



# **THE RESOURCE ALLIANCE LIMITED**

**(a company limited by guarantee)**

## **TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

### **YEAR ENDED 31 MARCH 2018**

**Company registration number: 4007393**

**Charity registration number: 1099889**

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

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**THE RESOURCE ALLIANCE LIMITED**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**YEAR ENDED 31 MARCH 2018**

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<b>Company Registration Number</b>	4007393
<b>Charity Registration Number</b>	1099889
<b>VAT Registration number</b>	608 0608 58
<b>Board of Directors</b>	V Annis (British) Chair Resigned October 2017 C Emerton (British) Treasurer M Johnston (Canadian) A Kuttab (German) W Toliver (American) Chair S Udindu (Thai) P Westberg (Swedish) Resigned October 2017 J Mutale (British) M Kuntze (German) P Framjee (Indian) Appointed October 2017 C Habberton (South African) Appointed March 2018 M Iniarra (Argentine) Appointed March 2018  The Directors are also the Trustees of the charity
<b>Company Secretary</b>	Caroline Emerton
<b>Head Office / Registered Office</b>	The Brew Eagle House 163 City Road London EC1V 1NR
<b>Bankers</b>	Barclays Bank P O Box 544 54 Lombard Street London EC3V 9EX
<b>Solicitors</b>	Bates, Wells & Braithwaite 10 Queen Street Place London EC4R 1BE
<b>Auditor</b>	haysmacintyre 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).

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

### **The Resource Alliance: Who we are and what we do**

The Resource Alliance works globally to build the capabilities of non-profit organisations and the social impact sector at large. We help social impact organisations of every size and type develop the critical human, financial and intellectual expertise they need to thrive. Through our global network we are a catalyst for innovation, sharing and inspiration—bringing together the knowledge, tools and connections most vital to helping these organisations succeed in delivering on their missions.

Our approach is designed to meet the evolving needs of a sector going through massive change:

- Curate and provide access to “best practices”, new models and new ways of thinking about how to mobilise human, financial and intellectual resources in a new era.
- Help effect a change of mind-set, organisational philosophy and culture, encouraging organisations and their leaders to become more open and collaborative to maximise impact.
- Create a shift towards a more systemic, ecosystem-based approach to social change by showcasing new approaches to social impact that cross traditional sector boundaries.
- Multiply our impact and reach far beyond what financial resources would permit, by leveraging the pool of incredibly talented people willing to volunteer their services to Resource Alliance projects and programs around the world. Volunteers are a critical resource affording us the ability to provide excellent content and services to non-profits and NGOs in ever more places, through ever more effective delivery systems.

Our programme portfolio includes a wide (and growing) range of programs, forums, and engagement opportunities that individually provide a meaningful impact for organisations of every size and type, and collectively are creating fundamental change across the social impact sector:

### **Conferences and learning**

- **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.

*“IFC is invaluable because it’s an opportunity to hear from and discuss issues with fundraising experts and practitioners. Because we come together from different disciplines, different continents and different stages of development, there are many perspectives present. All of the insights and ideas help to keep me challenging myself in a constantly evolving field.”*

(IFC attendee, Amsterdam, 2017)

*“IFC is not a usual conference, it is an amazing experience with a transformational power over the participants. It gave me not only knowledge and tools, but also reinforcement, enthusiasm and new perspectives from around the world...”*

(IFC attendee, Amsterdam, 2017)

- **International Fundraising Congress Asia (IFC ASIA)** – In 2016, the board of directors approved an initiative to determine if the success of the International Fundraising Congress could be replicated on a global scale. The first effort, IFC Asia in Bangkok Thailand, was patterned entirely after the IFC, but tailored to the specific cultural and market needs of the Asia Pacific region.

*“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.”*  
(IFC Asia Bursary Winner, Bangkok 2018)

*“The conference exceeded my expectations in every way  
– and it was a privileged to be part of such a high performing amazing group of people.”*  
(IFC Asia attendee, Bangkok, 2017)

#### Curated collaborative events

- **Pop-ups** – in 2016/17 the Resource Alliance created a new initiative to provide world-class knowledge and tools to resource limited organizations in the Global South. Through the use of taped video content, a facilitator, a live keynote talk, breakout/discussion sessions, and networking opportunities our Pop-ups offer a unique way to leverage the very best content of IFC and IFC Asia to help organisations strengthen their leadership, transform their fundraising, and build a community of shared knowledge and experience to ensure their success.

*“I loved the enthusiasm, positivity throughout the day, the generous sharing of information and strategies. I learnt so much and am going away inspired despite seeing how limited our resources are compared to many! Thank You!”*  
(Pop-up attendee, Cape Town, 2018)

- **Masterclass Events** – In-depth two-day events that afford resource-limited organisations the opportunity to develop the culture, systems, and tools required to significantly grow their financial, intellectual and human resources and drive success.

