



**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](http://www.resource-alliance.org)**

# Contents

Legal and administrative information .....	3
Our purpose .....	4
Our impact.....	4
Acknowledgements .....	4
Foreword .....	6
2021/2022 highlights .....	7
Results through calendar year 2022 .....	11
Governance.....	14
Financial review.....	15
Related parties .....	15
Investment and reserves policy .....	16
Risk management .....	17
Trustee responsibilities.....	19
Independent auditors report .....	20
Statement of financial activities .....	23
Notes to financial statements.....	26

THE RESOURCE ALLIANCE LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

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**Legal and administrative information**

<b>Company Registration Number</b>	4007393
<b>Charity Registration Number</b>	1099889
<b>VAT Registration number</b>	608 0608 58
<b>Board of Directors/Trustees</b>	<p>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)</p> <p>The directors are also the trustees of the charity.</p>
<b>Company Secretary / CEO</b>	<p>Brian Higgins (resigned March 2022) Willeke van Rijn (from March 2022 onwards)</p>
<b>Head Office / Registered Office</b>	<p>The Brew Eagle House 163 City Road London EC1V 1NR</p>
<b>Bankers</b>	<p>Barclays Bank P O Box544 54 Lombard Street London EC3V9EX</p>
<b>Solicitors</b>	<p>Bates Wells 10 Queen Street Place London EC4R 1BE</p>
<b>Auditor</b>	<p>Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG</p>

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)

## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES' REPORT

#### FOR THE YEAR ENDED 31 MARCH 2022

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##### *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:



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**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:

## THE RESOURCE ALLIANCE LIMITED

### INDEPENDENT AUDITOR'S REPORT

#### FOR THE YEAR ENDED 31 MARCH 2022

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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

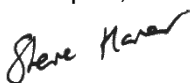
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying 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](http://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 £
<b>INCOME</b>					
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
<b>Income from investments</b>					
Investment Income	4	196	-	196	383
<b>TOTAL INCOME</b>		473,171	(10,620)	462,551	331,703
<b>EXPENDITURE</b>					
<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
<b>TOTAL EXPENDITURE</b>	6	688,174	370	688,544	874,364
<b>Net Expenditure)/Net movement in funds</b>	5	(215,003)	(10,990)	(225,993)	(542,661)
<b>Fund balances brought forward 1 April 2021</b>	13	(49,015)	10,990	(38,025)	504,636
<b>Fund balances carried forward 31 March 2022</b>	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 £
<b>Fixed assets</b>			
Tangible assets	9	-	56,835
Intangible assets	10	-	1,343
		-	58,178
<b>Current assets</b>			
Debtors	11	22,862	15,026
Cash at bank and in hand		109,266	263,288
		132,128	278,314
<b>Creditors:</b> amounts falling due within one year	12	396,146	374,517
<b>Net current(liabilities)</b>		(264,018)	(96,203)
<b>Net assets</b>		(264,018)	(38,025)
<b>Funds</b>	13,14		
Unrestricted funds – General		(264,018)	(49,015)
Restricted funds		-	10,990
<b>Total funds</b>		(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**

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

*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	Total
			2022	2021
	£	£	£	£
Donations	60,673	-	60,673	-
<b>Total Donations</b>	<b>60,673</b>	<b>-</b>	<b>60,673</b>	<b>-</b>

2. INCOME FROM CHARITABLE ACTIVITIES

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

**3. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR**

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

**4. INVESTMENT INCOME**

	2022	2021
	£	£
Bank Interest Receivable	<b>196</b>	383

**5. NET (EXPENDITURE)**

is stated after charging:

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

## 6. TOTAL EXPENDITURE

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



## 6. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

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

**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**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
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	<u>281,327</u>	<u>336,281</u>
Consultants	<u>80,059</u>	<u>-</u>
	<u><u>361,386</u></u>	<u><u>336,281</u></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 £99,480 (2021: £113,874).

	<b>2022</b>	<b>2021</b>
Average headcount	4	6

**9. TANGIBLE FIXED ASSETS**

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

**10. INTANGIBLE FIXED ASSETS**

	<b>CRM System</b>	<b>Total £</b>
<b>Cost</b>		
Brought forward 1 April 2021	115,019	115,019
Written off	(115,019)	(115,019)
At 31 March 2022	-	-
<b>Amortisation</b>		
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	-	-
<b>Net Book Value</b>		
<b>At 31 March 2022</b>	-	-
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
	<b>22,862</b>	<b>15,026</b>

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
	<b>396,146</b>	<b>374,517</b>

**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	<b>273,274</b>	<b>320,335</b>

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 £
<b>Unrestricted Funds</b>	(49,015)	473,171	(688,174)	-	(264,018)
<b>Restricted funds:</b>					
Emerge Campaign	10,990	(10,620)	(370)	-	-
	10,990	(10,620)	(370)	-	-
<b>Total funds</b>	(38,025)	462,551	(688,544)	-	(264,018)

Disposals	1 April 2020 £	Income £	Expenditure £	Transfers £	31 March 2021 £
<b>Unrestricted Funds</b>	343,153	290,703	(730,166)	47,295	(49,015)
<b>Restricted funds:</b>					
Emerge Campaign	161,483	41,000	(144,198)	(47,295)	10,990
	161,483	41,000	(144,198)	(47,295)	10,990
<b>Total funds</b>	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**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Fund balances at 31 March 2022 are represented by:</b>			
Intangible Fixed Assets	-	-	-
Tangible Fixed Assets	-	-	-
Debtors	22,862	-	22,862
Cash	109,266	-	109,266
Creditors	(396,146)	-	(396,146)
<b>Total net assets</b>	<b>(264,018)</b>	<b>-</b>	<b>(264,018)</b>
	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Fund balances at 31 March 2021 are represented by:</b>			
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)
<b>Total net assets</b>	<b>(49,015)</b>	<b>10,990</b>	<b>(38,025)</b>

**15. OPERATING LEASE COMMITMENTS**

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