



THE RESOURCE ALLIANCE LIMITED
(a company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2020

Company registration number: 4007393

Charity registration number: 1099889

Website: www.resource-alliance.org

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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	William Toliver, Chair Caroline Emerton, Treasurer Mike Johnston Pesh Framjee Colin Habberton Marcelo Iniarra Nana Asantewa Afadzinu, Appointed March 2020 Naila Farouky, Appointed March 2020 Ingrid Srinath, Appointed March 2020 Willeke van Rijn, Appointed March 2020 The Directors are also the Trustees of the charity
Company Secretary	Brian J. Higgins
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 EC3V 9EX
Solicitors	Bates Wells 10 Queen Street Place London EC4R 1BE
Auditor	Haysmacintyre LLP Chartered Accountants 10 Queen Street Place London EC4R 1AG

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The financial statements comply with the Charities Act 2011; the Companies Act 2006; the Memorandum and Articles of Association; and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Our Mission

The Resource Alliance inspires sharing and collaboration to create powerful change in the social impact sector.

Through our global network, we bring together the very best thinking - harnessing the financial, human and intellectual resources most vital to help individuals and social impact organisations build a better world.

Our Impact

The Resource Alliance works globally to strengthen the social impact sector, by helping organisations of every size and type develop the critical human, financial and intellectual resources necessary to build a better world. Through our global network, we bring together the very best thinking and curate the knowledge, tools and connections most vital to help social impact organisations succeed in delivering on their missions.

In 2019/20, over 1,650 people, from over 80 countries have benefited from attending a Resource Alliance event. This achievement is a testament to the Resource Alliance team, volunteers, board, ambassadors, board and the wider community for contributing towards what continues to be a vibrant and valuable community.

In addition, throughout 2019, we worked with a cohort of 14 organisations funded by the Oak Foundation to take them through the Emerge capacity building programme, enabling them to develop fundraising strategies and institutionalise fundraising through skills development and the provision of coaching and mentoring to help implement the strategy.

Acknowledgements

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

The following partners have helped us to deliver the International Fundraising Congress (IFC) and widen the reach of our content through IFC Pop Ups content: 3 Sided Cube; Blackbaud; Blakely; Brushbox; Creative Composers; Fundraising UK Ltd; Gather Voices; GivePanel; Housatonic; MarcelisDekave; Peerworks Consulting; Raw London; Salesforce.org; THINK Consulting Solutions and Township.

We are hugely grateful to our partners who have helped us deliver the IFC Pop Ups: Grenzebach Glier & Associates (Hong Kong), in addition to Nedbank Private Wealth and the University of Stellenbosch Business School (South Africa).

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The Oak Foundation has once again been our key partner in delivering fundraising capacity building services to human and environmental rights organisations around the world. This year we undertook Emerge programmes for 14 organisations.

The IFC 2019 Advisory Panel:

Anne-Marie Grey, Chair, UNHCR (USA); Alfredo Botti, UNHCR (Argentina); Laura Boulton, Resource Alliance (UK); Simone Clarke, World Animal Protection (Australia); Andrew Cook, Stroke Association (UK); Paul De Gregorio, Rally (UK); Therése Engström, Red Cross (Sweden); Marcus Missen, WaterAid (UK); Nina Saffuri, Transformational Fundraising Consultant (UK); Sophia Story, 3Sided Cube (UK); Richard Turner, iFundraiser (UK); Della Weight, CARE International (UK); Julie Verhaar, Amnesty International (Switzerland).

Dedicated volunteers for the IFC 2019:

Rob Patmore, who helped managed the Big Room sessions at IFC; Robert Russell for helping people get onto the buses at IFC (for years!); Jolan van Heerwarden, for all her support with the session leaders.

Resource Alliance Ambassadors:

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

Inspirational Speakers:

There are too many individual names to mention here, but we want to thank all speakers at IFC, IFC Pop Ups, our Lightning Talks and IFC Taster Events for taking the time and putting in the effort to share their knowledge and expertise with our community.

Carolina Nyberg-Steiser Bursary Fund:

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

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Foreword

2019/20 has been a challenging year of tragedy and loss for so many people across the world, an impact felt by social impact organisations globally, and an impact shared by us at the Resource Alliance. Whilst the year has been difficult for us financially, our achievements have been exceptional. Sir Winston Churchill once said *"We make a living by what we get. We make a life by what we give"*, Seeing the impact of our work in the face of financial challenges gives me an enormous sense of pride in our organisation and in our alliance of thousands of fundraisers and changemakers dedicated to making things better for our planet and all life upon it. Our Alliance is truly making lives better through what they give to make this world of ours a better, fairer, more equitable place.

In 2019, we delivered an exceptional International Fundraising Congress in Holland, where we brought together 120 world-class speakers, 1,000 participants from 550 organisations and 67 countries. We delivered a variety of session formats and styles, from deep-dive masterclasses to interactive workshops, inspirational plenaries to big room keynotes. We are deeply committed to equality, diversity and inclusion and are on a journey to achieve real impact in these areas, we are proud that in 2019, 25% of our speakers came from countries outside North America, Western Europe and Australasia and 24% represented local NGOs.

Furthering our commitment to the democratisation of our knowledge products to our global alliance, in 2019/20 we brought our IFC Pop-up series to 425 delegates across five IFC Pop Up events in Singapore, Hong Kong, Kenya and South Africa. Each event was hosted in partnership with a local organisation and/or volunteers.