*“I am absolutely awed. Great presentation material by a knowledgeable presenter.”*  
(Masterclass attendee, Johannesburg, 2018)

#### Professional standards

- **Social Impact Awards** – our Asian-based awards programme celebrates best practice within the sector and offers small NGOs the opportunity to gain global exposure, receive critical communications tools to springboard their success, and call upon the resources of a consultant to assist in critical challenges. In past years, the Resource Alliance has offered awards in the following categories:
  - Fundraiser of the year
  - Volunteer of the year
  - Innovative Resource Development Campaign
  - Big impact. Small Budget.

*“We learned a great deal about how to be more effective,  
just through the process of applying for this award!”*  
(Social Impact Award Finalist, Bangkok, 2017)

- **Emerge** – a globally accessible programme designed to take an individual organisation or networked organisations through a series of assessments and strategic steps to ensure the required processes, building blocks and resources are in place to build capacity and long-term sustainability. In turn, this allows the organisation to then chart its own development, be more accountable to its local communities and to mobilise resources locally.

*"The work on developing our fundraising strategy and strengthening our internal processes has been incredibly helpful, but it has also enabled us to develop more confidence in how we manage external relationships and work with other agencies, such as the police force, to help solve this major problem in our country"*  
(Missing Children, Switzerland, 2017)

### Sharing and peer learning

- **Leadership Forums** – Forums in which opinion leaders and organisation executives from across a region can come together to discuss common areas of challenge in their work, and ways they could share knowledge, resources and labour to overcome obstacles to their success. The forum is a proven platform to gather, integrate and showcase new ideas, it is a space to think, learn, debate, connect and share.

*"I found the Asian Leadership Forum to be a source of insight and hope. Put the right people in the room, ask them the right questions and it is pretty amazing what can happen."*  
(Leadership Forum attendee, Bangkok 2018)

- **Lightning talks** – Regional gatherings that bring together local social impact organisations for networking and discussion forums on topics ranging from innovation, leadership, resilience and sustainability within the sector. They not only create new collaborations in regions where it is needed most, they expand our base of prospective partners and supporters, so we can improve our work, and reach more under-resourced organisations.

*"I surprised by the power of this gathering. This is exactly what the sector needs more of."*  
(Lightning Talk attendee, London, 2018)

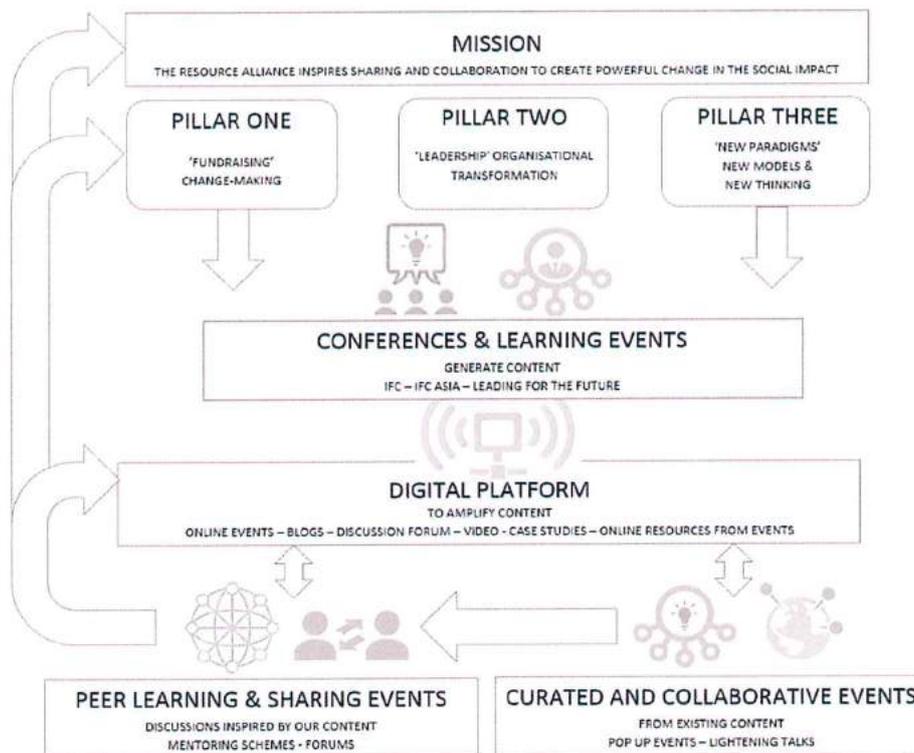
### Building a digital community

The Resource Alliance is committed to utilising every digital tool available to share our transformative work, tools and knowledge with as many organizations possible around the world. Historically we have used our website ([resource-alliance.org](http://resource-alliance.org)), online forums, blogs, and video content to share important content year-round, but it is not enough. So, we have embarked upon a program—drawing upon our community of professional volunteers—to build a collaborative online community that offers a way for organisations of every size and type to participate in our thriving community when, where, and how it makes the most sense for them.

