policy review stated the total estimated level of unrestricted reserves should be between £718,400 and £1,095,400. These reserves may be required at short notice (within one year). The investment policy is for them to be held as cash in short term deposits. It is the opinion of the board that it would be inappropriate to invest in more complex asset classes due to higher risk, reduced liquidity, and increased costs of management.

Trustees carry out a detailed review of the level of reserves required regularly. The main objective of these reviews is to establish the level of unrestricted reserves that would provide a sustainable platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. Free reserves comprise unrestricted reserves excluding fixed assets.

Since the advent of the COVID-19 pandemic — precisely the kind of crisis for which our reserves policy was designed — the board has managed the draw-down of reserve funds. The reserves as at 31 March 2022 showed negative unrestricted free reserves of £264,018 (2021: £107,193). This was due to income received for IFC2022 which has been treated as a deferred income liability in these financial statements. Successful income generation and expenses reduction shows a turnaround from November 2022 onwards, with free unrestricted reserves in excess of £200,000. Building on the successful events, and the support of our trusted and new partners, foundations and trusts, we expect a positive unrestricted reserves level of up to £375,000 by 31 December 2023, making progress to growing our reserves back at the levels outlined in the policy.

Risk management

The trustees have examined the major strategic, business, and operational risks which the organisation faces. The trustees confirm that the risk management policy of the Resource Alliance is to adopt recognised best practice in the identification, evaluation, and effective control of risks and opportunities to ensure that they are managed at acceptable levels.

The risk management policy enables the board to monitor and review strategic risks through our Board Assurance Framework, while ensuring the process is being effectively monitored by the senior management team. The staff team has adopted ownership of operational hazards through the Charity Risk Register, enabling us to ensure that risks are managed appropriately and that we have a particular focus on the key threats the Resource Alliance faces.

The key threats to the organisation are:

- The impact of COVID-19 variants (or other unforeseen pandemic) on in-person events and the wider non-profit sector
- Unforeseen implications of Russia's invasion of Ukraine
- The shrinking of the global economy potentially impacting the financial sustainability of the nonprofit sector
- Continued reliance on events income to deliver financial objectives and continued need to expand funding streams
- The rise of competition from within the space and the ability of more agile organisations (both for-profit and charities) to offer more competitive pricing
- The changing landscape of the social impact space and the financial challenges our community currently faces, which in turn could impact investment in events, training, and professional development

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. There are three scenarios that could cause the cancellation or significant scale back of an in-person IFC 2023. We have analysed and continue to closely monitor the following:

1. **A new variant of COVID sends the EU back into lockdown** — There are two possibilities in this case. The first being that delegates outside of the Schengen Region cannot travel to the Netherlands for IFC, in which case we would expect a 25% to 30% decrease in in-person attendance and a significant increase in regional hub events and IFC Online. The second being that travel restrictions are reinstated among and within EU countries, in which case an in-person IFC would be impossible and we would have to default to IFC Online.
2. **Russia's invasion of Ukraine devolves into a regional conflict** — As of the time of the filing of this report, it is difficult to see a scenario in which the conflict would require the full invocation of Article 5, and thus the full engagement of the NATO Alliance (nearly the entire Schengen Region) in the conflict. That said, there is reason for concern as cross-border spill-over — intentional or not — of the conflict into Poland, Slovakia, Hungary, Romania, Moldova, or the Baltic States (through further involvement by Belarus). Again, there are a range of possibilities if the conflict expands — from a significant diminishment of in-person IFC attendance to full cancellation of the conference.

3. **An economic downturn severely restricts travel/event budgets** — Resource Alliance has been effective in holding the cost of in-person attendance at IFC within $\pm 5\%$ year-to-year, and historically has never fallen below 600 attendees at that price. IFC 2022 had a comfortable 695 attendees. As we have already begun to see solid progress in early ticket sales for IFC 2023, we do not presently foresee any scenario in which future in-person IFCs would be cancelled due to financial pressures. In the worst-case scenario, we would see reduced attendance numbers — our current forecast forecasts modest growth in attendance with potential economic pressures factored into that forecast.

While any of the above scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for the cash flow, which proves the organisation could continue to weather the storm. Also, while we strongly believe, more is possible based on the successful results of our current efforts, the financial forecast remains pragmatic, realistic and focused on the key priorities set out for the future.

The board is focused on safely securing working capital and positive cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising, a continuation of income diversity. On the basis of the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

Trustee responsibilities

The trustees (who are also directors of the Resource Alliance 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 the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 a 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 of 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

In preparing the Trustees' Report, the trustees have taken the exemptions available to smaller companies including the exemption from preparing a strategic report.

This report was approved by the board on 09 December 2022 and signed on their behalf by:



William H. Toliver
Chair and Board Member

Opinion

We have audited the financial statements of The Resource Alliance Limited for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 charitable company's affairs as at 31 March 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charity 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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. 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 (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 19, 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 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 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

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 the 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:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with company and charity law applicable in England and Wales, we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the cut-off of income, posting inappropriate journal entries to income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

Tailored narrative here but consider the following

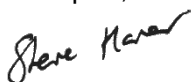
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
16th December 2022

10 Queen Street Place
London
EC4R 1AG

THE RESOURCE ALLIANCE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
INCOME					
Income from Donations	2	60,673	-	60,673	-
<i>Income from charitable activities:</i>	3				
Conferences and Learning		161,863	-	161,863	133,857
Resource and Education		200,677	-	200,677	145,311
Government Grants		7,273	-	7,273	11,152
Professional Standards Advice and Information		42,489	(10,620)	31,869	41,000
		412,302	(10,620)	401,682	331,320
Income from investments					
Investment Income	4	196	-	196	383
TOTAL INCOME		473,171	(10,620)	462,551	331,703
EXPENDITURE					
<i>Charitable activities:</i>					
Conferences and Learning		530,970	-	530,970	633,533
Resources and Education		135,209	-	135,209	96,633
Professional Standards Advice and Information		21,995	370	22,365	144,198
TOTAL EXPENDITURE	6	688,174	370	688,544	874,364
Net Expenditure)/Net movement in funds	5	(215,003)	(10,990)	(225,993)	(542,661)
Fund balances brought forward 1 April 2021	13	(49,015)	10,990	(38,025)	504,636
Fund balances carried forward 31 March 2022	13,14	(264,018)	-	(264,018)	(38,025)

The accompanying notes are an integral part of the financial statements.

All transactions during the year are derived from continuing activities.

THE RESOURCE ALLIANCE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2022

Company Number: 4007393

	Notes	2022 £	2021 £
Fixed assets			
Tangible assets	9	-	56,835
Intangible assets	10	-	1,343
		-	58,178
Current assets			
Debtors	11	22,862	15,026
Cash at bank and in hand		109,266	263,288
		132,128	278,314
Creditors: amounts falling due within one year	12	396,146	374,517
Net current(liabilities)		(264,018)	(96,203)
Net assets		(264,018)	(38,025)
Funds	13,14		
Unrestricted funds – General		(264,018)	(49,015)
Restricted funds		-	10,990
Total funds		(264,018)	(38,025)

These accounts were approved by the Board of Trustees and authorised for issue on 09 December 2022 and signed on their behalf by:



William H. Toliver
Chair and Board Member

THE RESOURCE ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

Statement of cashflows	£	2022 £	£	2021 £
Cash flows from operating activities: Net expenditure for the year (as per the statement of financial activities)	(225,993)		(542,661)	
Adjustments for:				
Depreciation and amortisation charges	58,177		26,419	
Dividends, interest and rents from investments	(196)		(383)	
(Increase)/Decrease in debtors	(7,835)		157,029	
Increase/(Decrease) in creditors	21,629		(193,130)	
Net cash used in operating activities		(154,218)		(552,726)
Cash flows from investing activities:				
Dividends, interest and rents from investments	196		383	
Purchase of fixed assets	-		(66,000)	
Net cash provided by (used in) investing activities		196		(65,617)
Change in cash and cash equivalents in the year		(154,022)		(618,343)
Cash and cash equivalents at the beginning of the year		263,288		881,631
Cash and cash equivalents at the end of the year		109,266		263,288

The accompanying notes form an integral part of these financial statements.

1. ACCOUNTING POLICIES

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

(b) Statutory information

Resource Alliance is a charitable company limited by guarantee and is incorporated in England and Wales (company registration number 04007393). The registered address is The Brew Eagle House, City Road, London, EC1V 1NR.

(c) Basis of preparation

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the 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, Second Edition) and the Charities Act 2011.

(d) Negative Reserves

The Resource Alliance has always had a non-linear cash flow with the largest percentage of our annual operating income coming in Q3 of each year through IFC. The organisation's cash balances continue to be positive, but the accounting treatment of deferring income received as a creditor means that we present negative reserves.

(e) Going concern

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. There are three scenarios that could cause the cancellation or significant scale back of an in-person IFC 2023. We have analysed and continue to closely monitor the following:

1. **A new variant of COVID sends the EU back into lockdown** — There are two possibilities in this case. The first being that delegates outside of the Schengen Region cannot travel to the Netherlands for IFC, in which case we would expect a 25% to 30% decrease in in-person attendance and a significant increase in regional hub events and IFC Online. The second being that travel restrictions are reinstated among and within EU countries, in which case an in-person IFC would be impossible, and we would have to default to IFC Online.
2. **Russia's invasion of Ukraine devolves into a regional conflict** — As of the time of the filing of this report, it is difficult to see a scenario in which the conflict would require the full invocation of Article 5, and thus the full engagement of the NATO Alliance (nearly the entire Schengen Region) in the conflict. That said, there is reason for concern as cross-border spill-over — intentional or not — of the conflict into Poland, Slovakia, Hungary, Romania, Moldova, or the Baltic States (through further involvement by Belarus). Again, there are a range of possibilities if the conflict expands — from a significant diminishment of in-person IFC attendance to full cancellation of the conference.

1. ACCOUNTING POLICIES (continued)

(e) Going concern

3. **An economic downturn severely restricts travel/event budgets** — The Resource Alliance has been effective in holding the cost of in-person attendance at IFC within $\pm 5\%$ year-to-year, and historically has never fallen below 600 attendees at that price. IFC 2022 had a comfortable 695 attendees. As we have already begun to see solid progress in early ticket sales for IFC 2023, we do not foresee any scenario in which future in-person IFCs would be cancelled due to financial pressures. In the worst-case scenario, we would see reduced attendance numbers — our current forecast forecasts modest growth in attendance with potential economic pressures factored into that forecast.