The Resource Alliance continues to be committed to building a thriving alliance of fundraisers and changemakers from organisations of every size and type around the world. It is part of our Manifesto to provide equitable access to all and the Global Community provides us with another way to meet the critical need to democratise knowledge. In the past 12 months, we have created a new community that enables us to stay connected all-year-round, providing a space to share challenges and solutions, engage with experts, stimulate debate and conversations and forge valuable connections across borders, using our new digital platform and its online discussion forums and community-sourced resource library. We have built a strong foundational community from which to grow and develop a truly diverse, truly equitable and truly global alliance into the future.

Due to the covid pandemic, we were unable to offer IFC in-person in 2020. Instead, we pivoted to online delivery, using the best online conference delivery software available. The conference successfully took place in October across 4 days online, drawing a diverse and truly global audience. The programme for IFC Online 2020 featured cutting edge content, learning and best practice to keep attendees ahead of the sector; from developing new markets to sessions that explored fundraising in Africa, learning about global trends, and the latest in AI, leadership, data, neuroscience, video gaming as well as traditional channels.

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

Unfortunately, the impact of the Covid-19 pandemic has brought with it a degree of uncertainty around income for 2020/21 and for 2021/22, however, we remain committed to our vision and are confident that the Resource Alliance has adequate resources to continue in operational existence for the foreseeable future. Throughout 2019/20 we have placed considerable effort into reducing spend and are focused on our investment towards

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income generation activities. We have introduced a new and successful product to our service portfolio in the “Senior Leadership Summit” which has secured funding. The development of our new residential Masterclass series, which will occur in place of IFC in October is being viewed as an exciting additional product in our portfolio for 2022 and beyond. Alongside this, the development and roll out of a targeted individual giving campaign is expected to yield income results that will provide for the organisation’s stability in the short term and growth in the medium and long terms.

We will continue to reach more fundraisers and changemakers through our new models of working, new technologies and the democratisation of our knowledge products and play our part in making the world a better place, through supporting our alliance members to achieve their missions.

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

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Who we are

The Resource Alliance works globally to strengthen the social impact sector, by helping organisations of every size and type develop the critical human, financial and intellectual resources necessary to build a better world. Through our global network, we bring together the very best thinking and curate the knowledge, tools and connections most vital to help social impact organisations succeed in delivering on their missions. Through our events and community, we provide a platform for fundraisers and changemakers to collaborate, share ideas and learn from one another and we are driven to bring about transformative change in the social impact sector around the world.

Our values

- **Teamwork** - We build togetherness, community. We work as one. We use our drive and commitment to energise, engage and inspire others.
- **Diversity** - We know it takes people with different ideas, strengths, interests, and backgrounds to succeed. We encourage healthy debate and differences of opinion.
- **Ambition** - We deliver real change. We empower and challenge others to find new ways to innovate and grow.
- **Trust & Integrity** - We are real, consistent, ethical and uncompromising. We have strong principles guiding our path.
- **Transparency** - We share. We are generous and spread the light of knowledge.
- **Environmental Sustainability** - We strive to minimise our negative impact on our beautiful, shared planet.

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Highlights of 2019/2020

The International Fundraising Congress (IFC)

Our annual four-day conference that brings together leaders and fundraisers from social impact organisations around the world. The IFC offers unprecedented access to leading thinkers and changemakers, practical experiential learning of new tools and tactics, and networking opportunities that ensure our delegates can grow their knowledge, develop new talents, and collaborate long after the IFC event itself.

IFC's richly curated programme brings together the best ideas, newest concepts, and most innovative solutions from the social impact sector and beyond. Topics included fundraising, ethics, social enterprise, corporate partnerships, leadership and strategy, digital marketing, financial innovation.

In 2019, we set ourselves ambitious goals for content, format and diversity for IFC and brought together 1,000 participants from 550 organisations and 67 countries. Over 120 world-class speakers from across the globe delivering a variety of session formats and styles, from deep-dive masterclasses to interactive workshops, inspirational plenaries to big room keynotes. 25% of our speakers came from countries outside North America, Western Europe and Australasia and 24% represented local NGOs.

The theme of IFC 2019 was 'Time for Action' which focused on the fact that time was running out to address some of the most urgent challenges we face globally, and that now is the time to act. The theme was brought to life through the programme and in particular the plenaries. Specially created for IFC, the plenaries are designed to inspire, educate and challenge participants to stretch their ambition and self-belief. In 2019, the opening plenary featured William Kamkwamba, a Malawian inventor and author who built a wind turbine when he was 13 to power multiple electrical appliances in his family's house using blue gum trees, bicycle parts, and materials collected in a local scrapyards. The closing plenary focused on youth changemakers, Joanna Sustento, Elvis Eze & Shristi Bakshi, who were committed to finding issues to three huge global problems – climate change, malaria and violence against women.

IFC provides rich networking opportunities for building new prospects and relationships. In 2019, we offered multiple networking opportunities throughout the conference to help people make important connections. Using the mobile app was another successful method of keeping people connected and a great platform for participants to share their experiences of IFC through photos and comments.

Sustainability remains a key focus for the Resource Alliance as an organisation and at IFC 2019, we also made the move to further reduce our environmental impact and for the first time moved to a digital timetable and programme, rather than a printed programme. All of our exhibition stands and décor was produced from reused or upcycled materials, and our delegate bags and contents were also recycled and/or eco-friendly.