*"The digital transformation will make a fundamental change to the way Resource Alliance Works. It will enable them to scale the needs of the organisation in a more sustainable and cost-effective way and realise their digital transformation vision."*  
(Novitech, IT strategist)

**At the Resource Alliance, the whole is greater than the sum of the parts:**

Rather than seeing each of the above elements of our portfolio as discrete interventions, they are, in fact, part of a growing ecosystem in which knowledge, tools and content developed in one program can be leveraged in another. IFCs provide the content for Pop-ups, the insights developed in a Pop-up can create the foundation for a Masterclass, the Masterclass can provide new insights into Emerge programming, and all of this rich body of knowledge can ultimately reside on a collaborative digital platform.



*The Resource Alliance is creating a truly integrated ecosystem of world-class knowledge that helps social impact organisations around the world to thrive.*

**Reflecting on 2017/18 and Looking Ahead to 2018/19**

Economic, demographic, environmental, and technological factors are all converging to create disruption on a global scale. New opportunities for lasting human progress are everywhere, but so is the risk of slipping backward—as good people try to make sense of what is hard to understand.

In every corner of the earth there are shining examples of global activism, while, at the same time, there is growing evidence of the all-too-familiar backlash that can happen when people feel left behind.

At this pivotal time in history, social impact organisations have a critical role to play in helping to shape society. But to do so, organisations must seek new ways of working and collaborating so that we can be agents, rather than victims of change. As the sector adapts an entirely new and truly hopeful ecosystem of supply and demand is emerging. One that embraces the role of non-profit organisations but reaches across traditional sector boundaries to incorporate many different approaches to social change.

The Resource Alliance is truly enthusiastic about the opportunity this moment in time represents. We are well positioned and resourced to be a catalyst for critical learning in the sector today, and to be a part of shaping an even stronger, more dynamic social impact sector for tomorrow.

To do so, we must adopt an ever-more aggressive posture on growth and reach, so the transformative knowledge and tools we offer can have the greatest impact possible.

Below we have detailed the progress we have made across all our programs and initiatives in 2017/18, and declared our intent to build upon that success in the year ahead:

### Conferences and learning

#### International Fundraising Congress

- **Progress in 2017/18** — For each of the past four years, the IFC has consistently achieved delegate satisfaction scores in excess of 85%. An unqualified success given that there are nearly 800 delegates from more than 30 countries, and more than 50% of all delegates are new each year to the Congress. Equally importantly, we have consistently achieved our diversity objectives of ensuring at least 50% of our key speakers are women, and have expanded the reach into small organisations in the Global South through a successful bursary program.
- **Objectives for 2018/19** — In concert with the Resource Alliance team, the all-volunteer Advisory Panel has set ambitious goals for content, format and diversity for IFC 2019. We are on track to have the largest, most diverse, and most innovative IFC in the organisation's history.

#### International Fundraising Congress — Asia

- **Progress in 2017/18** — IFC Asia was piloted in 2017 with more than 300 attendees from almost every country in Asia—from Nepal to Myanmar from Australia to Bhutan. In 2018 IFC Asia saw a 20% growth in attendees and affirmed that the need (and opportunity) was critical enough to warrant a long-term commitment to the event.
- **Objectives for 2018/19** — The Resource Alliance is actively engaged in finalising the critical infrastructure and resources necessary to ensure this now vital Congress will continue to expand its reach and impact well into the future. In addition, based entirely on the success of IFC Asia, our international program managers have been tasked with investigating the potential of the expansion of similar Congresses into Africa, India, and Latin America.

### Curated collaborative events

#### Pop-ups

- **Progress in 2017/18** — After a successful pilot in 2016, we are proud to report that more than 400 delegates received knowledge, tools and invaluable partnerships through low-cost high impact Pop-Up events conducted in Cape Town, Johannesburg and Durban, South Africa. These events were so successful that our Pop-Up model has been codified for easy replication around the world.
- **Objectives for 2018/19** — In addition to three more Pop-up events in Africa, our pioneering Africa Team has begun collaborating with our Asia and India teams to expand Pop-ups throughout Asia in 2018/19. We are also developing a team of volunteers who are exploring the possibility of conducting Pop-ups in Latin America. Our goal is to reach as many as 1,000 additional underserved organisations in those regions in the coming year.

### Masterclass Events

- **Progress in 2017/18** — Resource Alliance successfully piloted a two-day Masterclass event in Johannesburg South Africa in collaboration with Alan Clayton, a global fundraising consultant. The 140 attendees ranged from fundraising managers to CEOs and directors representing social impact organisations from all over South Africa, and the event was an unqualified success.
- **Objectives for 2018/19** — This inaugural Masterclass proved the importance of such learning/sharing events, and a financially viable model for delivering them. In the coming year we are leveraging the Masterclass content from some 20 different master classes (over the past four years at IFC) and packaging them so they can be replicated in the coming years in any region of the world.