While any of the above scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for the cash flow, which proves the organisation could continue to weather the storm. Also, while we strongly believe, more is possible based on the successful results of 2022, the financial forecast remains pragmatic, realistic and focused on the key priorities set out for 2023.

The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising and a continuation of income diversity as outlined in the financial review. On the basis of the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

(f) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

(g) Income

All income is included in the SOFA when the company is legally entitled to the income, there is a reasonable probability of receipt, and the amount can be quantified with reasonable accuracy.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has an entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service or event is deferred until the criteria for income recognition are met e.g., the event has taken place.

(h) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. All support costs, including governance costs, are allocated between the cost of generating funds and resources expended on charitable activities on basis of time spent.

1. ACCOUNTING POLICIES (continued)

(i) Tangible fixed assets and depreciation

Depreciation has been calculated to write off the cost of all tangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

Fixtures and fittings 4 years Computer equipment 3 years

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are depreciated once they have been brought into use.

(j) Intangible fixed assets and amortisation

Amortisation has been calculated to write off the cost of all intangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

Website 3 years

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are amortised once they have been brought into use.

(k) Pension costs

The charity contributed 6% of each individual, eligible, permanent staff member's gross salary to a personal pension plan of their choice. The cost of providing pension benefits is charged to expenditure.

(l) Operating leases

Operating lease rentals are written off as incurred.

(m) Foreign currencies

Transactions during the year have been converted at the rate applicable at that time. Assets and liabilities in foreign currencies are translated at the exchange rates ruling at the Balance Sheet date or where appropriate, the rates of exchange under relevant foreign exchange contracts. Differences on exchange arising are included in the SOFA.

(n) 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, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

(o) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Useful Economic Lives

The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.

1. ACCOUNTING POLICIES (continued)

(p) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the cost of fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(q) Creditors and provisions

Creditors and provisions are recognised where the charity 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 the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(r) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(s) Financial Instruments

Financial assets, such as cash and debtors, are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities, such as trade creditors, loans and finance leases, are measured at the present value of the obligation.

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2022

1. INCOME FROM DONATIONS

	Unrestricted	Restricted	Total 2022	Total 2021
	£	£	£	£
Donations	60,673	-	60,673	-
Total Donations	60,673	-	60,673	-

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total 2022	Total 2021
	£	£	£	£
Conferences and Learning				
Conferences and Events	170,945	-	170,945	133,857
Total Conferences and Learning	170,945		170,945	133,857
Resources and Education				
Digital Platform	5,918	-	5,918	10,000
Membership	185,677	-	185,677	135,312
Total Resources and Education	191,595	-	191,595	145,312
Professional Standards Advice and Learning				
Oak Foundation Emerge Campaign	-	(10,620)	(10,620)	41,000
Other	42,489	-	42,489	-
Total Professional Standards Advice and Learning	42,489	(10,620)	31,869	41,000
Other				
Government Grants - Furlough	7,273	-	7,273	11,152
Total Other	7,273	-	7,273	11,152
Total Income from charitable activities	412,302	(10,620)	401,682	331,320

3. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR

	Unrestricted	Restricted	Total
	£	£	2021 £
Conferences and Learning			
Conferences and Events	133,857	-	133,857
Total Conferences and Learning	133,857	-	133,857
Resources and Education			
Digital Platform	10,000	-	10,000
Membership	135,312	-	135,312
Total Resources and Education	145,312	-	145,312
Professional Standards Advice and Learning			
Oak Foundation Emerge Campaign	-	41,000	41,000
Total Professional Standards Advice and Learning	-	41,000	41,000
Other			
Government Grants - Furlough	11,152	-	11,152
Total Other	11,152	-	11,152
Total Income from charitable activities	290,320	41,000	331,320

4. INVESTMENT INCOME

	2022	2021
	£	£
Bank Interest Receivable	196	383

5. NET (EXPENDITURE)

is stated after charging:

	2022	2021
	£	£
Depreciation	1,343	913
Amortisation	56,835	25,506
Auditor's remuneration	10,900	8,032

6. TOTAL EXPENDITURE

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2022 Total £	2021 Total £
Direct Costs					
Staff Costs (incl. overseas self-employed staff)	148,933	45,898	-	194,831	246,749
Other Staff Costs	8,309	2,560	-	10,869	170
Event food, accommodation, travel	36	-	-	36	10,571
Event Marketing	32,383	25	-	32,408	79,913
Event other direct costs	33,647	4,397	1,119	39,163	72,148
Consultants and translation services	50,584	3,102	21,146	74,832	265,270
Travel and subsistence	-	-	100	100	-
	273,892	55,982	22,365	352,239	674,821
Support Costs					
Staff Costs (incl. overseas self-employed staff)	65,619	20,222	-	85,841	88,919
Governance direct costs	12,531	3,862	-	16,393	8,000
Consultants	61,198	18,861	-	80,059	-
Other staff related costs	3,661	1,128	-	4,789	147
Outsourced Services (HR, Finance and Payroll)	26,547	8,181	-	34,728	36,189
Premises costs	6,740	2,077	-	8,817	10,282
IT costs	21,992	6,778	-	28,770	10,830
Depreciation	44,472	13,705	-	58,177	26,419
Marketing	-	-	-	-	-
Other	14,318	4,413	-	18,731	18,757
	257,078	79,227	-	336,305	199,543
TOTAL	530,970	135,209	22,365	688,544	874,364

6. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2021 Total £
Direct Costs				
Staff Costs (incl. overseas self-employed staff)	192,142	49,092	5,515	246,749
Other Staff Costs	132	34	4	170
Event food, accommodation, travel	10,571	-	-	10,571
Event Marketing	79,913	-	-	79,913
Event other direct costs	65,564	6,584	-	72,148
Consultants and translation services	129,820	1,231	134,219	265,270
	478,142	56,941	139,738	674,821
Support Costs				
Staff Costs (incl. overseas self-employed staff)	69,241	17,691	1,987	88,919
Governance direct costs	6,230	1,591	179	8,000
Consultants	-	-	-	-
Other staff related costs	114	30	3	147
Outsourced Services (HR, Finance and Payroll)	28,189	7,192	808	36,189
Premises costs	8,006	2,046	230	10,282
IT costs	8,433	2,155	242	10,830
Depreciation	20,572	5,257	590	26,419
Marketing	-	-	-	-
Other	14,606	3,730	421	18,757
	155,391	39,692	4,460	199,543
TOTAL	633,533	96,633	144,198	874,364

7. TRUSTEES' REMUNERATION

No trustee received remuneration during the year. Expenses reimbursed to any trustee in the period were £nil (2021: £2,539)

8. STAFF COSTS

	2022	2021
	£	£
Wages and Salaries	236,723	289,113
Social security costs	25,477	27,410
Redundancy and termination costs	1,632	-
Employer's contribution to defined contribution pension scheme	16,840	19,146
Other forms of employee benefits	655	612
Staff costs	281,327	336,281
Consultants	80,059	-
	361,386	336,281

One employee received emoluments totalling between £90,001 to £100,000 (2021: nil). Pension contributions are to individual or stakeholder pension plans.

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer and Senior Management team. The total amounts paid for salaries and expenses in respect of the key management personnel of the Charity were £99,480 (2021: £113,874).

	2022	2021
Average headcount	4	6

9. TANGIBLE FIXED ASSETS

	Computer Equipment £	Total £
Cost		
Brought forward 1 April 2021	13,150	13,150
Written off	(13,150)	(13,150)
At 31 March 2022	-	-
Depreciation		
Brought forward 1 April 2011	11,807	11,807
Charge for the year	1,343	1,343
Written off	(13,150)	(13,150)
At 31 March 2022	-	-
Net Book Value		
At 31 March 2022	-	-
At 31 March 2021	1,343	1,343

10. INTANGIBLE FIXED ASSETS

	CRM System	Total £
Cost		
Brought forward 1 April 2021	115,019	115,019
Written off	(115,019)	(115,019)
At 31 March 2022	-	-
Amortisation		
Brought forward 1 April 2021	58,184	58,184
Charge for the year	56,835	56,835
Written off	(115,019)	(115,019)
At 31 March 2022	-	-
Net Book Value		
At 31 March 2022	-	-
At 31 March 2021	56,835	56,835

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2022

11. DEBTORS

	2022 £	2021 £
Trade debtors	11,868	8,520
Other debtors including grant receivable	705	706
Prepayments and accrued income	10,289	5,800
	22,862	15,026

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade creditors	64,067	7,282
Other creditors, including taxes and social security	7,655	7,056
Accruals and deferred income	324,424	360,179
	396,146	374,517

Movement in deferred income	2022 £	2021 £
As at 1 April	320,335	310,554
Released in year	(166,729)	-
Deferred in year	119,668	9,781
As at 31 March	273,274	320,335

Deferred income relates to ticket sales in advance for IFC and membership income.

13. STATEMENT OF FUNDS

Current Year	1 April 2021 £	Income £	Expenditure £	Transfers £	31 March 2022 £
Unrestricted Funds	(49,015)	473,171	(688,174)	-	(264,018)
Restricted funds:					
Emerge Campaign	10,990	(10,620)	(370)	-	-
	10,990	(10,620)	(370)	-	-
Total funds	(38,025)	462,551	(688,544)	-	(264,018)

Disposals	1 April 2020 £	Income £	Expenditure £	Transfers £	31 March 2021 £
Unrestricted Funds	343,153	290,703	(730,166)	47,295	(49,015)
Restricted funds:					
Emerge Campaign	161,483	41,000	(144,198)	(47,295)	10,990
	161,483	41,000	(144,198)	(47,295)	10,990
Total funds	504,636	331,703	(874,364)	-	(38,025)

Restricted expenditure of £370 (2021: £144,198) was represented by £370 (2021: £144,198) for Professional standards, advice and information.

