



**THE RESOURCE ALLIANCE LIMITED**  
(a company limited by guarantee)

**TRUSTEES' REPORT AND  
FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2025**

**Company registration number: 4007393**

**Charity registration number: 1099889**

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

## Contents

Contents .....	2
Legal and Administrative Information.....	3
Our Purpose .....	4
Our Impact.....	4
Acknowledgements .....	4
Foreword .....	6
2024/2025 Results .....	7
Outlook for 2026.....	14
Governance .....	15
Fundraising.....	15
Financial Review .....	16
Related Parties.....	17
Investment and Reserves Policy.....	17
Risk Management .....	18
Trustee Responsibilities .....	20
Audit Report.....	21
Statement of Financial Activities .....	24
Balance Sheet .....	25
Statement of cashflows .....	26
Notes to the Financial Statements .....	27

# THE RESOURCE ALLIANCE LIMITED

## TRUSTEES REPORT

FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

### Legal and Administrative Information

<b>Company Registration Number</b>	4007393
<b>Charity Registration Number</b>	1099889
<b>VAT Registration number</b>	608 0608 58
<b>Board of Directors/Trustees</b>	Ingrid Srinath, India, Chair (from July 2024) Nana Asantewa Afadzinu, Ghana Asha Curran, USA (joined March 2024) Naila Farouky, Egypt Pesh Framjee, UK Colin Habberton, South Africa Marcelo Iñarra, Argentina Astrid von Soosten, Germany  The directors are also the trustees of the charity.
<b>Company Secretary/CEO</b>	Willeke van Rijn
<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 EC3V9EX
<b>Solicitors</b>	Bates Wells 10 Queen Street Place London EC4R 1BE
<b>Auditor</b>	HaysMac LLP 10 Queen Street Place London EC4R 1AG

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

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

# THE RESOURCE ALLIANCE LIMITED

## TRUSTEES REPORT

### FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

#### Our Purpose

The Resource Alliance exists to strengthen the social impact sector by helping the people responsible for resource mobilisation to develop the knowledge, tools, and connections necessary to fuel their work.

Our ambition is to bring together a highly engaged global community of fundraisers, campaigners, and activists and connect them with innovative thinking, best practices, and collaborative networks to support them in their mission.

#### Our Impact

In 2024/25, over 12,000 people from more than 125 countries benefitted directly from a Resource Alliance programme or event or through activities within the Resource Alliance Global Community. The indirect impact will easily reach a ten-fold audience; we know information is shared within organisations and across national, regional, and international networks and alliances.

The year highlighted a transition in programme planning, focusing on reach and access, making our programmes available for everyone across the globe and for everyone in the social impact sector, whether they are operating at grassroots or international level. This transition resulted in the development of new programmes from beginner level to those aimed at leaders in resource mobilisation, and from our how-to learning programmes to collaborations focused on creating solutions for the social impact sector together – especially around topics linked to the main challenges hindering the creation of wider impact.

Consultation sessions, surveys, and research provided insights and were the driving force outlining the themes and thematic topics that made up the annual programme. With Resource Alliance partners across the globe, we created alliances and built on local expertise, sharing it with the global community, and exchanging expertise and solutions from other parts of the world where relevant.

#### Acknowledgements

The Resource Alliance is made up of a truly global community of passionate individuals who care about our mission and share our values. Without the support of those who put in tireless efforts behind the scenes to make our events happen, the Resource Alliance could not create the impact it does, and we thank them for their generosity in helping us achieve so much.

##### *The Resource Alliance Partners*

A special thanks goes out to Oak Foundation for supporting the Emerge 2.0 programme, a renewed and upgraded version of an earlier collaboration, which this year worked with a cohort of 20 organisations from 14 African countries.

Big thanks to all our partners who supported us in delivering IFC 2024, Fundraising Online 2024 (FRO), and our regular monthly Global Community content: CFRE, Delve Deeper, DTV, Engaging Networks, Formunauts, Fundraise Up, Give Clarity, iRaiser, Innovairre, MetaDonors, Microsoft, MindWize, Orix Media, Salesforce, Solution Dynamics, Upsall International. Thanks also to our media partners Club de Fundraising, Fundraising Magazine, The Non-Profit Times, and Vakblad Fondsenwerving.

##### *The Resource Alliance Advisory Panel*

The team who curated the content and speakers for the International Fundraising Congress, securing a high-quality programme and ensuring diversity in speakers and topics:

## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES REPORT

#### FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

Marcus Missen, Leonard Cheshire (Chair, UK); Alfredo Botti, UNHCR (Argentina); Mariana Chammas, Greenpeace International (Netherlands/Brazil); Phyllis Engefu Ombonyo, CABI (Kenya); Vikas Kataria, WaterAid (India); Nyasha Njela, Revolutionise (South Africa); Nina Saffuri, Consultant (UK); Dana Kohava Segal, =mc (Israel/UK), and Richard Turner, SolarAid (UK).

#### *Our Dedicated IFC Volunteers*

Our wonderful team of volunteers and session leaders at IFC who make the event a truly wonderful experience for everyone.

#### *Inspirational Speakers*

There are too many individual names to mention here, but we want to thank all the speakers who took the time and put in the effort to share their knowledge and expertise with our community as part of IFC 2024, #FRO2024, the Leadership Summits, Fundraising Fundamentals, regional events including IFC Pop-Ups and the India Fundraising Conference, and our monthly keynote sessions.

# THE RESOURCE ALLIANCE LIMITED

## TRUSTEES REPORT

FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

### Foreword

As we reflect on the FYE 2025, this has been a year defined by both profound challenges and extraordinary resilience across the global social impact community. The pressures of the climate crisis, political instability, widening inequality, and shrinking civic space continue to shape the environments in which civil society operates. Yet against this backdrop, and despite the lingering effects of the COVID-19 pandemic, we have witnessed remarkable determination from fundraisers, campaigners, and activists who are striving to create a more just and sustainable world.

For the Resource Alliance, this context reinforced the urgency of our mission. Throughout the year, we focused on strengthening the conditions that allow resource mobilisers everywhere to thrive, supporting them with the ideas, connections, and shared learning needed to navigate complexity and drive meaningful, lasting impact. Our work in 2024/2025 was rooted in a belief that when changemakers are equipped and connected, they can transform the systems that affect people and planet.

Our 2023–2025 strategy continued to guide our direction, with its focus on building a “best-idea ecosystem”, advancing strong thought leadership, cultivating inclusive and collaborative partnerships, and ensuring that financial sustainability underpins our long-term ambitions. These imperatives shaped how we engaged with our global community and how we invested in strengthening the organisation for the future.

A core principle remained central to everything we did: access and equity. Whether someone is a new fundraiser or an experienced leader, whether they are working in a major city or in a grassroots organisation in a remote community, we believe they should have the same opportunities to learn, connect, and grow their impact. This belief informed the evolution of our programmes, the expansion of our partnerships, and our ongoing commitment to reach people where they are — across regions, languages, and time zones. The launch of our Global Community digital platform is the perfect example of that.

