



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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LEGAL AND ADMINISTRATIVE INFORMATION

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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.

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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

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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.

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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:

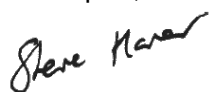
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual 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

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2024

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).