The General reserve represents the free funds of the company, which are not restricted and free to use in accordance with the charitable objects. At the end of March 2022 general reserves were in deficit. Restricted reserves represent funds received which are to be applied to specific activities during the coming year. Details of these activities are as follows:

Emerge – The guiding vision for this programme is the emergence of organisations capable of delivering on their mission – a vision that we share with many sector stakeholders and donors. The programme has been successfully implemented with partners in regions and countries across different corners of the globe. The structured approach – incorporating in-depth needs assessments, carefully curated training workshops, strategy development, and executive coaching – has enabled the work to build the capacities of organisations and influence their culture. The Resource Alliance continued its successful partnership with the Oak Foundation to achieve for its grantees:

- Strengthened organisational capacity in fundraising and resource mobilisation, including, if needed, the development of appropriate organisational structures and processes
- Enhanced resource mobilisation skills, competence and confidence amongst key staff
- A functioning resource mobilisation strategy with plans and tools to support the process
- Mentoring for increased and diversified funding in the short, medium and long term.

Transfers in 2021 relate to staff costs charge to unrestricted funds in the prior period.

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund balances at 31 March 2022 are represented by:			
Intangible Fixed Assets	-	-	-
Tangible Fixed Assets	-	-	-
Debtors	22,862	-	22,862
Cash	109,266	-	109,266
Creditors	(396,146)	-	(396,146)
Total net assets	(264,018)	-	(264,018)
	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund balances at 31 March 2021 are represented by:			
Intangible Fixed Assets	56,835	-	56,835
Tangible Fixed Assets	1,343	-	1,343
Debtors	15,026	-	15,026
Cash	252,298	10,990	263,288
Creditors	(374,517)	-	(374,517)
Total net assets	(49,015)	10,990	(38,025)

15. OPERATING LEASE COMMITMENTS

At the reporting end date Resource Alliance had no operating lease commitments.

THE RESOURCE ALLIANCE LIMITED

England & Wales - Charity number 1099889

Accounts



THE RESOURCE ALLIANCE LIMITED
(a company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2021

Company registration number: 4007393

Charity registration number: 1099889

Website: www.resource-alliance.org

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THE RESOURCE ALLIANCE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2021

Legal and administrative information

Company Registration Number	4007393
Charity Registration Number	1099889
VAT Registration number	608 0608 58
Board of Directors	William Toliver, North America, Chair Caroline Emerton, UK, (retired March 2021) Mike Johnston, North America Pesh Framjee, UK Colin Habberton, Africa Marcelo Iniarra, Latin America Nana Asantewa Afadzinu, Africa Naila Farouky, The Middle East Ingrid Srinath, India/South Asia Willeke van Rijn, Europe (resigned February 2022) The Directors are also the Trustees of the charity
Company Secretary	Brian J. Higgins (CEO-Resigned February 2022) Willeke van Rijn (CEO-March 2022)
Head Office / Registered Office	The Brew Eagle House 163 City Road London EC1V 1NR
Bankers	Barclays Bank P O Box544 54 Lombard Street London EC3V9EX
Solicitors	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditor	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG

The financial statements comply with the Charities Act 2011; the Companies Act 2006; the Memorandum and Articles of Association; and the 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).

Legal and administrative information set out above is part of this report.

Our Mission

The Resource Alliance exists to strengthen the social impact sector, by helping people responsible for resource mobilisation develop the knowledge, tools and connections necessary to fuel their organisation's work. Our ambition is to bring together a highly engaged community and provide them with access to innovative thinking, best practices and collaborative networks that ensure they are constantly growing their ability to resource the organizations and causes they serve.

Our Impact

In 2020/21, an estimated 10,000 people from more than 120 countries have benefited from a Resource Alliance programme, event or through membership in the Resource Alliance Global Community. This achievement is a testament to the Resource Alliance, our board, team, volunteers, ambassadors and the wider community for contributing towards what continues to be a vibrant and valuable community.

In addition, throughout 2020/21, we worked with a cohort of 17 organisations funded by the Oak Foundation to take them through the Emerge capacity building programme, enabling them to develop fundraising strategies and institutionalise fundraising through skills development and the provision of coaching and mentoring to help implement the strategy.

Acknowledgements

The Resource Alliance is a truly global community, made up of passionate individuals who care about our mission, work alongside our values, and often putting in efforts tirelessly behind the scenes to make the various Resource Alliance events happen. Without them, the Resource Alliance couldn't make the impact it has, so for that, we want to take a moment to thank those who have really helped the Resource Alliance achieve so much this year.

The following partners have helped us to deliver the International Fundraising Congress (IFC) Online, Fundraising Online (FRO) and our regular monthly content: Accessible Intelligence; Blackbaud; Blakely; Daryl Upsall Consulting and Recruitment International; Fundraising Magazine; Gather Voices; HomeMade Digital, Housatonic; iRaiser; Medito; Salesforce.org; THINK Consulting Solutions and Up Fundraising.

The Oak Foundation has once again been our key partner in delivering fundraising capacity building services to human and environmental rights organisations around the world. This year we continued our work with 14 Oak Foundation beneficiaries to take them through the 12 month Emerge programme and started Emerged programmes with three new Oak Foundation grantees.

We also collaborated with CAF America on a Global Grantee Resilience Project related to CAF America's 'The Voice of Charities Facing COVID-19' volume 6 survey. Based on findings from the survey, we developed a series of 7 online learning sessions to help charities through the crisis.

The Resource Alliance 2020/21/22 Advisory Panel:

Marcus Missen, Leonard Cheshire UK (Chair); Alfredo Botti, UNHCR (Argentina); Dana Kohava Segal, =mc (Israel/UK), Daniel To, Amnesty International (Hong Kong), Elisa Novoa, Civicus (Columbia), Esther Kwaku, The Nerve Network (UK), Liz Ngonzi, The International Social Impact Institute (USA), Richard Turner (UK), Nina Saffuri, Consultant (UK), Paul de Gregorio, Rally (UK), Mouna Ben Garga, Civicus (Tunisia), Vikas Kataria, WaterAid (India), Reem Abdelhamid, UNHCR (Saudi Arabia)

Dedicated volunteers for the IFC Online in 2020 and 2021:

Our wonderful team of volunteer session leaders who are selected each year via an application process

Resource Alliance Ambassadors:

Sisan Bove (Denmark); Mariana Chammas (Brazil); Fred Fournier (France); Kelvin Glen (South Africa); Martin Georgi (Germany); Fiona McPhee (Australia & New Zealand); Markel Mendez (Panama); Simon Sriver (UK & Ireland); Beate Sorum (Norway); Sonya Swiridjuk (Canada); Ruth Wagner (Switzerland); Herbert Witschnig (Austria).

Inspirational Speakers:

There are too many individual names to mention here, but we want to thank all speakers at IFC Online, Fundraising Online, Our Senior Leadership Summits and Our monthly seminars, for taking the time and putting in the effort to share their knowledge and expertise with our community.

Members of the IFC 2022 Springboard Campaign:

A devoted team of leading fundraisers have come together in 2021 to fundraise critical “bridge funding” to ensure a successful IFC 2022. In addition to the nearly one hundred donors who contributed significant funding we are grateful for the incredible work of Daryl Upsall (co-chair), Jennie Thompson, Martin Georgi, Sonya Swiridjuk, Usha Menon, Kay Sprinkle Grace, Anne-Marie Grey, Tony Myers (co-chair), Amanda Seller and Steve Thomas.

Carolina Nyberg-Steiser Bursary Fund:

In October 2017, Carolina Nyberg-Steiser lost her life in the Brazilian Amazon in the course of her work with Greenpeace. Carolina was an incredible young woman with a huge heart and astonishing determination and at just 29 years of age she had, with grace, intelligence and sheer force of will achieved so very much. Greenpeace and the Resource Alliance, with the support of Carolina’s family, have developed this bursary programme in her name with the aim of empowering other incredible young women who care deeply for the wellbeing of our planet, and the people that inhabit this earth, as Carolina did. Thank you to Carolina’s family and to Greenpeace for continuing to fund this important bursary programme. [Further details on page 10.](#)

Foreword

As the challenges faced throughout 2019/20 continued throughout 2020/21, the impact of the Covid pandemic was felt professionally and personally by so many people across the world, an impact felt by social impact organisations globally, and an impact shared by us at the Resource Alliance. The year saw us unable to deliver the International Fundraising Congress (IFC) or any of our regional events in person for the first time in our 40-year history. This has understandably had an impact on our financial position, but with every challenge comes and opportunity and we moved quickly in 2019/20 to ensure the continuity of our events and services to our community, through harnessing digital technology with great success.

The adoption of digital technologies to deliver our knowledge and skill sharing seminars and events, and the development of our digital membership platform and hubs, have enabled us to stay connected with our alliance of fundraisers and change-makers across the globe, and has enabled us to facilitate their connectedness to each other.

In Q3 2020 we created a new community that enables us to stay connected all-year-round, providing a space to share challenges and solutions, engage with experts, stimulate debate and conversations and forge valuable connections across borders, using our new digital platform and its online discussion forums and community-sourced resource library. We have built a strong foundational community from which to grow and develop a truly diverse, truly equitable and truly global alliance into the future. The Resource Alliance remains deeply committed to building a thriving alliance of fundraisers and changemakers from organisations of every size and type around the world. It is part of our Manifesto to provide equitable access to all and the Global Community provides us with another way to meet the critical need to democratise knowledge.

Due to the covid pandemic, we were unable to offer IFC in-person in 2020 and 2021. Instead, we pivoted to online delivery, using the best online conference delivery software available. The conferences successfully took place in October 2020 and October 2021, drawing a diverse and truly global audience. The programmes for IFC Online featured cutting edge content, learning and best practice to keep attendees ahead of the sector; from developing new markets to sessions that explored fundraising in Africa, learning about global trends, and the latest in AI, leadership, data, neuroscience, video gaming as well as traditional channels.

In the midst of this global pandemic, we are proud to have maintained our 40+ year history of convening the world's best fundraisers and change-makers, curating the most inspirational and practical content and helping thousands of social impact organisations move closer to the realisation of their bold and vital visions.