This was also a year of deepened collaboration. We saw communities come together across borders and sectors, working collectively to respond to shared challenges. The momentum generated by these alliances, networks, and convenings reaffirmed that durable change happens not in isolation, but through shared purpose and collective action. This spirit was visible in every aspect of our work and will continue to guide us as we look ahead.

As we move forward, we do so with optimism and determination. The challenges facing civil society are real, but so too is the power of a connected, skilled, and inspired global community. Together, we will continue to rise to meet the moment — and to build a future in which social impact organisations everywhere have the resources, resilience, and collective strength to create lasting change.

## 2024/2025 Results

A central highlight of the year was IFC 2024, held from 22-25 October under the theme WE RISE. This global gathering brought together 1,060 delegates from more than 70 countries and over 500 organisations, uniting a truly diverse community of fundraisers, campaigners, and changemakers. Notably, 56% of attendees were joining for the first time, reflecting the continued relevance and expanding reach of the event, while returning participants underscored its long-standing value.

Delegates rated the experience highly, with overall satisfaction at 87% with 82% reporting inspiration from new and exclusive content. The programme offered a wide range of learning experiences — from masterclasses and plenaries to interactive workshops and the Innovation Hub — featuring speakers from every continent. Topics such as AI ethics, climate-resilient fundraising, and Islamic philanthropy resonated strongly, with masterclasses receiving an average rating of 4.5 out of 5, reflecting 90% approval from participants. These numbers highlight a sustained commitment to delivering value and fresh perspectives.

Key insights included the importance of cultural adaptation, ethical storytelling, EDI-centred strategy, unrestricted giving, and donor-centric innovation — lessons that participants took back to their organisations to drive meaningful change.

The theme, WE RISE, emphasised the power of collaboration and the collective impact that resource mobilisers can achieve, particularly at a moment when civil society faces significant global pressures. The organisations present at IFC have a direct reach of over a billion people, meaning over a billion chances to create change and impact. In our roles as fundraisers, campaigners, activists, and changemakers, we know how to bring different parties to the table and how to achieve results, as we are driven - and stubborn – in working towards our achievements. This provides not only an active hope, but possibilities for the future, especially when civil society is under threat.

### Testimonials:

- “A truly transformative experience—discussing AI, climate action, and grassroots innovation with global changemakers in one space.”
- “IFC gave me the clarity, tools, and energy I needed to drive positive transformation back home.”

### *Regional Growth Through IFC Pop-Ups and National Initiatives*

The year also saw considerable expansion of our regional footprint through IFC Pop-Ups in South Africa, Zambia, Australia, and Kenya, as well as a new collaboration with AFP Toronto. These events continued to strengthen local learning, connection, and capacity building by combining regionally relevant agendas with global expertise. The pop-up model remains a powerful mechanism for ensuring high-quality knowledge exchange and community building in diverse contexts across the world.

Building on the success of the previous year, we also delivered significant national-level activity in India through the India Fundraising Conference (IFRC), created in collaboration with ILSS (India Leaders for Social Sector). The event sold out, with the number of attendees doubling from the previous year to reach an impressive 750 participants. This growth reflects both the increasing demand for high-calibre fundraising development in the region and the strength of the partnership with ILSS. IFRC has quickly become a leading convening moment for the Indian social impact sector, further expanding the Resource Alliance’s global reach.

## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES REPORT

#### FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

##### *Fundraising Online: #FRO2024*

Fundraising Online 2024, delivered on 17-18 April, reinforced its position as a leading global event on digital mobilisation and social impact. Attendance grew significantly, with 942 registrations from 75 countries, up from 775 registrations from 70 countries in 2023. Across two days, 40 sessions led by 31 international speakers explored digital fundraising trends, innovation, and rapidly evolving developments in AI.

The agenda blended keynotes, panel discussions, live Q&As, and interactive fringe sessions, exploring the latest developments in digital fundraising, innovation, and AI. This year placed particular emphasis on the rapidly evolving world of artificial intelligence, offering participants practical insights into machine learning, ethical implementation, and digital transformation within the social impact sector.

While attendance followed the familiar trend of peaking at the start of the event each day before slightly tapering off, participant engagement remained high, particularly during live, interactive Q&A sessions. Feedback highlighted sessions on youth mobilisation, AI ethics, organisational digital transformation, and creative approaches to donor engagement. The overall satisfaction rating was 81%, with attendees praising the event's range of sessions and practical takeaways. While 57% found the ticket price fair, some noted it was slightly high for their organisations. Learnings from #FRO2024 will inform the 2025 programme design, supporting its evolution into a free, globally accessible resource for the sector.

##### Testimonials:

- “As someone new to the world of fundraising, I learnt so much from #FRO2024. I feel equipped and excited to share knowledge with my team.”
- “FRO2024 was such a well-organised experience. The sessions on youth mobilisation in Brazil and ChatGPT with Josh were real highlights — practical, inspiring, and full of new ideas.”
- “This conference offered a comprehensive programme. The sessions around AI and digital transformation were excellent — especially Amnesty’s work in the Metaverse and the donor sentiment session.”
- “Digital Mobilisation on a Budget by Anya Jhoti was brilliant — clear, practical, and full of resources I can take back to my team.”
- “Learning how Wikipedia raises funds in Sam Patton’s session was an eye opener — small asks, clever personalisation, and offering options. I’m definitely going to try it!”

##### *Launch of the Resource Alliance Global Community Platform*

2024 also marked a major step forward in our digital strategy. Over the past year, we have developed a user-centred global community platform designed to connect changemakers, fundraisers, and social innovators. The journey to create this platform began with a vision of connecting changemakers, fundraisers, and social innovators across the globe to collaborate, share knowledge, and drive collective impact. No matter where you are, you can share your best practices and innovation solutions with others, link and connect, and have access to the tools and knowledge needed to drive impact. Over the past year, we have built a user-centric experience, incorporating feedback from our community to ensure that the platform is intuitive, engaging, and effective. The platform is designed to empower users with the tools they need to succeed in their work and make a meaningful impact.



## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES REPORT

#### FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

A soft launch took place during IFC 2024, giving delegates exclusive early access. All IFC session recordings, materials, and resources were made immediately available, allowing participants to continue their learning journey post-conference. By year-end, more than 500 users had engaged with and tested the platform, offering valuable feedback that informed refinements.

The full launch to the wider community in early 2025 represents a significant milestone in our mission to share innovative approaches and build a connected global movement of resource mobilisers. The platform will serve as a year-round hub for collaboration, knowledge exchange, and professional development, extending the reach and impact of our programmes long beyond in-person events.

#### Testimonials:

- “The community’s openness and shared knowledge make it feel like a space where everyone’s input is valued.”
- “This is a fantastic free resource for our global community of fundraisers.”

