



TRUSTEES'
REPORT &
FINANCIAL
STATEMENTS

**YEAR ENDED
31ST MARCH 2019**

TRUSTEES' REPORT & FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2019

LEGAL AND ADMINISTRATIVE INFORMATION

Company Registration Number: 4007393
Charity Registration Number: 1099889
VAT Registration number: 608 0608 58

BOARD OF DIRECTORS

W Toliver (American) Chair

C Emerton (British) Treasurer

M Johnston (Canadian)

A Kuttab (German)

P Framjee (Indian)

C Habberton (South African)

M Inarra (Argentine)

S Udindu (Thai) RESIGNED MARCH 2019

J Mutale (British) RESIGNED MARCH 2019

M Kuntze (German) RESIGNED MARCH 2019

The Directors are also the Trustees of the charity

COMPANY SECRETARY:

Nyree Woolston / Caroline Emerton

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 & Braithwaite,
10 Queen Street Place, London, EC4R 1BE

AUDITOR:

Haysmacintyre LLP, Chartered Accountants
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).

www.resource-alliance.org

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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 THEORY OF CHANGE

The Resource Alliance inspires innovation and collaboration across the global social impact community, by curating content and creating collaborative learning opportunities.

We help ideas to take root and then blossom in the fertile minds of change-agents from every corner of the world.



PHOTO: AL COMPTON

OUR IMPACT

During 2018/19, 1476 leaders from 73 countries, representing 814 organisations, benefited from participation in one of the Resource Alliances conferences, learning forums or intensive trainings.

Each of these participants become “change agents” in their own organizations and communities, thus multiplying the impact of our work many times over.

This impact is also an indicator of an exponential year-to-year growth trajectory for the work of the Resource Alliance. Our 2018/19 results represent a 50% growth over 2017/18, and — with the advent of a digital “Global Changemaker Community platform” and reintroduction of our online training events — our forecast for 2019/20 is more than triple our 2018/19 results.



OUR VALUES

Everything we do is informed and guided by six core values.

Transparency

Sharing information is why we exist. We share, we are generous and spread the light of knowledge.

Diversity

We know it takes people with different ideas, strengths, interests, and backgrounds to succeed.

We encourage healthy debate and differences of opinion.

Teamwork

Because we work as one, everything we do is greater than the sum of its parts.

We use our collective drive and commitment to energise, engage and inspire others.

Environmental Sustainability

We strive to maximize our positive impact on our shared planet.

Trust & Integrity

We are real, consistent, ethical and uncompromising.

We have strong principles guiding our path.

Ambition

We deliver real change.

We empower and challenge others to find ever-better ways to innovate and grow.

THE SOURCE OF OUR STRENGTH

A global community of volunteers and partners

We are humbled and inspired by a global community of amazing volunteers and partners who work tirelessly on our behalf to ensure the impact of the Resource Alliance is multiplied many times over. Here is just a small example of their contribution:

Sponsors of the International Fundraising Congress (IFC), the International Fundraising Congress Asia (IFC Asia) and IFC Pop-Ups — 3 Sided Cube, All Response Media, Blackbaud, Blakely, Care2, CFRE, Daryl Upsall, DSIL Global, Formunauts, Gather Voices, Global Giving, GoFundMe, Google Ad Grants, Housatonic, iFunds, Innovairre, Internet Society, iRaiser, Love Frankie, Mindwize, One Hundred, Peerworks, RaiseNow, Raw London, Safeguard Global, Salesforce.org, Social Blue, Think Consulting Solutions, Tony Ellisher Foundation and Unity4, Gordon Institute of Business Science, Nedbank Private Wealth, The Bertha Centre for Social Innovation and Entrepreneurship, University of KwaZulu Natal Foundation, University of Stellenbosch Business School.

Capacity Building Services — 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 completed Emerge programmes for 13 organisations across 9 countries.

[CONTINUED OVER >](#)



> **The IFC Advisory Panel:** The IFC Advisory Panel: Anne-Marie Grey, IFC 2019 Advisory Panel Chair: USA, Alfredo Botti: Argentina, Andrew Cook: UK, Della Weight: UK, James Tennet: UK, Julie Verhaar: Switzerland, Laura Boulton: UK, Marcus Missen: UK, Nina Saffuri: UK, Paul De Gregorio: UK, Richard Turner: UK, Simone Clarke: Australia, Sophia Story: UK, Therése Engström: Sweden.

IFC Asia Advisory Panel: Beth Kanter, Courtney Savie Lawrence, Daniel To, Emily Au-Young, Jeanie Seto, Jo Garner, Payal Randhawa, Sreenivas Narayanan, Sukich Udindu, Usha Menon (Chair).

Changemaker Community Working Group Panel: Alfredo Botti, Beate Sørum, Martin Georgie, Richard Turner.

Resource Alliance Ambassadors: Beate Sorum: Norway, Colin Habberton: South Africa, Erica Waasdorp: USA, Fred Fournier: France, Herbert Witschnig: Austria, Jeanette Eesman Foster: Netherlands, Kate Sunners: Australia & New Zealand, Mariana Chammas: Brazil, Martin Georgi: Germany, Natalia Delgado: Spain & Portugal, Pia Tornikoski: Finland, Ruth Wagner: Switzerland, Simon Scriver: Ireland, Sisan Bove: Denmark, Sonya Swiridjuk: Canada.

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.

Dedicated Volunteers: Rob Patmore who helped managed the Big Room sessions at IFC, Jolan van Heerwarden for all her support with the session leaders, Robert Russell for helping arrange transportation (for years!).



Bursaries for Delegates to our events and trainings — 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.

We are grateful to Carolina’s family and to Greenpeace for continuing to fund this important bursary programme. Further details on page 44.



IFC 2018

OVERVIEW FROM THE BOARD

The landscape in which we operate

The global civil society/social impact sector is undergoing a tectonic shift around the world — driven by greater demands for transparency, a higher expectation of accountability, and entirely new and exciting possibilities for creating lasting change.

Our model of convener - curator - catalyst - change-agent is ideally suited to this new era. The Resource Alliance exists to do nothing more (nor less) than find the best ideas and share those ideas so they can be leveraged by everyone. Our mission requires that we constantly challenge the status quo, develop new kinds of collaborations and partnerships, and bring together the best thinkers and practitioners in many fields to create new ways of increasing impact and transparency.

Through our global network of changemakers, we are able to define and tailor new best practices, so they can be applied across the vast array of unique environments in which social impact organisations operate. We were founded 40-years ago by a group of fundraisers and changemakers who were looking for a better way. Since that time there has been a sea change in the tools and tactics available to us, so that the Resource Alliance is able to create change on a scale that was unimaginable when we were founded. The Resource Alliance was purpose-built to accelerate the work of the social impact community and we are at a time in history where our opportunity — and obligation — to lead has never been greater.

Imagine hitting your fundraising target – three times over!

How AfriKids raised £1.2 million after attending IFC

AfriKids, a London-based organisation that protects the rights of children across northern Ghana, had a big fundraising goal: raise £210,000 in unrestricted funds in three months to be match-funded by the UK government through their UK Aid Match scheme. The matched funds were earmarked to support AfriKids' education programme.

THE QUESTION WAS HOW.

THE ANSWER WAS IFC

In October 2018, two AfriKids staff members attended IFC for the first time. The timing was just right, as they needed some ideas for their critical December appeal kick-off. And IFC didn't let them down.

USING 'DONOR LOVE' TO TAP INTO THE EMOTIONAL HEART OF SUPPORTERS

The AfriKids team learned about the proper stewardship of donors from the 'Donor Love' masterclass, then discovered the notion of 'tapping into the emotional heart' in Alan Clayton's session of the same name.