IFC Pop-Ups

In response to the outstanding feedback received following the IFC Pop-Ups in 2018 in South Africa, the Resource Alliance took the Pop-Ups to three new countries in 2019: Singapore, Hong Kong and Kenya. The primary objective of these fundraising learning and networking events is to help more social impact organisations of every size and type, access world-class thinking, tips, tools and ideas from the most recent IFC to help them expand and diversify their fundraising practices and ultimately achieve greater financial sustainability. The IFC Pop Up programme varied based on the key needs in the host country but was always curated by the Resource Alliance and comprised of a selection of workshops and big room sessions filmed at IFC Holland. The composition of the programme aimed to give participants access to a wide range of topics

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presented via video format (international speakers) and in-person (local speakers). In total 425 delegates attended the five IFC Pop Up events. Each event was hosted in partnership with a local organisation and/or volunteers. The IFC Pop Up in Singapore was hosted in May 2019 in partnership with Integrative CSR, and in the same month in Hong Kong in partnership with a local volunteer group. In Kenya, the IFC Pop Ups took place in June 2019 in partnership with the Kenya Association for Fundraising Professionals and in South Africa they were hosted in Cape Town in March 2020 in partnership with Nedbank Private Wealth and Stellenbosch University. Due to Covid-19, the IFC Pop Up in Johannesburg had to be postponed and once it became impossible to deliver an in-person event during 2020, the Pop-Up delegates received remote access to the IFC Pop Up sessions, and their Pop Up ticket transferred to IFC Online.

Here's what some of the delegates had to say following their attendance at IFC Pop-Ups:

"Thanks for a most interesting and valuable event. I found the "Wow your donors" and "The Power of Story" sessions particularly helpful and motivating. Equally important was the opportunity to be with other professionals and to refresh my sense of purpose and hope. The Resource Alliance provides a reservoir of fundraising opportunities/resources and helps to further enthuse and reinvigorate, critical for navigating this time of turbulence"

Barbara Miller, Ikamva Labantu, IFC Pop-ups South Africa delegate

"Everything was very important especially question and answer time. The session was so interactive and professional. The speakers were amazing and so was networking with the other delegates. Diversity of topics and speakers. Very experienced speakers."

IFC Pop Ups Kenya delegate

South Africa Masterclass Series

In August 2019 we partnered with major gift fundraising specialist, Tony Myers (Canada) to deliver a series of Major Donor Masterclasses in Cape Town and Johannesburg, South Africa delivered in partnership with the University of Stellenbosch Business School and St David's Marist, Inanda.

Designed to meet the needs of local NGOs, Schools and Higher Educational Institutions of every size and type, participants were offered a choice of attending either a half day workshop or one of two one-day masterclasses in either Cape Town or Johannesburg.

In total 141 participants attended these in-depth high-value learning sessions. Here's what some shared of their experience:

"Thanks for organising such a brilliant workshop. I really enjoyed listening to Tony - he has vast experience and is very knowledgeable and yet his presentations were very easy to follow and delivered with passion. Thanks for the presentation."

Ella Nyakunu, University of Pretoria

"Thank you very much for an amazing two-day masterclass with Tony last week - I cannot wait for my colleagues to return from their leave so that I can share everything with them!"

Charne Haak, Thandulwazi Maths and Science Academy

"I wanted to share with you that I used some of my learnings in two of my meetings this past week. I left one meeting having secured R680 000 and I left the second meeting with amazing advice, direction and an opportunity to submit a proposal outside of their proposal scope. Thank you for the amazing impact you have had on my

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journey and therefore impacting two organizations who are both in the business of saving lives! Thank you for being so open to share and so committed to the success and collaborations in our sector.”

Alana James, Gaia Nation

The Emerge Programme

In 2019, we worked with a cohort of 14 organisations funded by the Oak Foundation to take them through the Emerge capacity building programme to enable them to develop fundraising strategies, institutionalise fundraising through skills development, and provide coaching and mentoring to help implement the strategy. Through the Resource Alliance's global network of associates, some of them drawn from the speaker's list at the IFC, organisations benefited in strengthening their systems and processes as well as getting access to knowledge and insights to improve their financial sustainability.

The Carolina Nyberg-Steiser Bursary Programme

Through the Carolina Nyberg-Steiser Bursary Programme, we funded a total of 6 women from around the world to attend IFC 2019.

“Attending IFC 2019 and representing Greenpeace USA is an incredible honour. Carolina's memory is so treasured at Greenpeace and being able to continue her legacy and develop my skills as a fundraiser while embracing new perspectives and challenging my thinking at IFC 2019 is an opportunity of a lifetime.”

Lanae McMillan, Senior Foundations Relations Officer, Greenpeace USA

“The IFC global community will empower me to better my country and enhance future Projects. Costa Rica is in its biggest political and economic crisis of all time, and donations are expected to decrease greatly. I will gain knowledge I can bring back to my team, and other close NGOs in Costa Rica, for us to adopt updated know-how from the top fundraising gurus of the world and fight the crisis back.”

Mariola Fumero, Executive Director, Fundación Lifting Hands Costa Rica

“I'm grateful to be honoured with the bursary representing a young woman whose passion spoke for itself. This bursary inspires me to do more and be more, to truly honour Carolina and everything she stood for. I attended the IFC to find new, innovative ways to do fundraising and discover practical tools, engage with people doing different projects and be re-inspired.”