#### *Collaboration with Global Networks*

In 2024, we strengthened our position as a connector within the global social impact ecosystem by deepening collaboration with international networks and national and regional fundraising associations.

A key highlight was our partnership with WINGS and Catalyst 2030, which brought together a diverse set of stakeholders from across global networks: funders and philanthropists through WINGS, social innovators through Catalyst 2030, and resource mobilisers through the Resource Alliance. Resource mobilisers play a crucial role in this ecosystem, acting as the link between communities, programme implementers, and the funders or donors who support them.

This collaboration focused on advancing shift the power and funding-paradigm initiatives, moving beyond theoretical debate toward showcasing practical examples, shared learning, and evidence of real-world impact. Together, we worked to build an ecosystem, rather than a power system, in which different actors understand and value their complementary roles.

We also expanded our presence across the sector by contributing internationally to conferences and convenings, including the Fundraising Festival Italy, Central and East European Fundraising Conference, Vakdag Netherlands, Catalysing Change Week, and events at the School of Oriental and African Studies (SOAS) in London. Through these engagements, we shared global perspectives on resource mobilisation with diverse audiences around the world.

Alongside these flagship partnerships, we continued to strengthen relationships with national and regional fundraising associations, civil society networks, and allied organisations. These collaborations are united by a shared purpose: ensuring that the social impact sector has equitable access to the resources it needs to build just, inclusive, and sustainable societies.

#### *The Emerge 2.0 Programme 2024-25*

In 2024/25, 20 civil society organisations from across Africa went through the Emerge programme with support from the Oak Foundation. Several organisations significantly improved their financial positions as well as improved staff confidence by implementing comprehensive fundraising strategies guided by Emerge. This involved exploring diverse income streams, engaging diaspora communities, and collaborating strategically with external partners.

## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES REPORT

#### FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

*“Emerge has helped us anchor in UHA’s purpose and made us not panic even seeing all disruptions happening. Strategy must not be driven by fear, but by collective power”*

Amidst the ODA cuts, the programme secured a strong foundation and provided the building blocks to start implementing resource mobilisation strategies with focus on income diversity and new funding and financing models. Some results below:

- 100% improved decision-making, fundraising knowledge, and organisational resilience
- 100% engaged staff and boards in culture-building efforts
- 90% raised more funds post-programme
- 88% diversified their income by introducing new fundraising models post-programme
- 73% developed or finalised resource mobilisation strategies

Given the needs-based and targeted approach of the programme, results were very individual and dependent on the journey and focus of each participating organisation. The following are examples of changes implemented:

- **Zimbabwe Women’s Bureau:** Refined purpose, engaged diaspora communities, and built internal fundraising capacity.
- **Media Matters for Women (Sierra Leone):** Shifted from broadcasting to storytelling, empowering rural women as content creators.
- **Heartlines (South Africa):** Launched “For Good” platform, integrating corporate volunteering into fundraising.
- **XOESE (Togo):** Developed a 10-year strategic plan with diversified income streams and staff capacity building.

#### *Monthly Keynotes*

Following a consultation session with our global community, the Resource Alliance hosted 14 online sessions, including 10 monthly keynotes, two partner sessions, one research report launch, and one *Women in Fundraising* webinar. Access to these sessions was free and open to anyone. We totalled 4,925 registrations for these sessions. The monthly keynotes received an average session rating of 90% and the speakers received an average rating of 93%. The monthly keynote topics focused on: ethical storytelling; innovative financing; leadership in crisis; embracing diversity, equity, & inclusion; depolarisation and giving; reflections, key takeaways, and next steps from IFC 2024; and the power of responsive campaigning.

#### *Leadership Programme 2024*

For 2024, we continued with the year-round model first developed and implemented in 2023. We thoroughly consulted our leadership community on what they would like to see covered in the 2024 programme and used this to help shape the design, content, and selection of speakers throughout the year. While some topics continued from 2023, new challenges were identified, including:

- How to incorporate climate change into our work (as it should be something we are all working upon).
- How to create collaboration within an organisation, within the social impact sector, and beyond the social impact sector.

The Leadership Programme 2024 attracted 104 leaders from 38 countries, with a 50/50 split between Global Minority and Global Majority country participation.

## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES REPORT

#### FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

The leadership cohort wanted to become more action- and results-driven and agreed on the following operational principles:

- We are committed to: Empowerment through action, global collaboration for impact, and systemic sector change.
- And we do that through: Openness and transparency, inclusive and participatory decision making, and remaining adaptive and responsive.

The 2024 Leadership Programme consisted of four full-group Leadership Summits: *Facing the Future*, *Indigenous Wisdom*, *Collective Action*, and *Rising Trends of Disillusionment and Polarisation in Gen Z*.

The leader labs were re-branded as Action Labs for 2024 and focused on climate, innovation, AI, strategy & people, and shift the power. All Action Labs are in the process of finalising toolkits, research papers, and thought leadership pieces on their specific topics to be shared with our global community and beyond soon.

#### *Fundraising Fundamentals Masterclasses*

Following the successful launch of the AI Fundamentals masterclass in 2023, we greatly expanded the on this format in 2024 and offered a series of two-hour interactive small-group introductory workshops on several key topics under the *Fundraising Fundamentals* banner. The sessions in 2024 included AI, corporate partnerships, digital mobilisation, major donors, and ethical storytelling.

#### *IFC Pop-Ups*

The Resource Alliance regional activities have been expanding rapidly via IFC Pop-Up events in South Africa, Zambia, Australia, and Kenya, and a new collaboration with AFP Toronto that resulted in a day of learning and community building. We envision a localised agenda combined with international expertise and content, where resource mobilisers come together to learn, connect, debate, build capacity, and form communities.

## April 2025 to Date

2025 has been a pivotal and deeply challenging moment for the social impact sector. Around the world, the conditions under which civil society operates are shifting in ways that are both urgent and unprecedented. The Paris Agreement is failing on all 45 of its key indicators; USAID has been cancelled and ODA across Europe continues to decline. Democracies are eroding and civic space is shrinking, as documented in the latest CIVICUS monitoring. International law and even the authority of the United Nations is increasingly disregarded by leaders who once pledged to uphold it. Wealth and power are becoming ever more concentrated in the hands of a few actors who control digital platforms, shape information and disinformation flows, and even determine who has access to the internet at all.

For those working to protect rights, mobilise resources, and strengthen communities, these trends pose existential challenges. But they also reaffirm the importance and urgency of a strong, connected, and resilient global ecosystem of fundraisers, campaigners, and changemakers.

As we move into the final year of our 2023-2025 strategy, we recognise both how far we have come and how much must still be done. The strategy has enabled us to adapt to rapid global shifts and to strengthen the foundations of our work. Now, we stand ready to shape the next phase of the Resource Alliance's evolution. In 2025, we have started developing a new organisational strategy, informed by extensive engagement with our community and grounded in the realities facing the sector today. This next strategic cycle will guide us through 2026 and beyond, ensuring that we remain bold, relevant, and future-focused.