As a result, they took a fresh look at their approach and completely changed the messaging towards a more values-led and emotional storytelling narrative – the 'Time to Shine' appeal was born.

This was a first for AfriKids, and a courageous move given the importance of this campaign and the matching funds on the line. IFC came along at just the right time to inspire the AfriKids team, support them, and bolster their confidence.

RAISING THREE TIMES THEIR FUNDRAISING TARGET

The results of AfriKids' bold departure from its comfort zone? Phenomenal! The campaign raised a total of £625,000 of which £580,000 was match-funded by the government. So, in total the campaign brought in £1.2 million. That was a three times AfriKids' initial fundraising target and a huge achievement that was made possible by the team's experience at and learnings from IFC.



The AfriKids staff members who attended IFC also benefited greatly from the networking. They left the conference with a mentor, as well as a lot of new peer connections. Being a small team, this meant they could draw on a wider pool of professionals for expertise, support and advice.

Through networking and sharing challenges in the sector, the team felt validated "we are all in this together" because they were able to share experiences with people from other organisations around the world that are faced with the same issues. Plus, the team returned to work and carried out training sessions with the rest of the AfriKids' team to share their learnings – something that the Resource Alliance strongly encourages.

THE RESULTS: 18,000 CHILDREN BENEFITTING FROM A BETTER EDUCATION

The matched funds from the appeal will improve the level of education for these children in 80 primary schools across

northern Ghana through teacher training, as well as to educate communities on the importance of education.

Public funds will help thousands more to be healthy, safe and in school. Because of the additional income raised, AfriKids will be able to reach more children than expected. In all, the training will have directly impacted 18,000 children and will help to train 350 teachers in 80 schools to benefit years of learners to come.

AfriKids' amazingly successful appeal has started the process for further growth for the organisation. This year they launched a new fundraising strategy mapping out their path of growth over the next three years to enable them to reach out to more communities in Ghana and create sustainable change for future generations.

IFC brings together 1,000 fundraisers and changemakers from over 60 countries and 500 global organisations.

HIGHLIGHTS 2018/19

What we set out to
achieve last year,
including activities
and achievements



IFC 2018

**INTERNATIONAL
FUNDRAISING
CONGRESS**

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IFC ASIA

**INTERNATIONAL
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IFC 2018

The International Fundraising Congress (IFC) – An 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.

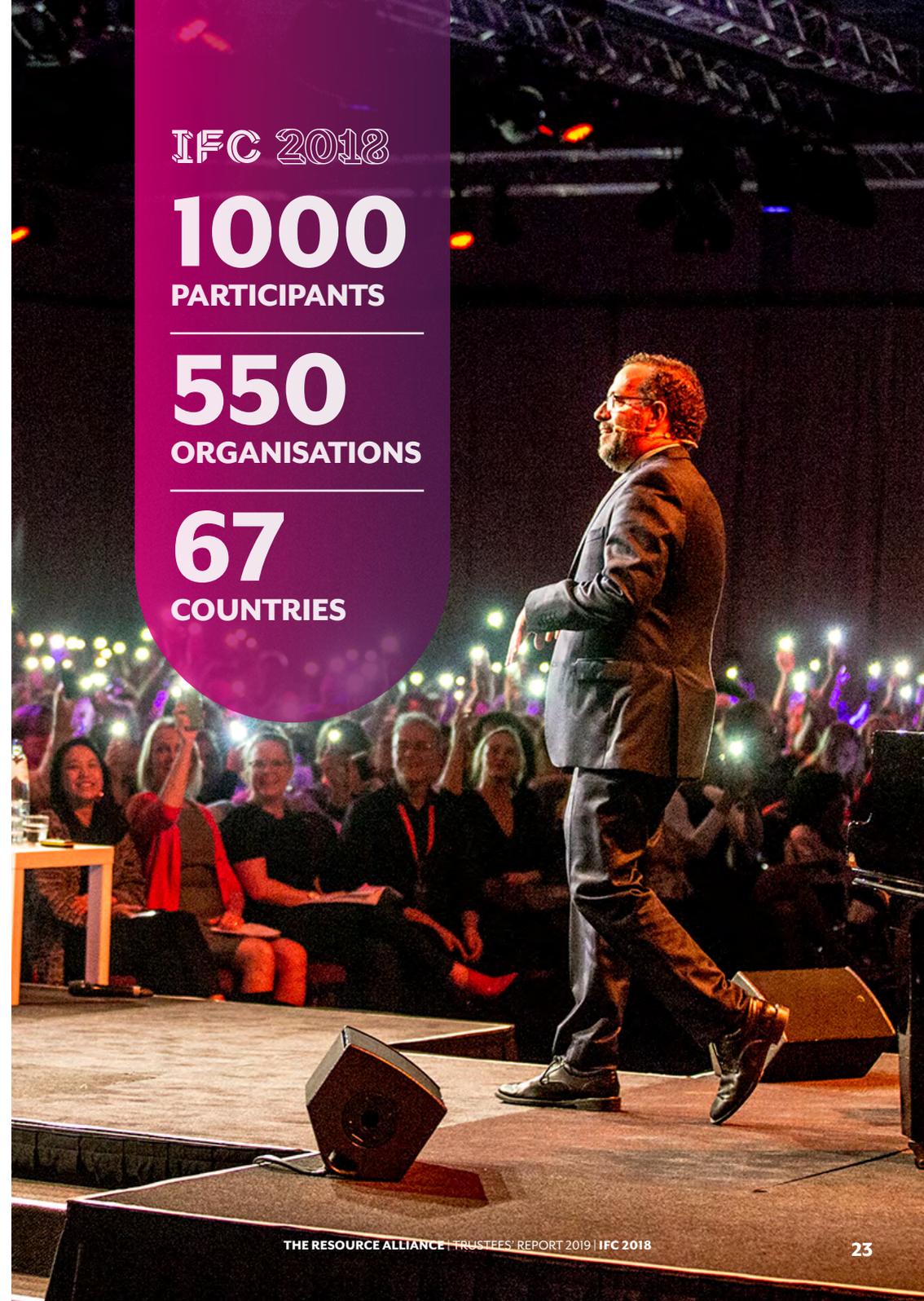
In 2018/19 we set ourselves ambitious goals for content, format and diversity for IFC and brought together 1000 participants from 550 organisations and 67 countries.

We featured 100 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.

21 of our speakers came from countries outside North America / Western Europe / Australasia and 22% represented local NGOs.

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, and financial innovation.

CONTINUED OVER >



IFC 2018

1000
PARTICIPANTS

550
ORGANISATIONS

67
COUNTRIES



> In 2018 we were pleased to have many speakers from outside the traditional fundraising sector to speak about diverse topics, including: the power of anger, human-centred design, music of ideas, Islamic social finance, sticky marketing, community building, cultural change, art and facilitation of dialogues for change.

The theme of IFC 2018 was 'Together We Can' which focused on how powerful we can all be when working together. The theme was brought to life through the programme and in particular the plenaries. Specially created for IFC, the plenaries are designed to inspire, to educate and to challenge participants to stretch their ambition and self-belief. In 2018, the closing plenary featured the current Nobel Peace Prize winners, the Mukwege Foundation, an international human rights organisation, working to end rape as a weapon of war.

The plenaries were live streamed to reach changemakers around the world who couldn't be at the IFC and we also provided six bursary places to help other changemakers attend in person. Something we intend to grow next year and beyond.