Karabo Moshodi,

Programme Manager, Sizanani Mentorship Programme, South Africa

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The year ahead 2020/21

As an organisation, our challenge is to explore new ways of working including the building of our Team of Teams model to further leverage our incredible volunteer network and to continue to strive for a truly diverse, global community. Having listened to the needs and feedback from our audience our work will focus on –

Global Changemakers Community - The Resource Alliance continues to be committed to building a thriving community of changemakers from organisations of every size and type around the world. It is part of our Manifesto to provide equitable access to all and the Global Community provides us with another way to meet the critical need to democratise knowledge.

Having worked closely with a team of volunteers and experts in online community building and harnessing the power of digital technologies, we created a new community that enables us to stay connected all-year-round, providing a space to share challenges and solutions, engage with experts, stimulate debate and conversations and forge valuable connections across borders. Having initially launched the concept at IFC 2019, we successfully launched the Resource Alliance Global Community in Q3 2020, This included a new digital platform with online discussion forums and a community-sourced resource library. We have continued to build the community and our platform throughout 2020 and will continue to do so throughout 2021.

IFC 2020 – It's undeniable that our world changed at an unparalleled rate in 2020. Each day we hear of new social, political, and environmental injustices all over the world. And while we know that we each have the passion, the commitment, and the drive to make a positive difference, we also know that what we need most of all is strength in numbers to effect change.

Due to the covid pandemic, we were unable to offer IFC in-person in 2020. Instead, we pivoted to online delivery, using the best online conference delivery software available. The conference successfully took place in October across 4 days online, drawing a diverse and truly global audience. The programme for IFC Online 2020 featured cutting edge content, learning and best practice to keep attendees ahead of the sector; from developing new markets to sessions that explored fundraising in Africa, learning about global trends, and the latest in AI, leadership, data, neuroscience, video gaming as well as traditional channels.

In 2021, the uncertainty around the covid pandemic has remained and we have made a decision not to deliver an in-person or online IFC event for the first time in our 41-year history. Using the pandemic as an opportunity to reflect, engage with our alliance and rebuild IFC for a relaunch in 2022, we are excited to be bringing a new product to our community, an in-depth residential masterclass summit in Holland in October for limited numbers of participants, offering a more intimate, in-depth event, which facilitates fuller engagement and enhanced networking among global peers. The event will be fully in line with covid regulations and Health and Safety best practice. A new online series will also be delivered in October in place of the IFC online conference for 2021. We believe that this Masterclass series can become a mainstay of our service offering to the non-profit sector going forward.

#FRO2020 – In 2020, we continued to build on the success of Fundraising Online (#FRO), a free online conference focusing on fundraising and engagement, with a strong focus on digital tools, how to harness emerging and disruptive tech trends, and what's coming next over the horizon. Fundraising Online was free and accessible for organisations of all types and sizes from around the globe.

In 2021, in light of our desire to diversify income, we introduced a ticket fee to attendance at the conference for the first time. This resulted in no negative feedback and a ticketing model will be rolled out for FRO and other online events into the future.

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Emerge – This year we will also complete our work with the Oak Foundation to deliver the Emerge programme for 14 organisations. The selected organisations campaign and deliver services to improve the lives of people in the area of human rights and environmental protection. The programme will benefit from the expertise of Resource Alliance associates who will provide in-depth organisational assessments, training, consultancy and coaching and mentoring over several months.

We are also very excited to further the work of Emerge beyond 2020 so that it impacts even more organisations and their leaders and helps to tackle the key issues that affect the social impact sector globally. We know that organisations in the sector seek to benefit from a range of development opportunities so that they can continue to fulfil their mission and be impactful whilst having financial sustainability. We believe that this, together with our flagship conference and events, will help to support and build our community and help to tackle poverty, disadvantage and environmental challenges.

Bursaries and supporting those from developing markets and smaller organisations - This year we will continue to support young women in the social impact sector through the Carolina Nyberg-Steiser Bursary Fund, by offering fully-funded places to our events and equitable access to both events and programmes.

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Governance

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

There is a Board of Trustees that meets at least twice per year. The Board considers that good governance is central to achieving the charity's aims, therefore, other ad hoc meetings and telephone conferences involving either the whole Board or selected members of the Board are also held, as required. The Board focuses on strategic and governance issues and matters of broad general policy. There are Board sub-committees with a specific responsibility. These sub-committees of the Board have been set up to ensure day-to-day operational effectiveness, advice on business and risk management, strategy and governance. The following sub-committees and working group structure were adopted during the year:

The role and purpose of the Finance and Audit Committee are to assist the Board of Trustees in fulfilling its financial and risk responsibilities. The committee is responsible for, the management of risk, financial reporting process, systems of internal control, internal and external audit processes, procedures for monitoring compliance with laws/regulations, as well as any other financial and risk oversight functions, such as investment monitoring, as requested by the Board. The Board authorises the Finance and Audit committee within the scope of its responsibilities to, seek any information it requires from any employee, volunteer or external party, and to appoint outside legal or other professional advice. In performing its duties, the committee will maintain effective working relationships with the Board, the staff and external auditors.

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

To live up to the promise of our mission, we must reflect an exceptional degree of diversity in everything we do. In recent years we have fallen short in terms of ethnic and gender diversity on our board but have worked hard to improve this imbalance, recruiting four new Board members in 2020.