At the same time, we are responding directly to the sector's growing need for accessible, high-quality knowledge and connection. In 2025, we significantly expand access to our digital learning ecosystem, offering both Fundraising Online (FRO2025) and IFC Online free of charge. This marks an important step in our mission to remove barriers to participation and support equity in access. By widening our reach to over 10,000 online delegates, we amplify learning, collaboration, and collective capacity at a scale never before achieved by the organisation.

Fundraising Online: #FRO2025, held on 15 May, brought together 3,573 participants from 123 countries—up from 942 participants across 75 countries in 2024. In response to global challenges, including the USAID crisis, the event was made freely accessible to ensure unrestricted learning and connection. The programme offered 13 sessions with 20 speakers from across all regions, covering themes such as AI, digital mobilisation, and community-led campaigns. Despite being free of charge, #FRO2025 achieved a strong 56% attendance rate and high engagement throughout the day. Post-event feedback was very positive, with a 4.3-star satisfaction rating, with over 90% of participants reporting new knowledge gained, and 83% planning to apply their learning. Many also reported increased confidence in using AI tools as a result of attending the event.

IFC 2025: Break Through took place from 15-17 October 2025. Centred on the theme of Break Through, the event brought together 3,953 participants from 125 countries, of which 682 attended in-person. As the pace of change accelerates and the challenges facing humanity continue to intensify—threatening life-saving programmes and undermining progress in diversity, equity, inclusion, and access—the need for progressive, future-focused fundraising has never been greater. IFC 2025 convened leading thinkers, practitioners, and innovators to explore new strategies capable of reshaping and securing the future of social impact.

Our organisational capacity has expanded in recent years, strengthening our ability to deliver high-impact programmes and deepen engagement across regions.

## **THE RESOURCE ALLIANCE LIMITED**

### **TRUSTEES REPORT**

#### **FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025**

---

In 2025, we continue to bolster expertise within the team, including in programme delivery, community engagement, marketing, and fundraising. These investments will enable us not only to meet rising demand but also to enhance the visibility and reach of our work. Strengthening our marketing capacity will play an essential role in expanding our online presence, elevating our global voice, and amplifying the stories, insights, and innovations emerging from our community.

We are pursuing new fundraising opportunities in regions with growing philanthropic potential, particularly Asia, where emerging local philanthropy, increasing interest in social investment, and a rapidly evolving civil society landscape present promising avenues for partnership and impact. Alongside this, we will continue to diversify our fundraising portfolio globally to ensure the sustainability and ambition of our mission.

## **Outlook for 2026**

2026 will see the further impact of the closure of USAID, decline in ODA funding, and legal restrictions in civil society and the trickle-down impact that has on many civil society organisations.

We will leverage the organisation's rich bank of content, expertise, and convening power to reach significantly more people and organisations worldwide. By repurposing and extending our existing assets as well as leveraging our Global Community digital platform, we will offer greater access to high-quality content, practical solutions, and world-class experts. Partnerships with fundraising associations, civil society networks, and global alliances will be central to this effort, enabling us to scale our impact through collaboration rather than growth alone.

A renewed organisational strategy, to be launched in 2026, will guide this next phase. At a time when civil society faces growing threats — from shrinking trust and funding to the rollback of rights — we must ask: what comes next, and who is leading us there?

As we shape the Resource Alliance's next strategic chapter, the IFC 2025 Big Topic sessions have emerged as a cornerstone for sector-wide reflection, co-creation, and agenda setting. Designed around the conference theme Break Through, these dialogues invite our global community to confront the most urgent challenges facing civil society — from reimagining philanthropy and reclaiming our collective voice to decolonising aid, unlocking meaningful collaboration, and redefining fundraising for a post-ODA world. The ideas gathered will inform the IFC Manifesto for Change, a values-driven blueprint for our sector's future and a guiding framework for the Resource Alliance's evolving strategic priorities. Through this process, we are not only asking what comes next but inviting our entire community to shape it with us.

With this, we enter 2026 with confidence, and renewed belief in what is possible when our global community comes together. The years ahead will be shaped by undaunted action and purposeful partnership, anchored in the conviction that strong, connected, and well-supported resource mobilisers can help secure a more just and resilient future for all.

New initiatives for 2026 will focus on strengthening regional presence and outreach, including creating a global voice of new innovative solutions. Innovation happens rapidly in Asia, Latin America, and the African continent, with a clear focus on autonomy, localised funding sources, and ending dependencies. The shift in diversifying fundraising to move away from traditional funding to incorporate new financial models creates new income opportunities and will be a key focus of attention.

Finally, we do not do this work alone. Our progress is made possible through the support of the Resource Alliance Board, the Advisory Panel, our experts and speakers, our volunteers, and the organisations and individuals who make up our global community. Together, change will happen.

## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES REPORT

FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

#### 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 focuses on strategic and governance issues and matters of broad general policy. The Finance and Audit committee of the board ensures the financial well-being of the organisation, including risk management. Several board members played an active role in opening their networks for potential new funding opportunities.

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

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

General management of the global brand is overseen by the CEO, who is responsible for all Resource Alliance operations. General management of the UK office is delegated to the management team, which is based in London, with oversight from the CEO and Board of Trustees. The Resource Alliance is actively committed to impacting all aspects of international operations of organisations serving countries, people, groups, and individuals. In addition to the team in London and other international team members, there are volunteer teams in regional centres which enable the Resource Alliance to maintain close contacts and collaboration with local networks. They also work on programmes related to Resource Alliance projects and objectives and assist in the accessing of grant funding. The Resource Alliance has two affiliated charities: the Resource Alliance Inc. in the US, and the Resource Alliance (India) Trust in India. Both organisations are dormant at time of writing.

Last year, the Resource Alliance UK board unanimously approved the Articles of Incorporation and Bylaws for the creation of the Resource Alliance Foundation in the USA, with the Resource Alliance UK as the sole member of the US entity. This new legal entity is now established, and the Resource Alliance Foundation can accept donations.

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

#### Fundraising

In the drive to attract new income and diversify income sources, Resource Alliance has reached out to foundations and trusts supporting Resource Alliance's work. In 2024 this resulted in a new three-year partnership with Target Foundation, a renewed Emerge programme with Oak Foundation, and in 2025 with a partnership agreement with the David and Lucile Packard Foundation.



## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES REPORT

#### FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

##### *Target Foundation*

Target Foundation supports the Resource Alliance through a three-year programme dedicated to fostering emerging leaders (individuals who are either under the age of 30 or who work for NGOs with an annual turnover of less than £500,000) across the globe. The attention here is on the Leadership Programme with a specific focus on emerging leaders who otherwise could not have joined. In addition to the Leadership Programme, Target also supports the Emerging Leaders' participation at IFC.