IFC provides rich networking opportunities for building new collaborations and relationships. In 2018, we offered multiple networking opportunities throughout the conference to help people make important connections. 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.

“ PARTICIPANT & DELEGATE QUOTES

“I always leave with my mind challenged and refreshed, reminded why I love fundraising and why this is the event I always put in my calendar first.”

DARYL UPSALL, **DUA AND DUCI**

“I feel re-energised, met wonderful people and strengthened in my belief that collaboration with donors, beneficiaries, start-ups and other NGOs is the only way forward.”

ELLEN JANSSENS,
DUTCH HEART FOUNDATION

“For fundraisers, it’s about constantly pushing new boundaries and the IFC reminded me to enter the new world with new power and to transition away from the old world and its power structures.”

VIRGINIE KAN,
WORLD ANIMAL PROTECTION

“The IFC 2018 was, hands down, the best fundraising conference I have ever attended. I returned to work with new ideas which I put into practice immediately.”

NATASHA DUNCAN,
THE DR DENIS MUKWEGE FOUNDATION

“IFC is a great event and always challenges us to rethink the conventional fundraising wisdom and predominant terminology within fundraising, as well as serving as a powerful and inspirational reminder of why we do what we do.”

STEVE MARTIN,
THE FRED HOLLOWES FOUNDATION

“It is impossible to choose one light bulb moment. What IFC gave me in general was the change in mindset - how change IS possible if different sectors and participators work together and pay attention. An extremely inspiring conference, I still feel the positive energy and faith in change.”

ILSE KERMINEN,
FINNISH FUNDRAISING ASSOCIATION

”



“The energy in the room is electric. IFC somehow finds a way to attract the people and organisations all over the world with a love for humanity and a shared passion for change. Felt like I found my new tribe.”

MARGARET ROSE,
U-SOLVE



“This is the way conferences should be done. My first time and coming in as an ‘outsider’ and I was blown away by the incredible warmth, energy, and calibre of speakers and delegates and the tangible sense of passion for shaping a better and brighter future.”

GABRIELLE HABBERTON,
GREATER IMPACT

IFC 2018

SAY IFC CREATES A POSITIVE IMPACT

When asked, "Have you seen a positive change in your organisation since IFC?" 90% said "Yes" or said they would sometime in the near future.



SAY LEARNING IS APPLIED WHEN ATTENDEES LEAVE

When asked "Have you applied your learning since IFC?", over 95% of attendees said "Yes".



SAY IFC WAS USEFUL FOR THEM

When asked "How useful was IFC?" over 90% of attendees said it was "Good" (41%) or "Excellent" (49%).



OF IFC ATTENDEES WOULD RECOMMEND IT TO COLLEAGUES

When asked "How likely is it that you would recommend the IFC to a friend or colleague?", over 86% said that they would, with 56% extremely likely to.



SAY KNOWLEDGE FROM IFC IS SHARED AMONG COLLEAGUES

When asked "Have you passed on your learning from IFC to anyone else?", over 90% said "Yes".



IFC ASIA

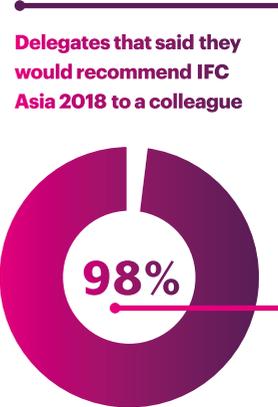
Bringing together thought leaders, fundraisers, changemakers, and hands-on practitioners in a three-day festival of education, networking, and new connections in the Asia-Pacific region.

While last year was the first ever IFC Asia, the Resource Alliance has worked across the region in various ways for more than 10 years. As an alliance of resources, we support collaboration within a dynamic and growing ecosystem for social good. While we strive to share global know-how, it is equally about amplifying the fantastic innovation, new models and new thinking that is thriving across Asia.

IFC Asia provides a vital opportunity for changemakers to connect, build bridges and create new thinking. This is embodied in the IFC Asia theme, "Fundraising and Beyond: New Ecosystems for Social Good". Looking beyond traditional models and hierarchies, to open participants minds to new ways of collaboration to meet the growing needs of the social impact sector. This was reflected in the programme which featured a track of sessions under the title 'Beyond Fundraising', which included new models/new thinking sessions such as: Movement Building, Digital Connectivity, LEGO 'Serious Play', Social Enterprises, Human Centred Design and Liberating Structures.

IFC Asia 2018 brought together 452 participants from 250 organisations and 36 countries.

The programme featured 55 expert speakers from 19 different countries (65% Asia, 35% international) and 22.5% represented small NGOs.



IFC ASIA

452 PARTICIPANTS

250 ORGANISATIONS

36 COUNTRIES



“ DELEGATE QUOTES

“I had a great experience and I am glad that I was able to join. I left feeling inspired and made a lot of friends during the conference. I feel better equipped to do better as a fundraiser.”

IFC ASIA 2018 DELEGATE

“It was an out of this world experience and exposure. I took back good memories, friends and so much new knowledge. Can't wait to share and implement!”

IFC ASIA 2018 DELEGATE

“It had been an inspirational and eye-opening experience. I was inspired by the spirit of fellow change agents and the passion shown by all parties to make a difference”

IFC ASIA 2018 DELEGATE

“It has been exciting and inspirational. I bring back with me a wealth of knowledge and fire of emotions to do my work and my life from a place of both abundance and humility.”

IFC ASIA 2018 DELEGATE

“Learning great concepts through leaders who are eager to teach. There was personal touch and the opportunity to learn was heightened. Learning through fun- great experience!”

IFC ASIA 2018 DELEGATE

”



IFC POPUPS SOUTH AFRICA

FEBRUARY AND MARCH 2019

In response to the outstanding feedback received following the IFC Pop Ups in 2017 and 2018, the Resource Alliance partnered with Nedbank Private Wealth, Gordon Institute of Business Science (GIBS), University of KwaZulu Natal (UKZN) Foundation and the Bertha Centre for Social Innovation and Entrepreneurship at UCT GSB to bring the IFC Pop Ups back to South Africa in 2019.

The primary objective of these virtual fundraising conferences is to help more social impact organisations of every size and type, access world-class thinking, tips, tools and ideas to help them expand and diversify their fundraising practices and ultimately achieve greater financial sustainability. The three IFC Pop Ups were held in Johannesburg, Durban and Cape Town during February and March 2019. The one-day programme, curated by the Resource Alliance, comprised of a selection of workshops and big room sessions filmed at IFC Holland and Asia in 2018. The composition of the programme aimed to give participants access to a wide range of topics presented via video format (international speakers) and in person (local speakers).

In total 380 delegates attended the three events (375 attended in 2018) and based on feedback received from the delegate evaluation forms, the overall approval rating was 90% (vs. 89% in 2018). Without the support of our partners, the IFC Pop Ups would not have been as accessible to NGOs in South Africa, particularly small to medium sized organisations, who generally have limited resources for resource mobilisation capacity development. The overall approval rating for the IFC Pop Ups (all three events) was an impressive 90%.

As a result of the success of the IFC Pop Ups in South Africa, the Resource Alliance will be replicating the model in Asia (Singapore and Hong Kong in May 2019) and Kenya (June 2019).



“

PARTICIPANT & DELEGATE QUOTES

“I loved the variety of speakers and the option to ask more questions via video call. That gave me a great sense of support knowing that I can always reach out whenever I need help. I also loved the ‘I wish I’d thought of that’ session, showing that people are genuinely doing amazing things and it’s so inspiring to see.”