Once the need for new Trustees is identified, the skills, experience and knowledge required, are noted to help create a short role description and person specification. The Trustees then agree to responsibilities and a process for recruitment. Some of this work may be delegated to the Board Development Committee, but the Board remains in full control of the process and decisions. From a shortlist, interviews take place against agreed criteria. Interviews are carried out by a small panel of Trustees, and then by the Board as a whole.

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

General management of the global brand is overseen by the CEO who is responsible for the interaction of all Resource Alliance operations. General management of the UK office is delegated to the management team

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who are based in London, with oversight from the CEO and Board of Trustees. The Resource Alliance is actively committed to impacting all aspects of international operations of organisations serving countries, people, groups and individuals. In addition to the team in London, there are 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.

In addition to the Board of Trustees, key management includes the following:

- Interim CEO (William Toliver, USA)
- Director of Partnerships (Sarah Scarth, South Africa)
- Director of Strategy and Operations (Rebecca Elcome, UK)
- Head of Global Engagement (Ruby Chadwick, UK)
- Head of Events and Sustainability (James Tennet, UK)

In 2020 we successfully recruited a new CEO, Brian J. Higgins, who commenced the role in December 2020.

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

Fundraising

The Resource Alliance recognises the important work that the Fundraising Regulator undertakes to ensure fundraising is respectful, open, honest and accountable. Because the Resource Alliance does not fundraise to cover its operating costs from external sources, does not fundraise actively from the general public, and does not employ any professional fundraisers, the Resource Alliance is not currently registered with the Fundraising Regulator. The Resource Alliance does not engage in public fundraising. The Charity does not employ any fundraising staff, third party fundraisers or commercial participators. We have a process in place for dealing with complaints and feedback which applies to all Trustees, staff and volunteers. [This process is published on our website]. We have had no complaints about fundraising over the year.

Financial Review

The accounts have been prepared on the going concern basis of accounting. In determining that it is appropriate to prepare the accounts on the going concern basis, the trustees recognise the significant uncertainty in the external environment and have considered future financial projections covering a period of more than one year from the date of these accounts. Further detail in relation to these considerations is set out in **note 1** of the financial statements.

The Board of Directors recognises that as an organisation, the Resource Alliance is at a pivotal point in its history, building on its past by expanding its resources influencing every aspect of the multinational social impact sector. The organisation is positioning itself as the leading global curator and network for the knowledge, tools, and connections vital to social impact organisations of every size and type to build a better world.

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2019/2020 was a critical year in the transition process and investments were made to support the new strategy, develop the Resource Alliance manifesto and refine our service offering in line with the changing needs of the sector. As a result, we had a planned deficit this year. Along with this, we experienced a further decline in the overall number of attendees to our IFC offering, caused primarily by the current climate in the UK non-profit sector.

At the end of the financial year, the accounts show a deficit for the year on unrestricted funds of £47,214 (2019: deficit £165,557) and a deficit for the year on restricted funds of £109,380 (2019: surplus £257,704) for the year.

Total unrestricted reserves at 31 March 2020 were £343,153 (2019: £390,367) and restricted funds £161,483 (2019: £270,863). There will be a focus on stabilising and building the reserves in 2019/20 and beyond.

Related Parties

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

Investment and Reserves Policy

The Resource Alliance maintains reserves to ensure it can continue to operate in the event of a downturn in income, as explained by its Reserves Policy. These reserves may be required at short notice (within one year) and are therefore held as cash in short term deposits. It is the opinion of the Board that it would be inappropriate to invest in more complex asset classes, due to higher risk, reduced liquidity and increased costs of management.

Trustees carry out a detailed review of the level of reserves required regularly. The main objective of this review is to establish a level of unrestricted reserves that would provide a sustainable platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. Free reserves comprise unrestricted reserves excluding fixed assets. The current unrestricted free reserves of £324,556 (2019: £354,520) is below the range determined in the policy review which stated the total estimated level of unrestricted reserves should be between £718,400 and £1,095,400. The trustees are monitoring the reserves level and are implementing an action plan to build reserves over the next three years to comply with the reserves policy, whilst continuing to invest in delivering the strategy of the organisation. The reserves policy is evaluated annually.

We are currently working on the development of a targeted individual giving campaign with one of the world's leading experts on fundraising campaign design and delivery. Noting the negative financial impact that the covid pandemic has had on the IFC and the Resource Alliance's income, the campaign will ask for financial support to help us review, refocus and relaunch the IFC in 2022 as the biggest and best IFC to date, building the traditional congress event into a larger festival of fundraising and change-making for 2022 and future years. This will enable us to transfer pre-bookings for 2020 to 2022 and secure new income in advance bookings for IFC 2022 alongside donations.

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FOR THE YEAR ENDED 31 MARCH 2020

In early May we will engage with our fundraising consultant in developmental and creative seminars that will help us refine our campaign, designing our campaign concepts and collateral for campaign roll out in late May. We anticipate campaign income in the region of between £350K and £500K between June and the end of December.