Unfortunately, the impact of the Covid-19 pandemic has brought with it a degree of uncertainty around income for 2020/21 and for 2021/22, however, we remain committed to our vision and are working diligently to ensure the Resource Alliance has adequate resources to continue in operational existence for the foreseeable future. Throughout 2020 and 2021 we have placed considerable effort into reducing spend and are focused on our investment towards income generation activities. We have introduced a new and successful product to our service portfolio in the "Senior Leadership Summit" which has secured funding and support from a valued corporate partner. Alongside this, with the support of a dedicated and expert team of volunteers, we have developed and rolled out a targeted individual giving campaign among the longstanding IFC community to support us in securing income results that will provide for the organisation's stability in the short term and growth in the medium and long terms.

We will continue to reach more fundraisers and campaigners through our new models of working, new technologies and the democratisation of our knowledge products and play our part in making the world a better place, through supporting our alliance members to resource their ever-more important work.

We are grateful to the members of our alliance, our supporters, sponsors and partners, and to the incredible fundraisers and resource mobilisation professionals around the world who take the knowledge, skills and tools shared through our events and seminars, and turn them into real positive impact for the people and causes they serve.

Highlights of 2020/21

As we entered the 2020/21 financial year, the world faced an unprecedented health and economic crisis following the outbreak of COVID-19. Resource Alliance pivoted strongly to support our community through these difficult and uncertain times, with our roll out of new and innovative delivery mechanisms and programmes.

Plan C Webinars

As the world moved into lockdown, we switched all our energy to providing access to high-value digital resources and tools to support our community through this crisis. Developed in a rapid timeframe, our Plan C webinar series of nine sessions delivered during April and May, reached over 1 800 people in 79 countries, with all the sessions available for on-demand download (on average there were 300 downloads per session). One organisation, Elephants Alive, who attended a Plan C webinar at the start of the crisis, reported that they had followed the advice shared to focus on donor retention, with the result that in the last two months they've raised R2 898 131/\$166 000 for their elephant conservation work. *"A very big thank you for introducing us to the virtual conference of Resource Alliance. The seminars have been most informative and I attribute our latest success to some advice I got from a seminar I listened to."* Michelle Henley, Founder and CEO, Elephants Alive.

Fundraising Online

FRO2020:

In late April 2020 (29 and 30 April) over 16,000 delegates from 145 countries signed up to attend Fundraising Online #FRO2020, our two-day, free-to-attend virtual conference, jam-packed with a stellar line-up of digital fundraising specialist from around the world. Roughly a third of these registrants attended live sessions with 4546 unique live viewers logging in at least once during the two days of #FRO2020. These live participants came from 140 different countries (covering 72% of all countries in the world). On average 515 people attended each session with some sessions attracting over 1000 participants. Feedback from our #FRO2020 delegates was overwhelmingly positive, with the average session score at 86.4% and speaker scores averaging 85.5%.

"FRO2020 was an incredible resource connecting organisations with experts in the field of fundraising. Never in my career has online fundraising been more important than during the pandemic, it provided hope that online conventions and conferences are not only possible but enable huge numbers of people with an economic and environmental benefits. I would recommend future leaders to use this example and the content to enable them to learn and find solutions to support their organisations." Bethany Gallichan, Durrell Conservation Trust, Jersey

"Thanks to #FRO2020 for bringing together so many great fundraising minds. The New World Post-COVID need new ideas and approaches, I feel lucky to learn from the best at #FRO2020." Nicolas Ballesteros, Plataforma en Defensa de la Libertad de Información (PDLI) (Spain).

"I was so impressed at how applicable the information from the sessions was to my everyday work. I'm used to attending webinars that never quite measure up to the enticing title, and in this case I gained a lot from the sessions I attended. I'm in Canada so a lot of the sessions were too early for me to attend, but I'm going to go through the list and watch some of the ones I missed now!" Melissa Crocker, Operation Eyesight Universal (Canada)

"The conference exceeded my expectations. After a couple of sessions, I was already engaged and very excited to keep on learning. I am pleased to having attended as the information given has been important and useful for my work. It was also a great opportunity of networking with professionals in the social field." Jessica Sanchez, Mi Pequeña Ayuda, Peru.

"Brilliant! The future for remote global workshops! Informative AND interactive at the same time. Could not ask for more. Looking forward to #FRO2021." Mitchell Hinz, ActionAid, Indonesia

Launch of the Resource Alliance Global Community

The COVID-19 pandemic has fundamentally changed the way we work, engage and learn. This shift demanded that the Resource Alliance act fast and decisively to build a truly global, connected community of fundraising changemakers to strengthen the social impact sector now and beyond the crisis. Plans were already well underway for the development of a new Resource Alliance digital platform, which we had planned to launch at IFC 2020. COVID-19 forced us to accelerate our vision to do more than just 'go virtual'. We were determined to create a new, truly diversified, inclusive, participatory and enduring way for fundraisers and changemakers globally to engage, share and learn with and from each other.

In July we launched the Resource Alliance Global Community with the goal of providing year-round, continuous learning and engagement on the most powerful ways to resource social change – not just financial but also human, technical and intellectual.

By the end of January 2021 over 3,500 people had signed up for the Global Community. Between July 2020 and March 2021 1700 fundraisers from around the world attended either a monthly plenary, big conversation or workshop on a range of topics under the monthly themes of 'People Power'; 'Digital Revolution', 'Leadership for a new ecosystem', 'New forms of storytelling' and 'Decision Science'. Access to these sessions was either free as a Friend of the Global Community or through an equitable priced membership model. Here's what one Global Community participant shared:

"The opportunity to listen fresh new ideas, trends, different experiences and words of experts and champions in the field, makes this community unique and relevant especially for practitioners looking to keep going in this cloudy times. The Resource Alliance Global Community means an open window of opportunities and inspiration for me!" Carlos E. Velásquez G., Guatemala

IFC Online

IFC2020:

In October 2020, The Resource Alliance defied the obstacles created by a global pandemic to deliver the biggest, most- ethnically, intellectually, gender and culturally diverse IFC programme ever — fully virtual for 1,200 fundraisers and changemakers from 80+ countries from 13 – 16 October 2020.

With the plenary and big conversation speakers reading like a 'Who's Who' of social change accelerators, the IFC Online 2020 programme was designed to challenge and question, while at the same time provide practical advice for a global audience responsible for resourcing social impact.

In total we received 1150 registrations for IFC Online from 87 countries, a substantial increase on the c.650 paid delegates we've seen at IFC in-person over the last few years.

Over the course of IFC Online week, a total of 970 registered individuals logged in to join the conference live and we achieved an overall event score of 85%.

Resource Alliance Global Fundraising Awards

The 2020 Resource Alliance Global Fundraising Awards took place during IFC Online. The awards acknowledged the work and achievements of innovative fundraisers and change makers and gave us an opportunity not only to recognise the finalists and winners for their dedication and passion, but also to let the world know how you use that dedication and passion to help create lasting, positive change in the world. The four categories included: The Global Fundraising Innovator of the Year; The Activator Award; The Rule-Breakers Award; and The Change Accelerator Award. The first three were judged by an independent panel of judges and the Change Accelerator Award by our community (11,000+ votes were received from the global fundraising community).

Senior Leadership Summit

Recognising the need for senior leaders to have an exclusive space to connect, debate and discuss, lead the Resource Alliance to create the Senior Leadership Summit in partnership with Salesforce.org. The first Senior Leadership Summit took place just before the start of IFC Online 2020 on Monday 12 October and was attended by CEOs and Fundraising Directors from international and national NGOs. In total 77 leaders registered to attend of which 67 attended for the 2.5hr session. The keynote was delivered by Prof. Margaret Heffernan on the subject of "Wilful Blindness".

Feedback from delegates was extremely positive and are reflective of this quote: "Congratulations with a great start of the IFC. Brian and Margaret's session was fantastic. Wow, what an insights, how inspirational and thought provoking. Great kick off" Willeke Van Rijn, SOS Children's Villages.

Building on this success, we delivered the second Senior Leadership Summit in February 2021 on the topic of mental health. Adam Brown, Associate Professor in Psychology at The New School for Social Research, delivered the keynote in which he explained the steps leaders in our sector can take to "stay resilient while trying to save the world". In total 83 leaders registered to attend of which 53 attended. This is what one participant shared after the session:

"You did a great job team RA. It was wonderful to have a great speaker plus his presentation that I downloaded, well run and totally engaging breakout rooms and an excellent attendance from sector leaders from around the world. It was the nearest I have felt as if at the IFC with friends, colleagues and peers from around the world."
Daryl Upsall

The Emerge Programme

Throughout 2020/21, we worked with a cohort of 17 organisations funded by the Oak Foundation to take them through the Emerge capacity building programme, enabling them to develop fundraising strategies and institutionalise fundraising through skills development and the provision of coaching and mentoring to help implement the strategy. Through the Resource Alliance's global network of associates, some of them drawn from the speaker's list at the IFC, organisations benefited in strengthening their systems and processes as well as getting access to knowledge and insights to improve their financial sustainability.

Achievement of unprecedented Diversity KPIs

While the organisation has much to be proud of in pivoting to alternative delivery systems and revenue sources, Resource Alliance made excellent progress in achieving its most aggressive diversity goals ever. During 2020/21 RA recruited the most diverse board in the organisation's history, with globally recognized leaders across North America, Africa, Europe, Latin America, Asia, the Indian Subcontinent and Middle East. RA's Advisory Panel is also exceptionally diverse with practitioners across every continent and region of the world. Finally, RA programmes and services reached more people in more countries than at any time in the organisation's 40-year history.

The year ahead

Though we have significantly reduced overhead and the cost of programme delivery, and accelerated the launch of a revenue positive digital platform and membership model, we expect to continue to draw down our cash reserves into 2022 as we endure an unprecedented (and unforeseeable) COVID-driven three-year gap between in-person IFC events. The board, leadership and team have created contingency plans to further leverage our incredible volunteer network and to continue to grow our reach and resources through the following initiatives and programmes:

The Return of IFC – Having delivered two very successful IFC Online events in 2020 and 2021, we are making plans to bring our community back together in The Netherlands for an in-person IFC in October 2022. To plan for a COVID contingency, meet our sustainability objectives and increase global access to our programmes, we are also planning smaller in-person events in regional hubs supported by online access to IFC content. As of the filing of this report, those plans include regional hub activities in Africa and Latin America.