##### *David and Lucile Packard Foundation*

Seeing the drastic impact in the USAID cancellation and ODA decline in European countries, more foundations and trusts understand the importance of resource mobilisation in securing a resilient civil society. One of the organisations closely aligned with Resource Alliance's mission is the David and Lucile Packard Foundation, which agreed to partner with the Resource Alliance in 2025 and 2026, supporting core programming work.

Seeing initial successful applications, the organisation decided to invest in a Director of Development and recruited Laura Thisted-Hardwick in mid-2025, whose focus is on income development and income diversity.

Resource Alliance in the UK also agreed to open a new US-based foundation, called Resource Alliance Foundation, supporting its overarching vision and mission, attracting funding sources from within the US and expanding its work. A 501C3 status was approved in 2025. The board is formed by: William Harris Toliver (Bill) as Chair, Michael Johnston (Mike), and Wilhelmina Teuna van Rijn (Willeke) as Secretary and Treasurer. The development of a new strategic plan is in process at the time of writing.

The Resource Alliance recognises the important work that the Fundraising Regulator undertakes to ensure fundraising is respectful, open, honest, and accountable. We have a process in place for dealing with complaints and feedback, with a complaint form and process published on the website. We have had no complaints regarding our fundraising over the year.

### **Financial Review**

Income for the year of £1,564,834 shows a decrease of £95,428 compared with the previous year's total £1,660,262. Expenditure in the year was £1,755,705 (2024: £1,416,481). The decrease in income and an increase in expenditure has resulted in a deficit of £190,870. There was an unrestricted surplus of £57,180 and a restricted deficit of £248,050. The total funds are £61,664 (2024: funds £252,534).

The accounts have been prepared on the going concern basis of accounting. In determining that it is appropriate to prepare the accounts on the going concern basis, the trustees have concluded that the organisation's financial situation has greatly improved since the period covered by these financial statements and there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern. The organisation ended calendar year 2024/2025 with a series of programmes which are all financially stable or profitable and with higher incomes over expenditures.

The trustees have considered future financial projections till December 2026, covering a period of more than one year from the date of this trustee report, building on the results of actions taken over the period of financial year 2024/25, and the new partnership and collaboration initiatives undertaken in the current year. Seeing the turbulence in the social impact sector, especially in funding cuts and restraints, we have taken a cautious approach toward IFC 2026 and created a new pricing scheme, supporting mid-size organisations especially. Scenarios have been planned for related to minimum delegate numbers versus ambitious target setting, including relevant reduced expenditures where needed, while ensuring overall financial sustainability. The partnership target remains untouched at £250,000, building on existing and new connections made in 2025. We expect that the pipeline built in foundations and trusts will show results in 2026.



## THE RESOURCE ALLIANCE LIMITED

### TRUSTEES REPORT

#### FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

On the expenditure side, priority is being given to securing staff capacity and having the right expertise and skills needed to execute our strategic direction and priorities. Expenditure is aligned with income achievement, with upfront risk mitigation. If income targets are not achieved, expenditure will be changed accordingly, without drastic consequences.

While we strongly believe that more is possible based on the successful results of 2024, the financial forecast remains pragmatic, realistic, and focused on the key priorities set out for the coming year. There continues to be a focus on stabilising and building the reserves in 2025/26 and, following the successful IFC in October 2025, the free unrestricted reserves are currently in excess of £257,000.

#### Related Parties

The Resource Alliance UK has successfully established the Resource Alliance Foundation in the USA, with all necessary legal filings completed and the Articles of Incorporation and Bylaws approved. The Resource Alliance UK serves as the sole member of the US entity, and all rights and powers are vested in the CEO of Resource Alliance UK. The initial board of directors for the Resource Alliance Foundation includes William Harris Toliver (Bill) as Chair, Michael Johnston (Mike), and Wilhelmina Teuna van Rijn (Willeke) as Secretary and Treasurer.

#### Investment and Reserves Policy

The newly approved Reserves Policy in March 2024, is aimed to ensure the Resource Alliance can continue to operate at a minimum operational level for nine to 12 months in the event of a loss of income. 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 total estimated level of unrestricted reserves should be between £270,000 and £360,000.

The reserves may be required at short notice (within one year). The investment policy is for them to be held as cash in short term deposits. It is the opinion of the board that it would be inappropriate to invest in more complex asset classes due to higher risk, reduced liquidity, and increased costs of management.

Trustees carry out a detailed review of the level of reserves required regularly. The main objective of these reviews is to establish the level of unrestricted reserves that would provide a sustainable platform allowing the organisation to plan more effectively for its strategic needs. The level of unrestricted reserves is based on the requirements to manage the continuity of the charity's objectives and an assessment of the risks involved in the operations. Free reserves comprise unrestricted reserves excluding fixed assets.

Reserves are on track to reach their targets again. As of 31 March 2025, the reserves showed positive unrestricted free reserves of £41,948 (2024: negative £10,016) and restricted funds of £14,500 (2024: £262,500). Free reserves do not include income of £309,183 (2024: £220,280) received in advance for IFC 2025 which was treated as a deferred income liability in these financial statements. Following the successful IFC in October 2025, the free unrestricted reserves are currently in excess of £257,000.

## Risk Management

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

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

After the most challenging years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. There are four scenarios that could cause the cancellation or significant scale back of an in-person IFC 2026. We have analysed and continue to closely monitor the following:

- 1. Implications of declining civic space across the world, putting restraints on the nonprofit sector** – The main tactics used here are the limitations of international financial transactions. This means a severe focus on localised fundraising, something that aligns with the Resource Alliance's work. Income diversity is crucial in mitigating risks, maintaining financial sustainability, and even in building constituencies supporting the work of civil society organisations. We will create greater awareness about this and direct towards localised fundraising, new financing models like impact investment, social enterprise models and others, and promote the programmes and events on how to do that – virtually, in-person, and globally, regionally, and nationally with the new alliances and collaborations we have formed.
- 2. An economic downturn severely restricts travel/event budgets** — The Resource Alliance has been effective in holding the cost of in-person attendance at IFC within  $\pm 5\%$  year-to-year and historically has never fallen below a defined threshold. IFC 2025 had a comfortable 682 attendees in-person and 3,271 online and we aim to grow this in 2026. As we have already initiated early ticket sales for IFC 2026, we have strategies in place to adapt when ticket sales are not on track.
- 3. Terrorism, civil unrest, and/or expansion of regional conflicts** — In 2026, global instability remains a significant concern. Ongoing conflicts, heightened geopolitical tensions, the persistence of far-right extremism, and rising racism and xenophobia continue to shape the international landscape. These conditions have already created operational challenges, including difficulties securing travel visas for board members, speakers, and attendees from Global Majority countries for IFC and other gatherings. At the same time, our expanding engagement with partners in regions affected by conflict demonstrates the resilience of our model. The reach of our digital platform, the adaptability of our regional event strategy, and the strength of our digital community position us to mitigate most foreseeable impacts of conflict and unrest, regardless of where they may emerge.