Risk Management

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

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

The key threats to the organisation are:

- The impact of Covid-19 on the delivery of our in-person events throughout 2020 and the first half of 2021. The inability to deliver IFC in person and our global “pop-up” series has had a negative impact on our income.
- The impact of Covid-19 on the wider non-profit sector.
- As the global economy shrinks, there is a real threat to the financial sustainability of the non-profit sector.
- This could have a negative impact on our membership fee income and income from in-person and online events.
- High reliance on events income to deliver financial objectives and an urgent need to develop new funding streams
- The rise of competition from within the space and the ability for more agile organisations (both profit-making and charities) to offer more competitive pricing
- The changing landscape of the social impact space and the financial challenges our community currently faces, which in turn could impact their propensity to invest in events, training and professional development

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

Trustees' Responsibilities

The Trustees (who are also Directors of the Resource Alliance for the purposes of Company Law) are responsible for preparing the Trustees' Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of

THE RESOURCE ALLIANCE LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2020

resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

This report was approved by the Board on 28th April 2021 and signed on their behalf by:



William H. Toliver
Chair and Board Member

THE RESOURCE ALLIANCE LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2020

Opinion

We have audited the financial statements of the Resource Alliance Limited for the year ended 31 March 2020 which comprise 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 2020 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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 24, 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.

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.

THE RESOURCE ALLIANCE LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2020

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you were:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustees. 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 Report of the Trustees (which includes the strategic report and 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 strategic report and the directors' report included within the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees (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:

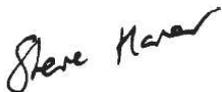
- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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

THE RESOURCE ALLIANCE LIMITED
INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2020

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 Auditors and Chartered Accountants

Dated: 28 April 2021

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 2020

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Total 2019 £
INCOME					
Income from charitable activities:	2				
Conferences and Learning		1,672,760	-	1,672,760	1,945,075
Grants – professional standards advice and information		-	-	-	323,951
		<u>1,672,760</u>	<u>-</u>	<u>1,672,760</u>	<u>2,269,026</u>
Income from investments					
Investment Income	3	3,244	-	3,244	1,122
TOTAL INCOME		<u>1,676,004</u>	<u>-</u>	<u>1,676,004</u>	<u>2,270,148</u>
EXPENDITURE					
Charitable activities:					
Conferences and Learning		1,677,627	-	1,677,627	1,962,999
Training and Education		60,864	-	60,864	63,530
Professional Standards Advice and Information		-	94,107	94,107	151,472
TOTAL EXPENDITURE	5	<u>1,738,491</u>	<u>94,107</u>	<u>1,832,598</u>	<u>2,178,001</u>
Net Income/(Expenditure)	4	(62,487)	(94,107)	(156,594)	92,147
Transfer between funds		15,273	(15,273)	-	-
Net movement in funds		(47,214)	(109,380)	(156,594)	92,147
Fund balances brought forward 1 April 2019	12	390,367	270,863	661,230	569,083
Fund balances carried forward 31 March 2020	12,13	<u>343,153</u>	<u>161,483</u>	<u>504,636</u>	<u>661,230</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 2020****Company Number: 4007393**

	Notes	2020 £	2019 £
Fixed assets			
Tangible assets	8	2,256	3,169
Intangible assets	9	<u>16,341</u>	<u>32,680</u>
		18,597	35,849
Current assets			
Debtors	10	172,055	376,371
Cash at bank and in hand		<u>881,631</u>	<u>756,258</u>
		1,053,686	1,132,629
Creditors: amounts falling due within one year	11	567,647	507,248
Net current assets/(liabilities)		<u>486,039</u>	<u>625,381</u>
Net assets		<u>504,636</u>	<u>661,230</u>
Funds	12,13		
Unrestricted funds – General		343,153	390,367
Restricted funds		<u>161,483</u>	<u>270,863</u>
Total funds		<u>504,636</u>	<u>661,230</u>

These accounts were approved by the Board of Trustees and authorised for issue on 28 April 2021 and signed on their behalf by:



Caroline Emerton
Treasurer and Board Member

THE RESOURCE ALLIANCE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2020

Statement of cashflows	£	2020 £	£	2019 £
Cash flows from operating activities:				
Net income/(expenditure) for the year (as per the statement of financial activities)	(156,595)		92,147	
Adjustments for:				
Depreciation and amortisation charges	17,253		18,384	
Dividends, interest and rents from investments	(3,244)		(1,122)	
Increase/(decrease) in debtors	204,315		146,952	
Increase/(decrease) in creditors	60,399		(85,297)	
Net cash provided by (used in) operating activities		122,129		171,064
Cash flows from investing activities:	3,244		-	
Dividends, interest and rents from investments	-		1,122	
Purchase of fixed assets			(3,458)	
Net cash provided by (used in) investing activities		3,244		(2,336)
Change in cash and cash equivalents in the year		125,373		168,728
Cash and cash equivalents at the beginning of the year		756,258		587,530
Cash and cash equivalents at the end of the year		881,631		756,258

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

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 MARCH 2020

Notes to financial statements

1. ACCOUNTING POLICIES

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

(a) Statutory information

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

(b) Basis of preparation

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

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements and have considered the current and anticipated impact of the coronavirus pandemic on the charity's operations. In particular the trustees have considered the charity's forecasts and projections, and have taken account of pressures on income. After making enquiries the trustees have concluded there has been a degree of uncertainty around income for 2020/21, which remains for 2021/22, however that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. In addition to this, the charity continues to reduce spend and invest in income generation activities.

The charity has introduced a new and successful product to our service portfolio in the "Senior Leadership Summit" which has secured funding for the full year 2021. Additionally, the development of our new residential Masterclass series, which will be held in place of IFC in October, is being viewed as an additional product in the charity's portfolio for 2022 and beyond. Acknowledging that risk still remains in relation to the delivery of an in-person event in October 2021, we have secured 2 additional alternative dates with the host hotel in Holland for late Q4 2021 and late Q1 2022, should it not be possible to deliver the event in October due to Covid related restrictions, thus enabling us to retain ticket sale income for the later dates if required.