The IFC Springboard Campaign — In July of 2021, RA Leadership convened a meeting with some of the most influential members of our community to investigate the possibility of raising £160,000 in individual donations and an additional £340,000 in ticket sales to ensure RA had critical resources needed to relaunch IFC in 2022. A team of incredible volunteers took the initiative and created the IFC Springboard Campaign to drive that effort. As of this report, that team has secured £138,000 in individual donations and another £172,000 in advance ticket sales.

FRO – We continued to build on the success of Fundraising Online (#FRO) with a strong focus on digital tools, how to harness emerging and disruptive tech trends, and what's coming over horizon. FRO2020 was so successful we experimented with a growing cadre of sponsors and implementing a small fee for conference attendance. In 2021 we introduced a ticket fee to attend the conference for the first time. This resulted in no negative feedback and a ticketing model will be rolled out for FRO and other online events into the future.

Resource Alliance Global Community (RAGC) — Our first wave of memberships to our Global Community will be due for renewal in late 2021 and early 2022 and, after a full year of member feedback, plans are in place to reduce the cost of access to the programme and enhance the value to members — including a more comprehensive monthly programme, discounted access to IFC and free access to FRO and IFC-online.

Emerge – In 2021 we will complete our work with the Oak Foundation to deliver the Emerge programme for 17 organisations. The selected organisations campaign and deliver services to improve the lives of people in the area of human rights and environmental protection. The programme will benefit from the expertise of Resource Alliance associates who will provide in-depth organisational assessments, training, consultancy and coaching and mentoring over several months.

Throughout 2021 we developed an updated version of EMERGE, using the recommendations from the independent review of the programme as a guide for EMERGE 2.0. We are in conversation with Oak Foundation and other grant making foundations about extending a more flexible capacity programme to their grantees as we have done so successfully with EMERGE over the years. We are excited to further the work of Emerge beyond 2021 so that it impacts even more organisations and their leaders and helps to tackle the key issues that affect the social impact sector globally. We know that organisations in the sector seek to benefit from a range of development opportunities so that they can continue to fulfil their mission and be impactful whilst having financial sustainability. We believe that this, together with our flagship conference and events, will help to support and build our community and help to tackle poverty, disadvantage and environmental challenges.

Bursaries and supporting those from developing markets and smaller organisations – With the planned return of our in-person IFC in October 2022, we aim to resume our support young women in the social impact sector through the Carolina Nyberg-Steiser Bursary Fund, by offering fully-funded places to our events and equitable access to both events and programmes.

Financial outlook and going concern

While the IFC remained the predominant source of income as the 2019/20 year came to a close, Resource Alliance entered 2020/21 with the launch of several initiatives designed to significantly grow the size of the community we serve, greatly improve access to world-class content for organisations of every size and type, and diversify our sources of income so we were less reliant on any single revenue system. These included a series of sponsored Pop-Up events in Asia, Africa and Latin America; the initiation of a successful Leadership Summit in Partnership with Salesforce.com and the Beta Test of a new Digital Platform.

By March 2020, before lockdowns and restrictions became commonplace, RA leadership foresaw that the global pandemic could significantly impact face-to-face gatherings and thus the largest source of revenue for the organisation. The team began developing contingency plans for delivering digital events and cultivating alternative sources of income to replace the possible loss of revenue from IFC and Pop-Ups. By March 2020, the organisation had launched its first digital event series, Plan C Webinars, and by July, the team launched the Resource Alliance Global Community — a unique membership model that brought in nearly £250,000 in un-forecasted revenue, which mitigated some of the impact of COVID-19.

The above successes, in addition to significant reductions in overhead and staff costs and improved efficiency in our ability to deliver programs, helped ensure Resource Alliance navigated through the first year of the COVID crisis with lower than predicted utilisation of cash reserves

That said, none of our financial models predicted a full three-year gap (October 2019 to October 2022) between in-person IFC events, nor a complete halt to all face-to-face gatherings that would have brought in sponsorship and ticket revenue to the organisation. The success of our income diversification and cost reductions are not yet significant enough to ensure a critical mass of staff were available to provide services to Global Community members, deliver FRO 2021, support the Springboard Campaign and do essential work to build toward IFC 2022.

As it became clear that the organisation would be required to draw down reserves further, the board of directors implemented strict month-to-month oversight of cashflow and management accounts. Since September 2021 specific board members have been assigned to augment the team and assist RA leadership through hands-on pro bono work in those areas critical to the organisation's success: Marketing and Communications, Fundraising, Content, Partnerships, Business Planning and Financial Management.

Through interviews with community members, extensive analysis and discussion, and on-the-ground insight (through their work in the above-mentioned programme areas), the board agrees unanimously that Resource Alliance remains a going concern and will begin making significant contributions to rebuilding our cash reserves by October 2022. This confidence is based upon a 40-year history of delivering the world's most respected fundraising event (IFC) and a conservative forecast of re-launching or expanding programmes for which the organisation has already had proven success. Specifically:

The return of an in-person IFC in October 2022 – After extensive research by both RA Leadership and the IFC 2022 Springboard Team, it is clear that there is keen support across our global community for a return to an in-person IFC in The Netherlands in October 2022. Enthusiasm for reconnecting is extremely high, the need for

effective training and collaboration has never been greater and COVID restrictions are being relaxed across the EU. That said, we are deeply conscious of a more conservative mindset across our sector as we find our way to a “new normal,” and all of our forecasts for the event are based on a 25% decrease in average attendance of the past three IFC events. In addition, we expect a more cautious approach to ticket purchases with the majority of tickets sales delayed until the last two to three months leading up to the event. As such, we have ring-fenced all ticket sales for IFC and will not realize the revenue from those sales until we have begun to make payments to hotels, vendors, partners, etc. We have never taken such a conservative an approach to IFC and are looking forward (though not planning for) a pleasant surprise in October of 2022. As of the filing of this report we have sold 190 tickets out of a total of 500 and attracted new sponsors including a new headline sponsor with whom we are in final stage negotiations. Even with our most conservative forecasts, a successful IFC this October will turn the tide for the organization and allow us to begin to replenish reserves by October 2022.

A low-cost of entry FRO 2022 – As mentioned above, FRO2020 and 21 were so successful we asked attendees whether they would support a low-to-moderate ticket price and met with a high degree of receptivity based on the value of the conference. We are forecasting roughly half the number of attendees will be willing to pay for tickets and expect sponsorship revenue to track fairly consistently with FRO 2021. While this number was originally put forth as our “most educated” best guess, as of the filing of this report, we are on track to achieve this forecast through both sponsorships and ticket sales.

A repeat of our successful Leadership Summit – Attendees rated the experience very highly, and we are in negotiations with Salesforce.com for a repeat of the series in 2022.

Re-launching Pop Ups in Q4 2021/22 – As noted above, we were in the final stages of negotiations with sponsors to cover all delivery and logistical costs and had begun recruiting efforts and ticket sales for regional Pop-Ups when the pandemic cancelled all plans. We expect to pick up where we left off in 2019 and carry out one regional Pop-Up per quarter starting in Q4 of 2021/22.

The second year of the Resource Alliance Global Community (RAGC) — It is reasonable to expect that our initial success in recruiting members of RAGC was driven in part by the advent of COVID and fear of the unknown. Despite the fact we have reduced the cost of entry, greatly enhanced the monthly programme, are offering discounted access to IFC and free access to FRO and IFC-online, and are reaching beyond our existing community with marketing and communications campaign, we are conservatively estimating that our community will grow more slowly in the coming year and achieve 40% the size of our existing membership by year’s end. Again, initial recruitment efforts indicate we may be underestimating this forecast, but we are not willing to forecasting any additional revenue based on early successes.

Successful completion of the IFC 2022 Springboard Campaign — We are on track to meet our fundraising and early ticket sales goals by Q3 of 2021/22.

Modest Donations from CSR and Foundations — Board members are having direct and encouraging contact with specific foundations to seek modest funding for capacity building, regional expansion and investments in our digital platform. We expect to see the fruits of these conversations by Q3 of 2021/22.

Scenario Planning

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. There are three scenarios that could cause the cancellation or significant scale back of an in-person IFC 2022. We have analysed and continue to closely monitor the following:

1. **A new variant of COVID sends the EU back into lock-down** — There are two possibilities in this case. The first being that delegates outside of the Schengen Region cannot travel to The Netherlands for IFC, in which case we would expect a 25% to 30% decrease to in-person attendance and a significant increase in regional hub events and IFC Online. The second being that travel restrictions are reinstated among and within EU Countries, in which case an in-person IFC would be impossible and we would have to default to IFC Online.
2. **Russia's invasion of Ukraine devolves into a regional conflict** — As of the time of the filing of this report, it is difficult to see a scenario in which the conflict would require the full invocation of Article 5, and thus the full engagement of the NATO Alliance (nearly the entire Schengen Region) in the conflict. That said, there is reason for concern as cross-border spillover — intentional or not — of the conflict into Poland, Slovakia, Hungary, Romania, Moldova or the Baltic States (through further involvement by Belarus). Again, there are a range of possibilities if the conflict expands — from a significant diminishment of in-person IFC attendance to full cancellation of the conference.
3. **An economic downturn severely restricts travel/event budgets** — Resource Alliance has been effective in holding the cost of in-person attendance at IFC within $\pm 5\%$ year-to-year, and historically have never fallen below 600 attendees at that price. That said, there continues to be inflationary pressures and generally conservative financial behavior among NGOs post-COVID. As we have already begun to see solid progress in early ticket sales, we do not foresee any scenario in which an in-person IFC would be cancelled due to financial pressures. In the worst-case scenario, we would see reduced attendance numbers —our current forecast has already incorporated a nearly 20% decrease in attendance at IFC 2022 as a result of these economic pressures.