4. **Climate change regulations or organisational policies result in decline in international travel** – The Resource Alliance has several possibilities incorporated in our 2025/2026 plans. Firstly, the international in-person events the Resource Alliance organises (mainly IFC 2026) are all focused on reducing emissions by avoiding plastic use, using recycled materials where possible, and promoting train transport from attendees within EU and from UK. We also offset the remaining emissions produced. Secondly, new regional events will be expanded in 2026, avoiding long haul international flights for many attendees, while attracting new attendees to those events.

While any of the above scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to weather the storm. The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising, a continuation of income diversity and delivery of ongoing digital events and membership content. In-person events will continue to help to return money to our unrestricted reserves. Based on the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

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

# THE RESOURCE ALLIANCE LIMITED

## TRUSTEES REPORT

FOR THE FINANCIAL YEAR ENDING 31 MARCH 2025

---

### Trustee Responsibilities

The trustees (who are also directors of the Resource Alliance for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable laws and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

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

In so far as we are aware:

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

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

This report was approved by the board on 16 December 2025 and signed on their behalf by:



**Ingrid Srinath**  
Chair and Board Member

**THE RESOURCE ALLIANCE LIMITED**  
**INDEPENDENT AUDITOR'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**Audit Report**

**Opinion**

We have audited the financial statements of The Resource Alliance Limited for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 March 2025 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions Relating to Going Concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Other Information**

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Opinions on Other Matters Prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

### **Matters on Which we are Required to Report by Exception**

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

### **Responsibilities of Trustees for the Financial Statements**

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

## THE RESOURCE ALLIANCE LIMITED

### INDEPENDENT AUDITOR'S REPORT

#### FOR THE YEAR ENDED 31 MARCH 2025

---

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with company and charity law applicable in England and Wales, we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to the cut-off of income, posting inappropriate journal entries to income, and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

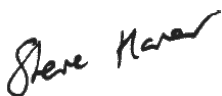
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, unusual descriptions or with unusual risk characteristics; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Use of our Report

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



Steve Harper (Senior Statutory Auditor)  
For and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place  
London  
EC4R 1AG

Date: 19 December 2025

**THE RESOURCE ALLIANCE LIMITED**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
(Incorporating the income and expenditure account)  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Statement of Financial Activities**

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
<b>INCOME</b>					
<b>Income from Donations</b>	<b>2</b>	220	-	<b>220</b>	7,080
<b>Income from charitable activities:</b>	<b>3</b>				
Conferences and Learning		1,481,682	-	<b>1,481,682</b>	1,384,707
Resource and Education		488	-	<b>488</b>	1,594
Professional Standards Advice and Information		-	75,403	<b>75,403</b>	262,686
		<u>1,482,170</u>	<u>75,403</u>	<b>1,557,573</b>	<u>1,648,987</u>
<b>Income from investments</b>					
Investment Income	<b>4</b>	7,041	-	<b>7,041</b>	4,195
<b>TOTAL INCOME</b>		<u>1,489,431</u>	<u>75,403</u>	<b>1,564,834</b>	<u>1,660,262</u>
<b>EXPENDITURE</b>					
<b>Charitable activities:</b>					
Conferences and Learning		1,307,466	-	<b>1,307,466</b>	1,300,392
Resources and Education		124,603	-	<b>124,603</b>	116,089
Professional Standards Advice and Information		182	323,453	<b>323,635</b>	-
<b>TOTAL EXPENDITURE</b>	<b>6</b>	<u>1,432,251</u>	<u>323,453</u>	<b>1,755,704</b>	<u>1,416,481</u>
<b>Net Income/(Expenditure) and Net movement in funds</b>		57,180	(248,050)	<b>(190,870)</b>	243,781
<b>Fund balances brought forward 1 April 2024</b>	<b>13</b>	(10,016)	262,550	<b>252,534</b>	8,753
<b>Fund balances carried forward 31 March 2025</b>	<b>13,14</b>	<u>47,164</u>	<u>14,500</u>	<b>61,664</b>	<u>252,534</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 2025

Company Number: 4007393

Balance Sheet	Notes	2025	2024
		£	£
<b>Fixed Assets</b>			
Intangible assets	10	4,743	-
Tangible assets	9	473	-
		5,216	-
<b>Current assets</b>			
Debtors	11	226,301	264,424
Cash at bank and in hand		242,780	443,102
		469,081	707,526
<b>Creditors:</b> amounts falling due within one year	12	412,633	454,992
<b>Net current(liabilities)</b>		56,448	252,534
<b>Net assets</b>		61,664	252,534
<b>Funds</b>	13,14		
Unrestricted funds – General		47,164	(10,016)
Restricted funds		14,500	262,550
<b>Total funds</b>		61,664	252,534

These accounts were approved by the Board of Trustees and authorised for issue on 16 December 2025 and signed on their behalf by:



**Ingrid Srinath**  
Chair and Board Member

**THE RESOURCE ALLIANCE LIMITED**

**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 MARCH 2025**

<b>Statement of cashflows</b>	<b>£</b>	<b>2025 £</b>	<b>£</b>	<b>2024 £</b>
<b>Cash flows from operating activities:</b>				
Net income/(expenditure) for the year (as per the statement of financial activities)	(190,870)		243,781	
Adjustments for:				
Depreciation and amortisation charges	900		-	
Dividends, interest and rents from investments	(7,041)		(4,195)	
(Increase)/Decrease in debtors	38,123		(177,590)	
(Decrease)/Increase in creditors	(42,359)		171,752	
<b>Net cash used in operating activities</b>		<b>(201,247)</b>		<b>233,748</b>
<b>Cash flows from investing activities:</b>				
Dividends, interest and rents from investments	7,041		4,195	
Purchase of tangible fixed assets	(608)		-	
Purchase of intangible fixed assets	(5,508)		-	
<b>Net cash provided by (used in) investing activities</b>		<b>925</b>		<b>4,195</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(200,322)</b>		<b>237,943</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>443,102</b>		<b>205,159</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>242,780</b>		<b>443,102</b>

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

## Notes to the Financial Statements

### 1. ACCOUNTING POLICIES

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

#### (a) Statutory information

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

#### (b) Basis of preparation

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP, Second Edition, effective 1 January 2019) and the Charities Act 2011.

The charity is the parent of one subsidiary undertaking, Resource Alliance Foundation. The subsidiary has not been consolidated on the grounds of immateriality, in accordance applicable accounting standards.

In assessing whether consolidation is required, the Trustees considered both quantitative and qualitative factors and determined that the subsidiary's income, assets and liabilities are not material in the context of the charity's financial statements. Accordingly, the subsidiary has been excluded from consolidation, as its exclusion does not result in a material misstatement of the financial statements as a whole. A summary of the subsidiary's activities is disclosed in note 15.