### Professional standards

#### Social Impact Awards

- **Progress in 2017/18** — Rather than managing our Social Impact Awards as a discrete activity, we successfully integrated this program into IFC-Asia in Bangkok. Our three finalists received their recognition and award during the gala dinner at the IFC Event.
- **Objectives for 2018/19** — Our International team is working to expand our Social Impact Awards through Africa, Asia and India in the coming year and linking our efforts to various Pop-up at IFC events that will be undertaken in each region.

### Emerge

- **Progress in 2017/18** — Our Emerge Team successfully completed 13 programs around the world to assist in capacity building for organisations involved in human rights and environmental rights in the Democratic Republic of Congo, Honduras, Argentina, India, Tanzania, China, Switzerland, and the U.S.
- **Objectives for 2018/19** — We are deeply gratified that the Oak Foundation has seen such value in the Emerge program that they have renewed their commitment to support 14 more grantees during 2018/19.

### Sharing and peer learning

#### Leadership Forums

- **Progress in 2017/18** — During IFC Asia 2018, Resource Alliance piloted its first leadership forum with 40 opinion leaders across the Asia Pacific Region. The day-long event was managed with a professional facilitator, and a model was established for all future Forums going forward.
- **Objectives for 2018/19** — The success of the pilot forum has uncovered a great hunger for this kind of collaboration, and in the coming year our International Program Managers are seeking to prototype a curated forum in more countries across Asia, with an eye toward expansion in other regions.

### Lightning talks

- **Progress in 2017/18** — Pilot programs were undertaken in Sao Paulo, Brazil, New Delhi, India, and London, England to establish the viability of the concept, and the appropriate format for efficient delivery. All three were unqualified successes.
- **Objectives for 2018/19** — Because these programs are high impact, low cost/effort, and an excellent entry point into the Resource Alliance Community, we are embarking on an aggressive expansion plan. By the end of 2019, we expect to have implemented lightning talks across India, Africa, Asia and Latin America.

### Building a digital community

- **Progress in 2017/18** — The Resource Alliance retained the services of a consulting team to create a vision of what a platform for an Online Community could mean, and what it would require—in terms of resources, curation and ongoing support. The Resource Alliance team began a process of capturing and categorizing content for use on the platform and hired a digital team to begin to determine how to disseminate that content.
- **Objectives for 2018/19** — In 2019 and 2020, the Resource Alliance is gathering a world class team of volunteers to build the platform infrastructure that will allow the organisation to set a global standard in what this community can be. In addition, we will be seeking strategic foundation funding and venture capital to bring this important initiative to fruition.

### **Fundraising**

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 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, Resource Alliance is not currently registered with the Fundraising Regulator.

### **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 which 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 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 was adopted during the year.

### **Executive Committee**

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 work priorities with him/her. It also provides support and advice to the CEO to enable her/him to focus on priorities and plans agreed by the Board. The Committee comprises the Chair, Treasurer and Chair of the Finance and Audit Committee, Chair of the Board Development Committee, Chair of the Strategy Committee and the Chief Executive.

### **Board and Development Committee**

The Board is committed to high standards of corporate governance and operates a Board Development Committee to ensure that the Board of Trustees are "fit for purpose" and able to execute their duties as Company Trustees in an efficient and effective manner. The principle objectives of the Board Development Committee are to Advise the Board on any action required to ensure that the Board is made up of appropriately skilled Board members that receive the sufficient training and development in order to carry out their role. This Committees' aim is to have the right Trustees with the right skills and attitude in place to develop and ensure delivery of the vision and mission of the Resource Alliance. This group is authorised to discuss and make recommendations to the Board and the Executive Team. In addition, and in order to fulfil its duties, to obtain legal or professional advice and information. Transparency and being proactive is fundamental to the Board Development Committee's success.

### Finance and Audit Committee

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. 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. In 2017, we embarked on an open process of recruitment, advertising positions externally in the search for new Trustees and a new Chair (the previous Chair's term came to an end in October of 2017). We worked to ensure that the recruitment process recognised the new skills required at the Board level as we operationalise our manifesto. Subsequently, we appointed three new Trustee posts as well as a new Chair.

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 within 2018/19.

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 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 short list; 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 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 who are based in London, with oversight from the CEO. 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.

## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES' REPORT

YEAR ENDED 31 MARCH 2018

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Key management include the following:

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

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.

Finding the right calibre of individual is a challenge facing all employers, and the Board are open to finding innovative ways of identifying talent. The Board is willing to pay a fee of up to 20% of the first year's compensation to a firm or individual who identifies key staff for the RA. This payment will be at the discretion of the Executive Committee on the successful appointment of an individual into a key role.