While any of the above scenarios could significantly impact the financial wellbeing of the organisation, none are considered “materially” significant because Resource Alliance can survive the complete cancellation of a third consecutive IFC if necessary. The Board have developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to “weather the storm” through the following initiatives:

1. **Reliance on our digital delivery systems to reach more people with paid content** — FRO ticket sales are on track with forecast and have secured a headline sponsor for £15,000. The IFC hybrid version (in-person and online) is attracting new sponsors: with £26,000 agreed as of the filing of this report, £65,000 from 2 key sponsors in the final stage, 5 sponsors in pipeline (with a value of £60,000) and board members actively reaching out to attract new sponsors. We are negotiating contracts that ensure these funds would remain in place in the event we had to deliver IFC exclusively online.
2. **Securing revenue through additional fundraising and sponsorships** — The board is actively engaged with potential foundation partners to support capacity building, regional expansion, bursaries and further investments in our digital platform. We are in final stages securing a new Leadership Summit with our partner Salesforce, and have other partners interested in exploring similar online-only leadership and skill-share summits in 2022. We are conservatively forecasting £350,000 in fundraising and sponsorships.
3. **Growth of our membership community** — As noted previously, we have reduced the overall cost of entry and developed an attractive new program throughout the year — centering our work around monthly themes, with keynote speakers and experts for the Ask the Expert interactive sessions already booked for every month in CY 2022. We have launched a four-pronged recruitment strategy focused on key accounts (larger (I)NGOS); individuals and small organisations; Foundations who are seeking additional support for the organisations they fund; and, finally corporate sponsors. We are in negotiations with our first sponsor, and our work with (I)NGOs have already yielded 150 membership renewals. A campaign attracting new members outside our existing network is unfolding in Q2 2022 with

the intent of reaching more individuals and new collaborations with regional NGOs and fundraising networks.

The Board has factored all these matters into forward budgets and forecasts and is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising and delivery of ongoing digital events and membership content. In-person events will help to return money to our unrestricted reserves. On the basis of the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future.

Governance

The Resource Alliance is a charity and a company limited by guarantee and is governed by its Memorandum and Articles of Association.

The Board of Trustees meets at least twice per year. The Board considers that good governance is central to achieving the charity's aims, therefore, other ad hoc meetings and telephone conferences involving either the whole Board or selected members of the Board are also held, as required. The Board focuses on strategic and governance issues and matters of broad general policy. There are Board sub-committees with a specific responsibility. These sub-committees of the Board have been set up to ensure day-to-day operational effectiveness, advice on business and risk management, strategy and governance. The following sub-committees and working group structure were adopted during the year:

The role and purpose of the Finance and Audit Committee are to assist the Board of Trustees in fulfilling its financial and risk responsibilities. The committee is responsible for, the management of risk, financial reporting process, systems of internal control, internal and external audit processes, procedures for monitoring compliance with laws/regulations, as well as any other financial and risk oversight functions, such as investment monitoring, as requested by the Board. The Board authorises the Finance and Audit committee within the scope of its responsibilities to, seek any information it requires from any employee, volunteer or external party, and to appoint outside legal or other professional advice. In performing its duties, the committee will maintain effective working relationships with the Board, the staff and external auditors.

The Board of Trustees is accountable and responsible for managing and supervising the activities and affairs of the organisation. The recruitment selection and subsequent induction of one or more new Trustees can influence how effective the charity is. As a result, a great amount of importance is placed upon recruiting the right candidates as it can lead to a balanced and effective Trustee Board and a well-governed and effective charity.

Trustees are appointed for a term of three years and no more than two consecutive terms may be served except in the case of a Trustee becoming Chair. New Trustees are appointed by a majority decision of the Board and are typically individuals who already have an existing involvement with, and knowledge of, the charity. Upon appointment, new Trustees receive a Board induction pack, including information about the charity, its history, strategy, Board manual as well as copies of past minutes, accounts and other key documents. Induction meetings are held around the first Board meeting they are in participation. Individual Trustees often have significant volunteer roles within the organisation and support the CEO and staff team in implementing agreed programmes.

General management of the global brand is overseen by the CEO who is responsible for all Resource Alliance operations. General management of the UK office is delegated to the management team who are based in London, with oversight from the CEO and Board of Trustees. The Resource Alliance is actively committed to impacting all aspects of international operations of organisations serving countries, people, groups and individuals. In addition to the team in London, there are volunteer teams in regional centres which enable the Resource Alliance to maintain close contacts and collaboration with local networks. They also work on programmes related to Resource Alliance projects and objectives and assist in the accessing of grant funding. The Resource Alliance has two affiliated charities, the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust operating in India. This commitment continues with our regional expansion in South Africa and Thailand.

As an organisation with a global reach and an extensive global network, the Resource Alliance needs to attract the breadth and depth of expertise required to achieve these aims in a competitive global employment market. For the majority of key management based in the UK, the Board have agreed that the remuneration package offered to key management staff should be benchmarked against the London market with consideration to the global environment while recognising that the organisation is a not-for-profit and the need to keep compensation in line with this sector also.

Fundraising

The Resource Alliance recognises the important work that the Fundraising Regulator undertakes to ensure fundraising is respectful, open, honest and accountable. The Charity does not employ any fundraising staff, third party fundraisers or commercial participators. Due to the generosity of our community in giving of their expertise and support, the Resource Alliance has not had to expend finances on fundraising costs. Because we do not incur spend in our fundraising, the Resource Alliance is not currently registered with the Fundraising Regulator. We have a process in place for dealing with complaints and feedback which applies to all Trustees, staff and volunteers. [This process is published on our website]. We have had no complaints about fundraising over the year.

Financial Review

The accounts have been prepared on the going concern basis of accounting. In determining that it is appropriate to prepare the accounts on the going concern basis, the trustees recognise the significant uncertainty in the external environment and have considered future financial projections covering a period of more than one year from the date of these accounts. Further detail in relation to these considerations is set out in **note 1** of the financial statements. As set out in note 1, whilst there are a number of uncertainties, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern.

The Board of Directors recognises that as an organisation, the Resource Alliance is at a pivotal point in its history, building on its past by expanding its resources influencing every aspect of the multinational social impact sector. The organisation is positioning itself as the leading global curator and network for the knowledge, tools, and connections vital to social impact organisations of every size and type to build a better world.

2020/2021 was a critical year in the transition process and investments were made to pivot to digital delivery, further our mission and refine our service offering in line with the changing needs of the sector. As a result, we had a planned deficit this year. Along with this, we were forced to cancel our in-person IFC and other events, which saw us increase our attendance numbers, but saw a reduction in income.

At the end of the financial year, the accounts show a deficit for the year on unrestricted funds of £439,463 (2020: deficit £47,214) and a deficit for the year on restricted funds of £103,198 (2020: deficit £109,380) for the year.

Total unrestricted reserves at 31 March 2021 were negative £49,015 (2020: £343,153) and restricted funds £10,990 (2020: £161,483), an overall deficit on reserves. There will be a focus on stabilising and building the reserves in 2022/23 and beyond.

Related Parties

The Resource Alliance has two affiliated charities, the Resource Alliance Inc. in the USA, and the Resource Alliance (India) Trust operating in India. These are independent organisations; the Resource Alliance does not have a controlling interest and their accounts are not consolidated, however, some of the activities described in this report have been carried out in collaboration with these affiliated charities. Additionally, the Resource Alliance had staff members and operations in South Africa, which have been consolidated in these accounts.

Investment and Reserves Policy

The Resource Alliance maintains reserves to ensure it can continue to operate in the event of a downturn in income, as explained by its Reserves Policy. These reserves may be required at short notice (within one year) and are therefore held as cash in short term deposits. It is the opinion of the Board that it would be inappropriate to invest in more complex asset classes, due to higher risk, reduced liquidity and increased costs of management.

Trustees carry out a detailed review of the level of reserves required regularly. The main objective of this review is to establish a level of unrestricted reserves that would provide a sustainable platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. Free reserves comprise unrestricted reserves excluding fixed assets.

Since the advent of the COVID-19 pandemic — precisely the kind of crisis for which our reserves policy was designed — the board has managed the draw-down of reserve funds. The current unrestricted free reserves of negative £107,193 (2020: £324,556) is below the range determined in the policy review which stated the total estimated level of unrestricted reserves should be between £718,400 and £1,095,400. As noted above, the trustees are actively engaged in specific initiatives are intended to ensure the organisation successfully navigates the 3-year gap in IFC revenue and begins to return unrestricted funds to our reserves by October of 2022. The reserves policy is evaluated annually.

We successfully rolled out a targeted individual giving campaign with one of the world's leading experts on fundraising campaign design and delivery and a campaign team comprised of some of the World's leading fundraising experts. Noting the negative financial impact that the covid pandemic has had on the IFC and the Resource Alliance's income, the campaign is asking for financial support to help us review, refocus and relaunch the IFC in 2022 as the biggest and best IFC to date, building the traditional congress event into a larger festival of fundraising and change-making for 2022 and future years. This will enable us to transfer pre-bookings for 2020 to 2022 and secure new income in advance bookings for IFC 2022 alongside donations.

Risk Management

The Trustees have examined the major strategic, business and operational risks which the organisation faces. The Trustees confirm that the risk management policy of the Resource Alliance is to adopt recognised best practice in the identification, evaluation and effective control of risks and opportunities to ensure that they are managed at acceptable levels.

The risk management policy enables the Board to monitor and review strategic risks through a Board Assurance Framework, whilst safeguarding that the process is being effectively monitored by the senior management team. The staff team has adopted ownership of operational hazards through the Charity Risk Register enabling us to ensure that risks are managed appropriately, and we have a particular focus on the key threats that the Resource Alliance faces.

The key threats to the organisation are:

- The impact of Covid-19 on the delivery of our in-person events throughout 2021 and the first half of 2022. The inability to deliver IFC in person and our global “pop-up” series has had a negative impact on our income.
- The impact of Covid-19 on the wider non-profit sector.
- Unforeseen implications of Russia’s invasion of Ukraine
- As the global economy shrinks, there is a real threat to the financial sustainability of the non-profit sector.
- This could have a negative impact on our membership fee income and income from in-person and online events.
- High reliance on events income to deliver financial objectives and an urgent need to develop new funding streams
- The rise of competition from within the space and the ability for more agile organisations (both profit-making and charities) to offer more competitive pricing
- The changing landscape of the social impact space and the financial challenges our community currently faces, which in turn could impact their propensity to invest in events, training and professional development

Risk management is not a separate exercise and is therefore an ongoing process, helping the organisation to achieve its objectives and fulfil the strategy. It is entrenched into the governance of the Resource Alliance with the risk discussions taking place at every meeting of the Trustees and is a powerful tool in allowing for greater flexibility and responsiveness to situations as they arise.