#### (c) Going concern

After the most challenging three years in our history, we have no delusions that the potential always exists for an unexpected crisis to dramatically alter the financial estimates upon which our cashflow has been calculated. As reported within the Risk Management section of the Trustees report there are four scenarios that could cause the cancellation or significant scale back of an in-person IFC 2026. We have analysed and continue to closely monitor these.

While any of these scenarios could significantly impact the financial wellbeing of the organisation, none are considered materially significant. The board has developed worst-case scenario forecasts for cash flow, which prove the organisation could continue to weather the storm. The board is focused on safely securing working capital and comfortable cashflow. Our strategy is to ensure the charity remains financially sustainable through strategic fundraising and delivery of ongoing digital events and membership content. In-person events will continue to help to return money to our unrestricted reserves. As at 31st March 2025 the charity had positive unrestricted reserves of £47,164. Following the IFC 2025 the free unrestricted reserves are currently in excess of £257,000. On the basis of the above, the trustees have concluded that there are no material uncertainties in relation to the Resource Alliance's ability to continue as a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

#### (d) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by

---

donors, or which have been raised by the charity for particular purposes.

## **1. ACCOUNTING POLICIES (continued)**

### **(e) Income**

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

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

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

### **(f) Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. All support costs, including governance costs, are allocated between the cost of generating funds and resources expended on charitable activities on basis of time spent.

### **(g) 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.

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.

### **(h) Intangible fixed assets and amortisation**

Amortisation has been calculated to write off the cost of all intangible fixed assets over their expected useful lives. For all assets purchased after 1st April 2012, the straight-line method of depreciation has been adopted as follows.

Website 3 years.

Only assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they are purchased. Assets are amortised once they have been brought into use.

### **(i) 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.

### **(j) Operating leases**

Operating lease rentals are written off as incurred.

### **(k) 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.

## 1. ACCOUNTING POLICIES (continued)

### (l) 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.

### (m) 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.

### (n) 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.

### (o) 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.

### (p) 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.

### (q) Financial Instruments

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

**2. INCOME FROM DONATIONS**

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Donations	220	-	220	7,080
<b>Total Donations</b>	<b>220</b>	<b>-</b>	<b>220</b>	<b>7,080</b>

Donations in the prior year were all unrestricted.

**3. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
<b>Conferences and Learning</b>				
Conferences and events	1,481,682	-	1,481,682	1,384,707
<b>Total Conferences and Learning</b>	<b>1,481,682</b>		<b>1,481,682</b>	<b>1,384,707</b>
<b>Resources and Education</b>				
Membership	488	-	488	1,594
<b>Total Resources and Education</b>	<b>488</b>	<b>-</b>	<b>488</b>	<b>1,594</b>
<b>Professional Standards Advice and Learning</b>				
Oak Foundation Emerge Campaign	-	-	-	262,550
Target Foundation	-	75,403	75,403	-
Other	-	-	-	136
<b>Total Professional Standards Advice and Learning</b>	<b>-</b>	<b>75,403</b>	<b>75,403</b>	<b>262,686</b>
<b>Total Income from charitable activities</b>	<b>1,482,170</b>	<b>75,403</b>	<b>1,557,573</b>	<b>1,648,987</b>

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2025

3. INCOME FROM CHARITABLE ACTIVITIES – PRIOR YEAR

	Unrestricted	Restricted	Total
	£	£	2024
			£
<b>Conferences and Learning</b>			
Conferences and events	1,384,707	-	<b>1,384,707</b>
<b>Total Conferences and Learning</b>	<b>1,384,707</b>	<b>-</b>	<b>1,384,707</b>
 <b>Resources and Education</b>			
Membership	1,594	-	<b>1,594</b>
 <b>Total Resources and Education</b>	<b>1,594</b>	<b>-</b>	<b>1,594</b>
 <b>Professional Standards Advice and Learning</b>			
Oak Foundation Emerge Campaign	-	262,550	<b>262,550</b>
Other	136	-	<b>136</b>
 <b>Total Professional Standards Advice and Learning</b>	<b>136</b>	<b>262,550</b>	<b>262,686</b>
 <b>Total Income from charitable activities</b>	<b>1,386,437</b>	<b>262,550</b>	<b>1,648,987</b>

4. INVESTMENT INCOME

	2025	2024
	£	£
Bank Interest Receivable	<b>7,041</b>	4,195

5. NET INCOME/(EXPENDITURE)

is stated after charging:

	2025	2024
	£	£
Depreciation	<b>135</b>	-
Amortisation	<b>765</b>	-
Auditor's remuneration	<b>16,000</b>	15,200

6. TOTAL EXPENDITURE

	Conferences and Learning £	Resources and Education £	Professional Standards Advice and Information £	2025 Total £	2024 Total £
<b>Direct Costs</b>					
Staff costs (incl. overseas self-employed staff)	203,648	50,675	53,684	<b>308,007</b>	236,844
Other staff costs	17,474	4,348	-	<b>21,822</b>	27,422
Event food, accommodation, travel	749,913	-	150,121	<b>900,034</b>	757,660
Event marketing	-	-	-	-	11,268
Event other direct costs	25,719	-	33,138	<b>58,857</b>	11,860
Consultants and translation services	30,975	-	86,692	<b>117,667</b>	16,050
Travel and subsistence	116	-	-	<b>116</b>	65
	<b>1,027,845</b>	<b>55,023</b>	<b>323,635</b>	<b>1,406,503</b>	1,061,169
<b>Support Costs</b>					
Governance direct costs	27,718	6,897	-	<b>34,615</b>	19,875
Consultants	144,507	35,959	-	<b>180,466</b>	167,119
Outsourced services (HR, finance, and payroll)	36,016	8,962	-	<b>44,978</b>	60,858
Premises costs	7,280	1,812	-	<b>9,092</b>	5,404
IT costs	45,087	11,219	-	<b>56,306</b>	38,916
Depreciation	721	179	-	<b>900</b>	-
Marketing	-	-	-	-	8,260
Other	18,292	4,552	-	<b>22,844</b>	54,880
	<b>279,621</b>	<b>69,580</b>	<b>-</b>	<b>349,201</b>	355,312
<b>TOTAL</b>	<b>1,307,466</b>	<b>124,603</b>	<b>323,635</b>	<b>1,755,704</b>	1,416,481