KARABO MOSHODI,
SIZANANI MENTORSHIP PROGRAMME

“Today was magical – nothing like meeting like-minded people and learning from each other.”

DORCAS DUBE,
SYMPHONIA FOR SOUTH AFRICA

“I loved the high-quality content. My most valuable take away is the concept that the donor is the hero, not the organisation.”

CJ VAN WYK,
SAINTS FOUNDATION

“Such rich ideas, consolidation of approaches to fundraising, fresh approaches, inspiring concepts. My most valuable takeaway was clarity on the need for clear storytelling and alignment within the fundraising and programmes team.”

ROBYN WHITAKER,
SYMPHONIA SOUTH AFRICA



“I’ve left feeling inspired with new ideas and identified essential skills to focus on and improve.”

CELESTE EVERITT,
CHEVRAH KADISHA

“I am very happy that I came to the IFC Pop Up and looking forward to bringing all the ideas back to the office and putting them to action.”

CAROL BALOYI,
GREENPEACE AFRICA

“You are doing an amazing job with the IFC POP UPS. The bar has been set high and I’m looking forward to more awesome IFC’s that I am confident will continue to inspire & motivate.”

IRENE CHETTY, COTLANDS

“I loved the practical examples that accompanied the theory. All the sessions were very informative and sparked many ideas.”

SANAM THAKOOR, SOUTH AFRICAN
GUIDE DOGS FOR THE BLIND

“Being new in the sector, it was mind blowing.”

THABISO MMOLEDI,
PHILA SONKE WELLNESS INITIATIVE

“The IFC Pop Ups always lifts the spirit and re-energises so we can continue to work in more strategic and creative ways – thank you!”

LARA KLEMENT,
ST DAVID’S MARIST INANDA
FOUNDATION

”

GREAT FUNDRAISING MASTERCLASS

On 28 and 29 May 2018, the Resource Alliance and Alan Clayton Associates partnered with Gordon Institute of Business Science (GIBS) to bring the Great Fundraising Masterclass (GFM) to Johannesburg, South Africa.

Presented by UK fundraising specialist, Alan Clayton, the Great Fundraising Masterclass has helped dozens of organisations significantly grow income by applying the building blocks of Great Fundraising.

The motivation to bring the GFM to Johannesburg was to enable South Africa social impact organisations to learn from one of the world's most respected fundraising experts, and to do so at an affordable cost (this masterclass normally costs ten times the price charged locally). In total 97 delegates attended the two-day masterclass and an overall approval rating of 95% was achieved.



“

“The conference was beyond brilliant – the challenge now for me is to put some of all that learning into practice.”

KEVIN TAIT,
JEPPE HIGH SCHOOL FOR GIRLS AND
THE RUTH FIRST MEMORIAL TRUST

“Thank you for arranging the stunning Fundraising Masterclass. It was quite a game changer for me!”

DR. CINDY WIGGETT-BARNARD,
CEO OF CHANGEABILITY

PARTICIPANT & DELEGATE QUOTES

“I am absolutely awed. Great presentation material by a knowledgeable presenter.”

TEBOLO KATZE,
BUSINESS DEVELOPMENT MANAGER,
WITKOPPEN HEALTH AND WELFARE
CENTRE

“Valued the tangible and practical implementation of a new ambition and the continuous need to re-visit it is very valuable.”

LISA RUBINSTEIN,
TEAM HEAD OF FUNDRAISING
CHEVRAH KADISHA

”

LIGHTNING TALKS



BRAZIL LIGHTNING TALK

We held a Lightning Talk in Brazil in June 2018, alongside the ABCR Festival, which brought together 20 fundraising leaders to discuss the major issues facing the sector in Brazil. Attendees were able to take time away from their day to day work and collaborate with others facing similar challenges. The event was coordinated by our Brazil Ambassador, Mariana Chammas, who said that the event 'provoked us to do things differently, in a much more authentic way'.

UK LIGHTNING TALK

In November 2018, we held our first Lightning talk in the UK which brought together 30 fundraisers from small and medium charities. There were 5 speakers throughout the afternoon event, all focusing on speaking about the challenges that small and medium charities face in making change happen - changing organisational culture, our approach to resources, our approach to supporters and the way we tell stories.



EMERGE

This year we worked closely with 14 organisations across 7 countries to help them develop fundraising strategies, institutionalise fundraising through skills development, and provide coaching and mentoring to help implement the strategy.

Through its global network of associates, some of them drawn from the speakers 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.

Leaders from many of these Emerge projects took the opportunity to attend the IFC to get some inspiration and take back the learning to their organisations. This completed and complemented their work on the Emerge programme.



“We are very grateful to Resource Alliance for the opportunity to engage on the Emerge programme and to also draw so much inspiration from the IFC. Thanks for being so supportive and available throughout the conference. It was an excellent opportunity to learn a lot, network and understand other organisations’ challenges and successes”.

ELEANOR BLOMSTROM, EXECUTIVE DIRECTOR, WOMEN'S ENVIRONMENT AND DEVELOPMENT ORGANISATION, USA

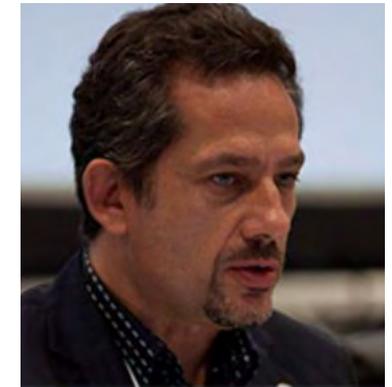


“In addition to receiving great support through the Emerge programme, we appreciated having the opportunity to come to the IFC. We loved being at this amazing conference. It was inspirational and helpful to us”.

MARY LUSENGE, EXECUTIVE DIRECTOR, FONDS POUR LES FEMMES CONGOLESE, DEMOCRATIC REPUBLIC OF THE CONGO

“We benefited immensely from the Emerge programme. This has enabled us to set concrete targets and objectives, and we are engaged to follow up the strategy with concrete implementation. This will allow us to implement our three-year strategic framework”.

ALEX KAMAROTOS, EXECUTIVE DIRECTOR, DEFENCE FOR CHILDREN INTERNATIONAL, SWITZERLAND



“We found the Associate you provided us on the Emerge programme to be highly engaging and knowledgeable, and she was quickly able to get under the skin of our organisation to appreciate what we needed and how we could develop our fundraising strategy”.

MARIA ALEJANDRA PAVICICH, COORDINATOR OF INSTITUTIONAL DEVELOPMENT, MEMORIA ABIERTA, ARGENTINA

BURSARIES

Through the Carolina Nyberg-Steiser Bursary Programme, we funded a total of 21 women from around the world to attend our events:

IFC 2018

Three women attended IFC 2018 under the bursary programme, from Ecuador, Canada and Nepal. These women also had mentors allocated to them to support them at the conference, as well as continuing to work with them afterwards to put their learnings into practice.

“Ideas and opportunities are boundless. IFC opened my eyes and mind to believe that every small idea can help change so much. All we need to do is believe in it and keep working towards it. It was so wonderful to learn from people all around the world on how they are changing the world. Speaking at the IFC was one of the best experiences. It boosted my confidence to a whole different level. I learnt both about my strength and weaknesses in terms of presenting and I am sure to apply my learning in the future. My mentor was very helpful and I loved the tips and tricks she taught me about public speaking that am sure will be helpful throughout. Especially because public speaking is one of my interest and this was a great platform to begin with.”