Trustees' Responsibilities

The Trustees (who are also Directors of the Resource Alliance 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 the Trustees to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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, and;
- Prepare the financial statements on a 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 of 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

- In so far as we are aware:
 - There is no relevant audit information of which the charitable company's auditor is unaware; and
 - The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

In preparing the Trustees' Report, the trustees have taken the exemptions available to smaller companies including the exemption from preparing a strategic report.

This report was approved by the Board on 30 March 2022 and signed on their behalf by:



William H. Toliver
Chair and Board Member

Opinion

We have audited the financial statements of The Resource Alliance Limited for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 charitable company's affairs as at 31 March 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charity 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.

Emphasis of matter

We draw attention to note 1(c) on page 25 and 26 of the financial statements which discloses the premise upon which the charitable company has prepared its financial statements by applying the going concern assumption. Our audit opinion is not modified in respect of this matter.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. 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 (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 18, 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 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 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

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 the 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:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with company and charity law applicable in England and Wales, we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the cut-off of income, posting inappropriate journal entries to income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

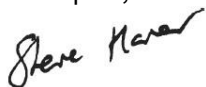
Tailored narrative here but consider the following

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters 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 anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
30th March 2022

10 Queen Street Place
London
EC4R 1AG

THE RESOURCE ALLIANCE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
INCOME					
Income from charitable activities:	2				
Conferences and Learning		133,857	-	133,857	1,672,760
Resource and Education		145,311	-	145,311	-
Government Grants		11,152	-	11,152	-
Professional Standards Advice and Information		-	41,000	41,000	-
		<u>290,320</u>	<u>-</u>	<u>331,320</u>	<u>1,672,760</u>
Income from investments					
Investment Income	3	383	-	383	3,244
TOTAL INCOME		<u>290,703</u>	<u>41,000</u>	<u>331,703</u>	<u>1,676,004</u>
EXPENDITURE					
Charitable activities:					
Conferences and Learning		633,533	-	633,533	1,677,627
Resources and Education		96,633	-	96,633	60,864
Professional Standards Advice and Information		-	144,198	144,198	94,107
TOTAL EXPENDITURE	5	<u>730,166</u>	<u>144,198</u>	<u>874,364</u>	<u>1,832,598</u>
Net Income/(Expenditure)	4	(439,463)	(103,198)	(542,661)	(156,594)
Transfer between funds		47,295	(47,295)	-	-
Net movement in funds		(392,168)	(150,493)	(542,661)	(156,594)
Fund balances brought forward 1 April 2020	12	343,153	161,483	504,636	661,230
Fund balances carried forward 31 March 2021	12,13	<u>(49,015)</u>	<u>10,990</u>	<u>(38,025)</u>	<u>504,636</u>

The accompanying notes are an integral part of the financial statements.

All transactions during the year are derived from continuing activities.

THE RESOURCE ALLIANCE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2021

Company Number: 4007393

	Notes	2021 £	2020 £
Fixed assets			
Tangible assets	8	56,835	16,341
Intangible assets	9	<u>1,343</u>	<u>2,256</u>
		58,178	18,597
Current assets			
Debtors	10	15,026	172,055
Cash at bank and in hand		<u>263,288</u>	<u>881,631</u>
		278,314	1,053,686
Creditors: amounts falling due within one year	11	374,517	567,647
Net current assets/(liabilities)		<u>(96,203)</u>	<u>486,039</u>
Net assets		<u>(38,025)</u>	<u>504,636</u>
Funds	12,13		
Unrestricted funds – General		(49,015)	343,153
Restricted funds		<u>10,990</u>	<u>161,483</u>
Total funds		<u>(38,025)</u>	<u>504,636</u>

These accounts were approved by the Board of Trustees and authorised for issue on 30 March 2022 and signed on their behalf by:



William H. Toliver
Chair and Board Member

THE RESOURCE ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

Statement of cashflows	2021	2020
£	£	£
Cash flows from operating activities:		
Net income/(expenditure) for the year (as per the statement of financial activities)	(542,661)	(156,595)
Adjustments for:		
Depreciation and amortisation charges	26,419	17,253
Dividends, interest and rents from investments	(383)	(3,244)
Decrease in debtors	157,029	204,315
(Decrease) in creditors	(193,130)	(60,399)
Net cash provided by (used in) operating activities	(552,726)	122,128
Cash flows from investing activities:		
Dividends, interest and rents from investments	383	3,244
Purchase of fixed assets	(66,000)	-
Net cash provided by (used in) investing activities	(65,617)	3,244
Change in cash and cash equivalents in the year	(618,343)	125,372
Cash and cash equivalents at the beginning of the year	881,631	756,258
Cash and cash equivalents at the end of the year	263,288	881,631

The accompanying notes form an integral part of these financial statements.

Notes to financial statements

1. ACCOUNTING POLICIES

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

(a) Statutory information

Resource Alliance is a charitable company limited by guarantee and is incorporated in England and Wales (company registration number 04007393). The registered address is The Brew Eagle House, City Road, London, EC1V 1NR.

(b) Basis of preparation

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the 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, Second Edition) and the Charities Act 2011.

(c) Negative Reserves

The Resource Alliance has always had a non-linear cash flow with the largest percentage of our annual operating income coming in Q3 of each year through IFC. The organisation's cash balances continue to be positive but the accounting treatment of deferring income received as a creditor means that we present negative reserves.

(d) Going concern

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. There are three scenarios that could cause the cancellation or significant scale back of an in-person IFC 2022. We have analysed and continue to closely monitor the following:

1. **A new variant of COVID sends the EU back into lock-down** — There are two possibilities in this case. The first being that delegates outside of the Schengen Region cannot travel to The Netherlands for IFC, in which case we would expect a 25% to 30% decrease to in-person attendance and a significant increase in regional hub events and IFC Online. The second being that travel restrictions are reinstated among and within EU Countries, in which case an in-person IFC would be impossible and we would have to default to IFC Online.
2. **Russia's invasion of Ukraine devolves into a regional conflict** — As of the time of the filing of this report, it is difficult to see a scenario in which the conflict would require the full invocation of Article 5, and thus the full engagement of the NATO Alliance (nearly the entire Schengen Region) in the conflict. That said, there is reason for concern as cross-border spillover — intentional or not — of the conflict into Poland, Slovakia, Hungary, Romania, Moldova or the Baltic States (through further involvement by Belarus). Again, there are a range of possibilities if the conflict expands — from a significant diminishment of in-person IFC attendance to full cancellation of the conference.
3. **An economic downturn severely restricts travel/event budgets** — Resource Alliance has been effective in holding the cost of in-person attendance at IFC within $\pm 5\%$ year-to-year, and historically have never fallen below 600 attendees at that price. That said, there continues to be inflationary pressures and generally conservative financial behavior among NGOs post-COVID. As we have already begun to see solid progress in early ticket sales, we do not foresee any scenario in which an in-person IFC would be

cancelled due to financial pressures. In the worst-case scenario, we would see reduced attendance numbers —our current forecast has already incorporated a nearly 20% decrease in attendance at IFC 2022 as a result of these economic pressures.

While any of the above scenarios could significantly impact the financial wellbeing of the organisation, none are considered “materially” significant because Resource Alliance can survive the complete cancellation of a third consecutive IFC if necessary. The Board have developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to “weather the storm” through the following initiatives:

- 1. Reliance on our digital delivery systems to reach more people with paid content** — FRO ticket sales are on track with forecast and have secured a headline sponsor for £15,000. The IFC hybrid version (in-person and online) is attracting new sponsors: with £26,000 agreed as of the filing of this report, £65,000 from 2 key sponsors in the final stage, 5 sponsors in pipeline (with a value of £60,000) and board members actively reaching out to attract new sponsors. We are negotiating contracts that ensure these funds would remain in place in the event we had to deliver IFC exclusively online.
- 2. Securing £350,000 in revenue through additional fundraising and sponsorships** — The board is actively engaged with potential foundation partners to support capacity building, regional expansion, bursaries and further investments in our digital platform. We are in final stages securing a new Leadership Summit with our partner Salesforce, and have other partners interested in exploring similar online-only leadership and skill-share summits in 2022.
- 3. Growth of our membership community** — As noted previously, we have reduced the overall cost of entry and developed an attractive new program throughout the year — centering our work around monthly themes, with keynote speakers and experts for the Ask the Expert interactive sessions already booked for every month in CY 2022. We have launched a four-pronged recruitment strategy focused on key accounts (larger (I)NGOS); individuals and small organisations; Foundations who are seeking additional support for the organisations they fund; and, finally corporate sponsors. We are in negotiations with our first sponsor, and our work with (I)NGOs have already yielded 150 membership renewals. A campaign attracting new members outside our existing network is unfolding in Q2 2022 with the intent of reaching more individuals and new collaborations with regional NGOs and fundraising networks.

The Board has factored all these matters into forward budgets and forecasts and is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising and delivery of ongoing digital events and membership content. In-person events will help to return money to our unrestricted reserves. On the basis of the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance’s ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

1. ACCOUNTING POLICIES (continued)

(e) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

(f) Income

All income is included in the SOFA when the company is legally entitled to the income, there is a reasonable probability of receipt, and the amount can be quantified with reasonable accuracy.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has an entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service or event s deferred until the criteria for income recognition are met e.g., the event has taken place.

(g) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. All support costs, including governance costs, are allocated between the cost of generating funds and resources expended on charitable activities on basis of time spent.

(h) Tangible fixed assets and depreciation

Depreciation has been calculated to write off the cost of all tangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

Fixtures and fittings 4 years

Computer equipment 3 years

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are depreciated once they have been brought into use.

(i) Intangible fixed assets and amortisation

Amortisation has been calculated to write off the cost of all intangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

Website 3 years

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are amortised once they have been brought into use.

(j) Pension costs

The charity contributed 6% of each individual, eligible, permanent staff member's gross salary to a personal pension plan of their choice. The cost of providing pension benefits is charged to expenditure..

1. ACCOUNTING POLICIES (continued)

(k) Operating leases

Operating lease rentals are written off as incurred.