#### 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.

2017/18 was a critical year in the transition process and investments were made to determine 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 in this fiscal year. Along with this, we experienced a 6% 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 on unrestricted funds of £75,847 (2017: deficit £311,829) and a deficit on restricted funds of £138,800 (2017: deficit £40,153) for the year.

Total unrestricted reserves at 31 March 2018 were £555,924 (2017: £631,771) and restricted funds £13,159 (2017: £151,959).

#### Related Parties and Affiliate Charities

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 Thailand and 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 £505,149 (2017: £576,438) 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 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 risks that the Resource Alliance faces.

The key risks to the organisation are:

- High reliance on the IFC to deliver financial objectives and failure 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.

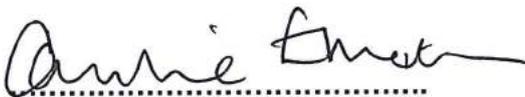
In so far as we are aware:

- 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.

#### **Auditors**

A resolution proposing that haysmacintyre is re-appointed as auditors of the company will be put to the Annual General Meeting.

This report was approved by the Board on 15 October 2018 and signed on their behalf by:



.....  
**Caroline Emerton**  
**Board Member**

**THE RESOURCE ALLIANCE LIMITED**  
**INDEPENDENT AUDITOR'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2018**

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**Opinion**

We have audited the financial statements of the Resource Alliance Limited for the year ended 31 March 2018 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 2018 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 13, 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](http://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 where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

**THE RESOURCE ALLIANCE LIMITED**  
**INDEPENDENT AUDITOR'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2018**

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- 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**

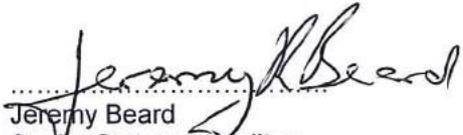
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees (which incorporates the strategic report and the directors' report).

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 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.

  
Jeremy Beard  
Senior Statutory Auditor  
for and on behalf of haysmacintyre,  
Statutory Auditors and Chartered Accountants

Dated 19/12/2018

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 2018

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2018 £	Total 2017 £
<b>Income</b>					
<i>Income from donations</i>					
Donations	2	-	-	-	1,410
<i>Income from charitable activities:</i>					
Conferences and Learning	3	2,098,771	-	2,098,771	1,740,679
Grants – professional standards advice and information		-	8,547	8,547	175,784
Consultancy fees and other income		-	-	-	7,799
		<u>2,098,771</u>	<u>8,547</u>	<u>2,107,318</u>	<u>1,924,262</u>
<b>Income from investments</b>					
Investment Income	4	564	-	564	2,324
<b>TOTAL INCOME</b>		<u>2,099,335</u>	<u>8,547</u>	<u>2,107,882</u>	<u>1,927,996</u>
<b>EXPENDITURE</b>					
<i>Charitable activities:</i>					
Conferences and Learning		2,000,712	-	2,000,712	1,917,765
Training and Education		69,252	-	69,252	135,885
Professional Standards Advice and Information		105,218	147,347	252,565	226,328
<b>TOTAL EXPENDITURE</b>	6	<u>2,175,182</u>	<u>147,347</u>	<u>2,322,529</u>	<u>2,279,978</u>
<b>Net Income/(Expenditure)</b>		(75,847)	(138,800)	(214,647)	(351,982)
<b>Fund balances brought forward 1 April 2017</b>	13	631,771	151,959	783,730	1,135,712
<b>Fund balances carried forward 31 March 2018</b>	13,14	<u>555,924</u>	<u>13,159</u>	<u>569,083</u>	<u>783,730</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

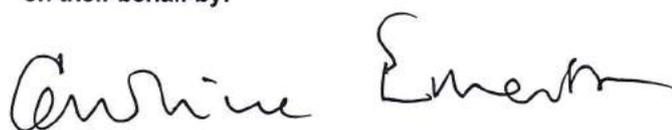
BALANCE SHEET

AS AT 31 MARCH 2018

Company Number: 4007393

	Notes	2018 £	2017 £
<b>Fixed assets</b>			
Tangible assets	9	1,756	5,673
Intangible assets	10	<u>49,019</u>	<u>49,660</u>
		<b>50,775</b>	<b>55,333</b>
<b>Current assets</b>			
Debtors	11	523,323	397,729
Cash at bank and in hand		<u>587,530</u>	<u>867,392</u>
		<b>1,110,853</b>	<b>1,265,121</b>
<b>Creditors: amounts falling due within one year</b>	12	<b>592,545</b>	<b>536,724</b>
<b>Net current assets/(liabilities)</b>		<u><b>518,308</b></u>	<u><b>728,397</b></u>
<b>Net assets</b>		<u><b>569,083</b></u>	<u><b>783,730</b></u>
<b>Funds</b>	13,14		
Unrestricted funds – General		555,924	631,771
Restricted funds		<u>13,159</u>	<u>151,959</u>
<b>Total funds</b>		<u><b>569,083</b></u>	<u><b>783,730</b></u>