SPRIHA SHRESTHA, COMMUNICATION AND PARTNERSHIP ASSOCIATE
FOR RESTLESS DEVELOPMENT, NEPAL



IFC ASIA 2018

Three women attended IFC Asia under the bursary programme, from India, Australia and Cambodia, and each was allocated a mentor to support their learning post the event and to help them with a personal development plan.

“Receiving a Carolina Nyberg-Steiser Bursary program place was an incredible privilege. Attending IFC Asia gave me the opportunity to challenge my thinking, learn from thought leaders and network with people from all around the world with diverse perspectives and incredible stories. More than anything it left me with a profound sense of purpose and connection and invigorated my determination to come together with like-minded people to change the world.”

KAREN MCGRATH, GLOBAL MARKETING MANAGER
RATION CHALLENGE FOR ACT FOR PEACE, AUSTRALIA



IFC POP UPS SOUTH AFRICA

15 women were sponsored to attend the IFC Pop Ups in South Africa. This was a full day of networking and learnings from global speakers and best practice case studies.

“Receiving the bursary inspired me to believe that I can do more. It was a privilege to be able to learn new ways to break norms, find ways to simplify what we are already doing in interesting and relevant ways. Attending the IFC Pop Up in South Africa has gently reminded me why I chose to work in a social impact industry and has reminded me that what I do is not for myself but for the love of humankind.”

SAMUKELISWI UYS, ALPHA SOUTH AFRICA EQUIPPING TEAM LEADER,
SOUTH AFRICA



Global perspective and a sense of belonging

IFC supports fundraisers as it guides them to increased success

The Ikamva Labantu Charitable Trust, which offers social programmes for children, young people and older people in South Africa, credits the IFC and other Resource Alliance events with helping it to significantly grow its seniors programme and build monthly giving.

After a disappointing fundraising campaign, Jovana and her colleague, Ronell Jordaan, formerly a fundraiser at Ikamva Labantu, began attending Resource Alliance professional development events in 2017 which continued in 2018. The support they found there, coupled with the inspiration and education that are the hallmarks of IFC, IFC Pop Ups and other events, was immediately and tangibly reflected in their work.

The learnings that Jovana and Ronell took from IFC Pop Ups, the Great Fundraising Masterclass and IFC significantly contributed towards the growth of Ikamva Labantu's seniors programme, from R2.5

million in 2014 to R12 million in 2019. That growth has enabled the trust to sustain its seniors programme, which serves 1,500 elderly adults in 21 townships around Cape Town. It ensures that each of the organisation's seniors clubs has its own club assistant – a 'carer' who is equal parts friend and caregiver and who keeps seniors active and connected. Seniors in clubs who didn't have a club assistant tended to be less active and social. The carers also reach out door to door to identify isolated and abused or neglected seniors.

"IFC really gave us the power and confidence to maintain and grow it", Ronell says. "Even though we have lost the initial major donors that kick-started the programme, we have developed and grown it as a result of what we learnt."

"The growth in our individual giving programme has also been helped by what we have learnt", she adds.



THE RESULTS: STRENGTHENING THEIR MONTHLY GIVING PROGRAMME AND POSITIVE RESPONSE FROM DONORS

We really invested in telling a powerful story and not putting ourselves front and centre' Jovana says. 'As a result, we now rigorously take Ikamva Labantu out of the story and make it more about the donor and the beneficiaries.

And the response by their donors to this shift has been amazing. "One major donor who donated to our pre-school appeal shared a screen shot of Ikamva's thank you on her Facebook page with the remark 'You made my day'" says Jovana.

In all its emails, newsletters, blog posts and correspondence, Ikamva is increasing the connection between the donor and the beneficiary – and it's paying off. Jovana also realised another benefit of attending IFC in the Netherlands. She secured an invitation to apply for funding as a result of visiting a

donor in Amsterdam before the conference. It also helped her to see potential to grow income in Europe, as well as giving her an international perspective on issues facing the ageing and how social programmes can help. Like Jovana, Ronell also leaves Resource Alliance events with a stronger sense of purpose and belonging.

"The most important development to come out of my attendance of Resource Alliance events is that I see myself as part of a group of dynamic professional individuals working in this sector", she says. "The Resource Alliance helped me see my career in different way. It's not just a hobby or for volunteers."

"It's very affirming and I feel like a change-maker, not just someone begging for money", she adds. "It also helped me to reference learnings internationally, which has been enormously validating."

THE YEAR AHEAD 2019/20

Having listened to the needs and feedback from our audience, in the year ahead we will be focusing on:

ACTIVITIES:

EVOLUTION TO OUR OPERATING MODEL

The Resource Alliance has been piloting a “team-of-teams” model that ensures we are leveraging our community of volunteers and partners to the greatest possible effect. Each of our team members will be responsible for a critical workstream and will lead a team of consultants, volunteers and partners to ensure we make game-changing progress in each workstream. We will be undergoing a broad evolution of our hiring and development efforts to ensure every member of the Resource Alliance team is able to drive 10X thinking in their respective areas; ensure we are exceeding our goals; work product is being leveraged as much as possible across many platforms; challenges are overcome quickly and holistically; and that we are building institutional memory and capacity through shared learning.

EXPANSION OF OUR RESOURCE DEVELOPMENT MODEL

We are proud to have a diverse portfolio of resources drawn from many skills, experience and tools — including social enterprise, foundations, partnerships; volunteers; and individual contributors. In the coming year we are investing in a team to expand the impact of each funding source with the expectation that we will double our sources of funding and double our impact within the next 18 to 24 months.

GLOBAL CHANGEMAKERS COMMUNITY

The Resource Alliance is committed to building a thriving community of changemakers from organisations of every size and type around the world. It's an imperative of our Manifesto, and, therefore, central to our strategy.

Over the coming year, we will be working together with a team of volunteers and experts in the field of online community building to outline the critical elements to make this a reality. Harnessing the power of digital technologies, we will be creating an interactive and informative tool to ensure all of us can stay connected in meaningful ways — to share challenges and solutions, engage with experts, stimulate debate, and experience the wisdom, humour and talent of the Resource Alliance's ever-growing community. A soft launch to our IFC community will take place during IFC 2019, including focus/discussion groups around technology, user journey mapping and critical content our community would like to see (and help create), followed by a full launch in 2020.

IFC 2019

It's undeniable – our world is changing at an unparalleled rate. 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.

In 2017, the IFC community started a new conversation about what it means to work in the social impact sector. In 2018, we said, “Together we can!” take on these challenges as a global collective. In 2019, it's time to stop just talking about what we could do together. It's time for action!

At IFC 2019, we'll explore specific actions we can take to build a more just and thriving future. We'll take everything we're learning about fundraising, strategy, leadership, digital and innovation - and turn all of it into actionable plans.

Our aim is for participants to leave the conference with more than notes in a notebook – they'll go away with new and lasting connections, tangible plans for implementing improvements in their organisation, and ideas and inspiration that give them renewed energy and enthusiasm for making change happen.

[CONTINUED OVER >](#)

> The programme for IFC 2019 will feature cutting edge content, learning and best practice to keep attendees ahead of the sector; from developing new markets, to sessions that explore fundraising in the Global South, learning about global trends, and the latest in AI, leadership, data, neuroscience, video gaming as well as traditional channels.

SCALING THE IFC POP UPS

Following on from the success of our IFC Pop Up events, we will be reaching even more changemakers across the world.

We will be taking the event to Asia (in Hong Kong and Singapore) and to Africa (returning to South Africa and expanding to Kenya), with future plans to take them to Latin America (in Brazil and Argentina).