## 6. TOTAL EXPENDITURE CONTINUED – PRIOR YEAR

	Conference and Learning £	Resources and Education £	Professional Standards Advice and Information £	2024 Total £
<b>Direct Costs</b>				
Staff costs (incl. overseas self-employed staff)	192,467	44,377	-	<b>236,844</b>
Other staff costs	22,284	5,138	-	<b>27,422</b>
Event food, accommodation, travel	757,660	-	-	<b>757,660</b>
Event marketing	11,268	-	-	<b>11,268</b>
Event other direct costs	11,860	-	-	<b>11,860</b>
Consultants and translation services	16,050	-	-	<b>16,050</b>
Travel and subsistence	65	-	-	<b>65</b>
	<b>1,011,654</b>	<b>49,515</b>	<b>-</b>	<b>1,061,169</b>
<b>Support Costs</b>				
Staff costs (incl. overseas self-employed staff)	-	-	-	-
Governance direct costs	16,151	3,724	-	<b>19,875</b>
Consultants	135,806	31,313	-	<b>167,119</b>
Other staff- related costs	-	-	-	-
Outsourced services (HR, finance, and payroll)	49,455	11,403	-	<b>60,858</b>
Premises costs	4,392	1,013	-	<b>5,404</b>
IT costs	31,624	7,292	-	<b>38,916</b>
Marketing	6,712	1,548	-	<b>8,260</b>
Other	44,597	10,283	-	<b>54,880</b>
	<b>288,738</b>	<b>66,574</b>	<b>-</b>	<b>355,312</b>
<b>TOTAL</b>	<b>1,300,392</b>	<b>116,089</b>	<b>-</b>	<b>1,416,481</b>

## 7. TRUSTEES' REMUNERATION

No trustee received remuneration during the year (2024: £nil). Expenses reimbursed to any trustee in the period were £320 (2024: £nil).

## 8. STAFF COSTS

	2025 £	2024 £
Wages and salaries	261,029	204,650
Social security costs	31,074	18,515
Redundancy and termination costs	-	11,500
Employer's contribution to defined contribution pension scheme	15,904	13,679
Staff costs	308,007	248,344
Consultants	180,466	167,119
	488,473	415,463

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2025 No.	2024 No.
£60,001 - £70,000	1	-
£100,001 - £110,000	1	1

The key management personnel of the Charity comprise the trustees, the Chief Executive Officer and Senior Management team. The total amounts paid for salaries and expenses in respect of the key management personnel of the Charity were £126,378 (2024: £121,055).

	2025	2024
Average headcount	4	3

## 9. TANGIBLE FIXED ASSETS

	Computer Equipment £	Total £
<b>Cost</b>		
Brought forward 1 April 2024	-	-
Additions	608	608
At 31 March 2025	<b>608</b>	<b>608</b>
<b>Depreciation</b>		
Brought forward 1 April 2014	-	-
Charge for the year	135	135
At 31 March 2025	<b>135</b>	<b>135</b>
<b>Net Book Value</b>		
<b>At 31 March 2025</b>	<b>473</b>	<b>473</b>
At 31 March 2024	-	-

## 10. INTANGIBLE FIXED ASSETS

	Database Development	Total £
<b>Cost</b>		
Brought forward 1 April 2024	-	-
Additions	5,508	5,508
At 31 March 2025	<b>5,508</b>	<b>5,508</b>
<b>Amortisation</b>		
Brought forward 1 April 2024	-	-
Charge for the year	765	765
At 31 March 2025	<b>765</b>	<b>765</b>
<b>Net Book Value</b>		
<b>At 31 March 2025</b>	<b>4,743</b>	<b>4,743</b>
At 31 March 2024	-	-

THE RESOURCE ALLIANCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

YEAR ENDED 31 MARCH 2025

11. DEBTORS

	2025 £	2024 £
Trade debtors	173,632	157,960
Other debtors including grant receivable	967	705
Prepayments and accrued income	51,702	105,759
	<b>226,301</b>	<b>264,424</b>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade creditors	38,492	55,426
Other creditors, including taxes and social security	10,062	17,353
Accruals and deferred income	364,079	382,213
	<b>412,633</b>	<b>454,992</b>

**Movement in deferred income**

	2025 £	2024 £
As at 1 April	335,101	223,430
Released in year	(335,101)	(223,395)
Deferred in year	309,183	335,067
As at 31 March	<b>309,183</b>	<b>335,102</b>

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

## 13. STATEMENT OF FUNDS

Current year	1 April 2024 £	Income £	Expenditure £	Transfers £	31 March 2025 £
<b>Unrestricted funds</b>	(10,016)	1,489,431	(1,432,251)	-	47,164
<b>Restricted funds:</b>					
Emerge Campaign	262,550	-	(248,050)	-	14,500
Target Foundation	-	75,403	(75,403)	-	-
	262,550	75,403	(323,453)	-	14,500
<b>Total funds</b>	252,534	1,564,834	(1,755,704)	-	61,664
<b>Prior year</b>	<b>1 April 2023 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers £</b>	<b>31 March 2024 £</b>
<b>Unrestricted funds</b>	8,753	1,397,712	(1,416,481)	-	(10,016)
<b>Restricted funds:</b>					
Emerge Campaign	-	262,550	-	-	262,550
	-	262,550	-	-	262,550
<b>Total funds</b>	8,753	1,660,262	(1,416,481)	-	252,534

The general reserve represents the free funds of the company, which are not restricted and free to use in accordance with the charitable objects. At the end of March 2025 general reserves were in surplus. Restricted reserves represent funds received which are to be applied to specific activities during the coming year. Details of these activities are as follows:

**Emerge** – The guiding vision for this programme was the emergence of organisations capable of delivering on their mission – a vision that we shared with many sector stakeholders and donors.

**Target Foundation** – supports the Resource Alliance through a three-year programme dedicated to fostering emerging leaders (individuals who are either under the age of 30 or who work for NGOs with an annual turnover of less than £500,000) across the globe.

## 14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total Funds £
<b>Fund balances at 31 March 2025 are represented by:</b>			
Intangible Fixed Assets	4,743	-	4,743
Tangible Fixed Assets	473	-	473
Debtors	226,301	-	226,301
Cash	228,280	14,500	242,780
Creditors	(412,633)	-	(412,633)
<b>Total net assets</b>	<b>47,164</b>	<b>14,500</b>	<b>61,664</b>
	Unrestricted Funds £	Restricted Funds £	Total Funds £
<b>Fund balances at 31 March 2024 are represented by:</b>			
Debtors	264,424	-	264,424
Cash	180,552	262,550	443,102
Creditors	(454,992)	-	(454,992)
<b>Total net assets</b>	<b>(10,016)</b>	<b>262,550</b>	<b>252,534</b>

## 15. SUBSIDIARY COMPANY

The Resource Alliance Limited owns 100% of the issued share capital of Resource Alliance USA, a company incorporated in the USA as a 501c3. The Resource Alliance Foundation activities were not material in the financial year. For this reason, no useful purpose is served by producing consolidated accounts.

The Resource Alliance Foundation Summary Balance Sheet as at 31 March 2025:

	2025 £	2024 £
Creditors falling due within one year	(262)	-
Net assets	(262)	-
Profit and loss account	(262)	-
Total shareholders' funds	(262)	-

**16. OPERATING LEASE COMMITMENTS**

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

**17. RELATED PARTY TRANSACTIONS**

No transactions have taken place with either Trustees or with the Senior Management Team. There were related party transactions of £262 paid on behalf of Resource Alliance Foundation in the USA during the current year (2024: none). The amount is outstanding as of the 31<sup>st</sup> March 2025 (2024: none).