These accounts were approved by the Board of Trustees and authorised for issue on 15 October 2018 and signed on their behalf by:



Caroline Emerton  
Resource Alliance Treasurer  
and Board Member

**THE RESOURCE ALLIANCE LIMITED**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2018**

	£	2018 £	£	2017 £
<b>Cash flows from operating activities:</b>				
Net income/(expenditure) for the year (as per the statement of financial activities)	(214,647)		(351,982)	
Adjustments for:				
Depreciation and amortisation charges	10,569		18,582	
Impairment of intangible assets	43,008		-	
Dividends, interest and rents from investments	(564)		(2,324)	
(Increase)/decrease in debtors	(125,594)		(295,726)	
Increase/(decrease) in creditors	55,821		346,324	
<b>Net cash provided by (used in) operating activities</b>		<b>(231,407)</b>		<b>(285,126)</b>
<b>Cash flows from investing activities:</b>				
Dividends, interest and rents from investments	564		2,324	
Purchase of fixed assets	(49,019)		(27,959)	
<b>Net cash provided by (used in) investing activities</b>		<b>(48,455)</b>		<b>(25,635)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(279,862)</b>		<b>(310,761)</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>867,392</b>		<b>1,178,153</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>587,530</b>		<b>867,392</b>

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

**1. ACCOUNTING POLICIES**

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

**(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 is 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.

**1. ACCOUNTING POLICIES (continued)**

**(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 1<sup>st</sup> 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 1<sup>st</sup> 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.

**(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.

**(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.

**1. ACCOUNTING POLICIES (continued)**

**(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 stock or 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. An equity instrument is any contract that evidences a residual interest in the assets of Resource Alliance after deducting all of its liabilities.

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2018

2. DONATIONS

	Unrestricted	Restricted	Total	Total
			2018	2017
	£	£	£	£
Donations	-	-	-	1,140
<b>Total Donations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,140</b>

2017

	Unrestricted	Restricted	Total
	£	£	£
Donations	1,140	-	1,140
<b>Total Donations</b>	<b>1,140</b>	<b>-</b>	<b>1,140</b>

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	Total	Total
			2018	2017
	£	£	£	£
<b>Conferences and Learning</b>				
Oak Foundation Emerge Campaign	-	-	-	80,201
Conferences and Events	2,098,771	-	<b>2,098,771</b>	1,660,478
<b>Total Conferences and Learning</b>	<b>2,098,771</b>	<b>-</b>	<b>2,098,771</b>	1,740,679
<b>Professional Standards Advice and Information</b>				
Oak Foundation Emerge Campaign	-	8,547	<b>8,547</b>	125,476
NGO Awards Pan Asia – Rockefeller Foundation	-	-	-	50,308
<b>Total Professional Standards Advice and Information</b>	<b>-</b>	<b>8,547</b>	<b>8,547</b>	175,784
<b>Other</b>				
Other	-	-	-	7,799
<b>Total Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,799</b>
<b>Total Income from charitable activities</b>	<b>2,098,771</b>	<b>8,547</b>	<b>2,107,318</b>	<b>1,924,262</b>

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2018

3. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR

2017	Unrestricted	Restricted	Total
	£	£	2018 £
<b>Conferences and Learning</b>			
Oak Foundation Emerge Campaign	-	80,201	<b>80,201</b>
Conferences and Events	1,660,478	-	<b>1,660,478</b>
<b>Total Conferences and Learning</b>	<b>1,660,478</b>	<b>80,201</b>	<b>1,740,679</b>
<b>Professional Standards Advice and Information</b>			
Oak Foundation Emerge Campaign	-	125,476	<b>125,476</b>
NGO Awards Pan Asia – Rockefeller Foundation	-	50,308	<b>50,308</b>
<b>Total Professional Standards Advice and Information</b>	<b>-</b>	<b>175,784</b>	<b>175,784</b>
<b>Other</b>			
Other	7,799	-	<b>7,799</b>
<b>Total Other</b>	<b>7,799</b>	<b>-</b>	<b>7,799</b>
<b>Total Income from charitable activities</b>	<b>1,668,277</b>	<b>255,985</b>	<b>1,924,262</b>

4. INVESTMENT INCOME

	2018	2017
	£	£
Bank Interest Receivable	<b>564</b>	2,324

5. NET EXPENDITURE

is stated after charging:

	2018	2017
	£	£
Depreciation	<b>3,917</b>	5,264
Amortisation	<b>6,652</b>	13,318
Impairment of intangible assets	<b>43,008</b>	-
Auditor's remuneration	<b>7,175</b>	6,900
Operating Leases	<b>41,030</b>	42,114