Alongside this, the development and roll out of the targeted individual giving campaign is expected to yield income results that will provide for the organisation's stability in the short term and growth in the medium and long terms.

The Trustees confirm that there are no material uncertainties about the ability of the charity to continue as a going concern. The charity, therefore, continues to adopt the going concern basis in preparing its financial statements.

(c) 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.

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

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.

(d) Income

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

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

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

(e) 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.

(f) 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.

(g) 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.

(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

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

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.

1. ACCOUNTING POLICIES (continued)

(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.

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.

(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.

(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

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

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

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total	Total
	£	£	2020	2019
	£	£	£	£
Conferences and Learning				
Conferences and Events	1,672,760	-	1,672,760	1,945,075
Total Conferences and Learning	1,672,760	-	1,672,760	1,945,075
Professional Standards Advice and Information				
Oak Foundation Emerge Campaign	-	-	-	323,951
Total Professional Standards Advice and Information	-	-	-	323,951
Total Income from charitable activities	1,672,760	-	1,672,760	2,269,026

2. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR

	Unrestricted	Restricted	Total
	£	£	2019
	£	£	£
Conferences and Learning			
Conferences and Events	1,945,075	-	1,945,075
Total Conferences and Learning	1,945,075	-	1,945,075
Professional Standards Advice and Information			
Oak Foundation Emerge Campaign	-	323,951	323,951
Total Professional Standards Advice and Information	-	323,951	323,951
Total Income from charitable activities	1,945,075	323,951	2,269,026

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

3. INVESTMENT INCOME

	2020	2019
	£	£
Bank Interest Receivable	<u>3,244</u>	<u>1,122</u>

4. NET INCOME/(EXPENDITURE)

is stated after charging:

	2020	2019
	£	£
Depreciation	913	2,045
Amortisation	16,339	16,339
Auditor's remuneration	8,032	7,175
Operating Leases	<u>24,480</u>	<u>24,840</u>

5. TOTAL EXPENDITURE

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2020 Total £	2019 Total £
Direct Costs					
Staff Costs (incl. overseas self-employed staff)	273,483	13,314	-	286,797	369,474
Other Staff Costs	24,053	1,171	-	25,224	25,948
Event food, accommodation, travel	466,372	735	-	467,107	588,179
Event Marketing	163,798	-	-	163,798	117,429
Event other direct costs	310,013	-	-	310,013	284,110
Consultants and translation services	110,874	29,627	94,107	234,608	189,631
Travel and subsistence	29	-	-	29	966
	<u>1,348,622</u>	<u>44,847</u>	<u>94,107</u>	<u>1,487,576</u>	<u>1,575,737</u>
Support Costs					
Staff Costs (incl. overseas self-employed staff)	64,309	3,131	-	67,440	166,426
Governance direct costs	36,034	1,754	-	37,788	25,759
Consultants	68,508	3,335	-	71,843	202,529
Other staff related costs	5,656	275	-	5,931	11,688

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

Outsourced Services (HR, Finance and Payroll)	40,788	1,986	-	42,774	45,443
Premises costs	47,160	2,296	-	49,456	29,950
IT costs	12,977	632	-	13,609	84,899
Depreciation	16,452	801	-	17,253	18,385
Marketing	62	3	-	65	7,020
Other	37,059	1,804	-	38,863	10,165
	329,005	16,017	-	345,022	602,264
TOTAL	1,677,627	60,864	94,107	1,832,598	2,178,001

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

5. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2019 Total £
Direct Costs				
Staff Costs (incl. overseas self-employed staff)	329,551	11,312	28,611	369,474
Other Staff Costs	23,145	794	2,009	25,948
Event food, accommodation, travel	587,376	-	803	588,179
Event Marketing	117,429	-	-	117,429
Event other direct costs	283,111	18	981	284,110
Consultants and translation services	84,232	32,968	72,431	189,631
Travel and subsistence	966	-	-	966
	1,425,810	45,092	104,835	1,575,737
Support Costs				
Staff Costs (incl. overseas self-employed staff)	148,444	5,095	12,887	166,426
Governance direct costs	22,975	789	1,995	25,759
Consultants	180,646	6,200	15,683	202,529
Other staff related costs	10,425	358	905	11,688
Outsourced Services (HR, Finance and Payroll)	40,533	1,391	3,519	45,443
Premises costs	26,714	917	2,319	29,950
IT costs	75,726	2,599	6,574	84,899
Depreciation	16,398	563	1,424	18,385
Marketing	6,261	215	544	7,020
Other	9,067	311	787	10,165
	537,189	18,438	46,637	602,264
TOTAL	1,962,999	63,530	151,472	2,178,001

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

6. TRUSTEES' REMUNERATION

A trustee appointed during March 2018 and was paid £1,919 during the year for consultancy services under a pre-existing agreement signed in March 2017. No further agreements or payments have been made. Expenses reimbursed to 3 Trustees in the period were £3,647 (2019: 3 - £3,647).