(l) Foreign currencies

Transactions during the year have been converted at the rate applicable at that time. Assets and liabilities in foreign currencies are translated at the exchange rates ruling at the Balance Sheet date or where appropriate, the rates of exchange under relevant foreign exchange contracts. Differences on exchange arising are included in the SOFA.

(m) 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, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

(n) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Useful Economic Lives - The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.

(o) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the cost of fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(p) Creditors and provisions

Creditors and provisions are recognised where the charity 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 the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1. ACCOUNTING POLICIES (continued)

(q) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(r) Financial Instruments

Financial assets, such as cash and debtors, are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities, such as trade creditors, loans and finance leases, are measured at the present value of the obligation.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total	Total
	£	£	2021	2020
	£	£	£	£
Conferences and Learning				
Conferences and Events	133,857	-	133,857	1,672,760
Total Conferences and Learning	133,857	-	133,857	1,672,760
 Resources and Education				
Digital Platform	10,000	-	10,000	-
Membership	135,312	-	135,312	-
Total Resources and Education	145,312	-	145,312	-
 Professional Standards Advice and Learning				
Oak Foundation Emerge Campaign	-	41,000	41,000	-
Total Professional Standards Advice and Learning	-	41,000	41,000	-
 Other				
Government Grants - Furlough	11,152	-	11,152	-
Total Other	11,152	-	11,152	-
Total Income from charitable activities	290,320	41,000	331,320	1,672,760

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2021

2. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR

	Unrestricted	Restricted	Total
			2020
	£	£	£
Conferences and Learning			
Conferences and Events	1,672,760	-	1,672,760
Total Conferences and Learning	1,672,760	-	1,672,760
Professional Standards Advice and Information			
Oak Foundation Emerge Campaign	-	-	-
Total Professional Standards Advice and Information	-	-	-
Total Income from charitable activities	1,945,075	323,951	2,269,026

3. INVESTMENT INCOME

	2020	2019
	£	£
Bank Interest Receivable	383	3,244

4. NET INCOME/(EXPENDITURE)

is stated after charging:

	2021	2020
	£	£
Depreciation	913	913
Amortisation	25,506	16,339
Auditor's remuneration	8,032	8,032
Operating Leases	-	24,480

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2021

5. TOTAL EXPENDITURE

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2021 Total £	2020 Total £
Direct Costs					
Staff Costs (incl. overseas self-employed staff)	192,142	49,092	5,515	246,749	286,797
Other Staff Costs	132	34	4	170	25,224
Event food, accommodation, travel	10,571	-	-	10,571	467,107
Event Marketing	79,913	-	-	79,913	163,798
Event other direct costs	65,564	6,584	-	72,148	310,013
Consultants and translation services	129,820	1,231	134,219	265,270	234,608
Travel and subsistence	-	-	-	-	29
	478,142	56,941	139,738	674,821	1,487,576
Support Costs					
Staff Costs (incl. overseas self-employed staff)	69,241	17,691	1,987	88,919	67,440
Governance direct costs	6,230	1,591	179	8,000	37,788
Consultants	-	-	-	-	71,843
Other staff related costs	114	30	3	147	5,931
Outsourced Services (HR, Finance and Payroll)	28,189	7,192	808	36,189	42,774
Premises costs	8,006	2,046	230	10,282	49,456
IT costs	8,433	2,155	242	10,830	13,609
Depreciation	20,572	5,257	590	26,419	17,253
Marketing	-	-	-	-	65
Other	14,606	3,730	421	18,757	38,863
	155,391	39,692	4,460	199,543	345,022
TOTAL	633,533	96,633	144,198	874,364	1,832,598

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2021

5. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2020 Total £
Direct Costs				
Staff Costs (incl. overseas self-employed staff)	273,483	13,314	-	286,797
Other Staff Costs	24,053	1,171	-	25,224
Event food, accommodation, travel	466,372	735	-	467,107
Event Marketing	163,798	-	-	163,798
Event other direct costs	310,013	-	-	310,013
Consultants and translation services	110,874	29,627	94,107	234,608
Travel and subsistence	29	-	-	29
	1,348,622	44,847	94,107	1,487,576
Support Costs				
Staff Costs (incl. overseas self-employed staff)	64,309	3,131	-	67,440
Governance direct costs	36,034	1,754	-	37,788
Consultants	68,508	3,335	-	71,843
Other staff related costs	5,656	275	-	5,931
Outsourced Services (HR, Finance and Payroll)	40,788	1,986	-	42,774
Premises costs	47,160	2,296	-	49,456
IT costs	12,977	632	-	13,609
Depreciation	16,452	801	-	17,253
Marketing	62	3	-	65
Other	37,059	1,804	-	38,863
	329,005	16,017	-	345,022
TOTAL	1,677,627	60,864	94,107	1,832,598

6. TRUSTEES' REMUNERATION

No trustee received remuneration during the year (2020: 1). Expenses reimbursed to one trustee in the period were £2,593 (2020: £3,647)

7. STAFF COSTS

	2021	2020
	£	£
Wages and Salaries	289,113	299,013
Social security costs	27,410	29,882
Redundancy and termination costs	-	6,100
Employer's contribution to defined contribution pension scheme	19,146	18,407
Other forms of employee benefits	612	2,748
Temporary Staff	-	834
Staff costs UK	<u>336,281</u>	<u>356,984</u>
Overseas staff costs	<u>-</u>	<u>-</u>
	<u><u>336,281</u></u>	<u><u>356,984</u></u>

No employee received emoluments totalling over £60,000 (2020: nil). Pension contributions are to individual or stakeholder pension plans.

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer and Senior Management team. The total amounts paid for salaries and expenses in respect of the key management personnel of the Charity were £113,874 (2020: £150,018).

	2021	2020
Average headcount	6	8

8. TANGIBLE FIXED ASSETS

	Computer Equipment £	Total £
Cost		
Brought forward 1 April 2020	13,150	13,150
Disposals	-	-
At 31 March 2021	13,150	13,150
Depreciation		
Brought forward 1 April 2010	10,894	10,894
Charge for the year	913	913
Disposals	-	-
At 31 March 2021	11,807	11,807
Net Book Value		
At 31 March 2021	1,343	1,343
At 31 March 2020	2,256	2,256

9. INTANGIBLE FIXED ASSETS

	CRM System	Total £
Cost		
Brought forward 1 April 2020	49,019	49,019
Additions	66,000	66,000
At 31 March 2021	115,019	115,019
Amortisation		
Brought forward 1 April 2020	32,678	32,678
Charge for the year	25,506	25,506
At 31 March 2021	58,184	58,184
Net Book Value		
At 31 March 2021	56,835	56,835
At 31 March 2020	16,341	16,341

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2021

10. DEBTORS

	2020 £	2019 £
Trade debtors	8,520	156,463
Other debtors including grant receivable	706	10,620
Prepayments and accrued income	5,800	4,972
	<u>15,026</u>	<u>172,055</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	7,282	156,463
Other creditors, including taxes and social security	7,056	10,620
Accruals and deferred income	360,179	4,972
	<u>374,517</u>	<u>172,055</u>

Movement in deferred income

	2021 £	2020 £
As at 1 April	310,554	403,135
Released in year	-	(403,135)
Deferred in year	9,781	310,554
As at 31 March	<u>320,335</u>	<u>310,554</u>

Deferred income relates to ticket sales in advance for IFC.

12. STATEMENT OF FUNDS

Current Year	1 April 2020 £	Income £	Expenditure £	Transfers £	31 March 2021 £
Unrestricted Funds	343,153	290,703	(730,166)	47,295	(49,015)
Restricted funds:					
Emerge Campaign	161,483	41,000	(144,198)	(47,295)	10,990
	161,483	41,000	(144,198)	(47,295)	10,990
Total funds	504,636	331,703	(874,364)	-	(38,025)
Prior Year	1 April 2019 £	Income £	Expenditure £		31 March 2020 £
Unrestricted Funds	390,367	1,676,004	(1,738,491)		343,153
Restricted funds:					
Emerge Campaign	270,863	-	(94,107)		161,483
	270,863	-	(94,107)		161,483
Total funds	661,230	1,676,004	(1,832,598)		504,636

Restricted expenditure of £144,198 (2020: £94,107) was represented by £144,198 (2020: £94,107) for Professional standards, advice and information.

The General reserve represents the free funds of the company, which are not restricted and free to use in accordance with the charitable objects. At the end of March 2021 general reserves were in deficit. Restricted reserves represent funds received which are to be applied to specific activities during the coming year. Details of these activities are as follows:

Awards – The awards programme promotes best practice and effectiveness of NGOs in the Asia Pacific region. Each annual awards programme spans two financial years and is supported by the Rockefeller Foundation and most recently additional funders such as Edel Give and Irish Aid.

Emerge – The guiding vision for this programme is the emergence of organisations capable of delivering on their mission – a vision that we share with many sector stakeholders and donors. The programme has been successfully implemented with partners in regions and countries across different corners of the globe. The structured approach – incorporating in-depth needs assessments, carefully curated training workshops, strategy development, and executive coaching – has enabled the work to build the capacities of organisations and influence their culture. The Resource Alliance continued its successful partnership with the Oak Foundation to achieve for its grantees:

- Strengthened organisational capacity in fundraising and resource mobilisation, including, if needed, the development of appropriate organisational structures and processes
- Enhanced resource mobilisation skills, competence and confidence amongst key staff
- A functioning resource mobilisation strategy with plans and tools to support the process
- Mentoring for increased and diversified funding in the short, medium and long term.

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Fund balances at 31 March 2021 are represented by:			
Intangible Fixed Assets	56,835	-	56,835
Tangible Fixed Assets	1,343	-	1,343
Debtors	15,026	-	15,026
Cash	252,298	10,990	263,288
Creditors	(374,517)	-	(374,517)
Total net assets	(49,015)	10,990	(38,025)
	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Fund balances at 31 March 2020 are represented by:			
Intangible Fixed Assets	16,341	-	16,341
Tangible Fixed Assets	2,256	-	2,256
Debtors	172,055	-	172,055
Cash	720,148	161,483	881,631
Creditors	(567,647)	-	(567,647)
Total net assets	343,153	161,483	504,636

14. OPERATING LEASE COMMITMENTS

At the reporting end date Resource Alliance had no operating lease commitments.