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2018

6. TOTAL EXPENDITURE

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2018 Total £	2017 Total £
<b>Direct Costs</b>					
Staff Costs (incl. overseas self employed staff)	335,647	27,525	61,991	425,163	520,385
Other Staff Costs	19,323	1,585	3,568	24,476	43,555
Event food, accommodation, travel	643,234	-	580	643,814	507,697
Event Marketing	75,180	-	-	75,180	139,588
Event other direct costs	293,390	675	556	294,621	313,298
Impairment of database	43,008	-	-	43,008	-
Consultants and translation services	103,042	-	96,986	200,028	135,935
Travel and subsistence	1,627	-	-	1,627	670
Grants to related parties	5,000	-	-	5,000	10,013
	<b>1,519,451</b>	<b>29,785</b>	<b>163,681</b>	<b>1,712,917</b>	<b>1,671,141</b>
<b>Support Costs</b>					
Staff Costs (incl. overseas self employed staff)	156,974	12,873	28,991	198,838	237,950
Governance direct costs	24,133	1,979	4,457	30,569	26,340
Consultants	84,862	6,959	15,673	107,494	62,437
Other staff related costs	9,037	741	1,669	11,447	19,916
Outsourced Services (HR, Finance and Payroll)	43,432	3,562	8,021	55,015	57,518
Premises costs	56,135	4,604	10,368	71,107	67,637
IT costs	17,334	1,422	3,201	21,957	9,275
Depreciation	8,344	684	1,541	10,569	18,582
Marketing	36,869	3,024	6,809	46,702	66,592
Other	44,141	3,619	8,154	55,914	42,590
	<b>481,261</b>	<b>39,467</b>	<b>88,884</b>	<b>609,612</b>	<b>608,837</b>
<b>TOTAL</b>	<b>2,000,712</b>	<b>69,252</b>	<b>252,565</b>	<b>2,322,529</b>	<b>2,279,978</b>

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2018

6. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2017 Total £
<b>Direct Costs</b>				
Staff Costs (incl. overseas self employed staff)	414,064	47,995	58,326	520,385
Other Staff Costs	34,656	4,017	4,882	43,555
Event food, accommodation, travel	504,003	-	3,694	507,697
Event Marketing	134,140	5,448	-	139,588
Event other direct costs	290,143	17,480	5,675	313,298
Consultants and translation services	55,879	4,791	75,265	135,935
Travel and subsistence	438	-	232	670
Grants to related parties	-	-	10,013	10,013
	<b>1,433,323</b>	<b>79,731</b>	<b>158,087</b>	<b>1,671,141</b>
<b>Support Costs</b>				
Staff Costs (incl. overseas self employed staff)	189,334	21,946	26,670	237,950
Governance direct costs	20,959	2,429	2,952	26,340
Consultants	49,680	5,759	6,998	62,437
Other staff related costs	15,848	1,837	2,231	19,916
Outsourced Services (HR, Finance and Payroll)	45,766	5,305	6,447	57,518
Premises costs	53,818	6,238	7,581	67,637
IT costs	7,380	855	1,040	9,275
Depreciation	14,785	1,714	2,083	18,582
Marketing	52,986	6,142	7,464	66,592
Other	33,886	3,929	4,775	42,590
	<b>484,442</b>	<b>56,154</b>	<b>68,241</b>	<b>608,837</b>
<b>TOTAL</b>	<b>1,917,765</b>	<b>135,885</b>	<b>226,328</b>	<b>2,279,978</b>

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2018

7. TRUSTEES' REMUNERATION

Trustees received no remuneration during the year (2017: £nil). Expenses reimbursed to 12 Trustees in the period were £15,738 (2017: 11 - £8,986).

8. STAFF COSTS

	2018	2017
	£	£
Wages and Salaries – UK based	373,647	479,113
Social security costs	38,244	48,211
Redundancy and termination costs	8,350	7,000
Employer's contribution to defined contribution pension scheme	22,364	27,660
Temporary Staff	13,065	33,995
Staff costs UK	<u>455,670</u>	<u>595,979</u>
Overseas staff costs	<u>168,331</u>	<u>162,356</u>
	<u>624,001</u>	<u>758,335</u>

Costs of self-employed overseas staff (including the CEO) were £168,331 (2016: £162,356)

No employees received emoluments totalling over £60,000 (2017: nil). Pension contributions are to individual or stakeholder pension plans.

One of the key management was contracted under a service agreement and received £168,331 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 £357,570 (2017 - £370,694).