7. STAFF COSTS

	2020	2019
	£	£
Wages and Salaries – UK based	299,013	339,023
Social security costs	29,882	32,363
Redundancy and termination costs	6,100	-
Employer's contribution to defined contribution pension scheme	18,407	18,704
Other forms of employee benefits	2,748	4,182
Temporary Staff	834	8,555
Staff costs UK	<u>356,984</u>	<u>402,827</u>
Overseas staff costs	-	137,255
	<u>356,984</u>	<u>540,082</u>

Costs of self-employed overseas staff (including the CEO) were £nil (2019: £137,255)

No employees received emoluments totalling over £60,000 (2019: 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, fees (including vat) and expenses in respect of the key management personnel of the Charity were £150,018 (2019: £271,605).

	2020	2019
Average headcount	8	11

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

8. TANGIBLE FIXED ASSETS

	Computer Equipment £	Total £
Cost		
Brought forward 1 April 2019	17,375	17,375
Disposals	(4,225)	(4,225)
At 31 March 2020	<u>13,150</u>	<u>13,150</u>
Depreciation		
Brought forward 1 April 2019	14,206	14,206
Charge for the year	913	913
Disposals	(4,225)	(4,225)
At 31 March 2020	<u>10,894</u>	<u>10,894</u>
Net Book Value		
At 31 March 2020	<u>2,256</u>	<u>2,256</u>
At 31 March 2019	3,169	3,169

9. INTANGIBLE FIXED ASSETS

	CRM System	Total £
Cost		
Brought forward 1 April 2019	49,019	49,019
At 31 March 2020	<u>49,019</u>	<u>49,019</u>
Amortisation		
Brought forward 1 April 2019	16,339	16,339
Charge for the year	16,339	16,339
At 31 March 2020	<u>32,678</u>	<u>32,678</u>
Net Book Value		
At 31 March 2020	<u>16,341</u>	<u>16,341</u>
At 31 March 2019	32,680	32,680

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NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

10. DEBTORS

	2020 £	2019 £
Trade debtors	156,463	273,700
Other debtors including grant receivable	10,620	57,416
Prepayments and accrued income	<u>4,972</u>	<u>45,255</u>
	<u><u>172,055</u></u>	<u><u>376,371</u></u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2019 £
Trade creditors	66,335	47,007
Other creditors, including taxes and social security	27,385	14,966
Accruals and deferred income	<u>473,927</u>	<u>445,275</u>
	<u><u>567,647</u></u>	<u><u>507,248</u></u>

Movement in deferred income

	2020 £	2019 £
As at 1 April	403,135	478,647
Released in year	(403,135)	(478,647)
Deferred in year	<u>455,278</u>	<u>403,135</u>
As at 31 March	<u><u>455,278</u></u>	<u><u>403,135</u></u>

Deferred income relates to ticket sales in advance for IFC.

12. STATEMENT OF FUNDS

Current Year	1 April 2019 £	Income £	Expenditure £	Transfers £	31 March 2020 £
Unrestricted Funds	390,367	1,676,004	(1,738,491)	15,273	343,153
Restricted funds:					
Emerge Campaign	270,863	-	(94,107)	(15,273)	161,483
	270,863	-	(94,107)	(15,273)	161,483
Total funds	661,230	1,676,004	(1,832,598)	-	504,636
Prior Year	1 April 2018 £	Income £	Expenditure £	31 March 2019 £	
Unrestricted Funds	555,924	1,946,197	(2,111,754)	390,367	
Restricted funds:					
Emerge Campaign	-	323,951	(53,088)	270,863	
NGO Awards Pan Asia	13,159	-	(13,159)	-	
	13,159	323,951	(66,247)	270,863	
Total funds	569,083	2,270,148	(2,178,001)	661,230	

Restricted expenditure of £94,107 (2019: £66,247) was represented by £94,107 (2019: £66,247) 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. Restricted reserves represent funds received which are to be applied to specific activities during the coming year. Details of these activities are as follows:

Awards – The awards programme promotes best practice and effectiveness of NGOs in the Asia Pacific region. Each annual awards programme spans two financial years and is supported by the Rockefeller Foundation and most recently additional funders such as Edel Give and Irish Aid.

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

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

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund balances at 31 March 2020 are represented by:			
Intangible Fixed Assets	16,341	-	16,341
Tangible Fixed Assets	2,256	-	2,256
Debtors	172,055	-	172,055
Cash	720,148	161,483	881,631
Creditors	(567,647)	-	(567,647)
Total net assets	343,153	161,483	504,636
	£	£	£
Fund balances at 31 March 2019 are represented by:			
Intangible Fixed Assets	32,680	-	32,680
Tangible Fixed Assets	3,169	-	3,169
Debtors	376,371	-	376,371
Cash	485,395	270,863	756,258
Creditors	(507,248)	-	(507,248)
Total net assets	390,367	270,863	661,230

14. OPERATING LEASE COMMITMENTS

At the reporting end date Resource Alliance had the following future minimum lease payments under non-cancellable operating leases which fall due as follows:

	2020 £	2019 £
Property leases		
Within one year	24,840	24,840
Other leases		
Within one year	-	-

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2020

15. FINANCIAL INSTRUMENTS

	2020	2019
	£	£
Financial assets held at amortised cost (a)	1,048,717	1,087,377
Financial liabilities held at amortised cost (b)	538,429	104,113

(a) Financial assets measured at amortised cost include cash, accrued income, trade and other debtors but excludes prepayments.

(b) Financial liabilities held at amortised cost includes, trade creditors, accruals and other creditors but excludes deferred income.