#FRO 2019

In 2019 we will be re-introducing Fundraising Online (#FRO) a free to attend online conference. The content is wide-ranging for all fundraising, changemaking and innovating needs, with a strong focus on digital fundraising and engagement, how to harness emerging and disruptive tech trends, and what's coming next over the horizon.

#FRO is free and accessible for organisations of all types and sizes, from all around the globe, with a stellar line-up of speakers offering participants the opportunity to learn how to benefit from digital trends and technological change.

101 FUNDRAISING

We will be relaunching our 101 fundraising blog to give it a fresher look and feel, more in line with the main Resource Alliance website.

We will also be resuming a regular publishing schedule, featuring blogs on fundraising and changemaking written by our global community. Reinvigorating 101 fundraising and reintroducing it to our community will be critical first step towards the realisation of our larger global changemaker community project.

EMERGE

In 2019, we will be working in partnership with Oak Foundation through our Emerge programme to deliver fundraising capacity development support to 14 organisations across 7 countries: India, USA, Switzerland, Phillipines, Thailand, Uganda and the UK. The organisations campaign and deliver services to improve the lives of people in the area of human rights and in 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 a number of months.

The projects include an organisation based in India that works towards the establishment of equitable, gender-just, self-reliant and sustainable fisheries; a rights-based NGO in Uganda that works in partnership with communities, civil society, the private sector and government to empower communities to improve their mental wellbeing; an NGO in the USA that assists countries emerging from conflict or transition to establish public defender systems that provide effective, quality criminal defence services to the poor; and a membership based organisation with headquarters in Thailand that campaigns to advance the rights of refugees in the Asia-Pacific region.

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 the 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

This year we will continue to support young women in the social impact sector through the Carolina Nyberg-Steiser Bursary Fund, by offering six fully funded places to IFC 2019 and supporting each of their learning journeys with a mentor. We also intend to create exponential growth in our bursary program over the coming years to ensure we are reaching ever-more people in the global South and small non-profits and social enterprises around the world.

GOVERNANCE

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

The Board of Trustees is accountable and responsible for managing and supervising the activities and affairs of the organisation. Importance is therefore placed upon recruiting the right candidates; as it can lead to a balanced and effective Trustee Board and a well governed and effective charity.

The Board focuses on strategic and governance issues and matters of broad general policy. There are Board sub-committees with specific responsibilities. 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 was adopted during the year:

The Executive Committee of the Resource Alliance is authorised by the Board to deal with all governance matters pertaining to the charity which may arise between formal meetings of the Board. The Executive Committee will, after consultation with other Board members as appropriate, develop such recommendations to the Board as are required. In addition, the Committee manages the

CEO and agrees their work priorities. It also provides support and advice to the CEO and leadership team to enable them to focus on priorities and plans agreed by the Board. The Committee comprises the Chair William Toliver, the Treasurer Caroline Emerton and Colin Habberton.

The role and purpose of the Finance and Audit Committee is 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. Importance is therefore placed upon recruiting the right candidates; as it can lead to a balanced and effective Trustee Board and a well governed and effective charity.

In order to live up to the promise of our mission, we must reflect an exceptional degree of gender, ethnic, sector, and regional diversity in everything we do. As we have been expanding the regional and ethnic diversity of our Board, we have fallen short of our gender diversity imperative and have instituted a plan to address that imbalance by the end of 2019.

Once the need for new Trustees is identified, the skills, experience and knowledge required, are noted to help create a short role description, person specification and selection criteria.

The Trustees then agree responsibilities and a process for recruitment. Using the selection criteria, applications are shortlisted and then interviews take place against specific 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 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 their first Board meeting. 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 who are based in London, with oversight from the CEO and Board of Trustees.

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> 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 include:

- CEO
- Director of Marketing and Communications
- Director of Strategy and Reach
- Head of Partnerships & Community Engagement
- Head of People, Systems and Culture

As part of our evolution, the Resource Alliance will be moving towards a more impactful leadership team based on critical workstreams that are deemed essential to our success. Over the coming year, we aim to expand critical leadership roles.

As an organisation with 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.

The Board also recognises that the CEO's role is unique among its employees. Therefore, while a presence in the Resource Alliance's London office may be convenient the Board does feel that this role requires the CEO to be flexible carrying out the executive obligations from anywhere in the world.

The Board have therefore agreed that the CEO's compensation package will contribute towards the customary local benefits (including the equivalent of employers National Insurance) in the country of residence to an equivalent value of those payable in the UK.

FUNDRAISING

The Resource Alliance recognises the important work that the Fundraising Regulator undertakes to ensure fundraising is respectful, open, honest and accountable. In light of the fact that 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 external 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 course of the year.

FINANCIAL REVIEW

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.

2018/19 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 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 £165,557 (2017/18: deficit £75,847) and a surplus for the year on restricted funds of £257,704 (2017/18: deficit £138,800) for the year.

Total unrestricted reserves at 31 March 2019 were £390,367 (2018: £555,924) and restricted funds £270,863 (2017/18: £13,159).

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. In addition, 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 on a regular basis. 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 £354,518 (2018: £505,149) is below the range determined in the policy review which states 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 by £360,000 over the next three years in order to comply with the reserves policy, whilst continuing to invest in delivering the strategy of the organisation. The reserves policy is evaluated annually.

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;

- High reliance on the IFC to deliver financial objectives and ability to source new funding streams
- Dependency on highly professional volunteers to achieve ambitious objectives
- Keeping ahead of an inevitable restructuring/transformation underway in the NGO sector

Risk management is not a separate exercise and is therefore an ongoing process, helping the organisation to achieve its objectives and fulfil 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 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 the 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.

This report was approved by the Board on 14 October 2019 and signed on their behalf by:

WILLIAM TOLIVER
CHAIR AND BOARD MEMBER

INDEPENDENT AUDITOR'S REPORT

OPINION

We have audited the financial statements of the Resource Alliance Limited for the year ended 31 March 2019 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 2019 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 58, 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.

CONTINUED OVER >

> 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.

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 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 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 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.
- 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.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....
STEVEN HARPER

SENIOR STATUTORY AUDITOR

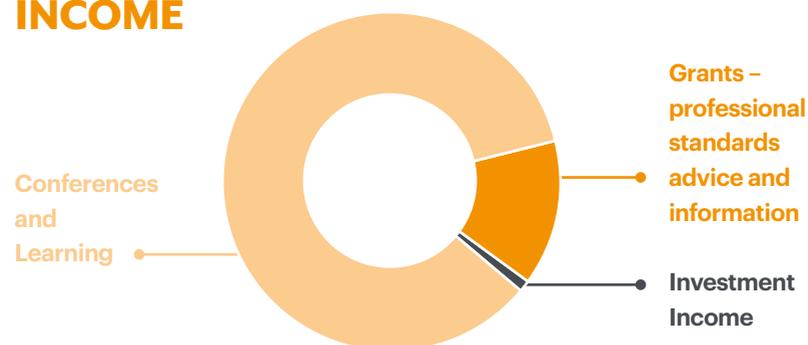
DATE:

For and on behalf of Haysmacintyre LLP,
Statutory Auditors and Chartered Accountants,
10 Queen Street Place, EC4R 1AG, London.