	2018	2017
Average headcount	12	15

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2018

9. TANGIBLE FIXED ASSETS

	Fixtures and Fittings £	Computer Equipment £	Total £
<b>Cost</b>			
Brought forward 1 April 2017	7,457	42,608	50,065
Additions	-	-	-
At 31 March 2018	<b>7,457</b>	<b>42,608</b>	<b>50,065</b>
<b>Depreciation</b>			
Brought forward 1 April 2017	7,457	36,935	44,392
Charge for the year	-	3,917	3,917
At 31 March 2018	<b>7,457</b>	<b>40,852</b>	<b>48,309</b>
<b>Net Book Value</b>			
<b>At 31 March 2018</b>	<b>-</b>	<b>1,756</b>	<b>1,756</b>
At 31 March 2017	-	5,673	5,673

10. INTANGIBLE FIXED ASSETS

	Asset Under Construction	Website/ Database £	Total £
<b>Cost</b>			
Brought forward 1 April 2017	-	112,991	112,991
Additions	49,019	-	49,019
Impairment	-	(112,991)	(112,991)
At 31 March 2018	<b>49,019</b>	<b>-</b>	<b>49,019</b>
<b>Amortisation</b>			
Brought forward 1 April 2017	-	63,331	63,331
Charge for the year	-	6,652	6,652
Impairment	-	(69,983)	(69,983)
At 31 March 2018	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Book Value</b>			
<b>At 31 March 2018</b>	<b>49,019</b>	<b>-</b>	<b>49,019</b>
At 31 March 2017	-	49,660	49,660

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2018

11. DEBTORS

	2018 £	2017 £
Trade debtors	307,484	203,390
Other debtors including grant receivable	79,925	102,592
Prepayments and accrued income	<u>135,914</u>	<u>91,747</u>
	<u>523,323</u>	<u>397,729</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018 £	2017 £
Trade creditors	72,107	45,605
Other creditors, including taxes and social security	2,364	50,532
Accruals and deferred income	<u>518,074</u>	<u>440,587</u>
	<u>592,545</u>	<u>536,724</u>

**Movement in deferred income**

	2018 £	2017 £
As at 1 April 2017	406,448	43,310
Released in year	(381,473)	(43,310)
Deferred in year	<u>453,672</u>	<u>406,448</u>
As at 31 March 2018	<u>478,647</u>	<u>406,448</u>

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

## 13. STATEMENT OF FUNDS

Current Year	1 April 2017 £	Income £	Expenditure £	31 March 2018 £
<b>Unrestricted Funds</b>	631,771	2,099,335	2,175,182	555,924
<b>Restricted funds:</b>				
Emerge Campaign	59,800	8,547	68,347	-
NGO Awards Pan Asia	92,159	-	79,000	13,159
	<u>151,959</u>	<u>8,547</u>	<u>147,347</u>	<u>13,159</u>
<b>Total funds</b>	<u>783,730</u>	<u>2,107,882</u>	<u>2,322,529</u>	<u>569,083</u>
Prior Year	1 April 2016 £	Income £	Expenditure £	31 March 2017 £
<b>Unrestricted Funds</b>	943,600	1,672,011	1,983,840	631,771
<b>Restricted funds:</b>				
Emerge Campaign	99,954	205,677	245,831	59,800
NGO Awards Pan Asia	92,158	50,308	50,307	92,159
	<u>192,112</u>	<u>255,985</u>	<u>296,138</u>	<u>151,959</u>
<b>Total funds</b>	<u>1,135,712</u>	<u>1,927,996</u>	<u>2,279,978</u>	<u>783,730</u>

Restricted expenditure of £296,138 was represented by £81,272 for conference and learning and £214,866 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 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 Edel Give and Irish Aid.

**Emerge** – The guiding vision for this programme is the emergence of organisations as skilled changemakers capable of delivering on their mission. Year two of the Emerge programme, funded by the Oak Foundation, was revised to incorporate year one learnings, ensure alignment with the organisations strategic objectives as well as enhance the impact the programme has on the social impact sector.

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2018

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds £
<b>Fund balances at 31 March 2018 are represented by:</b>			
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)
<b>Total net assets</b>	<b>555,924</b>	<b>13,159</b>	<b>569,083</b>

	Unrestricted Funds £	Restricted Funds £	Total Funds £
<b>Fund balances at 31 March 2017 are represented by:</b>			
Intangible Fixed Assets	49,660	-	49,660
Tangible Fixed Assets	5,673	-	5,673
Debtors	397,729	-	397,729
Cash	715,433	151,959	867,392
Creditors	(536,724)	-	(536,724)
<b>Total net assets</b>	<b>631,771</b>	<b>151,959</b>	<b>783,730</b>

15. 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:

	2018 £	2017 £
<b>Property leases</b>		
Within one year	24,840	-
<b>Other leases</b>		
Within one year	-	4,062

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2018

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16. FINANCIAL INSTRUMENTS

	2018	2017
	£	£
Financial assets held at amortised cost (a)	<b>988,407</b>	1,203,274
Financial liabilities held at amortised cost (b)	<b>113,897</b>	134,376

(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.