STATEMENT OF FINANCIAL ACTIVITIES

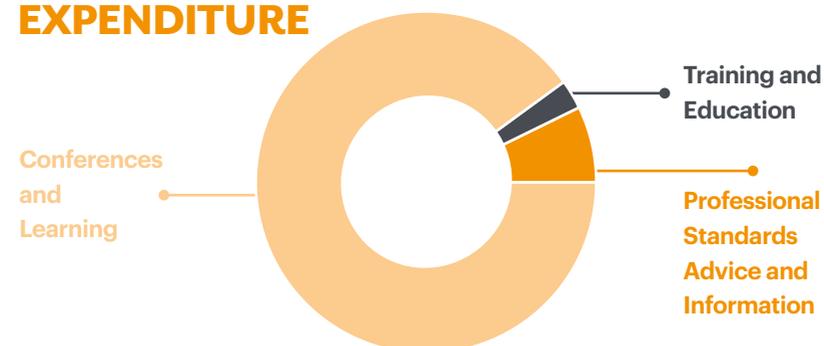
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

INCOME



	Notes	Unrestricted Funds (£)	Restricted Funds (£)	Total 2019 (£)	Total 2018 (£)
INCOME FROM CHARITABLE ACTIVITIES:					
	2				
Conferences and Learning		1,945,075	-	1,945,075	2,098,771
Grants – professional standards advice and information		-	323,951	323,951	8,547
Income		1,945,075	323,951	2,269,026	2,107,318
INCOME FROM INVESTMENTS:					
Investment Income	3	1,122	-	1,122	564
TOTAL INCOME		1,946,197	323,951	2,270,148	2,107,882

EXPENDITURE



	Notes	Unrestricted Funds (£)	Restricted Funds (£)	Total 2019 (£)	Total 2018 (£)
EXPENDITURE ON CHARITABLE ACTIVITIES:					
Conferences and Learning		1,962,999	-	1,962,999	2,000,712
Training and Education		63,530	-	63,530	69,252
Professional Standards Advice and Information		85,225	66,247	151,472	252,565
TOTAL EXPENDITURE	5	2,111,754	66,247	2,178,001	2,322,529
Net Income (Expenditure)		(165,557)	257,704	92,147	(214,647)
Fund balances brought forward 1 April 2018	12	555,924	13,159	569,083	783,730
Fund balances carried forward 31 March 2019	12, 13	390,367	270,863	661,230	569,083

The accompanying notes are an integral part of the financial statements.
All transactions during the year are derived from continuing activities.

BALANCE SHEET

BALANCE SHEET AS AT 31 MARCH 2019

COMPANY NUMBER: 4007393

	Notes	Total 2019 (£)	Total 2018 (£)
FIXED ASSETS			
Tangible assets	8	3,169	1,756
Intangible assets	9	32,680	49,019
TOTAL		35,849	50,775
CURRENT ASSETS			
Debtors	10	376,371	523,323
Cash at bank and in hand		756,258	587,530
TOTAL		1,132,629	1,110,853
CREDITORS:			
Amounts falling due within one year	11	507,248	592,545
NET CURRENT ASSETS (liabilities)		625,381	518,308
NET ASSETS		661,230	569,083
FUNDS			
	12, 13		
Unrestricted funds – General		390,367	555,924
Restricted funds		270,863	13,159
Total funds		661,230	569,083

These accounts were approved by the Board of Trustees and authorised for issue on 14 October 2019 and signed on their behalf by:

.....
CAROLINE EMERTON RESOURCE ALLIANCE TREASURER AND BOARD MEMBER

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

STATEMENT OF CASH FLOWS

	Total 2019 (£)	Total 2018 (£)
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net income/(expenditure) for the year (as per the statement of financial activities)	92,147	(214,647)
ADJUSTMENTS FOR:		
Depreciation and amortisation charges	18,384	10,569
Impairment of intangible assets	-	43,008
Dividends, interest and rents from investments	(1,122)	(564)
(Increase)/decrease in debtors	146,952	(125,594)
Increase/(decrease) in creditors	(85,297)	55,821
Net cash provided by (used in) operating activities	171,064	(231,407)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Dividends, interest and rents from investments	1,122	564
Purchase of fixed assets	(3,458)	(49,019)
Net cash flows (used in) provided by investing activities	(2,336)	(48,455)
Change in cash and cash equivalents in the year	168,728	(279,862)
Cash and cash equivalents at the beginning of the year	587,530	867,392
Cash and cash equivalents at the end of the year	756,258	587,530

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

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2019

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) and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular,

the trustees have considered the Charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

(b) Fund accounting

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

(c) Income

All income is included in the SOFA when the company is legally entitled to the income, there is 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 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.

(d) 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 use of resources. All support costs, including governance costs, are allocated between cost of generating funds and resources expended on charitable activities on basis of time spent.

(e) 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.

(f) 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
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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.

(g) 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.

(h) Operating leases

Operating lease rentals are written off as incurred.

(i) 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.

CONTINUED OVER >

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR ENDED 31 MARCH 2019

(j) 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.

(k) 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.

(l) 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.

(m) 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.

(n) 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.

(o) Financial Instruments

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

2. INCOME FROM CHARITABLE ACTIVITIES

	Restricted (£)	Unrestricted (£)	Total 2019 (£)	Total 2018 (£)
CONFERENCES AND LEARNING				
Conferences and Events	1,945,075	-	1,945,075	2,098,771
Total Conferences and Learning	1,945,075	-	1,945,075	2,098,771
PROFESSIONAL STANDARDS ADVICE AND INFORMATION				
Oak Foundation Emerge Campaign	-	323,951	323,951	8,547
Total Professional Standards Advice and Information	-	323,951	323,951	8,547
Total Income from charitable activities	1,945,075	323,951	2,269,026	2,107,318

2. INCOME FROM CHARITABLE ACTIVITIES - PRIOR YEAR

	Restricted (£)	Unrestricted (£)	Total 2018 (£)
CONFERENCES AND LEARNING			
Conferences and Events		2,098,771	-
Total Conferences and Learning	2,098,771	-	2,098,771
PROFESSIONAL STANDARDS ADVICE AND INFORMATION			
Oak Foundation Emerge Campaign		-	8,547
Total Professional Standards Advice and Information	-	8,547	8,547
Total Income from charitable activities	2,098,771	8,547	2,107,318

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR ENDED 31 MARCH 2019

3. INVESTMENT INCOME	Total 2019 (£)	Total 2018 (£)
Bank Interest Receivable	1,122	564

4. NET INCOME/(EXPENDITURE)	Total 2019 (£)	Total 2018 (£)
IS STATED AFTER CHARGING:		
Depreciation	2,045	3,917
Amortisation	16,339	6,652
Impairment of intangible assets	-	43,008
Auditor's remuneration	7,175	7,175
Operating lease costs	24,840	41,030

5. TOTAL EXPENDITURE	Conference and Learning	Resources and Education	Professional Standards Advice and Information	Total 2019 (£)	Total 2018 (£)
DIRECT COSTS:					
Staff Costs (incl. overseas self employed staff)	329,551	11,312	28,611	369,474	425,163
Other Staff Costs	23,145	794	2,009	25,948	24,476
Event food, accommodation, travel	587,376	-	803	588,179	643,814
Event Marketing	117,429	-	-	117,429	75,180
Event other direct costs	283,111	18	981	284,110	294,621
Impairment of database	-	-	-	-	43,008
Consultants and translation services	84,232	32,968	72,431	189,631	200,028
Travel and subsistence	966	-	-	966	1,627
Grants to related parties	-	-	-	-	5,000
DIRECT COSTS TOTAL	1,425,810	45,092	104,835	1,575,737	1,712,917

	Conference and Learning	Resources and Education	Professional Standards Advice and Information	Total 2019 (£)	Total 2018 (£)
SUPPORT COSTS:					
Staff Costs (incl. overseas self employed staff)	148,444	5,095	12,887	166,426	198,838
Governance direct costs	22,975	789	1,995	25,759	30,569
Consultants	180,646	6,200	15,683	202,529	107,494
Other staff related costs	10,425	358	905	11,688	11,447
Outsourced Services (HR, Finance and Payroll)	40,533	1,391	3,519	45,443	55,015
Premises costs	26,714	917	2,319	29,950	71,107
IT costs	75,726	2,599	6,574	84,899	21,957
Depreciation	16,398	563	1,424	18,385	10,569
Marketing	6,261	215	544	7,020	46,702
Other	9,067	311	787	10,165	55,914
SUPPORT COSTS TOTAL	537,189	18,438	46,637	602,264	609,612
DIRECT COSTS TOTAL	1,425,810	45,092	104,835	1,575,737	1,712,917
EXPENDITURE COSTS TOTAL	1,962,999	63,530	151,472	2,178,001	2,322,529

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR ENDED 31 MARCH 2019

5. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning	Resources and Education	Professional Standards Advice and Information	Total 2018 (£)
DIRECT COSTS:				
Staff Costs (incl. overseas self employed staff)	335,647	27,525	61,991	425,163
Other Staff Costs	19,323	1,585	3,568	24,476
Event food, accommodation, travel	643,234	-	580	643,814
Event Marketing	75,180	-	-	75,180
Event other direct costs	293,390	675	556	294,621
Impairment of database	43,008	-	-	43,008
Consultants and translation services	103,042	-	96,986	200,028
Travel and subsistence	1,627	-	-	1,627
Grants to related parties	5,000	-	-	5,000
DIRECT COSTS TOTAL	1,519,451	29,785	163,681	1,712,917
SUPPORT COSTS:				
Staff Costs (incl. overseas self employed staff)	156,974	12,873	28,991	198,838
Governance direct costs	24,133	1,979	4,457	30,569
Consultants	84,862	6,959	15,673	107,494
Other staff related costs	9,037	741	1,669	11,447
Outsourced Services (HR, Finance and Payroll)	43,432	3,562	8,021	55,015
Premises costs	56,135	4,604	10,368	71,107
IT costs	17,334	1,422	3,201	21,957
Depreciation	8,344	684	1,541	10,569
Marketing	36,869	3,024	6,809	46,702
Other	44,141	3,619	8,154	55,914
SUPPORT COSTS TOTAL	481,261	39,467	88,884	609,612
COSTS TOTAL	2,000,712	69,252	252,565	2,322,529

6. TRUSTEES' REMUNERATION

A trustee appointed during March 2018 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. Travel expenses reimbursed to 3 Trustees in the period were £3,647 (2018: 12 - £15,738). There were no other related party transactions.

7. STAFF COSTS

	Total 2019 (£)	Total 2018 (£)
Wages and Salaries – UK based	339,023	373,647
Social security costs	32,363	38,244
Redundancy and termination costs	-	8,350
Employer's contribution to defined contribution pension scheme	18,704	22,364
Other forms of employee benefits	4,182	-
Temporary Staff	8,555	13,065
Staff costs UK	402,827	455,670
Overseas staff costs	137,255	168,331
TOTAL	540,082	624,001

Costs of self-employed overseas staff (including the CEO) were £137,255 (2018: £168,331)

No employees received emoluments totalling over £60,000 (2018: nil).

Pension contributions are to individual or stakeholder pension plans.

One of the key management was contracted under a service agreement and received £134,969 during the year in relation to this contract (including irrecoverable VAT).

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 £271,605 (2018: £357,570).

	Total 2019	Total 2018
Average headcount	11	12

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR ENDED 31 MARCH 2019

8. TANGIBLE FIXED ASSETS	Computer Equipment (£)	Total (£)
COST		
Brought forward 1 April 2018	42,608	42,608
Additions	3,458	3,458
Disposals	(28,691)	(28,691)
At 31 March 2019	17,375	17,375
DEPRECIATION		
Brought forward 1 April 2018	40,852	40,852
Charge for the year	2,045	2,045
Disposals	(28,691)	(28,691)
At 31 March 2019	14,206	14,206
NET BOOK VALUE		
At 31 March 2019	3,169	3,169
At 31 March 2018	1,756	1,756

9. INTANGIBLE FIXED ASSETS	CRM System (£)	Total (£)
COST		
Brought forward 1 April 2018	49,019	49,019
Additions	-	-
At 31 March 2019	49,019	49,019
AMORTISATION		
Brought forward 1 April 2018	-	-
Charge for the year	16,339	16,339
At 31 March 2019	16,339	16,339
NET BOOK VALUE		
At 31 March 2019	32,680	32,680
At 31 March 2018	49,019	49,019

10. DEBTORS	2019 (£)	2018 (£)
Trade debtors	273,700	307,484
Other debtors including grant receivable	57,416	79,925
Prepayments and accrued income	45,255	135,914
TOTAL	376,371	523,323

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019 (£)	2018 (£)
Trade creditors	47,007	72,107
Other creditors, including taxes and social security	14,966	2,364
Accruals and deferred income	445,275	518,074
TOTAL	507,248	592,545

	2019 (£)	2018 (£)
MOVEMENT IN DEFERRED INCOME		
As at 1 April	478,647	406,448
Released in year	(478,647)	(381,473)
Deferred in year	403,135	453,672
As at 31 March	403,135	478,647

Deferred income relates to ticket sales in advance for IFC.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR ENDED 31 MARCH 2019

12. STATEMENT OF FUNDS	1 April 2018 (£)	Income (£)	Expenditure (£)	31 March 2019 (£)
CURRENT YEAR:				
Unrestricted Funds:	555,924	1,946,197	(2,111,754)	390,367
Restricted funds:				
NGO Awards Pan Asia	13,159	-	(13,159)	-
Emerge Campaign	-	323,951	(53,088)	270,863
Total restricted funds	13,159	323,951	(66,247)	270,863
TOTAL FUNDS	569,083	2,270,148	(2,178,001)	661,230

	1 April 2017 (£)	Income (£)	Expenditure (£)	31 March 2018 (£)
PREVIOUS YEAR:				
Unrestricted Funds:	631,771	2,099,335	(2,175,182)	555,924
Restricted funds:				
NGO Awards Pan Asia	92,159	-	(79,000)	13,159
Emerge Campaign	59,800	8,547	(68,347)	-
Total restricted funds	151,959	8,547	(147,347)	13,159
TOTAL FUNDS	783,730	2,107,882	(2,322,529)	569,083

Restricted expenditure of £66,247 was represented by £66,247 for professional standards, advice and information (2018: £147,347).

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 aims to promote 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 Edell Give and Irish Aid.

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

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

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds (£)	Restricted Funds (£)	Total Funds (£)
Fund balances at 31 March 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 2019	390,367	270,863	661,230
Fund balances at 31 March 2018 are represented by:			
Intangible Fixed Assets	49,019	-	49,019
Tangible Fixed Assets	1,756	-	1,756
Debtors	523,323	-	523,323
Cash	574,371	13,159	587,530
Creditors	(592,545)	-	(592,545)
TOTAL NET ASSETS 2018	555,924	13,159	569,083

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR ENDED 31 MARCH 2019

14. OPERATING LEASE COMMITMENTS

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

	2019 (£)	2018 (£)
PROPERTY LEASES		
Within one year	24,840	24,840

15. FINANCIAL INSTRUMENTS

	2019 (£)	2018 (£)
ASSETS		
Financial assets held at amortised cost (a)	1,087,377	988,407
Financial liabilities held at amortised cost (b)	104,113	113,897

- (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.

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